



Dunedin City Council

Community Plan

2009/10 – 2018/19

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Introduction

The Long Term Council Community Plan (Community Plan) sets out the vision and strategic direction for Dunedin city over the next ten years. The plan is based on the community outcomes agreed with the citizens of Dunedin in a planning and visioning process that started in 2002. This process has continued through Community Plans adopted by the Dunedin City Council, following public consultation, in 2003/04 and 2006/07 and now reviewed for 2009/10 -2018/19 this year. The Dunedin City Council is one of many stakeholders involved in establishing a vision for Dunedin city and one of two stakeholders who are legislatively required to produce a Community Plan under the Local Government Act 2002, the other being the Otago Regional Council. The Dunedin City council is legislatively required to promote the economic, environmental, social and cultural well-being of the residents of Dunedin. This means that the Dunedin City Council facilitates the agreement of the well-being outcomes for the city and leads the process of community consultation on outcomes. The outcomes guide the work of the Council and long term planning. A list of stakeholders involved in the well-being and community outcomes processes can be found at the end of the first volume of the plan.

Sustainable Development is an important theme within the Community Plan for 2009/10 - 2018/19 with a sustainable development framework for the Council currently being established. A key directive of the Local Government Act 2002 is that local authorities focus on facilitating sustainable development for people and their environment, by taking a balanced approach to promoting social, economic and environmental well-being for present and future generations. An outline of the proposed framework can be found at the beginning of Volume One.

The Community Plan is published in two volumes this year. The first volume is focused on community outcomes and the vision for the city, with the second volume containing more detailed information about the Dunedin City Council's activities, financial management, policies and planning to assist in achieving the vision laid out in the first volume.

The Community Plan 2009/10 – 2018/19 incorporates the Annual Plan 2009/10 and is effective from 1 July 2009.

This Community Plan document was adopted by the Dunedin City Council on 22 June 2009.

Overview of Volume

This volume of the 2009/10 – 2018/19 Community Plan contains information about the Council's activities and plans for the next ten years. The volume is split into five sections.

Section One provides information about the Council's activities. These are divided into eight broad groups of activities determined by the outcome areas they primarily contribute services under. Each of these eight groups is described in a separate chapter of the section. The individual activities within each group represent a service or group services provided by the Council. For each activity we describe the relationship to community outcomes, the level of service provided, service performance measures, asset management information, service issues, future plans and projects, key achievements, sustainability activity and a summary of financial information at the group level.

Section Two provides financial information relating to the council's activities at a consolidated level. This includes financial forecasts, debt analysis, accounting policies, capital expenditure programmes, information about inflation adjusters and forecasting assumptions risks and uncertainties.

Section Three contains information about the rating method, funding impact statement and funding principles.

Section Four contains summaries of Council policies, including the revenue and funding for each activity, policies on financial significance, investment liability management, partnerships with the private sector, development contributions, rates remission and postponement, Maori capacity to participate in council decision-making, assessment of water and sanitary services, Resource Recovery and Waste Management Strategy 2006 and information regarding Council Controlled Organisations.

Section Five provides Schedules of Fees and Charges and proposed Council grants to community organisations.

Mayor's Introduction



As we plan for Dunedin's future, we must remain confident despite these uncertain times.

In preparing this Long-Term Council Community Plan, the Council acknowledges the challenges ahead as it provides leadership to ensure this vibrant city remains so.

A year can be a long time in the life of local government and bring many changes, as this past year has done. Twelve months ago, few would have predicted the world's economy would have suffered the

major setbacks which have occurred.

The international economic climate and the pressures created by it mean, more than ever, elected members must act judiciously and in the best interests of Dunedin. The challenge for Councillors and the community is to steer a wise course between cautious spending in volatile times and continuing to fund the projects and activities upon which this city's future relies.

As always, there will be a wide range of residents' views on what should be the Council's priorities. There will be people who say the Council should stop spending in every area except its core business - such as water, wastewater and roading.

However, others will say that in tough financial times, it is even more important that central and local government use their ability to stimulate the economy by continuing to fund worthwhile activities and improvements.

I am mindful that during the last recession, building work undertaken by the Council and the University of Otago helped maintain the city's workforce.

Other influencing factors which lie ahead include possible changes to the legislation which governs local authorities. Following last year's general election, we have a new National-led Government. Already this Government is signalling some changes for local authorities, but the principles and details of these changes are as yet unknown.

If central Government wishes to devolve further responsibilities to local government, then we believe it must also provide the funding for those responsibilities to be carried out. Local bodies can no longer shoulder the burden of extra costs, and if these are not met by central

Government, the only alternative is to pass them on to residents.

The Council must keep a positive attitude and still look to, and plan for, the future. This can be done while acknowledging the straitened circumstances felt by sectors of our community.

This year, the forward planning stretches even further as the Council, as required by law, updates its Community Plan, which looks 10 years ahead. This plan sets out how we intend to continue providing essential services and what new projects should be funded.

Much publicity and public feedback has centred on the new multi-purpose, roofed stadium planned for Dunedin.

In February, the Council reiterated its support for the construction of the Awatea Street stadium complex. This decision is subject to a range of conditions, including the commitment of outside funding and the resolution of planning issues.

In coming to this majority view, the Council considered a vast amount of detailed information. Elected members were also very aware of the strong feeling in the community, both for and against the project.

In reaching this decision, the Council has tried to exercise its best judgment across all the issues.

The Council's rates and funding working party will continue to look at ways to reduce ratepayers' share of the capital cost. Despite this, the cost to the ratepayer as outlined in the 2008/09 Annual Plan has not increased due to lower interest rates. This means the owner of an average residential property, worth \$291,000, would pay \$66 annually for the duration of construction and the 20 year loan period.

In supporting this project, the Council is sending a strong signal that it will not let Dunedin falter in the face of hard times. The stadium will not only be a tremendous asset for the years ahead, but will also stimulate the local economy now by creating work for people in the construction sector and for related businesses. More background on the issues can be found on page 9 of this volume.

Other major capital items in the draft plan include the start of stage two of the Tahuna Waste Water Treatment Plant (\$74.5 million) upgrade and work on strategic roading corridors (\$22.7 million). There will also be significant expenditure on the redevelopment of the Otago Settlers

Museum (\$32.5 million), the Dunedin Centre (\$45.3 million) and Logan Park (\$15.7 million).

Ratepayers currently face a 7.0% overall increase in rates in the next financial year. This is made up of a 6.4% rise in general and community services rates, and 7.9% for targeted rates, which includes spending on the Tahuna wastewater improvements.

These increases follow the sustained efforts of both Council staff and elected members to cut costs and limit spending where possible. However, we cannot pare expenditure back to such a point where services suffer and we stop investing in ways to safeguard Dunedin's future prosperity and appeal.

As the Chief Executive discusses in his introduction, in January the Council adopted a set of five sustainability principles which will guide all future decision-making. These will help ensure we leave for future generations a city resilient enough to cope with change and ready to capitalise on opportunities.

I thank those of you who participated in the public consultation on this plan. A list of changes to the Draft Plan brought about by the consultation process can be found in Volume One, page 7. By working in partnership we can be assured Dunedin can continue to rise to the challenges which lie ahead.

A handwritten signature in black ink, consisting of a stylized 'P' and 'C' with a long horizontal stroke extending to the right.

Peter Chin – Mayor

Chief Executive's Introduction



Maintaining essential services and visionary new projects are part of Council planning for the decade ahead.

This is a review year for the Long-Term Council Community Plan, with the Council required to produce a revised plan spanning 2009/10 to 2018/19. The Community Plan identifies the priorities and outcomes sought by the community, and the way these are implemented and measured. It also provides a long-term focus for the Council's decisions and activities.

The Plan outlines the "big picture" and shapes how Dunedin will progress over the next decade.

In preparing this Community Plan, turbulent economic times both globally and nationally have made the task for staff and Councillors even more difficult than usual. The Council does not operate in a vacuum and factors such as construction and labour costs, the exchange rate and oil prices have a major flow-on effect for its activities and spending.

Growing community expectations are frequently coupled with the call for lower rates. The reality is the annual budget cannot be cut without dropping service levels and residents have made it clear that is undesirable.

On behalf of Dunedin residents, the Council is responsible for providing and maintaining long-life assets. As part of this year's plan preparations, the Council took a close look at the three categories of capital expenditure over the next decade - Core Essential, Core Discretionary and Discretionary.

Core Essential services include the provision of water, wastewater and stormwater disposal, roading and Civil Defence. Core Discretionary centres on providing a certain level of service for facilities such as libraries, museums, swimming pools, parks and reserves and economic development funding.

Discretionary activities include community grants, seal extensions and some major projects such as the multi-purpose stadium in Awatea Street and the Logan Park redevelopment.

In considering priorities, the Council has an obligation to not only ensure the safe and efficient provision of essential services, but also to stimulate growth and contribute to residents' sense of well-being.

For these reasons, a diverse range of projects is signalled for the next 10 years. One of the most significant is the planned construction of a \$198 million multi-purpose roofed stadium. As discussed in the Mayor's introduction, the Council has voted to proceed with this project, subject to a range of further conditions being met.

The Council believes the stadium will be a valuable asset for this community and a drawcard to the region. Work continues to limit the cost to ratepayers and to attract as much external funding as possible. More details can be found on Volume 2, Section 1 page 29.

Other major projects signalled include \$74.5 million to install secondary treatment at the Tahuna Waste Water Treatment Plant, \$22.7 million for roading strategic corridors and \$22.6 million for the safety improvements on the Otago Peninsula.

The plan also includes spending \$45.3 million for the Dunedin Centre redevelopment and \$32.5 million for the Otago Settlers Museum upgrade over the next decade.

Acknowledging the challenges ahead for businesses, the Council has increased the Economic Development Unit's Industry Project Fund by \$461,000 from 2009/10 – 2011/12.

Unfortunately, most building consent fees are set to rise as the Council is forced to recoup the cost of meeting more stringent requirements imposed through central Government legislation. Planned increases in resource consent fees have now been scaled back in response to the economic downturn.

In considering the 10-year Plan the Mayor and Councillors paid particular attention to affordability and debt. Before making their decisions they considered the proportion of household income that is needed to service rates in the 70 census area units of the city. They noted that the burden does not shift markedly in percentage terms over the decade but that there are some census area units where the burden is greater. The central Government's rates rebate scheme is available which can provide up to \$530 per annum by way of rates relief on application.

The Council recognises that its ambitious capital expenditure plans over the next three years will cause breaches, albeit modest and short term, in prudential financial ratios. However, it also recognises that no further large projects are planned within the decade, so that by its end, the same ratios will have reduced below the limits. A fuller analysis of the financial overview can be found on page 144 of this volume.

As always, the Council's intention is to make decisions that provide the best choices and results for current residents, without jeopardising resources and opportunities for future generations. In January, the Council approved five sustainability principles to be considered in all its decision-making, as it moves towards a vision of a more sustainable Dunedin.

These principles mean the Council will look at how each project or service fits in terms of efficiency, affordability, environmental care, supporting people and endurance.

Work on the Three Waters Strategy is an example of this thinking. The strategy involves an innovative approach to managing the city's drinking water, wastewater and stormwater by looking at the three systems together.

A draft strategy should be completed by October 2009. The strategy aims to meet the present and future needs of the community in a sustainable way, while also reducing risks associated with climate change.

A 7.0% overall increase in rates is signalled for 2009/10. Rates as a percentage of household income would be 3.1% for the median residential household in Dunedin.*

The Council is aware of the higher rates increases in the first four years compared to later years. Continued efforts will be made to smooth these rate increases.

Consultation on the draft community plan resulted in 812 submissions covering 206 subjects. As a result of the submissions process a number of small changes have been made to this document, including an increase in community grants and events funding and the addition of a new redevelopment project at the Regent Theatre. The new project consists of redevelopment of the fly tower and stage to meet health and safety and touring production requirements. Funding for initial design work and the capital cost of the project is shown in this ten year plan, however the project will be subject to community consultation in next year's 2010/11 Annual Plan consultation and the outcome of fundraising by the Otago Theatre Trust.

The Community Plan now sets out the Council's programme for the next ten years. I look forward to working with the councillors, staff and residents of Dunedin in continuing to improve our city for present and future residents.



Jim Harland – Chief Executive

* Based on the median residential property value of \$250,000 and the median household income from the March 2006 Census, inflated by 3% per annum for three years.

Members of Council and Community Boards

Members Of Council



Mayor
Peter Chin
Office: 474 3855
Home: 467 2371



Deputy Mayor
Mosgiel/Taieri Ward
Syd Brown
Home: 489 5601
Cell: 027 436 0104



Cargill Ward
Michael Guest
Home: 473 9339



Cargill Ward
Paul Hudson
Home: 472 8945
Cell: 027 432 1632



Cargill Ward
Teresa Stevenson
Home: 473 7587



Green Island/Saddle Hill Ward
Colin Weatherall
Home: 481 1487
Bus: 481 1887
Cell: 021 717 070



Hills Ward
Fliss Butcher
Home/Bus:
477 9972



Hills Ward
Chris Staynes
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Cell: 021 523 682



Hills Ward
Richard Walls
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Mosgiel/Taieri Ward
Kate Wilson
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South Dunedin Ward
Bill Acklin
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Cell: 027 555 5252



South Dunedin Ward
John Bezett
Home: 454 3493
Bus: 477 9046



South Dunedin Ward
Neil Collins
Home: 454 3399
Bus: 477 6934
Cell: 0274 323 090



South Dunedin Ward
Dave Cull
Home: 476 1050
Bus: 476 1156

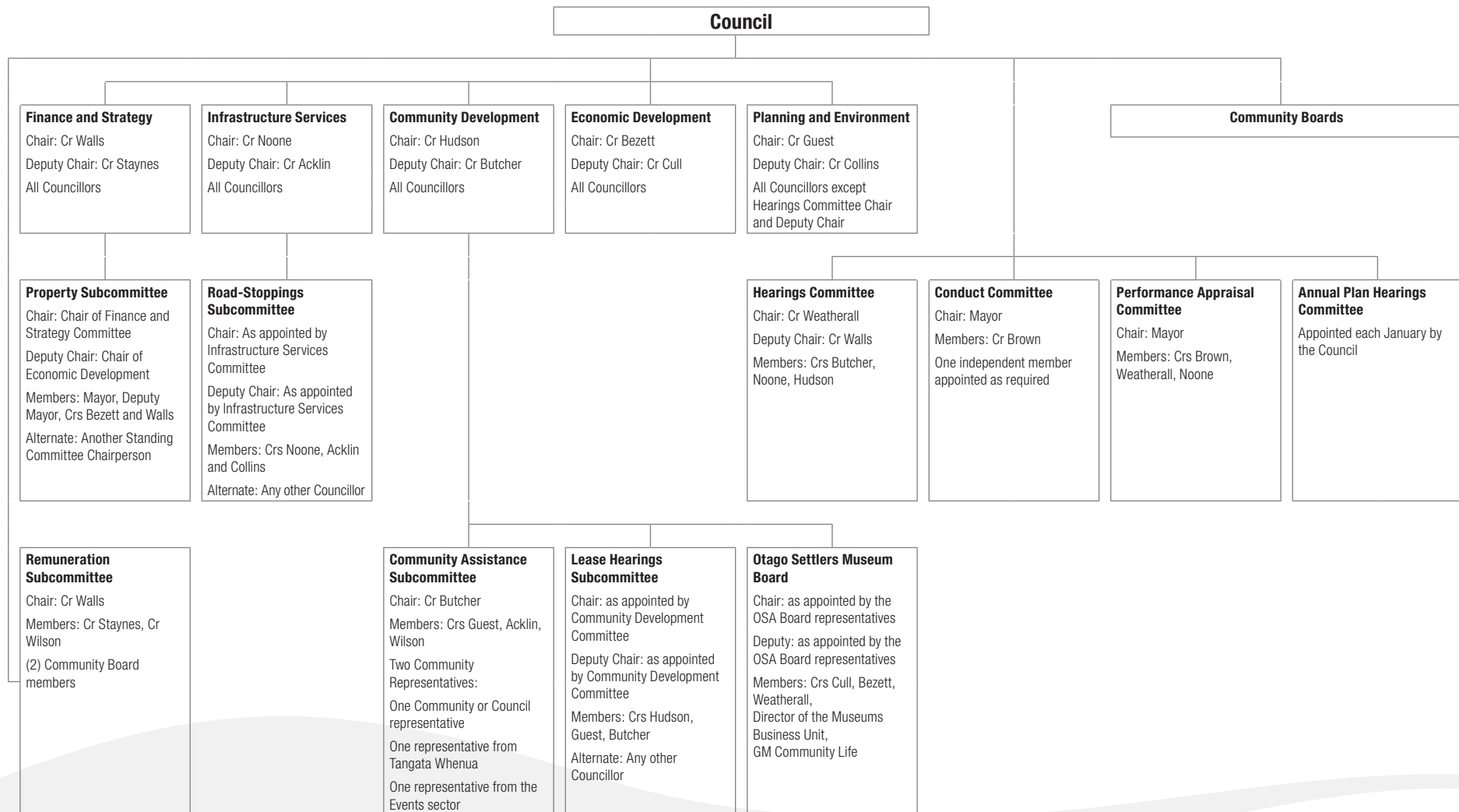


Waikouaiti Coast/ Chalmers Ward
Andrew Noone
Home/Bus: 465 7157
Cell: 027 430 1727

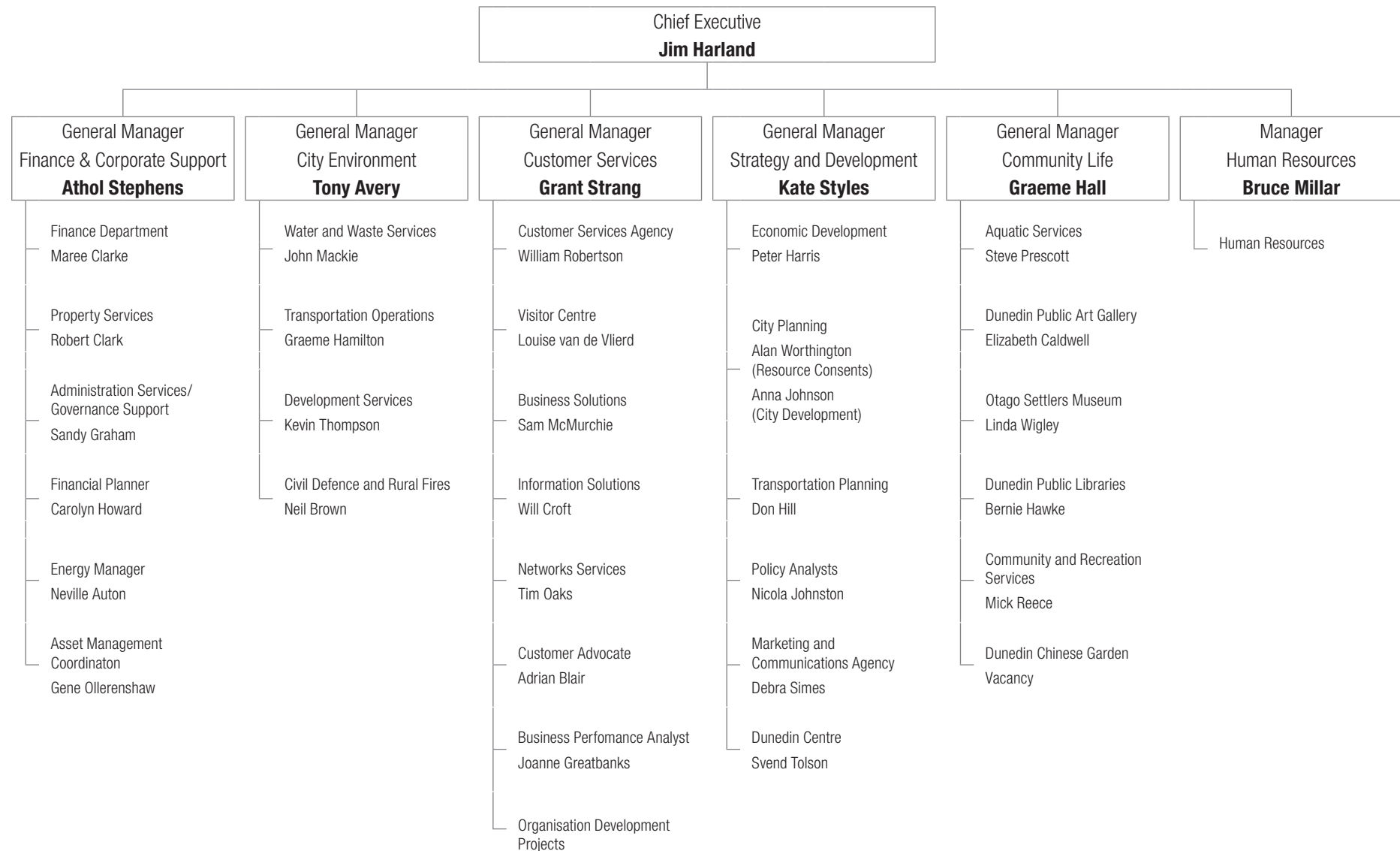
Community Board Members

<i>Chalmers</i>	Jan Tucker (Chair) 472 7463 (h) 027 379 0722	Nicola Bould 472 8947 (h) 021 254 8928	Trevor Johnson 471 0632 (h) 027 284 8611	John Neilson 471 0566 (h)	Raewynne Pedofski 472 8551 (w) 472 7789 (h) 027 201 4386	Steve Walker 472 8409 (h)	Cr Andrew Noone 465 7157 (h+w) 027 430 1727
<i>Mosgiel/ Taieri</i>	Barry Barbour (Chair) 488 4306 (w) 486 1737 (h) 0274 394 615	Chris Adams 489 3916 (w) 489 0347 (h) 0274 331 656	Martin Dillon 489 5277 (h) 0274 337 800	Bill Feather 489 5842 (h)	Vacancy	Sandra Wilson 489 1783 (w) 489 4462 (h) 0274 894 462	Cr Syd Brown 489 5601 (h) 027 436 0104
<i>Otago Peninsula</i>	Irene Scurr (Chair) 454 6198 (h) 021 188 9807	Bill Allen 476 1960 (h)	John Bellamy 476 1606 (w) 476 1483 (h)	Christine Garey 478 1133 (h) 0274 478 876	Natalie Karaitiana 478 1033 (h) 027 316 2018	Lox Kellas 478 0209 (h) 027 248 9789	Cr John Bezett 454 3493 (h) 477 9046 (w)
<i>Saddle Hill</i>	Keith McFadyen (Chair) 481 1333 (h) 0274 448 913	Ernie Ball 456 3354 (h)	Pamela Jemmett 479 8447 (w) 489 0453 (h) 027 452 4199	John Moyle 488 2317 ext 5 (w) 488 0651 (h) 027 230 7779	Jonathan Usher 477 1994 (w) 489 8681 (h) 021 462 442	Scott Weatherall 481 1766 (h) 027 440 4700	Cr Colin Weatherall 481 1487 (h) 481 1887 (w) 021 717 070
<i>Strath Taieri</i>	Barry Williams (Chair) (03) 464 3718 (h) 021 899 673	Russell Anderson 489 1470 (h) 027 224 8034	Ken Bain (03) 464 3338 (h) 0274 743 338	Bales Elliot (03) 464 3731 (h) 0274 731 025	Lesley Peddie (03) 444 4825 (h) 027 485 2825	Joan Wilson (03) 464 3473 (h) 027 454 3620	Cr Kate Wilson (03) 464 3797 (h) 0274 438 134
<i>Waikouaiti Coast</i>	Alasdair Morrison (Chair) 474 5912 (w) 482 2505 (h) 0274 354 384	Andrew Barratt 021 890 048	Gerard Collings 479 6494 (w) 465 7604 (h) 0274 376 786	Nancy Higgins 482 1198 (h) 021 171 0226	Murray Holland 477 0312 (w) 465 7482 (h) 0274 331 007	Geraldine Tait 473 8614 (w) 482 2517 (h) 021 217 5492	Cr Andrew Noone 465 7157 (h+w) 027 430 1727

Council Structure



Dunedin City Council Organisational Chart



Section One – Group Activities

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Introduction

This section of the plan provides information about our plans for the next ten years.

Council activities are divided into eight groups of activities relating to the outcomes that they primarily contribute to. The chart on the adjacent and following pages shows this structure.

Each of these eight groups is described in a separate chapter of this section of the plan. The group is described in general terms at the start of the chapter explaining: why the group of activities is provided, how they contribute to community outcomes, what strategies guide their work and any major issues facing the activity. More detail is then provided about the individual activities in the group – the service provided, service performance measures*, asset management information, service issues, future plans and projects, key achievements, and sustainability activity.

* NB: Many of the service performance measures rely on survey results, such as the Residents' Opinion Survey. The margins of error and confidence levels for the relevant survey questions vary according to the particular survey and question. These levels are set out in Appendix One on page 141. The margins of error and confidence levels need to be taken into account when considering the relevant performance measures and targets.

Each chapter is completed by financial information for the activity group – a 10 year Income Statement showing how the activities will be funded and expenditure by key outputs and inputs; a statement of cashflows showing when funding is received and spent across the 10 year programme; and finally a capital expenditure programme showing the projects planned and when funding will be spent on them.

The activities performed by the Council are funded in a variety of ways: some are user pays where residents pay a fee or charge to use the service (external revenue); some are funded by rates revenue provided by those who own property within Dunedin City; others are funded by rates applied to a specific activity (targeted rate). Some activities are funded by a combination of these funding methods. Information about how each activity is funded can be found in the Revenue and Financing Policy in the Policy section of this volume of the Community Plan.

Strategy guides all planning activity for the Council. Strategy development forms a vital planning link to the community outcomes and the work performed by the Council. The Strategy Matrix that follows the Activity Group Structure chart shows the links between the Council strategies, Council activities and well-beings, outcomes and priorities.

Activity Group Structure

Outcome	Group	Activity
Wealthy Community	Economic Development and City Promotion	Economic Development Tourism Dunedin Marketing and Communications Agency Dunedin Centre Visitor Centre Stadium Investment Account Waipori Fund City Property Investment City Property Management City Property Miscellaneous City Property Operational
Accessible City	Transport Network	Transportation Planning Transportation Operations Citipark Parking Enforcement
Safe and Healthy People	Personal Safety	Development Services Civil Defence and Rural Fires
	Public Health	Water Wastewater Stormwater Solid Waste
Sustainable City and Environment	City Planning	City Development Resource Consents
Supportive Community	Community Development and Support	Community Development Housing Cemeteries and Crematorium Civic Leadership
Culture and Learning	Museums, Libraries and Art Gallery	Dunedin Public Libraries Dunedin Public Art Gallery Otago Settlers Museum Dunedin Chinese Garden Otago Museum Levy

Outcome	Group	Activity
Active City	Sport, Recreation and Leisure	Aquatic Services Botanic Garden Parks and Reserves Recreation Policy
Corporate Support Activities	Corporate Support Activities	Administration Services Business Improvement Citifleet Corporate Leadership Customer Services Agency Finance Human Resources Business Solutions Information Solutions Network Services

Strategy, Well-being and Outcome Matrix

Existing Council Strategies and Associated Activities

			Strategy (Council Activity)																					
			Community Plan (LTCCP) (All)	Annual Plan (All)	District Plan (City Planning)	Bio- Diversity Strategy (City Planning)	Heritage Strategy (City Planning)	Transportation Strategy (Transportation Planning and Operations)	Economic Development Strategy to 2010 (EDU)	Parking Policy (Transportation Planning and Operations)	Visitor Strategy (Visitor Centre)	Tertiary Precinct Development Plan (Corporate Support)	Play Strategy (Recreation Policy)	Sport and Recreation Strategy (Recreation Policy)	Disability Strategy (Community Development)	Street Tree Planting Strategy (Parks and Reserves)	Tracks Policy and Strategy Review (Parks and Reserves)	Community Initiatives Plan (Community Development)	Youth Strategy (Community Development)	Physical Activity Strategy (Recreation Policy)	Civil Defence Plan (2005) (Civil Defence and Rural Fires)	Disaster Recovery Plan (Civil Defence and Rural Fires)	Resource Recovery and Waste Mgmt Strategy (Solid Waste)	ICT Strategic Plan (Corporate Support)
Economic Well-being	Wealthy Community	Priority:																						
		A city that encourages sustainable economic development																						
		A city that offers high employment opportunities for everyone																						
		A city that actively promotes itself and its businesses																						
	A city that encourages strategic investment in people and business																							
	Accessible City	A local transport system that is integrated with the wider needs of the community																						
		A public transport system that meets the needs of users																						
		Our external communications are state of the art																						
Dunedin is connected to the global transport nodes																								

- Primary contribution to the community outcomes and city priorities
- Secondary contribution to the community outcomes and city priorities
- Does not impact directly on the community outcomes, but spans / supports all other activities

Environmental Well-being			Strategy (Council Activity)																										
			Safe and Healthy People								Sustainable City and Environment																		
Priority:																													
	A place where people are safe in their homes, work and public spaces		Community Plan (LTCCP) (All)	Annual Plan (All)	District Plan (City Planning)	Bio- Diversity Strategy (City Planning)	Heritage Strategy (City Planning)	Transportation Strategy (Transportation Planning and Operations)	Economic Development Strategy to 2010 (EDU)	Parking Policy (Transportation Planning and Operations)	Visitor Strategy (Visitor Centre)	Tertiary Precinct Development Plan (Corporate Support)	Play Strategy (Recreation Policy)	Sport and Recreation Strategy (Recreation Policy)	Disability Strategy (Community Development)	Street Tree Planting Strategy (Parks and Reserves)	Tracks Policy and Strategy Review (Parks and Reserves)	Community Initiatives Plan (Community Development)	Youth Strategy (Community Development)	Physical Activity Strategy (Recreation Policy)	Civil Defence Plan (2005) (Civil Defence and Rural Fires)	Disaster Recovery Plan (Civil Defence and Rural Fires)	Resource Recovery and Waste Mgmt Strategy (Solid Waste)	ICT Strategic Plan (Corporate Support)					
	We enhance access to affordable health services																												
	Our services, infrastructure, and environment enhance quality of life																												
	Dunedin sustains its hospital, associated services and medical research capacity																												
	We enhance our place through quality developments																												
	Our heritage and quality design is valued and protected																												
	We value the natural environment, biodiversity and landscapes																												
	We actively promote sustainability																												



- Primary contribution to the community outcomes and city priorities
- Secondary contribution to the community outcomes and city priorities
- Does not impact directly on the community outcomes, but spans / supports all other activities

Primary contribution to the community outcomes and city priorities
Secondary contribution to the community outcomes and city priorities
Does not impact directly on the community outcomes, but spans / supports all other activities

Proposed Strategies and Associated Activities

		Strategy (Council Activity)															
		Arts and Culture Policy (Community Development)	Community Support Strategy (Community Development)	Parks and Reserves Strategy (incl. Reserves Acquisition and Disposal Strategy) (Parks and Reserves)	Marketing and Communications Strategy (MCA)	Integrated Monitoring Strategy (Corporate Support)	Events Strategy (MCA)	Settlement Strategy (EDU)	Urban Design Strategy (City Development)	Corporate Leadership (Corporate Support)	Code of Subdivision (City Development)	Energy Strategy (Corporate Support)	Three Waters Strategy (Water, Wastewater, Storm water)	Walking Strategy (Transportation Planning and Operations)	Older Person's Strategy (Community Development)	Social Housing Strategy (Housing)	Customer Service Agency Strategy (Corporate Support)
Economic Well-being	Wealthy Community	Priority:															
		A city that encourages sustainable economic development															
		A city that offers high employment opportunities for everyone															
		A city that actively promotes itself and its businesses															
	Accessible City	A city that encourages strategic investment in people and business															
		A local transport system that is integrated with the wider needs of the community															
		A public transport system that meets the needs of users															
		Our external communications are state of the art															
Dunedin is connected to the global transport nodes																	



Primary contribution to the community outcomes and city priorities

Secondary contribution to the community outcomes and city priorities

Does not impact directly on the community outcomes, but spans / supports all other activities

		Strategy (Council Activity)																
Environmental Well-being	Safe and Healthy People	Priority:	Arts and Culture Policy (Community Development)	Community Support Strategy (Community Development)	Parks and Reserves Strategy (incl. Reserves Acquisition and Disposal Strategy) (Parks and Reserves)	Marketing and Communications Strategy (MCA)	Integrated Monitoring Strategy (Corporate Support)	Events Strategy (MCA)	Settlement Strategy (EDU)	Urban Design Strategy (City Development)	Corporate Leadership (Corporate Support)	Code of Subdivision (City Development)	Energy Strategy (Corporate Support)	Three Waters Strategy (Water, Wastewater, Storm water)	Walking Strategy (Transportation Planning and Operations)	Older Person's Strategy (Community Development)	Social Housing Strategy (Housing)	Customer Service Agency Strategy (Corporate Support)
		A place where people are safe in their homes, work and public spaces																
		We enhance access to affordable health services																
		Our services, infrastructure, and environment enhance quality of life																
	Sustainable City and Environment	Dunedin sustains its hospital, associated services and medical research capacity																
		We enhance our place through quality developments																
		Our heritage and quality design is valued and protected																
		We value the natural environment, biodiversity and landscapes																
		We actively promote sustainability																

- Primary contribution to the community outcomes and city priorities
- Secondary contribution to the community outcomes and city priorities
- Does not impact directly on the community outcomes, but spans / supports all other activities

Social and Cultural Well-being			Strategy (Council Activity)															
			Priority:	Arts and Culture Policy (Community Development)	Community Support Strategy (Community Development)	Parks and Reserves Strategy (incl. Reserves Acquisition and Disposal Strategy) (Parks and Reserves)	Marketing and Communications Strategy (MCA)	Integrated Monitoring Strategy (Corporate Support)	Events Strategy (MCA)	Settlement Strategy (EDU)	Urban Design Strategy (City Development)	Corporate Leadership (Corporate Support)	Code of Subdivision (City Development)	Energy Strategy (Corporate Support)	Three Waters Strategy (Water, Wastewater, Storm water)	Walking Strategy (Transportation Planning and Operations)	Older Person's Strategy (Community Development)	Social Housing Strategy (Housing)
Active City	Culture and Learning	A broad range of learning opportunities																
		A diverse and vibrant arts and culture scene																
		We value the cultural identity and place of the tangata whenua in our community																
		We celebrate and support the good things about our city and community																
	Supportive Community	Our city is built on strong communities																
		We are in an ethnically diverse and tolerant community																
		All volunteers feel valued																
		The people participate in our representative democracy																
	Active City	More people participate in sport																
		More people participate in recreation and leisure activities																
		Dunedin people lead healthy lifestyles																
		City assets that provide recreation and leisure choice																



- Primary contribution to the community outcomes and city priorities
- Secondary contribution to the community outcomes and city priorities
- Does not impact directly on the community outcomes, but spans / supports all other activities

Economic Development and City Promotion

Group Activities

- Economic Development
- Tourism Dunedin
- Marketing and Communications Agency
- Dunedin Centre
- Visitor Centre
- Stadium
- City Property Investment
- City Property Operational
- City Property Miscellaneous
- Investment Account and Waipori Fund

Why does the Council provide these Activities?

These services create wealth for the community. Community Plan consultation and client feedback indicates support for the provision of these activities and endorses the Council's position to remain involved in wealth creation and economic development-type activities.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and, unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and/or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities primarily contribute to the 'Wealthy Community' outcome and associated city-wide priorities.

The three activities of the Economic Development Unit (EDU), City Property, and the Investment Account and Waipori provide the Council's primary response to generating wealth. The EDU

operates through assisting specific businesses and sectors in a variety of ways, while the latter two activities generate wealth through property, cash and business investments.

The Dunedin Centre, Visitor Centre, Tourism Dunedin and Marketing and Communications activities also contribute to the 'Wealthy Community' outcome. These activities promote the City and attract visitors and migrants to Dunedin. Other services such as the availability of the Town Hall to community groups, city festivals and events, and the provision of information about Council decisions contribute to a range of other outcomes.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Economic Development and City Promotion group of activities are:

National/Regional

New Zealand Trade and Enterprise (NZTE) Regional Strategy and Fund

Ministry of Economic Development

Settlement Strategy

Otago Regional Economic Development Strategy 2002.

Council

Economic Development Strategy to 2010

Visitor Strategy 2008.


Strategies to be reviewed or developed




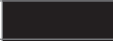


























Events Strategy

Marketing and Communications Strategy

Economic Development Strategy to 2010 (review to commence 2009/10).

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	EDU	Tourism Dunedin	Marketing and Communications Agency	Dunedin Centre	Visitor Centre	Stadium	City Property	Investment Account and Waipori Fund
Wealthy Community	A city that encourages sustainable economic development								
	A city that offers high employment opportunities for everyone								
	A city that actively promotes itself and its businesses								
	A city that encourages strategic investment in people and business								
Sustainable City and Environment	We enhance our place through quality developments								
Culture and Learning	A broad range of learning opportunities								
	A diverse and vibrant arts and culture scene								
	We celebrate and support the good things about our city and community								
Supportive Community	Our city is built on strong communities								
Active City	More people participate in sport								
	More people participate in recreation and leisure activities								
	Dunedin people lead healthy lifestyles								
	City assets that provide recreation and leisure choice								

Economic Development

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities: Key: Contribution level (Primary/Secondary)	A city that encourages sustainable economic development A city that actively promotes itself and its businesses A city that actively promotes itself and its businesses A city that encourages strategic investment in people and business

The Economic Development Unit seeks to positively influence growth and restructuring of the economy by supporting businesses to retain and attract skilled staff and migrants, assisting industry development, providing advocacy for destination management and developing industry clusters. The Activity also seeks to promote business/economic growth and development by providing impartial business advice, supporting entrepreneurs, and providing advocacy for broadband infrastructure.

Table 1.1: Service Performance Measures – Economic Development Unit

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To encourage conditions for business that result in growth above the national average for: wages and salaries; business activity; industry productivity and job growth across sectors supported by the Economic Development Unit	Sector Support						
	Percentage of clients satisfied with the work of the Economic Development Unit	79%	≧ 80%	≧ 80%	≧ 80%	≧ 80%	≧ 80%
	Percentage of residents satisfied with the Economic Development Unit*	26%	≧ 30%	≧ 30%	≧ 30%	≧ 30%	≧ 30%
	Economic Growth (NB - Data for these measures not available until February of following year due to BERL reporting timeline)						
	Percentage of average change in Dunedin's earnings compared with the national average	Not measured	> 0	≧ 5%	≧ 5%	≧ 5%	> 0
	Percentage growth in productivity of Dunedin industries compared with the national average	1% less than national average	> 0	≧ 5%	≧ 5%	≧ 5%	> 0
	Percentage change in FTE in Dunedin compared with the national average	2% less than national average	> 0	≧ 5%	≧ 5%	≧ 5%	> 0

Future Service Performance Measures

Review of the Economic Development Strategy in 2010 may generate changes to service direction and/or service levels. Any changes occurring post 2009/10 would be publicly consulted via the Annual Plan process for the year in which they arose.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key service issues? And how are these managed?

The demand for Economic Development Unit efforts is likely to increase as the effects of an economic downturn become apparent. While the Economic Development Unit offers support for creation, retention and expansion of local business, macro-economic issues such as oil prices, exchange rates, interest rates and consumer spending, ultimately influence decisions to invest in research and development and other expansion.

There may be more pressure on local government to support local and regional economic development initiatives if there is change to the current level of central Government support for these endeavours.

The Economic Development Unit manages these issues by monitoring of trends and adjusting assistance offered to match business needs.

What will the Activity do in the future?

The Economic Development Unit will continue to provide effective support for Dunedin businesses and entrepreneurs. In particular, as the international economic climate changes, the Economic Development Unit will assist businesses to become smarter and look to accelerate growth in areas of strategic advantage.

Key Achievements in the Last Three Years

- Winner of International Economic Development Council Award 2008

- Assisted the Otago Polytechnic and University of Otago to access funding for the Otago Institute of Design (\$1.9 million)
- Chosen to be the Otago and Southland Agent for distributing Research and Development business grants
- Assisted with development of Broadband application for funding
- Facilitated Dunedin Visitor Strategy.

Key Projects for the Next Ten Years

- Work with the oil and gas industry investigating the possibilities within the Southern Basin
- Focus on "weightless economy" initiatives that emphasis sale of intellectual property rather than products
- Redevelop the Economic Development Strategy
- Draft and implement plans for delivering Economic Strategies
- Ensure the right mix of entrepreneurs are attracted and retained in the Dunedin and Otago region.

Sustainability Activity

- Assisted Powerhouse Wind to become a producer of small wind turbines that create alternative energy sources.

Tourism Dunedin

Service Objective

The Council contributes funding to Tourism Dunedin. In alignment with the Dunedin Visitor Strategy, Tourism Dunedin contributes to the wealthy community outcome by marketing the city as a desirable visitor destination; growing the economy and employment opportunities; and providing an environment for positive investment.

Tourism Dunedin's activities include:

- Effective campaigns for Australia and NZ domestic markets
- Continual improvement of internet and marketing and booking tools for Dunedin
- Strategic input into Dunedin brand and positioning
- Marketing of key visitor-oriented events
- Alignment of information and booking systems with Dunedin i-SITE
- Marketing and product advice to tourism operators
- Strategic marketing input for heritage, events, wildlife and educational cluster development
- Development of strategic marketing campaigns for long-haul and emerging markets.

Marketing and Communications Agency (MCA)

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning	Supportive Community	Active City
Priorities: Key: Contribution level (P _{Primary} /S _{Secondary})	A city that actively promotes itself and its businesses	We celebrate and support the good things about our city and community	Our city is built on strong communities	Dunedin people lead healthy lifestyles

The Marketing and Communications agency (MCA) oversees and manages all of the council's marketing and communications. MCA is involved in the following activities: City Marketing; Events management and promotion; media and communications; print and graphic design and communications with the community.

Table 1.2: Service Performance Measures – Marketing and Communications Agency

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To raise the positive profile of Dunedin and the council, through promoting the city, by communicating the Council's initiatives and assisting the Council's activities in their communications with the community	Communication						
	Percentage of residents satisfied with information about the Council's activities*	49%	≥ 65%	≥ 65%	≥ 65%	≥ 65%	≥ 65%
	Event Management						
	Percentage of residents satisfied with city festivals and events*	69%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
	City Promotion						
	Percentage of people in the target market that recall Dunedin City advertising	41%	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
	Percentage of new Dunedin residents aware of the "I am Dunedin" campaign	New measure 09/10	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
	Percentage of new Dunedin residents whose move to Dunedin was positively influenced by Dunedin City marketing	New measure 09/10	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
	Community Consultation						
	Percentage of residents satisfied with City Council consultation*	New measure 09/10	≥ 45%	≥ 45%	≥ 45%	≥ 45%	≥ 45%
	Financial Management						
	Percentage variance with Marketing and Communications Agency financial budget	New measure 09/10	≤ +/-5%	≤ +/-5%	≤ +/-5%	≤ +/-5%	≤ +/-5%
	Media Coverage and Value						
	Value of local and national media coverage (growth over previous year)	New Measure 09/10	≥ 5%	≥ 5%	≥ 5%	≥ 5%	≥ 5%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key service issues? And how are these managed?

No issue currently, capacity is managed in-house. Some Marketing and Communications activity is contracted out, for example management of large events, large print jobs, and television and photographic production elements of city marketing campaigns.

What will the Activity do in the future?

Key Achievements in the Last Three Years

- Introduction of design style to complement the Dunedin City Council logo on printed information and promotional material. This contributes to the effective communication of Council messages.
- Contribution to positive profile of Dunedin and civic pride, particularly through involvement in major city events including the 2008 Tri-Nation Rugby Test and the Dunedin (New Zealand) Masters Games.

Key Projects for the Next Ten Years

- Council approval and implementation of a Festivals and Events Strategy for Dunedin (2008 – 2018).
- Maximising economic and other benefits arising out of the Rugby World Cup 2011 through collaborative partnerships with stakeholders including Southern Region Lobby Group (Otago/Southland Local Authorities), Otago Rugby Union and Otago Chamber of Commerce.

- Development and implementation of (next phase of) city marketing for Dunedin, including external promotion of Dunedin as a place to live, do business, work, study and visit.
- Sustainability Activity.
- MCA performs an important role in the social and cultural sustainability of the city, providing social cohesion via management of events that bring the wider community together and via communication and promotional strategies that raise awareness of Dunedin nationally and internationally.

Dunedin Centre

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning	Supportive Community
Priorities: Key: Contribution level (P _{Primary} /S _{Secondary})	A city that actively promotes itself and its businesses	We celebrate and support the good things about our city and community	Our city is built on strong communities

The Dunedin Centre comprises the Dunedin Town Hall, Glenroy Auditorium, Fullwood Conference Room and a number of other meeting rooms and foyers.

The Dunedin Centre is one of New Zealand's largest and most versatile performance, function, conference and meeting complexes. It is used for community events, and commercial performances and conferences.

Table 1.3: Service Performance Measures – Dunedin Centre

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To manage and maintain the Dunedin Centre to enable conferences and community activities	Facilities Management						
	Percentage of residents satisfied with their experience of the Town Hall*	82%	≥ 85%	≥ 85%	≥ 85%	≥ 85%	≥ 85%
	Percentage of clients satisfied with the overall venue and performance at the Town Hall and Dunedin Centre *Target lowered 09/10 – 10/11 as Dunedin Centre Redevelopment will impact on satisfaction during construction period	92%	≥ 95%	≥ 85%*	≥ 85%*	≥ 95%	≥ 95%
	The percentage of clients satisfied or very satisfied with the presentation of the Dunedin Centre facilities	New measure 09/10		≥ 85%	≥ 85%	≥ 85%	≥ 85%
	Financial Management						
	Percentage increase in the total Dunedin Centre external revenue generated through venue hire	New measure 09/10		≥ 5%	≥ 5%	≥ 5%	≥ 5%
	Asset Management						
	Percentage overall occupancy (annual)	New measure 09/10		≥ 30%	≥ 30%	≥ 30%	≥ 30%

Future Service Performance Measures

In 2008 a project to remodel the internal space and improve access within the Town Hall/ Dunedin Centre Complex was approved. This project is expected to increase the level of external revenue generated from conferences and events following its completion in 2012. The project commences later in the 2008/09 year and involves extensive remodelling of the Dunedin Centre Conference facilities. The redevelopment will impact negatively on external revenue in the interim years and performance targets have been lowered in anticipation.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The key assets used by the Dunedin Centre are:

- Plant: mechanical and electrical plant that operates heating, lighting, and ventilation extraction
- Equipment: sound, lighting, and audio-visual equipment
- Furniture: including conference chairs, tables, reception furniture, and fixed and mobile auditorium seating
- Interior Fixtures and Fittings: including wall and floor coverings, light fittings, fixed staging, in-built bars, and in-built sound rooms
- Kitchen Plant and Equipment.

The Dunedin Centre buildings are owned and the exterior is maintained by the Council's City Operational Property Activity. The interior is maintained by the Dunedin Centre.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Dunedin Centre venue facilities against other competitors. The Council undertakes regular internal surveying of clients, and community feedback is given through the ROS survey.

The performance and conference venue industry is a competitive industry. In order to offer the highest possible standard of facility and equipment the Dunedin Centre requires:

- Capital expenditure for renewals and replacement of Dunedin Centre assets
- Implementation of maintenance programmes to ensure maximum life is gained from the assets.

There are a range of access and space issues with the Dunedin Centre, including: poor flow between rooms around the venue; poor toilet facilities; shortage of storage space; and limited access for disabled patrons.

What will the Activity do in the future?

The Dunedin Centre redevelopment will alleviate the access and space issues. The redevelopment will ensure that the Dunedin Centre:

- Meets fire regulations and a number of health and safety requirements
- Increases the amount of foyer space for both the Town Hall and the Glenroy Auditorium
- Improves the general flow of the Town Hall and Dunedin Centre complex so it works as an integrated conference venue and loses its "rabbit-warren" feel
- Improves ancillary facilities such as rooms for functions and meetings, and the kitchen.

Completion of the redevelopment is expected by 2012.

Key Achievements in the Last Three Years

- Full refurbishment of Steinway Concert Grand Pianos.

Key Projects for the Next Ten Years

- Dunedin Centre Redevelopment.

Sustainability Activity

The Dunedin Centre believes that a "green" conference centre is a smart business decision, and encourages clients to reduce waste, water and energy usage wherever possible, including:

- Offering linen table covers and napkins, as an alternative to disposables
- Using china, glass and silverware, not disposables
- Offering to shred and recycle any paper that is left over from events
- Displaying visible bins for recycling
- Turning down lighting
- Installing energy efficient lighting.

Visitor Centre

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning
Priorities: [Key: Contribution level Primary /Secondary]	A city that actively promotes itself and its businesses	We celebrate and support the good things about our city and community

The Dunedin Visitor Centre is an i-SITE accredited information centre located in the Octagon. It provides tourists and Dunedin residents with impartial information, and bookings services for local attractions and activities, accommodation, transportation.

Table 1.4: Service Performance Measures – Visitor Centre

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide Dunedin tourists with an accessible, accurate booking and information service to encourage tourism sales and meet customer expectations	Service Provision						
	Percentage of external customers satisfied with the Visitor Centre	94%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Accessibility						
	Percentage compliance with i-SITE VIN Inc audit requirements	New Measure 09/10		100%	100%	100%	100%
	Accuracy						
	Percentage eligible staff to hold i-SITE NZ qualification for comprehensive tourism knowledge	New Measure 09/10		100%	100%	100%	100%
	Tourism Sales						
	External revenue	New Measure 09/10		≥ \$749,000	≥ \$749,000	≥ \$749,000	≥ \$749,000

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Visitor Centre has an information site office (in a converted shipping container) at Port Chalmers that is utilised on cruise ship visit days.

What are the key service issues? And how are these managed?

Demand for service increases in relation to the number of cruise ship visits during the summer cruise season. The recent increase in the number of cruise visits to Port Otago created the need for an on-site information facility. The Visitor Centre now faces increasing competition from accommodation providers offering reception desk booking services and from web-based direct booking services. The Visitor Centre must maintain its advertising profile in order to compete and retain revenue.

What will the Activity do in the future?

The Visitor Centre will continue to provide impartial advice and support for Dunedin tourists and residents.

Key Achievements in the Last Three Years

- The installation of IBIS the booking and ticketing application used by the i-SITE network which will have National data base capability
- Provision of a site information point at Port Otago which allows the Visitor Centre to better meet the needs of the cruise visitor and increase the level of activity and spend in Dunedin.

Key Projects for the Next Ten Years

- Co-ordination of accommodation for Masters Games (Biennial)
- Developing business revenue options such as 'Passport to the City' and exploring opportunities that international students present.

Sustainability Activity

- The Visitor Centre chose the option of conversion of a shipping container at Port Otago to create an on-site information point for cruise ship visitors. This was in preference to building new information office facilities.

City Property Investment

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities: [Key: Contribution Level Primary/Secondary]	A city that encourages strategic investment in people and business

The Investment Property Portfolio is focussed on strategic investment and property development providing income that can be off-set against rates.

Table 1.5: Service Performance Measures – City Property Investment

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide the Council with an assured source of non-rates income and increased asset values	Tenant Management						
	Percentage of investment property tenants that are satisfied with the quality of their property and the service provided in response to their needs	80%	≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Income Generation						
	Percentage variance from budgeted dividend	+2.8%	+/-5%	≥ budget	≥ budget	≥ budget	≥ budget
	Percentage property portfolio with net rate of return of 8%	New measure 09/10		≥ 85%	≥ 85%	≥ 85%	≥ 85%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

City Property owns and manages the Investment Property Portfolio. The Investment Property Portfolio contains 19 retail, industrial and office buildings in Dunedin and Christchurch.

All of the buildings are tenanted on long-term leases with set rentals. Although the Council owns the buildings, the tenant has sole use of them and is responsible for the day-to-day maintenance.

What are the key service issues? And how are these managed?

City Property is constantly monitoring the Investment Property Portfolio to ensure that the properties are returning satisfactory revenue and capital gains.

Whilst the changing economic climate has not had a noticeable effect on the Investment Property Portfolio, the Council is continually monitoring the economic conditions, and is in regular communication with tenants to ensure that any property vacancies are managed effectively.

What will the Activity do in the future?

The Council's Investment Property Portfolio is reviewed annually against five key strategic principles. These are: clear purpose; balanced portfolio; diversified portfolio; profit and value driven; and active investment management. It is unlikely that there will be any significant asset acquisitions until the economic climate has stabilised.

In the next ten years, the Council will continue to maximise income from the Investment Property Portfolio by:

- Actively managing and leasing property to maximise revenue returns
- Reviewing property investment performance
- Taking corrective action if it is required.

The Council will also continue to protect the assets in its Investment Property Portfolio by:

- Regularly reviewing property performance and revenue return
- Undertaking strategic planning for reinvestment and new investments
- Ensuring any acquisition and disposal of assets complies with legislative requirements.

Key Achievements in the Last Three Years

- Completed the Wall Street retail complex development
- Completed the sale of 300 leasehold properties around Dunedin
- Completed the Lower Moray Place car park/office development.

Key Projects for the Next Ten Years

- Opportunities will continue to be investigated and actioned as they arise.

Sustainability Activity

- Wherever appropriate, in redeveloping/refurbishing properties within the portfolio, sustainable building practices are used.

City Property Operational

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities: [Key: Contribution Level Primary/Secondary]	A city that encourages strategic investment in people and business

The Operational Property Portfolio provides Council departments, business units and Council Controlled Organisations with buildings that meet their operational accommodation needs.

Table 1.6: Service Performance Measures – City Property Operational

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To ensure that properties are available to meet the Council's operational needs and that they are used effectively and efficiently	Effective Asset Maintenance						
	Percentage of operational property with a current building warrant of fitness as per the legislative requirements of the Building Act 2004	New measure 09/10	≧ 100%	≧ 100%	≧ 100%	≧ 100%	≧ 100%
	Effective Asset Management						
	Percentage of operational property leased at market rates	New measure 09/10	≧ 85%	≧ 85%	≧ 85%	≧ 85%	≧ 85%
	Percentage overall occupancy	New measure 09/10	≧ 95%	≧ 95%	≧ 95%	≧ 95%	≧ 95%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

City Property owns and manages the Operational Property Portfolio which contains the following properties:

- Civic Complex: Civic Centre, Library, Municipal Chambers, Town Hall
- Community Libraries: Mosgiel, Port Chalmers, Waikouaiti, Waitati
- Museums: Dunedin Public Art Gallery, Otago Settlers Museum
- Citipark: Moray Place car park buildings (x 2) and Great King Street car park building
- General Operational: Civil Defence office and garage, Carlyle Road depot, Midland Street depot
- Community Halls: 19 across Dunedin and outlying areas
- Public Toilets: 27 across Dunedin and outlying areas.

Although the Council owns the building assets, the Council departments using the buildings operate and maintain the buildings.

What are the key service issues? And how are these managed?

City Property is constantly monitoring the Operational Property Portfolio to ensure that the properties are meeting the Council's operational requirements. Ongoing communication and annual customer surveys are undertaken to measure the customer satisfaction with the properties.

The Council departments using the buildings monitor the usage demand for their activities.

What will the Activity do in the future?

In the next ten years, the Council will continue to ensure that the Operational Property Portfolio is providing appropriate services to the Council by:

- Conducting annual reviews on the functionality of the buildings
- Conducting annual reviews of internal rentals to correspond with market rental trends and operational costs
- Undertaking the preventative maintenance programme on buildings.

As a result of the Public Toilet Review, the Council will construct new public toilet facilities in South Dunedin, and continue with the renewals programme for the public toilets.

City Property will also continue to work with other Council departments in the redevelopment and upgrades of the Civic Complex and the Otago Settlers Museum.

Key Achievements in the Last Three Years

- Completed the development of the East Otago Community Sports and Cultural Centre (Waikouaiti Hall)
- Completed the redevelopment of the Port Chalmers Town Hall and Library.

Key Projects for the Next Ten Years

- Upgrades of the Civic Complex, Otago Settlers Museum and the Dunedin Centre/Town Hall.

Sustainability Activity

- Wherever appropriate, in redeveloping/refurbishing properties within the portfolio, sustainable building practices are used.

City Property Miscellaneous

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities:	A city that encourages strategic investment in people and business
[Key: Primary /Secondary]	

The management of a number of properties that have present value, for example, the Dunedin Railway station, Regent Theatre, Edgar Stadium, Dunedin Stadium, and Fortune Theatre.

Table 1.7: Service Performance Measures – City Property Miscellaneous

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To effectively manage a diverse group of properties which are owned by the council, some of which the community considers valuable to the historic nature of Dunedin's environment.	Effective Management						
	Percentage of miscellaneous property clients that are satisfied with the quality of their property and the service provided in response to their needs	80%	≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Percentage property assets maintained and developed to the City Property quality standard	New measure 09/10		≥ 85%	≥ 85%	≥ 85%	≥ 85%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

City Property owns and manages the Miscellaneous Property Portfolio. The Miscellaneous Property Portfolio is split into three categories: social properties, vacant land, and sundry.

All of the social properties are tenanted on long-term leases with set rentals. Although the Council owns the buildings, the tenant has sole use of them and is responsible for the day-to-day maintenance.

What are the key service issues? And how are these managed?

City Property is constantly monitoring usage and demand; and population and economic growth information to ensure that the current and future requirements of Council departments, community organisations and clients are met.

City Property also monitors the properties against legislative requirements and national standards or best practice.

What will the Activity do in the future?

In the next ten years, the Council will continue to manage the Miscellaneous Property Portfolio by:

- Annually reviewing rentals against market rentals
- Undertaking preventative maintenance work
- Ensuring assets comply with legislative requirements
- Maintaining regular contact with clients.

The Council will focus on maintaining the properties, and it is unlikely that there will be any significant asset acquisitions in the next ten years. The Gasworks Museum will be upgraded as part of the Miscellaneous Property Capital Renewals Programme.

Closed Circuit Television (CCTV) will be installed in the Octagon as a central city safety initiative. It is proposed that this be jointly funded from rates and affected businesses and stakeholders.

Key Achievements in the Last Three Years

- Completed the sale of Wickliffe Press building
- Acquisition of Athenaeum building
- Regent Theatre upgrade.

Key Projects for the Next Ten Years

- Gasworks Museum upgrade
- Dunedin Railway Station Platform Renewal and Canopy upgrade.

Sustainability Activity

- Wherever appropriate, in redeveloping/refurbishing properties within the portfolio, sustainable building practices are used.

Additional project resulting from Submissions on the Draft Community Plan

Regent Theatre Redevelopment

This project has been included in the Community Plan in response to a submission from the Otago Theatre Trust requesting assistance with urgent upgrading of the Regent Theatre fly tower and stage to meet safety and touring production requirements.

- \$350,000 added to the 2009/10 year of the Capital Expenditure budget for City Property Miscellaneous for initial design work. A further \$6.4m has been included in the 2010/11 year, \$2 million funded by the Otago Theatre Trust and \$4.4 million funded by the Council. The Council will raise a loan for its contribution to funding, with the debt servicing for the loan being rates funded. Note these estimates exclude an allowance for inflation.
- The Council has resolved to support the project pending confirmation of fundraising for the project by the Trust and the outcome of public consultation on the project as part of the 2010/11 Annual Plan Consultation.

Waipori Fund

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities:	A city that encourages sustainable economic development A city that encourages strategic investment in people and business
[Key: Primary /Secondary]	

The Waipori Fund provides a source of non-rates funded revenue for the Council which can be offset against rates.

Table 1.8: Service Performance Measures – Waipori Fund

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide the Council with a source of non-rates income through maximising the Fund income while protecting the Fund's capital base, subject to the income needs of the Council, capital growth and investment risks.	Cash received:	\$3.866m	\$3.979m	\$4.070m	\$4.237m (adjusted for inflation)	\$4.367m (adjusted for inflation)	\$4.471m (to be adjusted for inflation from 2013/14 onwards)

Investment Account

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community
Priorities: [Key: Primary/Secondary]	A city that encourages sustainable economic development A city that encourages strategic investment in people and business

The Investment Account provides a transparent means of managing and reporting dividends received from Council owned companies.

Table 1.9: Service Performance Measures – Investment Account

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide the Council with a transparent place where the dividends from Council-owned companies are received, and where differences between actual and planned revenues and expenditures are reported	Dividend received from Council-owned Companies (Interest on Shareholders' Advance plus Dividend from DCHL)	\$18.792m	\$19.800m	\$23.100m	\$23.200m	\$23.200m	\$18.200m

Dunedin City Holdings Limited (DCHL)

Over the last four years DCHL has transferred increasing sums to the Council in accordance with an agreed timetable. The last step in the timetable is 2009/10 where the increase is \$3.3 million, bringing the total transferred in that year to \$23.1 million. These increasing steps have materially offset the impact of rates increases. These transfers cease after 2009/10.

It should be noted that the subvention payment to DCHL has been reduced by \$5,980,000 to nil.

Council will in future receive a mixture of interest on the shareholder advance and dividends to the extent that imputation credits are available. While dividends will now be smaller than in previous years, the amount of cash transferred will not reduce.

Stadium

The Council's role to date has been to continue to partially fund investigation into the construction of a 30,000 seat covered stadium. On 9 February 2009 further resolutions, as detailed below, were passed for inclusion in the Draft Community Plan.

Following the receipt of a guaranteed minimum price tender and two annual/community plan consultations, the Council has decided to proceed with the project under the terms of its earlier resolutions.

On 9 February 2009 the Council confirmed its commitment to the Awatea Street multi-purpose stadium. The resolutions taken at this meeting are shown below in their entirety and contain the conditions attached to this decision. Before the stadium proceeds, the project must meet various conditions, including ensuring planning issues are resolved and that extra money is found to meet a shortfall in private sector funding. This needs to be in the form of a grant, a limited recourse loan or a combination of these funding methods. These conditions are described in Resolutions 6 and 7.

The Carisbrook Stadium Trust has also been instructed to find either savings in the construction budget or additional funding.

In supporting construction of a new stadium, the Council aims to strengthen the city and region's future position as centre for national and international sports competition and events. The stadium would be used for a wide variety of activities, such as rugby matches, conferences and concerts.

The resolutions made on 9 February 2009 replace resolutions made by the Council at meetings in June 2007, March 2008 and September 2008, which had previously laid out conditions and recommendations for further development of the stadium proposal, funding and reducing cost to ratepayers.

Resolutions passed at a meeting of the Dunedin City Council held on Monday, 9 February 2009:

- “ 1 That Council notes that in the public excluded part of this meeting:
- a) the reports and attachments provided therein were received; and
 - b) the information contained in the reports and attachments remain confidential.
- 2 That the report of the Chief Executive together with the various attachments thereto is received.

- 3 That the report from the Stakeholders Group dated 2 February 2009 and the attachments be received.
- 4 That the report from the Council's General Manager Finance and Corporate Support on the Modelled Financial Implications for the Council is received.
- 5 The Council notes:
 - a) that the bridging loan requirement for DCC on 1 July 2011 has increased from \$19.2 million to \$42.6 million to offset the present shortfall in capital funding from the private sector due to timing changes, and that this loan balance is expected to fall to \$24.1 million by 30 June 2012.
 - b) the shortfall in capital funding of \$3 million from the Otago Community Trust.
 - c) the current lack of success in reducing the Council contribution by \$20 million but that the cost to the ratepayer as consulted in the 2008/09 Annual Plan has not increased because of the reduction in interest rates. The funding model shows that the average value residential property (\$291,000) would pay \$66 per annum, the average non-residential property (\$968,000) will pay \$664 per annum and the average farmland property (\$710,000) will pay \$145 per annum which are the same figures as are in the 2008/09 Annual Plan.
 - d) the ratepayers' contribution will cover the \$5 million shortfall in DCHL dividends for the duration of the 20 year loan period to pay off the stadium loan.
- 6 In relation to the Council resolutions of 17 March 2008 as amended on 29 September 2008, the Council notes as follows:
 - 1) the total net cost of the project is now \$198 million and that the increase is primarily due to increased land costs and lack of offsets from the sale of Carisbrook. This includes a budget of \$165.4 million for construction costs that is achievable based on the guaranteed maximum price (GMP) and contingency information received to date.
 - 2) resolutions 2 (a) and (b) relating to property purchases have been previously confirmed.
 - 3) that a public tender process to obtain a GMP in accordance with the Council's procurement process has been achieved.
 - 4) a contract has been entered into with the University of Otago in relation to the land it is to purchase and written confirmation has been given by the University of Otago as to the facilities that are proposed to be built on the land.
 - 5) a decision on the Plan Change was delivered by Commissioners on 10 January 2009 and the appeal period ends on 23 February 2009.

- 6) *a service level deed has been completed.*
- 7) *a) confirmation of Otago Regional Council funding of not less than \$37.5 million is awaited.*
 - b) agreements negotiated by the Dunedin City Council with the Otago Rugby Football Union for the sale and purchase of the Union's property assets have been completed.*
 - c) the Council has sighted and approved the occupation and revenue agreements between the CST and the Otago Rugby Football Union noting some revision may be required.*
 - d) that 51.1% of the private funding target of \$45.5 million has been confirmed and it is noted that, pending agreements, if they are confirmed, then the minimum of 60% of the private sector funding target of \$45.5 million would be achieved and it is noted that the CST have advised that there is an additional \$15 million required for the servicing of bridging finance.*
 - e) notes that the Rates and Funding Working Party have been unable to date to identify and confirm a source for the \$20 million reduction in ratepayer capital cost.*
- 8) *An application was made to the Otago Community Trust for funding of \$10 million and advice has been received that a grant of \$7 million has been made available.*
- 7 *That the Dunedin City Council commits to the Awatea Street stadium project on the following terms and conditions:*
 - a) the confirmation of Otago Regional Council funding of not less than \$37.5 million.*
 - b) a satisfactory conclusion to the planning process and approval of a Plan Change by the Courts.*
 - c) i) the Rates and Funding Working Party to continue to identify ways in which the ratepayers contributions to the capital cost of the stadium can be reduced by \$20 million providing it comes from sources that do not have a direct cost to ratepayers.*
 - ii) discussion and agreement with the ORC occurs on the sharing of any external funding which reduces ratepayer costs.*
 - d) that Council retains the funding line in the draft LTCCP for the project.*
 - e) that a funding source to meet the \$15 million shortfall in private sector funding be confirmed.*
 - f) that the DCC instructs the CST to continue to investigate ways by either:*
 - i) savings on the GMP budget.*

- ii) additional funding over and above the target of \$45.5 million.*
- iii) to address the \$3 million shortfall of funding from the target of \$10 million, from the Otago Community Trust.*
- g) that where any of the above resolutions conflict or are inconsistent with any prior resolutions of the Council the above resolutions shall prevail."*

With regard to resolution 6(4) it should be noted that the Council has a draft contract with the University of Otago to purchase land.

Cost and Funding of the Stadium

The total cost of the project is now \$198.3 million. The increase is primarily due to increased land costs and lack of offsets from the sale of Carisbrook. The total project cost includes a budget of \$165.4 million for construction costs. This will be achievable based on the guaranteed maximum price (GMP and contingency information received to date).

The funding for the project is confirmed as follows:

Otago Regional Council	\$37.5 million
Community Trust of Otago	\$7.0 million
University of Otago	\$10.0 million
Government	\$15.0 million
Dunedin City Council	\$98.5 million
Private Sector Funding	\$30.3 million
Total	\$198.3 million

An additional \$6.4 million from Dunedin City Council will be set aside as a capital maintenance fund.

The Council's rates and funding working party will continue to look at ways in which the ratepayer contribution can be cut by \$20 million.

Who will own the Stadium?

Dunedin City Council will own the stadium directly up to its completion. It will then be transferred into the ownership of a 100% council owned company. The Council has now decided, following the public consultation on the Draft Plan and further professional advice, to form two companies. The first company, Dunedin Venues Management Limited (DVML), will be responsible for the management of the stadium and other venues such as the Dunedin Centre

and the Edgar Centre. DVML will be established as per the statement of intent published in the Draft Plan and will be formed from 1 July 2009. The second company, provisionally named Dunedin City Venues Limited (DCVL), will be responsible for the ownership of the stadium, but will not acquire the property until its completion in August 2011. The statement of intent for DCVL will be consulted upon in the 2010/11 Annual Plan consultation.

The Council believes that the management of the stadium by a Council Controlled Trading Organisation (CCTO) in a business-like manner will better ensure its commercial success, at the same time ensuring that the benefits of public ownership are retained. This will remove the debt servicing costs from being a direct charge on ratepayers, but it will have the effect of reducing the dividends from the companies. This shortfall in the Council's income is made up by the additional general rates.

The ratepayers' contribution will cover the \$5 million shortfall in dividends from Council-owned companies over the 20 years it will take to pay off the stadium loan.

What will it cost ratepayers?

Due to falling interest rates the cost to ratepayers, as indicated in the 2008/09 Annual Plan, has not increased. It is at \$56 a year for the median value residential property and \$66 a year for the average value residential property, \$662 a year for the average commercial property and \$144 a year for the average value farmland.

Table 1.10: Rates on Individual Properties

	Value type	Value	Annual Rating for Stadium
Residential	Mode	225,000	\$51
	Median	250,000	\$56
	Average	291,000	\$66
	Other example	400,000	\$90
	Other example	500,000	\$113
Non-residential	Median	325,000	\$222
	Average	968,000	\$662
Farmland	Median	470,000	\$96
	Average	710,000	\$144

Private Sector Funding

Around 3% of the private sector funding is forecast to be received prior to the transfer into the CCTO. The remaining 97% will be received by the Council between the 2011/12 and 2021/22 years. This means that an amount of debt, around \$29.1 million, will remain on the Council's books after the stadium is transferred into the CCTO. Under the current forecast for private sector funding, there is sufficient revenue to pay the interest expense and the loan repayments during this time.

Private sector funding consists of sponsorships, corporate seating, and corporate entertainment suites. The majority of this funding is received in equal annual instalments from the time the stadium becomes operational.

Risks

The following updates the assessment of financial risks since the Draft Community Plan was issued in March 2009:

- a) *Interest rates.* Interest rate hedges are in place for \$90 million.
- b) *Construction costs.* A Guaranteed Maximum Price (GMP) was received on 28 January 2009. This, plus fees and contingencies, amounts to \$165.4million, as budgeted.
- c) *Funding risks.* A Council resolution in September 2008 calling for private sector funding to meet a 60% target was achieved by the Carisbrook Stadium Trust. Given today's economic conditions this may be seen as a substantial reduction in risk although the change to an instalment basis for payment rather than a lump sum, up front basis has created a need for bridging funding. Central Government has agreed to provide \$15 million on 1 July 2009, which will materially improve cashflow during construction.
- d) *Operating risks.* These are the risks that, once completed and operating, the venue will not produce enough cash flow to sustain itself. The Council believes this risk will be reduced by forming a Venues Management company that will market, promote, co-ordinate and integrate this venue along with other Dunedin venues and that there will be valuable cost savings from that.
- e) *Trading group results.* The council-owned companies operate in competitive markets and conditions in those markets can vary.
- f) *Planning risks.* To date all plan changes have been approved without appeal. This has improved the timeline for construction..

Economic Development and City Promotion

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	(14,261)	(15,238)	(14,000)	(11,499)	(11,914)	(12,231)	(12,187)	(12,275)	(12,281)	(12,994)	(12,852)
External Operating Revenue	40,159	38,343	38,751	49,094	50,050	50,648	49,730	50,184	50,443	50,857	51,217
External Capital Revenue	1,750	27,566	23,652	10,000				93			
Unrealised Investment Property Gains	1,459	1,488	1,518	1,549	1,580	1,611	1,643	1,676	1,710	1,744	1,744
Total	29,107	52,159	49,921	49,144	39,716	40,028	39,186	39,678	39,872	39,607	40,109
Expenditure by Outputs											
Economic Development	2,591	3,020	2,894	2,979	2,546	2,607	2,668	2,734	2,804	2,878	2,952
Tourism Dunedin	1,114	1,155	1,202	1,239	1,268	1,298	1,327	1,359	1,391	1,425	1,460
Marketing & Communications Agency	2,976	3,061	3,251	3,265	3,208	3,303	3,421	3,416	3,535	3,659	3,723
Dunedin Centre	1,524	1,679	1,777	1,974	6,727	6,734	6,718	6,713	6,699	6,707	6,660
Visitor Centre	1,287	1,392	1,438	1,478	1,516	1,533	1,600	1,640	1,685	1,732	1,779
Investment Account	7,359	1,479	1,476	6,458	11,438	11,185	11,182	11,178	11,174	11,169	11,164
Waipori Fund	138	141	147	152	155	159	162	166	170	174	179
Property - Investment	1,299	2,096	2,100	2,113	1,850	1,836	1,826	1,815	1,793	1,793	1,818
Property - Management	504	612	623	630	647	665	681	696	721	748	776
Property - Miscellaneous	1,990	1,735	1,868	2,289	2,281	2,267	2,258	2,247	2,228	2,205	2,179
Property - Operational	592	676	879	911	958	1,005	1,054	1,104	1,157	1,213	1,269
Stadium				1,941	1,717	1,475	1,299	1,126	947	755	549
Total	21,374	17,046	17,655	25,429	34,311	34,067	34,196	34,194	34,304	34,458	34,508
Net Surplus/(Deficit)	7,733	35,113	32,266	23,715	5,405	5,961	4,990	5,484	5,568	5,149	5,601
Expenditure by Inputs											
Staff Costs	3,841	3,943	3,957	4,053	4,288	4,401	4,515	4,632	4,776	4,926	5,078
Operational Costs	13,205	8,594	8,788	13,993	18,779	18,761	19,004	19,139	19,397	19,671	19,885
Loan Interest	1,738	1,827	2,011	4,125	6,966	6,535	6,152	5,756	5,336	4,917	4,496
Depreciation	2,590	2,682	2,899	3,258	4,278	4,370	4,525	4,667	4,795	4,944	5,049
Total	21,374	17,046	17,655	25,429	34,311	34,067	34,196	34,194	34,304	34,458	34,508

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	(14,261)	(15,238)	(14,000)	(11,499)	(11,914)	(12,231)	(12,187)	(12,275)	(12,281)	(12,994)	(12,852)
Other Revenue	10,712	37,387	33,519	25,090	15,955	16,445	15,419	15,852	15,898	16,188	16,422
Dividend Received	15,442	12,762	12,862	12,862	7,862	7,862	7,862	7,862	7,862	7,862	7,862
Waipori Fund Revenue Received	4,117	4,211	4,384	4,519	4,626	4,734	4,842	4,957	5,076	5,200	5,326
Interest Received	11,638	11,548	11,638	16,623	21,607	21,607	21,607	21,607	21,607	21,607	21,607
Cash was applied to:											
Suppliers and Employees	(17,046)	(12,537)	(12,745)	(18,046)	(23,067)	(23,162)	(23,519)	(23,772)	(24,173)	(24,597)	(24,963)
Interest Paid	(1,738)	(1,827)	(2,011)	(4,125)	(6,966)	(6,535)	(6,152)	(5,756)	(5,336)	(4,917)	(4,496)
Net Cash from Operating	8,864	36,307	33,647	25,424	8,103	8,720	7,872	8,475	8,653	8,349	8,906
Cashflow from Investing Activities											
Cash is provided from investing activities:											
Sale of Assets	22,388	6,492	4,274	233,449							
Reduction in Loans & Advances	450	2,250	250	250	250						
Reduction in Investments	268			57					4		28
Cash was applied to:											
Capital Expenditure	(47,460)	(102,314)	(108,721)	(24,014)	(1,552)	(1,178)	(1,248)	(1,106)	(1,051)	(1,595)	(1,203)
Increase in Loans & Advances				(124,615)							
Increase in Investments		(34)	(34)		(33)	(75)	(25)	(88)	(32)	(61)	(24)
Net Cash from Investing	(24,354)	(93,606)	(104,231)	85,127	(1,335)	(1,253)	(1,273)	(1,194)	(1,079)	(1,656)	(1,199)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	17,757	58,716	71,675	11,471	1,853	1,611	1,435	1,262	1,083	891	685
Cash was applied to:											
Loan Repayment	(2,476)	(1,052)	(1,489)	(120,250)	(7,335)	(7,537)	(6,453)	(6,690)	(6,789)	(6,248)	(6,454)
Net Cash from Financing	15,281	57,664	70,186	(108,779)	(5,482)	(5,926)	(5,018)	(5,428)	(5,706)	(5,357)	(5,769)
Net Increase/(Decrease) in Cash	(209)	365	(398)	1,772	1,286	1,541	1,581	1,853	1,868	1,336	1,938

Economic Development and City Promotions Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Stadium											
New Capital											
Stadium ‡	21,803	75,883	62,320	5,282							
Stadium Borrowing Costs	3,200	5,258	9,356	5,236							
Total	25,003	81,141	71,676	10,518	0	0	0	0	0	0	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	25,003	81,141	71,676	10,518	0	0	0	0	0	0	0
Marketing and Communications Agency											
New Capital											
Tourism, Destination & Attraction Signage											
Octagon Christmas Tree ‡								93			
Total	0	0	0	0	0	0	0	93	0	0	0
Renewals											
Graphic Design - minor capital	3		5			11			12		
Total	3	0	5	0	0	11	0	0	12	0	0
Total	3	0	5	0	0	11	0	93	12	0	0
Dunedin Centre											
New Capital											
Dunedin Centre Re-development	1,225	8,408	27,220	9,694							
Dunedin Centre Re-development Borrowing Costs	134	310	1,296	2,958							
Total	1,359	8,718	28,516	12,652	0	0	0	0	0	0	0
Renewals											
General Equipment Upgrade	25	175	878	106	108	111	114	116	119	442	125
Total	25	175	878	106	108	111	114	116	119	442	125
Total	1,384	8,893	29,394	12,758	108	111	114	116	119	442	125
Visitor Centre											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Renewals											
IBIS Replacement					27	122					
Total	0	0	0	0	27	122	0	0	0	0	0
Total	0	0	0	0	27	122	0	0	0	0	0
Property - Investment											
New Capital											
New Investments	16,300	7,000									
Total	16,300	7,000	0	0	0	0	0	0	0	0	0
Renewals											
Investment Renewals	50	50	51	53	55	56	58	59	61	87	89
Total	50	50	51	53	55	56	58	59	61	87	89
Total	16,350	7,050	51	53	55	56	58	59	61	87	89
Property - Management											
New Capital											
Property Management		215		53			58			62	
Total	0	215	0	53	0	0	58	0	0	62	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	0	215	0	53	0	0	58	0	0	62	0
Property - Miscellaneous											
New Capital											
Regent Theatre Redevelopment‡		350	6,581								
CCTV Octagon ‡		200					230				
Furtune Theatre Upgrade				53							
Total	0	550	6,581	53	0	0	230	0	0	0	0
Renewals											
Capital Renewal	65	50	51	53	55	56	58	59	61	87	89
Railway Station Platform Renewal	5	295									
Railway Station Canopy Upgrade Stage 2	220	280									
Gasworks Museum ‡	50	400									

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Total	340	1,025	51	53	55	56	58	59	61	87	89
Total	340	1,575	6,632	106	55	56	288	59	61	87	89
Property - Operational											
New Capital											
Civic Centre Accommodation Upgrade	100	2,400									
New Buildings/Alterations	170	150	154	159	164	168	173	178	182	187	191
Waikouaiti Hall	3,650										
Toilets	60	256	140	145	148	152	156	161	166	169	173
Total	3,980	2,806	294	304	312	320	329	339	348	356	364
Renewals											
Renewal/Replacement of Building Services	170	215	184	191	234	201	207	237	243	250	255
Public Toilet Renewals	180	400	257	266	273	279	173	178	183	249	255
Public Hall Renewals		20	21	21	22	22	23	24	24	25	26
Mosgiel Corroration Hall Carpark Asphalt	50										
Municipal Chambers Clock Rebuild										37	
OSM Re-roof			206	212							
Total	400	635	668	690	529	502	403	439	450	561	536
Total	4,380	3,441	962	994	841	822	732	778	798	917	900

Transport Network

Group Activities

- Transportation Planning and Operations
- Citipark
- Parking Enforcement.

Why does the Council provide these Activities?

The transport network is essential to the functioning of Dunedin's economy and is an important contributor to lifestyle. The Council's role is to provide, maintain and upgrade the transport network and manage its use. This is all undertaken within the requirements of relevant legislation and road user rules, in particular the Land Transport Management Act 2003.

Through the ownership and management of most of Dunedin's roads, and through co-operation with other institutions such as the New Zealand Transport Agency, the Council can better integrate transportation planning.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities primarily contribute to the 'Accessible City' outcome and associated city-wide priorities.

These activities also contribute to the 'Safe and Healthy People' and 'Wealthy City' outcomes through the management of traffic and efficient flow of goods, service vehicles and people.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Transportation group of activities are:

National/Regional

New Zealand Transport Strategy 2008

Road Safety to 2010 Strategy

Sustainable Development for New Zealand Programme of Action 2003

Otago Regional Land Transport Strategy 2005

Otago Regional Long Term Council Community Plan

Land Transport Act 1998

Land Transport Management Act 2003

Government Policy Statement on Land Transport Funding 2009/10 – 2018/19

Council

Transportation Strategy 2006

Parking Strategy 2008

District Plan 1999

Strategies to be reviewed or developed

Walking Strategy

Code of Subdivision

Assets utilised in provision of Transport Network services

Table 1.11 - Summary of the Transportation Network

Item	Description	Quantity	Unit
1	Land in formed legal roads	3521	Ha
	Land in unformed legal roads	3908	Ha
2	Carriageway		
	Urban Sealed	663	Km
	Urban Unsealed	28	Km
	Rural Sealed	384	Km

Item	Description	Quantity	Unit
	Rural Unsealed	678	Km
3	Surface Drainage		
	Kerb and Channel (Incl. Dish)	1,080	Km
	Earth Water Tables	1,837	Km
	Kerb Only (for delineation)	35	Km
4	Cycle-ways		
	Off-carriageway cycle-ways	6.3	Km
5	Footpaths		
	Sealed/Paved/Concrete	881	Km
	Unsealed	27	Km
	Steps	5	Km
6	Traffic Facilities		
	Signs	19088	Ea
	Street Lights	12742	Ea
	Signalised Intersections	38 (+27 on SH)	Ea
7	Bridges and Culverts		
	Timber Bridges	34	Ea
	Concrete Bridges	124	Ea
	Historic Bridges	3	Ea
	Culverts Greater than 2.4 sq m	54	Ea
	Culverts Under 2.4 sq m	5350	Ea
8	Walls		
	Seawalls	37	Km

Parking facilities

The Council owns and manages:

- 3 car park buildings
- 10 leased car park areas
- 5 "pay and display" metered car park areas.

Seven (7) free suburban car parks located in Mosgiel, Port Chalmers, Green Island and South Dunedin. These car parks provide approximately 1,100 parking spaces.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	Transportation Planning and Operations	Citipark	Parking Enforcement
Wealthy Community	A city that encourages strategic investment in people and business			
Accessible People	A local transport system that is integrated with the wider needs of the community			
	A public transport system that meets the needs of users			
	Dunedin is connected to the global transport nodes			
Safe and Healthy People	A place where people are safe in their homes, work and public spaces			
	Our services, infrastructure, and environment enhance quality of life			
Sustainable City and Environment	We value the natural environment, biodiversity and landscapes			
Supportive Community	Our city is built on strong communities			
Active City	More people participate in recreation and leisure activities			
	City assets that provide recreation and leisure choice			

Transportation Planning and Operations

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Accessible City	Safe and Healthy People	Sustainable City and Environment	Supportive Community	Active City
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	A local transport system that is integrated with the wider needs of the community A public transport system that meets the needs of users Dunedin is connected to the global transport nodes	A place where people are safe in their homes, work and public spaces Our services, infrastructure, and environment enhance quality of life	We value the natural environment, biodiversity and landscapes	Our city is built on strong communities	More people participate in recreation and leisure activities City assets that provide recreation and leisure choice

The Transportation Activity is responsible for both the long and short term transportation needs of the city and achieves this by planning and developing new infrastructure, managing existing infrastructure and the use of the network as well as the impacts of land use and planning. The activity also regulates other activities within the road corridor that impact on the condition of the network.

Table 1.12: Service Performance Measures – Transportation Planning and Operations

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To plan for and provide a safe, reliable, efficient, integrated, environmentally acceptable and sustainable transport network for the movement of people and goods throughout Dunedin	Service Reliability						
	Percentage of residents satisfied with condition of the roads throughout the city*	63%	≥ 68%	≥ 68%	≥ 68%	≥ 68%	≥ 68%
	Percentage of residents satisfied with condition of the footpaths throughout the city*	57%	≥ 57%	≥ 57%	≥ 57%	≥ 57%	≥ 57%
	Percentage of residents satisfied with condition of the streetlights throughout the city*	78%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
	Transportation Plan Efficiency						
	Percentage of residents satisfied with ease of pedestrian access throughout the city*	58%	≥ 70%	≥ 58%	≥ 58%	≥ 58%	≥ 58%
	Percentage of residents dissatisfied with parking availability in the central city*	44%	≤ 45%	≤ 45%	≤ 45%	≤ 45%	≤ 45%
	Percentage vehicle kms travelled on smooth roads improving (NZTA criteria) (Formerly worded as Percentage reduction in exposure to travel on rough roads - LTNZ criteria)	79.3%	Measure revised in 09/10	80%	80%	80%	80%
	Safety						
	Percentage decrease in the number of casualties resulting from car crashes	-2.5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%	≤ 5%
	Percentage decrease in the number of casualties resulting from accidents between pedestrians and vehicles	-13.5%	≤ 2.5%	≤ 2.5%	≤ 2.5%	≤ 2.5%	≤ 2.5%

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
	Percentage decrease in the number of casualties resulting from accidents between cyclists and vehicles	-8.0%	≤ 6%	≤ 6%	≤ 6%	≤ 6%	≤ 6%
	Asset Maintenance						
	Major Drainage Control	3.6 km	≥ 4 km	≥ 4 km	≥ 4 km	≥ 4 km	≥ 8 km
	Road Resurfacing	64.6 km	≥ 74 km	≥ 74 km	≥ 74 km	≥ 74 km	≥ 74 km
	Shape Corrections – pavement Smoothing	5.4 km	≥ 4 km	≥ 4 km	≥ 4 km	≥ 4 km	≥ 4 km
	Shape Corrections – pavement Rehabilitation	9.8 km	≥ 7 km	≥ 7 km	≥ 7 km	≥ 7 km	≥ 7 km
	Footpath Resurfacing	49.4 km	≥ 55 km	≥ 55 km	≥ 55 km	≥ 55 km	≥ 45 km

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

The use of a transport network can result in a number of negative effects:

- Environmental impacts: air pollution from emissions; water pollution from road detritus into storm waters; land pollution from dust
- Economic impacts: reduced efficiency with constricted traffic flow
- Social impacts: noise disturbance close to major routes; trauma associated with road accidents.

Efforts are made to negate or mitigate these effects through planning and consultation with the community. The Council ensures that contractors follow accepted environmental procedures when undertaking construction and maintenance. Ongoing monitoring of the effects of operations are undertaken and action taken to remedy issues.

What are the key assets? And who manages them?

Transportation activity provides the transportation network assets including:

- Land
- Formation
- Pavements
- Drainage
- Footpaths
- Traffic control facilities
- Street lights
- Bridges and walls
- Minor structures.

Table 1.1 in the introduction to this group of activities provides more details of the scale of assets provided.

Transportation Planning is responsible for strategic planning for the long term needs of the network, establishing appropriate policies and the transportation aspects of the District Plan.

Transportation Operations is responsible for managing the road assets, implementing agreed improvements, implementing appropriate travel demand strategies, assessing resource consent applications, and monitoring road safety and network use.

What are the key service issues? And how are these managed?

The Council is constantly assessing the transportation needs against customer requirements, national strategies and standards, and information about population change or economic growth. The major issues include:

- Increased vehicle ownership rates and use have impacted on network efficiency
- Fluctuating oil prices impact on the cost of maintaining the transportation network
- Changing priorities in National legislation and strategies
- Dunedin City has a less favourable safety record in comparison with similar centres around the country and an unacceptable level of road trauma
- The need to reduce vehicle emissions
- Condition of footpaths and roughness of high use urban carriageway in certain areas.

The transportation infrastructure has a finite life and if asset renewal is not carried out when required the resulting poor condition increases maintenance costs and reduces service levels.

Other service performance issues include the increasing demand for parking, particularly in North Dunedin; and the need to improve aspects of Dunedin's strategic transport corridors.

In many cities management of the public transport system and the road network is integrated to capitalise on opportunities to reduce road congestion, to reduce the need for new roads, and to improve the urban environment. Currently, the Council does not manage the public transport system which results in less opportunity to achieve integration and broader community outcomes.

Work undertaken by Transportation Operations and Planning is budgeted subject to achieving external funding in the form of subsidies from the New Zealand Transport Agency (NZTA). Failure to achieve this funding may result in projects being deferred or cancelled.

Otago Regional Land Transport Programme

The Land Transport Management Act 2003 requirement for a territorial authority to prepare and consult upon its Land Transport Programme has been rescinded by the Land Transport Management Act 2008. This legislation created Regional Transport Committees and charged them with preparing and consulting upon three year Regional Land Transport Programmes. These programmes deal primarily with Land Transport activities receiving financial assistance from the National Land Transport fund. Territorial Authorities Long Term Council Community Plans (LTCCP's) still contain the detail of their full Land Transport Programme

Consultation on the draft Otago Regional Land Transport Programme for the 2009/10 – 2011/12 period has been undertaken and the final Land Transport Programme is expected to be confirmed in late June 2009. The focus of this consultation was on:

- Activities on the region's state highways – major projects, improvements and maintenance levels
- The shape and cost of the programme – the split between types of activity and any gaps
- Respective priorities given to projects, particularly those of regional significance
- The timing and anticipated costs for regionally significant projects
- Which activities, if any, should be cut to reduce the programme to Otago's indicative allocation from the NZ Transport Agency.

What will the Activity do in the future?

In line with the New Zealand Transport Strategy (NZTS), the Council will review the city's Transportation Strategy to ensure it aligns with both broader city objectives and the NZTS.

The basis of the City's Transportation Strategy is safety and sustainability. The Council will work with major employers to implement travel demand programmes and continue to work co-operatively with our road safety partners to reduce the level of trauma. The Council will also continue to monitor traffic, passenger transport, and emission targets.

The Council will continue to implement its optimal renewals programme.

Key Achievements in the Last Three Years

- Implemented first two components of the Peninsula Project.
- Road Safety Award.
- Drafted Parking Strategy and Walking Strategy.
- Created new cycling paths.
- Continual growth in roading network.
- Completion of urban sealing project.
- Implementing mobility improvements in key areas.

Key Projects for the Next Ten Years

- Mosgiel / Taieri Arterial Route developments.
- Ongoing implementation of safe walking and cycling routes around the harbour.
- Assisting NZTA with Caversham Four-laning.
- Upgrading the Strategic Network with the New Zealand Transport Agency.
- Improving cycling corridors.
- Implementing the Walking Strategy.
- Continuing mobility improvement work.

Strategic Corridor Upgrade

The strategic corridor upgrade consists of a number of projects aimed at improving freight and heavy traffic flow through the city and on to Port Otago. In the current environment of changing mode use, changed funding criteria and allocation as well as changes in demand growth, there is a need to reassess these projects. This will be undertaken in conjunction with a planned review of the Transportation Strategy later in 2009. The results of this review would be incorporated in the 2010/11 Annual Plan.

One key aspect of this group of projects, the diversion of State Highway 88 north of Frederick Street, is urgently required to allow the Stadium to operate. Funding has been allocated in the Capital Expenditure Programme for 2009/10 and 2010/11 for this project.

Mosgiel / Taieri Arterial Routes

This development consists of the following projects:

- Upgrading of Riccarton/Dukes Road including construction of the bridlepath, widening of the carriageway and pavement rehabilitation work is planned to take place from 2010/11 – 2012/13.
- Initial work on statutory processes to procure land for construction commences in 2009.
- Renewal of the Wingatui Road bridge in 2009/10 to maintain safe access to the Otago Regional Rescue Helicopter base
- Development of an eastern arterial route from 2018/19 with Centre Street/Carncross Street being the preferred proposed option. This project has been delayed due to predicted increases in traffic volumes not occurring.

It should be noted that these projects are subject to Mosgiel / Taieri Community Board consideration and to successfully obtaining NZTA funding subsidies, which are not due for confirmation until August 2009. Any resultant changes to these projects would be advised and consulted via the 2010/11 Annual Plan process.

Sustainability Activity

- Providing viable alternatives to the car.
- Increasing links between Dunedin and other authorities with alternative forms of transport (eg railways and coastal shipping).
- Developing understanding of how to deal with climate and sea level changes, and potential for coastal inundation.

NZTA Subsidies

Note: There is uncertainty about the level of NZTA subsidy funding for transportation projects. Changes made to the allocation of funding have resulted in territorial authorities receiving funding from capped regional funding pools. This community plan is published before the final Otago Regional Land Transport programme is confirmed and subsidy levels for projects advised.

Citipark

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Accessible City	Safe and Healthy People
Priorities: [Key: Primary /Secondary]	A local transport system that is integrated with the wider needs of the community	Our services, infrastructure, and environment enhance quality of life

Citipark manages three car park buildings and all on-street and off-street car parks (leased and casual) including "pay and display" machines.

Table 1.13: Service Performance Measures – Citipark

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To ensure the availability of parking spaces through the management of car park buildings and off-street leased and casual carparks	Availability of Parking						
	Percentage of customers dissatisfied with the number of parking spaces available in Council-owned parking buildings*	20%	< 11%	< 11%	< 11%	< 11%	< 11%
	Percentage of residents dissatisfied with the number of parking spaces available in Council's off-street car parks*	41%	≤ 20%	≤ 20%	≤ 20%	≤ 20%	≤ 20%
	Percentage of parking space occupancy:						
	- Core Zone	New Measures 09/10	≥ 40%	≥ 40%	≥ 40%	≥ 40%	≥ 40%
	- Inner Zone	New Measures 09/10	≥ 40%	≥ 40%	≥ 40%	≥ 40%	≥ 40%
	- Fringe Zone	New Measures 09/10	≥ 40%	≥ 40%	≥ 40%	≥ 40%	≥ 40%
	- Main Street	New Measures 09/10	≥ 40%	≥ 40%	≥ 40%	≥ 40%	≥ 40%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Citipark manages and maintains the equipment used to enable the safe use of the parking service. This includes the pay stations, barrier arms, and "pay and display" meters.

The three car park buildings associated with Citipark are owned and maintained by the Council's City Property Activity.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the parking service provided by Citipark. Car parking behaviour and demand is monitored regularly, and reviewed in accordance with the Transportation Strategy.

What will the Activity do in the future?

The Council will continue to provide car parking services through Citipark in accordance with the Transportation Strategy.

Key Achievements in the Last Three Years

- Project for automated car parking service in all car park buildings completed in 2007.

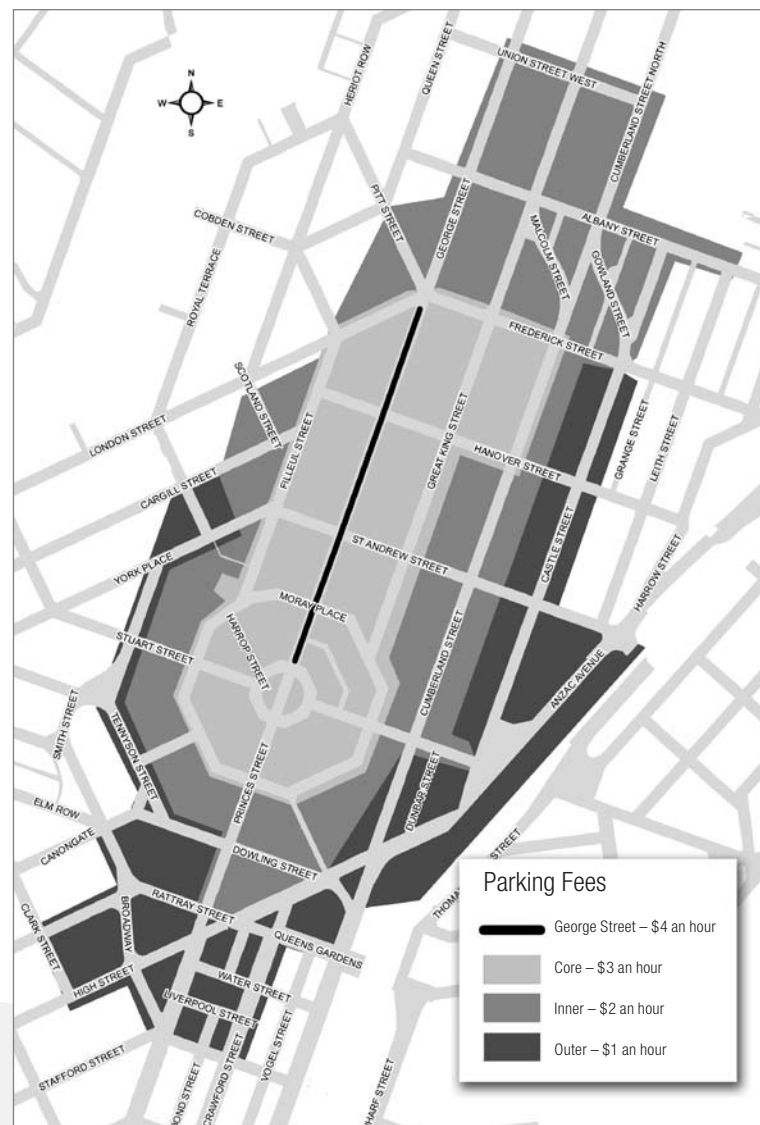
Key Projects for the Next Ten Years

- Implementation of new "pay and display" meters as part of the transportation strategy.

Sustainability Activity

- Environmentally friendly biodegradable paper is used for the "pay and display" tickets.

Proposed Parking Cost Zones



Parking Enforcement

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Accessible City	Safe and Healthy People
Priorities: [Key: Primary /Secondary]	A local transport system that is integrated with the wider needs of the community	Our services, infrastructure, and environment enhance quality of life

The Parking Enforcement unit provides a six day service, which ensures owners of vehicles comply with the parking regulations and safety requirements for vehicle licensing and "warrant of fitness" and owners of businesses comply with the 'commercial use of footpaths' policy in relation to street furniture and billboards.

Table 1.14: Service Performance Measures – Parking Enforcement

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To ensure the availability of parking spaces through the enforcement of parking regulations	Availability of Parking						
	Percentage of residents dissatisfied with the availability of on-street parking in the central city*	27%	< 30%	< 30%	< 30%	< 30%	< 30%
	Enforcement						
	Percentage of residents dissatisfied with the fairness and attitude of parking wardens *	17%	≤ 13%	≤ 13%	≤ 13%	≤ 13%	≤ 13%
	Percentage of parking enforcement complaints responded to within unit standard timeframes		New measure 09/10	100%	100%	100%	100%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The only asset which Parking Enforcement Unit controls is 10 Autocite electronic handheld ticket writers.

The "pay and display" meters associated with the Parking Enforcement Activity are owned and maintained by the Council's Citipark Activity, and the motorbikes are owned and maintained by the Council's Citifleet Activity.

What are the key service issues? And how are these managed?

The Council's Parking Strategy impacts on the Parking Enforcement asset in terms of how many Autocite devices and Parking Officers are required.

What will the Activity do in the future?

The Parking Enforcement Unit will continue to promote desired parking and enforce parking regulations in Dunedin.

Key Achievements in the Last Three Years

- Introduction of electronic handheld ticket writers from 2006 mounted on enforcement officer scooters
- Improvements in public satisfaction levels in relation to "fairness and attitude of parking officers" (media campaign and foot patrols talking to the public)
- Widened scope of enforcement to include school parking and commercial footpaths.

Key Projects for the Next Ten Years

- Enforcement of the "Commercial Use of Footpaths" Policy
- Service planning relating to the implementation of the Parking Strategy
- Service planning relating to the implementation of the Transportation Strategy.

Sustainability Activity

- Programme of zero tolerance to vehicles parking on bus stops. This supports use of public transport by ensuring that buses are able to stop to on/off load passengers safely.

Transport Network

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	15,830	16,585	17,708	19,074	19,679	20,411	21,703	22,410	22,950	23,759	24,418
Private Street Lighting Rate	17	19	19	20	21	21	22	22	23	23	24
External Operating Revenue	15,738	17,431	17,975	18,564	19,009	19,454	19,899	20,376	20,869	21,378	21,870
External Capital Revenue	10,562	16,191	19,093	11,393	12,288	14,259	12,506	12,693	13,005	12,053	16,517
Total	42,147	50,226	54,795	49,051	50,997	54,145	54,130	55,501	56,847	57,213	62,829
Expenditure by Outputs											
Transportation Operations:											
Asset Maintenance	26,300	27,938	29,356	30,758	31,547	32,384	33,642	34,492	35,391	36,289	37,087
Safety	5,620	6,433	6,615	6,933	7,094	7,276	7,536	7,715	7,903	8,089	8,251
Transportation Planning	689	680	701	722	741	759	777	796	818	841	862
Citipark	2,776	2,912	3,030	3,189	3,199	3,288	3,439	3,523	3,381	3,539	3,632
Parking Enforcement	2,160	2,045	2,118	2,178	2,251	2,305	2,356	2,412	2,469	2,531	2,598
Total	37,545	40,008	41,820	43,780	44,832	46,012	47,750	48,938	49,962	51,289	52,430
Net Surplus/(Deficit)	4,602	10,218	12,975	5,271	6,165	8,133	6,380	6,563	6,885	5,924	10,399
Expenditure by Inputs											
Staff Costs	2,798	3,028	3,103	3,178	3,264	3,350	3,437	3,526	3,635	3,750	3,865
Operational Costs	18,635	19,210	19,733	20,427	20,893	21,384	21,902	22,390	22,933	23,522	24,025
Loan Interest	653	1,093	1,548	1,882	1,811	1,824	1,993	1,949	1,910	1,860	1,778
Depreciation	15,459	16,677	17,436	18,293	18,864	19,454	20,418	21,073	21,484	22,157	22,762
Total	37,545	40,008	41,820	43,780	44,832	46,012	47,750	48,938	49,962	51,289	52,430

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	15,847	16,604	17,727	19,094	19,700	20,432	21,725	22,432	22,973	23,782	24,442
Other Revenue	26,300	33,622	37,068	29,957	31,297	33,714	32,405	33,069	33,874	33,431	38,387
Cash was applied to:											
Suppliers and Employees	(21,433)	(22,238)	(22,836)	(23,605)	(24,158)	(24,734)	(25,339)	(25,915)	(26,568)	(27,272)	(27,890)
Interest Paid	(653)	(1,093)	(1,548)	(1,882)	(1,811)	(1,824)	(1,993)	(1,949)	(1,910)	(1,860)	(1,778)
Net Cash from Operating	20,061	26,895	30,411	23,564	25,028	27,588	26,798	27,637	28,369	28,081	33,161
Cashflow from Investing Activities											
Cash is provided from investing activities:											
Reduction in Loans & Advances	11	12	12	13	7						
Cash was applied to:											
Capital Expenditure	(23,324)	(31,805)	(35,647)	(22,305)	(23,753)	(29,481)	(24,262)	(24,428)	(25,000)	(24,725)	(31,996)
Net Cash from Investing	(23,313)	(31,793)	(35,635)	(22,292)	(23,746)	(29,481)	(24,262)	(24,428)	(25,000)	(24,725)	(31,996)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	4,833	6,412	6,886		202	4,272	772	772	772		772
Cash was applied to:											
Loan Repayment	(260)	(592)	(781)	(946)	(1,022)	(1,130)	(1,294)	(1,338)	(1,223)	(1,264)	(1,255)
Net Cash from Financing	4,573	5,820	6,105	(946)	(820)	3,142	(522)	(566)	(451)	(1,264)	(483)
Net Increase/(Decrease) in Cash	1,321	922	881	326	462	1,249	2,014	2,643	2,918	2,092	682

Transport Network Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Transportation Operations											
New Capital											
Enhancing the Network											
Mosgiel/Taieri Arterial Routes ‡	495	180	185	1,688	1,238						3,986
Roading Miscellaneous Works	111	118	121	124	127	130	133	137	140	144	147
Seal Extension Programme	778	772	793	815	835	854	874	896	918	941	961
Strategic Corridor Upgrades ‡	450	9,513	10,026			3,119					
Subdivision Property Purchase	30	30	31	32	32	33	34	35	36	37	37
Dunedin/Port Chalmers Walkway/Cycleway ‡	150	100	1,058	652	780	1,140	1,223				
Mosgiel East ‡	718	840	598			793					
Mosgiel West B ‡			996			2,150					
Safety Improvements											
Cycling Network Implementation ‡	237	209	214	220	225	231					
Mobility Facilities Programme ‡	310	593	608	608	623	638	652	668	685	702	717
Pedestrian Facilities Programme ‡	417	442	454	467	478	490	501	513	526	539	551
Peninsula Projects ‡	3,020	2,375	2,296	973	1,043	898	1,225	2,460	2,521	639	3,736
Road Safety Works Programme ‡	834	884	908	933	955	979	1,002	1,026	1,050	1,077	1,100
Street Lighting Improvements	12	13	14	14	14	14	15	15	15	15	16
Peninsula Information Site Relocation		286									
Tourism, Destination & Attraction Signage	100	60									
Total	7,662	16,415	18,302	6,526	6,350	11,469	5,659	5,750	5,891	4,094	11,251
Renewals											
Bridge Renewals ‡	210	1,103	2,494	622	637	653	668	684	701	718	734
Carriageway Resurfacing ‡	3,190	3,570	3,665	3,767	3,860	3,952	4,043	4,143	4,245	4,350	4,446
Footpath Resurfacing	2,153	2,220	2,279	2,343	2,400	2,457	2,514	2,576	2,639	2,705	2,764
Footpath Resurfacing Central Activity Area		150	154	158	162	166	170	174	178	183	186
Gravel Road Re-metalting ‡	1,001	781	802	825	845	865	885	907	929	952	972
Major Drainage Control ‡	1,110	1,136	1,166	1,199	2,006	2,054	2,102	2,154	2,207	2,261	2,311
Markings ‡	103	170	175	180	184	188	193	197	202	207	212
Retaining Wall Renewal ‡	112	119	122	126	129	132	135	138	142	145	149

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Seawall Renewal ‡	1,090	1,200	1,232	1,266	1,622	1,660	1,699	1,741	1,783	1,828	1,868
Shape Correction: Pavement Rehabilitation ‡	2,572	2,520	2,587	2,659	2,724	2,789	2,855	2,924	2,996	3,071	3,138
Shape Correction: Pavement Smoothing ‡	1,687	1,439	1,480	1,519	1,558	1,594	1,628	1,669	1,712	1,754	1,792
Signals ‡	82	207	212	218	223	229	234	240	246	252	257
Signs ‡	317	146	149	154	157	161	165	169	173	177	181
Street Lighting ‡	52	56	57	59	276	283	290	297	304	311	318
Structure Component Replacement ‡	33	248	254	261	268	274	281	287	294	302	308
Total	13,712	15,065	16,828	15,356	17,051	17,457	17,862	18,300	18,751	19,216	19,636
Total	21,374	31,480	35,130	21,882	23,401	28,926	23,521	24,050	24,642	23,310	30,887
Citipark											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Pay and Display Machines	1,940	300	310	318	325	333	341	349	357	1,049	1,075
Skidata Software Upgrade		25			27			29			32
Skidata Carpark Equipment			207							244	
Lower Moray Place Pay Stations						222					
YMCA & Great King Street Pay Stations							397				
Total	1,940	325	517	318	352	555	738	378	357	1,293	1,107
Total	1,940	325	517	318	352	555	738	378	357	1,293	1,107
Parking Enforcement											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Electronic Ticket Writers	10			106						122	
Total	10	0	0	106	0	0	0	0	0	122	0
Total	10	0	0	106	0	0	0	0	0	122	0

Personal Safety

Group Activities

- Development Services
- Civil Defence and Rural Fires.

Why does the Council provide these Activities?

The Council is legally required to provide and manage these services.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities aim to contribute to the 'Safe and Healthy' community outcome and priorities in the following way:

- Development Services enhances personal safety relating to building controls, animal control, environmental health, and the sale of liquor
- The Civil Defence activity minimises the risks to the community through planning and implementation of hazard mitigation, and emergency preparation, response and recovery.

These activities also contribute to other community outcomes through managing rural fires and the potential impacts on the environment, and through providing educational opportunities such as encouraging responsible dog ownership.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Personal Safety group of activities are:

National/Regional

National Air Standards and Regulations

National Building Regulations

New Zealand Food Standards Code

Sustainable Development for New Zealand Programme of Action 2003

Regional Policy Statement for Otago (Otago Regional Council)

Regional Plan: Waste for Otago (Otago Regional Council, 1997)

Regional Plan: Water for Otago (Otago Regional Council, 2004)

Regional Plan: Air for Otago (Otago Regional Council, 2003)

Civil Defence Emergency Management Act 2002

Rural Fires Act 1977

Dog Control Act 1996

Impounding Act 1955

Building Act 2004

Food Hygiene Regulations 1974

Sale of Liquor Act 1989

Hazardous Substances and New Organisms Act 1996

Litter Act 1979

Gambling Act 2003.

Council

District Plan 1999

Civil Defence Plan 2005

Rural Fire Plan 2008

Permanent Food Stall Policy

Octagon Use Policy

Gambling Venue Policy

Sale of Liquor Policy.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	Development Services	Civil Defence and Rural Fires
Wealthy Community	A city that encourages sustainable economic development		
Safe and Healthy People	A place where people are safe in their homes, work and public spaces		
	Our services, infrastructure, and environment enhance quality of life		
Sustainable City and Environment	We enhance our place through quality developments		
	We actively promote sustainability		
Culture and Learning	A broad range of learning opportunities		
Supportive Community	Our city is built on strong communities		
Active City	More people participate in recreation and leisure activities		
	Dunedin people lead healthy lifestyles		

Development Services

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Safe and Healthy People	Sustainable City and Environment	Culture and Learning	Supportive Community	Active City
Priorities: [Key: Primary /Secondary]	A place where people are safe in their homes, work and public spaces Our services, infrastructure, and environment enhance quality of life	We enhance our place through quality developments	A broad range of learning opportunities	Our city is built on strong communities	More people participate in recreation and leisure activities Dunedin people lead healthy lifestyles

Development Services is a group of services within the Council which ensures that Dunedin residents are safe and healthy:

Animal Control provides monitoring services to enforce standards of public safety with the control of dogs.

Building Control provides building consent plan approval and inspection services to monitor and enforce standards of public health and safety for the building work.

Environmental Health provides licensing 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 substance in public places and private dwellings.

Liquor Licensing provides licensing and inspection services to monitor and enforce standards of public health and safety for on licensed, off licensed and special licensed premises.

Table 1.15: Service Performance Measures – Development Services

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
Animal Control							
To protect the public by monitoring and enforcing standards of public safety	Enforcement						
	Percentage of residents dissatisfied with the control of roaming dogs*	18%	≤ 20%	≤ 20%	≤ 20%	≤ 20%	≤ 20%
	Percentage of residents dissatisfied with the control of fouling dogs*	42%	≤ 36%	≤ 36%	≤ 36%	≤ 36%	≤ 36%
	Percentage of residents dissatisfied with the control of barking dogs*	New measure 09/10		≤ 30%	≤ 30%	≤ 30%	≤ 30%
	Monitoring						
	Percentage of impounded dogs that are unregistered	49%	≤ 25%	≤ 25%	≤ 25%	≤ 25%	≤ 25%
	Percentage of impounded dogs per number of registered dogs	New measure 09/10		≤ 5%	≤ 5%	≤ 5%	≤ 5%

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
Building Control and Seepage							
To provide a building control service that meets customer needs and statutory requirements	Service Provision						
	Percentage of residents dissatisfied with processing of applications for building consents*	42%	< 10%	< 10%	< 10%	< 10%	< 10%
	Percentage of residents dissatisfied with the monitoring and inspection of buildings under construction*	Not an Annual Plan measure	< 5%	< 5%	< 5%	< 5%	< 5%
	Statutory Compliance						
	Percentage of building consent applications processed in accordance with statutory timeframe	58%	100%	100%	100%	100%	100%
Environmental Health							
To protect the public by monitoring and enforcing standards of public health	Enforcement						
	Percentage of residents dissatisfied with noise control*	13%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%
	Percentage of residents dissatisfied with the hygiene standards in city food establishments*	9%	< 5%	< 5%	< 5%	< 5%	< 5%
	Percentage reduction in 'D' grade food premises	Measure revised 09/10		< 3%	< 3%	< 3%	< 3%
	Monitoring						
	Percentage of registered health premises inspected annually	New measure 09/10		100%	100%	100%	100%
Liquor Licensing							
To protect the public by monitoring and enforcing standards of public health and safety and to act as the District Licensing agency for Dunedin City	Liquor Licence Processing						
	Percentage liquor licences issued within 30 working days of receipt of application	New measure 09/10		≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Enforcement						
	Percentage of residents dissatisfied with the enforcement of liquor licensing standards in the city's licensed premises*	13%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%
	Monitoring						
	Percentage of licensees dissatisfied with liquor licensing advice and inspections	5%	≤ 10%	≤ 10%	≤ 10%	≤ 10%	≤ 10%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key service issues? And how are these managed?

Development Services provide services to ensure that the activities of others comply with legislation for the safety of the general public. Demand for service is governed by legislative requirements and the number of people engaging in the activities monitored and regulated – number of food premises, licensed premises, dog numbers, building construction work requiring inspection, etc.

Changes in legislation and economic conditions also influence the demand for service.

The economic downturn, recent amendments to the Building Act 2004 and the gaining of Building Control Accreditation as a Building Consent Authority have created funding issues for Building Control Services. Amendments to the Building Act 2004, Schedule 1 - Building work exemptions has negatively impacted building consent numbers reducing the number and type of building consents to be processed and inspected by up to 20%, significantly reducing external revenue for Building Control Services. At the same time, gaining Building Control Accreditation as a Building Consent Authority has increased the workload for Building Control Officers, requiring additional staffing and increasing service costs. The downturn in the economy appears likely to further affect building consent numbers in the short to medium term. The service will have to increase its fees to meet the budget shortfall for 2008/09 and from 2009/10 onwards. There may be a requirement to change the funding policy for future years in order to manage this situation and the changing nature of this group's work.

The Council intends lobbying central Government to review existing legislation and decrease fees.

What will the Activity do in the future?

Development Services will continue to provide high quality services to the residents of Dunedin.

Key Achievements in the Last Three Years

- Building Control Accreditation as a Building Consent Authority awarded in November 2008
- Provision of dog exercise facilities at five public parks across the city
- Implementation of revised Ministry of Health Food Premise grading system
- School education programme on dog safety established in accordance with dangerous/ menacing dog legislation.

Key Projects for the Next Ten Years

- Review of the Council's Gambling policy
- Services changes associated with the review of the Sale of Liquor Act.

Sustainability Activity

- Building inspectors now use electronic inspection processing sheets to reduce paper use and increase efficiency. Building inspections are grouped geographically to minimise travel. Virtual printers have been introduced to reduce paper usage.

Civil Defence and Rural Fires

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Safe and Healthy People	Sustainable City and Environment	Supportive Community
Priorities: [Key: Primary /Secondary]	A city that encourages sustainable development	A place where people are safe in their homes, work and public spaces Our services, infrastructure, and environment enhance quality of life	We actively promote sustainability	Our city is built on strong communities

The Council is required by the Civil Defence Emergency Management Act 2002 to provide services including risk reduction and preparedness for, response to and recovery from emergency events.

The Council is required by the Forest and Rural Fires Act 1977 to provide rural fire management, including reduction of vegetation fire risk and preparedness for, response to and recovery from vegetation fires.

Table 1.16: Service Performance Measures – Civil Defence and Rural Fires

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To minimise and manage risks to the community from a wide range of hazards, and to effectively respond to emergencies with other community agencies	Risk Management						
	Status of Civil Defence Plan	Achieved	Operative	Operative	Operative	Operative	Operative
	Status of Rural Fire Plan	Achieved	Operative	Operative	Operative	Operative	Operative
	Effective Response						
	Percentage of responses to Civil Defence warnings with action taken within 30 minutes of receipt	New measure 09/10		≥ 90%	≥ 90%	≥ 90%	≥ 90%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Civil Defence and Rural Fires team manages and maintains emergency response related assets such as:

- Emergency Operations Centre
- Communications equipment
- Emergency back-up equipment
- Fire-fighting equipment.

What are the key service issues? And how are these managed?

The assets are maintained and regularly tested to ensure that they are constantly functional.

What will the Activity do in the future?

The Council will continue to provide a civil defence and rural fire-fighting service to ensure that the Council can provide services for the community if an emergency occurs.

Personal Safety

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	3,532	3,708	3,716	3,832	3,903	4,050	4,121	4,273	4,377	4,580	4,690
External Operating Revenue	6,310	6,270	6,527	6,728	6,889	7,049	7,209	7,381	7,558	7,741	7,930
Total	9,842	9,978	10,243	10,560	10,792	11,099	11,330	11,654	11,935	12,321	12,620
Expenditure by Outputs											
Development Services	8,984	9,073	9,312	9,603	9,811	10,093	10,300	10,597	10,849	11,195	11,464
Civil Defence & Rural Fires	838	885	912	941	970	999	1,027	1,071	1,103	1,137	1,171
Total	9,822	9,958	10,224	10,544	10,781	11,092	11,327	11,668	11,952	12,332	12,635
Net Surplus/(Deficit)	20	20	19	16	11	7	3	(14)	(17)	(11)	(15)
Expenditure by Inputs											
Staff Costs	5,044	5,025	5,149	5,273	5,416	5,559	5,702	5,850	6,032	6,223	6,414
Operational Costs	4,760	4,915	5,056	5,248	5,336	5,498	5,585	5,757	5,855	6,038	6,144
Loan Interest											
Depreciation	18	18	19	23	29	35	40	61	65	71	77
Total	9,822	9,958	10,224	10,544	10,781	11,092	11,327	11,668	11,952	12,332	12,635

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	3,532	3,708	3,716	3,832	3,903	4,050	4,121	4,273	4,377	4,580	4,690
Other Revenue	6,310	6,270	6,527	6,728	6,889	7,049	7,209	7,381	7,558	7,741	7,930
Cash was applied to:											
Suppliers and Employees	(9,804)	(9,940)	(10,205)	(10,521)	(10,752)	(11,057)	(11,287)	(11,607)	(11,887)	(12,261)	(12,558)
Net Cash from Operating	38	38	38	39	40	42	43	47	48	60	62
Cashflow from Investing Activities											
Cash was applied to:											
Capital Expenditure	(47)	(47)	(49)	(50)	(51)	(53)	(201)	(55)	(56)	(58)	(58)
Net Cash from Investing	(47)	(47)	(49)	(50)	(51)	(53)	(201)	(55)	(56)	(58)	(58)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised											
Cash was applied to:											
Loan Repayment											
Net Cash from Financing	0	0	0	0	0	0	0	0	0	0	0
Net Increase/(Decrease) in Cash	(9)	(9)	(10)	(10)	(11)	(11)	(158)	(8)	(8)	2	4

Personal Safety Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Civil Defence & Rural Fires											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Emergency Equipment Replacement Programme	47	47	49	50	51	52	201	55	56	57	59
Total	47	47	49	50	51	52	201	55	56	57	59
Total	47	47	49	50	51	52	201	55	56	57	59

Public Health

Group Activities

- Water
- Wastewater
- Stormwater
- Solid Waste.

Why does the Council provide these Activities?

By providing water treatment and reticulation systems the Council ensures that residents have access to drinking quality water. Providing drainage and sewage treatment services, including wastewater and stormwater, helps to protect public health, property and the environment. Solid waste disposal and recycling services also protect public health and reduce impacts to the environment by diverting waste from landfills.

The Council has historically provided these services and the community continues to endorse this role. Under legislation the Council is now required to retain ownership of drinking water networks and treatment stations.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities contribute to the 'Safe and Healthy People' outcome and associated city-wide priorities through the collection and disposal of liquid and solid waste, the removal of storm water, and the provision of reticulated drinking water.

These activities also contribute to the 'Sustainable City and Environment' and 'Wealthy City' outcomes through the management and treatment of waste streams and the management of water catchments.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Public Health group of activities are:

National/Regional

New Zealand Energy Strategy to 2050

New Zealand Waste Strategy 2002

Reduce Packaging Waste 2004

Regional Policy Statement for Otago (Otago Regional Council)

Regional Plan: Waste for Otago (Otago Regional Council, 1997)

Regional Plan: Water for Otago (Otago Regional Council, 2004)

Regional Plan: Air for Otago (Otago Regional Council, 2003)

Building Act 2004

Energy Efficiency and Conservation Act 2000

Fire Service Act 1975

Hazardous Substances and New Organisms Act 1996

Health Act 1956

Reserves Act 1977

Resource Management Act 1991

The Health (Drinking Water) Amendment Act 2007

Waste Minimisation Act 2008

Wildlife Act 1953.

Council

District Plan 1999

Three Waters Strategy 2008

Water Conservation and Management Plan 2007-2025

Resource Recovery and Waste Management Strategy 2006

Zero Waste to Landfill by 2015 Policy

Water and Waste Services Asset Management Plan 2003.

Strategies to be reviewed or developed

Energy Management Strategy.

The Three Waters Strategy

The Three Waters Strategy project was initiated in 2007/08 with the first phase approved for funding in the 2008/09 Annual Plan. The strategy provides improved means of determining and prioritising renewal of and new capital investment in water, wastewater and storm water infrastructure across a fifty year planning cycle.

The strategy consists of three phases:

1. Development of a strategic model for the water, wastewater and stormwater networks, identifying network deficiencies and creating a master plan of potential infrastructure improvements.
2. Detailed investigation of the deficiencies identified in Phase 1, leading to the development of a 50 year capital expenditure programme for infrastructure improvement.
3. Design and planning of infrastructure projects identified in phases 1 and 2.

Specialised computer modelling tools and decision-making frameworks will be used to compare community outcomes and priorities with planned level of service scenarios, risks, costs and funding policy to produce the master improvement plan. This plan will ensure that renewal and replacement of infrastructure assets occurs in a sustainable, prioritised and timely manner across the fifty year planning cycle.

At the simplest level the strategy considers:

1. What the customer wants now
2. The external factors that may drive change in the future
 - climate change
 - population change
 - customer expectations
3. And asks “Can we meet these requirements through to 2060?”
 - If not, why not?
 - What do we need to do?
 - When do we need to do it?
 - How much will it cost?

The initial phase of this project is now underway with computer modelling of the water supply, waste water and stormwater networks being undertaken. A key benefit from the second phase of the project will be the ability to meet compliance conditions relating to resource consents for storm water discharge as a result of modelling catchment plans. Improved network knowledge and ability to model scenarios will allow better management of pressure within the networks potentially reducing operational costs.

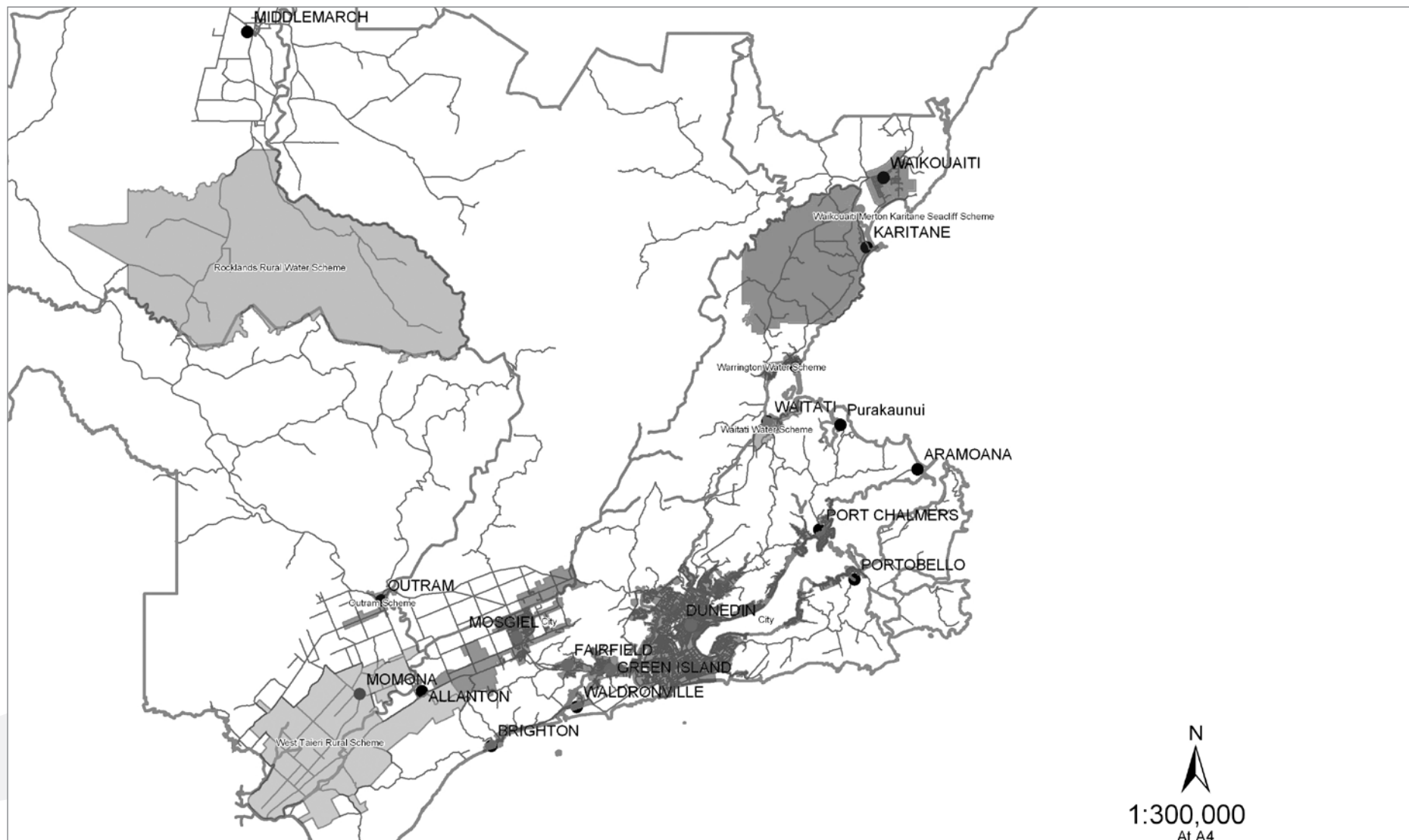
The three phase project is planned for completion in 2012/13.

Activity Contributions to Outcomes and Priorities

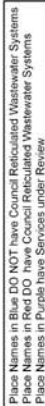
	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	Water	Wastewater	Stormwater	Solid Waste
Wealthy Community	A city that encourages strategic investment in people and business				
Safe and Healthy People	Our services, infrastructure, and environment enhance quality of life				
Sustainable City and Environment	We value the natural environment, biodiversity and landscapes				
	We actively promote sustainability				

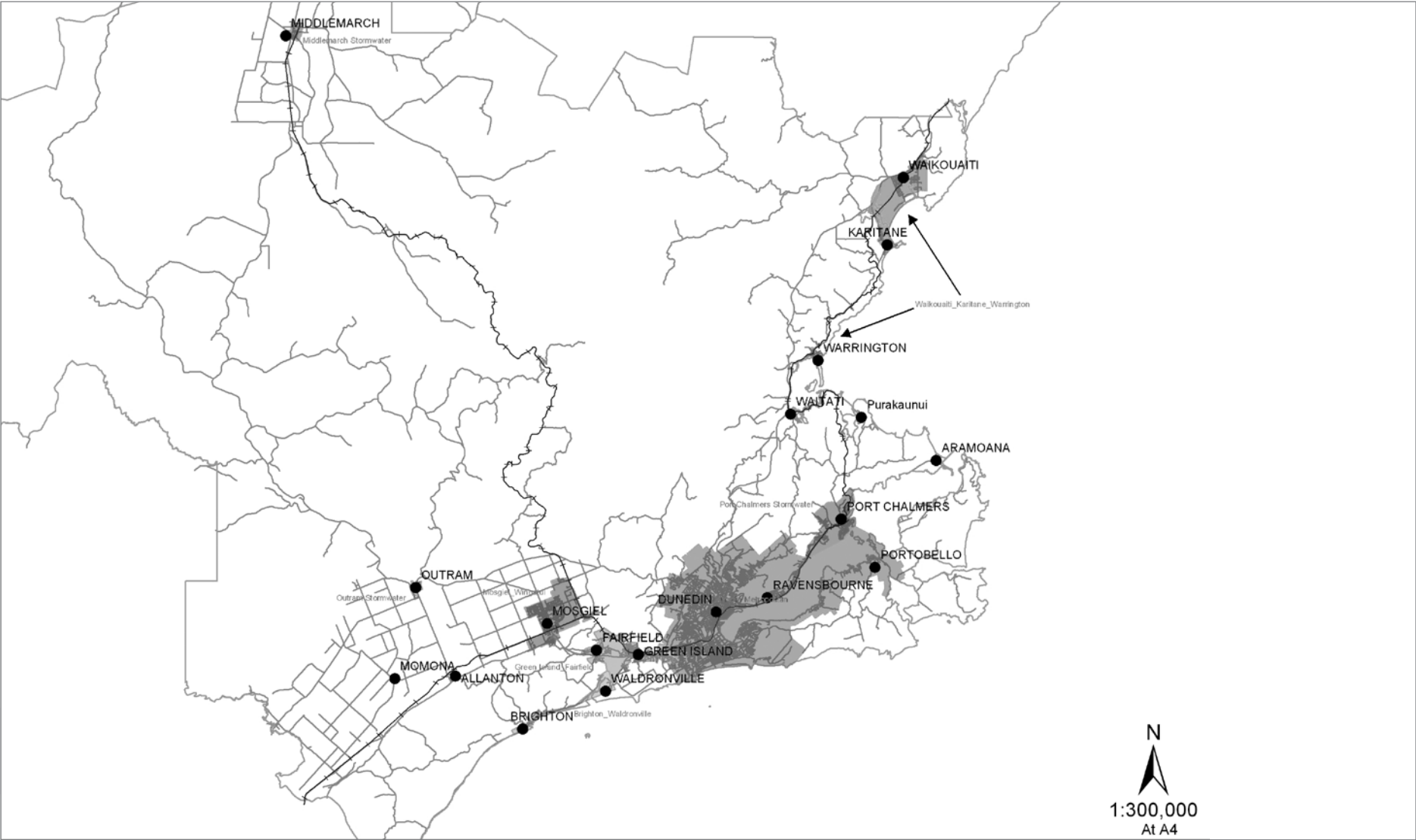
Water Service Areas



Dunedin City Council Community Plan 2009/10 – 2018/19 Volume Two



Stormwater Schemes



Water

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Safe and Healthy People	Sustainable City and Environment
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	Our services, infrastructure, and environment enhance quality of life	We value the natural environment, biodiversity and landscapes We actively promote sustainability

The Council Water Services manages the collection, supply, treatment and distribution of water to domestic and commercial residents in Dunedin and some outlying areas, including 1405 km of pipeline, 35 pumping stations, 57 reservoirs (raw and treated) and 14 treatment plants.

Table 1.17: Service Performance Measures – Water

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To protect public health and safety by delivering adequate quantities of safe water to every customer connected to the network with minimal impact on the environment and at an acceptable financial cost that will secure our ability to deliver appropriate services to future generations.	Service Provision						
	Residents' satisfaction with water pressure*	80%	≥ 75%	≥ 78%	≥ 78%	≥ 78%	≥ 78%
	Residents' satisfaction with the quality of water*	68%	≥ 60%	≥ 70%	≥ 70%	≥ 70%	≥ 70%
	Percentage customer response times met: response time – major bursts and leaks – 90 min response time – minor bursts and leaks – 4 hours	New Measure 09/10		≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Adequacy of Supply						
	Percentage of tested hydrants that meet NZ Fire Service Code of Practice (* Measure criteria and method revised 09/10 – 5% of hydrants to be tested annually on a cyclical basis)	Not measured	≥ 50%	≥ 90%*	≥ 90%	≥ 90%	≥ 90%
	Number of unplanned water supply shutdowns per 1000 customers per year	11.6	<13	<13	<13	<13	<13
	Percentage of water supply shutdowns not exceeding two hours in duration	83.9%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Safety						
	% of reticulated population receiving water compliant with NZ Drinking Water Standards	New Measure 09/10		94.6%	96.8%	99.9%	99.9%
	Number of 'boil water notice' person days (Number of days notice x number of affected person days)	New Measure 09/10		100,000	100,000	100,000	100,000
	Environmental Management						
	Average water consumption per residential connection	< 503 litres/day	< 630 litres/day	< 615 litres/day	< 615 litres/day	< 615 litres/day	< 615 litres/day
	Number of recorded breaches of Resource Management Act conditions	New Measure 09/10		0	0	0	0

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
	Total efficiency of raw water usage (This measures the % of water taken from the catchment that reaches the customer's tap. The remaining portion may be lost in production and distribution of clean drinking water)	Monitoring initiated	Monitoring initiated	65%	65%	65%	65%
	Financial Management and Affordability						
	Total cost of water supply per cubic metre	Not measured	≤ \$1.60	≤ \$1.82	≤ \$1.82	≤ \$1.82	≤ \$1.82

Changes to Water Supply Performance Measures

From 2009/10 onwards the measure for safe drinking water will change to "Percentage of customers receiving water that meets Ministry of Health 2008 Drinking Water Standards for 365 days per year". Previously there were two performance measures based on the Ministry of Health grading system. This system assesses the management of the treatment process and the distribution network. It does not provide a direct measure of the quality of the water received by the customer at their tap. The Council considers that a direct measure of water quality is more relevant to customers and has therefore chosen to use the new measure in public reporting. The target is set at 94.6% due to planned upgrades not due for completion until after 09/10.

There are a number of areas that receive sub-standard water as indicated by areas on constant "boil water notice" and the performance targets set for the 2009/10 year. The Council is working to improve this situation via initiatives such as the Northern water scheme upgrade and planned improvements to West Taieri and Mosgiel schemes. The "Number of 'boil water notice' person days" measure will track achievements in relation to improved water quality. The targets for the two safe drinking water measures will be changed via annual plan consultation to reflect improvements following the completion of improvement schemes.

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time. The majority of the Council's long term capital development programme for the water activity is complete. The changes made to service performance measures in this plan

will apply with some adjustment to targets once the remaining upgrades relating to security of supply and reticulation are completed (major components are the Deep Creek pipeline, Taieri River bridge bypass and Rocklands water schemes). Changes will be consulted via the Annual Plan and future Community Plan public consultation processes.

Does the Activity have any Significant Negative Effects?

The collection, treatment and distribution of water has potential negative effects on:

- The social well-being of residents near the treatment plants;
- The social well-being of residents if water is poorly treated and it results in sicknesses in the community
- The environmental well-being of waterways that have water taken from them
- The environmental well-being of waterways with waste and chemicals discharges
- The economic well-being of industries that incur high water supply costs
- The cultural well-being of waterways with waste and chemicals discharges.

All of these potential negative impacts are effectively controlled and closely monitored.

What are the key assets? And who manages them?

The Water and Waste Services Business Unit owns and manages the assets required for water supply. The key assets include:

- 21,000 hectares of water catchment
- 1,405 kilometres of pipeline
- 35 pumping stations
- 57 reservoirs (raw and treated)
- 14 treatment plants.

What are the key service issues? And how are these managed?

The main issues impacting the water activity are meeting changing national and international standards, changing customer expectations and planning for changes in demand arising through climate change, population changes and changes in usage trends.

In particular, the Council regularly monitors and grades the water supply against national standards, to ensure that Dunedin residents receive high quality drinking water.

In planning for the future, it is expected that climate change will lead to an increase in frequency of drought events. The Council is monitoring and planning for these effects, to ensure adequate water supplies for future generations.

What will the Activity do in the future?

The Council will continue to maintain and monitor the water quality standards in urban areas, and enhance the water quality of rural areas to appropriate standards.

The Council plans to reduce climate change vulnerability and increase the resilience of its assets through the implementation of the Three Waters Strategy. The Strategy takes an integrated and holistic view of the three water networks of water supply, wastewater and storm water, setting the direction for the future provision of services in Dunedin.

In order to avoid future water shortages, the Council will focus on making most effective use of available water sources, and securing water supplies against prolonged dry periods and other risks. The Council will also maintain the existing infrastructure to meet the national standards,

legislative requirements and the renewal requirements to ensure current production will continue.

Key Achievements in the Last Three Years

- Completion of Mt Grand reservoir and Southern Water Treatment Plant
- Implementation of the Northern Coast Water Schemes - upgrading the Waikouaiti Treatment Plant and commissioning a pipeline to Karitane; piping of Mt Grand water to the Seacliff Reservoir, improving supply to Seacliff, Waitati and Warrington
- Commencement of a 50 year planning cycle via development of the Three Waters Strategy.

Key Projects for the Next Ten Years

- Implementation of the Three Waters Strategy
- Completion of the West Taieri Water Treatment and Reticulated Schemes
- Improvement to water quality across the greater Dunedin area
- Investigation and consultation on provision of reticulated water supply to Allanton.

Sustainability Activity

- Security of raw water supply from the Deep Stream and Deep Creek water sources improved with the completion of the Mt Grand reservoir. This gives the city continuity of supply that is measurable in weeks rather than hours in event of failure of either water source
- Work is underway to improve or find an alternative Taieri River crossing to reduce the potential risk of supply disruption due to land movement/seismic risk at the current pipe bridge crossing.

Wastewater

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Safe and Healthy People	Sustainable City and Environment
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	Our services, infrastructure, and environment enhance quality of life	We value the natural environment, biodiversity and landscapes We actively promote sustainability

The Council Wastewater Services manages the collection and treatment of wastewater from domestic and commercial residents in Dunedin and some outlying communities, including 860km of pipeline, 78 pumping stations and 7 treatment plants.

Table 1.18: Service Performance Measures – Wastewater

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To protect public health and safety by delivering effective wastewater services to every customer connected to the network with minimal impact on the environment and at an acceptable financial cost and to secure our ability to deliver appropriate services to future generations.	Service Provision						
	Residents' satisfaction with the city's sewerage system*	52%	≥ 50%	≥ 52%	≥ 52%	≥ 52%	≥ 52%
	Percentage customer response times met: Response time – to attend sewer blockages – 2 hrs Response time – pumping station overflow- 1 hr	New Measure 09/10		≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Acceptable Financial Cost						
	Total cost of wastewater service per cubic metre (1000 litres)	New Measure 09/10		≤ \$1.10	≤ \$1.10	≤ \$1.10	≤ \$1.10
	Environmental Management						
	Number of recorded breaches of Resource Management Act conditions	New Measure 09/10		0	0	0	0
	Discharges from wastewater networks comply with consent conditions	99%	100%	100%	100%	100%	100%
	Number of beach closures	New Measure 09/10		≤ 2	≤ 2	≤ 2	≤ 2
	Effective Asset Management						
	Number of foul sewer blockages per 100km of mains per annum.	32.7	Not an annual plan measure	<30	<30	<30	<30

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time. The majority of the Council's long term capital development programme for the wastewater activity is complete. The changes made to service performance measures in this plan will apply with some adjustment to targets, once the remaining upgrades relating to security of supply and reticulation are completed. Projects not yet complete are associated with the Tahuna Wastewater Treatment Upgrade Stage 2. Changes to targets will be consulted via the Annual Plan and future Community Plan public consultation processes.

Does the Activity have any Significant Negative Effects?

The Wastewater Service has potential negative effects on:

- The social well-being of residents' properties near the treatment plants
- The social well-being of residents if wastewater is poorly treated and it results in closure of public beaches or sickness to users
- The environmental well-being of waterways with waste and chemical discharges
- The economic well-being of industries that incur high trade waste wastewater costs
- The cultural well-being of waterways with waste and chemicals discharges.

All of these potential negative impacts are effectively controlled and closely monitored.

What are the key assets? And who manages them?

The Water and Waste Services Business Unit owns and manages the assets required for Wastewater Services. The key assets include:

- 860 kilometres of pipeline
- 78 pumping stations
- 7 treatment plants.

What are the key service issues? And how are these managed?

The main issues impacting the wastewater activity are meeting changing national and international standards, changing customer expectations and planning for changes in demand arising through climate change, population changes and changes in usage trends.

In particular, the Council regularly monitors the impact of wastewater on the receiving environment, particularly local beaches. Significant improvements in this area will be delivered through the current upgrade of the Tahuna Wastewater treatment plant.

In planning for the future, it is expected that climate change will lead to an increase in the number of high intensity storms, leading to associated flooding problems. The Council is monitoring and planning appropriate mitigation for these effects, to ensure adequate services can be provided to future generations.

What will the Activity do in the future?

The Council will improve the management of infiltration into the wastewater network to reduce demand and flood risk.

Furthermore, Stage 2 of the Tahuna Project will improve the treatment of wastewater and decrease the negative impacts on recreational use of the local and outlying beaches. The treatment option selected consists of High Rate Activated Sludge Processing with trickle filtering and ultraviolet disinfection.

The Council plans to reduce climate change vulnerability and increase the resilience of its assets through the implementation of the Three Waters Strategy. The Strategy takes an integrated and holistic view of the three water networks of water supply, wastewater and stormwater. The Strategy manages the three waters in an integrated way, and sets out the direction for the future provision of Water Services in Dunedin.

The Council will also maintain the existing infrastructure to meet the national standards, legislative requirements and the increasing quality demands of Dunedin citizens.

Key Achievements in the Last Three Years

- Implementation of the initial phases of the Tahuna Wastewater Treatment Plant upgrade
- Commissioning of the Tahuna/Lawyers Head Outfall pipeline resolving public safety issues on nearby beaches.

Key Projects for the Next Ten Years

- Implementation of the Three Waters Strategy

- Provision of new wastewater reticulation to the community of Allanton to deal with longstanding environmental pollution issues.
- Completion of the Tahuna Wastewater Treatment Plant upgrade.

Sustainability Activity

- The Three Waters strategy promotes sustainable wastewater activity across the 50 year planning cycle
- Trials of trenchless network renewal are underway in South Dunedin where wastewater pipes are relined with a new sleeve lining technology providing additional life to the network with minimal disturbance to roads, footpaths and private property.

Stormwater

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Safe and Healthy People	Sustainable City and Environment
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	Our services, infrastructure, and environment enhance quality of life	We value the natural environment, biodiversity and landscapes We actively promote sustainability

The Council's Stormwater service manages the collection and disposal of stormwater to domestic and commercial residents in Dunedin and some outlying communities.

Table 1.19: Service Performance Measures – Stormwater

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To protect public safety by ensuring adequate stormwater provision to Dunedin residents, with minimal impact on the environment and to secure our ability to deliver appropriate services to future generations	Service Provision						
	Residents' satisfaction with the stormwater collection service*	65%	≥ 50%	≥ 55%	≥ 55%	≥ 55%	≥ 55%
	Percentage customer response times met: Response time - Habitable Floor flooding - 2 hrs Response time – stormwater network overflows – 4 hrs	New Measure 09/10		≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Effective Asset Management						
	Number of blockages in the stormwater networks per 100km of mains per annum	4.6	<20	<20	<20	<20	<20
	Environmental Management						
	Number of recorded breaches of Resource Management Act conditions	New Measure 09/10		0	0	0	0

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

The collection and disposal of stormwater has potential negative effects on:

- The social well-being of residents in the event of flooding of properties and land
- The environmental well-being of waterways receiving stormwater discharges
- The economic well-being of residents in the event of flooding or repeated flooding.

All of these potential negative impacts are effectively controlled and closely monitored.

What are the key assets? And who manages them?

The Water and Waste Services Business Unit owns and manages the assets required for the Stormwater Services. The key assets include:

- 361 kilometres of pipeline
- 11 pumping stations.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Stormwater Services against customer requirements, national and international environmental standards, strategies and legislation.

In particular, the Council is monitoring and planning for the effects of climate change on its ability to deliver effective Stormwater Services. It is estimated that climate change will affect the frequency of flooding events, sewer over-flows, and asset damage. This may lead to increased operational and maintenance requirements.

There is also an increasing focus on the quality of storm water discharges, and the impact on the receiving environment. The Council is preparing storm water catchment management plans for all of its discharges into the harbour, to ensure that potential negative impacts on this important environment are effectively managed.

What will the Activity do in the future?

The Council will focus on understanding the limitations of the Stormwater Services system, and mitigating the effects wherever possible.

To minimise the environmental effect for recreational users of the harbour, the Council will implement 19 catchment management plans within the next three years.

The Council plans to reduce climate change vulnerability and increase the resilience of its assets through the implementation of the Three Waters Strategy. The Strategy takes an integrated and holistic view of the three water networks of water supply, wastewater and stormwater. The Strategy manages the three waters in an integrated way, and sets out the direction for the future provision of water services in Dunedin.

The Council will also maintain the existing infrastructure to meet the national standards, legislative requirements and the increasing quality demands of Dunedin citizens.

Key Achievements in the Last Three Years

- Growth in size of network with new development in Mosgiel /Taieri.

Key Projects for the Next Ten Years

- Completion of the stormwater catchment plans to meet resource consent conditions for discharge of stormwater into the harbour and Second Beach
- Implementation of the Three Waters Strategy.

Sustainability Activity

- Assessment of flood risks across the network in order to prioritise renewal and investment to mitigate flooding.

Solid Waste

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Safe and Healthy People	Sustainable City and Environment
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	Our services, infrastructure, and environment enhance quality of life	We value the natural environment, biodiversity and landscapes We actively promote sustainability

The Council's Solid Waste activity provides a collection, resource recovery and residual disposal service for domestic and some commercial residents in Dunedin. It also manages the Council's collection and recycle sorting contracts, 2 landfill facilities, 1 recover store and 3 recycling stations.

Table 1.20: Service Performance Measures – Solid Waste

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide effective collection, resource recovery and residual disposal in a way that protects public health, and minimises impact on the environment.	Effective Collection						
	Residents' satisfaction with the reliability of rubbish collection*	90%	≧ 85%	≧ 85%	≧ 85%	≧ 85%	≧ 85%
	Residents' satisfaction with the cleanliness of the streets after rubbish collection*	52%	≧ 65%	≧ 65%	≧ 65%	≧ 65%	≧ 65%
	Residents' satisfaction with street litter bins*	54%	≧ 65%	≧ 65%	≧ 65%	≧ 65%	≧ 65%
	Residents' satisfaction with kerbside recycling*	77%	≧ 85%	≧ 90%	≧ 90%	≧ 90%	≧ 90%
	Resource Recovery						
	Increase in the quantity of recyclables collected (kg/household/year)	Measure revised 09/10		140kg	150kg	150kg	150kg
	Residual Disposal						
	Decrease in the waste sourced from within Dunedin and disposed of to landfills in Dunedin (kg/person/year)	Measure revised 09/10		≤ 760kg	≤ 720kg	≤ 720kg	≤ 720kg
	Decrease in the weight of organic waste per annum (from 45% to 20% of the domestic waste stream by 2010/11)	Measure revised 09/10		25%	20%	20%	20%
	Environmental Management						
	Percentage compliance with Resource Management Act environmental requirements	New Measure 09/10		100%	100%	100%	100%

Future Service Performance Measures

Tendered operational contracts and service delivery for Refuse and Kerbside recycling are likely to change in future years as the result of a review of these services under Council's Resource Recovery and Waste Management Strategy 2006. A programme of work linked to the Resource Recovery and Waste Management Strategy is under development and may impact on future service levels. Performance targets have been set in line with the goals of strategy for the next 3 – 5 years. Any changes to service level will be consulted via the Annual Plan and future Community Plan public consultation processes.

Does the Activity have any Significant Negative Effects?

The collection, treatment and disposal of solid waste can have negative effects on:

- The social well-being of residents near the landfills
- The environmental well-being of the land near the landfills
- The economic well-being of areas near the landfills if compliance with national standards results in the Green Island landfill being moved to Smooth Hill.

What are the key assets? And who manages them?

The Water and Waste Services Business Unit manages the Green Island, Sawyers Bay and Waikouaiti Landfills, and the Green Island and Middlemarch Transfer Stations through external contractors.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Solid Waste service against National Environmental Standard and legislation. The Council is also regularly monitoring and inspecting the effects of the landfills on the environment.

At this stage, the Green Island landfill does not meet the guidelines outlined in the New Zealand Waste Strategy. If the guidelines become a National Environmental Standard, the Green Island landfill will be closed and a facility such as Smooth Hill will need to be opened.

Regular monitoring of the usage and demand trends in kerbside collection and volumes through landfills has shown a decrease in the use of Council-owned landfills.

What will the Activity do in the future?

The Council will continue to implement the Resource Recovery and Waste Management Strategy 2006 which sets out the direction for the future provision of Solid Waste services in Dunedin.

The Council will also maintain the existing infrastructure to meet national standards and the demands of Dunedin citizens, and invest in assets that improve the drainage collection system for collecting contaminated water, and minimise the impact on the environment.

Currently, waste disposal into the landfills is paid partly through rates (community landfills at Sawyers Bay and Waikouaiti), and mainly through a user-pays system at Green Island. The Council will continue to monitor the usage rates for the landfill service and ensure that the service complies with the Waste Minimisation Act 2008.

Key Achievements in the Last Three Years

- Increased the number of schools participating in the Enviro-Schools programme.
- Closed the sub-standard North Taieri Landfill.
- Implemented the Resource Recovery and Waste Management Strategy 2006.

Key Projects for the Next Ten Years

- Review the Solid Waste Management Study (2004) and implement relevant changes.

Kerbside Refuse Collection and Recycling

Current contracts for collection have expired presenting an opportunity to improve the service offered to the public. A survey was conducted in October 2008 to gain residents' opinions on what collection services they would like for the future. Results from the data collected are to be analysed to determine new services in the long term and are to be consulted on through the Community/Annual Plan consultation process. Short term status quo collection contracts are in place for the next two years while future service levels are determined and implemented.

Sustainability Activity

- Developing a waste minimisation strategy across the Council, and co-ordinating the pilot project in the Library.
- Collecting the methane gas from the landfills and flaring it off, and investigating how the gas may be utilised in the future as an energy resource.

Public Health

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	1,027	476	464	457	457	436	438	437	447	448	451
Community Services Rate	250	52	96	99	101	103	105	109	111	113	116
Kerbside Recycling Rate	1,424	1,441	1,495	1,535	1,561	1,597	1,633	1,672	1,713	1,754	1,797
Citywide Water Rate	17,772	19,529	20,297	21,230	22,413	23,768	25,158	25,977	26,639	27,598	28,301
Citywide Drainage Rate	20,315	21,662	23,321	26,890	31,831	31,888	33,944	34,695	34,873	35,225	34,814
Rocklands Water Scheme Rate	36	39	41	44	45	46	49	51	50	52	54
Allanton Drainage Rate			21	21	21	21	21	21	21	21	21
External Operating Revenue	11,270	12,508	12,993	13,429	13,829	14,244	14,685	15,146	15,633	16,150	16,687
External Capital Revenue	333					1,058	208			316	1,450
Total	52,427	55,707	58,728	63,705	70,259	73,161	76,241	78,108	79,487	81,677	83,691
Expenditure by Outputs											
Asset Planning	2,163	4,640	3,566	2,719	2,796	2,874	2,956	3,041	3,138	3,240	3,344
Network Management:											
Water Reticulation	13,383	13,643	14,031	14,226	14,693	15,216	15,861	16,410	16,993	17,614	18,260
Water Distribution	1,117	1,158	1,186	1,227	1,263	1,302	1,344	1,388	1,434	1,483	1,533
Waste Reticulation	5,827	5,826	6,194	6,819	7,080	7,354	7,678	8,006	8,355	8,723	9,114
Waste Pumping	690	242	248	257	264	273	281	290	300	310	321
Stormwater Reticulation	3,189	3,303	3,451	3,587	3,713	3,898	4,055	4,230	4,427	4,523	4,748
Network Maintenance	236	221	218	191	214	211	201	191	193	195	193
Water Production	10,518	11,361	11,602	11,946	12,140	12,479	12,700	13,100	13,302	13,776	13,976
Wastewater Treatment	12,938	12,801	12,940	13,385	21,365	21,449	21,562	21,611	21,244	21,453	21,566
Stormwater	211	175	179	173	178	183	189	194	200	204	212
Solid Waste	7,000	7,722	8,169	8,466	8,640	8,649	8,887	9,091	9,299	9,544	9,817
Total	57,272	61,092	61,784	62,996	72,346	73,888	75,714	77,552	78,885	81,065	83,084
Net Surplus/(Deficit)	(4,845)	(5,385)	(3,056)	709	(2,087)	(727)	527	556	602	612	607
Expenditure by Inputs											
Staff Costs	6,560	7,123	7,299	7,475	7,678	7,748	7,948	8,154	8,407	8,673	8,939
Operational Costs	24,642	27,246	26,912	27,580	28,852	29,955	30,916	31,903	32,782	34,074	35,038

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Loan Interest	5,666	5,591	5,556	5,494	10,394	9,940	9,471	8,934	8,375	7,822	7,294
Depreciation	20,404	21,132	22,017	22,447	25,422	26,245	27,379	28,561	29,321	30,496	31,813
Total	57,272	61,092	61,784	62,996	72,346	73,888	75,714	77,552	78,885	81,065	83,084

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	40,824	43,198	45,735	50,276	56,430	57,859	61,348	62,962	63,854	65,211	65,554
Other Revenue	11,603	12,508	12,993	13,429	13,829	15,302	14,893	15,146	15,633	16,466	18,137
Cash was applied to:											
Suppliers and Employees	(30,981)	(34,098)	(33,921)	(34,743)	(36,194)	(37,347)	(38,485)	(39,650)	(40,753)	(42,279)	(43,472)
Interest Paid	(5,666)	(5,591)	(5,556)	(5,494)	(10,394)	(9,939)	(9,471)	(8,934)	(8,375)	(7,822)	(7,294)
Net Cash from Operating	15,780	16,019	19,251	23,467	23,669	25,875	28,288	29,527	30,361	31,576	32,922
Cashflow from Investing Activities											
Cash was applied to:											
Capital Expenditure	(23,584)	(27,650)	(44,879)	(48,103)	(17,980)	(16,957)	(17,097)	(19,697)	(19,985)	(21,686)	(25,905)
Increase in Investments	(296)	(284)	(272)	(259)	(247)	(235)	(222)	(210)	(197)	(185)	(172)
Net Cash from Investing	(23,880)	(27,934)	(45,150)	(48,363)	(18,227)	(17,192)	(17,320)	(19,907)	(20,182)	(21,871)	(26,077)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	12,139	14,209	30,866	29,345		578		224			
Cash was applied to:											
Loan Repayment	(2,694)	(3,620)	(4,272)	(4,907)	(5,804)	(6,261)	(6,758)	(7,270)	(7,561)	(6,770)	(6,931)
Net Cash from Financing	9,445	10,589	26,594	24,438	(5,804)	(5,682)	(6,759)	(7,047)	(7,561)	(6,771)	(6,931)
Net Increase/(Decrease) in Cash	1,345	(1,326)	695	(458)	(362)	3,001	4,210	2,573	2,618	2,935	(86)

Public Health Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Asset Planning											
New Capital											
Strategic Model Development	800										
Total	800	0	0	0	0	0	0	0	0	0	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	800	0	0	0	0	0	0	0	0	0	0
Water Production											
New Capital											
Metro Development - Water Facilities	1,096	536	573	886	305	23	24	25	26	27	27
Taieri River Bridge Bypass		52	159	2,191	2,257						
West Taieri Rural Water Scheme Upgrade	3,638					92	95				
Northern Water Scheme Water Supply Upgrade	6,901										
Total	11,635	588	732	3,077	2,562	115	119	25	26	27	27
Renewals											
Metro Renewals - Water Facilities	183	280	685	1,149	2,032	2,110	2,166	2,299	2,289	2,368	2,451
Deep Creek Pipeline	246	2,281	1,309	1,352	1,393	1,437	1,484	1,533	1,584	1,639	1,825
Rocklands Water Scheme Renewals	3	2				26	3	5			
Total	432	2,563	1,994	2,501	3,425	3,573	3,653	3,837	3,873	4,007	4,276
Total	12,067	3,151	2,726	5,578	5,987	3,688	3,772	3,862	3,899	4,034	4,303
Network Maintenance Operations											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Plant Replacement	16	16	17	17	18	18	19	20	20	21	22
Total	16	16	17	17	18	18	19	20	20	21	22
Total	16	16	17	17	18	18	19	20	20	21	22
Network Management											
New Capital											

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Water											
Metro Development - Pipe Network	52	123	125	129	133	137	142	147	152	157	162
Reticulation Development - Zone Metering	69	69	70	72	75	77	79	82	85	88	91
Reticulation Facilities for Variation 9B	678										
Mosgiel West and East C ‡						1,297					1,123
Wastewater											
Metropolitan Reticulation	166	166	170	174	179	185	191	197	204	211	218
Reticulation Facilities for Variation 9B ‡						323					
Sewer Overflow Mitigation	500	500									
Wastewater Sewer Mosgiel East ‡	333										
Allanton Effluent Disposal		860	3,507								
Gladstone Rd North Pump Station ‡						86	89				
Burns St PS Upgrade Variation 15 ‡										316	327
Pump Station Upgrade for Variation 15 and 9B ‡							120				
Stormwater											
Stormwater Reticulation Upgrades	60	365	221	228	235	242	250	258	266	275	286
Somerville St Stormwater Sewer	1,130	578									
Metro Quality Improvement			105	109	2,559	115	119	123	127	132	136
Total	2,988	2,661	4,198	712	3,181	2,462	990	807	834	1,179	2,343
Renewals											
Water											
Metro Renewals - Pipe Network	546	1,755	1,072	1,544	2,184	2,540	3,420	5,143	5,439	5,992	8,101
Rural Schemes (excl Rocklands)	0	261	282	265	282	884	401	439	435	447	463
Wastewater											
Pump Stations	191	161	243	237	172	263	185	240	315	326	272
Foul Sewer Renewals (Reticulation & Trunk Mains)	1,054	1,644	2,379	2,801	2,945	3,343	3,954	4,150	4,209	4,375	4,505
Stormwater											
Pump Stations	0	41	37	64	67	58	42	25	104	113	117
Stormwater Trunk Mains	477	523	568	621	675	1,308	1,649	2,495	2,500	2,969	3,494
Total	2,268	4,385	4,581	5,532	6,325	8,396	9,651	12,492	13,002	14,222	16,952
Total	5,256	7,046	8,779	6,244	9,506	10,858	10,641	13,299	13,836	15,401	19,295

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Wastewater Treatment											
New Capital											
Tahuna Upgrade Stage 1 - Outfall	1,900										
Tahuna Upgrade Stage 2 - Treatment	2,000	13,567	29,999	30,966							
Treatment Borrowing Costs	84	371	1,532	3,607							
Mosgiel Wastewater Pump Station Capacity		500									
Total	3,984	14,438	31,531	34,573	0	0	0	0	0	0	0
Renewals											
Treatment Plants	56	623	840	1,079	1,569	1,652	1,825	1,541	941	1,093	1,119
Tahuna Upgrade Stage 2 - Concrete Channel	140										
Total	196	623	840	1,079	1,569	1,652	1,825	1,541	941	1,093	1,119
Total	4,180	15,061	32,371	35,652	1,569	1,652	1,825	1,541	941	1,093	1,119
Solid Waste											
New Capital											
Compost for Final Cap	30	31	32	33	34	35	35	36	37	38	39
Green Island (GI) LF Gas Collection System	650	1,503	610		392		411		432		453
GILF Litter Fences for New Bunds	12			13			14			15	
Landscaping for Final Cap	30	31	32	33	34	35	36	36	37	38	39
Sawyers Bay (SB) LF Closure	20	153									
Waikouaiti Landfill Transfer Station								260			
Waikouaiti Landfill Decommissioning									133	136	
Waikouaiti Landfill Landscaping									43	44	
GILF Improvements to Final Cap	250	175	181	185	190	194	199	203	208	214	219
GILF Leachate System		200		212		221		233		244	
Total	992	2,093	855	476	650	485	695	768	890	729	750
Renewals											
Landfills Green Island	250	259	108	109	224	230	117	181	370	379	388
Renewal of Litter Bins	23	24	24	25	26	26	27	27	28	29	29
Total	273	282	132	134	250	256	144	208	398	408	417
Total	1,265	2,375	987	610	900	741	839	976	1,288	1,137	1,167

City Planning

Group Activities

- City Development
- Resource Consents.

Why does the Council provide these Activities?

These services promote the sustainable management of both the natural and built environment through a range of tools including land use planning; heritage protection; projects which enhance amenity values and design; and management. In doing this, the Council recognises the needs of the community, and also seeks to promote economic development by creating a city that is attractive to current and potential residents, tourists, and businesses.

The Council has a legislative requirement to prepare, monitor and review the District Plan and administer the resource consent process; and a strong historical precedent for providing amenities that benefit the city.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities aim to contribute to the 'Sustainable City and Environment' community outcome and priorities in the following way:

City Development seeks to sustain the quality aspects and distinctive look of Dunedin's natural and physical environment, mainly through developing and administering the District Plan, and influencing the quality of design of private developments

Resource Consents seeks to regulate Dunedin's natural and physical environment and distinctive look by administering the resource consent process.

These activities also contribute to other community outcomes through providing opportunities for business to invest, and improving the outcomes associated with the development of key infrastructure through planning advice.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the City Planning group of activities are:

National/Regional

Otago Regional Council Long Term Council Community Plan

Sustainable Development for New Zealand Programme of Action 2003

Resource Management Act 1991

Building Act 2004.

Council

District Plan 1999

Heritage Strategy 2007

Biodiversity Strategy 2007.

Strategies to be reviewed or developed

Urban Design Strategy

Code of Subdivision

Street Tree Planting Strategy 1996.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	City Development	Resource Consents
Wealthy Community	A city that encourages strategic investment in people and business		
Accessible City	A local transport system that is integrated with the wider needs of the community		
Safe and Healthy People	We enhance access to affordable health services		
	Our services, infrastructure, and environment enhance quality of life		
Sustainable City and Environment	We enhance our place through quality developments		
	Our heritage and quality design is valued and protected		
	We value the natural environment, biodiversity and landscapes		
	We actively promote sustainability		
Culture and Learning	We value the cultural identity and place of the tangata whenua in our community		

City Development

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Accessible City	Safe and Healthy People	Sustainable City and Environment
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	A local transport system that is integrated with the wider needs of the community	We enhance access to affordable health services	We enhance our place through quality developments Our heritage and quality design is valued and protected We value the natural environment, biodiversity and landscapes We actively promote sustainability

City Development promotes the sustainable management of Dunedin's natural and physical environment, and Dunedin's distinctive look. Key activities include: Developing and reviewing the District Plan and related policies; enhancing amenity values, design and management through land use planning, and heritage protection; contributing to policy development, strategic planning and projects; provision of planning assistance with the Building Act 2004 and Hazardous Substances and New Organisms Act 1996; developing urban design strategy, policy and guidelines that foster pleasant, safe and integrated communities. City Development also provides strategic direction for the sustainable future development and growth options for the built environment and creates business opportunities through fostering and enhancing urban vitality and vibrancy via civic amenity improvements and urban design initiatives.

Table 1.21: Service Performance Measures – City Development

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To promote and maintain the distinctive look and feel of Dunedin City by the provision of quality plans; the delivery of urban design and landscape planning services; and the monitoring of the effectiveness of the District Plan.	Maintenance of the City's Look and Feel						
	Percentage of residents satisfied with the overall look and feel of the city*	77%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
	Number of properties and structures protected under District Plan that are demolished	0	0	0	0	0	0

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key issues? And how are these managed?

Demand for service is driven by legislation and is affected by changes to legislation. Policy work is heavily influenced by Council decisions and can result in major changes to work programmes at short notice. Prioritising demand can be an issue as external factors influence demand for service – numbers and timing of plan change applications and Environment Court appeals can not be predicted. Unplanned demand is managed by contracting consultants when volume cannot be managed in-house.

What will the Activity do in the future?

City Development will continue to maintain and prepare District Plans and urban design related policies which contribute to the distinctive look of Dunedin.

It is proposed that Dunedin will adopt an urban design strategy reflecting the unique nature of Dunedin's built environment and providing a twenty year vision for future public and private sector developments. This will include rural, urban, coastal and major activity areas and encompass both architectural and landscape development.

Key Achievements in the Last Three Years

- Implemented District Plan changes.

Key Projects for the Next Ten Years

- Develop a second generation District Plan.

Adopt an Urban Design Strategy for the city and environs.

- Harbourside Access and Amenities Development – An amended funding profile is presented in this plan, with funding for land purchase in 2009/10 and 2010/11 and project development in 2012/13. This funding profile allows Council to meet statutory requirements associated with designation of walkways/roadways and acquisition of sites designated under the District Plan.

Sustainability Activity

- Sustainable development principles underpin the planning and design work undertaken by this activity.

Resource Consents

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Accessible City	Safe and Healthy People	Sustainable City and Environment	Culture and Learning
Priorities: [Key: Primary /Secondary]	A city that encourages strategic investment in people and business	A local transport system that is integrated with the wider needs of the community	Our services, infrastructure, and environment enhance quality of life	We enhance our place through quality developments Our heritage and quality design is valued and protected We value the natural environment, biodiversity and landscapes We actively promote sustainability	We value the cultural identity and place of the tangata whenua in our community

Resource Consents Management seeks to regulate Dunedin's natural and physical environment and distinctive look. The key activities include the processing of resource consents, ensuring compliance with resource consents and the District Plan, provision of public advice and responding to complaints from the public relating to resource management.

Table 1.22: Service Performance Measures – Resource Consents

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To implement the rules of the District Plan by providing the public with quality public advice, processing resource consents efficiently and monitoring consent conditions.	Provision of Quality Public Advice						
	Percentage of customer requests for advice at the front counter fulfilled	New measure 09/10		≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Percentage of front counter enquiries where the enquirer was satisfied with the service provided	New measure 09/10		≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Processing of Resource Consents						
	Percentage of overall customer satisfaction with resource consent process	71%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Percentage of resource consents processed within statutory timeframes	New measure 09/10		100%	100%	100%	100%
	Resource management complaints to be acknowledged, investigated and resolved within two calendar months of receipt	New measure 09/10		80%	80%	80%	80%
	Percentage of appeals on resource consents resolved 1 July – 30 June that are successfully defended (a positive outcome includes outright win, withdrawal and mediated)	Measure Revised 09/10		≥ 70%	≥ 70%	≥ 70%	≥ 70%
	Monitoring						
	Percentage of notified consents field checked	New measure 09/10		100%	100%	100%	100%
	Percentage of non-notified consents field checked	New measure 09/10		50%	50%	50%	50%
	Financial Management						
	Non-rate payer revenue funding	New measure 09/10		≥ 50%	50%	50%	50%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key issues? And how are these managed?

The strength of the economy determines the demand on many of the services provided by the Resource Consents Team. During a period of notable growth it can be difficult to meet statutory processing times because of the capacity of the available planners. The speed of change will influence how the Team can respond.

A funding policy change in 2008 saw Resource Consents increase the fees for resource consent application fees significantly over two years. Planned increases have been scaled back in response to the economic downturn.

What will the Activity do in the future?

Resource consents will continue to review and improve the consent process and assist applicants in making applications by improving information resources.

Key Achievements in the Last Three Years

- The number of resource consents processed over the last three years was 15% above the ten year average and the last of the three years was 24% above the ten year average.
- During the 2007/08 period the Resource Consent Team processed a record number of consents during a period where a notable number of experienced staff resigned and were replaced by less experienced staff, and there was the introduction of a new computer system that required a significant adjustment.

- The development of the new Pathway computer system, which required a very significant input from staff and most notably from the Team Leader Administration.

Key Projects for the Next Ten Years

- The Resource Consent Team is largely driven by changes in planning legislation and is functioning in a manner that doesn't need significant change. The process of assessing the service delivery, in particular the granting of resource consents, monitoring for compliance with consents and the District Plan will continue, as will the review of the Pathway computer processes.

Sustainability Activity

- The Resource Consent Team is conscious of the need to use resources wisely. Opportunities to improve performance are sought, but these are somewhat limited and are likely to be found in greater use of technology to avoid the use of paper and travel.

City Planning

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	4,225	4,244	4,838	5,174	5,320	5,556	6,014	6,128	6,259	6,397	6,536
External Operating Revenue	930	1,061	1,155	1,191	1,219	1,247	1,276	1,306	1,338	1,370	1,404
Total	5,155	5,305	5,993	6,365	6,539	6,803	7,290	7,434	7,597	7,767	7,940
Expenditure by Outputs											
Resource Consents	2,566	2,654	2,787	2,848	2,912	2,972	3,022	3,088	3,162	3,242	3,325
City Development	2,374	2,448	2,594	3,104	3,186	3,337	3,668	3,708	3,755	3,802	3,845
Street Trees and Furniture		70	72	74	75	77	78	80	82	84	86
Heritage Support	40	40	82	84	86	88	89	91	94	96	98
Total	4,980	5,212	5,535	6,110	6,259	6,474	6,857	6,967	7,093	7,224	7,354
Net Surplus/(Deficit)	175	93	458	255	280	329	433	467	504	543	586
Expenditure by Inputs											
Staff Costs	2,470	2,574	2,638	2,701	2,775	2,848	2,921	2,997	3,090	3,188	3,286
Operational Costs	2,268	2,389	2,608	2,690	2,754	2,818	2,882	2,951	3,021	3,095	3,170
Loan Interest	242	249	289	719	730	808	1,054	1,019	982	941	898
Depreciation											
Total	4,980	5,212	5,535	6,110	6,259	6,474	6,857	6,967	7,093	7,224	7,354

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	4,225	4,244	4,838	5,174	5,320	5,556	6,014	6,128	6,259	6,397	6,536
Other Revenue	930	1,061	1,155	1,191	1,219	1,247	1,276	1,306	1,338	1,370	1,404
Cash was applied to:											
Suppliers and Employees	(4,738)	(4,963)	(5,246)	(5,391)	(5,529)	(5,666)	(5,803)	(5,948)	(6,111)	(6,283)	(6,456)
Interest Paid	(242)	(249)	(289)	(719)	(730)	(808)	(1,054)	(1,019)	(982)	(941)	(898)
Net Cash from Operating	175	93	458	255	280	329	433	467	504	543	586
Cashflow from Investing Activities											
Cash was applied to:											
Capital Expenditure	(217)	(3,605)	(3,275)	(529)	(163)	(5,246)	(170)	(581)	(179)	(610)	(188)
Net Cash from Investing	(217)	(3,605)	(3,275)	(529)	(163)	(5,246)	(170)	(581)	(179)	(610)	(188)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	163	3,549	2,909	500	150	4,728					
Cash was applied to:											
Loan Repayment	(101)	(107)	(190)	(255)	(280)	(329)	(433)	(467)	(504)	(543)	(586)
Net Cash from Financing	62	3,442	2,719	245	(130)	4,399	(433)	(467)	(504)	(543)	(586)
Net Increase/(Decrease) in Cash	20	(70)	(98)	(29)	(13)	(518)	(170)	(581)	(179)	(610)	(188)

City Development Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
New Capital											
Citywide Amenity Upgrades	34	508	525	529	163	555	170	581	179	610	188
Harbourside Access & Amenities		2,900	2,481			4,691					
Harbourside Borrowing Costs	54	56	269								
St Clair Sea Wall	129	141									
Total	217	3,605	3,275	529	163	5,246	170	581	179	610	188
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	217	3,605	3,275	529	163	5,246	170	581	179	610	188

Community Development and Support

Group Activities

- Community Development
- Housing
- Cemeteries and Crematorium
- Civic Leadership.

Why does the Council provide these Activities?

The services provided by these activities have a strong historical basis, such as housing, and a basis enshrined in legislation such as democratic decision-making and providing burial services. There is a desire in the community for the Council to continue to provide these services.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities aim to contribute to the 'Supportive Community' outcome and priorities in the following ways:

- The Community Development activity provides advice and support to existing community and service providers. It also provides a low level of direct community support such as the administration of grants
- City Property owns and manages a portfolio of rental housing and complexes. This activity provides elderly and low-income people with more quality accommodation options and is managed on a break-even basis
- The Cemeteries and Crematorium activity provides burials, cremations, chapel hire, book of remembrance, genealogical information and attractive memorial parks
- The Civic Leadership activity supports the democratic local decision-making and action by, and on behalf of, Dunedin communities.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Community Development and Support group of activities are:

National/Regional

New Zealand Disability Strategy 2001

Youth Development Strategy Aotearoa 2002

New Zealand Positive Ageing Strategy 2001

Healthy Eating, Healthy Action Strategy 2008

Resource Management Act 1991

Reserves Management Act 1977

Rating Powers Act 2002

Burials and Cremations Act 1964

Local Government Act 2002

Local Government Official Information and Meetings Act 1987

Local Authority Members Interests Act 1968.

Council

District Plan 1999

Community Initiatives Plan 2004

Disability Strategy 2007

Youth Strategy 2007

Dunedin Town Belt Management Plan 1998

Tracks Policy and Strategy Review 2008

Cemeteries and Crematorium Operational Practices and Procedures

Standing Orders

Committee Structure and Delegations Manual.

Strategies to be reviewed or developed

Arts and Culture Policy

Community Support Strategy

Older Person's Strategy

Social Housing Strategy.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	Community Development	Housing	Cemeteries and Crematorium	Civic Leadership
Safe and Healthy People	Our services, infrastructure, and environment enhance quality of life				
Culture and Learning	A diverse and vibrant arts and culture scene				
	We value the cultural identity and place of the tangata whenua in our community				
	We celebrate and support the good things about our city and community				
Supportive Community	Our city is built on strong communities				
	All volunteers feel valued				
	We are in an ethnically diverse and tolerant community				
	The people participate in our representative democracy				
Active City	More people participate in sport				
	More people participate in recreation and leisure activities				
	Dunedin people lead healthy lifestyles				

Community Development

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Safe and Healthy People	Culture and Learning	Supportive Community	Active City
Priorities: [Key: Primary /Secondary]	Our services, infrastructure, and environment enhance quality of life	A diverse and vibrant arts and culture scene We value the cultural identity and place of the tangata whenua in our community We celebrate and support the good things about our city and community	Our city is built on strong communities All volunteers feel valued We are in an ethnically diverse and tolerant community The people participate in our representative democracy	More people participate in sport More people participate in recreation and leisure activities Dunedin people lead healthy life styles

The Community Development Unit provides support, advice and resources to the recreation, culture, volunteers and social sectors. It administers the council's community grants and co-ordinates keep Dunedin Beautiful and the Taskforce Green Employment scheme. It also manages the Council's relationships with community organisations and holds service level agreements with eight key community partners and three major sporting organisations. The Community Development Unit also maintains regular contact with an identified list of stakeholders.

Table 1.23: Service Performance Measures – Community Development

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To enable a strong sense of community and social inclusion through the provision of advice and support to community groups and social agencies	Provision of Advice and Partner Support						
	Percentage of customers satisfied with advice, support, and assistance provided by Community Development	90%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Community Grants expenditure as a percentage of the Council's total "Supportive Community" budget	New measure 09/10		≥ 1.5%	≥ 1.5%	≥ 1.5%	≥ 1.5%
	Number of meetings held with stakeholder (SLA) partners per year	New measure 09/10		≥ 2	≥ 2	≥ 2	≥ 2
	Sense of Community						
	Percentage of resident's that agree or strongly agree that there is a sense of community within their local neighbourhood*	New measure 09/10		≥ 65%	≥ 65%	≥ 65%	≥ 65%
	Funding and Contract Management						
	Percentage of service level/grant funded groups that meet funding contract accountability requirements	79%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What are the key service issues? And how are these managed?

The social and economic environment of the city influences the demand for service. The Community has an expectation that the Council will be proactive in the social and cultural sector which increases demand for service. Outsourcing of work is occasionally required to meet demand. Community Development actively maintains relationships and networks within the community to assist with planning and development of community initiatives.

What will the Activity do in the future?

The Community Development Unit will continue to provide effective support for the wider Dunedin community. In particular, as the international economic climate changes and the needs of the community change, the Community Development Unit will support the community groups assisting the community.

Key Achievements in the Last Three Years

- Winner of the Most Beautiful City Award at the Keep New Zealand Beautiful Awards in September 2008.
- Implementation and introduction of the Play Strategy, including playground upgrades.
- Signing off of the Youth Strategy, establishment of the Youth Action Committee and various youth events taking place.
- Signing off of the Disability Strategy and the establishment of the Disability Issues Advisory Group.

- Re-establishment of the Art in Public Places Fund and the unveiling of Kuri Dog.
- Introduction of a city-wide Physical Activity Strategy.

Key Projects for the Next Ten Years

- Instigating a Community Support Strategy and an Arts and Culture Strategy for the City.
- Undertaking a comprehensive review of the Community Initiatives Plan.
- Supporting the establishment of a Community Accounting Centre.
- Funding of \$20,000 has been allocated in the 2009/10 budget year for a further feasibility study into the provision of a 500-800 seat mid-sized theatre. No further work on this project is proposed in this Community Plan period.

Sustainability Activity

- Community Development acts as the glue that binds the social cohesion necessary for a socially sustainable community. Social cohesion in turn grows social capital which evolves into social heritage.
- Keep Dunedin Beautiful sponsored a theatre production in 2008. The theatre production toured Dunedin primary schools, and encouraged young students to recycle.

Housing

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Safe and Healthy People	Supportive Community
Priorities: [Key: Primary /Secondary]	Our services, infrastructure, and environment enhance quality of life	Our city is built on strong communities

The housing activity supports elderly and low-income people through the provision of affordable housing. People who would otherwise struggle to pay market rents and maintain a reasonable quality of life.

Table 1.24: Service Performance Measures – Housing

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide, for qualifying elderly low income citizens, affordable, good quality housing, where rental values will not exceed operating expense	Service provision						
	Percentage of tenants satisfied with the Council's rental housing	94%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Percentage occupancy of rental housing	95%	≥ 94%	≥ 94%	≥ 94%	≥ 94%	≥ 94%
	Affordability						
	Revenue equals expenses	Revenue +2%	Measure revised 09/10	± 5%	± 5%	± 5%	± 5%
	Financial Management						
	Non ratepayer revenue funding	New measure 09/10		100%	100%	100%	100%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

City Property owns and manages the Housing Portfolio. The Housing Portfolio consists of 989 residential units throughout the Dunedin City area.

The units have been divided into three categories:

- Community: there are 925 units where the tenants are age and means tested. (Seven additional units will be completed in July 2009)
- Public: there are 62 units where the tenants are not age or means tested, but where the units are generally not suitable for older persons (eg multi-level units)
- Ownership: there are two units where the Council owns the land and the tenants own the improvements. The Council has an option to purchase the improvements.

As the Landlord for the units, City Property is responsible for the maintenance while the tenants have the possession of the units.

What are the key service issues? And how are these managed?

City Property is constantly assessing the Housing services provided against customer requirements. Changing expectations of tenants means that some of the units have become less functional. For example, the demand for car parking, additional bedrooms, and rooms for caregivers who provide assistance is increasing, while the demand for single units is decreasing.

Through population growth information, the population demographics of Dunedin are changing. This may lead to an increase in accommodation requirements as the population ages.

What will the Activity do in the future?

The Council will continue to manage the existing assets in its Housing Portfolio by:

- Undertaking regular maintenance

- Reviewing rentals against market rentals
- Upgrading assets to improve their condition and functionality
- Ensuring management of the rentals complies with legislative requirements.

The Council is developing a Social Housing Strategy in partnership with other agencies. Consultation on the Draft Social Housing Strategy is underway and closes on 15 August 2009. The strategy defines community aspirations for social housing provision in Dunedin, and options for the Council's role in providing social housing.

The capital expenditure budget for the construction of additional new social housing units has been removed from this plan. The cash that would have been used to fund this capital expenditure has not been allocated to any other projects or activities and accumulates on the Council's Balance Sheet.

Please note that in the 2009/10 year there is a capital expenditure budget of \$1.3 million for new housing units. This expenditure was originally forecast to be spent in the 2008/09 year but won't now be incurred until the 2009/10 year.

The capital expenditure budget for the renewal of existing housing units remains in this plan.

Key Achievements in the Last Three Years

- Bathroom fan heaters have been installed into all of the units.
- Rentals have been kept below market levels with no increase planned for the 2009/10 financial year.
- Seven new units have been built.

Key Projects for the Next Ten Years

- Ceiling fans will be installed in all of the units.
- All units will be re-painted as part of the 8-year re-painting programme.

Sustainability Activity

- New units have been designed to be energy efficient. Double glazed windows and solar panels have been installed.
- Existing units are being insulated in conjunction with the re-roofing programme.

Cemeteries and Crematorium

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Safe and Healthy People	Supportive Community
Priorities: [Key: Primary /Secondary]	Our services, infrastructure, and environment enhance quality of life	Our city is built on strong communities All volunteers feel valued We are in an ethnically diverse and tolerant community

The cemetery services manage 20 cemeteries to provide facilities, burial and cremation services to Dunedin residents. This includes managing six cemeteries that are closed to further burials.

Table 1.25: Service Performance Measures – Cemeteries and Crematorium

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide an affordable, sensitive burial and crematorium service in attractive memorial parks.	Service						
	Percentage of users satisfied with provision of services at Dunedin cemeteries*	78%	≥ 60%	≥ 60%	≥ 60%	≥ 60%	≥ 60%
	Percentage of users satisfied with the physical appearance of cemeteries*	71%	≥ 70%	≥ 70%	≥ 70%	≥ 70%	≥ 70%
	Affordability						
	Percentage of deceased indigents that are provided with a free cremation service (that is free service for those whose estate cannot pay)	New measure 09/10		100%	100%	100%	100%
	Asset Management						
	Percentage of assets maintained to an average condition (PRAMS grade 3) or better)	100%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Financial Management						
	Average unit cost per burial	New measure 09/10		<= \$2,500 excluding GST	<= \$2,500 excluding GST	<= \$2,500 excluding GST	<= \$2,500 excluding GST
	Average unit cost per cremation	New measure 09/10		<= \$510 excluding GST	<= \$510 excluding GST	<= \$510 excluding GST	<= \$510 excluding GST
	Non-ratepayer revenue funding	New measure 09/10		≥ 67%	≥ 67%	≥ 67%	≥ 67%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Council-owned cemeteries are maintained under publicly tendered contracts to the standards and levels expected from Dunedin residents.

Key assets include:

- 127.9ha land (19 cemeteries)
- Office, Chapel and Crematorium complex
- Monuments and Structures.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Cemeteries and Crematorium Services against national standards, and legislative requirements. There is also regular communication with and surveying of funeral directors to understand changing community expectations.

Population growth information and monthly burial and cremation reports assist the Council in planning for future demand. This information has shown that:

- The ageing population demographic may put pressure on the Cemeteries and Crematorium Services over time
- The current Crematorium Services will meet the medium growth rate for the next 10-15 years
- Some of the smaller cemeteries lack capacity.

What will the Activity do in the future?

The Council will continue to maintain the existing Cemeteries and Crematorium Services to meet national standards and community expectations over the long-term.

The Council does not plan to purchase additional land to expand the cemeteries at this stage. The new Dunedin cemetery is an alternative to the smaller cemeteries, and will provide sufficient space for future demand for the next ten years and beyond.

The Historic Cemeteries Conservation Trust, the Southern Heritage Trust, and other community organisations support the Cemeteries and Crematorium Services. The Council will continue to maintain and develop these relationships and encourage other community organisations to support the Services.

Key Achievements in the Last Three Years

- Designation of the new Dunedin Cemetery (2008)
- Purchased a new cremator (2008).

Key Projects for the Next Ten Years

- Continue landscaping of the new Dunedin cemetery.

Sustainability Activity

- The Council will investigate options for enhancing the technology used by the cremators that will reduce the consumption of gas.

Civic Leadership

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Supportive Community
Priorities: [Key: Primary /Secondary]	The people participate in our representative democracy

Civic leadership supports the councillors by the provision of public forums, expos and hearings. The public may take opportunities to engage in the political process with civic leadership.

Table 1.26: Service Performance Measures – Civic Leadership

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To manage an effective democratic process that encourages participation and provides opportunities for engagement with elected members.	Service Provision						
	Percentage overall satisfaction with Governance	New measure 09/10		≥ 96%	≥ 96%	≥ 96%	≥ 96%
	Process Efficiency						
	Percentage of ordinary meeting agendas that are circulated two working days prior to the meeting	100%	100%	100%	100%	100%	100%
	Percentage of ordinary and extraordinary meetings that are advertised in accordance with the statutory requirements	100%	100%	100%	100%	100%	100%
	Public Engagement						
	Percentage public forums completed to schedule	New measure 09/10		100%	100%	100%	100%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

Activity does not have assets.

What will the Activity do in the future?

Civic Leadership will continue to provide effective support services to the Dunedin City Councillors.

Key Achievements in the Last Three Years

- The Edinburgh Room and Municipal Chambers meeting facilities have been upgraded to enhance the ability for people with hearing disabilities to participate in the democratic process.
- The Council Standing Orders have been reviewed to align with the Model Standing Orders issued by Standards New Zealand.

Key Projects for the Next Ten Years

- A new meeting document management system will be created that will move towards paperless meetings, and electronic agendas and reports at all Council meetings and hearings.

Sustainability Activity

- A working group has been created to consider options for reducing costs associated with the production of agendas, reports and minutes, and to begin to work towards an electronic document management system for Council meetings.

Community Development and Support

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	6,246	6,938	7,086	7,115	7,207	7,500	7,619	7,742	8,086	8,160	8,351
External Operating Revenue	5,990	6,005	6,364	6,473	6,648	6,962	7,014	7,225	7,571	7,601	7,785
External Capital Revenue						277					
Total	12,236	12,943	13,450	13,588	13,855	14,739	14,633	14,967	15,657	15,761	16,136
Expenditure by Outputs											
Cemeteries & Crematorium	1,344	1,565	1,671	1,763	1,761	1,824	1,879	1,931	1,989	2,056	2,119
Community Development	3,201	3,751	3,585	3,599	3,669	3,757	3,846	3,937	4,037	4,142	4,225
Housing	4,629	4,721	4,871	5,052	5,184	5,307	5,456	5,622	5,765	5,904	6,038
Civic	2,758	2,902	3,258	3,094	3,159	3,507	3,351	3,376	3,765	3,558	3,635
Total	11,932	12,939	13,385	13,508	13,773	14,395	14,532	14,866	15,556	15,660	16,017
Net Surplus/(Deficit)	304	4	65	80	82	344	101	101	101	101	119
Expenditure by Inputs											
Staff Costs	1,066	1,099	1,129	1,184	1,183	1,219	1,281	1,278	1,323	1,398	1,401
Operational Costs	9,091	10,037	10,386	10,367	10,585	11,126	11,152	11,428	12,019	11,995	12,297
Loan Interest	17	17	14	12	10	7	0	0	0	0	0
Depreciation	1,758	1,786	1,856	1,945	1,995	2,043	2,099	2,160	2,214	2,267	2,319
Total	11,932	12,939	13,385	13,508	13,773	14,395	14,532	14,866	15,556	15,660	16,017

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	6,246	6,938	7,086	7,115	7,207	7,500	7,619	7,742	8,086	8,160	8,351
Other Revenue	5,990	6,005	6,364	6,473	6,648	7,239	7,014	7,225	7,571	7,601	7,785
Cash was applied to:											
Suppliers and Employees	(10,157)	(11,136)	(11,515)	(11,552)	(11,769)	(12,345)	(12,433)	(12,706)	(13,342)	(13,393)	(13,698)
Interest Paid	(17)	(17)	(14)	(12)	(10)	(7)					
Net Cash from Operating	2,062	1,790	1,921	2,024	2,076	2,387	2,200	2,261	2,315	2,368	2,438
Cashflow from Investing Activities											
Cash is provided from investing activities:											
Reduction in Loans & Advances	10	76	82	82	74	72	72	72	72	72	54
Cash was applied to:											
Capital Expenditure	(1,456)	(1,891)	(903)	(1,066)	(494)	(780)	(551)	(534)	(547)	(561)	(573)
Net Cash from Investing	(1,446)	(1,815)	(820)	(984)	(420)	(708)	(478)	(461)	(475)	(488)	(519)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised											
Cash was applied to:											
Loan Repayment	(43)	(46)	(46)	(36)	(177)	(31)	(10)				
Net Cash from Financing	(43)	(46)	(46)	(36)	(177)	(31)	(10)	0	0	0	0
Net Increase/(Decrease) in Cash	573	(71)	1,055	1,004	1,479	1,648	1,712	1,800	1,840	1,880	1,919

Community Development and Support Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Housing											
New Capital											
New Housing Units	176	1,286									
Total	176	1,286	0	0	0	0	0	0	0	0	0
Renewals											
Existing Housing Upgrade	450	450	462	478	491	503	518	534	547	561	573
Total	450	450	462	478	491	503	518	534	547	561	573
Total	626	1,736	462	478	491	503	518	534	547	561	573
Cemeteries & Crematorium											
New Capital											
Chapel Heating							33				
Dunedin Cemetery	390	45									
Total	390	45	0	0	0	0	33	0	0	0	0
Renewals											
Cremator Replacement	420										
East Taieri Garage					3						
Larnachs Tomb ‡						277					
Paving			440	589							
Refractory Lining Replacement		110									
Total	420	110	440	589	3	277	0	0	0	0	0
Total	810	155	440	589	3	277	33	0	0	0	0
Civic Leadership											
New Capital											
Council Chamber/Edinburgh Room Improvements	20										
Total	20	0	0	0	0	0	0	0	0	0	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	20	0	0	0	0	0	0	0	0	0	0

Museums, Libraries and Art Gallery

Group Activities

- Dunedin Public Libraries
- Dunedin Public Art Gallery
- Otago Settlers Museum
- Dunedin Chinese Garden
- Otago Museum Levy.

Why does the Council provide these Activities?

Feedback from Community Plan consultation indicates support for the provision of these activities and endorses the Council's position that cultural, educational and leisure opportunities provided by the Museums, Garden, Libraries and the Art Gallery are important to the city.

Legal obligations in respect of trusts and bequests mean the city has responsibility for items, funds and buildings that have been gifted to the city.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measures table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities primarily contribute to the 'Culture and Learning' outcome and associated priorities.

To a lesser degree, these activities also contribute to the 'Wealthy Community' outcome through promoting the City and attracting many visitors.

Strategic Planning

The key strategies that guide strategic planning and service delivery for the Museums Libraries and Art Gallery group of activities are:

National/Regional

Standards for New Zealand Public Libraries 2004

New Zealand Public Libraries 2006-2016: a strategic framework

Historic Places Trust Act 1993

Copyright Act 1994.

Council

Collection Development Policy 2001

Library Conditions of Use 2007

Library Learning Support Policy 2007.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

OUTCOME	PRIORITY	Dunedin Public Libraries	Dunedin Public Art Gallery	Otago Settlers' Museum	Dunedin Chinese Garden
Wealthy Community	A city that actively promotes itself and its businesses				
Culture and Learning	A broad range of learning opportunities				
	A diverse and vibrant arts and culture scene				
	We value the cultural identity and place of the tangata whenua in our community				
	We celebrate and support the good things about our city and community				

Dunedin Public Libraries

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Culture and Learning
Priorities: [Key: Primary/Secondary]	A broad range of learning opportunities A diverse and vibrant arts and culture scene We value the cultural identity and place of the tangata whenua in our community We celebrate and support the good things about our city and community

Dunedin Public Libraries manages five libraries in Dunedin, Mosgiel, Blueskin Bay, Port Chalmers and Waikouaiti; and operates Bookbuses to serve the suburban and rural areas of Dunedin. Through the five libraries and two Bookbuses, all residents and ratepayers in Dunedin have access to the following services: provision of a physical item and/or information to library customers; opportunities for life-long learning skills, and awareness of library resources; and preservation of the Library's Heritage collections.

Table 1.27: Service Performance Measures – Dunedin Public Libraries

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide and preserve accessible collections in a wide range of hard copy and electronic formats which encourages learning, leisure and culture	Service Provision/ Utilisation						
	Percentage of residents who use the Dunedin Public Libraries*	87%	≥ 70%	≥ 85% (+/-5%)	≥ 85% (+/-5%)	≥ 85% (+/-5%)	≥ 85% (+/-5%)
	Number of loans per capita	14.03	≥ 13.5	≥ 14.2 (+/-5%)	≥ 14.2 (+/-5%)	≥ 14.2 (+/-5%)	≥ 14.2 (+/-5%)
	Percentage of residents registered as library members□	52.4%	≥ 55%	≥ 55%	≥ 55%	≥ 55%	≥ 55%
	Access and Range of Material Available						
	Percentage of residents satisfied with materials available at the libraries*	93%	≥ 80%	≥ 90% (+/-5%)	≥ 90% (+/-5%)	≥ 90% (+/-5%)	≥ 90% (+/-5%)
	Percentage of total library collection catalogued□	97.4%	100%	100% (+/-2%)	100% (+/-2%)	100% (+/-2%)	100% (+/-2%)
	Number of new library materials (non-serial) acquired per 1,000 population annually□	307	≥ 350	≥ 350 (+/-5%)	≥ 350 (+/-5%)	≥ 350 (+/-5%)	≥ 350 (+/-5%)
	Provision of Learning Opportunities						
	Number of participants in lifelong learning programmes conducted by the Library.	Not an annual plan measure	39,627	39,627 (+/-5%)	39,627 (+/-5%)	39,627 (+/-5%)	39,627 (+/-5%)
	Management of funding						
	Net cost of library service within percentage of annual financial budget	New measure 09/10	≤ +/-5%	≤ +/-5%	≤ +/-5%	≤ +/-5%	≤ +/-5%

Measures marked with '□' are based on National Public Library Standards and are benchmarked national targets, representing stretch targets for the libraries.

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The key assets used to provide the library service are:

- Operational Collections: (603,695 items) lending and reference materials in standard and large print; newspapers; magazines; videos; DVDs; CDRoms; audiocassettes; posters; records; and subscription electronic databases
- Heritage Collections: (102,237 items) materials held in the Reed, McNab and Special Collections as well as the microfilm collections
- Art Works Collection: (139 art works) paintings, prints and three dimensional art works
- Furniture, Fittings, Equipment and Plant
- Collection and Membership Databases and Website.

The buildings associated with the libraries are owned and maintained by the Council's City Property Activity, and the Bookbuses are owned and maintained by the Council's Citifleet Activity.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Dunedin Public Libraries service against the Standards for New Zealand Public Libraries and the National Strategic Framework for Libraries. There is also regular surveying of customers every two years, and customer satisfaction feedback.

Regular monitoring of usage and demand trends and population and economic growth information has shown that there has been an increase in the number of visitors to the library buildings with over 1 million visitors in 2007 and 2008. There is also increased demand and expectations for:

- High speed IT infrastructure to support on-site and remote usage of public libraries
- Information and content to be made available in electronic format
- Provision of life-long learning activities such as author talks, and story readings.

There are a range of access and space issues with the Dunedin City Library in Moray Place. In particular, there is difficulty in parking, and inadequate space for children's services and 'young adults' services. Approximately 25 per cent of adult non-fiction and 55 per cent of fiction collections are stored in non-public stacks due to the lack of space.

What will the Activity do in the future?

The Council will commence work on the Library Development Project in 2012/13 to alleviate the access and space issues. The first stage of this project will establish a new branch library in South Dunedin, and the second stage will be a major redevelopment of the City Library in Moray Place.

The Blueskin Bay Library is also being expanded. This project is due for completion in 2011, and it is expected to be partly funded through external contributions.

The Council is working with other libraries in the Otago and Southland region to implement a shared library computer system and also to participate in the Aotearoa People's Network to provide free access to broadband internet services in all the libraries. This will ensure that the Dunedin Public Libraries become hubs of digital activity, allowing both internet-savvy users and those who are less familiar with the online world an opportunity to access information on the Internet.

The Friends of the Library assists the Council with fundraising, administering surveys, and assisting with events. The Council will continue to build relationships with other organisations such as Otago University to ensure accessibility of resources is maintained and improved through Interloan agreements.

Key Achievements in the Last Three Years

- Adopting the Library Learning Support Policy which will:
 - Complement and support Dunedin schools' educational programmes and resources
 - Promote the usage of Dunedin Public Libraries resources

- Develop stronger partnerships between Dunedin schools and Dunedin Public Libraries
- Development of the Reed Gallery and a series of exhibitions to highlight the Library's Heritage Collections
- Centenary celebrations for the Dunedin Public Libraries
- Reinstatement of renewals, with consequential increase in Library usage
- Implementation of Self Pick Up Holds
- Rebranding and membership card replacement project
- Development of the Teen Space in the City Library
- Redevelopment of the Port Chalmers Library in the refurbished Port Chalmers Town Hall
- Recarpeting and internal reorganisation of the Mosgiel Library
- Establishment of the Help Desk in the City Library to streamline and improve customer service.

Key Projects for the Next Ten Years

- Expansion of the Blueskin Bay Library (2009/11)
- Redevelopment of the City Library in Moray Place (2014/17)
- Establishment of South Dunedin Library (2012/14).

Sustainability Activity

- A waste minimisation audit was conducted on the library in 2008. This is a pilot project to develop a comprehensive waste minimisation strategy across the Council
- A Green Team has been established for Dunedin Public Libraries to implement strategies identified in the waste audit.

Dunedin Public Art Gallery

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning
Priorities: [Key: 8/Secondary]	A city that actively promotes itself and its businesses	A broad range of learning opportunities A diverse and vibrant arts and culture scene We value the cultural identity and place of the tangata whenua in our community We celebrate and support the good things about our city and community

The Dunedin Public Art Gallery (Gallery) is a nationally and internationally recognised institution which holds a significant collection of European art and New Zealand art, as well as decorative art and Japanese prints. The Gallery also hosts an extensive and varied programme of regularly changing local, national and international exhibitions.

Table 1.28: Service Performance Measures – Dunedin Public Art Gallery

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide visitors and residents with opportunities to access and experience visual arts and culture by viewing art collections held in a safe and quality environment.	Service Provision/Utilisation						
	Percentage of users satisfied or very satisfied with their visit to the Dunedin Public Art Gallery*	94%	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
	Number of visitors annually to Dunedin Public Art Gallery	179,219	≥ 170,000	≥ 180,000	≥ 180,000	≥ 180,000	≥ 180,000
	Percentage of residents who visit the Dunedin Public Art Gallery annually*	79%	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
	Safe/Quality Collection Management						
	Percentage of catalogued collection items housed to international best practice at the Dunedin Public Art Gallery	100%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
	Access						
	Percentage of designated exhibition galleries in the Art Gallery that are committed to displays from the permanent collection	48%	≥ 40%	≥ 40%	≥ 40%	≥ 40%	≥ 40%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Gallery collection is valued at over \$70 million for insurance purposes, and is maintained and cared for by the Gallery staff.

Gallery staff also manage and operate a number of assets that assist in providing the Gallery services. These assets include: building assets; electronic equipment; kitchen assets; leased IT equipment; furniture; workshop equipment and conservation equipment.

The Octagon building that the Gallery resides in is owned and the exterior maintained by the Council's Operational Property Activity.

What are the key service issues? And how are these managed?

The Council is constantly assessing and measuring the quality of the Gallery service with its quarterly report on annual plan measures. There is also regular monitoring of customer requirements, and population and economic growth information.

From the monitoring, the key issues affecting the assets and the Gallery service are:

- Increasing public expectations for the Gallery to purchase new artwork and cultural assets
- Increasing public expectations for the Gallery to have quality visual technology and imagery in the collections
- Increasing costs of freight and insurance
- Ensuring the environmental conditions for the collections follow international best practice.

There has been no major international exhibition at the Dunedin Public Art Gallery since Tate Britain's "The Pre-Raphaelite Dream" in 2003/04.

Factors influencing this are: the reluctance of international galleries to tour large scale

exhibitions due to the threat of terrorism; increased freight and insurance costs driven by the same and, for some major galleries, carbon footprint issues related to international freight movements. The economic downturn is likely to further limit possibilities for attracting large exhibitions as costs rise and external sponsorship funding opportunities are constrained. The cost of this type of exhibition has effectively doubled since 2003/04 creating further issues for sponsorship funding. It is likely that increased rates funding will be required in future years to fund the shortfall in sponsorship funding for large scale international exhibitions. Funding for seeding the staging of blockbuster exhibitions has been deferred in the 2009/10 – 2018/19 capital expenditure programme to give a longer lead time for finding/attracting suitable exhibitions and securing funding.

What will the Activity do in the future?

The majority of the collection items have a life expectancy of over 250 years if they are housed in controlled environments. Environmental controls for the Gallery decorative objects store have been improved, and the Gallery staff and conservators are constantly identifying new technologies available to improve the conservation of collection and borrowed items which will prolong their life expectancy.

Whilst the Gallery does not have the funding to increase the visual technology and imagery within the collections, the Gallery will continue to work with other museums and art galleries in New Zealand and overseas to ensure quality exhibitions and events are available for visitors and residents of Dunedin.

The Dunedin Public Art Gallery Society assists the Gallery with raising funds for new acquisitions and fostering interest of visual arts in the community.

The Council is consulting a number of local museums in Dunedin with a view to create a wider governance body. The governance body would be based on the "Liverpool Museum Model", and it would ensure that city-wide museum and art gallery resources are shared, costs are minimised, and the sustainability of the sector across the Otago region is enhanced.

Key Achievements in the Last Three Years

- Environmental controls for the Gallery decorative objects store improved.

Key Projects for the Next Ten Years

- The possible expansion into some unused basement space for the storage of crates and exhibition furniture is being investigated.

Sustainability Activity

- Air-conditioning in the Gallery is environmentally controlled.
- The Council is looking at changing the source of energy for some activities. For example, the use of gas heating may be changed to using a local renewable source of wood chips.

Otago Settlers' Museum

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning
Priorities: [Key: Primary /Secondary]	A city that actively promotes itself and its businesses	A broad range of learning opportunities A diverse and vibrant arts and culture scene We value the cultural identity and place of the tangata whenua in our community We celebrate and support the good things about our city and community

Otago Settlers Museum (Museum) is a museum of social history and has a collection of archives and objects that help tell the story of the peoples of Dunedin and Otago. The permanent exhibitions feature the rich cultural diversity of Otago's people, with displays of local Maori, Otago Chinese, early European settlers and transport technology. There are also special exhibitions which locate local stories within the context of New Zealand and international history.

Table 1.29: Service Performance Measures – Otago Settlers' Museum

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide visitors and residents with opportunities to access and experience our social history by viewing collections held in a safe and quality environment	Service Provision/Utilisation						
	Percentage of users satisfied or very satisfied with their visit to the Otago Settlers' Museum*	96%	≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Number of visitors annually to Otago Settlers Museum	64,327	≥ 60,000	≥ 60,000	≥ 60,000	≥ 60,000	≥ 60,000
	Percentage of residents who visit the Otago Settlers Museum annually*	78%	≥ 50%	≥ 50%	≥ 50%	≥ 50%	≥ 50%
	Safe/Quality Collection Management Access						
	Percentage of catalogued collection items housed to international best practice at the Otago Settlers Museum	25%	≥ 75%	≥ 75%	≥ 100%	≥ 100%	≥ 100%
	Access						
	Percentage of Otago Settlers Museum catalogued items accessible to the public at any given time through exhibitions or prearranged access to collection storage areas	100%	≥ 70%	≥ 70%	≥ 70%	≥ 70%	≥ 70%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Museum collection is valued at over \$5 million for insurance purposes, and is maintained and cared for by the Museum staff.

Museum staff also manage and operate a number of assets that assist in providing the Museum services. These assets include: building assets; security equipment; IT equipment; furniture and conservation equipment.

The two buildings that the Museum resides in are owned and the exterior maintained by the Council's Operational Property Activity.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Museum service with its quarterly report on annual plan measures. There is also regular monitoring of customer requirements, and population and economic growth information.

From the monitoring, the key issues affecting the assets and the Museum service are:

- Increasing public expectations for quality Museum exhibitions
- Ensuring the environmental conditions for the collections follow international best practice
- Increasing insurance and other operational costs.

What will the Activity do in the future?

The Ministry for Culture and Heritage is providing significant funding for the Museum Redevelopment Project. The Redevelopment Project will upgrade the exhibition spaces and create a new collection storage area. This will ensure that the Museum collection is environmentally controlled in line with international best practice. The Redevelopment of

the Museum buildings will also create a new entrance and enhance the flow throughout the Museum. This will improve the accessibility of the Museum to visitors.

The Council is consulting a number of local museums in Dunedin with a view to creating a wider governance body. The governance body would be based on the "Liverpool Museum Model", and it would ensure that city-wide museum and art gallery resources are shared, costs are minimised, and the sustainability of the sector across the Otago region is enhanced.

Key Achievements in the Last Three Years

- Celebrated 100th Anniversary 23 March 2008.

Key Projects for the Next Ten Years

- Otago Settlers Museum Redevelopment Project which is programmed to be completed before 2012/13. This project is partially funded by external sources.

Sustainability Activity

- The Council is looking at changing the source of energy for some activities. For example, the use of gas heating may be changed to using a local renewable source of wood chips.

Dunedin Chinese Garden

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Culture and Learning
Priorities: [Key: Primary/Secondary]	A city that actively promotes itself and its businesses	A broad range of learning opportunities A diverse and vibrant arts and culture scene We value the cultural identity and place of the tangata whenua in our community We celebrate and support the good things about our city and community

The Dunedin Chinese Garden is a visitor and cultural attraction that provides an authentic Chinese Garden for residents and visitors.

Table 1.30: Service Performance Measures – Dunedin Chinese Garden

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide visitors and residents with opportunities for cultural experience by maintaining an authentic Chinese Garden architecture and culture.	Service Provision/Utilisation						
	Percentage of users satisfied or very satisfied with their visit to the Dunedin Chinese Garden		≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
	Number of visitors to the Dunedin Chinese Garden	Venue not open	≥ 50,000	≥ 60,000	≥ 60,000	≥ 60,000	≥ 60,000
	Percentage non ratepayer revenue funding for the Dunedin Chinese Garden	New Measure 09/10		≥ 60%	≥ 60%	≥ 60%	≥ 60%
	Asset Maintenance						
	Percentage adherence to approved asset maintenance programme for the Dunedin Chinese Garden	New Measure 09/10		100%	100%	100%	100%
	Authenticity Management						
	Maintenance of Sister Garden status with Yù Yuán Garden, Shanghai	New Measure 09/10		Achieved	Achieved	Achieved	Achieved

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Gardens are managed by the Council's Parks and Reserves Team.

The buildings associated with the Dunedin Chinese Garden are owned by the Council's Operational Property Activity.

What are the key service issues? And how are these managed?

Whilst the Dunedin Chinese Garden has been open for less than a year, the Council is assessing the quality of the Dunedin Chinese Garden service and regularly monitors customer requirements.

What will the Activity do in the future?

The Council will continue to maintain the Dunedin Chinese Garden to optimise customer satisfaction.

Key Achievements in the Last Three Years

- Opening Ceremony of the Dunedin Chinese Garden.

Key Projects for the Next Ten Years

- Specialist garden maintenance by Chinese artisans within the 5 - 8 year horizon.

Sustainability Activity

- The water for the lake is re-circulated and managed by natural means (i.e. fish, aqua water colour and aeration), rather than chemical means. The garden itself is constructed of natural and long lasting materials including brick, tile and marble. The wood has been naturally treated to improve its life (up to 400 years) and the paint used on the garden structures is a natural product.

Otago Museum Levy

Service Objective

The Otago Museum contributes to the culture and learning city outcome by providing world class collections, exhibitions, culture, nature and heritage, and as such, the Council provides funding towards these activities.

The Council maintains a keen interest in the management of the Otago Museum through four appointments with the Board of Directors. This provides a transparent way of reporting the Council's contribution to this institution.

Museums, Libraries and Art Gallery

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	17,860	19,714	21,531	22,571	23,795	25,275	26,593	27,844	28,595	29,566	30,279
External Operating Revenue	1,650	1,956	2,040	2,102	2,208	2,379	2,442	2,507	2,572	2,635	2,699
External Capital Revenue	265	1,163	5,402	8,007	179	72	74	75	77	79	81
Total	19,775	22,833	28,973	32,680	26,182	27,726	29,109	30,426	31,244	32,280	33,059
Expenditure by Outputs											
Dunedin Public Libraries	9,857	10,190	10,703	11,031	11,122	11,405	11,742	12,438	12,670	15,288	15,610
Art Gallery	3,275	3,615	3,832	3,907	3,996	4,098	4,205	4,332	4,445	4,570	4,683
Otago Settlers Museum	2,129	2,320	2,516	2,509	5,128	5,745	6,804	6,867	6,927	6,999	7,069
Chinese Gardens	636	946	980	1,008	1,033	1,058	1,083	1,110	1,139	1,169	1,200
Otago Museum Levy	3,404	3,694	3,846	3,964	4,058	4,153	4,247	4,348	4,453	4,561	4,672
Total	19,301	20,765	21,877	22,419	25,337	26,459	28,081	29,095	29,634	32,587	33,234
Net Surplus/(Deficit)	474	2,068	7,096	10,261	845	1,267	1,028	1,331	1,610	(307)	(175)
Expenditure by Inputs											
Staff Costs	6,975	7,521	7,824	8,013	8,382	8,680	8,904	9,542	9,778	9,964	10,269
Operational Costs	11,052	12,016	12,632	12,932	13,799	14,552	14,962	15,349	15,676	16,093	16,479
Loan Interest	19	28	73	85	1,826	1,788	1,732	1,671	1,605	2,831	2,716
Depreciation	1,255	1,200	1,348	1,389	1,330	1,439	2,483	2,533	2,575	3,699	3,770
Total	19,301	20,765	21,877	22,419	25,337	26,459	28,081	29,095	29,634	32,587	33,234

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	17,860	19,714	21,531	22,571	23,795	25,275	26,593	27,844	28,595	29,566	30,279
Other Revenue	1,915	3,119	7,442	10,109	2,387	2,451	2,516	2,583	2,648	2,714	2,780
Cash was applied to:											
Suppliers and Employees	(18,028)	(19,537)	(20,457)	(20,946)	(22,182)	(23,232)	(23,866)	(24,892)	(25,453)	(26,057)	(26,749)
Interest Paid	(19)	(28)	(73)	(85)	(1,826)	(1,788)	(1,732)	(1,671)	(1,605)	(2,831)	(2,716)
Net Cash from Operating	1,729	3,268	8,443	11,650	2,175	2,706	3,511	3,864	4,185	3,392	3,594
Cashflow from Investing Activities											
Cash was applied to:											
Capital Expenditure	(7,046)	(13,500)	(15,874)	(12,186)	(2,788)	(9,995)	(10,198)	(7,067)	(7,340)	(1,581)	(1,620)
Net Cash from Investing	(7,046)	(13,500)	(15,874)	(12,186)	(2,788)	(9,995)	(10,198)	(7,067)	(7,340)	(1,581)	(1,620)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	5,390	10,028	7,580	1,050	1,157	7,222	5,572	1,866	2,366		
Cash was applied to:											
Loan Repayment	(72)	(200)	(422)	(587)	(657)	(767)	(977)	(1,158)	(1,294)	(1,436)	(1,550)
Net Cash from Financing	5,318	9,828	7,158	463	500	6,455	4,595	708	1,072	(1,436)	(1,550)
Net Increase/(Decrease) in Cash	1	(404)	(273)	(73)	(113)	(834)	(2,092)	(2,495)	(2,083)	375	424

Museums, Libraries and Art Gallery Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Dunedin Public Libraries											
New Capital											
Blueskin Bay Library Expansion ‡		350	424								
Heritage Collection Purchases	62	65	67	69	71	72	74	76	77	79	81
Heritage Collection Purchases - Trust Funds	10	10	10	11	11	11	11	12	12	12	13
Operational Collections Purchases	966	1,014	1,049	1,073	1,099	1,125	1,151	1,178	1,208	1,238	1,268
Dynix Replacement Project	30	301									
Library Redevelopment					973	8,346	7,745	4,494	4,604		
Library Redevelopment Borrowing Costs					17	209	727	1,067	1,193		
Total	1,068	1,740	1,550	1,153	2,171	9,763	9,708	6,827	7,094	1,329	1,362
Renewals											
Minor Capital Equipment Purchases	50	52	53	54	56	57	59	60	61	63	64
Total	50	52	53	55	56	57	59	60	62	63	65
Total	1,118	1,792	1,603	1,207	2,227	9,820	9,767	6,887	7,155	1,392	1,426
Dunedin Public Art Gallery											
New Capital											
DCC Funded Acquisitions	9	91	52	53	54	56	57	58	60	61	63
DCM Minor Capital Works	40	20	21	21	22	22	23	23	24	24	25
DPAG Environmental Controls ‡	17	501									
DPAG Funded Acquisitions ‡	65	65	67	69	71	72	74	76	77	79	81
Total	131	677	140	143	146	150	153	157	161	165	169
Renewals											
DPAG HVAC	16	36	22	15	3	3	255				
DPAG Security System			30	28							
Total	16	36	52	43	3	3	255	0	0	0	0
Total	147	713	192	186	149	153	408	157	161	165	169

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Otago Settlers Museum											
New Capital											
OSM Redevelopment‡	5,573	10,326	12,746	9,050	390						
OSM Redevelopment Borrowing Costs	208	649	1,312	1,722							
DCM Minor Capital Works		20	21	21	22	22	23	23	24	24	25
Total	5,781	10,995	14,079	10,793	412	22	23	23	24	24	25
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	5,781	10,995	14,079	10,793	412	22	23	23	24	24	25

Sport, Recreation and Leisure

Group Activities

- Aquatic Services
- Botanic Garden
- Parks and Reserves
- Recreation Policy.

Why does the Council provide these Activities?

These activities provide Dunedin residents and visitors with leisure opportunities that range from relaxing outdoors and appreciating the quality of Dunedin's landscape, to attending events, through to more 'active' pursuits like play, exercise, and casual and organised sport. The Council encourages these activities to improve health and mental well-being. Consultation with Dunedin residents indicates continued support for the Council to be involved in these activities. The Council also has responsibilities to manage specific reserves as set aside under the Reserves Act 1977.

Service Performance Measures

Measures of service performance and associated targets have been defined for each activity and unless otherwise stated in the performance measure table, apply to the period 2009/10 through to 2012/13 when the next review of the Community Plan is undertaken. Any changes to measures and /or targets will be consulted on as part of the 2010/11 and 2011/12 Annual Plans.

Contribution to Community Outcomes

These activities aim to contribute to the 'Active City' and 'Sustainable City and Environment' community outcomes and associated city-wide priorities:

Aquatic Services provides people with the opportunity to participate in water-based sport, recreation and leisure activities

The Botanic Garden activity provides people with the opportunity to enjoy and learn about both natural and modified landscapes and the diversification of the plant collections

The Parks and Reserves activity provides people with the opportunity to enjoy the Dunedin environment and its biodiversity and landscapes, as well as to participate in sports and leisure activities.

To a lesser degree these activities also contribute to the 'Wealthy City' outcome where events attract many visitors to the city, and lifestyle options make the city a more attractive and productive place to live.

Strategic Planning

The key strategies, legislation and policies that guide strategic planning and service delivery for the Sport, Recreation and Leisure group of activities are:

National/Regional

New Zealand Coastal Policy Statement 1994

Swimming Pools Code of Conduct

Resource Management Act 1991

Reserves Management Act 1977

Construction Contracts Act 2002

Building Act 1991

Biosecurity Act 1993

Plants Variety Act 1987

Hazardous Substances and New Organisms Act 1996

Animal Welfare Act 1999.

Council

District Plan 1999

Partnership with Private Sector Policy

Playground Priority Plan 1997

Sport and Recreation Strategic Plan 2002

Physical Activity Strategy 2008
 Play Strategy 2006
 Sports Ground Management Plan 1999
 Dunedin Town Belt Management Plan 1998
 Tracks Policy and Strategy Review 2008
 Recreation Fees and Charges Policy 1998
 Reserve Management Plans
 Botanic Garden Management Plan 2000.

Strategies to be reviewed or developed

Parks and Reserves Strategy.

Activity Contributions to Outcomes and Priorities

	Primary Contribution
	Secondary Contribution

		Aquatic Services	The Botanic Garden	Parks and Reserves
OUTCOME	PRIORITY			
Wealthy Community	A city that actively promotes itself and its businesses			
Sustainable City and Environment	Our heritage and quality design is valued and protected			
	We value the natural environment, biodiversity and landscapes			
Active City	More people participate in sport			
	More people participate in recreation and leisure activities			
	Dunedin people lead healthy lifestyles			
	City assets that provide recreation and leisure choice			

Aquatic Services

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Active City
Priorities: [Key: Primary /Secondary]	A city that actively promotes itself and its businesses	More people participate in sport More people participate in recreation and leisure activities Dunedin people lead healthy lifestyles City assets that provide recreation and leisure choice

Aquatic Services manages Moana Pool, Mosgiel Community Pool, Port Chalmers Community Pool, and St Clair Saltwater Pool. Through the four pools, all residents and visitors in Dunedin have access to well maintained, inviting, and supervised swimming facilities. Aquatic services also provide professional swimming coaching, and facilitate the learn-to-swim programme for over 1700 students every term. Moana Pool is open all year, with additional services including: crèche; waterslide; gymnasium; physio; massage; and a shop; Mosgiel Community Pool is open seven months of the year; Port Chalmers Community Pool and St Clair Saltwater Pool are open for six months of the year.

Table 1.31: Service Performance Measures – Aquatic Services

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To encourage and support recreation and leisure by providing affordable accessible and quality aquatic facilities for Dunedin's residents	Service Provision						
	Percentage of users satisfied with all swimming pools*	88%	85%	85%	85%	85%	85%
	Achieve the New Zealand Water Pool Quality Standards achieved	100%	100%	100%	100%	100%	100%
	Affordability						
	Non-ratepayer revenue funding	51.4%	≥ 43%	≥ 43%	≥ 43%	≥ 43%	≥ 43%
	Access/Service Utilisation						
	Number of annual attendees at Moana Pool	646,144	≥ 605,000	≥ 605,000	≥ 605,000	≥ 605,000	≥ 605,000
	Number of annual attendees at St Clair Saltwater Pool	40,803	≥ 32,500	≥ 32,500	≥ 32,500	≥ 32,500	≥ 32,500
	Number of annual attendees at Mosgiel Pool	35,400	≥ 34,000	≥ 34,000	≥ 34,000	≥ 34,000	≥ 34,000
	Number of annual attendees at Port Chalmers Pool	16,632	≥ 16,500	≥ 16,500	≥ 16,500	≥ 16,500	≥ 16,500
	Number of annual gym memberships	1,411	≥ 1500	≥ 1500	≥ 1500	≥ 1500	≥ 1500

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

Environmental impacts – high energy consumption [heat recovery projects].

Social impacts – the possibility of people drowning [supervision of all pools].

What are the key assets? And who manages them?

The key assets used to provide the Aquatic Services are the four swimming facilities, and the gymnasium equipment at Moana Pool.

The buildings associated with the Aquatic Services are owned and maintained by the Council's City Operational Property Activity, and the land associated with Moana Pool is owned by the CARS Parks and Reserves Activity.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Aquatic Services against the national standards. There is also regular surveying of customers through an independent CERM survey, and customer satisfaction feedback.

Regular monitoring of usage and demand trends and population growth information has shown that Moana Pool is currently operating to full capacity throughout the year, and that water space at the Pool is limited.

Environmental impacts are also monitored regularly. In particular, the high energy consumption associated with heating the swimming pools, and the sea levels of the St Clair Saltwater Pool.

What will the Activity do in the future?

The Heat Recovery Project at Moana Pool has reduced energy consumption by 30 per cent. The Council will look at implementing similar projects for the other pools, and investigate the potential for using local renewable wood resources to heat the pools.

The Council will also investigate options for expanding the Moana Pool, or creating a new facility in the Dunedin area to alleviate the water space issues.

The St Clair Saltwater Pool redevelopment in 2000 planned for sea-level rises until 2020. The Council will continue to monitor the sea levels, and may investigate extending the height of the sea wall.

Key Achievements in the Last Three Years

Implementing and participating in the Skills 2 Swim Programme. The Programme's objective is that:

- All children aged over 12 have the ability to swim 200m
- All Primary School children will have access to ten swimming lessons every year
- All children will use the facilities for life, and become fit and active
- Dunedin will have the greatest number of children with swimming ability.

Key Projects for the Next Ten Years

- Upgrade of the Mosgiel Community Pool
- Heat Recovery Projects for Mosgiel Community and Port Chalmers Community Pools.

Sustainability Activity

- Moana Pool Heat Recovery Project – reducing energy use by 30 per cent.
- The possibility of operating a 'green' energy efficient gym facility is to be investigated.

Botanic Garden

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Sustainable City and Environment	Active City
Priorities: [Key: Primary /Secondary]	A city that actively promotes itself and its businesses	Our heritage and quality design is valued and protected We value the natural environment, biodiversity and landscapes	More people participate in sport More people participate in recreation and leisure activities Dunedin people lead healthy lifestyles City assets that provide recreation and leisure choice

The Botanic Garden has eighteen garden collections for Dunedin residents and visitors to enjoy within an attractive natural and built environment.

Table 1.32 Service Performance Measures – Botanic Garden

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To encourage and support learning and leisure by providing accessible and quality botanic gardens for residents and visitors	Service Provision and Access						
	Percentage of users satisfied or very satisfied with the Botanic Garden overall*	97%	≥ 94%	≥ 94%	≥ 94%	≥ 94%	≥ 94%
	Percentage increase in visitor numbers to the Botanic Garden Information Centre	Not an annual plan measure	≥ 5%	≥ 5%	≥ 5%	≥ 5%	≥ 5%
	Asset Maintenance						
	Percentage of Botanic Garden assets maintained to a minimum standard of 'average' (grade 3 PRAMS) or better	100%	100%	100%	100%	100%	100%
	Achieve a grading of "National" significance from the New Zealand Gardens Trust	Achieved	Achieve	Achieve	Achieve	Achieve	Achieve
	Support of Learning Opportunities						
	Number of organised Education visits to the Botanic Garden	18	≥ 10	≥ 10	≥ 10	≥ 10	≥ 10

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any Significant Negative Effects?

No.

What are the key assets? And who manages them?

The Botanic Garden team is responsible for the management and maintenance of the Botanic Garden landscape, the plant collections, Aviary and heritage features.

Key assets include:

- Buildings: (39 components) including the Botanic Garden Centre, Administration buildings, Boiler House, Shade Houses, Public Toilets, Glasshouse Complex, Information Centre, Tea Kiosk, Garage, and Aviary Complex
- Ornamental Structures: (12 components) including the Band Rotunda, Wolf Harris Fountain, and other pillars and sculptures
- Playgrounds: (6 components)
- Furniture, Signs, and Rubbish Bins
- Bridges and walkways.

The land associated with the Botanic Garden is managed separately in accordance with the Botanic Garden Management Plan.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Botanic Garden against customer requirements, and national and international environmental standards, strategies and legislation. There is also regular surveying of community expectations through the Residents Opinion Survey and Centre of Environmental and Recreation Management Survey (CERMS) Performance Indicators surveys.

Monitoring of public usage numbers has shown that the capacity of the Information Centre and Tea Kiosk is fully extended on a regular basis. It is difficult to measure the public usage and demand of other areas in the Botanic Garden as there are many entrances.

The Council is conscious of water usage, and monitors the effects of climate change on the Botanic Garden by recording the rain and temperature levels daily.

What will the Activity do in the future?

The Council will continue to manage and maintain the Botanic Garden to protect and enhance its features and optimise public satisfaction. A long-term Botanic Garden Strategic Development Plan has been developed to assist in asset management planning and creating a better Botanic Garden for all visitors and residents to enjoy.

Information on the effects of climate change on the Botanic Garden will continue to be gathered and monitored by the Council. The Council will continue to implement systems that conserve and recycle water, and reduce waste and energy costs.

The Glasshouse Complex Redevelopment Project will renew and enhance the operational facilities of the Botanic Garden and allow opportunities to other establish other initiatives with the wider community. As part of the Redevelopment, the Council will incorporate modern environmental and energy efficient systems in the design of the complex.

The Friends of the Botanic Garden provides significant and valuable support for the Botanic Garden with fundraising contributions, and volunteer support. The Council will continue to build the Friends partnership, and develop and encourage other partnerships with community organisations, Government agencies and regional authorities.

Key Achievements in the Last Three Years

- Established Horticultural apprenticeships through a joint venture with the Malcam Charitable Trust now administered by the 4Trades Apprenticeship Training Trust
- Youth First Training Programmes a joint venture with the Malcam Charitable Training Trust
- Breeding of native Kaka for release at the Orokonui Sanctuary.

Key Projects for the Next Ten Years

- Renewal of the Glasshouse complex
- Establish an information centre and café in the upper garden
- Undertake projects identified in the Botanic Garden Strategic Development Plan.

Sustainability Activity

- Soil and mulching systems are used to improve water holding capacity
- The Council will use modern environmental and energy efficient systems in the design and operational management of the new Glasshouse complex.

Parks and Reserves

How this Activity contributes to our Community Outcomes and Priorities

Outcomes:	Wealthy Community	Sustainable City and Environment	Active City
Priorities: [Key: Primary /Secondary]	A city that actively promotes itself and its businesses	Our heritage and quality design is valued and protected We value the natural environment, biodiversity and landscapes	More people participate in sport More people participate in recreation and leisure activities Dunedin people lead healthy lifestyles City assets that provide recreation and leisure choice

The council provides 104 playgrounds, 49 sports grounds and 170 other parks and reserves for Dunedin residents and visitors to utilise and enjoy while achieving active city, sustainable city and environment outcomes. In providing these assets we develop and maintain relationships and long term partnerships with sporting agencies and other groups. We also encourage conservation values for future generations.

Table 1.33: Service Performance Measures – Parks and Reserves

Our Service Objective	How we measure our performance (* denotes ROS measure)	Performance Targets					
		2007/08 Actual	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target	2012/13 to 2018/19
To provide and maintain a wide range of accessible, quality playgrounds, sports grounds, parks and reserves for residents and visitors.	Service Provision						
	Percentage of users satisfied with DCC playgrounds*	62%	≥ 70%	≥ 70%	≥ 70%	≥ 70%	≥ 70%
	Percentage of users satisfied with winter sports grounds*	80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Percentage of users satisfied with summer sports grounds*	69%	≥ 75%	≥ 75%	≥ 75%	≥ 75%	≥ 75%
	Percentage respondents that agree sites and facilities for recreational use are satisfactorily accessible	New measure 09/10		Baseline to be set 2008/09	Baseline to be set 2008/09	Baseline to be set 2008/09	Baseline to be set 2008/09
	Percentage of users satisfied with DCC tracks*	79%	≥ 88%	≥ 88%	≥ 88%	≥ 88%	≥ 88%
	Percentage of users satisfied with DCC parks and reserves*	88%	≥ 82%	≥ 82%	≥ 82%	≥ 82%	≥ 82%
	Access						
	Number of hectares of open space provided per 1000 population	Achieved	≥ 9	≥ 9	≥ 9	≥ 9	≥ 9
	Number of hectares of sportsfields provided per 1000 population	Achieved	≥ 2	≥ 2	≥ 2	≥ 2	≥ 2
	Percentage of District Plan residential zones 1-4 with a play space within 400 metres	100%	100%	100%	100%	100%	100%
	Quality /Asset Management						
	Percentage of recreation buildings maintained to an 'average' standard (grade 3 PRAMS) or better	85%	≥ 80%	≥ 80%	≥ 80%	≥ 80%	≥ 80%
	Percentage of sportsfields maintained to an 'average' standard (grade 3 PRAMS) or better	Not measured	≥ 98%	≥ 98%	≥ 98%	≥ 98%	≥ 98%
	Percentage of playgrounds maintained to an 'average' standard (grade 3 PRAMS) or better	79%	≥ 68%	≥ 68%	≥ 68%	≥ 68%	≥ 68%

Future Service Performance Measures

There are no planned changes to service levels that would impact on this activity's measures or targets over time.

Does the Activity have any significant negative effects?

No.

What are the key assets? And who manages them?

The Parks and Reserves team are responsible for the management of parks and reserves, contract management, project management of works, formal and informal use arrangements and the development and implementation of policies and plans.

The key Recreation assets include:

1. Playgrounds
 - 2 metropolitan playgrounds and 16 items of play equipment
 - 39 community playgrounds and 266 items of play equipment
 - 63 neighbourhood playgrounds and 243 items of play equipment.
2. Sports Grounds
 - 3 metropolitan sports grounds
 - 32 community sports grounds
 - 14 neighbourhood sports grounds.
3. Other Reserves
 - 170 reserves, with approximately 2,500 hectares of bush, coastal areas and amenities.

What are the key service issues? And how are these managed?

The Council is constantly assessing the quality of the Parks and Reserves against customer requirements, national and international environmental standards, strategies and legislation. There is also regular surveying of community expectations through user surveys and the ROS survey.

The Council monitors the usage demand of the sports grounds through a booking system, and

through analysing service level agreements with sporting and community groups. Through the Activity's improvement programme, one additional sports field will be created in the next ten years as part of the Logan Park Redevelopment Project.

The Council also monitors the effects of climate change on the coastal reserves. A data gathering and investigations programme is underway with a view to producing a long-term plan for Ocean Beach.

What will the Activity do in the future?

The Council will continue to maintain the parks and reserves to optimise customer satisfaction. A long-term strategy for the conservation of the parks and reserves is being developed to provide direction for future asset management planning. This will also improve the understanding and management of resources over the long-term.

Information on the effects of climate change on the parks and reserves will continue to be gathered and monitored by the Council, and a long-term plan for managing climate change will be developed.

The Council will work with Sport Otago to identify recreational facilities that require upgrading or renewal in the future that are not currently budgeted and incorporate these in future budgets via a planned maintenance/renewal programme.

The Logan Park Redevelopment Project is on hold pending the decision on the Stadium. The Logan Park Development Plan will still proceed whether the Stadium goes ahead or not, only some elements of the Development Plan will be different.

Key Achievements in the Last Three Years

Completed a review of the Town Belt Management Plan and Vegetation Report

Improved the drainage and irrigation of Logan Park (2006)

Added new player facilities to the University Oval (2007)

Taken on the maintenance of the Dunedin Chinese Garden (2008)

Art in public places – Kuri Dog commission, Otago Boat Harbour (2008)

Development of the Play Strategy (2006).

Key Projects for the Next Ten Years

- Develop Parks and Reserves Strategy
- Review Reserves General Policies including 'Freedom Camping'
- Undertake Logan Park Redevelopment Project
- Produce a long-term plan for Ocean Beach
- Undertake Sports surface upgrades at Hancock Park, Bathgate Park, Opoho Park and Montecillo Park
- Playground improvements as part of the Play Strategy, playground priority plan
- Upgrading of the Portobello Jetty, including a new boat ramp and pontoon. As a result of planning and engineering issues identified in preliminary work undertaken for resource consent purposes, \$400,000 programmed for the 2010/11 year has been removed from the Capital Expenditure programme. The project options and risks are to be reassessed before further progress to resource consent is made.

Sustainability Activity

- Contractors are conserving fuel and re-using woodchip mulch on the parks and reserves
- Restoration planting of existing and new bush areas
- Involving schools and community groups in conservation and planting trees. For example, the annual planting of trees in the Dundas Street block of the Town Belt is undertaken in partnership with the Opoho Primary School.

Recreation Policy

Service Objective

To ensure that Council meets its statutory obligations in the administration and management of the city's cemeteries, parks and reserves. This is achieved through the development and review of reserve management plans, policies and strategies.

The policy team is also responsible for ensuring that policies and strategies that Community and Recreation Services are responsible for have been identified, developed and reviewed.

Sport, Recreation and Leisure

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates:											
General Funds	8,301	9,160	9,916	10,838	11,197	11,685	12,028	12,306	12,484	12,864	12,726
Community Services Rate	8,823	9,508	9,789	10,148	10,405	10,637	10,922	11,247	11,527	11,801	12,065
External Operating Revenue	3,572	3,805	4,227	4,643	4,763	4,875	4,995	5,123	5,248	5,374	5,503
External Capital Revenue		372	2,064	994							
Total	20,696	22,846	25,996	26,623	26,365	27,197	27,944	28,676	29,259	30,039	30,295
Expenditure by Outputs											
Recreation Policy	725	713	737	758	776	796	816	835	858	883	907
Parks and Reserves	11,368	12,700	13,482	14,386	14,453	16,004	16,338	16,788	17,144	17,527	17,419
Aquatic Services	7,090	7,629	7,894	8,053	8,026	8,192	8,410	8,427	8,585	8,781	8,986
Botanic Garden	2,294	2,431	2,487	2,620	2,721	3,261	3,346	3,389	3,444	3,565	3,583
Total	21,477	23,473	24,600	25,817	25,976	28,253	28,910	29,439	30,031	30,756	30,895
Net Surplus/(Deficit)	(782)	(627)	1,396	806	389	(1,056)	(966)	(763)	(772)	(717)	(600)
Expenditure by Inputs											
Staff Costs	4,114	4,342	4,449	4,557	4,680	4,804	4,928	5,056	5,212	5,377	5,542
Operational Costs	13,508	15,063	15,834	16,690	16,634	17,025	17,580	18,051	18,482	18,990	19,393
Loan Interest	940	1,002	1,001	979	948	2,485	2,390	2,288	2,178	2,060	1,933
Depreciation	2,915	3,066	3,316	3,591	3,714	3,939	4,012	4,044	4,159	4,329	4,027
Total	21,477	23,473	24,600	25,817	25,976	28,253	28,910	29,439	30,031	30,756	30,895

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Rates Received	17,124	18,669	19,705	20,986	21,602	22,322	22,949	23,553	24,011	24,665	24,792
Other Revenue	3,572	4,177	6,291	5,637	4,763	4,875	4,995	5,123	5,248	5,374	5,503
Cash was applied to:											
Suppliers and Employees	(17,622)	(19,406)	(20,283)	(21,248)	(21,314)	(21,829)	(22,508)	(23,107)	(23,693)	(24,367)	(24,935)
Interest Paid	(940)	(1,002)	(1,001)	(979)	(948)	(2,485)	(2,390)	(2,288)	(2,178)	(2,060)	(1,933)
Net Cash from Operating	2,134	2,438	4,712	4,397	4,103	2,883	3,046	3,281	3,388	3,612	3,427
Cashflow from Investing Activities											
Cash is provided from investing activities:											
Reduction in Loans & Advances	75	75	20								
Cash was applied to:											
Capital Expenditure	(2,693)	(7,721)	(11,481)	(10,299)	(6,773)	(1,460)	(2,111)	(1,176)	(1,374)	(966)	(1,166)
Net Cash from Investing	(2,618)	(7,646)	(11,461)	(10,299)	(6,773)	(1,460)	(2,111)	(1,176)	(1,374)	(966)	(1,166)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised	1,047	5,015	6,995	6,995	3,762						
Cash was applied to:											
Loan Repayment	(745)	(839)	(978)	(996)	(1,044)	(1,186)	(1,277)	(1,375)	(1,481)	(1,594)	(1,699)
Net Cash from Financing	302	4,176	6,017	5,999	2,718	(1,186)	(1,277)	(1,375)	(1,481)	(1,595)	(1,699)
Net Increase/(Decrease) in Cash	(182)	(1,032)	(732)	97	48	237	(342)	730	533	1,052	562

Sport, Recreation and Leisure Capital Expenditure Programme

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Aquatic Services											
New Capital											
Hydroslide and Creche	600										
Total	600	0	0	0	0	0	0	0	0	0	0
Renewals											
Moana Pool Double Glazing Replacement		57	59	60	62						
Mosgiel Pool Filter		54									
Mosgiel Pool Upgrade			428	12	12	31	9	60	22	23	23
Port Chalmers Upgrade					20	7		60	22	23	23
St Clair Hot Salt Water Pool	26				17	15	25	26	27	28	28
Gym Equipment Replacement		20	21	22	22	23	24	25	25	25	26
Minor Capital	15	16	16	17	17	17	17	18	19	18	20
Moana Pool Replacement of Filters											75
Rectrac Replacement	150	150									
Total	191	297	524	111	150	93	75	189	115	117	195
Total	791	297	524	111	150	93	75	189	115	117	195
Botanic Garden											
New Capital											
Mediterranean Garden ‡	13	170									
Winter Garden							92	8			
Botanic Garden Redevelopment	190	1,010	2,055	2,124	1,452						
Redevelopment Borrowing Costs	23	34	130	281	415						
Total	226	1,214	2,185	2,405	1,867	0	92	8	0	0	0
Renewals											
Aviary		10									
Entranceway Sculpture				93							
Total	0	10	0	93	0	0	0	0	0	0	0
Total	226	1,224	2,185	2,498	1,867	0	92	8	0	0	0

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Parks & Reserves											
New Capital											
Recreation Services											
Playground Improvement	257	295	303	313	322	330	339	350	358	368	375
Logan Park Surface Upgrade		212	175								
Logan Park Redevelopment		3,300	4,727	4,991	2,646						
Logan Park Redevelopment Borrowing Costs		64	341	689	990						
Hancock Park Upgrade						415					
Bathgate Park Upgrade					277						
Opoho Park Upgrade							292				
Montecillo Upgrade									309		
Track Enhancements	20										
Te Rauone Toilet Upgrade		70									
Broad Bay Reserve Planting		5									
Back Beach Reserve Landscaping		10									
Kitchener Street Footpath		52									
Otago Boat Harbour Carparking		52									
University Oval Cricket Test Facilities ‡		442									
Booking System Upgrade		150									
Forrester Park Car Park (Gravel)		30									
Portobello Jetty ‡			808								
Conservation Services											
Harbour Cone Projects		100									
Coastal Conservation	400										
Taiaroa Head Car Park Upgrade		150									
Art in Public Places		100	51	53	55	56	58	59	61	62	64
Recreation & Conservation Services											
Reserve Purchase	50	50	51	53	55	56	58	59	61	62	64
Developer Contributions											
Reserve Development Grandvista ‡		239									
Reserve Development Mosgiel East ‡			1,359								
Reserve Development Mosgiel West ‡				994							

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Total	727	5,321	7,815	7,093	4,345	857	747	468	789	492	503
Renewals											
Playground Safety	67										
Parks & Reserves Renewal	267										
Sportsground Renewal	616										
Recreation Services Renewal		723	863	479	309	386	911	231	360	243	346
Conservation Services Renewal		156	94	118	99	124	286	280	111	113	122
Total	949	879	957	597	408	510	1,197	511	471	356	468
Total	1,676	6,200	8,772	7,690	4,753	1,367	1,944	979	1,260	848	971

Corporate Support Activities

The Council has a number of Corporate Support Activities. These activities provide technical and administrative support for the key delivery activities of the Council (as described in the earlier pages of this Section). In some instances, the support activities also provide an external service, (ie the provision of the Council's website). The support activities are largely funded by an internal charge to the activities identified earlier in this section. The charge is based on an allocation method that endeavours to reflect the true cost to the key delivering activities.

The Corporate Support Activities are listed below.

Administration Services

This department provides administrative support to all Council activities, such as secretarial services and photocopying.

Business Improvement

The Business Improvement Unit, which includes the Customer Advocate, focuses on assisting departments to improve their customer information processes, so that they can better meet customer needs.

Citifleet

Citifleet owns and runs the Council's vehicle fleet.

Corporate Leadership

This activity provides a strategic overview to the organisation through offering policy advice to the Council, monitoring and managing the performance of the organisation, directing human resource requirements, and aligning the organisation with the Council's legislative and customer requirements.

Customer Services Agency

The Customer Service Agency is the first point of contact for most callers to the Council. The Customer Service Agency enables the majority of customer calls to be dealt with at the first point of contact.

Finance

The principal services include rates billing and collection, cash receipting, accounts payable, payroll, maintaining integrity of financial systems, financial reporting, financial advice, internal audit/internal controls, corporate furniture management, tender process management and insurance management.

Human Resources

The Human Resources Department provides strategic advice, expertise and support on employment relations, recruitment, remuneration, training, health and safety, staff welfare, performance development and change management issues.

Business Information Services

Business Information Services provides Dunedin City Council with information and communications technology services and comprises three departments:

Business Solutions supports the Council's current and future ICT solutions. The services provided include application support and development, business intelligence services, ICT project management and website and intranet content and development.

Information Solutions provides information and data management support for core Council functions. Services include document and records management, archives management, land and property information management along with GIS, aerial photography and mapping services.

Network Services plans and develops the DCC's ICT infrastructure, is responsible for ICT security and change management and coordinates ICT training. Network Services also provides the service support desk and is therefore the first point of contact for all ICT service requests.

Estimated Income Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
External Operating Revenue	333	409	434	447	457	468	404	413	423	433	444
Total	333	409	434	447	457	468	404	413	423	433	444
Expenditure by Outputs											
Administration Services	7	7	(4)	(9)	(7)	(5)	(3)	(1)	4	10	15
Business Improvement	65	65	65	66	68	70					
Citifleet	(79)	(276)	(218)	(199)	(170)	(119)	(161)	(211)	(235)	(238)	(236)
Corporate Support	(0)	(0)	(72)	50	(156)	(107)	24	(148)	(86)	79	(105)
Customer Services Agency	(13)	(39)	(62)	(77)	(79)	(76)	(73)	(71)	(47)	(35)	(24)
Finance	201	234	236	194	181	195	75	224	344	141	163
Human Resources	10	10	4	1	3	4	6	7	10	14	17
Network Services	(145)	(375)	(645)	(697)	(627)	(671)	(639)	(659)	(715)	(714)	(781)
Business Solutions		(19)	(44)	47	36	45	156	5	10	(6)	(120)
Information Solutions	72	418	400	553	474	304	373	356	657	382	383
Total	118	25	(340)	(71)	(277)	(360)	(242)	(498)	(58)	(367)	(688)
Net Surplus/(Deficit)	215	384	774	518	734	828	646	911	481	800	1,132
Expenditure by Inputs											
Staff Costs	9,228	9,687	9,921	10,161	10,436	10,712	10,988	11,273	11,623	11,990	12,358
Operational Costs	(10,999)	(11,761)	(12,504)	(12,649)	(13,137)	(13,543)	(13,841)	(14,325)	(14,228)	(14,938)	(15,521)
Loan Interest	279	250	226	201	177	153	131	110	87	63	46
Depreciation	1,610	1,849	2,017	2,216	2,247	2,318	2,480	2,444	2,460	2,518	2,429
Total	118	25	(340)	(71)	(277)	(360)	(242)	(498)	(58)	(367)	(688)

Estimated Cashflows for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Cashflow from Operating Activities											
Cash is provided from operating activities:											
Other Revenue	333	409	434	447	457	468	404	413	423	433	444
Cash was applied to:											
Suppliers and Employees	1,771	2,074	2,582	2,488	2,701	2,831	2,856	3,054	2,606	2,948	3,160
Interest Paid	(279)	(250)	(226)	(201)	(177)	(153)	(131)	(110)	(87)	(63)	(46)
Net Cash from Operating	1,825	2,233	2,790	2,734	2,981	3,146	3,129	3,357	2,942	3,318	3,558
Cashflow from Investing Activities											
Cash is provided from investing activities:											
Sale of Assets	55	55	56	58	60	61	62	64	66	68	69
Cash was applied to:											
Capital Expenditure	(1,747)	(2,249)	(2,497)	(1,714)	(2,274)	(4,232)	(1,713)	(2,057)	(2,194)	(2,608)	(2,047)
Net Cash from Investing	(1,692)	(2,194)	(2,441)	(1,656)	(2,214)	(4,171)	(1,651)	(1,993)	(2,128)	(2,540)	(1,978)
Cashflow from Financing Activities											
Cash is provided from financing activities:											
Loan Raised											
Cash was applied to:											
Loan Repayment	(266)	(299)	(321)	(312)	(304)	(306)	(263)	(281)	(303)	(325)	(117)
Net Cash from Financing	(266)	(299)	(322)	(312)	(304)	(306)	(263)	(281)	(303)	(325)	(117)
Net Increase/(Decrease) in Cash	(133)	(260)	28	766	463	(1,331)	1,215	1,083	511	453	1,463

Corporate Support Activities Capital Expenditure Programme

	2008/09 Forecast Budget \$'000	2009/10 Draft Budget \$'000	2010/11 Draft Budget \$'000	2011/12 Draft Budget \$'000	2012/13 Draft Budget \$'000	2013/14 Draft Budget \$'000	2014/15 Draft Budget \$'000	2015/16 Draft Budget \$'000	2016/17 Draft Budget \$'000	2017/18 Draft Budget \$'000	2018/19 Draft Budget \$'000
Citifleet											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Vehicle Fleet Replacement	450	665	687	496	508	520	532	545	557	572	585
Truck Deck Replacement	30	40	21	42	44	44	34	70	42	85	25
Truck Renewal	100	50	52	53	54	56	57	58	60	61	63
Total	580	755	760	591	606	620	623	673	659	718	673
Total	580	755	760	591	606	620	623	673	659	718	673
Customer Services Agency											
New Capital											
Customer Request Logging System		50									
Total	0	50	0	0	0	0	0	0	0	0	0
Renewals											
Contact Centre Applications	150							174			
Total	150	0	0	0	0	0	0	174	0	0	0
Total	150	50	0	0	0	0	0	174	0	0	0
Finance											
New Capital											
AP-EAS		35									
Total	0	35	0	0	0	0	0	0	0	0	0
Renewals											
Corporate Furniture	65	100	70	71	73	75	76	78	80	82	84
AP-EAS								35	95		
Total	65	100	70	71	73	75	76	113	175	82	84
Total	65	135	70	71	73	75	76	113	175	82	84
Network Services											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											

	2008/09 Forecast Budget \$'000	2009/10 Draft Budget \$'000	2010/11 Draft Budget \$'000	2011/12 Draft Budget \$'000	2012/13 Draft Budget \$'000	2013/14 Draft Budget \$'000	2014/15 Draft Budget \$'000	2015/16 Draft Budget \$'000	2016/17 Draft Budget \$'000	2017/18 Draft Budget \$'000	2018/19 Draft Budget \$'000
Business Continuity Plan	123	67	103	116		111	68	128	119		138
Data Communications Network	141	155	134	106	54	56	57	58	60	61	63
Office Automation Equipment	250	250	258	265	271	277	284	291	298	305	312
Desktop Equipment	193	374	386	395	405	414	424	434	445	456	467
Systems Operations	65	65	67	69	71	72	74	76	77	79	81
Voice Communications Infrastructure		45	27	26	27	28	28	29	29	31	31
Total	772	956	975	977	828	958	935	1,016	1,028	932	1,092
Total	772	956	975	977	828	958	935	1,016	1,028	932	1,092
Business Solutions											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Web Communications Equipment		8			9	17			10	10	10
Other Core Council Applications		200	620		43	178			238	732	
Total	0	208	620	0	52	194	0	0	248	742	10
Total	0	208	620	0	52	194	0	0	248	742	10
Information Solutions											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
A3/A4 Scanners					43					49	
Large Format Plotter	30					33					38
Large Format Scanners	50				54	56					63
Dataworks Renewals	25	50	52	53	54	56	57	58	60	60	62
Storage Equipment		20	20	21	21	22	23	23	23	24	25
Land Information System	74	75			542	2,219					
Total	179	145	72	74	716	2,386	80	81	83	134	188
Total	179	145	72	74	716	2,386	80	81	83	134	188

Appendix One

Margins of Error for Survey Questions which Contribute to the LTCCP Performance Framework

Please note: Margins of error for surveys other than the Residents Opinion Survey (ROS) are generally higher because these surveys are administered in-house and have smaller sample sizes. As a postal survey ROS does not technically fit the random survey definition. The Council has however applied margins of error on a question by question basis after considering advice from the University of Otago.

- Margins of error are to a confidence level of 95%
- * = Residents Opinion Survey

Activity	Measure	2007/08 Actual and Margin of Error
Economic Development Unit	Percentage of clients satisfied with the work of the Economic Development Unit	79% ± 9.3%
Economic Development Unit	Percentage of residents satisfied with the Economic Development Unit*	26% ± 2.7
Marketing and Communication Agency	Percentage of residents satisfied with information about the Council's activities*	49% ± 2.7%
Marketing and Communication Agency	Percentage of residents satisfied with city festivals and events*	69% ± 2.5%
Dunedin Centre	Percentage of residents satisfied with their experience of the Town Hall*	82% ± 2.2%
Dunedin Centre	Percentage of clients satisfied with the overall venue and performance at the Town Hall and Dunedin Centre	Town Hall: 92% ± 9.6% Dunedin Centre 92% ± 8.9%
Visitor Centre	Percentage of external customer satisfied with Visitor Centre	94% ± 4.4%
Transportation Planning and Operations	Percentage of residents satisfied with condition of the roads throughout the city*	63% ± 2.5%
Transportation Planning and Operations	Percentage of residents satisfied with condition of footpaths throughout the city*	57% ± 2.6%
Transportation Planning and Operations	Percentage of residents satisfied with condition of the streetlights throughout the city*	78% ± 2.1%
Transportation Planning and Operations	Percentage of residents satisfied with ease of pedestrian access throughout the city*	58% ± 2.6%
Transportation Planning and Operations	Percentage of residents dissatisfied with parking availability in the central city*	44% ± 2.6%
Citipark	Percentage of customers dissatisfied with the number of parking spaces available in Council-owned car parks	20% ± 2.2%
Citipark	Percentage of residents dissatisfied with the number of parking spaces available in Council's off-street car parks*	41% ± 2.7%
Parking Enforcement	Percentage of residents dissatisfied with the availability of on-street parking in the central city*	27% ± 2.3%
Parking Enforcement	Percentage of residents dissatisfied with the fairness and attitude of parking wardens	17% ± 2.1%
Development Services	Percentage of residents dissatisfied with the control of roaming dogs*	18% ± 2.0%
Development Services	Percentage of residents dissatisfied with the control of fouling dogs*	42% ± 2.6%
Development Services	Percentage of residents dissatisfied with processing of applications for building consents*	42% ± 3.1%
Development Services	Percentage of residents dissatisfied with noise control*	13% ± 1.8%
Development Services	Percentage of residents dissatisfied with hygiene standards in city food establishments*	9% ± 1.6%
Development Services	Percentage of residents dissatisfied with the enforcement of liquor licensing standards in the city's licensed premises*	13% ± 2.0%
Development Services	Percentage of licensees dissatisfied with liquor licensing advice and inspections	5% ± 6.8%
Water	Residents' satisfaction with water pressure*	80% ± 2.1%
Water	Residents' satisfaction with the quality of water*	68% ± 2.4%
Wastewater	Residents' satisfaction with the city's sewerage system*	52% ± 2.7%

Activity	Measure	2007/08 Actual and Margin of Error
Stormwater	Residents' satisfaction with the stormwater collection service*	65% ± 2.6%
Solid Waste	Residents' satisfaction with the reliability of rubbish collection*	90% ± 1.6%
Solid Waste	Residents' satisfaction with the cleanliness of the streets after rubbish collection*	52% ± 2.6%
Solid Waste	Residents' satisfaction with street litter bins*	54% ± 2.8%
Solid Waste	Residents' satisfaction with kerbside recycling*	77% ± 2.2%
City Development	Percentage of residents satisfied with the overall look and feel of the city*	77% ± 2.1%
Resource Consents	Percentage of overall customer satisfaction with resource consent process	71% ± 10.9%
Housing	Percentage of tenants satisfied with the Council's rental housing	94% ± 4.7%
Cemeteries and Crematorium	Percentage of users satisfied with provision of services at Dunedin cemeteries*	78% ± 2.8%
Cemeteries and Crematorium	Percentage of users satisfied with the physical appearance of cemeteries*	71% ± 2.6%
Dunedin Public Libraries	Percentage of residents who use the Dunedin Public Libraries*	87% ± 1.9%
Dunedin Public Libraries	Percentage of residents satisfied with materials available at the libraries*	93% ± 1.4%
Dunedin Public Art Gallery	Percentage of users satisfied with their visit to the Dunedin Public Art Gallery	94% ± 1.4%
Dunedin Public Art Gallery	Percentage of residents who visit the Dunedin Public Art Gallery annually*	79% ± 2.4%
Otago Settlers Museum	Percentage of users satisfied with their visit to the Otago Settlers Museum	96% ± 1.2%
Otago Settlers Museum	Percentage of residents who visit the Otago Settlers Museum annually*	78% ± 2.4%
Aquatic Services	Percentage of users satisfied with all swimming pools*	88% ± 2.1%
Botanic Garden	Percentage of users satisfied with the Botanic Garden overall*	97% ± 0.9%
Parks and Reserves	Percentage of users satisfied with DCC playgrounds*	62% ± 3.3%
Parks and Reserves	Percentage of users satisfied with winter sports grounds*	80% ± 2.8%
Parks and Reserves	Percentage of users satisfied with summer sports grounds*	69% ± 3.3%
Parks and Reserves	Percentage of users satisfied with DCC tracks*	79% ± 2.5%
Parks and Reserves	Percentage of users satisfied with DCC parks and reserves*	88% ± 1.9%

Section Two – Forecast Financial Statements

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Overview of Financial Forecast

This plan retains the central features of last year's ten year forecast, largely unchanged. In last year's plan, the overall rate increase for 2009/10 was forecast to be 6.2%. This plan indicates it will be 7.0%. There are several different rates making up the overall increase. General rates and the Community Services targeted rate increase in total by 6.4%. The kerbside recycling rate goes up by 1.2%. The continued investment in core water and wastewater services sees the City-wide Water and Drainage rates go up by 9.9% and 6.6% respectively.

Comparisons with residential rates in other local authorities have to be made carefully. However, in a sample of 29 local authorities, where the data was adjusted for average water and wastewater consumption, it appears in 2008/09 that the average value Dunedin residential property lies 6th lowest of the 29. On the measure of rates as a percentage of median household income, Dunedin is comparable to both Christchurch and Hamilton.

The next four years, 2010/11 - 2013/14, see total rates increases, respectively, allowing for inflation, of 8.7%, 10.5%, 7.2% and 3.7%. If the growth in the total rating base is only modest the household increase is likely to be similar to the total increase. And if other local authorities hold back on their increases, Dunedin's relatively modest rating levels will become much less so in the future.

Capital Expenditure

The list of major capital expenditures outlined in the 2008/09 Annual Plan continues although the timing and cost of some projects have changed. The main capital expenditures (excluding capitalised interest) are shown in Table 2.1.

Table 2.1 – Capital Expenditure

	2009/10 \$million	2010/11 \$million	2011/12 \$million	2012/13 \$million
Proposed Covered Stadium‡	75.9	62.3	5.3	-
Dunedin Centre Redevelopment	8.4	27.2	9.7	-
Tahuna Secondary Treatment	13.6	30.0	31.0	-
Allanton Effluent Disposal	0.9	3.5	-	-
Otago Settlers Museum Redevelopment‡	10.3	12.7	9.1	0.4
Logan Park Redevelopment	3.3	4.7	5.0	2.7

	2009/10 \$million	2010/11 \$million	2011/12 \$million	2012/13 \$million
Botanic Garden Redevelopment	1.0	2.1	2.1	1.5
Strategic Corridor Upgrades‡	9.5	10.0	-	-
Harbourside Access and Amenities	2.9	2.5	-	-

‡ Partially funded by external revenue sources.

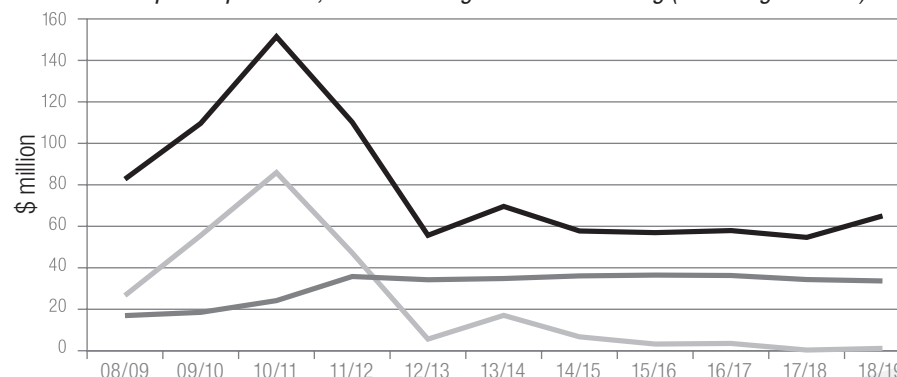
Total capital expenditure for all of Council for 2009/10 is forecast to be \$190.8 million. Last year, the estimate for 2009/10 was \$199.9 million.

Borrowing

With capital expenditure on new projects goes new borrowing.

Chart 2.1 illustrates the steep fall-off in both capital expenditure and new borrowing that occurs on completion of the large projects listed above (excluding the stadium). However, having drawn down a substantial amount of new debt, there remains, for the entire duration of this LTCCP and beyond, the task of repaying it. On top of loans drawn down in earlier years, the cash requirement for interest and principal payments rises quickly from \$16.7 million in 2008/09 to \$36.0 million in 2011/12. Provided there are no further big capital expenditure projects during the decade that require substantial new borrowing, by 2017/18, the cash requirements will have begun to decline.

Chart 2.1 – Capital Expenditure, New Borrowing and Debt Servicing (excluding Stadium)



The impact of the increasing debt levels on the Council's prudential financial ratios is set out in Table 2.2.

The ratio of interest expense to total revenue, for which the Council has set a limit of 8%, is exceeded from 2010/11 to 2016/17. The ratio of interest expense to rates revenue, for which the Council has set a limit of 20%, is exceeded in 2010/11 and 2011/12, the years of peak activity on the stadium.

While this represents a breach of the Council's own Liability Management Policy, it should be noted that the ratio of interest expense to total revenue is, with the exception of the 2011/12 year when the ratio is 11.1%, within the 10% limit set by most other Councils in New Zealand.

Table 2.2 sets out the ratios for the next ten years. Included in the table is a calculation of net debt to revenue. While this is not among the Council's set of prudential ratios, the Council's credit rating agency appears to attach weight to it. We have not yet asked Standard and Poor's (S&P) to check the calculation, but on the face of it, while peaking at 154% in the final year of stadium construction it then steadily declines for the remainder of the decade, to levels well below today's.

Table 2.2: Prudential Financial Ratios (including Stadium)

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Ratios										
Interest as a % of Rates (less than 20%)	17.2%	23.5%	23.8%	19.3%	18.2%	17.1%	16.0%	14.9%	13.7%	12.6%
Interest as a % of Total Revenue (less than 8%)	7.2%	10.0%	11.1%	9.9%	9.3%	9.1%	8.5%	8.0%	7.4%	6.7%
Cashflow from operations exceeds interest by 2.5 times	5.3	4.1	3.3	2.8	3.1	3.2	3.5	3.7	4.0	4.6
Net debt to revenue	115%	154%	120%	118%	111%	103%	92%	82%	70%	60%

As was noted last year, for the greater proportion of this plan period the Council exceeds or is near the limits of its debt-carrying capacity. While this places the Council slightly in breach of its prudential limits, the use of the tools of its Liability Management Policy and the absence of major new capital after the stadium and the Secondary Treatment Plant indicates an improving financial position. The latter part of the decade sees a gradual improvement in ratios but there remains little room for new borrowing on new projects.

The Council faces other funding risks. These include the possibility that, from time to time, especially as at the time of writing, funding sources will be scarce to the extent that debt providers might not be found easily and those that are available might charge a much higher margin than before.

Increases in project costs might also increase borrowing needs, placing yet further pressure on funding sources and the cost of funds. To date, the Council has managed these risks and expects to continue doing so.

Stadium Effect

The stadium will be transferred from the Council to a Council Controlled Trading Organisation (CCTO) when it is completed. The CCTO will pay for the stadium by raising debt which the Council will in turn use to pay off most of the debt it raised during its construction. This debt raising occurs over 2007/08, 2008/09, 2009/10 and 2010/11.

Around 3% of the private sector funding is forecast to be received prior to the transfer into the CCTO. The remaining 97% will be received by the Council between the 2011/12 and 2021/22 years. This means that an amount of debt, around \$29.1 million, will remain on the Council's books after the stadium is transferred into the CCTO. Under the current forecast for private sector funding, there is sufficient revenue to pay the interest expense and the loan repayments during this time.

Private sector funding consists of sponsorships, corporate seating, and corporate entertainment suites. The majority of this funding is received in equal annual instalments from the time the stadium becomes operational.

Cash Flows from Council Controlled Trading Organisations (CCTO)

Over the last four years the CCTOs have transferred increasing sums to its Council shareholder in accordance with an agreed timetable. The last step in the timetable is 2009/10 where the increase is \$3.3 million, bringing the total transferred in that year to \$23 million. This is likely to exceed the free cash flows of the CCTO group. As such, annual increases of the same amount will soon become unsustainable. This plan therefore forecasts no further increases beyond \$23 million in 2010/11. Indeed, from 2012/13, assuming the stadium proceeds, the cash from the CCTOs falls by \$5 million per annum because the CCTOs will require this sum to service stadium debt.

In short, 2009/10 is the last year of the decade covered by this plan that the Council can reasonably expect to see increases in CCTO contributions for offsetting rate increases.

Summary

The large new projects put forward in the 2008/09 Annual Plan continue to drive up debt, especially over the next three years. The cash requirements to service this debt will more than double by 2011/12. Prudential ratios are met towards the end of the plan period, chiefly by means of big increases in rates, which may in turn raise questions of affordability.

Forecast Financial Statements

Income statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Revenue											
Rates Revenue	91,397	97,837	106,338	117,549	126,042	130,763	138,183	142,659	145,874	149,367	151,791
External Revenue	67,664	104,560	111,792	99,060	83,444	88,791	86,133	88,100	90,194	91,318	98,790
DCHL Dividend	15,442	12,762	12,862	12,862	7,862	7,862	7,862	7,862	7,862	7,862	7,862
Waipori Fund Revenue	4,117	4,211	4,384	4,519	4,626	4,734	4,842	4,957	5,076	5,200	5,326
Interest Revenue	11,638	11,548	11,638	16,623	21,607	21,607	21,607	21,607	21,607	21,607	21,607
Unrealised Investment Property Gains	1,459	1,488	1,518	1,549	1,580	1,611	1,643	1,676	1,710	1,744	1,744
Total Revenue	191,717	232,406	248,532	252,162	245,161	255,368	260,270	266,861	272,323	277,098	287,120
Expenditure											
Staff Costs	42,096	44,342	45,470	46,593	48,102	49,322	50,623	52,308	53,874	55,488	57,151
Operational Costs	86,163	87,710	89,445	97,281	104,496	107,578	110,143	112,644	115,939	118,541	120,911
Loan Interest	9,554	10,057	10,718	13,496	22,861	23,539	22,923	21,726	20,473	20,493	19,160
Depreciation	46,008	48,409	50,907	53,162	57,879	59,841	63,436	65,543	67,073	70,482	72,247
Total Expenditure	183,821	190,518	196,540	210,532	233,338	240,280	247,125	252,221	257,359	265,004	269,469
Net Income	7,896	41,888	51,992	41,630	11,823	15,088	13,145	14,640	14,964	12,094	17,651

Estimate of Comprehensive Income for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Asset Revaluation	47,367	49,097	52,795	57,213	55,039	56,088	57,399	58,428	59,419	60,419	61,339
Net Income from Operations	7,896	41,888	51,992	41,630	11,823	15,088	13,145	14,640	14,964	12,094	17,651
Total Recognised Revenue and Expenses	55,263	90,985	104,787	98,843	66,862	71,176	70,544	73,068	74,383	72,513	78,990

Estimate of Movements in Equity for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Opening Equity	2,470,241	2,525,504	2,616,489	2,721,276	2,820,119	2,886,981	2,958,157	3,028,701	3,101,769	3,176,152	3,248,665
Total Recognised Revenue and Expenses	55,263	90,985	104,787	98,843	66,862	71,176	70,544	73,068	74,383	72,513	78,990
Closing Equity	2,525,504	2,616,489	2,721,276	2,820,119	2,886,981	2,958,157	3,028,701	3,101,769	3,176,152	3,248,665	3,327,655

Balance Sheet for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Current Assets											
Cash at Bank	16,004	14,119	15,267	18,662	21,901	26,883	34,853	42,451	50,470	59,985	66,702
Investments	28,359	28,393	28,426	28,370	28,404	28,478	28,503	28,590	28,619	28,680	28,677
Accounts Receivable	18,804	18,804	18,804	18,804	18,804	18,804	18,804	18,804	18,804	18,804	18,804
Inventories	520	520	520	520	520	520	520	520	520	520	520
Prepayments	140	140	140	140	140	140	140	140	140	140	140
Derivative Financial Instruments	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583	1,583
	65,410	63,559	64,740	68,079	71,352	76,408	84,403	92,088	100,136	109,712	116,426
Non-current Assets											
Investments	43,110	43,393	43,665	43,924	44,172	44,406	44,628	44,838	45,035	45,220	45,393
Loans and Advances	117,385	114,972	114,608	238,877	238,545	238,473	238,400	238,329	238,256	238,184	238,130
Other Intangible Assets	560	560	560	560	560	560	560	560	560	560	560
Property Plant and Equipment	2,529,270	2,715,681	2,938,081	2,830,907	2,884,947	2,952,127	3,005,221	3,056,418	3,108,133	3,154,135	3,209,657
	2,690,325	2,874,606	3,096,914	3,114,268	3,168,224	3,235,566	3,288,809	3,340,145	3,391,984	3,438,099	3,493,740
Total Assets	2,755,735	2,938,165	3,161,654	3,182,347	3,239,576	3,311,974	3,373,212	3,432,233	3,492,120	3,547,811	3,610,166
Current Liabilities											
Accounts Payable	24,266	24,266	24,266	24,733	24,266	24,266	24,266	24,266	24,266	24,266	24,266
Accrued Expenditure	10,208	10,208	10,208	10,208	10,209	10,208	10,208	10,208	10,208	10,208	10,208
Current Portion of Term Loans	6,755	8,500	128,290	16,624	17,545	17,467	18,580	19,154	18,182	18,594	19,348
	41,229	42,974	162,764	51,565	52,020	51,941	53,054	53,628	52,656	53,068	53,822
Non-current Liabilities											
Term Loans	182,723	272,151	270,772	303,510	293,088	294,032	283,232	268,201	254,239	236,536	218,646
Other Non-current Liabilities	6,279	6,551	6,842	7,153	7,487	7,844	8,225	8,635	9,073	9,542	10,043
	189,002	278,702	277,614	310,663	300,575	301,876	291,457	276,836	263,312	246,078	228,689
Equity	2,525,504	2,616,489	2,721,276	2,820,119	2,886,981	2,958,157	3,028,701	3,101,769	3,176,152	3,248,665	3,327,655
Total Liabilities and Equity	2,755,735	2,938,165	3,161,654	3,182,347	3,239,576	3,311,974	3,373,212	3,432,233	3,492,120	3,547,811	3,610,166

Cashflow Statement for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Cashflow from Operating Activities											
Cash is provided from:											
Rates Revenue	91,397	97,837	106,338	117,549	126,042	130,763	138,183	142,659	145,874	149,367	151,791
Other Revenue	67,664	104,560	111,792	99,060	83,444	88,791	86,133	88,100	90,194	91,318	98,790
DCHL Dividend	15,442	12,762	12,862	12,862	7,862	7,862	7,862	7,862	7,862	7,862	7,862
Waipori Fund Revenue	4,117	4,211	4,384	4,519	4,626	4,734	4,842	4,957	5,076	5,200	5,326
Interest Revenue	11,638	11,548	11,638	16,623	21,607	21,607	21,607	21,607	21,607	21,607	21,607
	190,258	230,918	247,014	250,613	243,581	253,757	258,627	265,185	270,613	275,354	285,376
Cash was applied to:											
Suppliers and Employees	(128,038)	(131,780)	(134,624)	(143,562)	(152,265)	(156,544)	(160,384)	(164,543)	(169,375)	(173,561)	(177,561)
Interest Paid	(9,554)	(10,057)	(10,718)	(13,496)	(22,861)	(23,539)	(22,923)	(21,726)	(20,473)	(20,493)	(19,160)
Total Expenditure	(137,592)	(141,837)	(145,342)	(157,058)	(175,126)	(180,083)	(183,307)	(186,269)	(189,848)	(194,054)	(196,721)
Net Cash from Operating	52,666	89,081	101,672	93,555	68,455	73,674	75,320	78,916	80,765	81,300	88,655
Cashflow from Investing Activities											
Cash is provided from:											
Sale of Assets	22,444	6,547	4,331	233,507	60	61	63	64	66	67	69
Reduction in Loans and Advances	546	2,413	365	345	331	72	72	73	72	72	54
Reduction in Investments	268			56					4		28
	23,258	8,960	4,696	233,909	391	133	135	137	142	139	151
Cash was applied to:											
Capital Expenditure	(107,574)	(190,781)	(223,326)	(120,266)	(55,827)	(69,383)	(57,550)	(56,700)	(57,724)	(54,387)	(64,756)
Increase in Loans and Advances				(124,615)							
Increase in Investments	(296)	(318)	(305)	(259)	(280)	(309)	(247)	(298)	(230)	(246)	(197)
	(107,870)	(191,099)	(223,631)	(245,140)	(56,107)	(69,692)	(57,797)	(56,998)	(57,954)	(54,633)	(64,952)
Net Cash from Investing	(84,612)	(182,139)	(218,935)	(11,231)	(55,716)	(69,559)	(57,662)	(56,861)	(57,812)	(54,494)	(64,801)
Cashflow from Financing Activities											
Cash is provided from:											
Loans Raised	41,328	97,928	126,911	49,361	7,124	18,412	7,779	4,123	4,220	891	1,457
Cash was applied to:											
Loan Repayments	(6,657)	(6,755)	(8,500)	(128,290)	(16,624)	(17,545)	(17,467)	(18,580)	(19,154)	(18,182)	(18,594)
Net Cash from Financing	34,671	91,173	118,411	(78,929)	(9,500)	867	(9,688)	(14,457)	(14,934)	(17,291)	(17,137)
Net Increase/(Decrease) in Cash	2,725	(1,885)	1,148	3,395	3,239	4,982	7,970	7,598	8,019	9,515	6,717

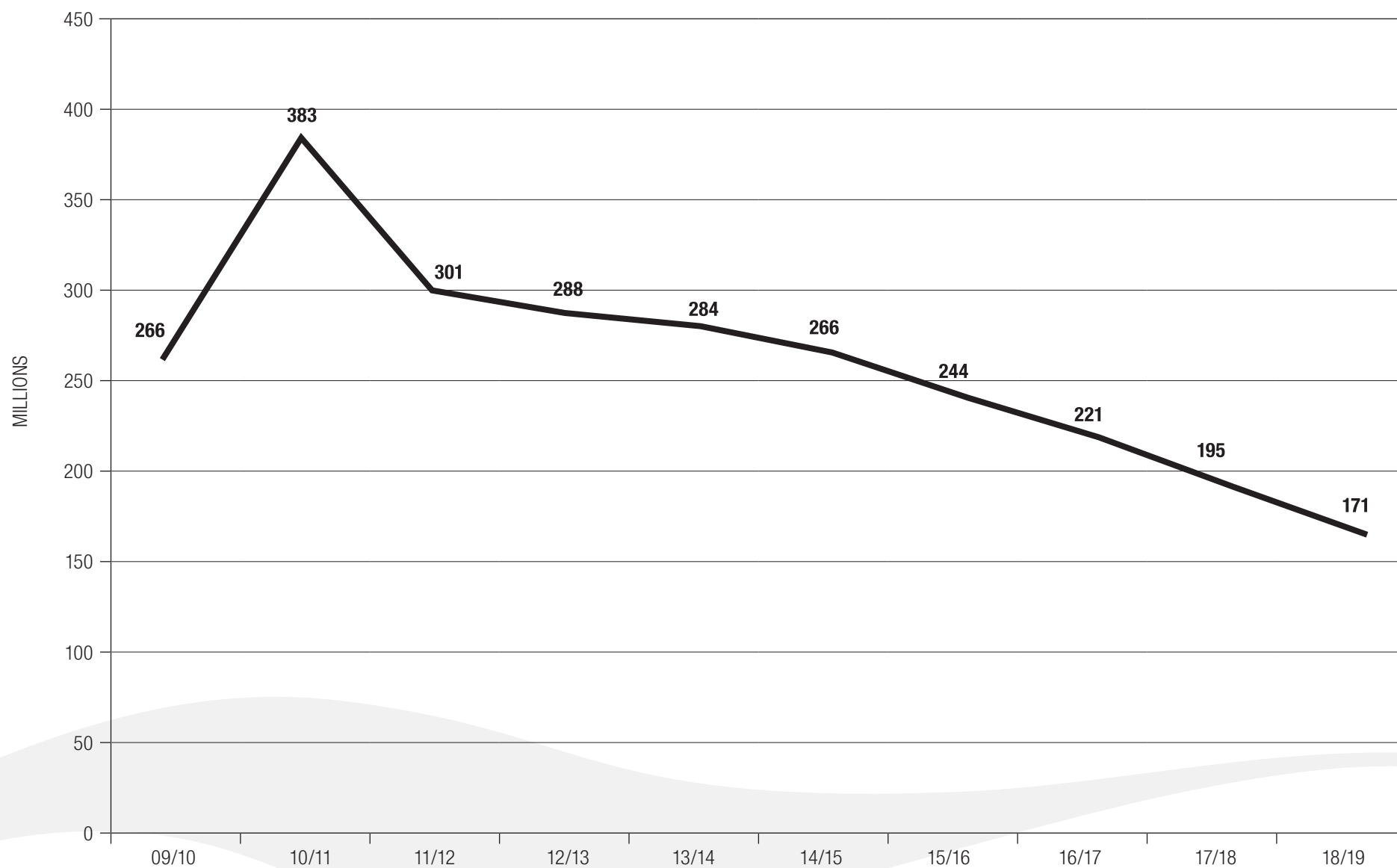
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Cash Balance	13,279	16,004	14,119	15,267	18,662	21,901	26,883	34,853	42,451	50,470	59,985
Closing Cash Balance	16,004	14,119	15,267	18,662	21,901	26,883	34,853	42,451	50,470	59,985	66,702

Forecast Financial Statements Notes

for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 \$'000	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
1 Reconciliation of Operating Profit to Net Cashflows from Operating Activities											
Operating Surplus	7,896	41,888	51,992	41,630	11,823	15,088	13,145	14,640	14,964	12,094	17,651
Add/(less) Non-cash Adjustment											
Depreciation	46,008	48,409	50,907	53,162	57,879	59,841	63,436	65,543	67,073	70,482	72,247
Landfill Aftercare	221	272	291	312	333	356	382	409	438	468	501
Unrealised Investment Property Gains	(1,459)	(1,488)	(1,518)	(1,549)	(1,580)	(1,611)	(1,643)	(1,676)	(1,710)	(1,744)	(1,744)
Net Cashflow from Operating Activities	52,666	89,081	101,672	93,555	68,455	73,674	75,320	78,916	80,765	81,300	88,655
2 Change in Gross Debt	34,671	91,173	118,411	(78,929)	(9,500)	867	(9,688)	(14,457)	(14,934)	(17,291)	(17,137)
3 Ratios											
Interest as a % of Rates (less than 20%)	14.5%	17.2%	23.5%	23.8%	19.3%	18.2%	17.1%	16.0%	14.9%	13.7%	12.6%
Interest as a % of Total Revenue (less than 8%)	6.9%	7.2%	10.0%	11.1%	9.9%	9.3%	9.1%	8.5%	8.0%	7.4%	6.7%
Cashflow from operations exceeds interest by 2.5 times	4.0	5.3	4.1	3.3	2.8	3.1	3.2	3.5	3.7	4.0	4.6
Interest & Loan Repayment as % of Rates	17.7%	17.2%	18.1%	120.6%	31.3%	31.4%	29.2%	28.3%	27.2%	25.9%	24.9%
Interest & Loan Repayment as % of Total Revenue	8.5%	7.2%	7.7%	56.2%	16.1%	16.1%	15.5%	15.1%	14.6%	14.0%	13.1%
4 Ratio of Interest Expense to Term Debt	8.7%	7.1%	7.3%	7.8%	7.7%	7.6%	7.7%	7.7%	7.7%	7.8%	7.8%
5 Net Debt	173,473	266,532	383,795	301,472	288,732	284,616	266,958	244,904	221,951	195,146	171,291
6 Waipori Loans Consolidated Out											
Loan Interest		238	222	205	186	166	144	121	97	70	42
Loan Repayment		203	218	233	250	268	287	308	330	354	379
7 Interest Expense Capitalised	3,703	6,742	14,235	14,494	1,422	209	727	1,067	1,193		

Net Debt Graph



Statement of Accounting Policies

Reporting Entity

The financial statements to be presented are for the reporting entity Dunedin City Council (the Council).

The Dunedin City Council is a Territorial Local Authority governed by the Local Government Act 2002 and these statements are produced under section 98, 99 and 111 of the Local Government Act 2002.

Public benefit entities are reporting entities whose primary objective is to provide goods or services for community or social benefit and where any equity has been provided with a view to supporting that primary objective rather than for a financial return.

The registered address of the Council is 50 The Octagon, Dunedin

The financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993 and the Financial Reporting Act 1993.

These financial statements are presented in New Zealand dollars because that is the currency of the primary economic environment in which the Council operates.

Significant Accounting Policies

Basis of Accounting

The financial statements have been prepared in accordance with NZ GAAP. They comply with New Zealand Equivalents to IFRSs, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

The financial statements have been prepared on the historical cost basis, except for the revaluation of certain property, plant and equipment, investment properties, biological assets, derivative financial instruments, financial instruments classified as available for sale and financial instruments held for trading.

The accounting policies have been applied consistently by group entities with only one variation for Public Benefit Entities for Property Plant and Equipment.

Non-current assets held for sale

Non-current assets (and disposal groups) classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Depreciation on such assets will cease once classified as held for sale.

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset (or disposal group) is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and GST.

Revenue from services rendered is recognised when it is probable that the economic benefits associated with the transaction will flow to the entity. The stage of completion at balance date is assessed based on the value of services performed to date as a percentage of the total services to be performed.

Sales of goods are recognised when significant risks and rewards of owning the goods are transferred to the buyer, when the revenue can be measured reliably and when management effectively ceases involvement or control.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount.

Dividend income from investments is recognised when the shareholders' rights to receive payment have been established.

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

recognised when payable.

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

Leasing

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Borrowing Costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Where total debt funding for a capital project is greater than or equal to \$5 million and spans more than one financial year, the interest costs are treated as capital expenditure.

All other borrowing costs are recognised in the Income Statement in the period in which they are incurred.

Government Loans

Forestry term liabilities include Ministry of Forestry Suspensory Loans and Ministry of Forestry Repayable Loans. Interest is calculated annually on the suspensory loans, however the interest and principle may be forgiven when the loan conditions are met. Interest is also calculated annually on the repayable loans. The interest and principal is not repayable on repayable loans until harvesting of the trees, planted with the loan monies, occurs.

Employee Entitlements

Entitlements to salary and wages and annual leave are recognised when they accrue to employees. This includes the estimated liability for salaries and wages and annual leave as a result of services rendered by employees up to balance date at current rates of pay.

Entitlements to long service leave and retirement gratuities are calculated on an actuarial basis and are based on the reasonable likelihood that they will be earned by employees and paid by the group.

The Group recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The calculation is based on the value of excess sick leave taken within the previous twelve months.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except for receivables and payables which are recognised inclusive of GST.

Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted by the balance sheet date.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

Property, Plant and Equipment

Property plant and equipment are those assets held by the Council for the purpose of carrying on its business activities on an ongoing basis.

Operational Assets

These include land, buildings, improvements, library books, plant and equipment, and motor vehicles.

Restricted Assets

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

Infrastructure Assets

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

Heritage Assets

These include, but are not limited to, assets held by the Council subject to deeds of agreement, terms and conditions of bequests, donations, trusts or other restrictive legal covenants. The Council's control of these assets is restricted to a management/custodial role.

Operational Assets

Land and Buildings

Land and buildings are stated at re-valued amounts being fair value at date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The revaluations are performed by an independent valuer on a three-yearly cycle.

Fixed Plant and Equipment

Fixed plant and equipment is stated at cost, less any subsequent accumulated depreciation and any accumulated impairment losses.

Motor Vehicles

Motor vehicles and other mobile plant and equipment are stated at cost less any subsequent accumulated depreciation and any accumulated impairment losses.

Office Equipment and Fittings

Office Equipment and Fittings are stated at cost less any subsequent accumulated depreciation less any accumulated impairment losses.

Library Collection

Library collections are stated at cost less any subsequent accumulated depreciation and any impairment losses.

Infrastructure Assets

Land is stated at re-valued amounts being fair value at date of valuation less any subsequent accumulated impairment losses. The revaluations are performed by an independent valuer on a three-yearly cycle.

Landfill assets, being earthworks, plant and machinery and the estimate of site restoration, are stated at cost less any accumulated depreciation and any accumulated impairment losses. The useful life of the landfill is considered to be the period of time to the expiring of the resource consent in 2020.

Buildings and structures are valued on a yearly cycle by an independent valuer. Additions are recorded at cost and depreciated

Roadways and bridges have been stated at their re-valued amounts being fair value based on

depreciated replacement cost as at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Roadways and bridges are valued annually by an independent valuer.

Fixed plant has been stated at its re-valued amounts being fair value based on depreciated replacement cost as at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Fixed plant is valued on a yearly cycle by an independent valuer. Additions are recorded at cost and depreciated.

Reticulation assets, being the reticulation system and networks of water and drainage, have been stated at their re-valued amounts being fair value based on depreciated replacement cost as at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The reticulation assets are valued by a Council staff member sufficiently experienced to conduct the valuation. These valuations are subject to review by an independent valuer. Reticulation assets are valued annually.

Vested Assets

Vested Assets are Fixed Assets given to the Council by a third party and could typically include water, drainage and roading assets created in the event of a subdivision. Vested assets also occur in the event of the donation of heritage or art assets by third parties. The value of assets vested are the cost price to the third party to create or purchase that asset and equates to its fair value at the date of acquisition. Vested assets, other than those pertaining to collections, are subsequently depreciated.

Restricted Assets

Land and Buildings

Land and buildings are stated at re-valued amounts being fair value at date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The revaluations are performed by an independent valuer on a three-yearly cycle.

Road reserve land is stated at re-valued amounts being fair value at date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are performed by an independent valuer on a three-yearly cycle.

Fixed Plant and Equipment

Fixed plant has been stated at their re-valued amounts being fair value at the date of valuation based on depreciated replacement cost less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are performed by an independent valuer on a five-yearly cycle.

Additions are recorded at cost and depreciated.

Heritage Assets

Heritage assets included are the Art Gallery Collection at the Dunedin Public Art Gallery, the Theomin Collection at Olveston, the Early Settlers Museum and the monuments, statues and outdoor art.

All heritage assets are stated at cost less any subsequent accumulated depreciation and accumulated impairment losses.

Heritage collections not valued include:

The Rare Book Collection, Dunedin Public Library.

Revaluations

Revaluations are performed with sufficient regularity that the carrying amount does not differ materially from that which would be determined using fair values at the balance sheet date.

Public Benefit Entity Revaluations

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increases and decreases in respect of assets in different classes are not offset.

Where the carrying amount of a class of assets is increased as a result of a revaluation, the net revaluation increase is credited to the revaluation reserve. The net revaluation increase shall be recognised in profit or loss to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in profit or loss. A net revaluation decrease for a class of assets is recognised in the profit and loss, except to the extent it reverses a revaluation increase previously recognised in the revaluation reserve to the extent of any credit balance existing in the revaluation reserve in respect of the same class of asset.

Depreciation

Depreciation has been charged so as to write off the cost or valuation of assets, other than land, properties under construction and capital work in progress, on the straight line basis (SL). Rates used have been calculated to allocate the assets cost or valuation less estimated residual value over their estimated remaining useful lives.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Depreciation commences when the assets are ready for their intended use.

Depreciation on revalued assets, excluding land, is charged to the profit and loss. On the subsequent sale or retirement of a revalued asset, the attributable revaluation surplus remaining in the appropriate property revaluation reserve is transferred directly to retained earnings.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets, or where shorter, over the term of the relevant lease.

Depreciation rates and methods used are as follows:

Table 2.3: Depreciation Rates and Methods

Asset Type	Rate	Method
Council Operational Assets		
Buildings	1% to 4%	SL
Fixed plant and equipment	10% to 15%	SL
Motor vehicles	20%	SL
Office equipment and fittings	7.5% to 20%	SL
Library collections	10% to 50%	SL
Infrastructure Assets		
Buildings	1% to 4%	SL
Roadways and bridges	0.5% to 10%	SL
Life cycle used:		
- Kerb and Channel	80 years	
- Shape Corrections	80 years	
- Reseals	11 years	
Footpaths	13.5 years	

Asset Type	Rate	Method
Fixed plant and equipment	10% to 15%	SL
Reticulation	0.50% to 3%	SL
Landfill	15 years	
Heritage assets	0.2%	
Restricted assets		
Buildings	1% to 4%	SL
Fixed plant and equipment	10% to 15%	SL
Hard surfaces	0.5% to 10%	SL

Derecognition

Forestry assets and items of property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the item) is included in the income statement in the year the item is derecognised.

Investment Property

Investment property is property held to earn rentals and/or for capital appreciation. All investment properties are stated at fair value, as determined annually by independent valuers at the balance sheet date.

Gains or losses arising from changes in the fair value of investment properties are recognised in the income statement for the period in which the gain or loss arises.

Intangible Assets

Software is recognised at cost and amortised to the Income Statement on a straight-line basis over the estimated useful life – which is a maximum period of five years.

Research and Development Expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

Patents and Trademarks

Patents and trademarks are measured initially at purchase cost and are amortised on a straight-line basis over their estimated useful lives.

Impairment of assets excluding goodwill

At each balance sheet date, the group reviews the carrying amounts of its assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease to the extent of any previous revaluation increase for that asset (or cash generating unit) that remains in the revaluation reserve. Any additional impairment is immediately transferred to the income statement.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised as income immediately.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing

the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdraft. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

Financial Instruments

Financial assets and financial liabilities are recognised on the group's balance sheet when the group becomes a party to the contractual provisions of the instrument.

Trade and other receivables

Trade and other receivables are stated at cost less any allowances for estimated irrecoverable amounts.

Loans and other receivables

Loans and other receivables are financial instruments that are measured at amortised cost using the effective interest method. This type of financial instrument includes deposits, term deposits, inter company loans, community loans and mortgages.

Investments in debt and equity securities

Investments

Investments are recognised and derecognised on a trade date where a purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at cost, including transaction costs.

Investments in debt and equity securities are financial instruments classified as held for trading and are measured at fair value through profit and loss at balance date. Any resultant gains or losses are recognised in the income statement for the period.

Trade and other payable

Trade and other payable are stated at cost.

Borrowings

Borrowings are initially recorded net of directly attributable transaction costs and are measured at subsequent reporting dates at amortised cost. Finance charges, premiums payable on settlement or redemption and direct costs are accounted for on an accrual basis to the Income Statement using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

Financial Liability and Equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

Derivative financial instruments and hedge accounting

The group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The group uses foreign exchange forward contracts, foreign exchange options and interest rate swap contracts to hedge these exposures.

The group does not use derivative financial instruments for speculative purposes. However, derivatives that do not qualify for hedge accounting, under the specific IFRS rules, are accounted for as trading instruments with fair value gains/losses being taken directly to the income statement.

The use of financial derivatives in each entity within the group is governed by that entity's policy approved by the governing body. The policies provide written principles on the use of financial derivatives.

Derivative financial instruments are recognised initially at fair value. Subsequent to initial recognition derivative financial instruments are re-measured at fair value.

Changes in the fair value of derivative financial instruments that are designated and effective as hedges of future cash flows are recognised directly in equity and the ineffective portion is

recognised immediately in the income statement. If the cash flow hedge of a firm commitment or forecasted transaction results in the recognition of an asset or a liability, then, at the time the asset or liability is recognised, the associated gains or losses on the derivative that had previously been recognised in equity are included in the initial measurement of the asset or liability. For hedges that do not result in the recognition of an asset or a liability, amounts deferred in equity are recognised in the income statement in the same period in which the hedged item affects net profit or loss.

For an effective hedge of an exposure to changes in the fair value, the hedged item is adjusted for changes in fair value attributable to the risk being hedged with the corresponding entry in profit or loss. Gains or losses from re-measuring the derivative, or for non-derivatives the foreign currency component of its carrying amount, are recognised in profit or loss.

Changes in the fair value of derivative financial instruments that do not qualify for hedge accounting are recognised in the income statement as they arise. Derivatives not designated into an effective hedge relationship are classified as current assets or liabilities.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated, or exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss on the hedging instrument recognised in equity is retained in equity until the forecasted transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in equity is transferred to net profit or loss for the period.

Derivatives embedded in other financial instruments or other host contracts are treated as separate derivatives when their risks and characteristics are not closely related to those of host contracts and the host contracts are not carried at fair value with unrealised gains or losses reported in the income statement.

Provisions

A provision is recognised in the balance sheet when the group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation.

Provisions for restructuring costs are recognised when the group has a detailed formal plan for the restructuring that has been communicated to affected parties.

Changes in Accounting Policy

There has been no change in accounting policy from those changes adopted in the 2007/08 Annual Report.

Prospective Financial Statements

The forecast financial statements have been prepared in accordance with FRS-42. They have been prepared using the best information available at the time they were prepared.

Additional Information

1 Separately Disclosed Revenue

Reconciliation of Rates Income - Group Activities to Financial Statements for the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
General Funds											
Economic Development & City Promotion	(14,261)	(15,238)	(14,000)	(11,499)	(11,914)	(12,231)	(12,187)	(12,275)	(12,281)	(12,994)	(12,852)
Transport Network	15,830	16,585	17,708	19,074	19,679	20,411	21,703	22,410	22,950	23,759	24,418
Personal Safety	3,532	3,708	3,716	3,832	3,903	4,050	4,121	4,273	4,377	4,580	4,690
Public Health	1,027	476	464	457	457	436	438	437	447	448	451
City Planning & Urban Design	4,225	4,244	4,838	5,174	5,320	5,556	6,014	6,128	6,259	6,397	6,536
Community Development & Support	6,246	6,938	7,086	7,115	7,207	7,500	7,619	7,742	8,086	8,160	8,351
Museums, Libraries & Art Gallery	17,860	19,714	21,531	22,571	23,795	25,275	26,593	27,844	28,595	29,566	30,279
Sport, Recreation & Leisure	8,301	9,160	9,916	10,838	11,197	11,685	12,028	12,306	12,484	12,864	12,726
Total General Rates	42,760	45,587	51,259	57,562	59,644	62,682	66,329	68,865	70,917	72,780	74,599
Community Services Rate											
Public Health	250	52	96	99	101	103	105	109	111	113	116
Sport, Recreation & Leisure	8,823	9,508	9,789	10,148	10,405	10,637	10,922	11,247	11,527	11,801	12,065
Total Community Services Rates	9,073	9,560	9,885	10,247	10,506	10,740	11,027	11,356	11,638	11,914	12,182
Kerbside Recycling Rate											
Public Health	1,424	1,441	1,495	1,535	1,561	1,597	1,633	1,672	1,713	1,754	1,797
Citywide Water Rate											
Public Health	17,772	19,529	20,297	21,230	22,413	23,768	25,158	25,977	26,639	27,598	28,301
Citywide Drainage Rate											
Public Health	20,315	21,662	23,321	26,890	31,831	31,888	33,944	34,695	34,873	35,225	34,814
Rocklands/Pukerangi Water Scheme Rate											
Public Health	36	39	41	44	45	46	49	51	50	52	54

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Allanton Drainage Rate											
Public Health			21	21	21	21	21	21	21	21	21
Private Street Lighting Rate											
Transport Network	17	19	19	20	21	21	22	22	23	23	24
Total Rates per Financial Statements	91,397	97,837	106,338	117,549	126,042	130,763	138,183	142,659	145,874	149,367	151,791
% Increase in Total Rates	10.4%	7.0%	8.7%	10.5%	7.2%	3.7%	5.7%	3.2%	2.3%	2.4%	1.6%

Analysis of Revenue

	2009/10 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue											
Rates	91,397	97,837	106,338	117,549	126,042	130,763	138,183	142,659	145,874	149,367	151,791
Other Revenue	41,980	70,917	75,019	69,452	52,892	55,740	54,790	55,823	57,123	58,702	60,847
Regulatory Services	4,532	4,356	4,535	4,674	4,786	4,897	5,008	5,128	5,251	5,378	5,510
DCHL Dividend	15,442	12,762	12,862	12,862	7,862	7,862	7,862	7,862	7,862	7,862	7,862
New Zealand Transport Authority	16,893	22,989	25,720	18,155	19,090	21,317	19,297	19,898	20,385	19,625	24,647
City Property Investment	4,259	6,298	6,518	6,779	6,676	6,837	7,038	7,251	7,435	7,613	7,786
Waipori Fund	4,117	4,211	4,384	4,519	4,626	4,734	4,842	4,957	5,076	5,200	5,326
DCHL Interest*	11,638	11,548	11,638	16,623	21,607	21,607	21,607	21,607	21,607	21,607	21,607
Unrealised Investment Property Gains	1,459	1,488	1,518	1,549	1,580	1,611	1,643	1,676	1,710	1,744	1,744
Total	191,717	232,406	248,532	252,162	245,161	255,368	260,270	266,861	272,323	277,098	287,120

All rates revenue is shown gross of rates remissions. Under the Council's Rate Remission Policies, which provide for rates to be remitted in cases of Extreme Financial Hardship.

* Note that in the 2011/12 year, the interest revenue is offset by a subvention payment of \$5 million, and from the 2012/13 year \$10 million.

2 Separately Disclosed Expenditure

Analysis of Expenditure

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Expenditure by Inputs											
Staff Costs	42,096	44,342	45,470	46,593	48,102	49,322	50,623	52,308	53,874	55,488	57,151
Operational Costs	86,163	87,710	89,445	97,281	104,496	107,578	110,143	112,644	115,939	118,541	120,911
Loan Interest	9,554	10,057	10,718	13,496	22,861	23,539	22,923	21,726	20,473	20,493	19,160
Depreciation	46,008	48,409	50,907	53,162	57,879	59,841	63,436	65,543	67,073	70,482	72,247
Total	183,821	190,518	196,540	210,532	233,338	240,280	247,125	252,221	257,359	265,004	269,469

3 Reconciliation of Summary of Cost of Service Statements with Core Council Income Statement

Internal expenditure and revenue

Each significant activity in section 2 is stated at gross of internal costs and revenues. These activity statements reflect the total external operations reflected in the Council Income Statement, as set out below.

Analysis of Expenditure

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Expenditure by Outputs											
Economic Development & City Promotion	21,374	17,046	17,655	25,429	34,311	34,067	34,196	34,194	34,304	34,458	34,508
Transport Network	37,545	40,008	41,820	43,780	44,832	46,012	47,750	48,938	49,962	51,289	52,430
Personal Safety	9,822	9,958	10,224	10,544	10,781	11,092	11,327	11,668	11,952	12,332	12,635
Public Health	57,272	61,092	61,784	62,996	72,346	73,888	75,714	77,552	78,885	81,065	83,084
City Planning & Urban Design	4,980	5,212	5,535	6,110	6,259	6,474	6,857	6,967	7,093	7,224	7,354
Community Development & Support	11,932	12,939	13,385	13,508	13,773	14,395	14,532	14,866	15,556	15,660	16,017
Museums, Libraries & Art Gallery	19,301	20,765	21,877	22,419	25,337	26,459	28,081	29,095	29,634	32,587	33,234
Sport, Recreation & Leisure	21,477	23,473	24,600	25,817	25,976	28,253	28,910	29,439	30,031	30,756	30,895
Corporate Support Activities	118	25	(340)	(71)	(277)	(360)	(242)	(498)	(58)	(367)	(688)
Total	183,821	190,518	196,540	210,532	233,338	240,280	247,125	252,221	257,359	265,004	269,469

4 Capital Management Strategy

The Council manages its capital to ensure that all entities under its control will be able to continue as going concerns. Capital includes Accumulated Funds, Revaluation Reserves, Restricted Reserves, Cash Flow Hedge Reserves and Forestry Revaluation Reserves. It is the nature of a Local Authority Balance Sheet to have the capital structure de-emphasised as a significant measure owing to the fact the local authorities rarely seek an economic return from infrastructure assets. The value of the long-term fixed assets in relation to the public debt is not as significant as the impact of the interest component on the potential rate charge. The measure contained in the Borrowing and Investment Policy provide an indication of the meeting or otherwise of the objectives.

5 Trade and Other Receivables

The Dunedin City Council does not provide for any impairment on rates receivable as it has various powers under the Local Government (Rating) Act 2002 to recover any outstanding debts. These powers allow Dunedin City Council to commence legal proceedings to recover any rates that remain unpaid four months after the due date for payment.

The carrying value of trade and other receivables approximates their fair value.

Normally no interest is charged on the accounts receivable although in specific instances interest may be charged. An allowance has been made for estimated irrecoverable amounts determined by reference to past default experience.

6 Inventories

The Council inventories are not pledged as security for liabilities.

7 Other Financial Assets

a) Other current financial assets

Other current financial assets are classified as fair value through profit and loss. Fair value is determined by reference to the appropriate market. These investments are of short-term duration being between an on-call position and twelve months.

b) Other non-current financial assets

Except for the shares in the subsidiary Dunedin City Holdings Limited, the associated advance and other shares, all other non-current financial assets are classified as held at fair value with any changes in value going to the profit and loss account. Fair value is determined by reference to the appropriate market or discounted cash flows. These investments are of greater duration than twelve months.

Waipori Fund equity investments are valued at market value. This reflects the fair value of the equities.

On incorporation, Dunedin City Holdings Limited issued 100,000,000 ordinary shares of \$1 in favour of Dunedin City Council. Only \$100,000 was called and paid up. Since incorporation Dunedin City Holdings Limited has issued additional shares of \$1 each in favour of the Dunedin City Council. The shares carry equal voting rights and are uncalled. The amounts and dates of issue are:

– May 1996	75,000,000
– March 1999	100,000,000
– June 2002	71,000,000

The advance from the Dunedin City Council to the group is subordinated and unsecured. The terms of the advance agreement between the Dunedin City Council and the group are such that there is no obligation on Dunedin City Holdings Limited to transfer economic benefit at any specific time.

The Waipori Fund equity investments have been valued at market value at 30 June 2008. The ongoing assumption in the forecast financial statements is that the value of the equities will not change for the next ten years.

8 Non-Current Liabilities

Core Council term loans are secured by rates revenue. The term loans of the Dunedin City Holdings Limited group are secured by certain assets and undertakings of the group. The multi-option note facility has a borrowing limit of \$350 million. Debt is raised by issuing long dated bonds or by the tender of promissory notes, usually issued for 90 day terms. Three independent banks have underwritten the facility up to \$45 million.

Under the multi-option facility cash is raised using two methods – promissory notes and bonds.

The tender of promissory notes under the multi-option note facility generally raises debt for a term of 90 days before being re-tendered. This type of borrowing is executed at the floating rate at the date of borrowing and exposes the group to cash flow interest rate risk. Interest rate derivatives are taken out to manage that risk. The credit risk from each derivative is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

The second method involves the issuance of bonds at fixed interest rates that expose the group to fair value interest rate risk. Several issues of bonds have been made, or agreed, as follows:

\$40m issued for 8 years, maturing 15/11/13 at a coupon rate of 7.07%

\$50m issued for 10 years, maturing 15/11/16 at a coupon rate of 6.79%

\$60m issued for 10 years, maturing 15/10/17 at a coupon rate of 7.81%

\$40m issued for 3 years, maturing 15/4/11 at a coupon rate of 8.7%

The weighted average interest rate for the multi-option note facility at year end, inclusive of any current portion, was 8.84% (2007: 7.06%).

9 Provisions

Accrued long service leave

The non-current portion of accrued long service leave has been calculated on an actuarial basis and is based on the reasonable likelihood that it will be earned by employees and paid by the group.

10 Property, Plant and Equipment

Land and Buildings

Land and buildings are valued at fair value as at 30 June 2006. They are inflation adjusted annually by 2%.

Infrastructure Assets

Water infrastructure buildings and structures have been valued at depreciated replacement cost as at 30 June 2008. They have been inflation adjusted annually by 2%.

Waste Services infrastructure buildings and structures have been valued on a depreciated replacement cost as at 30 June 2008. They have been inflation adjusted annually by 2%.

Infrastructure assets comprising roads and bridges, traffic signals and signs have been valued at depreciated replacement cost as at 30 June 2008. They have been inflation adjusted annually by 2%.

The water reticulation system was revalued as at 30 June 2008. It has been inflation adjusted annually by 2%.

The drainage reticulation system was revalued as at 30 June 2008. It has been inflation adjusted annually by 2%.

Landfill Assets

Landfill assets have been revalued as at 30 June 2008 by Council staff. They have been inflation adjusted annually by 2%.

Restricted Assets

Land and Buildings

Land and road reserves have been valued as at 30 June 2006. They have been inflation adjusted annually by 2%.

Buildings have been valued as at 30 June 2006. They have been inflation valued adjusted annually by 2%.

Hard Surfaces and Reticulation Systems

Hard surfaces and reticulation systems have been valued as at 30 June 2007. They have been inflation adjusted annually by 2%.

Plant and Equipment

Plant and equipment have been valued as at 30 June 2008. They have been inflation adjusted annually by 2%.

Heritage Assets

Heritage assets include the Art Gallery Collection at the Dunedin Public Art Gallery, the Theomin Collection at Olveston, the Early Settlers Museum and the monuments, statues and outdoor art.

The Art Gallery Collection has been valued as a "heritage collection" at estimated current values as at 30 June 1993. This is at deemed cost.

The Theomin Collection has also been valued as a heritage. The collection was valued at estimated current values as at 30 June 1993. This is at deemed cost.

The Otago Settlers Museum Collection has been valued at its estimated insurance value. Individual heritage assets have not been valued.

Monuments, statues and outdoor art have been valued at depreciation replacement value as at 30 June 2006.

The Otago Settlers Association has vested land, buildings and the collection in the Dunedin City Council. The land and buildings are valued as at 30 June 2006.

Heritage collections not valued include the Public Library Rare Book Collection.

11 Investment Property

Investment Properties and Properties Intended for Sale

Investment properties are revalued annually as at 30 June by independent registered valuers, on a net current value basis. Properties intended for resale are valued at the lower of cost and net realisable value. They have been inflation adjusted annually by 2%.

12 Financial Instruments

The consolidated entity's corporate treasury function provides services to the business, co-ordinates access to domestic financial markets and manages the financial risks relating to the operations of the consolidated entity.

The consolidated entity does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. The use of financial derivatives is governed by

the consolidated entity's policies approved by the Council, which provides written principles on the use of financial derivatives.

Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Council and Group. The Council and Group has adopted a policy of only dealing with creditworthy counterparties that are rated the equivalent of investment grade and above. This information is supplied by credit rating agencies. The group's exposure and credit ratings of its counterparties are continually monitored and the aggregate value of transactions undertaken is spread amongst the approved counterparties. In terms of the Ratepayer base the Rating Powers Act provides significant legal remedy to recover amounts owing to the Council.

Financial instruments which potentially subject the Group to credit risk, principally consist of bank balances, accounts receivable, short term investments and various other financial instruments.

Trade receivables consist of a large number of customers spread across diverse industries and geographical areas. The group does not have any significant credit risk exposure to any single counterparty or group of counterparties having similar characteristics.

The Council and Group is not exposed to any concentration of credit risk. The carrying amounts of the Council and Group's financial assets and financial liabilities are equivalent to their fair value, except with regard to forestry suspensory loans and the term bonds which carry an interest liability below the current market rate. The fair value of the financial instruments is based on quoted market prices for these instruments at balance date.

Policy and practice for the Council is detailed and recorded in the Liability Management Policy and the Investment Policy.

Effectiveness of cash flow hedges

The matched terms method is the method used in applying hedges across the group. In all cases the critical terms of both the hedges instrument and the underlying transaction are matched.

Interest Rate Risk

Each entity with material debt within the Dunedin City Council group has its own interest rate risk management policy approved by its own governing body. This policy determines for economic reasons the proportion of projected debt that is fixed by the issue of fixed debt or by interest rate swap. The treasury company monitors on a monthly basis the level of fixed interest rates for the next ten years and compares this against anticipated debt levels.

The Group uses interest rate swaps to manage its exposure to interest rate movements on its multi-option note facility borrowings by swapping a proportion of those borrowings from floating rates to fixed rates. The treasury policies of each company recommends that the level of the fixed interest hedge should be limited to a series of ranges within set debt time periods.

Currency Risk

Certain capital expenditure projects involve expenditure in foreign currency. Where this is identified, the Council puts in place appropriate currency risk management strategies.

Ten-Year Capital Expenditure Programme

The capital expenditure list has been shaded in order to show the different stages for each project.

The different stages are:

Project Stage	Typical Margin of Error	Colour Code
Concept	± 25%	Dark Grey
Initiation and Planning	± 10% to ± 25%	Medium Grey
Execution and Closure	± 5%	Light Grey

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											

Economic Development & City Promotion

Stadium

New Capital

Stadium ‡	21,803	75,883	62,320	5,282							
Stadium Borrowing Costs	3,200	5,258	9,356	5,236							
Total	25,003	81,141	71,676	10,518	0	0	0	0	0	0	0

Renewals

Total	0	0	0	0	0	0	0	0	0	0	0
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Total	25,003	81,141	71,676	10,518	0	0	0	0	0	0	0
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Marketing and Communications Agency

New Capital

Octagon Christmas Tree ‡								93			
Total	0	0	0	0	0	0	0	93	0	0	0

Renewals

Graphic Design - minor capital	3	5				11			12		
Total	3	0	5	0	0	11	0	0	12	0	0

Total	3	0	5	0	0	11	0	93	12	0	0
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Dunedin Centre

New Capital

Dunedin Centre Re-development	1,225	8,408	27,220	9,694							
Dunedin Centre Re-development Borrowing Costs	134	310	1,296	2,958							
Total	1,359	8,718	28,516	12,652	0	0	0	0	0	0	0

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Renewals											
General Equipment Upgrade	25	175	878	106	108	111	114	116	119	442	125
Total	25	175	878	106	108	111	114	116	119	442	125
Total	1,384	8,893	29,394	12,758	108	111	114	116	119	442	125
Visitor Centre											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
IBIS Replacement					27	122					
Total	0	0	0	0	27	122	0	0	0	0	0
Total	0	0	0	0	27	122	0	0	0	0	0
Property - Investment											
New Capital											
New Investments	16,300	7,000									
Total	16,300	7,000	0	0	0	0	0	0	0	0	0
Renewals											
Investment Renewals	50	50	51	53	55	56	58	59	61	87	89
Total	50	50	51	53	55	56	58	59	61	87	89
Total	16,350	7,050	51	53	55	56	58	59	61	87	89
Property - Management											
New Capital											
Property Management		215		53			58			62	
Total	0	215	0	53	0	0	58	0	0	62	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	0	215	0	53	0	0	58	0	0	62	0
Property - Miscellaneous											
New Capital											
Regent Theatre Redevelopment‡		350	6,581								
CCTV Octagon ‡		200					230				
Furtune Theatre Upgrade				53							
Total	0	550	6,581	53	0	0	230	0	0	0	0

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Renewals											
Capital Renewal	65	50	51	53	55	56	58	59	61	87	89
Railway Station Platform Renewal	5	295									
Railway Station Canopy Upgrade Stage 2	220	280									
Gasworks Museum ‡	50	400									
Total	340	1,025	51	53	55	56	58	59	61	87	89
Total	340	1,575	6,632	106	55	56	288	59	61	87	89
Property - Operational											
New Capital											
Civic Centre Accommodation Upgrade	100	2,400									
New Buildings/Alterations	170	150	154	159	164	168	173	178	182	187	191
Waikouaiti Hall	3,650										
Toilets	60	256	140	145	148	152	156	161	166	169	173
Total	3,980	2,806	294	304	312	320	329	339	348	356	364
Renewals											
Renewal/Replacement of Building Services	170	215	184	191	234	201	207	237	243	250	255
Public Toilet Renewals	180	400	257	266	273	279	173	178	183	249	255
Public Hall Renewals		20	21	21	22	22	23	24	24	25	26
Mosgiel Corronation Hall Carpark Asphalt	50										
Municipal Chambers Clock Rebuild										37	
OSM Re-roof			206	212							
Total	400	635	668	690	529	502	403	439	450	561	536
Total	4,380	3,441	962	994	841	822	732	778	798	917	900
Transport Network											
Transportation Operations											
New Capital											
Enhancing the Network											
Mosgiel/Taiari Arterial Routes ‡	495	180	185	1,688	1,238						3,986
Roading Miscellaneous Works	111	118	121	124	127	130	133	137	140	144	147
Seal Extension Programme	778	772	793	815	835	854	874	896	918	941	961
Strategic Corridor Upgrades ‡	450	9,513	10,026			3,119					

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Subdivision Property Purchase	30	30	31	32	32	33	34	35	36	37	37
Dunedin/Port Chalmers Walkway/Cycleway ‡	150	100	1,058	652	780	1,140	1,223				
Mosgiel East ‡	718	840	598			793					
Mosgiel West B ‡			996			2,150					
Safety Improvements											
Cycling Network Implementation ‡	237	209	214	220	225	231					
Mobility Facilities Programme ‡	310	593	608	608	623	638	652	668	685	702	717
Pedestrian Facilities Programme ‡	417	442	454	467	478	490	501	513	526	539	551
Peninsula Projects ‡	3,020	2,375	2,296	973	1,043	898	1,225	2,460	2,521	639	3,736
Road Safety Works Programme ‡	834	884	908	933	955	979	1,002	1,026	1,050	1,077	1,100
Street Lighting Improvements	12	13	14	14	14	14	15	15	15	15	16
Peninsula Information Site Relocation		286									
Tourism, Destination & Attraction Signage	100	60									
Total	7,662	16,415	18,302	6,526	6,350	11,469	5,659	5,750	5,891	4,094	11,251
Renewals											
Bridge Renewals ‡	210	1,103	2,494	622	637	653	668	684	701	718	734
Carriageway Resurfacing ‡	3,190	3,570	3,665	3,767	3,860	3,952	4,043	4,143	4,245	4,350	4,446
Footpath Resurfacing	2,153	2,220	2,279	2,343	2,400	2,457	2,514	2,576	2,639	2,705	2,764
Footpath Resurfacing Central Activity Area		150	154	158	162	166	170	174	178	183	186
Gravel Road Re-metaling ‡	1,001	781	802	825	845	865	885	907	929	952	972
Major Drainage Control ‡	1,110	1,136	1,166	1,199	2,006	2,054	2,102	2,154	2,207	2,261	2,311
Markings ‡	103	170	175	180	184	188	193	197	202	207	212
Retaining Wall Renewal ‡	112	119	122	126	129	132	135	138	142	145	149
Seawall Renewal ‡	1,090	1,200	1,232	1,266	1,622	1,660	1,699	1,741	1,783	1,828	1,868
Shape Correction: Pavement Rehabilitation ‡	2,572	2,520	2,587	2,659	2,724	2,789	2,855	2,924	2,996	3,071	3,138
Shape Correction: Pavement Smoothing ‡	1,687	1,439	1,480	1,519	1,558	1,594	1,628	1,669	1,712	1,754	1,792
Signals ‡	82	207	212	218	223	229	234	240	246	252	257
Signs ‡	317	146	149	154	157	161	165	169	173	177	181
Street Lighting ‡	52	56	57	59	276	283	290	297	304	311	318
Structure Component Replacement ‡	33	248	254	261	268	274	281	287	294	302	308
Total	13,712	15,065	16,828	15,356	17,051	17,457	17,862	18,300	18,751	19,216	19,636
Total	21,374	31,480	35,130	21,882	23,401	28,926	23,521	24,050	24,642	23,310	30,887

‡ Indicates projects with full or partial external funding sources

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Citipark											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Pay and Display Machines	1,940	300	310	318	325	333	341	349	357	1,049	1,075
Skidata Software Upgrade		25			27			29			32
Skidata Carpark Equipment			207							244	
Lower Moray Place Pay Stations						222					
YMCA & Great King Street Pay Stations							397				
Total	1,940	325	517	318	352	555	738	378	357	1,293	1,107
Total	1,940	325	517	318	352	555	738	378	357	1,293	1,107
Parking Enforcement											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Electronic Ticket Writers	10			106						122	
Total	10	0	0	106	0	0	0	0	0	122	0
Total	10	0	0	106	0	0	0	0	0	122	0
Personal Safety											
Civil Defence & Rural Fires											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Emergency Equipment Replacement Programme	47	47	49	50	51	52	201	55	56	57	59
Total	47	47	49	50	51	52	201	55	56	57	59
Total	47	47	49	50	51	52	201	55	56	57	59

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Public Health											
Asset Planning											
New Capital											
Strategic Model Development	800										
Total	800	0	0	0	0	0	0	0	0	0	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	800	0	0	0	0	0	0	0	0	0	0
Water Production											
New Capital											
Metro Development - Water Facilities	1,096	536	573	886	305	23	24	25	26	27	27
Taieri River Bridge Bypass		52	159	2,191	2,257						
West Taieri Rural Water Scheme Upgrade	3,638					92	95				
Northern Water Scheme Water Supply Upgrade	6,901										
Total	11,635	588	732	3,077	2,562	115	119	25	26	27	27
Renewals											
Metro Renewals - Water Facilities	183	280	685	1,149	2,032	2,110	2,166	2,299	2,289	2,368	2,451
Deep Creek Pipeline	246	2,281	1,309	1,352	1,393	1,437	1,484	1,533	1,584	1,639	1,825
Rocklands Water Scheme Renewals	3	2				26	3	5			
Total	432	2,563	1,994	2,501	3,425	3,573	3,653	3,837	3,873	4,007	4,276
Total	12,067	3,151	2,726	5,578	5,987	3,688	3,772	3,862	3,899	4,034	4,303
Network Maintenance Operations											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Plant Replacement	16	16	17	17	18	18	19	20	20	21	22
Total	16	16	17	17	18	18	19	20	20	21	22
Total	16	16	17	17	18	18	19	20	20	21	22
Network Management											
New Capital											
Water											

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Metro Development - Pipe Network	52	123	125	129	133	137	142	147	152	157	162
Reticulation Development - Zone Metering	69	69	70	72	75	77	79	82	85	88	91
Reticulation Facilities for Variation 9B	678										
Mosgiel West and East C ‡						1,297					1,123
Wastewater											
Metropolitan Reticulation	166	166	170	174	179	185	191	197	204	211	218
Reticulation Facilities for Variation 9B ‡						323					
Sewer Overflow Mitigation	500	500									
Wastewater Sewer Mosgiel East ‡	333										
Allanton Effluent Disposal		860	3,507								
Gladstone Rd North Pump Station ‡						86	89				
Burns St PS Upgrade Variation 15 ‡										316	327
Pump Station Upgrade for Variation 15 and 9B ‡							120				
Stormwater											
Stormwater Reticulation Upgrades	60	365	221	228	235	242	250	258	266	275	286
Somerville St Stormwater Sewer	1,130	578									
Metro Quality Improvement			105	109	2,559	115	119	123	127	132	136
Total	2,988	2,661	4,198	712	3,181	2,462	990	807	834	1,179	2,343
Renewals											
Water											
Metro Renewals - Pipe Network	546	1,755	1,072	1,544	2,184	2,540	3,420	5,143	5,439	5,992	8,101
Rural Schemes (excl Rocklands)		261	282	265	282	884	401	439	435	447	463
Wastewater											
Pump Stations	191	161	243	237	172	263	185	240	315	326	272
Foul Sewer Renewals (Reticulation & Trunk Mains)	1,054	1,644	2,379	2,801	2,945	3,343	3,954	4,150	4,209	4,375	4,505
Stormwater											
Pump Stations		41	37	64	67	58	42	25	104	113	117
Stormwater Trunk Mains	477	523	568	621	675	1,308	1,649	2,495	2,500	2,969	3,494
Total	2,268	4,385	4,581	5,532	6,325	8,396	9,651	12,492	13,002	14,222	16,952
Total	5,256	7,046	8,779	6,244	9,506	10,858	10,641	13,299	13,836	15,401	19,295

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Wastewater Treatment											
New Capital											
Tahuna Upgrade Stage 1 - Outfall	1,900										
Tahuna Upgrade Stage 2 - Treatment	2,000	13,567	29,999	30,966							
Treatment Borrowing Costs	84	371	1,532	3,607							
Mosgiel Wastewater Pump Station Capacity		500									
Total	3,984	14,438	31,531	34,573	0	0	0	0	0	0	0
Renewals											
Treatment Plants	56	623	840	1,079	1,569	1,652	1,825	1,541	941	1,093	1,119
Tahuna Upgrade Stage 2 - Concrete Channel	140										
Total	196	623	840	1,079	1,569	1,652	1,825	1,541	941	1,093	1,119
Total	4,180	15,061	32,371	35,652	1,569	1,652	1,825	1,541	941	1,093	1,119
Solid Waste											
New Capital											
Compost for Final Cap	30	31	32	33	34	35	35	36	37	38	39
Green Island (GI) LF Gas Collection System	650	1,503	610		392		411		432		453
GILF Litter Fences for New Bunds	12			13			14			15	
Landscaping for Final Cap	30	31	32	33	34	35	36	36	37	38	39
Sawyers Bay (SB) LF Closure	20	153									
Waikouaiti Landfill Transfer Station								260			
Waikouaiti Landfill Decommissioning									133	136	
Waikouaiti Landfill Landscaping									43	44	
GILF Improvements to Final Cap	250	175	181	185	190	194	199	203	208	214	219
GILF Leachate System		200		212		221		233		244	
Total	992	2,093	855	476	650	485	695	768	890	729	750
Renewals											
Landfills Green Island	250	259	108	109	224	230	117	181	370	379	388
Renewal of Litter Bins	23	24	24	25	26	26	27	27	28	29	29
Total	273	282	132	134	250	256	144	208	398	408	417
Total	1,265	2,375	987	610	900	741	839	976	1,288	1,137	1,167

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
City Development											
City Planning											
New Capital											
Citywide Amenity Upgrades	34	508	525	529	163	555	170	581	179	610	188
Harbourside Access & Amenities		2,900	2,481			4,691					
Harbourside Borrowing Costs	54	56	269								
St Clair Sea Wall	129	141									
Total	217	3,605	3,275	529	163	5,246	170	581	179	610	188
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	217	3,605	3,275	529	163	5,246	170	581	179	610	188
Community Development & Support											
Housing											
New Capital											
New Housing Units	176	1,286									
Total	176	1,286	0	0	0	0	0	0	0	0	0
Renewals											
Existing Housing Upgrade	450	450	462	478	491	503	518	534	547	561	573
Total	450	450	462	478	491	503	518	534	547	561	573
Total	626	1,736	462	478	491	503	518	534	547	561	573
Cemeteries & Crematorium											
New Capital											
Chapel Heating							33				
Dunedin Cemetery	390	45									
Total	390	45	0	0	0	0	33	0	0	0	0
Renewals											
Cremator Replacement	420										
East Taieri Garage					3						
Larnachs Tomb ‡						277					
Paving			440	589							
Refractory Lining Replacement		110									
Total	420	110	440	589	3	277	0	0	0	0	0
Total	810	155	440	589	3	277	33	0	0	0	0

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Civic Leadership											
New Capital											
Council Chamber/Edinburgh Room Improvements	20										
Total	20	0	0	0	0	0	0	0	0	0	0
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	20	0	0	0	0	0	0	0	0	0	0
Museums, Libraries & Art Gallery											
Dunedin Public Libraries											
New Capital											
Blueskin Bay Library Expansion ‡		350	424								
Heritage Collection Purchases	62	65	67	69	71	72	74	76	77	79	81
Heritage Collection Purchases - Trust Funds	10	10	10	11	11	11	11	12	12	12	13
Operational Collections Purchases	966	1,014	1,049	1,073	1,099	1,125	1,151	1,178	1,208	1,238	1,268
Dynix Replacement Project	30	301									
Library Redevelopment					973	8,346	7,745	4,494	4,604		
Library Redevelopment Borrowing Costs					17	209	727	1,067	1,193		
Total	1,068	1,740	1,550	1,153	2,171	9,763	9,708	6,827	7,094	1,329	1,362
Renewals											
Minor Capital Equipment Purchases	50	52	53	54	56	57	59	60	61	63	64
Total	50	52	53	55	56	57	59	60	62	63	65
Total	1,118	1,792	1,603	1,207	2,227	9,820	9,767	6,887	7,155	1,392	1,426
Dunedin Public Art Gallery											
New Capital											
DCC Funded Acquisitions	9	91	52	53	54	56	57	58	60	61	63
DCM Minor Capital Works	40	20	21	21	22	22	23	23	24	24	25
DPAG Environmental Controls ‡	17	501									
DPAG Funded Acquisitions ‡	65	65	67	69	71	72	74	76	77	79	81
Total	131	677	140	143	146	150	153	157	161	165	169

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Renewals											
DPAG HVAC	16	36	22	15	3	3	255				
DPAG Security System			30	28							
Total	16	36	52	43	3	3	255	0	0	0	0
Total	147	713	192	186	149	153	408	157	161	165	169
Otago Settlers Museum											
New Capital											
OSM Redevelopment ‡	5,573	10,326	12,746	9,050	390						
OSM Redevelopment Borrowing Costs	208	649	1,312	1,722							
DCM Minor Capital Works		20	21	21	22	22	23	23	24	24	25
Total	5,781	10,995	14,079	10,793	412	22	23	23	24	24	25
Renewals											
Total	0	0	0	0	0	0	0	0	0	0	0
Total	5,781	10,995	14,079	10,793	412	22	23	23	24	24	25
Sport, Recreation & Leisure											
Aquatic Services											
New Capital											
Hydroslide and Creche	600										
Total	600	0	0	0	0	0	0	0	0	0	0
Renewals											
Moana Pool Double Glazing Replacement		57	59	60	62						
Mosgiel Pool Filter		54									
Mosgiel Pool Upgrade			428	12	12	31	9	60	22	23	23
Port Chalmers Upgrade					20	7		60	22	23	23
St Clair Hot Salt Water Pool	26				17	15	25	26	27	28	28
Gym Equipment Replacement		20	21	22	22	23	24	25	25	25	26
Minor Capital	15	16	16	17	17	17	17	18	19	18	20
Moana Pool Replacement of Filters											75
Rectrac Replacement	150	150									
Total	191	297	524	111	150	93	75	189	115	117	195
Total	791	297	524	111	150	93	75	189	115	117	195

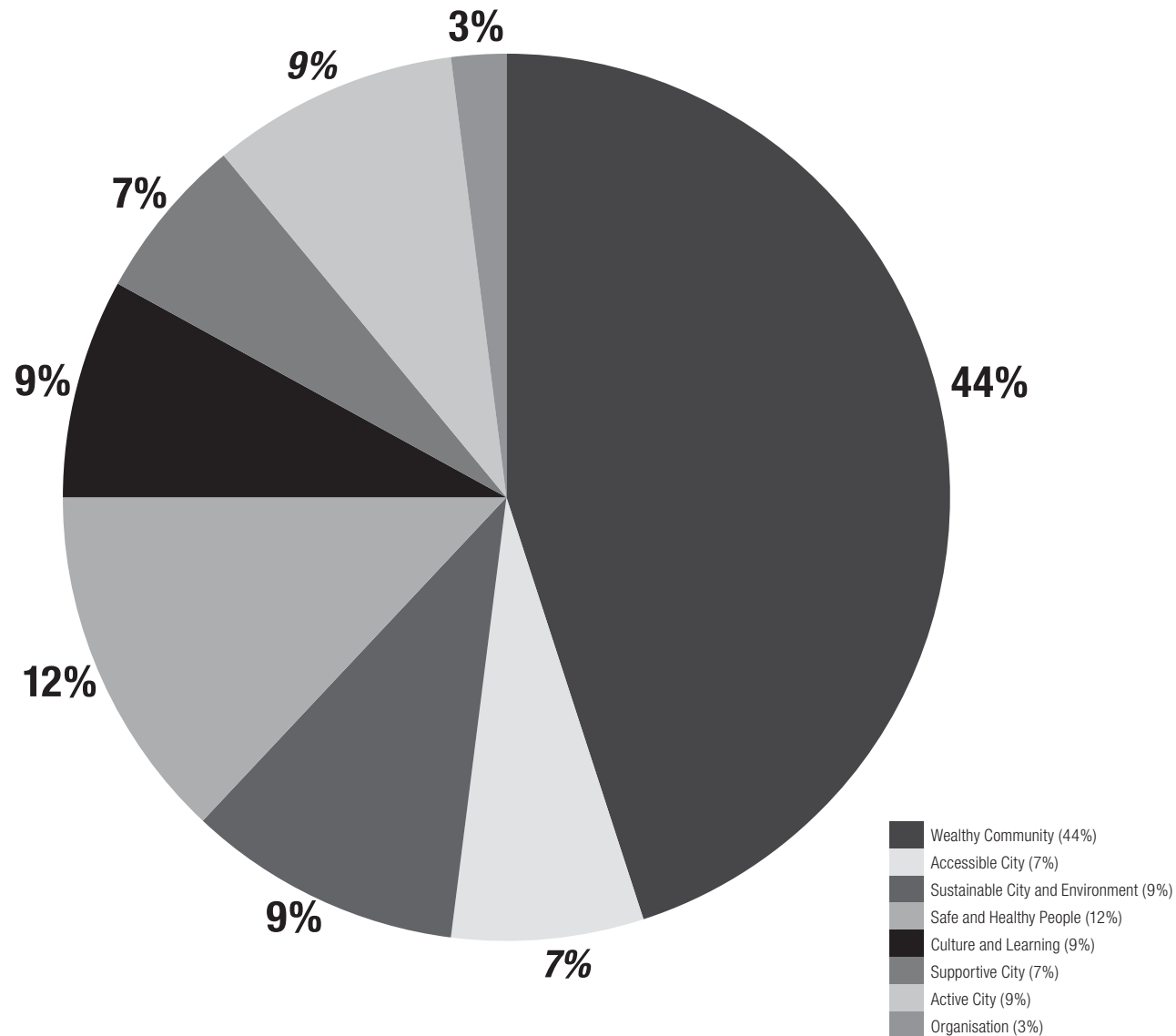
	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Botanic Garden											
New Capital											
Mediterranean Garden ‡	13	170									
Winter Garden							92	8			
Botanic Garden Redevelopment	190	1,010	2,055	2,124	1,452						
Redevelopment Borrowing Costs	23	34	130	281	415						
Total	226	1,214	2,185	2,405	1,867	0	92	8	0	0	0
Renewals											
Aviary		10									
Entranceway Sculpture				93							
Total	0	10	0	93	0	0	0	0	0	0	0
Total	226	1,224	2,185	2,498	1,867	0	92	8	0	0	0
Parks & Reserves											
New Capital											
Recreation Services											
Playground Improvement	257	295	303	313	322	330	339	350	358	368	375
Logan Park Surface Upgrade		212	175								
Logan Park Redevelopment		3,300	4,727	4,991	2,646						
Logan Park Redevelopment Borrowing Costs		64	341	689	990						
Hancock Park Upgrade						415					
Bathgate Park Upgrade					277						
Opoho Park Upgrade							292				
Montecillo Upgrade									309		
Track Enhancements	20										
Te Rauone Toilet Upgrade		70									
Broad Bay Reserve Planting		5									
Back Beach Reserve Landscaping		10									
Kitchener Street Footpath		52									
Otago Boat Harbour Carparking		52									
University Oval Cricket Test Facilities ‡		442									
Booking System Upgrade		150									

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Forrester Park Car Park (Gravel)		30									
Portobello Jetty ‡			808								
Conservation Services											
Harbour Cone Projects		100									
Coastal Conservation	400										
Taiaroa Head Car Park Upgrade		150									
Art in Public Places		100	51	53	55	56	58	59	61	62	64
Recreation & Conservation Services											
Reserve Purchase	50	50	51	53	55	56	58	59	61	62	64
Developer Contributions											
Reserve Development Grandvista ‡		239									
Reserve Development Mosgiel East ‡			1,359								
Reserve Development Mosgiel West ‡				994							
Total	727	5,321	7,815	7,093	4,345	857	747	468	789	492	503
Renewals											
Playground Safety	67										
Parks & Reserves Renewal	267										
Sportsground Renewal	616										
Recreation Services Renewal		723	863	479	309	386	911	231	360	243	346
Conservation Services Renewal		156	94	118	99	124	286	280	111	113	122
Total	949	879	957	597	408	510	1,197	511	471	356	468
Total	1,676	6,200	8,772	7,690	4,753	1,367	1,944	979	1,260	848	971
Corporate Support Activities											
Citifleet											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Vehicle Fleet Replacement	450	665	687	496	508	520	532	545	557	572	585
Truck Deck Replacement	30	40	21	42	44	44	34	70	42	85	25
Truck Renewal	100	50	52	53	54	56	57	58	60	61	63
Total	580	755	760	591	606	620	623	673	659	718	673
Total	580	755	760	591	606	620	623	673	659	718	673

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Customer Services Agency											
New Capital											
Customer Request Logging System		50									
Total	0	50	0	0	0	0	0	0	0	0	0
Renewals											
Contact Centre Applications	150							174			
Total	150	0	0	0	0	0	0	174	0	0	0
Total	150	50	0	0	0	0	0	174	0	0	0
Finance											
New Capital											
AP-EAS		35									
Total	0	35	0	0	0	0	0	0	0	0	0
Renewals											
Corporate Furniture	65	100	70	71	73	75	76	78	80	82	84
AP-EAS								35	95		
Total	65	100	70	71	73	75	76	113	175	82	84
Total	65	135	70	71	73	75	76	113	175	82	84
Network Services											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Business Continuity Plan	123	67	103	116		111	68	128	119		138
Data Communications Network	141	155	134	106	54	56	57	58	60	61	63
Office Automation Equipment	250	250	258	265	271	277	284	291	298	305	312
Desktop Equipment	193	374	386	395	405	414	424	434	445	456	467
Systems Operations	65	65	67	69	71	72	74	76	77	79	81
Voice Communications Infrastructure		45	27	26	27	28	28	29	29	31	31
Total	772	956	975	977	828	958	935	1,016	1,028	932	1,092
Total	772	956	975	977	828	958	935	1,016	1,028	932	1,092

	2008/09 Revised Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
‡ Indicates projects with full or partial external funding sources											
Business Solutions											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
Web Communications Equipment		8			9	17			10	10	10
Other Core Council Applications		200	620		43	178			238	732	
Total	0	208	620	0	52	194	0	0	248	742	10
Total	0	208	620	0	52	194	0	0	248	742	10
Information Solutions											
New Capital											
Total	0	0	0	0	0	0	0	0	0	0	0
Renewals											
A3/A4 Scanners					43					49	
Large Format Plotter	30					33					38
Large Format Scanners	50				54	56					63
Dataworks Renewals	25	50	52	53	54	56	57	58	60	60	62
Storage Equipment		20	20	21	21	22	23	23	23	24	25
Land Information System	74	75			542	2,219					
Total	179	145	72	74	716	2,386	80	81	83	134	188
Total	179	145	72	74	716	2,386	80	81	83	134	188
Grand Total	107,573	190,782	223,325	120,733	55,360	69,382	57,550	56,701	57,724	54,388	64,756

2009/10 Capital Expenditure by Outcome Area



2009/10 Capital Expenditure Programme by Outcome Area

The following table demonstrates how the 2009/10 Capital Expenditure Programme contributes to each of the community outcomes:

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
		2009/10 Budget \$'000	Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
Economic Development & City Promotion										
Stadium	Stadium	75,883	53,118				7,588	7,588	7,588	
	Stadium Borrowing Costs	5,258	3,681				526	526	526	
Dunedin Centre	Dunedin Centre Re-development	8,408	5,886		2,522					
	Dunedin Centre Re-development Borrowing Costs	310	217		93					
	General Equipment Upgrade	175	88		88					
Property - Investment	Investment Renewals	7,050	7,050							
Property - Management	Property Management	215								215
Property - Miscellaneous	Capital Renewal	50								50
	Regent Theatre Redevelopment	350			42		154	154		
	CCTV Octagon	200				200				
	Railway Station Platform Renewal	295			148	148				
	Railway Station Canopy Upgrade Stage 2	280			140	140				
	Gasworks Museum	400		80	240		80			
Property - Operational	Civic Centre Accommodation Upgrade	2,400								2,400
	New Buildings/Alterations	150								150
	Toilets	256			128			128		
	Renewal/Replacement of Building Services	215								215
	Public Toilet Renewals	400				400				
	Public Hall Renewals	20			3		8	9		
Transport Network										
Transportation Operations	Mosgiel/Taieri Arterial Routes	180	36	54	36	54				
	Roading Miscellaneous Works	118		118						
	Seal Extension Programme	772	255	255		262				
	Subdivision Property Purchase	30		30						
	Strategic Corridor Upgrades	9,513	1,427	2,854	1,427	2,854			951	
	Dunedin/Port Chalmers Walkway/Cycleway	100		30	20			20	30	
	Mosgiel East	848	170	254	170	254				

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
2009/10 Budget \$'000			Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
	Cycling Network Implementation	208		41	62	41			62	
	Mobility Facilities Programme	593		178		267			148	
	Pedestrian Facilities Programme	442		111		221			111	
	Peninsula Projects	2,375	712	712		475			475	
	Road Safety Works Programme	884			265	619			0	
	Street Lighting Improvements	13		4		4			4	
	Peninsula Information Site Relocation	286	28	257						
	Tourism, Destination & Attraction Signage	60	6	54						
	Bridge Renewals	1,103	221			221		662		
	Carriageway Resurfacing	3,570	714	1,428	357	1,071				
	Footpath Resurfacing	2,220	444	666	222	444			444	
	Footpath Resurfacing Central Activity Area	150	30	45	15	30			30	
	Gravel Road Re-metaling	781	117	156	117	156			234	
	Major Drainage Control	1,136	170	341	170	284			170	
	Markings	170	17	51	17	51			34	
	Retaining Wall Renewal	119	12	36	12	36			24	
	Seawall Renewal	1,200	120	240	120	360			360	
	Shape Correction: Pavement Rehabilitation	2,520	504	1,008	252	504			252	
	Shape Correction: Pavement Smoothing	1,440	288	576	144	288			144	
	Signals	206		62		82			62	
	Signs	145		44		58			44	
	Street Lighting	55		17		22			17	
	Structure Component Replacement	247	49	49	25	74			49	
Citipark	Pay and Display Machines	300		300						
	Skidata Software Upgrade	25		25						
Personal Safety										
Civil Defence & Rural Fires	Emergency Equipment Replacement Programme	47				47				

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
2009/10 Budget \$'000			Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
Public Health										
Water Production	Metro Development - Water Facilities	536	107		54	375				
	Taieri River Bridge Bypass	52	21		5	26				
	Metro Renewals - Water Facilities	280	140		28	112				
	Deep Creek Pipeline	2,281	1,140		228	912				
	Rocklands Water Scheme Renewals	2	1			1				
Network Maintenance Operations	Plant Replacement	16	2		2	13				
Network Management	Water									
	Metro Development - Pipe Network	123	25		12	86				
	Reticulation Development - Zone Metering	68	14		27	27				
	Metro Renewals - Pipe Network	1,755	878		176	702				
	Rural Schemes Renewals	261	261							
	Wastewater									
	Metropolitan Reticulation	166	50		66	50				
	Sewer Overflow Mitigation	500	50		100	350				
	Allanton Effluent Disposal	860	86		258	516				
	Pump Stations	161	48		48	65				
	Foul Sewer Renewals (Reticulation & Trunk Mains)	1,643	493		493	657				
	Stormwater									
	Stormwater Reticulation Upgrades	366	110		110	146				
	Somerville St Stormwater Sewer	578	116		174	289				
	Pump Stations	41	12		12	16				
	Stormwater Trunk Mains	523	157		157	209				
Wastewater Treatment	Tahuna Upgrade Stage 2 - Treatment	13,568	3,392		4,070	5,427	678			
	Treatment Borrowing Costs	371	93		111	148	19			
	Mosgiel Wastewater Pump Station Capacity	500	150		150	150	50			
	Treatment Plants	622	187		187	187	61			
Solid Waste	Compost for Final Cap	31			9	22				

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
2009/10 Budget \$'000			Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
	Green Island (GI) LF Gas Collection System	1,503			451	1,052				
	Landscaping for Final Cap	31			9	22				
	Sawyers Bay (SB) LF Closure	152	15		91	46				
	GILF Improvements to Final Cap	175	18		105	53				
	GILF Leachate System	200	20		120	60				
	Landfills Green Island	258	52		103	103				
	Renewal of Litter Bins	23			7	16				
City Planning & Urban Design										
Architecture & Urban Design	Citywide Amenity Upgrades	508			254	254				
	Harbourside Access & Amenities	2,900		725	1,450				725	
	Harbourside Borrowing Costs	56		14	28				14	
	St Clair Sea Wall	140	14		56	28	14	14	14	
Community Development & Support										
Housing	New Housing Units	1,286				257		1,029		
	Existing Housing Upgrade	450				90		360		
Cemeteries & Crematorium	Dunedin Cemetery	45		9	4	5	4	23		
	Refractory Lining Replacement	110				55		55		
Museums, Libraries & Art Gallery										
Dunedin Public Libraries	Heritage Collection Purchases	65		7			52	7		
	Heritage Collection Purchases - Trust Funds	10		1			8	1		
	Operational Collections Purchases	1,014	101				507	304	101	
	Dynix Replacement Project	301					241	60		
	Blueskin Bay Library Expansion	350	35				175	105	35	
	Minor Capital Equipment Purchases	52					41	10		
Dunedin Public Art Gallery	DCC Funded Acquisitions	91	14				63		14	
	Minor Capital Works	20					20			
	DPAG Environmental Controls	501					501			
	DPAG Funded Acquisitions	65	7				46	6	6	
	DPAG HVAC	36		4			32			

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
2009/10 Budget \$'000			Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
Otago Settlers Museum	OSM Redevelopment	10,327	2,065	2,065			5,164	1,033		
	OSM Redevelopment Borrowing Costs	649	130	130			324	65		
	Minor Capital Works	20					20			
Sport, Recreation & Leisure										
Aquatic Services	Moana Pool Double Glazing Replacement	57	11					17	28	
	Mosgiel Pool Filter	54	11					11	32	
	Gym Equipment Replacement	21	2					4	15	
	Minor Capital	16	2					3	11	
	Rectrac Replacement	150	15					30	105	
Botanic Garden	Building Rationalisation	1,010			202	101	202	505		
	Building Rationalisation Borrowing Costs	34			7	3	7	17		
	Mediterranean Garden	170					37		133	
	Aviary	10			3	7				
Parks & Reserves	Logan Park Surface Upgrade	212			42				170	
	Logan Park Redevelopment	3,300			660				2,640	
	Logan Park Redevelopment Borrowing Costs	64			13				51	
	Playground Improvement	295				118		59	118	
	Te Rauone Toilet Upgrade	70			14				56	
	Broad Bay Reserve Planting	5			1				4	
	Back Beach Reserve Landscaping	10			2				8	
	Kitchener Street Footpath	52			10				42	
	Forrester Park Car Park (Gravel)	30			6				24	
	Otago Boat Harbour Carparking	52			10				42	
	Harbour Cone Projects	100			60				40	
	Taiaroa Head Car Park Upgrade	150				90			60	
	Reserve Purchase	50			20				30	
	Art in Public Places	100	10				80	10		
	University Oval Cricket Test Facilities	442	354	44					44	
	Booking System Upgrade	150			90				60	

			Economic Well-being		Environmental Well-being		Social and Cultural Well-being			Organisation
			Wealthy Community	Accessible City	Sustainable City	Safe and Healthy People	Culture and Learning	Supportive City	Active City	
		2009/10 Budget \$'000								
	Reserve Development Grandvista	239	48	24	24	24		47	72	
	Recreation Services Renewal	723			145				578	
	Conservation Services Renewal	156			31				125	
Corporate Support Activities										
Citifleet	Vehicle Fleet Replacement	665								665
	Truck Deck Replacement	40								40
	Truck Renewal	50								50
Customer Services Agency	Customer Request Logging System	50								50
Finance	Corporate Furniture	100								100
	AP-EAS	35								35
Network Services	Data Communications Network	155								155
	Business Continuity Plan	67								67
	Office Automation Equipment	250								250
	Desktop Equipment	374								374
	Systems Operations	65								65
	Voice Communications Infrastructure	45								45
Business Solutions	Web Communications Equipment	8								8
	Other Core Council Applications	200								200
Information Solutions	Storage Equipment	20								20
	Land Information System	75								75
	Dataworks Renewals	50								50
Grand Total		190,782	85,817	13,099	17,330	22,537	16,703	12,862	17,155	5,279

Inflation Adjustors

Guidance has been issued by BERL in regard to the appropriate inflation adjustors to use in local government community plans for the years 2010/11 to 2018/19. The BERL inflators have been incorporated into this ten-year plan. Additional allowance has been made in the 2010/11 and 2011/12 years to reflect the impact on operating expenditure relating to the Emissions Trading Scheme.

The Council is using the following adjustors:

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Operating Expenditure									
Inflation Adjustors - Cumulative									
Activity Specific:									
Parks, Botanic Gardens and Property	103.5%	107.6%	110.5%	113.2%	116.5%	120.0%	123.1%	126.0%	128.9%
Transportation	103.4%	107.0%	109.6%	112.1%	114.7%	117.5%	120.3%	123.3%	126.0%
Water and Waste Services	103.0%	107.0%	110.2%	113.6%	117.3%	121.2%	125.2%	129.4%	133.9%
Generic:									
Other Costs	104.1%	107.3%	109.9%	112.4%	115.0%	117.7%	120.5%	123.5%	126.5%
Staff Costs	102.5%	104.9%	107.8%	110.6%	113.5%	116.4%	120.0%	123.8%	127.6%
Inflation Adjustors - Annual									
Activity Specific:									
Parks, Botanic Gardens and Property	3.5%	4.1%	2.7%	2.4%	3.0%	3.1%	2.6%	2.4%	2.3%
Transportation	3.4%	3.5%	2.4%	2.4%	2.3%	2.4%	2.5%	2.5%	2.2%
Water and Waste Services	3.0%	4.0%	3.0%	3.1%	3.3%	3.3%	3.4%	3.5%	3.5%
Generic:									
Other Costs	4.1%	3.1%	2.4%	2.4%	2.3%	2.4%	2.4%	2.5%	2.5%
Staff Costs	2.5%	2.4%	2.7%	2.6%	2.6%	2.6%	3.1%	3.2%	3.1%
Capital Expenditure									
Inflation Adjustors - Cumulative									
Activity Specific:									
Parks, Botanic Gardens and Property	102.8%	106.2%	109.0%	111.7%	115.0%	118.6%	121.6%	124.5%	127.4%
Transportation	102.7%	105.5%	108.1%	110.7%	113.3%	116.0%	118.9%	121.8%	124.5%
Water and Waste Services	102.2%	105.5%	108.7%	112.1%	115.9%	119.7%	123.7%	128.0%	132.4%
Generic:									
Capex - Other	103.4%	105.8%	108.4%	111.0%	113.5%	116.3%	119.1%	122.0%	125.0%
Inflation Adjustors - Annual									
Activity Specific:									
Parks, Botanic Gardens and Property	2.8%	3.3%	2.7%	2.4%	3.0%	3.1%	2.6%	2.4%	2.3%

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Transportation	2.7%	2.8%	2.4%	2.4%	2.3%	2.4%	2.5%	2.5%	2.2%
Water and Waste Services	2.2%	3.2%	3.0%	3.1%	3.3%	3.3%	3.4%	3.5%	3.5%
Generic:									
Capex - Other	3.4%	2.4%	2.4%	2.4%	2.3%	2.4%	2.4%	2.5%	2.5%

The inflation adjustors have been applied in the following manner:

- The staff costs adjustor has been used for staff costs in each activity
- The applicable activity level operational cost adjustor has been applied to operational and capital costs in each activity (excluding the proposed new stadium)
- The applicable activity level operational cost adjustor has been used for rates and external revenue (excluding the Dunedin City Holdings Limited dividend, and the external capital revenue for the proposed new stadium)
- The average activity level operational and staff cost adjustor has been used for internal revenue
- The applicable activity level capital cost adjustor has been applied to depreciation costs in each activity. This should pick up adjustments to depreciation as a result of asset revaluation
- No adjustment for inflation has been made to loans raised, repayments or loan interest
- No adjustments have been made to sales of assets, loans and advances or investments.

Emissions Trading Scheme

The inflation adjustors allow for an increase in energy prices from 1 January 2011, based on emissions at \$50 per tonne.

Additional Information – Prospective Financial Information

Purpose for which the Prospective Financial Information is prepared

The Council has not presented group prospective financial statements because the Council believes that the parent prospective financial statements are more relevant to users.

The main purpose of prospective financial statements in the Community Plan is to provide users with information about the core services that the Council intends to provide ratepayers, the expected cost of those services and, as a consequence, how much the Council requires by way of rates to fund the intended levels of service. The level of rates funding required is not affected by subsidiaries except to the extent that the Council obtains distributions from, or further invests in, those subsidiaries. Such effects are included in the prospective financial statements of the Council.

The forecast financial statements have been prepared in accordance with the Local Government Act 2002.

The Local Government Act 2002 requires a council to, at all times, have a Community Plan for each financial year. A Community Plan must include forecast financial statements.

The purpose of the Community Plan is to:

- a) Describe the activities of the Council;
- b) Describe the community outcomes of the Council's region;
- c) Provide integrated decision-making and co-ordination of the resources of the Council;
- d) Provide a long-term focus for the decisions and activities of the Council;
- e) Provide a basis for accountability of the Council to the community;
- f) Provide an opportunity for participation by the public in decision-making processes on activities to be undertaken by the Council.

The purpose of this Plan is to consult with the community on the spending priorities outlined within the Plan. Following the consultation period, as a result of submissions or the provision of more up-to-date information, there may be changes made to the Plan. The final Community Plan will be adopted on 22 June 2009.

Nature of Prospective Information

The forecast financial statements are prepared in accordance with Financial Reporting Standard 42. They are prepared on the basis of best-estimate assumptions as to future events, which the Council expects to take place as of May 2009.

The Council adopted the Community Plan in June 2009. The Council is responsible for the preparation of the forecast financial statements, the assumptions and the additional information provided in the Plan.

The next ten year forecast financial statements will be prepared for inclusion in the 2010/11 – 2019/20 draft Annual Plan.

Cautionary Note

The forecast financial statements are prospective financial information. Actual results are likely to vary from the information presented, and the variations may be material.

Extent to which Prospective Information Incorporates Actual Results

The period covered by the Community Plan contains no actual operating results, but the forecast balance sheet is extrapolated from the audited Statement of Financial Position included in the Dunedin City Council Annual Report as at 30 June 2008.

Basis of Underlying Assumptions

The Community Plan brings together summary information from several vastly detailed and comprehensive strategic planning processes. There are a number of Council strategies, plans and policies that guide the Council's decision-making and influence the content of this plan. Some of the main strategies are listed in the Community Outcomes section of this document.

All Council departments or activities have prepared ten-year Activity Management Plans. These plans have been prepared using standard templates and business assumptions. The most significant business assumption is the provision of the same level of service, which implies there will be no termination of service for any activity.

Significant Forecasting Assumptions, Uncertainties and Risks

The following assumptions, risks and uncertainties have been prepared in accordance with the Council's legislative requirements, and in reference to the Council's Community Plan guidelines, and Activity Plans.

Uncertainty increases as the number of years of prospective financial information increases. These forecast financial statements must be read with caution, utilising the details of financial assumptions contained in this statement. Years 2015 to 2019 must be read with considerable caution even though, in broad terms, the business of the Council will continue as it has for the last 150 years. Uncontrollable external events will significantly affect the forecast. The most significant risks that may impact on the forecast financial statements include unexpected changes to legislation and/or regulations.

The Council is fortunate to have Dunedin City Holdings Limited and its subsidiaries as a source of cash flow, which has often exceeded forecasts. It has been assumed that the organisational structure of the wider Dunedin City Council group, which includes the Holding company and its subsidiaries, will remain unchanged. Further, it is assumed that the business environment in which the subsidiaries operate will not undergo significant change and, therefore, affect their profitability and hence cash flow to the parent Dunedin City Council.

Clarity on the form and impact of climate change is still being researched and debated; and many international agencies and businesses, such as insurance companies, are factoring climate change into their planning. Recurring drought or deluge could affect the engineering standards applied to the Council infrastructure and therefore affect costs. It has been assumed that environmental conditions will not significantly change over the next ten years. It should be noted that climate change impacts are being considered in long term planning (20 – 50 years forward) being undertaken within the major asset owning activities such as water and waste services and transportation.

Description	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Service Priorities	A	It is assumed that the community will continue to endorse the current range of services that the Council provides to the community. Community support for the current range of services has remained static since the 2001 'Choices for the Future' consultation.
Population Growth Projections	A	The 2009/10 Community Plan uses a medium-growth scenario for its population growth projections. The projections were prepared in July 2008 by Council staff with reference to Statistics New Zealand (SNZ) 2001-2021 population forecasts and Business and Economic Research Limited (BERL) 2004 forecasts, analysed in consideration of available Statistics New Zealand 2006 Census data. The BERL Economic and Population Scenarios for Dunedin City 2004 medium growth scenario remains the base for future planning. The total projected growth for the 20-year period of 7.4% with growth of 2.6% in the second decade 2011-2021.
Policies for Significant Assets	A	The Council maintains its current policies for the ownership and management of the significant assets as listed in the Significance Policy.
Natural Disasters	A	The funding provision assumes there will be no major natural disaster of a type that causes widespread and significant damage to Dunedin's infrastructure.
External Factors	A/R	There will be no unexpected changes to legislation, national standards, or other external factors, which alter the nature or extent of services provided by Council.
Levels of Service	A	It is assumed levels of service will be maintained unless otherwise stated in the 2009/10 Community Plan.

Description	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Interest Rates	A	Interest on money borrowed is estimated at 7.75% per annum (excluding money borrowed for the purpose of the proposed new stadium). Interest on money borrowed for the purpose of the proposed new stadium during the construction period, is estimated at 9.62% per annum for the first \$40 million, 6.82% for the next \$50 million and 7.47% per annum over \$90 million. Interest on money borrowed after the stadium is completed is estimated at 7.47% per annum. This assumes no change in the rating given to the Council by Standard and Poor's.
Foreign Exchange	A	There will be no significant fluctuation in the level of the NZ\$.
Fixed Asset Valuations	A	Estimates are prepared based on Council's accounting policies, which in turn are drawn from New Zealand IFRS and NZ GAAP. Those accounting policies include valuation policies appropriate for public benefit entity assets.
Depreciation and Useful Lives	A	Estimates are based on Council's accounting policies and useful lives as stated in the NAMS Manual.
New Zealand Transport Agency and other Subsidies	A	It is assumed NZTA and other ongoing subsidies will continue to be available.
Outsourcing	A	Where Council outsources physical works and professional services, it is assumed this practice will continue.
Global Warming	A	Global warming and/or climate change will not significantly impact on asset management strategies or Council services over the ten-year planning period.

Description	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Size of Organisation	A	Council departments – 35 Council staff FTES – are maintained at current levels The ratio of staff to ratepayers remains at approximately 1.14:100 Number of Council suppliers – remains in the 800 – 1,000 range
Contract Rates	A	Council assumes re-tendering of contracts during 2009/10 will result in cost increases based on staff best estimates. Beyond 2009/10, the BERL inflators have been used.
Inflation	A	Budget lines in each of the ten years from 2009/10 to 2018/19 are based first on a "best estimate" of 2009/10 dollars. From 2010/11 an inflation adjustor is applied to the budgeted amounts. Refer to the Inflation Assumptions on page 217 below for details of inflators used.
Oil Price volatility	U/R	Oil price fluctuations may impact on operational and capital expenditure estimates with fluctuations in fuel pricing and movements in the Construction Cost Index (CCI). Impacts may be positive or negative.
Level of Asset renewal	A	The forecast expenditure for infrastructural asset renewal is sufficient to maintain the current level of service provided by those assets.
Level of Asset renewal	R	There is a risk of deferred maintenance resulting in additional funding requirements and/or reduced service levels not stated or provided in this Plan. The Council is working to improve the level of confidence in the asset renewal forecasts.

Description	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Sources of funds	A	It is assumed that the level of funds available to the Council over the period of this plan will be sufficient to meet the planned service levels.
Changes to planned service levels		The Council assumes that the service issues not provided for, or not fully provided for in the Plan, will be considered by the Council in the future, and in a manner that is consistent with the requirements of the Local Government Act. In doing so, it is assumed that the capacity of the Council to fund these services will be assessed against the key financial management ratios and policies stated in this Plan.
Development Contributions	A/R	It is assumed that Development Contributions can be collected on all capital expenditure related to growth. There is risk around projected growth not occurring, leading to shortfall in Development Contributions revenue.
Industry Capacity for Infrastructure Asset Construction	R	The Plan assumes sufficient design, engineering, and construction capacity will exist in the construction industry to undertake the physical works programme.
Emissions Trading Scheme	A/U	New Zealand Emissions Trading Scheme (ETS) became law on 26 September 2008. Estimates have been prepared on the basis that the scheme will continue in its current form. The change of Government in November 2008 has created uncertainty regarding the future of this legislation.

Activity Level Assumptions, Risks and Uncertainties

The schedule below provides the significant forecasting assumptions, uncertainties and risks for the Council's strategic assets as identified in the Significance Policy as defined in this Plan.

Activity	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Transportation	U	Capital Expenditure – Capacity Issues: Transportation studies confirm Dunedin's transport network generally has sufficient capacity to cater for expected needs over the next 30 years. Some specific areas have been identified where changes are necessary to cater for traffic growth and increasing community expectations – in central city strategic corridors and enhancing the roading/cycling network. The Transportation Strategy 2006 defines the future capital projects. It is possible that this capital programme could change to reflect any change in the Council's overall service priorities.
Solid Waste	U	Capital Expenditure: Predicted changes in legislation may require the closure of the current landfills by 2010. Otago has no Class A landfills to meet the Ministry for Environment (MfE) criteria by 2010 and little opportunity for the export of waste generated. This means a Class A landfill will be required by 2010 or sometime between 2010 and 2023 (when all existing resource consents expire). A new landfill will take five to six years to develop irrespective of whether the landfill is developed by the Council, privately or as a joint venture.

Activity	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Stormwater and Wastewater	U	Capital Expenditure – Asset Renewals: The level of confidence in the long-term funding and asset renewal requirements of the reticulation network is being improved. Implementation of the Three Waters Strategy will assist in achieving this.
	U	Capital Expenditure – Implications of Water and Sanitary Service Assessments: Water and Sanitary Service Assessments have been undertaken as required by the LGA. Community consultation may result in a need to improve reticulated supply, which could have implications on the capital expenditure forecasts in the Community Plan. These cannot be anticipated at this point.
	U	Capital Expenditure – Implications of Regional Council Requirements for "Water Bodies": The Otago Regional Council intends to have all 'water bodies' (lakes, rivers and streams) meeting 'contact recreational guidelines' in the future. This means complying with environmental standards for sporting and recreational use, and within five to ten years the DCC needing resource consent for stormwater discharges. Ultimately, the DCC may need to treat stormwater prior to discharge into urban streams. No allowance for this capital cost has been made in this Plan.

Activity	ARU	Significant Assumption (A), Risk (R) or Uncertainty (U)
Water	U	Capital Expenditure: Information on water asset condition, age and performance, and on the capacity of the system to cope with current and future levels of demand, is sufficient to provide a high level assurance that future renewal asset expenditure in the Community Plan will maintain existing service levels. As better asset information is obtained, budgeted expenditure will be revised.
	U	Capital Expenditure – Implications of New Legislation: New drinking water legislation will likely mandate new standards requiring the Council to upgrade treatment systems in the Outram and Rocklands schemes. No allowance has been made for this in this Plan.
	U	Capital Expenditure – Implications of Water and Sanitary Service Assessments: Water and Sanitary Service Assessments have been undertaken as required by the LGA. Community consultation may result in a need to improve reticulated supply, which could have implications on the capital expenditure forecasts in the Community Plan. These cannot be anticipated at this point.
	A	The Council is assuming that it will continue to draw raw water to current consent levels and that these catchments will continue to provide the current average levels of raw water over the period of this Plan.

Section Three – Funding Impact Statement

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Summary of Changes to the Rating Method

The rating method for 2009/10 incorporates the following changes. When considering the rating method, the Council takes into consideration the funding principles listed on page 213:

- Fire Protection Rate - the discount to residential institutions on the Fire Protection rate reduces from 55% to 40% for the 2009/10 year.
- Allanton Drainage Rate – a new targeted rate from the 2010/11 year, for existing residential properties in Allanton, who have chosen to repay the 20% share of capital costs over 20 years.

As a result of the work done by the Rates and Funding Working Party, the following change will occur for the 2009/10 year, but will be reviewed again prior to the release of the 2010/11 draft Annual Plan. In addition, new differential categories will be considered, and a new targeted rate will be considered further.

- General Rate Differential – the Council consulted on a proposal to reduce the general rate differential for non-residential properties over a period of 10 years. The proposal remedies an imbalance in the distribution of the rating burden on non-residential properties which is attributed to changes in property valuations over time. Non-residential valuations have increased disproportionately and the Council wishes to acknowledge this and at the same time send a positive signal of support to the commercial sector in difficult economic times. Table 3.1 shows the proportion of general rates paid by each property category in the 2008/09 year compared to the proportion each category will pay at the end of the 10 year phase-in.

Table 3.1: General Rates Proportion by Category

Property Category	Proportion paid in 2008/09	Proportion paid in 2018/19
Residential	54.4%	58.9%
Non-residential	39.8%	34.8%
Farmland	5.8%	6.3%

The Council has confirmed the change to the general rate differential for this plan but prior to the release of the draft 2010/11 Annual Plan, the working party will review the proposal again and consult with appropriate sector interests.

The working party is also to consider new differential categories for small holdings and properties providing mixed residential and commercial accommodation.

- Economic Development Targeted Rate - During the next six months the Rates and Funding Working Party will continue to consider the concept of an economic development targeted rate. Beneficiaries of the Council's Economic Development activity will be examined to determine an equitable means of funding this expenditure via a targeted rate.

Funding Impact Statement

For the Years Ending 30 June 2010 to 30 June 2019

	2008/09 Forecast Budget \$'000	2009/10 Budget \$'000	2010/11 Budget \$'000	2011/12 Budget \$'000	2012/13 Budget \$'000	2013/14 Budget \$'000	2014/15 Budget \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000
Revenue and Financing Mechanisms											
General Rate	42,760	45,587	51,259	57,562	59,644	62,682	66,329	68,865	70,917	72,780	74,599
Targeted Rates:											
Community Services Rate	9,073	9,560	9,885	10,247	10,506	10,740	11,027	11,356	11,638	11,914	12,181
Kerbside Recycling Rate	1,424	1,441	1,495	1,535	1,561	1,597	1,633	1,672	1,713	1,754	1,797
Citywide Water Rates	17,772	19,529	20,297	21,230	22,413	23,768	25,158	25,977	26,639	27,598	28,301
Citywide Drainage Rates	20,315	21,662	23,321	26,890	31,831	31,888	33,944	34,695	34,873	35,225	34,814
Rocklands/Pukerangi Water Scheme Rate	36	39	41	44	45	46	49	51	50	52	54
Allanton Drainage Rate			21	21	21	21	21	21	21	21	21
Private Street Lighting Rate	17	19	19	20	21	21	22	22	23	23	24
Revenue (Note 1)	65,741	96,867	100,216	100,539	89,959	92,279	92,169	93,836	95,539	97,221	99,035
Development Contributions	785	463	1,878	1,509	628	1,536	1,116	930	953	1,279	2,042
DCHL Dividend	15,442	12,762	12,862	12,862	7,862	7,862	7,862	7,862	7,862	7,862	7,862
NZTA Income	16,893	22,989	25,720	18,155	19,090	21,317	19,297	19,898	20,385	19,625	24,647
Loans Raised	41,328	97,928	126,911	49,361	7,124	18,412	7,779	4,123	4,220	891	1,457
Sale of Assets	22,444	6,547	4,331	233,507	60	61	63	64	66	67	69
Cash		1,885									
Reduction in Loans and Advances	546	2,413	365	345	331	72	72	73	72	72	54
Reduction in Investments	268			56					4		28
	254,844	339,691	378,621	533,883	251,096	272,302	266,541	269,445	274,975	276,384	286,985
Use of Funds											
Operating Expenditure	137,592	141,837	145,342	157,058	175,126	180,083	183,307	186,269	189,848	194,054	196,721
Capital Expenditure	107,574	190,781	223,326	120,266	55,827	69,383	57,550	56,700	57,724	54,387	64,756
Debt Servicing	6,657	6,755	8,500	128,290	16,624	17,545	17,467	18,580	19,154	18,182	18,594
Increase in Investments	296	318	305	259	280	309	247	298	230	246	197
Increase in Cash	2,725		1,148	3,395	3,239	4,982	7,970	7,598	8,019	9,515	6,717
Shareholders Advance				124,615							
	254,844	339,691	378,621	533,883	251,096	272,302	266,541	269,445	274,975	276,384	286,985

Note 1: Revenue includes fees and charges, subsidies, capital revenue, interest and dividends. Revenue also includes water rates as metered on properties.

Rating Method

Rating Policy

This rating policy should be read in conjunction with the Revenue and Financing Policy on page 217 and the funding principles on page 213.

Figures in this policy are GST inclusive.

The following rates will be set by the Council for the financial year commencing 1 July 2009 and ending 30 June 2010.

General Rate

A general rate based on the capital value of each rating unit in the district.

The general rate will be set on a differential basis based on land use (the categories are "residential", "non-residential" and "farmland").

The rates (in cents per dollar of capital value) for the 2009/10 year are:

Table 3.2: General Rates

Categories	Rates, Cents in \$ per Capital Value	Factor	Revenue Sought \$	General Rate Share
Residential	0.2058	1.00	\$28,155,000	54.9%
Non-residential	0.6236	3.03	\$20,155,000	39.3%
Farmland	0.1855	0.90	\$2,975,000	5.8%

The objective of the differential rate is to provide a mechanism to charge general rates to the three differential categories in a way that best achieves the 11 funding principles listed on page 213.

The Council will not be using a Uniform Annual General Charge.

Targeted Rates

Community Services

A targeted rate for Community Services of \$199.00. This rate will be set on a differential basis based on land use (the categories are "residential and farmland" and "non-residential"). The rate will be charged on the following basis:

Table 3.3: Targeted Rate – Community Services

Categories	Rate/Liability Calculated	Revenue Sought
Residential and Farmland	\$199.00 per separately used or inhabited part of a rating unit	\$10,167,000
Non-residential	\$199.00 per rating unit	\$588,000

The community services targeted rate will be used to fund part of the Parks and Reserves activity, the Botanic Garden and the Resource Recovery and Waste Management Strategy.

Kerbside Recycling Collection

A targeted rate for kerbside recycling per separately used or inhabited part of a rating unit, for all rating units that receive a kerbside recycling collection service. This rate shall not apply to vacant sections. The rate for the 2009/10 year is:

Table 3.4: Targeted Rate – Kerbside Recycling Collection

Liability Calculated	Rate	Revenue Sought
Per separately used or inhabited part of a rating unit	\$34.90	\$1,620,000

Drainage

A targeted rate for drainage. This rate will be set on a differential basis based on the provision of service (with the categories being "connected" and "serviceable") and on land use (with the categories being "residential and farmland", "non-residential, residential institutions and schools", and "churches"). The rate will be charged on the following basis:

Table 3.5: Targeted Rate – Drainage Categories

Categories	Liability Calculated	Revenue Sought
Residential and Farmland	Per separately used or inhabited part of a rating unit	\$15,826,000
Non-Residential, Residential Institutions and Schools	Per rating unit	\$1,050,000

Categories	Liability Calculated	Revenue Sought
Churches	Per rating unit	\$13,000

The rates for the 2009/10 year are:

Table 3.6: Targeted Rate – Drainage Rates

Residential and Farmland	Rates
Connected	\$351.00
Serviceable	\$175.50
Non-Residential, Residential Institutions and Schools	Rates
Connected	\$351.00
Serviceable	\$175.50
Churches	Rates
Connected	\$100.00

Rating units which are not connected to the scheme, and which are not serviceable, will not be liable for this rate.

Non-residential Drainage—Capital Value

In addition, a capital value based targeted rate for drainage on a differential basis based on land use (the categories are "non-residential", "residential institutions" and "schools") and the provision of services (the categories being "connected" and "serviceable"). This rate shall not apply to properties in Karitane, Middlemarch, Seacliff, Waikouaiti and Warrington.

This rate shall not apply to churches.

The rates for the 2009/10 year are:

Table 3.7: Targeted Rate – Non-Residential Drainage Rates

Categories	Rates, Cents in \$ per Capital Value		Revenue Sought	
	Connected	Serviceable	Connected	Serviceable
Non-Residential	0.1898	0.0949	\$6,348,000	\$89,000
Residential Institutions	0.1898	N/A	\$634,000	N/A
Schools	0.1424	0.0712	\$407,000	\$3,000

Water

A targeted rate for water supply per separately used or inhabited part of a rating unit on all property either connected or for which connection is available to receive an ordinary supply of water within the meaning of the Dunedin City bylaws, excepting properties in Karitane, Merton, Rocklands/Pukerangi, Seacliff, Waitati, Warrington, East Taieri, West Taieri and North Taieri. This rate will be set on a differential basis based on the availability of service (the categories are "connected" and "serviceable").

Rating units which are not connected to the scheme, and which are not serviceable, will not be liable for this rate.

The rates for the 2009/10 year are:

Table 3.8: Targeted Rate – Water (Ordinary)

Categories	Rate/Liability Calculated	Revenue Sought
Connected	\$383.00 per separately used or inhabited part of a rating unit	\$17,034,000
Serviceable	\$191.50 per separately used or inhabited part of a rating unit	\$193,000

A targeted rate for water supply that is based on the volume of water made available to all separately used or inhabited parts of a rating unit in Karitane, Merton, Seacliff, Waitati, Warrington, East Taieri, West Taieri and North Taieri. This rate will be set on a differential basis based on the availability of service (the categories are "connected" and "serviceable").

The rates for the 2009/10 year are:

Table 3.9: Targeted Rate – Water (Volume of Water)

Categories	Rate/Liability Calculated	Revenue Sought
Connected	\$383.00 per unit of water being one cubic metre (viz 1,000 litres) per day supplied at a constant rate of flow during a full 24 hour period	\$882,000
Serviceable	\$191.50 per separately used or inhabited part of a rating unit (Note this rate shall not apply to the availability of water in Merton, Karitane or Seacliff)	\$9,000

Fire Protection

A targeted rate for rating units that receive a water supply for the provision of a fire protection service. The rate will be set on a differential basis based on land use on certain categories of property ("non-residential" and "residential institutions").

This rate will be based on capital value. This rate shall not apply to churches.

The rates for the 2009/10 year are:

Table 3.10: Targeted Rate – Fire Protection Capital Value

Categories	Rates, Cents in \$ per Capital Value	Revenue Sought
Non-Residential	0.0973	\$3,650,000
Residential Institutions	0.0584	\$194,000

From 1 July 2006 the Council changed the way the Fire Protection water rate was charged to residential institutions. Residential institutions are to pay the same rate as non-residential properties for this service, with an eventual discount of 25%. The Council phased in the increase to residential institutions over five years by providing the following discount:

2006/07 year	85% discount
2007/08 year	70% discount
2009/10 year	55% discount
2009/10 year	40% discount
and from the 2010/11 year	25% discount

A targeted rate for water supply for the provision of a fire protection service for each separately used or inhabited part of a rating unit within the "residential and farmland" categories that are not receiving an ordinary supply of water within the meaning of the Dunedin City bylaws.

The rate for the 2009/10 year is:

Table 3.11: Targeted Rate – Fire Protection

	Rate/Liability Calculated	Revenue Sought
Fire Protection Water Rate	\$114.90 per separately used or inhabited part of a rating unit	\$9,000

Water—Quantity of Water

A targeted rate for the quantity of water provided to any rating unit fitted with a water meter, being an extraordinary supply of water within the meaning of the Dunedin City bylaws, according to the following scale of charges:

Table: 3.12: Targeted Rate – Quantity of Water

	Annual Meter Rental Charge
20mm nominal diameter	\$152.00
25mm nominal diameter	\$165.00
30mm nominal diameter	\$179.00
40mm nominal diameter	\$203.00
50mm nominal diameter	\$431.00
80mm nominal diameter	\$694.00
100mm nominal diameter	\$708.00
150mm nominal diameter	\$930.00
300mm nominal diameter	\$1,128.00

	Water Charge
Merton, Rocklands, Hindon and individual farm supplied Bulk Water	7.70 cents per cubic metre
All other treated water per cubic metre	118.00 cents per cubic metre

Rocklands/Pukerangi Rural Water Scheme

A targeted rate for water supply that is based on the volume of water made available to all rating units in the Rocklands/Pukerangi Water Scheme Area. The rate is \$190.00 for each unit of water being one cubic metre (viz 1,000 litres) per day supplied at a constant rate of flow during a full 24-hour period.

Private Street Lighting

A targeted rate for street lighting in the private streets to which the Council supplies a private street lighting service. The targeted rate will be set on a differential basis based on land use (the categories are "residential" and "non-residential"). The private street addresses are as follows:

1-10	Achilles Avenue	9	Hampton Grove
7	Angle Avenue	10	Hampton Grove
9	Angle Avenue	11	Hampton Grove
11	Angle Avenue	12	Hampton Grove
20	Angle Avenue	14	Hampton Grove
22	Angle Avenue	15	Hampton Grove
24	Angle Avenue	16	Hampton Grove
43	Arawa Street	19	Devon Place
47	Arawa Street	11	Balmoral Avenue
62	Balmacewen Road	10	Balmoral Avenue
60A	Balmacewen Road	7	Thomas Square
60B	Balmacewen Road	3	Campbell Lane
64	Balmacewen Road	1	Campbell Lane
1	Beaufort Street	6	Campbell Lane
2	Meldrum Street	5	Campbell Lane
10	Meldrum Street	4	Campbell Lane
390	Pine Hill Road	7	Campbell Lane
3	Beaufort Street	2	Campbell Lane
119	Belford Street	8	Campbell Lane
14	Bell Crescent	9	Campbell Lane
12	Bell Crescent	10	Campbell Lane
26	Bell Crescent	11	Campbell Lane
24	Bell Crescent	12	Campbell Lane
10	Bishop Verdon Close	13	Campbell Lane

7	Bishop Verdon Close	15	Campbell Lane
9	Bishop Verdon Close	3	Stanley Square
11	Bishop Verdon Close	2	Stanley Square
12	Bishop Verdon Close	1	Stanley Square
8a	Bonnington Street	13	Stanley Square
8	Bonnington Street	14	Stanley Square
10	Bonnington Street	15	Stanley Square
41	Norwood Street	6	Stanley Square
20	Brighton Road	5	Stanley Square
20A	Brighton Road	4	Stanley Square
20B	Brighton Road	1	Eton Drive
20C	Brighton Road	2	Eton Drive
20D	Brighton Road	3	Eton Drive
20E	Brighton Road	7	Stanley Square
20F	Brighton Road	8	Stanley Square
20G	Brighton Road	14	Campbell Lane
20H	Brighton Road	9	Stanley Square
20J	Brighton Road	10	Stanley Square
20K	Brighton Road	11	Stanley Square
34	Burgess Street	12	Stanley Square
36	Burgess Street	1	Wenlock Square
38	Burgess Street	2	Wenlock Square
40	Burgess Street	3	Wenlock Square
42	Burgess Street	7	Wenlock Square
44	Burgess Street	9	Wenlock Square
46	Burgess Street	12	Wenlock Square
48	Burgess Street	11	Wenlock Square
50	Burgess Street	6	Wenlock Square
183	Burt Street	4	Wenlock Square
181	Burt Street	8	Wenlock Square

185	Burt Street	10	Wenlock Square	13	Corstorphine Road	11	Devon Place
82	Caldwell Street	5	Wenlock Square	15	Corstorphine Road	15	Devon Place
80	Caldwell Street	15	Wenlock Square	21	Corstorphine Road	17	Eton Drive
64	Caldwell Street	14	Wenlock Square	23	Corstorphine Road	14	Devon Place
30	Cardigan Street, North East Valley	4	Eton Drive	25	Corstorphine Road	8	Balmoral Avenue
32	Cardigan Street, North East Valley	5	Eton Drive	11	Corstorphine Road	7	Balmoral Avenue
34	Cardigan Street, North East Valley	6	Eton Drive	11A	Corstorphine Road	1	Thomas Square
36	Cardigan Street, North East Valley	9	Eton Drive	11	Craighall Crescent	2	Thomas Square
28	Centennial Avenue, Fairfield	8	Eton Drive	15	Craighall Crescent	3	Thomas Square
26	Centennial Avenue, Fairfield	7	Eton Drive	22	Davies Street	6	Thomas Square
24	Centennial Avenue, Fairfield	19	Eton Drive	21	Davies Street	5	Thomas Square
22	Centennial Avenue, Fairfield	21	Wenlock Square	149	Doon Street	4	Thomas Square
150A	Chapman Street	19	Wenlock Square	139	Doon Street	3	Devon Place
150	Chapman Street	10	Eton Drive	139a	Doon Street	2	Devon Place
152	Chapman Street	11	Eton Drive	139b	Doon Street	1	Devon Place
12	Clearwater Street	12	Eton Drive	141	Doon Street	8	Thomas Square
14	Clearwater Street	15	Eton Drive	143	Doon Street	9	Thomas Square
16	Clearwater Street	14	Eton Drive	145	Doon Street	16	Balmoral Avenue
18	Clearwater Street	13	Eton Drive	151	Doon Street	32	Haywood Street
20	Clearwater Street	16	Eton Drive	7	Dorset Street	70	Hazel Avenue
22	Clearwater Street	20	Wenlock Square	5	Dorset Street	70a	Hazel Avenue
24	Clearwater Street	18	Wenlock Square	10	Dorset Street	72	Hazel Avenue
26	Clearwater Street	20	Eton Drive	11	Dorset Street	215a	Helensburgh Road
28	Clearwater Street	18	Eton Drive	12	Dorset Street	217a	Helensburgh Road
30	Clearwater Street	10	Devon Place	14	Dorset Street	217b	Helensburgh Road
32	Clearwater Street	13	Devon Place	16	Dorset Street	219	Helensburgh Road
34	Clearwater Street	12	Devon Place	18	Dorset Street	219a	Helensburgh Road
36	Clearwater Street	17	Wenlock Square	20	Dorset Street	219b	Helensburgh Road
22	Cole Street	7	Devon Place	21	Dorset Street	221	Helensburgh Road
17	Corstorphine Road	9	Devon Place	23	Warwick Street	223	Helensburgh Road

16 Warwick Street
 18 Warwick Street
 41 Duckworth Street
 35 Duckworth Street
 37 Duckworth Street
 39 Duckworth Street
 39a Duckworth Street
 49 Duckworth Street
 47 Duckworth Street
 53 Duckworth Street
 Dunedin Airport
 1 - 31 Eastbourne Street
 2 - 31 Eastbourne Street
 3 - 31 Eastbourne Street
 4 - 31 Eastbourne Street
 5 - 31 Eastbourne Street
 6 - 31 Eastbourne Street
 7 - 31 Eastbourne Street
 8 - 31 Eastbourne Street
 9 - 31 Eastbourne Street
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 18 - 31 Eastbourne Street
 19 - 31 Eastbourne Street

295 Highcliff Road
 297 Highcliff Road
 313 Highcliff Road
 315a Highcliff Road
 315b Highcliff Road
 317 Highcliff Road
 327 Highcliff Road
 329 Highcliff Road
 331 Highcliff Road
 333 Highcliff Road
 335 Highcliff Road
 337 Highcliff Road
 339 Highcliff Road
 347 Highcliff Road
 351 Highcliff Road
 20 Highgate
 18 Highgate
 16 Highgate
 34 Highgate
 34a Highgate
 216 Highgate
 218 Highgate
 20 Kinvig Street
 22 Kinvig Street
 4 Koremata Street
 2 Koremata Street
 12 Koremata Street
 3 Lawson Street
 5 Leven Street
 21-67 Lock Street

20 - 31 Eastbourne Street
 21 - 31 Eastbourne Street
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 38 - 31 Eastbourne Street
 39 - 31 Eastbourne Street
 40 - 31 Eastbourne Street
 41 - 31 Eastbourne Street
 42 - 31 Eastbourne Street
 43 - 31 Eastbourne Street
 46 - 31 Eastbourne Street
 47 - 31 Eastbourne Street
 50 - 31 Eastbourne Street
 51 - 31 Eastbourne Street
 45 Eglington Road
 204 Elgin Road

25 London Street
 23a London Street
 8 Lynwood Avenue
 10 Lynwood Avenue
 12 Lynwood Avenue
 12a Lynwood Avenue
 12b Lynwood Avenue
 12c Lynwood Avenue
 14 Lynwood Avenue
 15 Malvern Street
 11 Malvern Street
 17a Malvern Street
 44 Marne Street
 30 Marne Street
 32 Marne Street
 42 Marne Street
 46 Marne Street
 48 Marne Street
 50 Marne Street
 33 Melville Street
 24 Middleton Road
 14 Middleton Road
 16 Middleton Road
 18 Middleton Road
 20 Middleton Road
 22 Middleton Road
 26 Middleton Road
 28 Middleton Road
 30 Middleton Road
 37 Middleton Road

202	Elgin Road	37a	Middleton Road	150C	Gladstone Road North	89a	Riselaw Road
206	Elgin Road	39	Middleton Road	150D	Gladstone Road North	91	Riselaw Road
208	Elgin Road	43	Middleton Road	150E	Gladstone Road North	93	Riselaw Road
3	Everton Road	47a	Middleton Road	152B	Gladstone Road North	93a	Riselaw Road
2	Everton Road	23	Montague Street	152C	Gladstone Road North	21	Rosebery Street
4	Everton Road	19	Montague Street	152D	Gladstone Road North	16	Selkirk Street
76	Every Street	21	Montague Street	152E	Gladstone Road North	14	Sheen Street
64	Every Street	415	Moray Place	154A	Gladstone Road North	1-27	St Albans Street
66	Every Street	72	Newington Avenue	228	Gladstone Road North	2-27	St Albans Street
68	Every Street	49	Nottingham Crescent	214	Gladstone Road North	3.27	St Albans Street
70	Every Street	39	Pacific Street	216	Gladstone Road North	4-27	St Albans Street
53	Forfar Street	274	Pine Hill Road	218	Gladstone Road North	5-27	St Albans Street
53a	Forfar Street	264	Pine Hill Road	220	Gladstone Road North	6-27	St Albans Street
51	Forfar Street	264a	Pine Hill Road	222	Gladstone Road North	7-27	St Albans Street
49	Forfar Street	266A	Pine Hill Road	224	Gladstone Road North	8-27	St Albans Street
47a	Forfar Street	266B	Pine Hill Road	226	Gladstone Road North	9-27	St Albans Street
47	Forfar Street	268A	Pine Hill Road	230	Gladstone Road North	10-27	St Albans Street
45	Forfar Street	268B	Pine Hill Road	232	Gladstone Road North	11-27	St Albans Street
6 - 80	Formby Street	270	Pine Hill Road	234	Gladstone Road North	12-27	St Albans Street
1 - 80	Formby Street	272	Pine Hill Road	60	Glenross Street	13-27	St Albans Street
7 - 80	Formby Street	278A	Pine Hill Road	48	Glenross Street	365	Stuart Street
8 - 80	Formby Street	278B	Pine Hill Road	50	Glenross Street	367	Stuart Street
14 - 80	Formby Street	411	Pine Hill Road	54	Glenross Street	367a	Stuart Street
15 - 80	Formby Street	409	Pine Hill Road	56	Glenross Street	19	Sunshine Lane
16 - 80	Formby Street	19A	Queen Street	58	Glenross Street	21	Sunshine Lane
17 - 80	Formby Street	19	Queen Street	110	Glenross Street	23	Sunshine Lane
18 - 80	Formby Street	558	George Street	114	Glenross Street	25	Sunshine Lane
19 - 80	Formby Street	91a	Riselaw Road	116	Glenross Street	27	Sunshine Lane
150A	Gladstone Road North	87	Riselaw Road	34	Grandview Crescent	45	Rewa Street
150B	Gladstone Road North	89	Riselaw Road	17	Balmoral Avenue	2	Taupo Street

9	Balmoral Avenue	223	Ravensbourne Road
20	Devon Place	225	Ravensbourne Road
12	Balmoral Avenue	227	Ravensbourne Road
18	Devon Place	1	Taupo Lane
17	Devon Place	146	Victoria Road
16	Devon Place	44	Waimea Avenue
6	Devon Place	46	Waimea Avenue
5	Devon Place	48	Waimea Avenue
4	Devon Place	50	Waimea Avenue
1	Balmoral Avenue	58/60	Waimea Avenue
2	Balmoral Avenue	62/64	Waimea Avenue
3	Balmoral Avenue	3	Wanaka Street
6	Balmoral Avenue	33	Wickliffe Street
5	Balmoral Avenue	25	Woodside Terrace
4	Balmoral Avenue	20	Woodside Terrace
1	Hampton Grove	22	Woodside Terrace
2	Hampton Grove	23	Woodside Terrace
3	Hampton Grove	24	Woodside Terrace
4	Hampton Grove	25a	Woodside Terrace
5	Hampton Grove	26	Woodside Terrace
6	Hampton Grove	27	Woodside Terrace
7	Hampton Grove	29	Woodside Terrace
8	Hampton Grove	19	Woodside Terrace

The rate for the 2009/10 year will be charged on the following basis:

Table 3.13: Targeted Rate – Private Street Lighting

Categories	Liability Calculated	Rate	Revenue Sought
Residential	For each separately used or inhabited part of a rating unit in a private street the sum calculated on the formula of \$124.00 per street light in a private street divided by the number of separately used or inhabited parts of a rating unit in the private street.	\$124.00 for each street light	\$15,600
Non-residential	For each rating unit in a private street the sum calculated on the formula of \$124.00 per street light in a private street divided by the number of rating units in the private street.	\$124.00 for each street light	\$5,400

Differential Matters and Categories

Where councils assess rates on a differential basis the definition of differential categories is limited to the list of matters specified in Schedule 2 of the Local Government (Rating) Act 2002. The Council is required to state which matters will be used for definition of the categories and the category or categories of any differentials.

The differential categories are determined in accordance with the Council's land use codes and the provision or availability of services.

1 Differentials Based on Land Use

The Council uses this matter to:

- Differentiate the general rate
- Differentiate the Community Services Rate
- Differentiate the Private Street Lighting Rate.

The differential categories based on land use are:

- Residential – includes all rating units used for residential purposes including single residential, multi unit residential, residential special accommodation, residential commercial residence dependent on other, residential bach/cribs, non-residential properties in Strath-Taieri and all rural residential properties

- Non-residential – includes all rating units with land uses not otherwise categorised as Residential or Farmland
- Farmland – includes all rating units used solely or principally for agricultural or horticultural or pastoral purposes.

2 Differentials Based on Land Use and Provision or Availability of Service

The Council uses these matters to differentiate the drainage rate and non-residential drainage rate.

The differential categories based on land use are:

- Residential – includes all rating units used for residential purposes including single residential, multi unit residential, residential special accommodation, residential commercial residence dependent on other, residential bach/cribs and all rural residential properties
- Farmland – includes all rating units used solely or principally for agricultural or horticultural or pastoral purposes
- Non-residential – includes all rating units with land uses not otherwise categorised as Residential, Farmland, Residential Institutions, Churches or Schools
- Residential Institutions – includes only rating units with Council's land use codes 95 and 96
- Churches – includes all rating units used solely or principally as places of religious worship
- Schools – includes only rating units used for schools that do not operate for profit.

The differential categories based on provision or availability of service are:

- Connected – any rating unit that is connected to a public sewerage drain
- Serviceable – any rating unit that is not connected to a public sewerage drain but is capable of being connected to the sewerage system (being a property situated within 30 metres of a public drain).

3 Differentials Based on Provision or Availability of Service

The Council uses these matters to differentiate the water rates.

The differential categories based on provision or availability of service are:

- Connected – any rating unit that is supplied by the water supply system
- Serviceable – any rating unit that is not supplied but is capable of being supplied by the water supply system (being a rating unit situated within 100 metres of the nearest water supply).

Minimum Rates

Where the total amount of rates payable in respect of any rating unit is less than \$5.00, the rates payable in respect of the rating unit shall be such amount as the Council determines, but not exceeding \$5.00.

Low Value Rating Units

Rating units with a capital value of \$3,500 or less will only be charged the general rate.

Separately Used or Inhabited Part of a Rating Unit

For each category of rateable land includes, in addition to any portion occupied by the ratepayer, any portion of a separately rateable property used or inhabited by any person, other than the ratepayer, having a right to use or inhabit that portion by virtue of a tenancy, lease, licence, or other agreement.

Lump Sum Contributions

No lump sum contributions will be sought for any targeted rate.

Rating by Instalments

All rates to be collected by the Council will be payable by four instalments according to the following schedule.

The City is divided into four areas based on Valuation Roll Numbers, as set out below:

Table 3.14: Rating Areas

Area 1	Area 2	Area 3	Area 3 continued
Valuation Roll Numbers:			
26700	26990	26500	27550
26710	27000	26520	27560

Area 1	Area 2	Area 3	Area 3 continued
Valuation Roll Numbers:			
26760	27050	26530	27600
26770	27060	26541	27610
26850	27070	26550	27760
26860	27080	26580	27770
26950	27150	26590	27780
26960	27350	26620	27790
26970	27360	26640	27811
26980	27370	26651	27821
27160	27380	26750	27822
27170	27500	26780	27823
27180	27510	27250	27831
27190	27520	27260	27841
27200	27851	27270	27871
	27861	27280	27911
	27880	27450	27921
	27890	27460	27931
	27901	27470	27941
	28000		
	28010		
	28020		

Area 4 comprises ratepayers with multiple assessments who pay on a schedule.

Due Dates for Payment of Rates

All rates, with the exception of water rates which are charged based on water meter consumption, will be payable in four instalments due on the dates below:

Table 3.15: Rate Instalment Due Dates by Area

	Area 1	Areas 2 and 4	Area 3
Instalment 1	28/08/09	11/09/09	18/09/09
Instalment 2	13/11/09	27/11/09	11/12/09

Instalment 3	05/02/10	19/02/10	05/03/10
Instalment 4	21/05/10	28/05/10	11/06/10

Water meter invoices are sent separately from other rates at intervals depending on the quantity of water consumed.

Sample Rate Accounts

	Capital Value	2008/09 Rates \$	2009/10 Rates \$	Increase \$	Increase %
Residential					
Sample rates include all services eg Water, Drainage and Kerbside Recycling					
Mode	225,000	1,341	1,431	90	6.7%
Median Value	250,000	1,390	1,482	93	6.7%
Average	291,000	1,469	1,567	97	6.6%
Non-residential					
Sample rates include all services eg Drainage and Fire Protection					
Median Value	325,000	3,342	3,510	168	5.0%
Average	968,000	8,925	9,366	441	4.9%
Farmland					
Sample rates include no services (ie charged general and community services rates only)					
Median Value	470,000	1,011	1,071	60	5.9%
Average	710,000	1,431	1,516	85	6.0%

Definitions

Mode this is the most frequently occurring capital value.

Median this capital value is the one in the middle of the list of individual capital values. Half of the values are above this amount, and half below.

Average this is the capital value calculated if the whole value in each category was divided by the number of properties in each category.

Mix of Funding Mechanisms by Group Activity

The following funding mechanisms are applied to the Council's group activities. All mechanisms that have been used are in accordance with the Revenue and Financing Policy.

Note 1: Revenue includes fees and charges, subsidies, capital revenue, interest and dividends (other than Dunedin City Holdings Limited dividends). Revenue also includes water rates based on quantity of water.

	General Rate	Community Services Rate	Kerbside Recycling Rate	City-wide Water Rates	City-wide Drainage Rates	Rocklands/Pukerangi Water Scheme Rate	Private Street Lighting Rate	Revenue ¹	Loans Raised	Sale of Assets	Reduction in Loans and Advances	Dunedin City Holdings Limited Dividend	NZTA Income	Cash	Reduction in Investments	Development Contributions
Sport, Recreation and Leisure																
Community Development and Support																
Museums, Libraries and Art Gallery																
Public Health																
Personal Safety																
City Planning and Urban Design																
Economic Development and City Promotion																
Transport Network																
Corporate Support																

Funding Principles

The Dunedin City Council, in adopting the rating method, takes into consideration the following funding principles:

- 1 That, in so far as possible, the rating method should be simple, efficient and understandable.
- 2 People who benefit (including secondary beneficiaries) should contribute to costs.
- 3 Capital value is the primary method of determining the rating method. Capital value is based on market value and reflects the property valuation.
- 4 Property rates are a mechanism, which contains principles of public benefit taxation. Rates are not a user-pays mechanism.
- 5 The application of funding mechanisms should not distort markets.
- 6 The funding of activities and services should have regard to the interests of residents and ratepayers, including future ratepayers.
- 7 The funding of services and activities should not make these unaffordable.
- 8 People who pollute or damage the environment should bear the cost of redress.
- 9 To promote fairness and equity in rating, fixed charges may be used.
- 10 Where changes are contemplated to the rating method, transition arrangements may be used.
- 11 Specific rating areas may be considered on a case-by-case basis.

Section Four – Policies

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Financial Policy

Mission Statement

'Our purpose is to maintain and enhance our community for the long-term well-being of our people and environment through innovative leadership and the provision of cost-effective services.'

Underpinning Principles:

Financial Resources

That the Council must have the financial resources to provide services to the standard agreed without compromising the needs of future citizens and customers.

Cost Control

Outputs and processes must be cost effective and every effort made to contain costs in real terms.

Affordability

That the cost of services will be within an envelope of affordability that reflects, broadly, the capacity of people to pay.

Physical Capital

That investment in appropriate physical capital will deliver on current and future expectations.

Risk Aversion

That the Council will continuously assess business and financial risks.

Financial Sustainability

That the Council will manage its finances to ensure their durability, self-sufficiency and resilience.

Specific Financial Policies:

The following policies address the strategic issues that have been identified and recorded in this Financial Policy.

- 1 Statement of Accounting Policies (refer to page 178)
- 2 Revenue and Financing Policy
- 3 Liability Management Policy
- 4 Investment Policy
- 5 Development Contributions Policy.

Revenue and Financing Policy

The Local Government Act 2002 (LGA) requires the adoption of a Revenue and Financing Policy which states the Council's policies on the funding of its operating and capital expenditure and the sources of those funds.

The LGA requires the Council to manage its finances prudently and in a manner which promotes the current and future well-being of the community. The Council must ensure that each year's projected operating revenues are set at a level sufficient to meet the year's projected operating expenses. This is the "balanced budget" requirement. However, a council may choose to plan for a deficit provided it has regard to the impact on levels of service, the equitable allocation of responsibility for funding services and its funding and financial policies.

The Council adopted a Revenue and Financing Policy as part of the 2006/07 Long Term Council Community Plan and amended sections of it in subsequent Annual Plans.

In considering the sources of its funding, consideration was given to the following in relation to each activity:

- i the community outcome to which the activity primarily contributes
- ii the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
- iii the period in or over which those benefits are expected to occur
- iv the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
- v the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

After giving consideration to the above, the Council then considered "the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community."

Dunedin City Council's funding policy is to treat both operating and capital expenditure in the same way. That is to say, the extent to which the provision of a service by the Council is a public or private good will largely determine the extent to which rates or fees and charges fund capital

expenditure. For example, if the revenue funding policy for libraries is 95% public good: 5% private benefit, we would expect to fund the capital expenditure on book purchases in the same way, ie 95% by general rates and 5% by fees and charges. By contrast, the provision of dog walking parks (a capital expenditure) would be funded to the same extent that dog registration fees provide the funding of the dog control service (an operating expenditure).

While debt may sometimes be used to provide the immediate funding needed to acquire an asset, its repayment will be made from the same sources in the same ratio as for operating expenditure.

Options for funding Council Services

The Council uses the following sources of funding:

General Rates

This is used to fund public goods where it is not possible to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness and equity, consideration of the wider community good indicate that this is the most appropriate way to fund an activity.

Targeted Rates

This form of rate is used where an activity benefits an easily identifiable group of ratepayers and where it is appropriate that only this group be targeted to pay for some or all of a particular service. For example, water, wastewater, kerbside recycling.

Fees and Charges

User charges are direct charges to identifiable users or groups of users who use certain Council services such as dog control, swimming pools and building inspection. In these instances an identifiable benefit exists to clearly identifiable people and they are required to pay all or part of the cost of that service.

Development Contributions

Development contributions may be required for developments if the effect of the development is to require new or additional reserves, network infrastructure and community infrastructure of increased capacity and, as a consequence, the Council incurs capital expenditure.

Grants and Subsidies

Grants and subsidies apply to some activities when income from external agencies is received to support an activity. This is mostly made up from government subsidies such as New Zealand Transport Agency subsidies for roading services.

Other Sources of Funding

The Council also receives revenue from property rentals, interest and dividends to help offset the general rate requirement.

While borrowing may be used from time to time, usually to give effect to the principles of intergenerational equity, the repayment and servicing of the debt is funded by rates, fees and charges and other sources. In short the actual borrowing is a mechanism only; the revenue and financing policy applies to its repayment and servicing.

Summary of Funding Options

	Operating Expenditure	Capital Expenditure
General Rates	✓	✓
Targeted Rates	✓	✓
Revenue	✓	✓
New Zealand Transport Agency Income	✓	✓
Investment Income	✓	✓
Debt		✓
Proceeds from Asset Sales		✓
Development Contributions		✓
Financial Contributions		✓
Grants and Subsidies	✓	✓
Working Capital		✓
Investments		✓

Revenue and Financing Policy – Funding Schedule

The following table outlines how it is proposed to fund each activity of the Council:

Activity	2009/10 Policy		2009/10 Budgets	
	Rates Revenue %	Other Revenue %	Rates Revenue %	Other Revenue %
Economic Development and City Promotion				
Economic Development	90	10	92	8
Tourism Dunedin	100	0	100	0
Marketing and Communications	95	5	98	2
Dunedin Centre (Note 1)	50	50	82	18
Investment and Miscellaneous Property	0	100	0	100
Public Toilets	100	0	100	0
Stadium (Note 2)				
Visitor Centre	45	55	45	55
Transport Network				
Transportation Planning	62	38	62	38
Transportation Operations	57	43	55	45
Citipark	0	100	0	100
Parking Enforcement	3	97	3	97
Personal Safety				
Environmental Health	55	45	55	45
Liquor Licensing	50	50	47	53
Environmental Audit Services	0	100	0	100
Animal Control	30	70	31	69
Building Control	24	76	26	74
Civil Defence and Rural Fires	100	0	97	3
Public Health				
Water Supply	80	20	80	20
Wastewater	95	5	94	6
Stormwater Reticulation	100	0	100	0
Solid Waste – Land Fills (including Gas Collection and Post Closure Costs)	16	84	4	96
Solid Waste – Waste Minimisation	20	80	12	88
Solid Waste – Recycling/Kerbside	100	0	99	1
Solid Waste – Refuse and Litter Collection	10	90	11	89
City Development				
District Planning	100	0	100	0
Resource Consents (Note 3)	50	50	60	40

Activity	2009/10 Policy		2009/10 Budgets	
	Rates Revenue %	Other Revenue %	Rates Revenue %	Other Revenue %
Architecture and Urban Design	100	0	100	0
Community Development and Support				
Community Development	100	0	100	0
Community Housing	0	100	0	100
Cemeteries and Crematorium	33	67	37	63
Civic Leadership	100	0	100	0
Museums, Libraries and Art Gallery				
Dunedin Public Art Gallery (Note 4)	85	15	84	16
Otago Settlers Museum (Note 4)	95	5	95	5
Libraries	95	5	94	6
Otago Museum	100	0	100	0
Chinese Garden	40	60	28	72
Sport, Recreation and Leisure				
Aquatic Services	57	43	57	43
Botanic Garden	98	2	98	2
Parks and Reserves	96	4	96	4
Recreation Policy	100	0	100	0

Note 1 – The Dunedin Centre funding policy will not be achieved during the redevelopment construction period. This funding policy will be reviewed for the 2012/13 year.

Note 2 – The Stadium Activity included in this Plan relates to the construction and financing of the proposed stadium. The operation of the stadium will not occur until the 2011/12 year, at which time the Council will have transferred ownership of it into a Council Controlled Organisation. A ratepayer contribution of \$5 million collected as part of the general rate, during construction and then for 20 years after it is operational, will contribute towards the debt servicing costs.

Note 3 – Planned increases in resource consent fees for 2009/10 have been scaled back in response to the economic downturn. This policy will be reviewed again for the 2010/11 year.

Note 4 – These two funding policies were previously one Museums funding policy.

Summary of Revenue and Financing Policy

Activity	Outcome	Who Benefits?	Period of Benefit	Actions or Inactions that Create Need	Funding Source	Funding Source Proportion
Aquatic Services	Active City	Users benefit from personal fitness and competition but there is also a community benefit in providing another option for exercise.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	57% General Rates 43% Fees and Charges
Botanic Garden	Active City	The whole community benefits because the Botanic Garden adds to the environment and amenity values of Dunedin.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	98% General Rates 2% Fees and Charges
Recreation Policy	Active City	Ensures the city's cemeteries, parks and reserves are appropriately managed through the development and review of reserve management plans, and other strategies and policies.	Indefinitely. Reserves that are created or administered under the Reserves Act remain in place unless there is a contrary Ministerial decision.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	General Rates 100%
Parks and Reserves	Active City	The whole community benefits from the provision of recreation reserves and walkways. There are also identifiable users eg sports clubs for charging purposes.	The Council has made a commitment to undertake this activity for the long term. See above in relation to Reserves under the Reserves Act.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	96% General Rates 4% Fees and Charges
Cemeteries and Crematorium	Supportive Community	Provision of well maintained cemeteries and a sensitive crematorium/chapel service is important to the community as a whole. Families using burial services are identifiable for charging purposes.	The Council has statutory and public health responsibilities to provide the service on an ongoing basis. The Council also maintains closed cemeteries.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	Fees and Charges General Rates	33% General Rates 67% Fees and Charges
Chinese Garden	Supportive Community	Visitors to the garden benefit. There is also a wider economic benefit to the community through the garden as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	40% General Rates 60% Fees and Charges
Community Development	Supportive Community	The community benefits through the provision of information, advice and assistance on matters relating to the community for the Council. Community Groups that receive advice and assistance are identifiable.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	General Rates 100%
Community Housing	Supportive Community	Tenants, predominantly elderly people, and other people who meet the means testing criteria benefit.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	Rents from tenants	100% Fees and Charges

Activity	Outcome	Who Benefits?	Period of Benefit	Actions or Inactions that Create Need	Funding Source	Funding Source Proportion
Dunedin Public Art Gallery	Culture and Learning	Visitors to the gallery. The community also benefits through the custodial role the gallery fulfils and its role as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Retail revenue, entry fees, bequests	85% General Rates 15% Fees and Charges/Other external
Otago Settlers Museum	Culture and Learning	Visitors to the museum. The community also benefits through the custodial role the museum fulfils for heritage pieces and its role as a tourist attraction.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	95% General Rates 5% Fees and Charges
Otago Museum Levy	Culture and Learning	Visitors to the museum. The community also benefits through the custodial role the museum fulfils for historic pieces and its role as a tourist attraction.	In the long term, noting that the Otago Museum Trust Board Act is in place.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	100% General Rates
Libraries	Culture and Learning	Borrowers and visitors who browse, read and research.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	95% General Rates 5% Fees and Charges
Civic Leadership	Supportive Community	The activity supports the decision-making function of the Council and therefore benefits the community as a whole.	Indefinitely. The Council's decision-making function is provided for by the Local Government Act.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	100% General Rates
Water Production	Safe and Healthy People	Users connected to the system benefit.	Indefinitely.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity. Noting however that water supply requirements are directly attributable to usage levels by individuals.	Targeted Rate Commercial Metering	80% Targeted Rate 20% Fees and Charges
Wastewater	Safe and Healthy People	Users of waste water services. There are also public health benefits related to effective wastewater services.	Indefinitely.	High usage customers place higher than average demands on system capacity. Industries providing high volumes of wastewater are charged.	Targeted Rate Commercial Rates Trade Waste Charges	95% Rates comprised 80% targeted and 20% commercial rates 5% Trade Waste charges
Network Management	Safe and Healthy People	Users of the system. There are also public health benefits related to effective water, waste and storm water networks.	Indefinitely.	High usage customers place higher than average demands on system capacity. Industries providing high volumes of wastewater are charged.	Water Production: Targeted Rate Commercial Metering Wastewater: Targeted Rate Commercial Rates Trade Waste Charges	Water Production Component: 75% Targeted Rate 25% Fees and Charges Wastewater Component: 95% Rates comprised 80% targeted and 20% commercial rates. 5% Trade Waste charges

Activity	Outcome	Who Benefits?	Period of Benefit	Actions or Inactions that Create Need	Funding Source	Funding Source Proportion
Refuse Collection	Safe and Healthy People	Domestic and commercial users of collections services. There is also a public health benefit to the community related to ensuring that streets are kept clean.	Indefinitely.	The collections are required as individuals and businesses create waste. However, through the bylaws the Council is able to impose fines for littering and illegal dumping of refuse.	General Rates Bag Sales	10% General Rates 90% Fees and Charges
Landfills	Safe and Healthy People	Users of landfills. There is also a public health benefit through the safe and appropriate disposal of rubbish.	The Council has made a commitment undertaking this activity for an ongoing period. Landfills require management even after closure for in excess of twenty years for monitoring purposes.	While the landfill users require the Council to provide this facility, it is also acknowledged that at the moment it is able to be recycled or reused.	General Rate Fees and Charges	16% General Rate 84% Fees and Charges
Waste Minimisation	Safe and Healthy People	The community benefits from the Council's commitment to waste minimisation and provides education to the public.	Indefinitely	Landfill users require the Council to provide this facility. The new Waste Minimisation Act 2008 has introduced a Waste Levy charged at \$10 per tonne at the landfill, 50% of which is returned to the Council.	General Rate External Revenue	20% General Rates 80% External Revenue
Environmental Health, Dangerous Goods.	Safe and Healthy People	Individual licensees. The community benefits through the contribution this activity makes to public health and safety in relation to licensing food premises, and complaints in respect to noise, rubbish, potentially hazardous substances and regulation of industries that impact on public health (eg tattooists and beauticians).	The Council has made a commitment to undertake this activity for the long term.	Licensees and other people who do not comply with any aspect of regulations are required to remedy the problem.	General Rates Fees and Charges	55% General Rate 45% Fees and Charges
Liquor Licensing	Safe and Healthy People	Premises that are licensed allowing them to trade. There is some public benefit in terms of reducing the incidence of intoxicated persons in public places.	The Council has made a commitment to undertake this activity for the long term.	Liquor license fees are in effect a charge on the group of premises owners whose application to serve alcohol requires this service to be undertaken. In addition, penalties apply for licence infringements.	General Rates Fees and Charges	50% General Rate 50% Fees and Charges
Public Toilets	Safe and Healthy People	Users benefit. There is also a wider public health benefit to the community from ensuring adequate provision of public toilets.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	100% General Rates
Environmental Audit Services	Safe and Healthy People	The users of this service: Client Food Premises.	The Council has made a commitment to undertake this activity for the long term.	If a complaint is received about food premises, auditors must be engaged to certify that the problem has been rectified.	Fees and Charges	100% Fees and Charges

Activity	Outcome	Who Benefits?	Period of Benefit	Actions or Inactions that Create Need	Funding Source	Funding Source Proportion
Animal Control	Safe and Healthy People	Dog owners, as well as the community at large, in terms of educational programmes and the ability to report dog issues and seek assistance.	The Council has made a commitment to undertake this activity for the long term.	The registration fees charged to owners of dogs are in effect a charge on a group of people whose actions require this service to be undertaken.	General Rates Fees and Charges	30% General Rates 70% Fees and Charges
Building Control	Safe and Healthy People	Applicants for building consents.	The Council has made a commitment to undertake this activity for the long term.	People who carry out unregulated building activity generate the need for the Council to prevent and reduce the negative effects of this activity.	General Rates Fees and Charges	24% General Rates 76% Fees and Charges
Civil Defence and Rural Fire Control	Safe and Healthy People	The whole community benefits from having appropriate planning and resources in place.	The Council has made a commitment to undertake this activity for the long term.	Natural hazards exist despite individuals or groups. However rural fire fighting costs are recovered from the person(s) responsible.	General Rates	100% General Rates
City Development	Sustainable City and Environment	The service benefits the general public through the ability to enjoy an aesthetically pleasing environment.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	100% General Rates
Resource Consents	Sustainable City and Environment	Applicants for resource consents benefit. The whole community also benefits from ensuring that development occurs with minimal adverse environmental effect and maintains environmental, and amenities standards.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions that require this service to be provided. Noting however that costs for private plan changes are recovered.	District Plan General Rates Resource Consents General Rates Fees and Charges	50% General Rates 50% Fees and Charges
Tourism Dunedin	Wealthy Community	The tourism industry. The service also benefits the community by encouraging tourism which provides economic benefits to the City.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates	100% General Rates (Note: For proportion of funding provided by the Council. Organisation has other external funding sources).
Economic Development	Wealthy Community	Businesses that contact the service benefit. The community also benefits from economic growth and development.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates External Funding	90% General Rates 10% External Funding (Note ratio varies depending on availability of external funding).
Dunedin Centre	Wealthy Community	Groups and individuals using the centre. There is also a wider economic benefit to the community through the provision of conference facilities.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	50% General Rates 50% Fees and Charges
Marketing and Communications	Wealthy Community	Groups provided with assistance for events. Masters Games participants. There is also a benefit to the community through provision of information about Council activities and facilities, and promotion of the city.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	95% General Rates 5% Fees and Charges

Activity	Outcome	Who Benefits?	Period of Benefit	Actions or Inactions that Create Need	Funding Source	Funding Source Proportion
Visitor Centre	Wealthy Community	Visitors. There is also a wider economic benefit to the city gained through encouraging spending within the city through booked accommodation and attractions, and associated retail spending.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates Fees and Charges	45% General Rates 55% Fees and Charges
Investment and Miscellaneous Property	Wealthy Community	Revenue generation from sources other than rates benefits ratepayers and the community as a whole.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	Investments: Endowment properties that may only be replaced not sold Waipori Fund	100% Investments
Stadium	Wealthy Community	Patrons and key tenants will receive individual benefits. There is also a wider economic benefit to the city in terms of attracting visitors to the city.	The Council has made a commitment to undertake this activity for the long term.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	Fees and Charges for operation of the stadium	100% Fees and Charges (Operating Costs) Ratepayer Contribution - General Rates (Capital Costs)
Transportation Planning	Accessible City	The whole community benefits. All people use some form of transport.	Planning for future transportation needs is an ongoing task as our society evolves.	There are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates External Funding	62% General Rates 38% External Funding
Transportation Operations	Accessible City	The whole community benefits. All people use some form of transport.	The roading network will be maintained indefinitely.	In general there are no actions or inactions of particular individuals or groups that contributed to the need to undertake this activity.	General Rates External Funding	57% General Rates 43% External Funding
Citipark	Accessible City	Those motorists using parking services.		Motorists wishing to park close to their destination create the need for this service.	Fees and Charges	100% Fees and Charges
Parking Enforcement	Accessible City	The Community benefits from the provision of an effective parking system providing regular turn-over of parks allowing motorists to park near their destination.	The Council has made a commitment to undertake this activity for the long term.	Non compliance with parking regulations results in fines. Abandoned vehicles are also disposed of by this activity.	General Rates Fees and Charges	3% General Rates 97% Fees and Charges

Allanton Wastewater and Water Reticulated Services Funding Policy

The Council has approved the Allanton Wastewater and Water Reticulated Services funding policy. The key components of this policy are shown below:

The overall objectives of the Allanton Wastewater Reticulated Services Funding Policy are:

To recognise that there is a clear and demonstrated need to provide wastewater reticulation in Allanton, in terms of public health, environmental effects or other significant reasons;

To ensure that when the system is installed, each connection established, or any potential connection, is subject to charges in accordance with the Council's funding policy; and

To set the contribution payable towards the capital cost of providing new reticulated service by the Allanton Community.

The overall objectives of the Allanton Water Reticulated Services Funding Policy are:

To recognise that there is a need to provide water reticulation in Allanton;

To ensure that when the system is installed, each connection established, or any potential connection, is subject to charges in accordance with the Council's funding policy; and

To set the contribution payable towards the capital cost of providing new reticulated service by the Allanton Community.

The table below summarises the funding policy for the Allanton Water And Wastewater Reticulated Services:

	Wastewater	Water
Existing Residential Units	Compulsory requirement to connect 20% Capital Contribution Lump sum payable per connection, or spread over 20 years	75% agreement to connect required; if achieved connection will become compulsory for both existing and proposed residences 100% Capital Contribution Lump sum payable per connection, or spread over 20 years
New Residential Units	Compulsory requirement to connect 100% Capital Contribution Lump sum payable per connection	Required to connect 100% Capital Contribution Lump sum payable per connection
All	Annual Drainage Fixed Charge or half charge if do not connect Connection fee waived if connect at time of installation of network	Water Fixed Charge or half charge if do not connect Connection fee waived if connect at time of installation of network

Policy on Significance

This policy is provided in accordance with Section 90 of the Local Government Act 2002.

Purpose

The Dunedin City Council seeks to act in good faith in dealings with the community. We endeavour to listen to the views of the community with regard to the various decisions and proposals dealt with. We also seek to involve the community, as appropriate.

The purpose of the policy on significance is to indicate the Dunedin City Council's approach to determining the significance of proposals and decisions in relation to issues, assets or other matters that arise outside the Annual Plan and/or LTCCP processes. If a proposal or decision is determined by this policy to be significant, the Council will ensure the public is adequately consulted under the provisions of the Local Government Act 2002 prior to the proposal being finalised.

Organisational Scope

The policy on significance is relevant to all proposals or decisions in relation to planned operations, or changes to operations of, the Dunedin City Council.

Definitions

The Council = Dunedin City Council

The Act = Local Government Act 2002

The Policy = The Dunedin City Council Policy on Significance (ie this document)

LTCCP = Long-Term Council Community Plan as defined in section 93 of the Act.

Policy Content and Guidelines

Section 1–Definition of significance

The Council will use the definition of significance, and significant as given in Section 5 of the Act.

Section 2–Criteria, thresholds and procedures

The Council will assess the significance of a proposal or decision having regard to:

- a) Implications for the present and future social, economic, environmental and cultural well-being of the City.
- b) Its consistency with existing Council policies and strategic documents.
- c) The financial costs of the proposal or decision.
- d) The effect on current levels of service.

The Council will determine the significance of each proposal or decision on a case-by-case basis. Each proposal or decision coming before the Council will be subject to an analysis guided by Section 76 of the Act which will determine its relative significance.

Where a proposal or decision is determined to be significant, the Council will:

- a) Identify all practicable options
- b) Assess those options based on the costs and benefits of each option to the present and future social, economic, environmental and cultural well-being of the district or region
- c) Assess the options in terms of our community outcomes and priorities
- d) Consider our future capacity to meet any statutory responsibilities
- e) If the significant issue or proposal concerns land or bodies of water, the Council will consult with Maori in accordance with the guidelines outlined in Section 77 of the Act
- f) Consider the views and preferences of persons likely to be affected by, or to have an interest in the matter
- g) Consideration of any specific controls imposed by other sections of the Act, or any other relevant legislation. These controls include the obligation to maintain water services (Section 130 of the Act); the disposal of parks and reserves (Section 138 of the Act);

and the obligation to provide free membership of libraries (Section 142 of the Act).

Using Section 79 of the Act as a guide, the Council will make its final decision after having fully considered any information gathered as part of its decision-making process, as well as the results of any consultation undertaken. The Council will not be bound to make or change any decisions after consultation, if it considers it will not be in the best interests of the current or future social, economic, environmental or cultural well-being of the community.

Section 3—Strategic Assets

The Council is required by Section 90 of the Act to provide a list of its strategic assets. The definition of strategic asset used in the Policy is that given in Section 5 of the Act.

Once defined as strategic assets, any significant changes to the Council's ownership or control, or any decisions to construct, replace or abandon these assets listed must be explicitly provided for in the Council's current LTCCP. If the proposal is not provided for, a special consultative procedure will be undertaken in order to change the LTCCP. The following exceptions will apply.

In the case of the Council's holdings in Dunedin City Holdings Limited, decisions relating to the management, acquisition or divestment of the assets are taken by the independent board of Dunedin City Holdings Limited under the Statement of Corporate Intent.

For the purposes of the Policy, the Council considers its strategic assets as whole single assets because it is the asset class as a whole that delivers the service. In the interests of the efficient management of resources, the Council will therefore not undertake the special consultative procedure for decisions that relate to the transfer of ownership or control, or minor construction or replacement of a part of a strategic asset, unless that part substantially affects the level of service provided to the community.

Any physical alterations to strategic assets that are required to either prevent an immediate hazardous situation arising, or to repair an asset to ensure public health and safety due to damage from an emergency or unforeseen situation, will also not have to undergo a special consultative procedure for inclusion into the LTCCP. Any actions taken will be reported in the relevant Annual Plan or Annual Report.

Significant Assets

These are the assets that are considered strategically important to support this policy.

Economic

- Regional or national roads identified in the District Plan
- Council holdings in Dunedin City Holdings Limited
- Shares in Dunedin International Airport Company Limited (specifically mentioned in the Act).

Environmental

- Water collection, treatment and distribution system
- Wastewater collection, treatment and disposal system
- Stormwater collection and disposal system
- Green Island landfill.

Social

- Moana Pool
- Collective arts and cultural bequests
- The Dunedin Botanic Garden
- The Town Belt
- Cemeteries
- Community housing (specifically mentioned in the Act).

Investment Policy

This policy is provided in accordance with Section 105 of the Local Government Act 2002.

1 Investment Policy

1.1 General Policy [Section 105(A)]

The Council Investment Policy is consistent with the Council's objectives and with the Long-Term Council Community Plan (LTCCP) and Annual Plans. The policy is to manage all of the Council's investments within its strategic objectives, invest surplus cash in liquid and credit worthy investments.

The Council policy is to undertake prudent financial management by being a risk adverse entity with activities of a speculative nature being expressly forbidden.

Financial Assets and Financial Reserves

The Council holds the following financial assets and financial reserves:

- **General Funds**
This covers funds not restricted in any way which are derived from operations.
- **Funded Reserves**
These are funds set up by the Council for defined reasons and are separately invested and accounted for.
- **Sinking Funds**
The Council is no longer required to operate sinking funds to meet future repayments of loans. There are residual sinking funds still operating.
- **Waipori Fund**
Fund established as the result of the sale of Waipori Power Generation Ltd and a 42% interest in United Electricity Ltd in October 1998.

1.2 Specific Investment Policies [Section 105(b)]

1.2.1 Mix of Investment [Section 105(b)]

The Council policy is disclosed in the matrix below which identifies the financial assets and financial reserves with the investment mix allowable.

Types of Investment Permitted							
Financial Reserves	Investment Instruments	Property	Internal	International Equities	Domestic Equities	Group Equities	Loans and Advances
General Funds	Yes	Yes	No	No	No	Yes	Yes
Funded Reserves	Yes	Yes	Yes	No	No	No	No
Sinking Funds	Yes	No	No	No	No	No	No
Waipori Fund	Yes	Yes	Yes	Yes	Yes	No	No

1.2.2 Acquisition of New Investments [Section 105(c)]

The Council policy is disclosed in the matrix below which identifies the authority level delegated to authorise the acquisition of new investments. This authority level corresponds with the following: General Manager (GM), Senior Financial Accountant (Snr Acct). Detailed personal delegations are contained in the delegations manual and must be consistent with the Treasury Management Policy.

Types of Investment Permitted							
Financial Reserves	Investment Instruments	Property	Internal	International Equities	Domestic Equities	Group Equities	Loans and Advances
General Funds	Snr Acct	GM	N/A	N/A	N/A	Council	GM
Funded Reserves	Snr Acct	GM	Snr Acct	N/A	N/A	N/A	N/A
Sinking Funds	Snr Acct	N/A	N/A	N/A	N/A	N/A	N/A
Waipori Fund	GM	GM	GM	GM	GM	N/A	N/A

The Waipori Fund investment decisions have been delegated to the Fund Manager equivalent to General Manager, Finance and Corporate Support.

1.2.3 Disposition of Investments

The Council policy is disclosed in the matrix below which identifies the authority level delegated to authorise the disposal of investments. This authority level corresponds with the following: General Manager (GM), Senior Accountant (Snr Acct).

Policy

Types of Investment Permitted							
Financial Reserves	Investment Instruments	Property	Internal	International Equities	Domestic Equities	Group Equities	Loans and Advances
General Funds	Snr Acct	Council	N/A	N/A	N/A	Council	GM
Funded Reserves	Snr Acct	Council	Snr Acct	N/A	N/A	N/A	N/A
Sinking Funds	Snr Acct	N/A	N/A	N/A	N/A	N/A	N/A
Waipori Fund	GM	Council	GM	GM	GM	N/A	N/A

Revenue for each class of Financial Assets will in the first instance be returned to the relevant class of financial assets and financial reserves. The subsequent application of the revenue will be disclosed in the long-term financial strategy.

Proceeds from the sale of assets will in the first instance be returned to the relevant class of financial assets and financial reserves. The subsequent application of the proceeds of sale will be governed by statute, ie the sale of endowment land will be returned to the endowment fund to be used in the purchase of additional endowment land.

1.3 Procedures for Management [Section 105(d)]

1.3.1 Cash and Deposits

The procedures to manage this type of investment are detailed in the Dunedin City Council Accounting Manual.

1.3.2 Treasury Investments

The Council maintains treasury investments for the following reasons:

- Provide ready cash in the event of a natural disaster. This cash is intended to bridge the gap between the disaster and the reinstatement of normal income streams
- Invest amounts allocated to special funds, sinking funds and reserves
- Invest funds allocated for approved future expenditure, to implement strategic initiatives or to support intergenerational allocations
- Invest proceeds from the sale of assets
- Invest surplus cash, and working capital funds.

Investment Opportunities

The Chief Executive Officer or delegate sets overall investment strategy, by reviewing on a regular basis, cashflow forecasts incorporating plans for approved expenditure and strategic initiatives, evaluating the outlook for interest rates and the shape of the yield curve, and, where applicable, seeking appropriate financial advice.

The Council's primary objective when investing is the protection of its investment. Accordingly, only credit worthy counterparties are acceptable. Credit worthy counter-parties are selected on the basis of their Standard and Poor's (S&P) rating which must be Standard and Poor's investment grade credit rating. Credit ratings are monitored on a monthly basis by Dunedin City Treasury Limited and provided to the General Manager, Finance and Corporate Support.

In exceptional cases, investments in counterparties which do not have an S&P investment grade credit rating will be permitted, provided they are approved by the Council's Finance and Strategy Committee.

Within the above credit constraints, and subject to other considerations, the Council seeks to:

- Maximise investment return
- Ensure investments are liquid

Manage potential capital losses due to interest rate movements if investments need to be liquidated before maturity.

The following principles form the key assumptions of the operating parameters contained in the investment framework:

- Credit risk is minimised by placing limits on each broad class of non-Government issue, and by limiting investments to registered banks, strongly rated SOEs, and corporates within prescribed limits
- Liquidity risk is minimised by ensuring that all investments must be capable of being liquidated in a readily available secondary market.

1.3.3 Property Investments

The Council's investments in property aim to achieve different strategic and economic objectives depending on the category of property held. As a general rule the Council will divest properties that fail to meet the objectives of each category.

The Council reviews the performance of its property investments on a regular basis. All income, including rentals and ground rent from property investments, is included in the consolidated revenue account.

1.3.4 Internal Investments

From time to time, to facilitate prudent financial management, the Council may wish to use one class of financial asset and financial reserves by investing in another class. In all instances there is to be interest paid to that financial asset or financial reserves equal to the interest rate available on an equivalent call deposit.

1.3.5 International Equities

The Waipori Fund is the only class of financial asset or financial reserve that can be invested in listed international equities.

1.3.6 Domestic Equities

The Waipori Fund is the only class of financial asset or financial reserve that can be actively invested in listed domestic equities. The Council has acquired other shares under different circumstances including shares in co-operatives by virtue of purchases made of the goods and services offered by those co-operatives. An example is the Ravensdown Co-operative.

1.3.7 Group Equity Investments

Investments through Dunedin City Holdings Limited include shareholdings in trading and service enterprises (CCTOs). The Council's investments fulfil a specific strategic purpose as outlined in the Council's LTCCP.

The Council regularly reviews the performance of these investments to ensure strategic and economic objectives are being achieved. Any acquisition or disposition of these investments requires the Council's approval.

All dividend income from the Council's equity investments is included in the investment account in general funds. Surpluses in the investment account can be utilised to offset deficits in other accounts in general funds.

1.3.8 Loans and Advances

Loans and advances are provided to Dunedin City Holdings Limited, and other trading, cultural, sporting, community, recreational and service enterprises or activities for the promotion of economic development. The acquisition and disposition of such investments can be agreed to by Council resolution. In default the assets of these organisations would revert to the Council.

Any advances to individual property owners for basic services such as water, stormwater and drainage connections, will be subject to a charge being placed over the land pursuant to the Local Government Act 2002.

The Council ensures that interest and principal repayments are made in accordance with each individual loan agreement and that the cost of loans to Dunedin City Holdings Limited and trading and service enterprises must not be lower than the cost of similar debt to the Council.

Interest income from loans and advances is included as general fund's income.

1.3.9 Reporting

The procedure for reporting investment activity is via regular reports to the Council's Finance and Strategy Committee.

- The Investment Account is reported monthly
- The Waipori Fund is reported quarterly.

1.4 Risk Assessment and Management

[Section 105(e)]

1.4.1 Interest Rate Risk Management

The Council's investments give rise to a direct exposure to a change in interest rates, impacting on the return and capital value of its fixed rate investments.

Management implements interest rate risk management strategy by reviewing rolling cashflow forecasts and:

- Changing interest rate profiles by adjusting the average maturity of its investments to match the borrowing maturity profile. Investments held to maintain liquidity and for specific purposes are excluded
- Using risk management instruments to protect investment returns and/or to change interest rate and maturity profiles
- The following interest rate risk management instruments may be used for interest rate risk management activity:
 - Forward rate agreements
 - Interest rate swaps
 - Purchase of interest rate options products including floors, bond options and "swaptions"
 - Interest rate collar type strategies.

Selling interest rate options for the purpose of generating premium income is not permitted.

2 Foreign Exchange Policy

The Council has foreign exchange exposure through the occasional purchase of foreign exchange denominated plant, equipment and services.

Generally, all significant commitments for foreign exchange are hedged once the purchase order is placed. With the prior approval of the Council, recognition may also take place when the flow of funds can be predicted with certainty. Any foreign exchange transaction greater than NZ\$100,000.00 is transacted by Dunedin City Treasury Limited.

The following foreign exchange risk management instruments may be used for foreign exchange risk management activity:

- Forward exchange contracts
- Purchase of foreign exchange options.

Selling foreign exchange options for the purpose of generating premium income is not permitted.

Remission and Postponement Policies

Remission of rates for extreme financial hardship

Objective

The objective of this policy is to assist ratepayers experiencing extreme financial hardship which affects their ability to pay rates.

Conditions and Criteria

Only rating units used solely for residential purposes (as defined by the Council) will be eligible for consideration for rates remission for extreme financial hardship.

Only the person entered as the ratepayer, or their authorised agent, may make an application for rates remission for extreme financial hardship on the rating unit which is the subject of the application. The person entered on the Council's rating information database as the "ratepayer" must not own any other rating units or investment properties (whether in the district or in another district).

The Council will consider, on a case-by-case basis, all applications received that meet the criteria described in the two paragraphs above.

When considering whether extreme financial hardship exists, all of the ratepayer's personal circumstances will be relevant including, but not limited to, the following factors: age, physical or mental disability, injury, illness and family circumstances.

Before approving an application the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day-to-day living expenses.

Amount of Remission

If a remission is approved, as a general rule the amount will be in the range of \$100 to \$300 for each rating year.

An approved remission will apply for the rating year in which the application is made.

Application and Approval

The ratepayer (or authorised agent) must make an application to the Council each year on the prescribed form. Copies can be obtained from the Council Offices, or Customer Service Centres.

The Council will delegate authority to approve applications for rates remission to particular officers.

Postponement of rates for extreme financial hardship

Objective

The objective of this policy is to assist ratepayers experiencing extreme financial hardship which affects their ability to pay rates.

Conditions and Criteria

Only rating units used solely for residential purposes (as defined by the Council) will be eligible for consideration for rates postponement for extreme financial hardship.

Only the person entered as the ratepayer, or their authorised agent, may make an application for rates postponement for extreme financial hardship on the rating unit which is the subject of the application. The person entered on the Council's rating information database as the "ratepayer" must not own, or have an interest in, any other rating units or investment properties (whether in the district or in another district).

The Council will consider, on a case-by-case basis, all applications received that meet the criteria described in the two paragraphs above.

When considering whether extreme financial hardship exists, all of the ratepayer's personal circumstances will be considered relevant including, but not limited to, the following factors: age, physical or mental disability, injury, illness and family circumstances.

Before approving an application the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day-to-day living expenses.

Amount of Postponement

Where the Council decides to postpone rates, the ratepayer may be required to make acceptable arrangements for payment of future rates, for example by setting up a system for regular payments.

Any postponed rates will be postponed until:

- The death of the ratepayer(s)
- Until the ratepayer(s) ceases to be the owner or occupier of the rating unit
- Until the ratepayer(s) ceases to use the property as his/her residence
- Until a date specified by the Council.

The Council may charge an annual fee on postponed rates for the period that the rates are postponed. This fee is designed to cover the Council's administrative and financial costs and may vary from year to year. The fee that will be charged in the 2003/04 financial year is \$50.

The postponed rates or any part thereof may be paid at any time. The applicant may elect to postpone the payment of a lesser sum than that which they would be entitled to have postponed pursuant to this policy.

Postponed rates will be registered as a statutory land charge on the rating unit title. This means that the Council will have first call on the proceeds from the sale or lease of the rating unit.

An approved postponement will apply from the beginning of the rating year in which the application is made.

Application and Approval

When requested, the ratepayer (or authorised agent) must make an application to the Council each year on the prescribed form. Copies can be obtained from the Council Offices, or Customer Service Centres.

The Council will delegate authority to approve applications for rates postponement to particular officers.

Remission of penalties

Objective

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

The intention is to have a fair and equitable approach to penalties. The Council's intention is that they are a method of encouraging payment on time, not a source of revenue.

Conditions and Criteria

- 1 Residential, Businesses (Non Residential), Farmland and Utility Ratepayers
Only the person entered as the ratepayer, or his/her authorised agent, may make an application for remission of penalties of the rating unit which is the subject of the application.

The Council will consider, on a case-by-case basis, all applications received that meet one or more of the six criteria described below.
 - a) Humanitarian grounds.
 - b) Address problems which resulted in the rate account going to the wrong address.
 - c) The ratepayer did not receive an account.
 - d) The Council made a mistake.
 - e) Problem caused by previous owners not paying rates in full before a property sale is completed.
 - f) Other miscellaneous requests where a ratepayer has a good previous history and is paying the rate account within 10 days of the penalty date, or as soon as he/she reasonably can and has some plausible excuse for tardiness.
- 2 Business (Non Residential), Farmland and Utility Ratepayers
In general, businesses are expected to be "businesslike" and to be organised to pay their rates on time. Humanitarian grounds will only be applicable to smaller businesses where there is a specific person involved.

- 3 Agreement Ratepayers
Penalties will not be applied where a ratepayer has entered into a Payplan agreement or another repayment agreement and makes the regular rate payments that are agreed to.
- 4 Payment in Full by Second Instalment Date
Where a ratepayer has not paid the first instalment by the penalty date of that instalment, but has paid the total rates and charges by the second instalment date, any late payment penalties on the first instalment will be remitted.

Amount of Remission

If a remission of the penalty is approved, it will be the amount of the penalty imposed.

Application and Approval

In general, applications for waiver will be received per telephone. There is no need for them to be in writing unless the amount is more than \$100 or the penalty refers to the previous financial year.

The Council will delegate authority to approve applications for remission to particular officers.

Remission for certain targeted rates on farmland

Objective

The objective of this policy is to provide for relief from certain targeted rates for rural land which is non-contiguous, farmed as a single entity and owned by the same ratepayer.

Conditions and Criteria

Rating units that meet the criteria under this policy may qualify for a remission of any targeted rate set on the basis of a fixed dollar charge per rating unit. The ratepayer will remain liable for at least one set of each type of charge.

The rating units must be owned by the same ratepayer.

Only one of the units may have any residential dwelling situated on the rating unit.

Where a ratepayer owns rating units that meet this criteria, and where any of the rating units lies within the district of an adjoining Local Authority which applies its sets of Targeted Rates

to the rating units in the District, the Council may waive the uniform annual charges on those rating units.

Only the person entered as the ratepayer, or his/her authorised agent, may make an application for rates remission for the rating unit which is the subject of the application.

The Council will consider, on a case-by-case basis, all applications received that meet the criteria described in the two paragraphs above.

Amount of Remission

If a remission is approved, the ratepayer will only be charged one set of Targeted Rates each rating year.

An approved remission will apply from no later than the beginning of the next rating year from when the application is made.

Application and Approval

The ratepayer (or authorised agent) must make an application to the Council on the prescribed form. Copies can be obtained from the Council Offices, or Customer Service Centres.

The Council will delegate authority to approve applications for rates remission to particular officers.

Remission for certain targeted rates on farmland and non-residential land used by the same ratepayer as a single entity

Objective and Benefit

The objective is to provide for rates relief from certain targeted rates on Farmland and Non-residential properties where the ratepayer occupies and uses the adjoining land as one unit.

Conditions and Criteria

Rating units that meet the criteria under this policy may qualify for a remission of any targeted rate set on the basis of a fixed dollar charge per rating unit or separately used or inhabited part. The ratepayer will remain liable for at least one set of each type of charge.

The granting of this remission is subject to all of the following five conditions:

- All rating units must be occupied by the same ratepayer
- All rating units must be used by the ratepayer as a single entity
- All rating units must be contiguous or separated only by road, railway, drain, water race, river or stream
- The number of Community Services Targeted rates is limited to the number of inhabited dwellings on each rating unit
- The occupier is unable to negotiate a lease compliant with the Local Government (Rating) Act 2002.

The Council will consider, on a case-by-case basis, all applications received that meet the criteria described in the paragraphs above.

Amount of Remission

If a remission is approved, the ratepayer will only be charged one set of targeted rates each rating year.

An approved remission will apply from no later than the beginning of the next rating year commencing 1st July from which the application is made until the occupier no longer meets the five criteria above.

Application and Approval

The occupier (or authorised agent) must make an application to the Council on the prescribed form. Copies can be obtained from the Council Offices, or Customer Service Centres.

The Council will delegate authority to approve applications for rates remission to the Financial Controller.

Consequential amendments to the Community Plan

There are no consequential amendments to the Community Plan.

Remission of rates on land voluntarily protected for conservation purposes

Objective

The policy is intended to link in with the Council's goal –

"To promote a quality environment and sustainable management of our resources by ensuring that existing values are not compromised and by encouraging improvement."

More specifically, the intention is to encourage property owners to protect and preserve open spaces within the city for the benefit and enjoyment of present and future generations of the people of Dunedin.

This policy does not cover urban buildings, or properties which would more appropriately fall within the Council's rates remission for development policy.

Conditions and Criteria

The Council may remit rates where a rating unit meets the following criteria:

- 1 The rating unit is within the city. It may be a part of a larger property in which case the area concerned shall be separately rated; and
- 2 The rating unit must be protected by a binding covenant or agreement such as:
 - a) An open space covenant with the Queen Elizabeth the Second Trust; or
 - b) A conservation covenant with the Department of Conservation or a local government agency; or
 - c) A heritage covenant with the New Zealand Historic Places Trust; or
 - d) A protected private land agreement where an owner has an area set aside as "protected private land" under the Reserves Act 1977; or
 - e) A Maori reservation under the Maori Affairs Act; or
 - f) A covenant similar to the above that is binding on both present and future owners; and

- 3 The conservation of the rating unit contributes to the benefit and enjoyment of citizens of Dunedin by preserving particular natural or historic or cultural features within the district. This could include, but is not limited to, the following features:
 - a) A specific area of forest or bush; or
 - b) A specific visual or scenic feature of the landscape; or
 - c) Any specific feature the conservation of which, in the view of the Council, meets the Council's goal in regard to the environment; and
- 4 The owner has applied for a rates remission under this policy.
- 5 When determining rates remission, and a particular application, the Council shall have regard to the following matters:
 - a) The desirability of preserving particular natural or historic or cultural features within the district;
 - b) Whether, and to what extent, the preservation of particular natural or historic or cultural features might be prejudicially affected if rates remission is not granted in respect of the land on which they are situated;
 - c) Whether, and to what extent, preservation of particular natural or historic or cultural features are likely to be encouraged by the granting of rates remission;
 - d) The extent to which the preservation of different types of natural, historic, and cultural features should be recognised by different criteria and conditions for rates remission, and whether different levels of rates remission should apply;
 - e) The extent to which rates remission should be available where the preservation of natural or historic or cultural features does not restrict economic utilisation of the land;
 - f) Such other matters as the local authority considers relevant.

Only the person entered as the ratepayer, or his/her authorised agent, may make an application for rates remission on the rating unit which is the subject of the application.

The Council will consider, on a case-by-case basis, all applications received that meet the criteria described in the paragraphs above.

Amount of Remission

If a remission is approved, the amount will be for all of the rates otherwise payable for a whole year, or years, or any lesser period.

Special Conditions

The Council may impose conditions on a property owner when granting relief.

Application and Approval

The ratepayer (or authorised agent) must make an application to the Council on the prescribed form. Copies can be obtained from the Council Offices, or Customer Service Centres.

Applications for rates remission under this provision shall be referred in the first instance to the Financial Controller who shall confirm that it complies with the first condition of this policy. The application shall then be referred to the Community and Recreation Services Manager who shall make a recommendation to the Finance and Strategy Committee.

Remission of rates for maori freehold land

The Council policy is that it has no different policy for the remission of rates on Maori freehold land, however other Council rates remission policies may apply.

Postponement of rates for maori freehold land

The Council policy is that it has no different policy for the postponement of rates on Maori freehold land, however, other Council rates postponement policies may apply.

Remission of rates on non-residential, farmland, residential and utilities properties following a natural calamity

Objective and Benefit

The objective is to provide rates relief to ratepayers where the use of any rating unit has been detrimentally affected by erosion, subsidence, submersion or other natural calamity, and where Government funds that rates relief.

Conditions and Criteria

Ratepayers who meet the criteria under this policy may qualify for a remission of up to 100% of their rates for the period for which the rating unit is uninhabitable or the use is detrimentally affected. The remission will apply only to each single event and to the rating unit affected by such an event.

The granting of this remission is subject to all of the following four conditions:

- Where Government has established a reimbursement scheme for rates remitted for such properties
- Applications for this remission must be in writing describing the nature of the calamity and the steps being taken to return the rating unit to a usable state and providing an estimate of the time the rating unit is expected to be affected. Council may require other records, such as insurance claims, as part of the remission approval process
- All applications must be made within three months of the event
- Council can set additional criteria for each event, as criteria may change depending on the nature and severity of the event and available funding at the time.

Application and Approval

The ratepayer (or authorised agent) must make application to the Council on the prescribed form.

The Council will delegate authority to approve applications for rates remission to the Financial Controller.

Liability Management Policy

This policy is provided in accordance with Section 104 of the Local Government Act 2002.

1 Borrowing Policy

1.1 General Policy

It is Council policy that liability management is consistent with the Council's objectives and with the Long-Term Council Community Plan (LTCCP) and Annual Plans. The policy is to achieve the lowest possible net borrowing costs achievable within the Liability Management Policy parameters, by actively managing interest rate exposures and the term of debt. The policy is to maximise the benefits from favourable interest rate movements and also to put in place proactive measures against prolonged and significant adverse interest rate movements.

The Council borrows as it considers appropriate. The Council approves borrowing by resolution. Projected debt levels are ascertained from detailed cashflow forecasts prepared during the strategic and annual planning process.

The Council's ability to readily attract cost effective borrowing depends on its ability to maintain a strong balance sheet as well as its ability to rate, manage its image in the market and its relationships with bankers. The Council seeks a diversified pool of borrowing and ensures that bank borrowings are only sought from the approved list of registered banks.

The Council raises borrowing for the following primary purposes:

- General debt to fund the Council's balance sheet
- Specific debt associated with "special one-off" projects and capital expenditures
- Finance leases for fixed asset purchases
- To fund assets with intergenerational qualities.

Council has adopted a policy to utilise Dunedin City Treasury Ltd, a 100% owned subsidiary of Dunedin City Holdings Ltd, to provide all necessary borrowings for the Council.

It is Council policy in evaluating new borrowings (in relation to source, term, size and pricing) that the General Manager, Finance and Corporate Support will take into account the following:

- The size and the economic life of the project
- Earnings, if any, flowing from the project

- The impact of the new debt on the borrowing limits
- Relevant margins under each borrowing source
- The overall cashflow requirements of the Council
- The Council's overall debt maturity profile, to ensure concentration of debt is avoided at reissue/roll-over time
- Prevailing interest rates relative to term for both stock issuance and bank borrowing and management's view of future interest rate movements
- Available terms from bank and stock issuance
- Ensuring that the implied finance terms within the specific debt (eg project finance) are at least as favourable as the Council could achieve in its own right
- Legal documentation and financial covenants.

The Council has a funding policy for capital expenditure which should be read in conjunction with this policy.

1.2 Interest Rate Exposure Policy [Section 104(a)]

The Council Interest Rate Exposure Policy is to have a framework in place under which the Council can actively manage its borrowings, within overall guidelines to spread and reduce risks. The Council policy is to maintain a relative balance between financial merit exposure risk and other business risks that the Council has in its normal course of business.

The Council's borrowing gives rise to direct exposure to interest rate movements. Generally, given the long-term nature of the Council's assets, projects and inter-generational factors, and the Council's preference to avoid an adverse impact on rates, there is a general tendency to have a high percentage of long-term fixed rate or hedged borrowing.

1.2.1 Interest Rate Risk Management Strategy

Management implements an interest rate risk management strategy through the use of the following:

- Adjusting the average maturity of its borrowings, thereby managing interest rate risk within the confines of liquidity management

- The Finance Department maintains cashflow forecasts which consider the impact of interest rates on its Treasury assets and utilises natural borrowing offsets to minimise mismatches.
- Interest rate risk management products to convert fixed rate borrowing into floating rate, floating rate borrowing into fixed or hedged borrowing, and to manage maturity mismatches between its borrowings and investments.

1.2.2 Percentage of Fixed Rate Borrowing

Fixed rate or hedged borrowing is where the resultant interest rate profile is at a fixed or hedged rate for one year or more. The preferred interest rate position is reflected in Table 1 which outlines the minimum and maximum interest rate exposure bands.

Table 1: Percentage of Fixed Rate Borrowing

Term of Exposure Year	Interest Rate Cover Range
1-3	50%-80%
3-5	30%-70%
5-7	20%-50%
7+	10%-30%

1.2.3 Approved Interest Rate Risk Management Instruments

The following interest rate risk management instruments may be used for interest rate risk management activity:

- Forward rate agreements
- Interest rate swaps
- Purchase of interest rate options products including caps, bond options and "swaptions"
- Interest rate collar type option strategies.

Selling interest rate options for the primary purpose of generating premium income is not permitted because of its speculative nature.

Futures contracts are not permitted due to the administrative burden and the ready availability of other more tailored risk management products.

1.2.4 Currency Borrowings

The Council may not borrow in foreign currency.

1.3 Liquidity Policy [Section 104(b)]

The Council Liquidity Policy is to ensure adequate financial resources are available to the Council to meet all obligations as they arise.

The purpose of the Liquidity Policy is to analyse the Council's cash flows, in both the short and long term for all perceived requirements and contingencies, and the arrangement of suitable sources of liquid resources.

To ensure funds are available on repayment of debt, maturities of Treasury investments and debt are matched through rolling cashflow forecasts, Treasury investments are maintained in liquid assets and funds are available through committed and/or uncommitted bank facilities. Generally these facilities are available through Dunedin City Treasury Ltd. Our retail banks provide a modest overdraft facility.

The Council requires a minimum level of surplus liquidity to meet unexpected cash expenditure or revenue shortfall. Liquidity should be flexible enough to manage the rate payment cycle.

1.4 Credit Exposure Policy [Section 104(c)]

The Council Credit Exposure Policy is to minimise the risk of large concentrations of debt maturing or being reissued in periods where credit margins are high, and that the Council ensures debt maturity is spread widely over a band of maturities. The Council manages this specifically by ensuring that:

- No more than 25% of total borrowing is subject to refinancing in any financial year.

1.5 Debt Repayment Policy [Section 104(d)]

The Council Debt Repayment Policy is to ensure that the Council is able to repay debt on maturity with minimum impact on the Council's operations.

The Council Policy is that the application of surplus cash will have the following priority:

- 1 Repayment of debt.
- 2 Investment.
- 3 Priority Projects.

The Council repays borrowings from the specific sinking fund or special funds allocated to that borrowing or from general funds.

Currently debt is owed on individual assets being repaid over the life of the asset. The annual repayment amounts are included in the Council's Annual Plan and Long-Term Council Community Plan.

1.6 Borrowing Limits [Section 104(e)]

The Council policy will adhere to the following limits (based on the Council's latest core financial statements):

- The gross interest expense of all borrowings will not exceed 8% of total operating revenues
- The gross interest expense of all borrowings will not exceed 20% of total rates revenues.
Rates are defined as charges on the value of property, uniform annual charges and uniform annual general charges
- Pre-tax funds flow from operations exceed gross annual interest expense by 2.5 times.
Funds flow from operations is defined as operating surplus before depreciation and interest.

Information relating to the level of debt and linkage to debt servicing performance targets has been applied to the Council's LTCCP for the next 10 years.

1.7 Security Policy [Section 104(f)]

The Council policy on security is to ensure that the Council is able to provide suitable security to investors, whilst retaining maximum flexibility and control over assets.

The purpose of the Security Policy is to establish a mechanism through which the Council is able to be monitored for any security given.

The security for most Council debt will be the ability to assess rates. The Council may offer assets or rates as security for its borrowing.

The Local Government Act 2002 requires this security to be registered under the Companies Act. This registration is then available to the public.

1.8 Contingent Liabilities

The Council policy is to ensure that the business plan of the guaranteed party furthers the strategic objectives of the Council and that financial statements are received on a regular basis.

The Council, from time to time, provides financial guarantees. Should a guarantee be called up, the Council will take immediate steps to recover the money.

1.9 Reporting

The procedure for reporting against the Liability Management Policy is via monthly reports to the Council's Finance and strategy Committee. Additional reporting against borrowing limits is incorporated into the Ten Year forecasts.

Policy on Partnerships with the Private Sector

Introduction

Section 107 (2) of the Local Government Act 2002 provides a definition of what is covered by a Policy on Partnerships with the Private Sector and this has been included in the first paragraph of the Council Policy. What has not been defined is the phrase 'engaged in business'. The Council takes this to mean:

- A private sector endeavour with the view to long-run profit.

Therefore this policy excludes the dealings between the Council and not-for-profit organisations. Further, it is considered that any 'partnership' between the Council and the business entity does not need to be a profit partnership, although the Council's position on that is covered explicitly in the policy.

Policy Application

For this policy, partnership with the private sector means any arrangement or agreement that is entered into between one or more local authorities and one or more persons engaged in business; but does not include:

- a) Any such arrangement or agreement to which the only parties are:
 - i) local authorities; or
 - ii) one or more local authorities and one or more Council organisations; or
- b) A contract for the supply of any goods or services to, or on behalf of, a local authority.

When the provision of resources might be considered by the Council

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

What consultation will the Council undertake before making a commitment?

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

What conditions will the Council impose on any proposal?

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

How will the risks be managed?

- The Council will expect the provision of audited annual reports as well as quarterly financial statements prepared using generally accepted accounting principles (GAAP)
- Before signing of any proposal all documents will be examined by appropriate business professionals
- A General Manager of the Council will be made responsible for the partnership.

The procedures for monitoring partnership performance and contribution to outcomes

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

Development Contributions Policy

1.0 Introduction

The Council is required to have a Development Contributions Policy as a component of its Funding and Financial Policies in its Long-Term Council Community Plan (hereon referred to as the Community Plan) under section 102(4)(d) of the Local Government Act 2002. Section 198 of the Local Government Act 2002 gives territorial authorities the power to require a contribution for developments. Development Contributions provide the Council with a method to obtain contributions to fund the increased demand for reserves, network infrastructure and community infrastructure resulting from growth. Reserves, network infrastructure and community infrastructure are collectively referred to as community facilities in the Local Government Act 2002 (refer to Appendix D of this policy for the definition).

2.0 Policy Section

2.1 Purpose of the Development Contributions Policy

The key purpose of the Development Contributions Policy is to ensure that growth, and the cost of community facilities to meet that growth, is funded in a fair and reasonable manner by those who cause the need for that community facility.

In terms of this policy, growth means development that requires an increase in the capacity of community facilities external to the boundaries of the development site. Therefore the Council may require development contributions from development where:

- The effect of that development, including the cumulative effect of development, is to require new or additional assets or assets of increased capacity in terms of network infrastructure, reserves and community infrastructure
- The Council incurs capital expenditure to provide appropriately for those assets, ie network infrastructure, reserves and community infrastructure. This also includes capital expenditure that the Council has already incurred in anticipation of growth.

Development Contributions are not a tool to fund the cost of maintaining community facilities or improving/changing levels of service for existing users. These costs will be met from other sources.

2.2 Statutory Options for Seeking Contributions

Councils have the option to use either the provisions of the Resource Management Act 1991 (Financial Contributions) or those of the Local Government Act 2002 (Development Contributions) or a combination of both to obtain funds or land from developers. Councils must ensure that they do not 'double dip' for the same infrastructure.

The Dunedin City Council has decided to establish its Development Contributions Policy within the requirements of the Local Government Act 2002. However one financial contribution currently provided for in the District Plan will remain in that document because it does not fall within the scope of the Local Government Act 2002 provisions for Development Contributions. The provision is:

- Section 10: Industrial Activities - Rule 10.6.2(vii) Industrial 2 Zone landscaping requirements.
- If situations arise in future where contributions not allowed by the Local Government Act 2002 would be permissible within the Resource Management Act 1991 provisions, the Council will consider whether or not the event is of sufficient frequency and value to justify a variation to the District Plan introducing the financial contribution, ie for the avoidance, remediation or mitigation of adverse environmental effects.

The District Plan and the Code of Subdivision defines the nature and standard of works and services that are to be provided as part of a subdivision or development. These works and services are provided by the developers at their cost, and where the asset created is normally owned and maintained by the Council, they are transferred without charge into Council ownership.

The Council will seek development contributions for the following community facilities:

- Network Infrastructure
 - Water supply
 - Wastewater
 - Stormwater
- Transportation Network*
- Reserves
- Community Infrastructure, including libraries, leisure facilities and community centres*.

(*Development Contributions will not be taken for the City-wide Transportation Network and Community Infrastructure initially, although transportation contributions will be taken for local contribution areas. Further work is being undertaken to finalise these contributions which will be required in future).

Contributions for the above community facilities will be sought for the installation or improvement of assets over and above the works and services required within the subdivision or development and are usually located beyond the development boundaries. The level of such contribution is limited to the extent to which the development places additional demand on the City's community facilities.

This document establishes the policy for the receipt of contributions for the above asset areas.

2.3 Development Contributions Policy

2.3.1 Policy Approach

The sustainable management of the City's network of community facilities is important. Growth through development places demands upon such networks in the form of increased use, additions or expansion. The District Plan seeks to ensure that such demands are managed in a planned and integrated manner. The Development Contributions policy will ensure that the cost of additional demands upon community facilities as a result of growth are funded by those who cause the need for additional demand.

Where development, including subdivision, is established to densities provided for within the relevant zone in the District Plan, and can generally be accommodated using existing network infrastructure, then such development would not expect to incur a Development Contribution for network infrastructure.

Applications through the resource consent system under the Resource Management Act 1991, involving developments exceeding the relevant zone density, have the potential to exceed the design capacity of existing network infrastructure, reduce the sustainability of the resource and generate the need to provide for upgrading of or extension to, network infrastructure. These matters will be taken into account when resource consent applications are processed. This may result in declining an application, or approving the application with conditions requiring the applicant to provide works and services for the relevant network infrastructure.

Development Contributions will be payable for development that occurs in areas that are re-zoned to provide for growth, and generates the need to provide additional or extended network infrastructure. This is likely to involve either re-zoning a greenfield area or re-zoning an existing urban area at a higher density.

From time to time it may be necessary for the Council to upgrade or renew network infrastructure. In such instances it may be prudent and cost effective to provide for additional capacity to accommodate future growth at the same time as the upgrade or renewal. Where a capital expenditure project provides for increased capacity in anticipation of future growth, the Council intends to investigate the possibility of funding the growth portion by way of development contributions.

Development Contributions for reserves and the transportation network will be required on all developments creating additional units of demand.

Schedules will identify the community facility and the relevant geographic area where development contributions will be required. Each schedule will contain a map for the contribution area, the amount of contribution required, and describe the justification for the contribution.

2.3.2 Policies

The Council will adopt the following approach to charge for development contributions from development to meet the growth component of the capital expenditure for network infrastructure and reserves:

Policy 1	A Development Contribution for the purchase and development of land and facilities for reserves will be payable for any subdivision or development which creates an additional unit of demand within any area of Dunedin.
Policy 2	A Development Contribution for the development of new or upgraded elements of the transportation network to accommodate future demand may be payable for any subdivision or development which creates an additional unit of demand within any area of Dunedin.
Policy 3	The Council may amend the Development Contributions policy to require contributions for any subdivision or development that creates additional units of demand: <ul style="list-style-type: none"> In areas that have been identified for growth through a change made to the District Plan after 19 April 2004; and In areas where capital expenditure has been or will be incurred to provide for additional capacity in network infrastructure in anticipation of future growth.

Policy 4	A Development Contribution may be payable for any subdivision or development which creates an additional unit of demand in areas identified under Policy 3 for: <ul style="list-style-type: none"> • Water Supply • Waste water • Storm water • Transportation network (roading and other transport) • Reserves.
Policy 5	The Development Contribution payable will be based on the development funding up to 100% of the assessed additional cost of community facilities attributable to growth resulting from that development.
Policy 6	A Development Contribution for the purchase, development and upgrade of community infrastructure may be payable for any subdivision or development which creates an additional unit of demand within any area of Dunedin.

2.4 Adoption of Policy

This policy was adopted as part of Council's 2006/07 – 2016/17 Community Plan.

This policy will apply to developments where applications for necessary resource consents, subdivision consents, building consents or authorisations for service connection are received by the Council on or after 1 July 2006.

3.0 Rationale for Funding Growth through Development Contributions

Section 106(2)(c) of the Local Government Act 2002 requires Council's development contributions policy to explain why the Council has determined that it is appropriate to use development contributions as a funding source, by reference to the matters in section 101(3) of the Local Government Act 2002.

3.1 Community Outcomes

The development contributions policy has been established to support the following community outcomes identified in Section 1 of the Community Plan:

Economic well-being	
1	Wealthy Community
2	Accessible City
Environmental well-being	
3	Safe and Healthy City
4	Sustainable City and Environment
Social and Cultural well-being	
5	Supportive Community
6	Culture and Learning
7	Active City

3.2 Justification

The Council considers that development contributions are an appropriate method of funding growth related capital expenditure for the reserve, water supply, wastewater, stormwater, and transportation networks on the following basis:

Reserves – City-wide and Local

Community outcomes to which the activity primarily contributes:

- Social and Cultural well-being – Active City
- Environmental well-being – Sustainable City and Environment.

Distribution of benefits:

Reserves are managed City- wide as a network providing a variety of active and passive recreation opportunities to all residents. The network also provides amenity, landscape and ecological benefits for City residents. Growth related capital expenditure provides for necessary upgrades of existing reserves and extensions to the network to reduce the demands growth places on facilities city-wide.

Where it is necessary to meet the demands of growth by identifying and re-zoning greenfield areas located beyond the existing urban/rural fence, new reserves may need to be provided or improvements made to existing reserves. Where such areas are identified the distribution of benefits can be directly attributed to these areas, rather than the wider community.

Period over which benefits expected to occur:

As Dunedin grows it is important that the reserve network is maintained to meet the expectations and changing demands of existing and future population through their life-cycle needs. Reserves and their associated infrastructure have benefits extending beyond the 10 year Community Plan planning horizon.

Demand generation:

Funding the cost of providing increased capacity in Council reserves and facilities, where it is attributed to growth, through development contributions rather than rates serviced debt, promotes equity between existing residents and those responsible for the Council incurring these additional costs.

Distinction between activities:

The benefits of funding additional capacity in reserves resulting from development growth through development contributions include greater transparency to quantify the cost of growth to Council in terms of providing additional capacity and then passing on the actual costs to developers through development contributions.

Improving levels of service, historical catch-up or asset replacement will be funded by other sources of revenue.

Water Supply, Stormwater, Wastewater

Community outcomes to which the activity primarily contributes:

- Environmental Well-being – Safe and Healthy City.

Distribution of benefits:

Water supply, stormwater and wastewater networks throughout the City are provided to levels appropriate to sustain the density of use provided for in that locality. These networks are recognised by the District Plan, which utilises zoning to provide for use and development to ensure sustainable management of existing infrastructure and any extensions. The three networks are grouped together as they share similarities in their management and in terms of the effects any extensions have upon them.

In order to meet the demands of growth, greenfield areas located beyond the existing urban/rural fence may be identified to be re-zoned. Likewise, existing areas within the urban/rural fence may be identified to be intensified. Where the identification of such areas requires an extension to existing network infrastructure or additional capacity, the distribution of benefits can be directly attributed to these growth areas and the new households served. Development contributions will be required for such areas rather from the rates serviced debt as existing residents do not gain any benefit.

Period over which benefits expected to occur:

Networks for water supply, stormwater and wastewater tend to have a long lifespan over which the benefits will occur. This generally extends beyond the 10 year Community Plan planning horizon.

Demand Generation:

Funding the cost of providing increased capacity in Council network infrastructure, where it is attributed to growth, through development contributions rather than rates serviced debt, promotes equity between existing residents and those responsible for the Council incurring these additional costs.

Distinctions between activities:

The benefits of funding additional capacity in these network infrastructure resulting from development growth through development contributions include greater transparency to quantify the cost of growth to Council in terms of providing additional capacity and then passing on the actual costs to developers through development contributions.

Improving levels of service, historical catch-up or asset replacement will be funded by other sources of revenue.

Transportation – City-wide and Local

Community Outcomes to which the activity primarily contributes:

- Economic well-being – Accessible City
- Environmental well-being – Safe and Healthy People, Sustainable City and Environment

- Social well-being – Active City.

Distribution of benefits:

The transportation network is maintained throughout the city at an appropriate level to ensure accessibility for all possible origins and destinations, and to provide for all possible activities. For example, the network caters for travel to work, recreation opportunities, health services, educational establishments, cultural experiences, as well as enabling industrial and commercial activities to function effectively. The DCC Transportation Strategy includes various projects which represent improvements to the network; these are required both to improve operational efficiency as a result of existing shortcomings in the network, and also to cater for the expected growth of the city. There are also other priorities, for example to improve the environmental performance of the network by providing for alternative travel modes, such as walking, cycling and public transport. Funding for maintenance and capital works is provided from the general rate with financial assistance from the New Zealand Transport Agency.

Where existing greenfield areas are rezoned in order to accommodate growth and provide additional areas for residential activity, the existing transportation network may need to be improved or extended, either for motor vehicles, and/or for non-motorised road users. In such areas, the distribution of benefits can be directly attributed to these areas and the new households served, rather than the wider community. Development contributions will be required for funding all or part of the cost of such improvements/extensions, rather than utilising the existing funding streams, as existing residents are not the major beneficiaries.

Period over which benefits expected to occur:

The transportation network has a long lifespan over which benefits will occur. This extends beyond the 10 year Community Plan planning horizon.

Demand Generation:

Funding all or part of the cost of providing increased transportation network capacity (where it is attributed to growth) through development contributions rather than rates serviced debt promotes equity between existing residents and those responsible for the Council incurring these additional costs.

Distinction between activities:

The benefits of funding additional capacity in the transportation network that is required as a result of development growth wholly or partly through development contributions includes greater transparency in quantifying the cost of growth to Council. The actual cost to Council of providing additional capacity is passed on to developers through development contributions.

Improving levels of service, historical catch up or asset replacement will be funded by other sources of revenue.

4.0 Application of Development Contributions Policy

4.1 Events that will give rise to a requirement for a Development Contribution

Under Section 202 of the Local Government Act 2002 the Council can apply a development contribution upon the granting of:

- A resource consent (subdivision or land use)
- A building consent
- An authorisation for a service connection.

The Council will generally establish contributions at the subdivision consent stage. The Council considers that the subdivision consent stage is generally the most appropriate stage to take a development contribution for the following reasons:

- Practicality of implementation
- Economies of scale in implementation costs
- Fairness, as it is at subdivision stage that the future potential demand is established
- Best available knowledge for projections and allocating budgets.

An application for resource or building consent or a service connection that is granted will attract development contributions under this policy only if the following criteria are met:

- The activity is a development and generates demands for council-provided reserves, network infrastructure (water, wastewater, stormwater, and roading) or community infrastructure; and

- The development, either alone or cumulatively with another development, requires new or additional assets of increased capacity and to provide for these assets will cause or has already caused Council to incur capital expenditure; and
- The cost of these assets is not fully met by third party funding; and
- The assets will not be directly provided by the developer; and
- Is provided for in the development contributions policy.

4.2 Capital Expenditure in Response to Growth

The Council may require a development contribution from any development for the following:

- Capital expenditure expected to be incurred as a result of growth
- Capital expenditure already incurred in anticipation of development.

The total estimated capital expenditure Council expects to incur and has already incurred, as a result of growth, to meet increased demand for roading, water and wastewater, stormwater and reserves, over the next 10 years, is summarised in the table in Appendix A. The total growth component, excluding funding from other sources, of the capital expenditure will be funded by development contributions, as identified in the schedules to this policy.

4.3 The Council Use of Development Contributions

The Council will use development contributions only on the activity for which they are collected. This will be undertaken on an aggregated project basis for each of the activities.

Where the Council anticipates funding from a third party for any part of the growth component of the capital expenditure budget, then this proportion is excluded from the total estimated growth component to be funded by development contributions.

4.4 Limitations to the Application of Development Contributions

The Council will not require a development contribution for a reserve, network infrastructure, or community infrastructure in the following cases:

- Where it has, under Section 108(2)(a) of the Resource Management Act 1991 (RMA), imposed a condition on a resource consent in relation to the same development for the same purpose; or

- Where the developer will fund or otherwise provide for the same reserve, network infrastructure, or community infrastructure; or
- Where the territorial authority has received or will receive full funding from a third party for the same reserve, network infrastructure, or community infrastructure.

In addition to the above, development contributions will not be used to fund the level of service component of the identified infrastructure works. The level of service component as opposed to the growth component of the Council's identified infrastructure works, for the network activities, relates to increasing the level of infrastructure provision due to higher public expectation, environmental or statutory obligation eg environmental standards for water quality or technological improvements.

4.5 Implementation and Review

It is anticipated that this policy will be reviewed, and if necessary amended, on an annual basis as part of the Annual Plan/Community Plan process. The review will include adjustment of figures to reflect changes in budgeted costs. (Refer to section 5.6). Any review of the policy will be via a special consultative process and may take account of:

- Any changes to significant assumptions underlying the Development Contributions Policy
- Any changes in the capital development works programme for growth
- Any changes to the District Plan
- Development of Council Strategies which affect growth
- Any changes in the pattern and distribution of development in the City
- Any changes that reflect new or significant modelling of the networks
- Any change in actual cost and/or actual interest costs
- Addition of new projects and changes, or new development contributions areas, or deletion or modification to existing projects, costs or areas
- The regular reviews of the Funding and Financial Policies, and the Community Plan
- Any other matters the Council considers relevant, including amendments to legislation and regulations.

4.6 Unit of Demand

4.6.1 Residential Activities

To attribute the level of growth-related expenditure Council has determined that every residential unit, whether a separate building or part of a building equals one Equivalent Household Unit (EHU) which equals one Unit of Demand.

The majority of development that will occur within the City will be for residential units. A residential unit consists of a household unit that generates demand for community facilities. The average household unit within Dunedin consists of 2.4 persons per household. Table 1 summarises the demand generated by an average equivalent household unit.

The household unit is considered to be a reasonable proxy for measuring most types of growth and for calculating the effects of such growth as it is used for estimating demand for most assets, is easy to understand and is a consistent method of assessing the cost of growth across the city.

Table 1: Demand generated by an average equivalent household unit in Dunedin

Community Facilities	Unit of Demand			Demand per household unit
	Urban	Rural Residential	Rural	
Water	270 litres /person /day	NA	NA	635 litres/household/day = 1 equivalent household unit
Waste water	270 litres /day / person	NA	NA	635 litres/household/day = 1 equivalent household unit
Storm water	NA	NA	NA	1 equivalent household unit
Roading	Vehicle trips per day			10 = 1 equivalent household unit
Reserves (City-wide and Local)	1	1	1	1 equivalent household unit
Community Infrastructure	1	1	1	1 equivalent household unit

4.6.2 Commercial Residential Activities

Commercial residential activities (such as motels and hotels) are usually made up of a number of beds catering for a maximum number of people rather than household units. Therefore, for commercial residential activities, a conversion factor is required to translate maximum numbers of people to an equivalent household unit (EHU). One person equates to 0.4 percent of an

average household unit (at 2.4 persons). For example, a commercial residential activity catering for a maximum of 50 people would only generate 20 EHU's (ie 50 people X 0.4 conversion factor = 20 EHU).

Contributions for reserves will not be taken on commercial residential activities as it is considered that these activities do not generate additional demand on the reserve network.

Table 2: Units of Demand – Commercial Residential Activities

Activity	Unit of Demand Conversion Factor	Demand per equivalent household unit
Commercial Residential	0.4	1

4.6.3 Non-Residential Activities

Non-residential activities encompass a variety of activities, scale and intensity across the City. They include commercial, industrial and community support activities. Table 3 outlines the unit of demand for non-residential activities.

Contributions for reserves will not be taken on non-residential activities as it is considered that these activities do not generate additional demand on the reserve network.

Table 3: Units of Demand - Non-Residential Activities

Community Facilities	Unit of Demand
Water supply	Per square metre of site area
Waste water	Per square metre of site area
Storm water	Per square metre of site area

5.0 Significant Assumptions of the Development Contributions Policy

Section 201(1)(b) of the Local Government Act 2002 requires the development contributions policy to state the significant assumptions underlying the calculation of the schedule of development contributions. This must include an estimate of potential effects, if there is significant uncertainty as to the scope and nature of those effects.

5.1 Future Predicted Population Growth

During the last 50 years, Dunedin's population has remained relatively static. However, based on medium growth projections that the Council has prepared up to 2021, an increase of about 7.4% in the population (from 118,863 in 2006 to 128,000 in 2021), and 14% in the number of households (from 46,500 in 2001 to 52,700 in 2021) is predicted. Refer to Appendix B for a detailed explanation of growth assumptions in Dunedin.

The Council has assumed that based upon these projections, growth will continue up to 2021 equating to an additional 9,137 people and 6,200 new household units in Dunedin. These projections are consistent with those used in asset management planning data.

5.2 Community Facility Availability and Future Requirements

Based upon the best current engineering knowledge available to the Council, it is assumed that the present water supply, stormwater, and wastewater networks have sufficient capacity to serve future development that occurs to specified densities within existing zones in the District Plan.

The Council recognises that it may be necessary to investigate the identification of greenfield areas located beyond the limits of the existing urban/rural fence that can be re-zoned to meet the demands of the projected population and household growth for Dunedin City. New community facilities will either have to be provided, or the existing community facilities will have to be extended, to service the greenfield areas.

Alternatively the Council may investigate providing for future growth through intensification of appropriate areas within the existing 'urban/rural' fence. In this instance either new community facilities will have to be provided, or the existing community facilities will have to be upgraded.

From time to time Council recognises that it may be necessary to upgrade or renew network infrastructure. In such instances it may be prudent and cost effective to provide for additional capacity to accommodate future growth at the same time as the upgrade or renewal.

In the above situations, where new community facilities are provided in order to cater for growth, Development Contributions will be payable for the costs of providing for that growth.

Regardless of whether growth occurs within or beyond the existing 'urban/rural' fence, land and associated development for public reserves will be required for both population and household growth.

Council intends to investigate the possibility of capturing Development Contributions for community infrastructure, which includes assets such as libraries, leisure facilities and community centres.

5.3 Development Contribution Areas

The schedule to this Development Contributions Policy identifies the specific areas where Development Contributions apply. The schedules will be amended over time to include areas that would result from proposed District Plan changes and to areas resulting from completed District Plan changes, where those changes would result in a need to provide additional services for the resultant increased growth.

5.4 Growth in the City

It is assumed that residential development will continue within the existing developed residential areas within the city with continued apartment development in the relevant activity zones. Residential growth is also expected to continue in coastal areas such as the northern coastal settlements and the Peninsula. Development in new residential areas is expected to occur in Mosgiel. Further rural development in Dunedin, in particular rural-residential development, is assumed to continue at current trends. Non-residential development is expected to continue within all relevant zones with growth in industrial activities expected in the Dukes Road North Industrial area.

In addition, there may be other areas that experience growth in response to as yet unknown development pressures or developments. The need to provide for additional community facilities to cater for those developments will be considered at that time.

5.5 Planning Horizons

A 10-year timeframe is being used as a basis for forecasting growth and applying a development contribution. This is consistent with the Council's activity management planning horizons.

5.6 Inflation and Interest

All figures are expressed in 2009 dollars and allowance has been made for inflation and interest on the following basis:

- Inflation – The capital expenditure budgeted amounts have had an inflation adjustor applied from 2010/11 onwards. Refer to the Community Plan for details of the inflators used.
- Cost of Funds – To reflect the full cost of providing for growth allowance is made for the 'cost of funds'. From the time the capital expenditure is incurred until the time the costs are recovered from development contributions, the Council has assumed that there will be an interest cost.

The Council will review and if necessary amend the figures annually using the best available information on actual costs. (Refer to section 4.5 Implementation and Review).

6.0 Administration of Development Contributions

6.1 Schedules to Development Contributions Policy

The Schedules to the Development Contributions Policy specify:

- The development contributions required from development for capital expenditure for growth for water, waste water, stormwater, transportation network and reserves
- The development contributions payable in different areas of Dunedin as identified in the Council's policy approach in 2.3
- The event that will give rise to a requirement for a development contribution upon granting a resource consent, building consent or authorisation for service connection
- The conditions and criteria that apply on the requirement for development contributions.

Table 4 provides a summary of the schedule of contributions payable.

It is the Council's intention that when areas are identified for the purpose of growth through the District Plan Change process, the relevant contributions for development within any identified areas will be added to the Schedule by way of a special consultative procedure under the Local Government Act 2002.

The Mosgiel West Contribution Area referred to in this document is known as the East Taieri Structure Plan Area in the District Plan. This document may be updated to reflect this.

Table 4: Summary of Schedule of Development Contributions Payable

	Development Contribution Asset Area						Total contribution per unit of demand (exclusive of GST)
	Reserves - City-wide	Reserves - Local	Water Supply	Waste Water	Storm Water	Transportation Network	
Residential (in all zones within the City)	\$540.81	NA	NA	NA	NA	NA	\$540.81 per lot
Variation 9B –	NA	NA	\$2.14	\$0.96	NA	NA	\$3.10 per sqm site area
Plan Change 15 - Mosgiel East Area	\$540.81	\$2,718.00	NA	\$767.20	\$1,364.00	\$4,554.60	\$9,944.61 per lot
Plan Change 15 – Mosgiel West Area	\$540.81	\$2.55	\$5.13	\$1.03	NA	\$6.73	\$540.81 per lot + \$15.44 per sqm site area
Plan Change 15 – Mosgiel West- Access Road to Riccarton Road Area	NA	NA	NA	NA	NA	\$2.75	\$2.75 per sqm site area
Plan Change 15 – Mosgiel East C	\$540.81	NA	\$2.69	\$0.73	NA	NA	\$540.81 per lot + \$3.42 per sqm site area

6.2 Additional Household Units

While generally development contributions will be established at subdivision consent stage, the Council's experience is that occasionally, additional demand is created by additional household units on land already subdivided and does not require land use consent. In such cases, as a matter of equity, the Council will assess and seek the appropriate development contribution at the building consent stage. If additional units of demand are created in the absence of subdivision or outside of the building consent stage the Council will require a development contribution at service connection stage.

6.3 Calculation of Development Contributions

For each network infrastructure or reserve asset area where Development Contributions are required, the development contribution payable by the developer will be calculated by multiplying the development contributions per Equivalent Household Unit by the additional number of Household Equivalent Units. The steps are shown in Appendix B.

Where only a portion of a property is to be developed in accordance with a resource consent and the balance of the site remains undeveloped, the development contribution will be taken only for that portion being developed. Future development of the property, if this occurs, will attract development contributions at that time.

Where a resource consent (subdivision) is granted for a boundary adjustment and no additional lots are created, development contributions will not be assessed or payable on the resource consent.

6.4 Credits

Development contributions are payable for increased EHU's. In calculating additional units of demand resulting from development, credit will be given for the number of existing EHU's even if no previous financial or development contributions have been paid. Generally development contributions will be required on development over and above that existing at the time of an application, where additional units of demand are created.

In calculating and invoicing development contributions, the Council will recognise and provide a credit in the form of EHU's for any pre-existing EHU's arising from:

- An existing lawfully established residential unit on the site (whether or not this will be retained in the development)
- Existing vacant site zoned Residential
- A resource or building consent capable for implementation for a building on the site, granted prior to 1 July 2006 that has not lapsed, been surrendered or cancelled
- A resource or building consent for a building on the site granted between 1 July 2006 and 22 June 2009 for which a development contribution has been calculated and paid in full prior to 22 June 2009 (the Community Plan adoption date).

Where a development will result in a lesser number of units of demand than that existing on the site at the time of application, the credit will remain with the site and not be payable to the applicant by the Council.

Where land (eg for a reserve) is transferred to the Council as the development contribution in lieu of monetary contributions for a 'local development contribution', and is sufficient to cover the cost of development contributions for multiple stages of planned development, credit may be given toward future development contributions for the balance of the title. The credit will remain with the site and is not payable to the applicant by the Council. The credit would apply only to development contributions for the purpose to which the land was given (eg local reserve contribution) and for the amount of land the Council has indicated is required for the site. Such credit is to be used within 10 years of the granting of the resource consent that resulted in the land being transferred to the Council, or the credit will expire. Additional land, landscaping, features, or facilities (eg play equipment) provided by a developer above that required for development contributions, for the benefit of the development or subdivision, or as a result of credits expiring, will be considered as a 'gift' to the city.

6.5 Payment and Invoicing of Development Contributions

The calculation of development contributions shall occur at the same time as the issuing of the subdivision, land use, building consent or service connection that triggered the initial calculation.

The contributions identified by the Council in the schedules of this Policy are no longer required pursuant to the Resource Management Act 1991 (except those financial contributions identified in 2.2 of this Policy), but are a requirement pursuant to the Local Government Act 2002 and therefore will no longer:

- Be a condition of a resource consent
- Be able to be challenged through the provisions of the Resource Management Act 1991.

The final calculation of the development contribution and invoicing shall occur at the same time as the issuing of the consents that triggered the initial calculation. In issuing a resource consent or a building consent, an advice note will be provided informing the consent holder of the requirements to pay and when the payment is to be made.

Payment of a development contribution shall occur as follows:

Application attracting development contributions	When the development contribution is payable
Subdivision Consent	Prior to the issue of the section 224 completion certificate under the Resource Management Act 1991
Land Use Consent	Prior to commencement of the consent pursuant to s208(a)(ii) Local Government Act 2002
Building Consent	Prior to issuing of the building consent
Service Connection	Prior to giving consent to connect to the service pursuant to s208 Local Government Act 2002.

6.6 GST Exclusive

Development contributions specified in the schedules are exclusive of Goods and Services Tax (GST) and GST will need to be added to the final calculation.

6.7 Enforcement Powers

If payment of development contribution is not received the Council will enforce powers outlined in Section 208 Local Government Act 2002. Those provisions state that until a development contribution required in relation to a development has been paid or made under section 198, a territorial authority may:

- a) In the case of a development contribution required under section 198(1)(a):
 - i) Withhold a certificate under section 224(c) of the Resource Management Act 1991
 - ii) Prevent the commencement of a resource consent under the Resource Management Act 1991
- (b) In the case of a development contribution required under section 198(1)(b), withhold a code of compliance certificate under section 43 of the Building Act 1991.
- (c) In the case of a development contribution required under section 198(1)(c), withhold a service connection to the development.
- (d) In each case, register the development contribution under the Statutory Land Charges Registration Act 1928, as a charge on the title of the land in respect of which the development contribution was required.

6.8 Service Connections

The Council will continue to collect service connection fees in accordance with current practice and the Local Government Act 2002 for the following assets:

- Water Supply connection
- Stormwater connection
- Wastewater connection.

Nothing in this policy will prevent the Council from requiring, as a condition of resource consent, the provision of works and services usually, but not exclusively, internal to or on the boundaries of the development site required to service that development, to connect it to existing infrastructural services and to avoid, remedy or mitigate the environmental effects of the development, except where such works are provided for in the LTCCP.

Nothing in this policy will prevent the Council from requiring, at its request and cost, the provision of additional 'extra-over' works by the developer, such as installing a larger pipe and/or constructing a wider road through their development, in anticipation of future demand on those services beyond the boundaries of the development. Where additional extra-over works for a development are supplied by the developer that will benefit the current and future requirements of growth and/or levels of service, and where the cost of the works exceeds the development contribution assessed and payable for that development, the Council may, at its discretion, reimburse the developer. The reimbursement will be via a contractual agreement entered into by both parties, being the developer and the Council. The payment terms of any monies will be negotiated in the terms of the contractual agreement.

6.9 Extraordinary Circumstances and Private Development Agreements

Where in the Council's opinion, it is in the best interests of all parties, the Council reserves the discretion to enter into a Private Development Agreement with a developer for the provision of particular infrastructure to meet the special needs of a development. An example is where a development requires a special level of service or is of a type or scale which is not readily assessed in terms of units of demand.

The Council envisages that such agreements could be used in situations where significant developments occur or are proposed and require new capital expenditure to cater for growth

but no budgeted capital expenditure has been provided and no development contribution has been set. This situation is likely to occur where a plan change has resulted in the rezoning of an area, greenfield sites are to be developed, a structure plan has been prepared in anticipation of development of an area, or a resource consent is issued which would result in additional pressures on services or the requirement of upgraded or additional services or reserves. Agreements could also be used in situations where alternative technologies or on-site management may provide acceptable solutions.

In establishing an agreement the applicant will be expected to provide supporting information and detailed calculations of their development's roading, water supply and waste water demands in terms of units of demand.

The Private Development Agreement must clearly state the departures from the standard process and calculation, and the reasons for entering into the agreement. The agreement would also specify land to be vested in the Council, works to be undertaken on or off the site, timeframes of when infrastructure will be provided, and financial contributions required for the provision or upgrading of existing services.

Any Private Development Agreement will be subject to consideration and approval by the Council.

6.10 Remissions, Postponement and Refunds

At the request of an applicant, the development contributions required on a development may be considered for remission, postponement or refund.

6.10.1 Remission of Development Contributions

At the request of the applicant, the development contribution required on a development may be considered for remission at the Council's discretion on a case-by-case basis.

Any application for remission will be considered and determined by Council.

Remission (in whole or in part) of development contributions may be allowed in the following circumstances:

- Where the actual cost of the project or a revised estimate is lower than the cost used as the basis for the contributions indicated in this policy

- Where the applicant will fund or otherwise provide for the same reserve, network infrastructure, or community infrastructure
- Where the projects indicated in this policy are no longer to be undertaken
- Where Council determines that a Development Contribution will not be charged.

Any remission (in whole or in part) may result in the need for a private development agreement to confirm alternative arrangements.

6.10.2 Process for Consideration for Remission of Development Contributions

Remissions must be applied for before a development contribution payment is made to the Council. The Council will not allow remissions retrospectively.

Any request for remission of development contributions shall be made by notice in writing, from the applicant to the Council before development contributions required on the development are paid. Any request for remission shall set out reasons for the request.

In undertaking the review:

- The Council shall consider the request as soon as reasonably practicable
- The Council may determine whether to hold a hearing for the purposes of the review, and if so, give at least 5 working days' notice to the applicant of the commencement date, time, and place of the hearing
- The Council may, at its discretion, uphold, reduce, or cancel the original amount of development contribution required on the development and shall communicate its decision in writing to the applicant within 15 working days' of any determination or hearing.
- Where the Council decides to consider such a request the following matters will be taken into account:
 - The Development Contributions Policy
 - The Council's Funding and Financial Policy
 - The extent to which the value and nature of works proposed by the applicant reduces the need for works proposed by the Council in its capital works programme
 - The level of existing development on the site. Where multiple existing and pre-existing uses can be established the Council will have regard to the most intensive use(s).

Development contributions paid and/or works undertaken and/or land set aside as a result of:

- Development Contributions
- Agreements with the Council
- Financial Contributions under the Resource Management Act.

Any other matters the Council considers relevant.

6.10.3 Postponement of Development Contributions

The Council will not consider postponements of payment of development contributions under this policy except where a private development agreement is acceptable to the Council.

The circumstances where the Council may consider a postponement include, but are not limited to:

- Where land is proposed to be vested in the Council at a later stage of development that would cover the cost of the development contributions owed for the earlier stage
- Where network infrastructure proposed has not been installed, and the installation is likely to be delayed for some time. Payment of development contributions may be delayed until the year the work occurs.

If the Council exercises its discretion to accept a Private Development Agreement for postponement, a guarantee may be required. All costs associated with preparation of the Private Development Agreement documents (including Council legal fees) will be met by the applicant.

6.10.4 Refund of Development Contributions

The refund of money and return of land will occur in accordance with Sections 209 and 210 of the Local Government Act 2002, in the following circumstances:

- If development or building does not proceed
- If a consent lapses or is surrendered.
- If the Council does not provide any reserve network infrastructure or community infrastructure for which the development contribution has been collected within 10 years of that contribution being received. For the avoidance of doubt, the Council will not refund a contribution where a specific project does not proceed only where the service provided by that project is not provided.

Any refunds will be issued to the consent holder of the development to which they apply.

The amount of any refund will be the contribution paid, less any costs already incurred by the Council in relation to the development or building and its discontinuance.

The refund would exclude any costs already incurred by the Council and will not be subject to any interest or inflationary adjustment.

7.0 Other Matters

7.1 Development Contribution – Money or Land

The Local Government Act 2002 provides that a Development Contribution may be money or land, or both. Under this policy the contribution shall be money unless, at the sole discretion of the Council, a piece of land offered by the developer would adequately suit the whole or part of the purpose for which the contribution is sought.

7.2 Esplanade Reserves

Esplanade Reserves and Strips do not fall within the ambit of Reserves for Development Contributions. Esplanade Reserves will continue to be dealt with under the Resource Management Act 1991 as they are at present and will generally not be discounted against development contributions due for Reserves. There may be rare circumstances where the Council desires a wider Esplanade Reserve, for example, and where additional land may be offered as partial or total payment of the development contribution liability for Reserves. This would have to be agreed with the Council's Community and Recreation Services Department and recorded in a Private Development Agreement.

Schedule A: Development Contributions for Reserves

This section outlines the development contribution rate and the justification for reserves – City-wide and local.

TABLE A1 – Development Contributions for Reserves – City-wide 2006-2016	
These will be applied City-wide where residential units of demand are created.	
Development Contribution Area	City-wide as shown in map A1.
Development Contribution Rate	<p>\$540.81 per Equivalent household unit (GST exclusive)</p> <p>Cost per EHU = $\frac{CE}{N} + \frac{CE}{Y} = \frac{352,240}{3,100} + \frac{3,033,000}{7,100}$ where</p> <p>EHU = cost per Equivalent household unit</p> <p>CE = capital expenditure for reserves relating to growth (adjusted figure to include inflation)</p> <p>N = total estimated number of additional residential dwellings for a 10 year period (2006-2016)</p> <p>Y = total estimated number of additional residential dwellings for a 20 year period (2006–2026)</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<p><u>\$3,385,300</u></p> <p>The cost of projects at Logan Park have been spread over a 20 year growth period as the design life of the buildings is expected to be 20 years. The other reserve projects have been calculated over a 10 year growth period.</p>

Justification for the Development Contribution	<p>A network of reserve land and facilities helps to maintain the quality of life for residents in Dunedin contributing to an 'Active City' with opportunities for passive and active recreation.</p> <p>City-wide reserves in Dunedin comprise amenities such as the Botanic Garden, sports fields, stadiums or specialised recreation facilities, playgrounds, tracks, and open space for ecological, landscape, or amenity reasons, and to provide attractive and desirable city environs. These reserves provide active and passive recreational opportunities to the city community forming a network through the city. The variety of different types and locations of reserves and facilities means they cater to a wide range of people. Increased demand for reserves can therefore come from anywhere within the city.</p> <p>The current expectations of the City's residents for ample provision of open space and recreation opportunities need to be retained, as the City grows in size, and as the levels of development in existing areas intensify.</p> <p>The Council will generally not accept land as development contributions. This is however at the discretion of the Council. Most land requirements for reserve purposes will be obtained through sale and purchase agreements outside of this Development Contributions Policy.</p>
The Development Contribution will cover	<p>A share of the capital expenditure for enhancing and upgrading reserves and facilities to cope with additional demands due to increased growth in the city. The share of capital expenditure attributed to growth has been allocated at 7%, reflecting the estimated 7.4% increase in population.</p>
Consideration of land:	<p>Situations where Council may accept land will be where it is advantageous to the reserves network, for example, to fill identified gaps in reserve provision, or provide links or access to reserves. Acceptance of land will be by negotiation between the developer and Council, and should be carried out at the early stages of planning before resource consent is lodged. Council is unlikely to actively seek land (other than that identified in this policy) over the next few years. However, strategic planning may identify other areas where land is desirable, and these may be included during future policy reviews.</p>
Maximum Contributions:	<p>In establishing the development contribution rates for City-wide reserves, section 203 of the Local Government Act 2002 states that development contributions for reserves must not exceed the greater of:</p> <ol style="list-style-type: none"> 7.5 percent of the land value of the additional allotments created by the subdivision (either cash or land equivalent); and The value equivalent of 20 square metres of land for each additional household unit created by the development.

Map A1 – City-wide Reserves Development Contribution Area



TABLE A2 – Development Contributions for Reserves - Mosgiel East	
These will be applied in Mosgiel East where additional units of demand are created and are in addition to the City-wide contribution	
Development Contribution Area	Mosgiel East as shown in map A2
Development Contribution Rate	<p>\$2,718.00 per Equivalent household unit (GST exclusive)</p> $\text{Cost per EHU} = \frac{\text{CE}}{\text{N}} = \frac{1,359,000}{500}$ <p>where EHU = cost per Equivalent household unit CE = capital expenditure for reserves relating to growth. N = total estimated number of additional residential dwellings at permitted density</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand.</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent nor a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$1,359,000</u>
Justification for the Development Contribution	<p>A network of reserve land and facilities helps to maintain the quality of life for residents in Dunedin contributing to an 'Active City' with opportunities for passive and active recreation.</p> <p>Mosgiel has a higher predicted growth than other areas of the City directly attributed to Plan Change 15 providing for additional residential areas. As a result there will be a need for two additional open space reserves with playgrounds. In the absence of Plan Change 15 no additional reserves are required within Mosgiel. On this basis, the Mosgiel East area has been specifically targeted for an additional reserve contribution, over and above the City-wide contribution. This targeted contribution will provide for the reserves to cater for the expected growth in Mosgiel East at the level that is currently enjoyed by residents in other areas of the City. Once the reserves are provided they will be maintained as part of the overall reserve network.</p>
The Development Contribution will cover:	The full cost of providing for the growth component attributable to Mosgiel East.

Consideration of land:	<p>The rezoning of Mosgiel East (East A and North of East A) through Plan Change 15 results in the requirement for land for reserves to provide for people living at this site. Council will accept land in the required areas (as specified below), or a combination of land and/or money, to the equivalent of the development contribution required for this area. Land to be taken has been valued at \$110 per square metre (inc. GST) and developments contributions or credit for land have been calculated on this basis.</p> <p>A reserve will be located approximately in the centre of the North of East A development approximately 3,000m² and provide open space and a playground. A small portion of land approximately 160 m² will be added to the existing Silverstream esplanade reserve.</p> <p>A reserve is required in the southern part of site, approximately 7000 m² to provide open space and a playground.</p> <p>Other situations where Council may accept land will be where it is advantageous to provide links or access to existing or future reserves. Acceptance of land will be by negotiation between the developer and Council.</p>
Maximum Contributions:	<p>In establishing the development contribution rates for Mosgiel East, section 203 of the Local Government Act 2002 states that development contributions for reserves must not exceed the greater of:</p> <ul style="list-style-type: none"> (a) 7.5 percent of the land value of the additional allotments created by the subdivision (either cash or land equivalent); and (b) the value equivalent of 20 square metres of land for each additional household unit created by the development.

Map A2 – Mosgiel East – Reserve Contribution Area



Legend

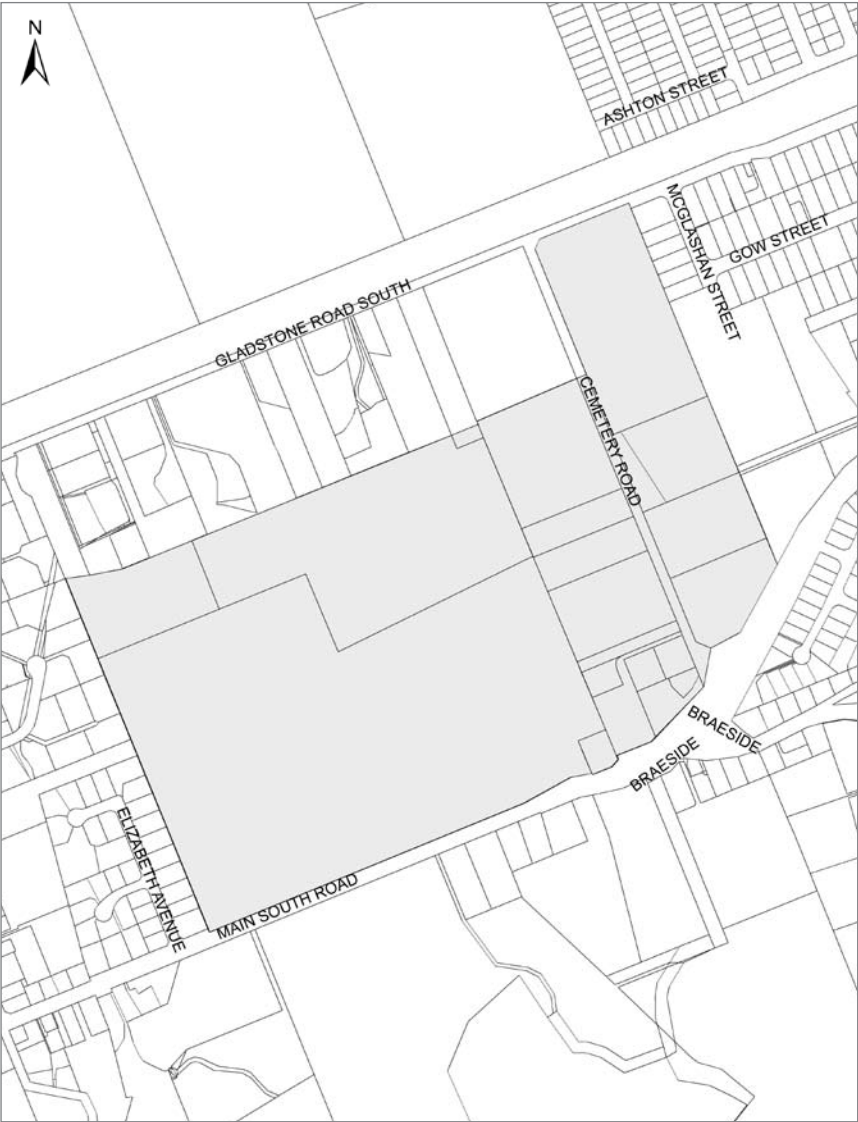
☐ Mosgiel East Contribution Area

Parcel boundaries (and other Cadastral derived data)
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TABLE A3 – Development Contributions for Reserves - Mosgiel West These will be applied in Mosgiel West where subdivision or development occurs and are in addition to the City-wide contribution.	
Development Contribution Area	Mosgiel West as shown in map A3
Development Contribution Rate	\$2.55 per square metre (GST exclusive) $\text{Cost per} = \frac{\text{CE}}{\text{N}} = \frac{994,000}{389,100}$ where CE = capital expenditure for reserves relating to growth N = total area (m2) with potential to be developed in Mosgiel West
Unit of Demand	square metre of total site area subject to development (includes roads and other public areas within development/subdivision area)
Trigger for Contribution	The event that will give rise to a requirement for this development contribution will be: <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent nor a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$994,000
Justification for the Development Contribution	A network of reserve land and facilities helps to maintain the quality of life for residents in Dunedin contributing to an 'Active City' with opportunities for passive and active recreation. Mosgiel has a higher predicted growth than other areas of the City directly attributed to Plan Change 15 providing for additional residential areas. As a result there will be a need for an additional open space reserve with playgrounds. In the absence of Plan Change 15 no additional reserves are required within Mosgiel. On this basis, the Mosgiel West area has been specifically targeted for an additional reserve contribution, over and above the City-wide contribution. This targeted contribution will provide for a reserve to cater for the expected growth in Mosgiel West at the level that is currently enjoyed by residents in other areas of the City. Once the reserve is provided it will be maintained as part of the overall reserve network.
The Development Contribution will cover:	The full cost of providing for the growth component attributable to Mosgiel West.

Consideration of land:	The rezoning of Mosgiel West through Plan Change 15 results in the requirement for land for a reserve to provide for people living in this area. Council will accept land in the required area (as specified below), or a combination of land and/or money, to the equivalent of the development contribution required for this area. Land to be taken has been valued at \$110 per square metre (inc. GST) and developments contributions or credit for land have been calculated on this basis. A reserve will be located approximately in the centre of the development approximately 4000m2 and provide open space and a playground. Other situations where Council may accept land will be where it is advantageous to provide links or access to existing or future reserves. Acceptance of land will be by negotiation between the developer and Council.
Maximum Contributions:	In establishing the development contribution rates for Mosgiel West, section 203 of the Local Government Act 2002 states that development contributions for reserves must not exceed the greater of: <ol style="list-style-type: none"> 7.5 percent of the land value of the additional allotments created by the subdivision (either cash or land equivalent); and The value equivalent of 20 square metres of land for each additional household unit created by the development.

Map A3 – Mosgiel West – Reserve Contribution Area



Legend

 Mosgiel West Contribution Area

Parcel boundaries Contains
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Schedule B: Development Contributions for Transportation Network

This section outlines the development contribution rate and the justification for the contributions for transportation network.

TABLE B1 – Development Contributions for the Transportation Network – Mosgiel East	
The developer will be responsible for the full actual costs of all necessary roading within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	Mosgiel East as shown on map B1.
Development Contribution Rate	<p>\$4,554.60 per Equivalent household unit (GST exclusive)</p> $\text{Cost per EHU} = \frac{\text{CE}}{\text{N}} = \frac{2,277,300}{500}$ <p>where EHU = cost per Equivalent household unit CE = capital expenditure for the transportation network relating to growth. N = total estimated number of additional residential dwellings at permitted density</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand.</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$2,277,300</u>

Justification for the Development Contribution	<p>The residential development of Mosgiel East will create over 500 new residential dwellings. Such growth impacts upon the transportation network, requiring additional capacity or facilities in the transportation network. To manage such demand capital expenditure is necessary involving construction of new roads, widening existing roads, improving safety of roads, construction of new footpaths and provision of public transport facilities. Land may be required for road widening. Land to be taken has been valued at \$110 per square metre (inc. GST) and developments contributions or credit for land are been calculated on this basis.</p> <p>The widening of Wingatui Road will provide for increased vehicle and pedestrian use resulting from residential development of the Mosgiel East area. The formation of pedestrian footpath will provide connectivity within the area and to the Silverstream. Improved cycle lanes and footpath on Factory Road will provide for increased vehicle and pedestrian use resulting from residential development of the Mosgiel East area. With the increased level of traffic that will be created from the residential development of Mosgiel East, good traffic management, to ensure safety and continued good traffic flows, is essential. The Council proposes installing a roundabout on the existing Factory Road/Wingatui Road intersection, and reserving land for future roundabouts should the need arise on the existing and proposed major intersections along Factory Road from Hagart Alexander Drive to Wingatui Road. This will improve the safety of the roads around the Mosgiel East area, by reducing speed, and will maintain good traffic movement, with the increased traffic levels resulting from development of the Mosgiel East area.</p>
The Development Contribution will cover:	A share of the capital expenditure for enhancing and upgrading the transportation network to cope with additional demands due to increased growth created by Mosgiel East.

Map B1 – Mosgiel East – Transportation Contribution Area



Legend

☐ Mosgiel East Contribution Area

Parcel boundaries (and other Cadastral derived data)
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TABLE B2 – Development Contributions for the Transportation Network – Mosgiel West – Upgrade to Cemetery Road	
The developer will be responsible for the full actual costs of all necessary roading within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	Mosgiel West – Eastern sections only – area (a) on map B2
Development Contribution Rate	<p>\$6.73 per m2 (GST exclusive)</p> <p>Cost per m2 = $\frac{CE}{N} = \frac{2,617,500}{389,100}$</p> <p>where</p> <p>CE = capital expenditure for the upgrade to Cemetery Road relating to growth</p> <p>N = total estimated area (m2)</p>
Unit of Demand	Development contribution given as a cost per metre squared. To obtain development contribution for unit, multiply cost per m2 by area of lot in m2.
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$2,617,500</u>
Justification for the Development Contribution	<p>The residential development of Mosgiel West will create around 350 new residential dwellings. Such growth impacts upon the transportation network, requiring additional capacity or facilities in the transportation network. To manage such demand capital expenditure is necessary involving, in this case, an upgrade to Cemetery Road such that there is a widened carriageway with cycle lanes, pedestrian footpaths, traffic calming in the form of 3 speed ramps, and pedestrian crossings.</p> <p>The widening of Cemetery Road will provide for increased vehicle and pedestrian use resulting from residential development of the eastern section of Mosgiel West. The formation of pedestrian and cycle paths will provide connectivity within the area. The traffic calming measures, crossing point on Cemetery Road and Gladstone Road East, construction of a footpaths on both sides will ensure the safety of vulnerable road users with the increased traffic flows resulting from the development, in particular children attending East Taieri Primary School and using Cemetery Road to walk/cycle to and from school.</p>
The Development Contribution will cover:	Capital expenditure for enhancing and upgrading the transportation network to cope with additional demands due to increased growth created by development of Mosgiel West.

Map B2 – Mosgiel West – Transportation Contribution Area

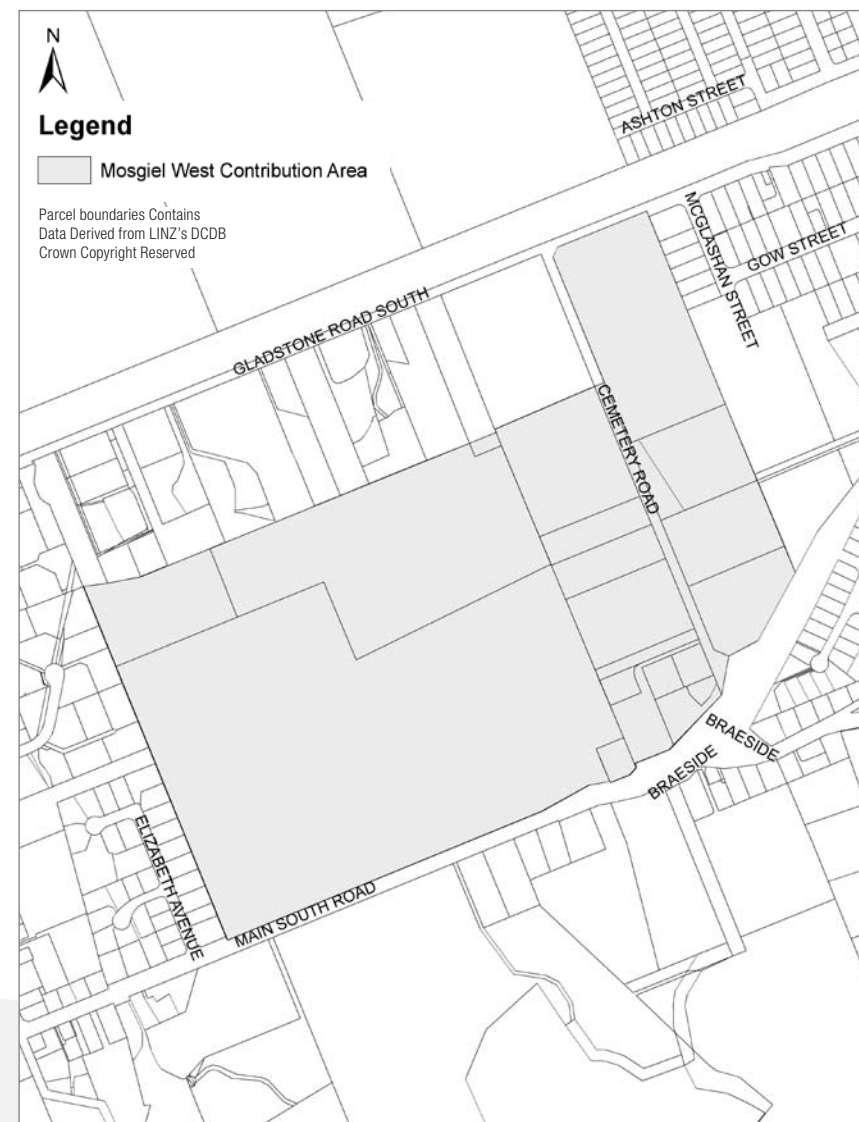
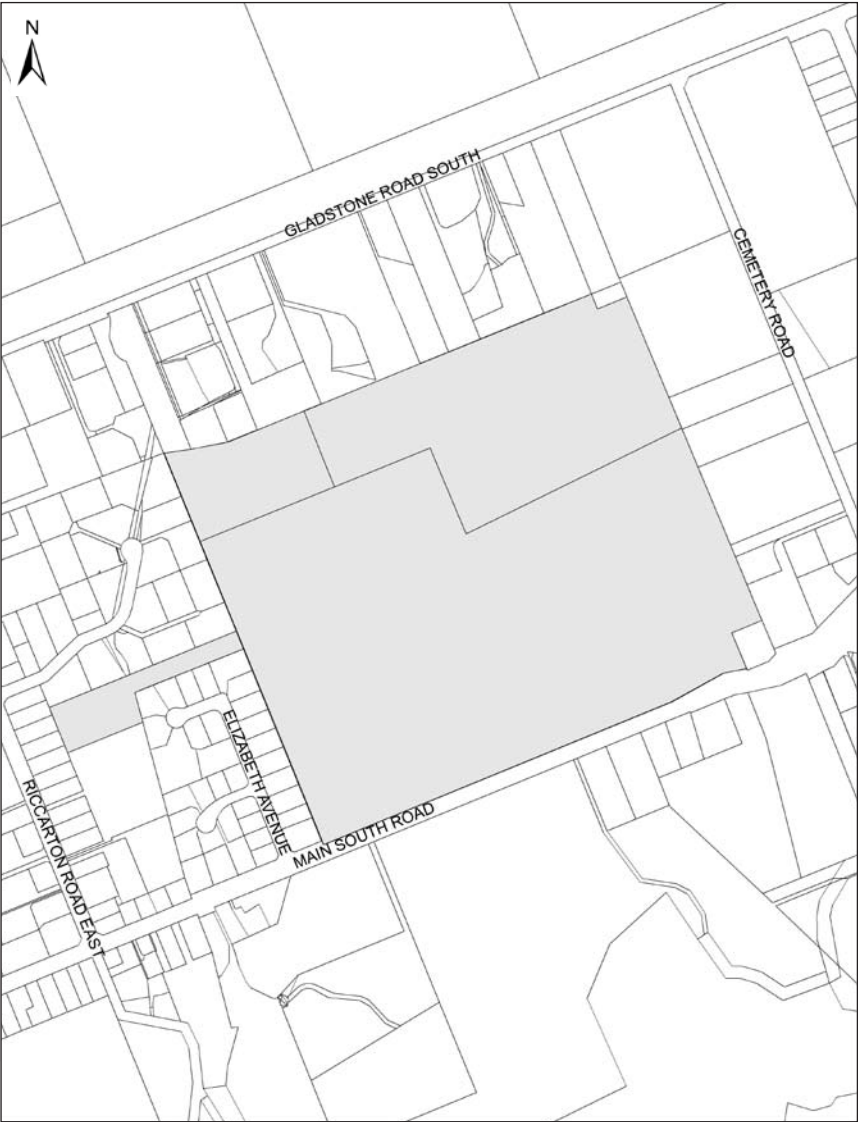


TABLE B3 - Development Contributions for the Transportation Network – Mosgiel West –Riccarton Road Access Link Area The developer will be responsible for the full actual costs of all necessary roading within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	Mosgiel West Area shown on map B3.
Development Contribution Rate	\$ 2.75 per m2 (GST exclusive) $\text{Cost per m2} = \frac{\text{CE}}{\text{N}} = \frac{877,500}{319,028}$ where CE = capital expenditure for the creation of access to Riccarton Road relating to growth N = total estimated area (m2)
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	The event that will give rise to a requirement for this development contribution will be: <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$877,500</u> (Total cost of construction \$970,000 (add in interest on loans), less 20% attributable to NZ Transport Agency for benefits to the State Highway network)

Justification for the Development Contribution	<p>The residential development of the western and central part of Mosgiel West will create around 350 new residential dwellings.</p> <p>The creation of a link road providing access to Riccarton Road will allow for traffic generated by the development of the areas outlined above to access the local transportation network. The Riccarton Road access will allow traffic to be distributed more evenly across the network. This is important for safety, efficiency and sustainability, and provides choices to residents. The link will provide for both vehicle and pedestrian use resulting from residential development of the Mosgiel West area. The Riccarton Road access will allow public transport to penetrate the development, supporting sustainability and mode choice goals.</p> <p>As a result of the creation of the new link road, The NZ Transport Agency have the opportunity to close the access from Elizabeth Avenue on to State Highway 1, and construct an access from Elizabeth Avenue on to the new link road, providing a safer access for residents. This benefits the NZ Transport Agency, as State Highway 1 will be safer and more efficient as a result. For this reason, the NZ Transport Agency will fund 20% of the cost of land and construction for the Mosgiel West – Riccarton Road access. The NZ Transport Agency will fund a greater share of the construction of the new link road than is represented by the land areas which will have access to the link road. This reflects the added benefit that the NZ Transport Agency will gain in closing the existing Elizabeth Avenue access, in terms of safety and efficiency of the national roading network.</p>
The Development Contribution will cover:	A share of the capital expenditure for creating a link road to provide access from Riccarton Road.

Map B3 – Mosgiel West – Riccarton Road Access Link Contribution Area



Legend

■ Mosgiel West Riccarton Rd Access Link Contribution Area

Parcel boundaries Contains
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TABLE B4 - Development Contributions for the Transportation Network – City-wide	
The developer will be responsible for the full actual costs of all necessary roading within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	City-wide as shown on map B4.
Development Contribution Rate	<p>\$ per Equivalent household unit (GST exclusive)</p> $\text{Cost per EHU} = \frac{\text{CE}}{\text{N}}$ <p>where EHU = cost per Equivalent household unit CE = capital expenditure for the transportation network relating to growth N = total estimated number of additional residential dwellings for a 10 year period (2006-2016)</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand.</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	Development Contributions will not be taken for the Transportation Network initially. This schedule will be amended in a future version of the policy to include development contributions for the transportation network, pending the outcome of further work that is currently being undertaken on the methodology and calculation for such contributions.
Justification for the Development Contribution	<p>The transportation network is an unrestricted public system and can be accessed by anyone and at anytime. Therefore growth attributed to additional household units in the City can impact on any part of the network.</p> <p>Such growth impacts upon the transportation network may require additional capacity or facilities in the transportation network. To manage such demand capital expenditure may be necessary involving construction of new roads, widening existing roads, sealing unsealed roads, providing additional off-street car parking, improving safety of roads, construction of new footpaths and provision of public transport facilities.</p>
The Development Contribution will cover:	A share of the capital expenditure for enhancing and upgrading the transportation network to cope with additional demands due to increased growth in the city.

Map B4–City-wide Transportation Network Contribution Area



Schedule C: Development Contributions for Water Supply

This section outlines the development contribution rate and the justification for the contributions for the provision of water supply infrastructure.

TABLE C1. Development Contributions for Water Supply – Variation 9B 2006-2016

The developer will be responsible for the full actual costs of all necessary water supply infrastructure within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following Development Contribution areas:

Development Contribution Area	Variation 9B as shown in map C1.
Development Contribution Rate	<p>\$2.14 per square metre (GST exclusive)</p> <p>Cost = $\frac{CE}{N} = \frac{790,330}{370,000}$</p> <p>where</p> <p>CE = capital expenditure for water supply relating to growth</p> <p>N = total area (m2) subject to Variation 9B</p>
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$790,330</u>
Justification for the Development Contribution	This industrial area was created as the result of Variation 9B to the District Plan. To service the additional area for fire fighting (consisting of 37 hectares) requires the installation of new water infrastructure in the form of a watermain extension from the existing watermain in the Taieri Airport runway up Carncross Street to Dukes Road.
The Development Contribution will cover:	The full cost of providing for the growth component attributable to the Variation 9B zone.

Map C1 – Variation 9B Contribution Area



TABLE C2 – Development Contributions for Water Supply – Mosgiel West	
The developer will be responsible for the full actual costs of all necessary water supply infrastructure within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	Mosgiel West as shown on map C2
Development Contribution Rate	<p>\$5.13 per square metre (GST exclusive)</p> <p>Cost = CE = $\frac{1,994,200}{389,100}$</p> <p> N 389,100</p> <p>where</p> <p>CE = capital expenditure for water relating to growth</p> <p>N = area required to be served by additional infrastructure</p>
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$1,994,200</u>
Justification for the Development Contribution	The existing water supply for Mosgiel is by way of a bore system. There is insufficient capacity to serve Mosgiel West therefore an alternative supply is required to be sourced. The nearest available water supply to serve this area is at the intersection of Wingatui Road and Gladstone Road North. The construction of this pipeline is required as a result of growth.
The Development Contribution will cover:	A percentage of the total cost for the installation of a pipeline due to growth created by Mosgiel West.

Map C2 – Mosgiel West – Water Contribution Area

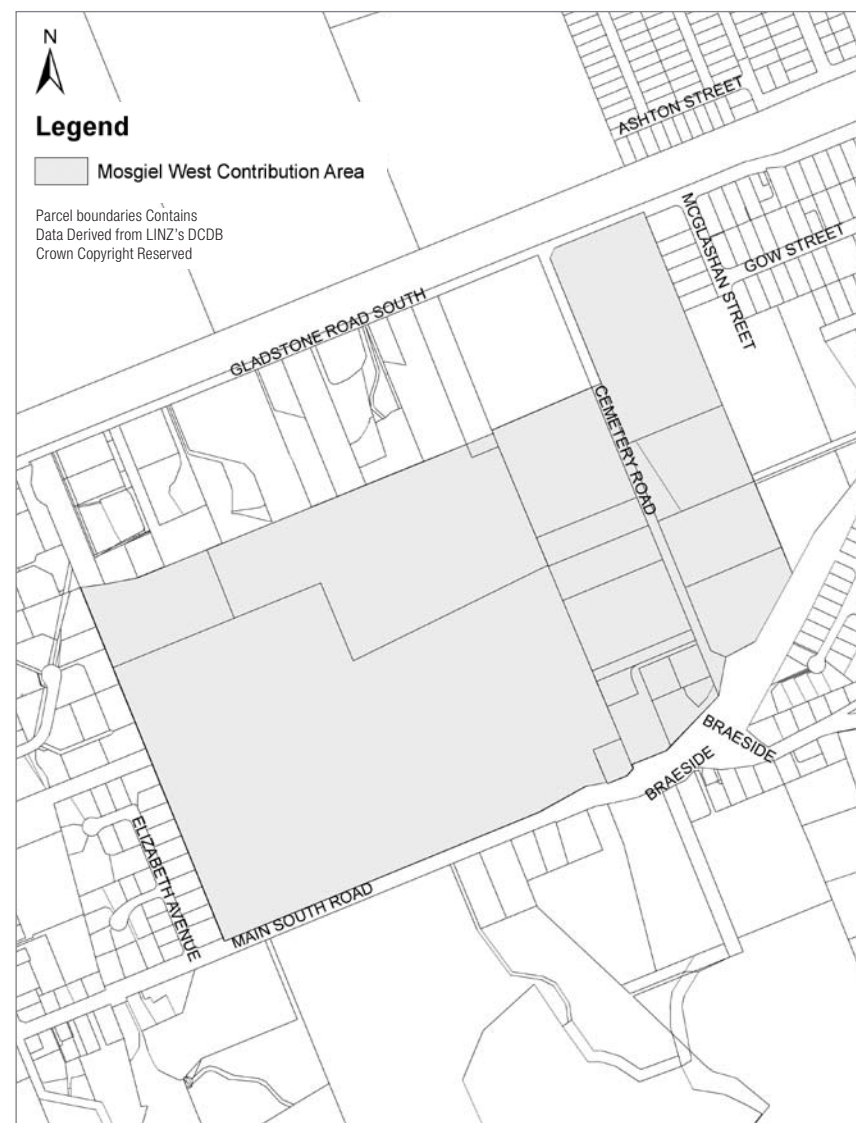
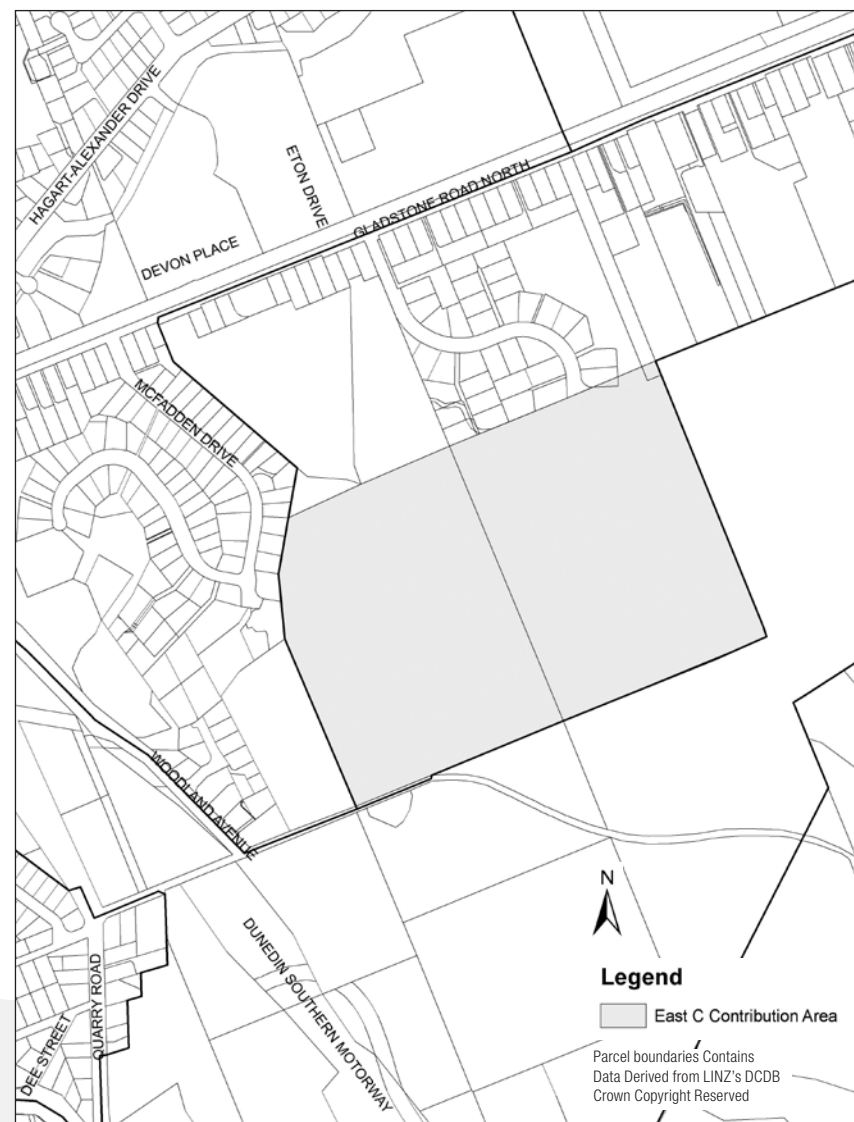


TABLE C3 - Development Contributions for Water supply –Mosgiel East C	
The developer will be responsible for the full actual costs of all necessary water supply systems within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution area.	
Development Contribution Area	Mosgiel East C as shown on Map C3
Development Contribution Rate	<p>\$2.69 per square metre (GST exclusive)</p> <p>Cost = $\frac{CE}{N} = \frac{648,300}{241,000}$</p> <p>where</p> <p>CE = capital expenditure for water relating to growth</p> <p>N = area required to be served by additional infrastructure</p>
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$648,300
Justification for the Development Contribution	The existing water supply for Mosgiel is by way of a bore system. There is insufficient capacity to serve Mosgiel East C, therefore an alternative supply is required to be sourced. The nearest available water supply to serve this area is at the intersection of Wingatui Road and Gladstone Road North. The construction of this pipeline is required as a result of growth.
The Development Contribution will cover:	A percentage of the total cost for the installation of a pipeline due to growth created by Mosgiel East C.

Map C3 – Mosgiel East C – Water Contribution Area



Schedule D: Development Contributions for Stormwater

This section outlines the development contribution rate and the justification for the contributions for the provision of stormwater infrastructure.

TABLE D1 - Development Contributions for Stormwater – Mosgiel East

The developer will be responsible for the full actual costs of all necessary stormwater systems within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.

Development Contribution Area	Mosgiel East as shown on map D1.
Development Contribution Rate	<p>\$1,364 per Equivalent Household Unit (GST exclusive)</p> <p>Cost per EHU = $\frac{CE}{N} = \frac{682,000}{500}$</p> <p>where</p> <p>EHU = cost per Equivalent household unit</p> <p>CE = capital expenditure for stormwater relating to growth</p> <p>N = total estimated number of additional residential dwellings at permitted density</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand.</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$682,000
Justification for the Development Contribution	<p>Developments of rural areas into residential areas create an increased demand to deal with stormwater and run off from hard paved surfaces. Mosgiel East Development will result in the creation of residential lots that will increase peak flows of stormwater during rain events, as a result of run off from hard surfaces. When the new pipeline was constructed on Hagart Alexander Drive in 2005/06 to deal with the flooding issues in the area an increase in the capacity of the infrastructure for the additional growth likely to result from the development of the Mosgiel East area was allowed for. The percentage of this cost attributed to Mosgiel East will be recouped as development and subdivision of this area occurs.</p>
The Development Contribution will cover:	30% of the cost for the construction of the stormwater pipeline along Hagart Alexander Drive attributed to growth created by Mosgiel East.

Map D1 – Mosgiel East – Stormwater Contribution Area



Schedule E: Development Contributions for Wastewater

This section outlines the development contribution rate and the justification for the contributions for the provision of wastewater infrastructure.

TABLE E1 - Development Contributions for Wastewater – Variation 9B

The developer will be responsible for the full actual costs of all necessary wastewater infrastructure within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.

Development Contribution Area	Variation 9B as shown on map E1
Development Contribution Rate	<p>\$0.96 per square metre (GST exclusive)</p> <p>Cost = $\frac{CE}{N} = \frac{353,500}{370,000}$</p> <p>where</p> <p>CE = capital expenditure for waste water relating to growth</p> <p>N = area required to be served by additional infrastructure</p>
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$353,500
Justification for the Development Contribution	<p>Development of rural areas for industrial activities creates a new demand to deal with wastewater. It has been identified through modelling that the existing wastewater system in Mosgiel needs to be upgraded to accommodate the additional flow created by this new area.</p> <p>An upgrade of the pumps at the Mosgiel Wastewater Plant is required. This will be a staged upgrade. All of the cost can be attributed to growth due to the additional wastewater flow from this rezoning.</p>
The Development Contribution will cover:	<p>The full cost of providing for the growth component attributable to the Variation 9B zone for the reticulation upgrade.</p> <p>A percentage of the total cost for the upgrading of the pumps at the Mosgiel wastewater Plant.</p>

Map E1 – Variation 9B Contribution Area

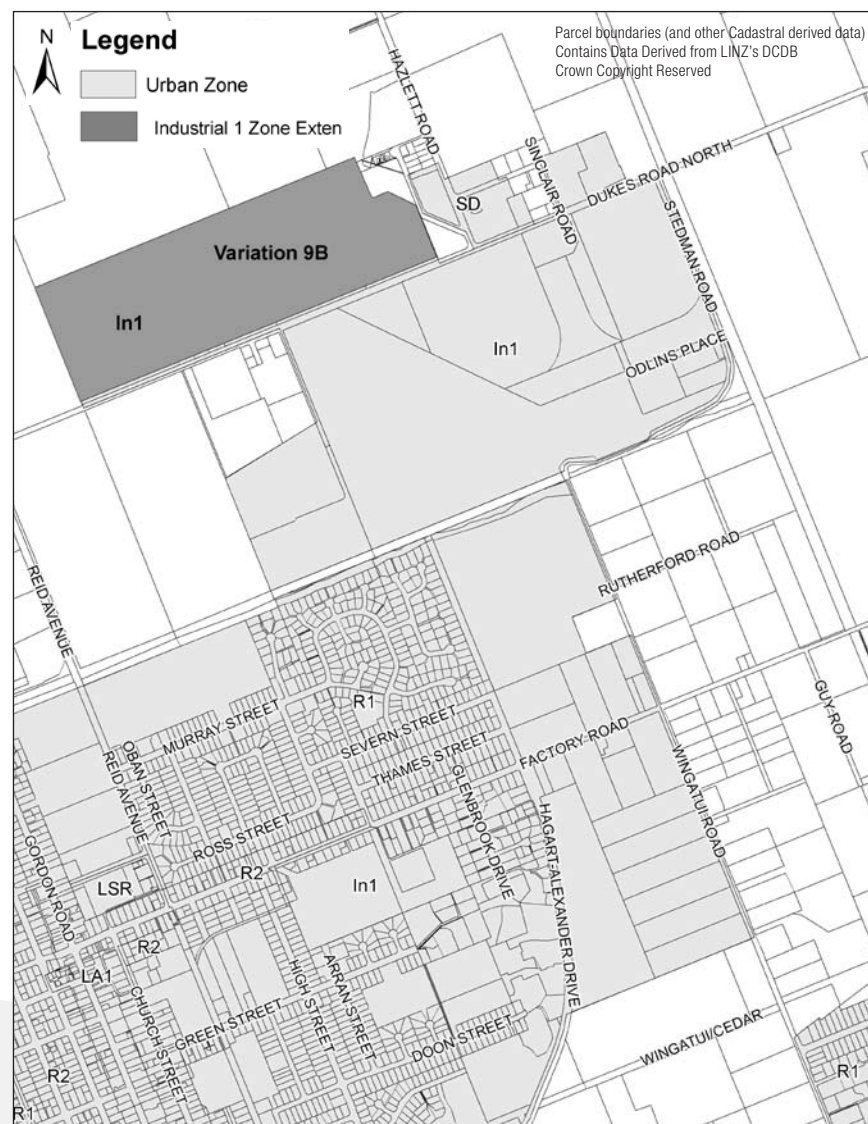


TABLE E2 - Development Contributions for Wastewater –Mosgiel East	
The developer will be responsible for the full actual costs of all necessary wastewater systems within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution area.	
Development Contribution Area	Mosgiel East as shown on Map E2
Development Contribution Rate	<p>\$767.20 per Equivalent Household Unit (GST exclusive)</p> <p>Cost per EHU = $\frac{CE}{N} = \frac{383,600}{500}$</p> <p>where EHU = cost per Equivalent household unit CE = capital expenditure for wastewater relating to growth N = total estimated number of additional residential dwellings at permitted density</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand.</p> <p>A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	<u>\$383,600</u>
Justification for the Development Contribution	<p>An upgrade of the pumps at the Mosgiel Wastewater Treatment Plant is required. This will be a staged upgrade. All of the cost can be attributed to growth due to the additional wastewater flow from this rezoning. This work is planned and was scheduled to commence in the 2007/08 financial year. The percentage of this cost attributed to Mosgiel East has been calculated to be 62.4% and will be recouped as development of this area occurs.</p> <p>The installation of a pipeline from Mosgiel East to connect with existing Renton Street infrastructure is required to service the area. This work is planned for the 2008/09 financial year and is 100% attributed to growth.</p>
The Development Contribution will cover:	A percentage of the total cost for stage 1 of the pumping station upgrade, and the installation of a sewer pipeline from Renton Street to Mosgiel East. These projects have been attributed to growth created by Mosgiel East.

Map E2 – Mosgiel East – Wastewater Contribution Area



TABLE E3 - Development Contributions for Wastewater – Mosgiel West	
The developer will be responsible for the full actual costs of all necessary wastewater infrastructure within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution areas.	
Development Contribution Area	Mosgiel West as shown on map E3
Development Contribution Rate	<p>\$1.03 per square metre (GST exclusive)</p> <p>Cost = $\frac{CE}{N} = \frac{401,700}{389,100}$</p> <p>where</p> <p>CE = capital expenditure for waste water relating to growth</p> <p>N = area required to be served by additional infrastructure</p>
Unit of Demand	Square metre of site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$401,700
Justification for the Development Contribution	<p>Based on the design flow from the new area the existing reticulation needs to be upgraded to accommodate the increased wastewater flows.</p> <p>This extra demand on the wastewater system requires the upgrading of the existing Burns Street wastewater pumping station. Costs can be attributed to growth due to the additional wastewater flow from this rezoning</p> <p>An upgrade of the pumps at the Mosgiel Wastewater Plant is required. This will be a staged upgrade. All of the cost can be attributed to growth due to the additional wastewater flow from this rezoning.</p>
The Development Contribution will cover:	<p>A percentage of the total cost for the upgrading of the Burns Street wastewater pumping station and the pump upgrade of the Mosgiel Wastewater Plant.</p> <p>The full cost of upgrading the wastewater reticulation providing for the growth component attributable to Mosgiel West.</p>

Map E3 – Mosgiel West – Wastewater Contribution Area

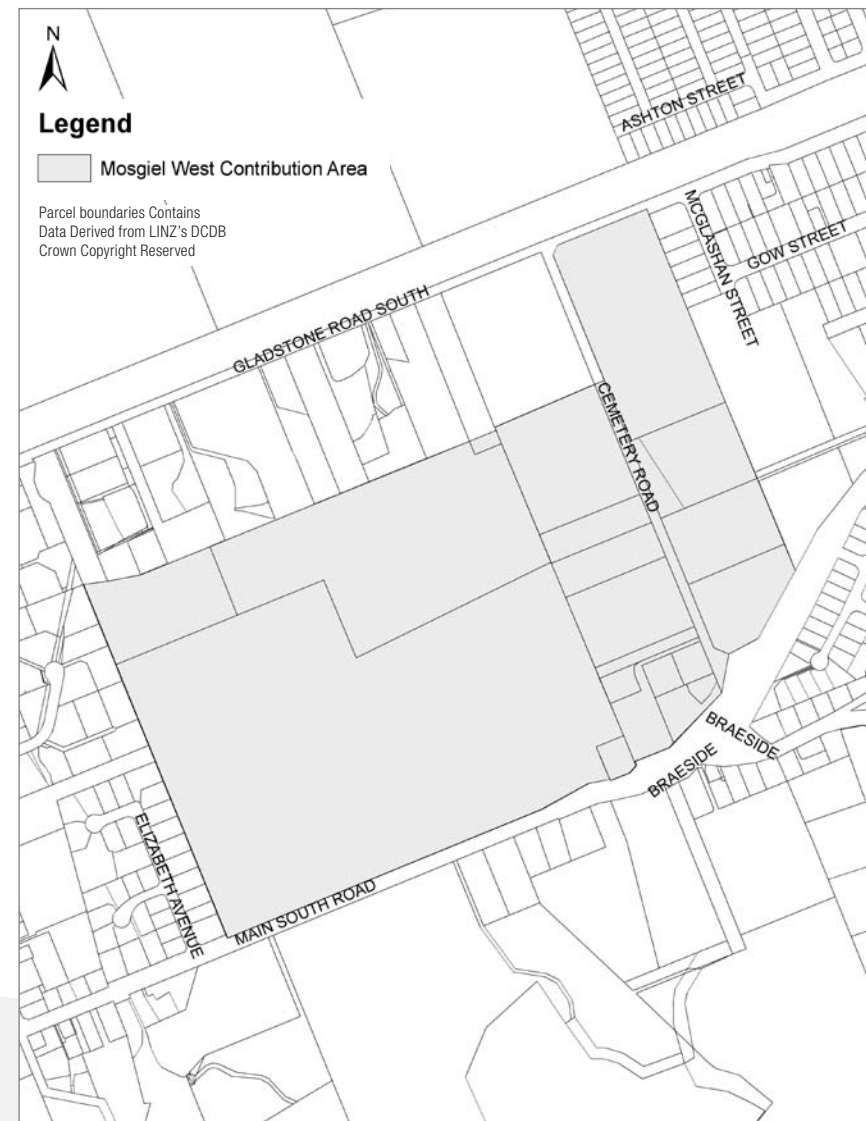
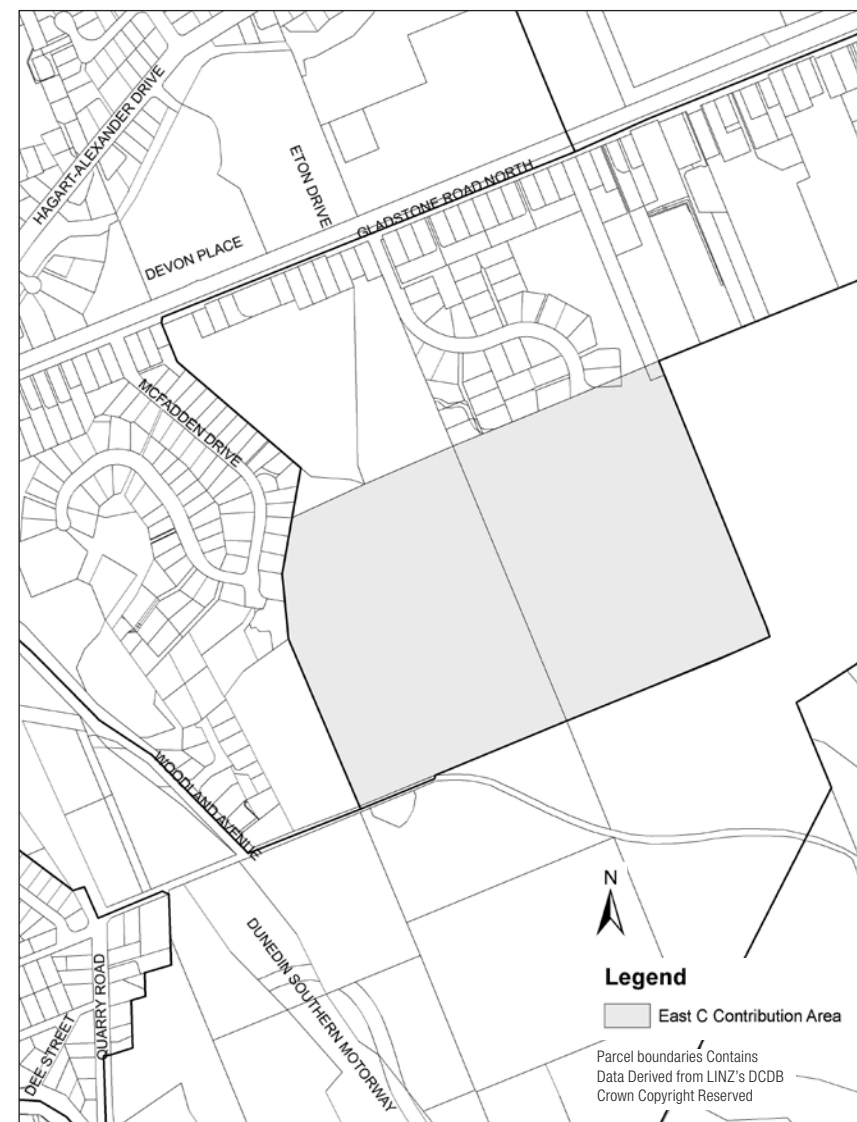


TABLE E4 - Development Contributions for Wastewater –Mosgiel East C	
The developer will be responsible for the full actual costs of all necessary wastewater systems within the development for each allotment or building in accordance with the Dunedin City Council Code of Subdivision. A contribution will also be imposed in the following development contribution area.	
Development Contribution Area	Mosgiel East C as shown on Map E4
Development Contribution Rate	<p>\$0.73 per square metre (GST exclusive)</p> <p>Cost per EHU = $\frac{CE}{N} = \frac{175,700}{241,000}$</p> <p>Where EHU = cost per Equivalent household unit CE = capital expenditure for wastewater relating to growth N = area required to be served by additional infrastructure</p>
Unit of Demand	Square metre of total site area subject to development (including roads and other public areas within development/subdivision area)
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Assessed Cost of providing services attributed to growth (2009-2019)	\$175,700
Justification for the Development Contribution	<p>The existing pumping station at Gladstone Road North does not have the capacity to cater for the additional wastewater flow. The cost can be attributed to growth due to the rezoning of this land.</p> <p>An upgrade of the pumping station at Gladstone Road North is required due to the additional demand this new residential area will create on the wastewater reticulation.</p>

Map E4 – Mosgiel East C – Wastewater Contribution Area



Schedule F: Development Contributions for Community Infrastructure

This section outlines the development contribution rate and the justification for the contributions towards community infrastructure.

TABLE F1. Development Contributions for Community Infrastructure	
Development Contribution Rate	<p>\$ per Equivalent household unit (GST exclusive)</p> $\text{Cost per EHU} = \frac{\text{CE}}{\text{N}}$ <p>where EHU = cost per Equivalent household unit CE = capital expenditure for community infrastructure relating to growth. N = total estimated number of additional residential dwellings for a 10 year period (2006-2016).</p>
Unit of Demand	<p>All new allotments created at subdivision stage are assumed to be equal to the creation of a single unit of demand. A residential unit is assumed to be one household unit that creates a single unit of demand</p>
Trigger for Contribution	<p>The event that will give rise to a requirement for this development contribution will be:</p> <ul style="list-style-type: none"> the granting of a resource consent under the Resource Management Act 1991; or if a resource consent is not required then the granting of a building consent under the Building Act 2004; or if neither a resource consent or a building consent is required then the granting of an authorisation for a service connection.
Justification for the Development Contribution	<p>Development Contributions will not be taken for Community Infrastructure initially. This schedule will be amended in a future version of the policy to include development contributions for community infrastructure, pending the outcome of further work that is currently being undertaken on the methodology and calculation for such contributions.</p>
The Development Contribution will cover:	

Appendix A: Capital expenditure related to growth

Summary of 10 Year estimated capital expenditure and funding for growth

	Project	Total capital expenditure for project (\$000) 2009-2019	Adjusted total capital expenditure for project (\$000) 2009-2019	Growth cost to be funded by development contributions (\$000) 2009-2019	Growth %
Reserves					
City-wide	Logan Park Development	15,030	30,330	3,033.0	10
	Sportsground upgrades - Logan Park	382	387	27.1	7
	Sportsground upgrades – Bathgate Park	254	277	19.4	7
	Sportsground upgrades – Hancock Park	372	416	29.1	7
	Sportsground upgrades – Opoho Park	254	292	20.4	7
	Sportsground upgrades – Montecillo Park	254	309	21.6	7
	Playground upgrades	2,950	3,353	234.7	7
City-wide Reserves Total				3,385.3	
Plan Change 15 - Mosgiel East Area	Reserve adjacent to esplanade reserve	18	18	18	100
	Reserve in northern area – acquisition and development	369	379	379	100
	Reserve in southern area – acquisition and development	936	962	962	100
Mosgiel East Total				1,359	
Plan Change 15 – Mosgiel West Area	Reserve acquisition and development	936	994	994	100

	Project	Total capital expenditure for project (\$000) 2009-2019	Adjusted total capital expenditure for project (\$000) 2009-2019	Growth cost to be funded by development contributions (\$000) 2009-2019	Growth %
Transportation Network					
Plan Change 15 - Mosgiel East Area	Roundabout: Wingatui Road/ Factory Road	590	702.5	597.1	85
	Factory Road improvements	-	-	434.0	90
	Wingatui Road improvements	833	1,367.6	1,230.8	90
	Roundabout: Factory Road/New Road	-	-	13.2	85
	Roundabout: Factory Road/Centre Street/Hagart Alexander Drive	17	22.4	2.2	10
Mosgiel East Total				2,277.3	
Plan Change 15 – Mosgiel West Area	Cemetery Road upgrade	1942	2,617.5	2,617.5	100
Plan Change 15 – Mosgiel West – Riccarton Road Link Area	Land purchase and formation of road	970	1,076.7	877.5	80
Wastewater					
Variation 9B	Wastewater pump station and pipe upgrade	313.7	353.5	353.5	100
Plan Change 15 - Mosgiel East Area	Mosgiel Wastewater Plant Upgrade	42.5	50.5	383.6	100
Plan Change 15 – Mosgiel West Area	Upgrade pumping station and wastewater treatment plant	311.3	401.7	401.7	100
Plan Change 15 – Mosgiel East C Area	Upgrade pumping station	154.2	175.7	175.7	100

	Project	Total capital expenditure for project (\$000) 2009-2019	Adjusted total capital expenditure for project (\$000) 2009-2019	Growth cost to be funded by development contributions (\$000) 2009-2019	Growth %
Water Supply					
Variation 9B	Dukes Road Ring main	-	-	790.33	100
Plan Change 15 – Mosgiel West Area	Pipeline construction	1,426.3	1,994.2	1,994.2	100
Plan Change 15 – Mosgiel East C Area	Pipeline construction	578.3	648.3	648.3	100
Storm Water					
Plan Change 15 - Mosgiel East Area	Stormwater sewer (already constructed)	-	-	682	30

Notes:

- These figures have been inflation adjusted from 2010/11 onwards. Refer to the Community Plan assumptions for details of inflators used
- To reflect the full cost of providing for the growth component of some projects, an allowance has been made for the cost of funds in relation to these figures. From the time the capital expenditure is incurred until the time the costs are recovered from developers, the Council has assumed that there will be an interest cost. Interest on money borrowed is estimated at 7% pa
- The growth proportion of capital expenditure will be funded from development contributions. None of the capital expenditure programme above will be funded from financial contributions

- The calculations and documentation supporting the above projects are available for examination at the offices of the Dunedin City Council
- Expenditure has already occurred on the stormwater sewer. When the pipeline was constructed growth in the Mosgiel East Area was anticipated and provided for
- Where project costs are being contributed to from a number of local development contribution areas, only the portion attributed to that area is specified under the total project cost
- Expenditure for Mosgiel East Area (Factory Road improvements, Wingatui Road improvements, and land for the roundabout for Factory Road/New Road, and reserves) and Variation 9B water supply, were programmed for the 2008/09 financial year and are not shown for expenditure in 2009/19
- The adjusted expenditure for the Logan Park Development includes the anticipated interest over a 20 year period, at 7.75% and an allowance for inflation.

Appendix B: Example of Calculation of Development Contributions

STEP 1	Go to schedules A-F to check what contribution area your development is located within and identify the contribution rates that apply within the contribution area.
STEP 2	Calculate how many units of demand your development will create (refer to Tables 1,2 and 3 in Section 4.6).
STEP 3	Calculate how many credits (if any) for the development (refer section 6.4) and deduct from the units of demand identified in step 2.
STEP 4	Multiply the number of units of demand (less credits) in your development by the development contribution charges identified in step 1 and add 12.5% GST. This is the total development contribution payable for your development.

Appendix C: Growth Assumptions for Dunedin

Dunedin's population has remained relatively static over the last 50 years compared with the growth of New Zealand's other Metro areas. Dunedin's resident population for 2006 was 118863. The overall increase in population from 114,504 in 1991 to 118,863 in 2006 was 4%. The forecasted medium population growth is 7.4% to 2021 estimating a resident population of about 128,000.

Growth in the number of households has been greater than population growth, increasing by 8% between 1991 and 2006 (40,920 to 44,394). The forecasted medium growth for the number of households is 14% (52,800) to 2021 (this forecast is based upon estimates and not actual households). The increased growth in households over population reflects a predicted increase in the number of smaller households, which is consistent with worldwide trends.

Over the last decade the central/north Dunedin (ie campus area), Mosgiel and Taieri areas have experienced significant population growth. Recent subdivisions in the area between Mosgiel and Dunedin have also contributed to growth in the Saddle Hill/Fairfield area in the last five years. The greatest population increase (approximately 25%) occurred in the University area, reflecting the increase in size of student flats and expansion of hostel accommodation. Mosgiel increased by 8%, mainly due to the movement of families into recently developed areas around the fringe of the town.

The northern coastal settlements particularly Evansdale and Warrington have shown a population growth of 4% between 1991 and 2006.

Appendix D: Glossary of Terms

Activity means a good or service provided by, or on behalf of a local authority or a Council-controlled organisation; and includes:

- The provision of facilities and amenities
- The making of grants
- The performance of regulatory and other governmental functions.

Applicant is the person/persons that apply for resource consent, building consent or service connection.

Activity Management Plan means the Council documents that outline how the Council will manage and provide infrastructure assets.

Catchment means the area served by a particular infrastructure.

Capital Expenditure means the cost the Council expect to incur to provide infrastructure assets for the running of network infrastructure, reserves and community infrastructure.

Commercial Residential Activity has the same meaning as in the District Plan as follows:

"Means a building or group of buildings used for the accommodation of people and which are or can be let on a daily tariff, including boarding houses for 6 guests or more, and home stays for 6 guests or more."

Community Facilities means reserves, network infrastructure, or community infrastructure for which development contributions may be required in accordance with section 199 of the Local Government Act 2002.

Community Infrastructure means:

- Land, or development assets on land, owned or controlled by the territorial authority to provide public amenities
- Includes land that the territorial authority will acquire for that purpose.

Community Outcomes, in relation to a city or region:

- Means the outcomes for that city or region that are identified as priorities for the time being through a process under section 91

- Includes any additional outcomes subsequently identified through community consultation by the local authority as important to the current or future social, economic, environmental, or cultural well being of the community.

Community Support Activity has the same meaning as in the District Plan as follows:

"Means the use of land and buildings or collection of buildings which are used for the primary purpose of supporting the health, welfare, safety, education, culture and spiritual well-being of the community including childcare facilities and community police offices but excludes hospitals, recreational activities, facilities which have or require a liquor licence or which provide restaurant facilities."

Connected Equivalent Household Unit means an equivalent household unit with direct access to a service connection.

Consent Holder is the person/persons who are the applicants to whom resource consent, building consent or service connection was granted.

Development means:

- Any subdivision or other development that generates a demand for reserves, network infrastructure, or community infrastructure
- Does not include the pipes or lines of a network utility operator.

Development Contribution means a contribution:

- Provided for in a Development Contribution Policy included in the Long-Term Council Community Plan of a territorial authority
- Calculated in accordance with the methodology.

Comprising:

- Money
- Land, including a reserve or esplanade reserve (other than in relation to a subdivision consent), but excluding Maori land within the meaning of Te Ture Whenua Maori Act 1993, unless that Act provides otherwise
- Or both.

Development Contribution Areas relate to defined geographical areas to which a development contribution is applicable in relation to the service catchments within those areas for network infrastructure, community infrastructure and reserves.

Development Contribution Policy means the policy on development contributions included in the Long Term Council Community Plan of the territorial authority under section 102(4)(d).

District means the district of a territorial authority.

Equivalent Household Unit has the same meaning as Residential Unit in the Dunedin City Council District Plan as follows:

"Means a building or part of a building which is self contained at least in respect of sleeping, cooking, dining, bathing and toilet facilities, where one or more persons live together whether related or not, but excludes units where staff provide for more than 18 residents. Staff living on the site are not included in this limit."

Financial Contribution has the same meaning as financial contributions in s108(9)(a)-(c) of the Resource Management Act 1991.

Goods and Services Tax (GST.) means Goods and Services Tax under the Goods and Services Tax Act 1985 or any legislation substituted for the same.

Greenfield Areas are defined as those areas where building capacity exists. Where land is zoned residential and has capacity to provide for future development it is considered a Greenfield site.

Local Government Act 02 means the Local Government Act 2002 or any legislation substituted for the same.

Local Authority means a regional council or territorial authority.

Methodology has the same meaning as methodology in s197 of the Local Government Act 2002.

Network Infrastructure means the provision of roads and other transport, water, wastewater, and stormwater collection and management.

RMA 1991 means the Resource Management Act 1991.

Rural Development means any activity in a Rural Zone under the District Plan.

Rural Residential Development means any activity in a Rural Residential Zone under the District Plan.

Third Party Funds means funding or subsidy, either in full or in part, from a third party.

Schedule of Development Contributions means the schedule to the Council's Development Contributions Policy required by section 201 of the Local Government Act 02 and setting out the information required by section 202, namely:

- The contributions payable in each city in respect of reserves, network infrastructure and community infrastructure
- The events giving rise to the requirement for development contribution
- Specified by city and by activity.

Service Catchment means a catchment defined by reference to the characteristics of the service and the common characteristics of the geographical area (for example stormwater catchments).

Service Connection means a physical connection to a service provided by, or on behalf of, a territorial authority.

Subdivision has the same meaning as Section 218 of the Resource Management Act 1991.

Unit of Demand means measure of demand for community facilities.

Urban Zones has the same meaning as Urban Zones in the Dunedin City Council District Plan as follows:

"Means the Residential, Industry, Port, Campus and Activity Zones."

Urban/Rural Fence has the same meaning as Urban/Rural Fence in the Dunedin City Council District Plan as follows:

"Means the boundary between the Urban Zones and the Rural Zones as provided for in the Dunedin City District Plan."

Development of Maori Capacity to Participate in Council Decision-Making

The Local Government Act requires the Council to consult with Maori and to provide opportunities for Maori to contribute to its decision-making processes. The Council is working with Ngai Tahu and Non-Ngai Tahu Maori to facilitate active and meaningful participation at both the organisational and operational levels.

Organisational Level

Dunedin City Council held a formal meeting with Maori at Otakou Marae in February 2003 aimed at consolidating and further developing existing relationships between the Council and Ngai Tahu. As a result of that meeting, a Maori Participation Working Party was established to consider ways in which to further develop Maori capacity to contribute towards Council decision-making.

In 2005, following the election of the new Council, the Working Party was reconvened as an informal Advisory Group on Maori Participation. The advisory group comprises Councillors and representatives from both local runanga, Te Runanga o Otakou, and Kati Huirapa Runaka ki Puketeraki. Araiteuru Marae Council are also recognised as representing Taurahere in the city.

The aims of the Advisory Group, are:

- To provide a direct line of communication between the Dunedin City Council with Ngai Tahu runanga and Taurahere (non – Ngai Tahu Maori)
- To facilitate communication and understanding at the executive/governance level of both parties
- To provide a forum for discussion of strategic level issues
- To provide advice to the Dunedin City Council on issues relating to Maori
- To identify, set out and evaluate options for the participation of Maori in areas arising from the Local Government Act 2002.

A hui was convened by the advisory group in May 2005 to provide an opportunity for all Maori groups within Dunedin City, both local runanga and Taurahere, to meet and discuss how Maori want to participate in local government issues and what is required to facilitate Maori input. It was agreed at this meeting that a further hui be convened by the local runanga and Araiteuru Marae, to explore closer working and increased participation. The Council also offered to provide briefings for the runanga on the LTCCP and opportunities for input.

The work of the group was formalised in a Memorandum of Understanding between the City Council and Te Runanga o Ngai Tahu as Manawhenua. The purpose of the memorandum is to define mechanisms to promote and facilitate effective consultation and liaison between the Dunedin City Council and Te Runanga o Ngai Tahu. The memorandum was ratified with the runanga in early 2006 and formally signed in December 2006.

The focus since 2006 has been on implementation of the agreement. A hui was convened in September 2007 to consider economic issues facing Maori in Dunedin and to identify issues and actions. The economic use of Maori Land was identified as an issue and a database of Maori land was compiled in February 2007.

A second hui to consider social and cultural issues was convened in October 2008, along with a briefing on the Community Plan process. It is planned that environmental issues will be discussed in 2009.

Activity Level

In addition to the arrangements for progressing corporate issues and liaison described above, various Council departments have mechanisms in place for consulting with Ngai Tahu on operational matters. For example, the City Planning Department has policies and an agreed protocol in place with Kai Tahu ki Otago Ltd relating to consultation under the Resource Management Act. The Council and Ngai Tahu have also jointly produced a Guide to the Iwi Consultation Process, which is aimed at applicants for resource consent.

A number of projects have been initiated by the Working Party including creation of a database of Maori Land in Dunedin City, which was suggested following the economic hui in February 2008. The feasibility of a Maori Tourism initiative is currently being investigated jointly with the University of Otago. An investigation into building/supporting Maori Entrepreneurship is also being explored. This project is being led by Te Kupeka Umaka Maori ki Araiteuru (KUMA) the Maori Business network which has secured significant funding from Potama Trust.

Following the social and cultural hui in 2008, discussions are underway regarding potential support for the development and co-ordination of matariki activities. The aim is to create an Indigenous Festival of the Arts.

Summary of Assessment of Water and Sanitary Services 2007/08

The Dunedin City Council has a statutory obligation under sections 124-129 of the Local Government Act 2002 to prepare and consult on an assessment of water and sanitary services. This includes the provisions for water, wastewater, stormwater, public and reserve toilets, cemeteries and crematorium services.

This summary outlines the key aspects of the Assessment and provides updated information on progress made on some the issues and proposed actions.

The Council provides a range of services that are fundamental to maintaining a healthy lifestyle for the majority of Dunedin's residents. The purpose of the Assessment is to help strengthen the Council's approach to planning and providing for essential sanitary services. It also assists by involving the community and decision makers in mapping the path forward.

At a high level the forecast population and development related growth for Dunedin is not expected to place unmanageable pressure on the existing sanitary services.

For each of the services provided the Assessment identifies:

- 1 Services currently provided in the key geographic communities within Dunedin.
- 2 Service issues and future service requirements.
- 3 Proposed response to the service issues and requirements.

Summary of Assessment of Water, Wastewater and Stormwater Sanitary Services 2007/08

The Council has completed its Assessment of Water, Wastewater and Stormwater Sanitary Services. The Assessment covers services in both the urban and rural areas. The assessment is supported by the content of the Activity Management Plans for the services.

The table below outlines the services provided, key findings and improvement planning recommendations.

Overall findings

The assessments suggest that in reticulated areas there is no elevated risk in respect to public health from either water or sanitary services. The Council is aware of some specific lower level risk issues in non-reticulated areas that it will act on and continue to consult with the community and Medical Officer of Health on these services.

Water Supply

Description of Service	Key Findings	Update on Improvement Planning
<p>The Council's Water service consists of four service areas, Metropolitan Dunedin plus four outlying areas:</p> <ul style="list-style-type: none"> West Taieri Rocklands Outram Northern Schemes. <p>The Council operates and maintains the water system from the catchment to the customer boundary.</p> <p>Key assets are 21,000 hectares of water catchment; 1405 km of pipeline; 35 pumping station; 57 reservoirs and 14 treatment plants.</p> <p>85% of the city's residents receive A Grade potable water from the Southern and Mt Grand water treatment plants, that complies with the New Zealand Drinking Water Standards 2005 (NZDWS).</p> <p>A further 3% of residents are supplied from smaller water treatment and reticulation schemes at West Taieri and Waikouaiti, which have recently been upgraded with membrane filtration technology and meet the NZDWS 2005.</p> <p>Smaller schemes at Outram and Rocklands (rural water scheme) provide chlorinated but ungraded water to populations of 734 and 12 respectively.</p> <p>12% of the city's population are not serviced by a reticulated public water supply and use either bore water (14%), surface water (12%), tankered water (2%) or roof water (72%) to meet their water needs.</p>	<p>The Council is aware of some specific lower level risk issues in non-reticulated areas such as:</p> <ul style="list-style-type: none"> Some residents with shallow ground water bores show elevated levels of manganese and iron From a survey of roof water systems in Allanton, 7% returned positive faecal coliform test results (although low level). <p>The Council is broadening its strategic focus from upgrading the metropolitan water supply to include Dunedin's smaller drinking water schemes. Work has been substantially completed to improve drinking water to the Northern Coast and the West Taieri schemes with commissioning of these projects due early in 2009.</p>	<p>Completion and commissioning of treatment plant and pipeline extensions for the West Taieri and Northern Coastal areas.</p> <p>Consultation and review for the proposed Allanton scheme is to be completed in 2008/09.</p>

Wastewater

Description of Service	Key Findings	Update on Improvement Planning
<p>The Council's Wastewater Service consists of 7 service areas, Metropolitan Dunedin plus 6 outlying areas</p> <ul style="list-style-type: none"> Green Island Mosgiel Middlemarch Seacliff Waikouaiti/Karitane Warrington <p>The Council operates and maintains the wastewater system from the main sewer to the point where treated effluent is discharged to the environment.</p> <p>Key assets are 860km of pipeline; 78 pumping stations and 7 treatment plants.</p>	<p>The Otago Regional Council (ORC) and Public Health South have indicated that there is no documented information, or statistical evidence available, to suggest that there is an elevated public health risk in regard to treatment/disposal via septic tanks and associated land drainage systems. The Council is however aware of specific areas that may require the Council's intervention through providing infrastructure, monitoring, and/or enforcement in line with the newly developed reticulated services policy.</p> <p>An important action arising out of the Assessment has been the development of a Reticulation Policy for the extension of water and wastewater schemes into non-reticulated areas and consultation on these policies was conducted in late 2008. A specific policy and project related to Allanton was consulted on at the same time for the provision of both wastewater and water supply extensions.</p> <p>Some of the issues identified in the Water and Sanitary Services Assessment include:</p> <ul style="list-style-type: none"> 3,000 properties in the city do not have access to piped wastewater networks Of these, 9% used inadequate disposal methods including long drops, cesspits and bucket systems Some issues with failed or leaking septic tank systems were noted in Allanton, Blanket Bay, Chain Hill, Saddle Hill, Harrington Point, Purakanui, Waikouaiti and Taieri Plains. 	<p>The Council has a defined and active programme of ensuring that the city's reticulated wastewater is treated to the agreed standard. The small portion of wastewater that is managed via septic tanks is also of importance to the Council.</p> <p>Consultation and review for the proposed Allanton wastewater scheme to be undertaken in 2009/10.</p>

Stormwater

Description of Service	Key Findings	Update on Improvement Planning
<p>The Council's Stormwater Service consists of eight service areas, including metropolitan Dunedin and seven outlying areas: Brighton/Waldronville Green Island, Mosgiel, Middlemarch, Mosgiel, Outram, Port Chalmers and Waikouaiti/Karitane and Warrington</p> <p>In general, the Council's stormwater sewers are piped, with open channels running through private properties falling under riparian ownership. There are however some exceptions to this rule.</p> <p>Key assets are 361 km of pipeline and 11 pumping stations.</p>	<p>It should be noted that following a historic programme of sewer separation, the stormwater system is designed to operate independently from the foul sewerage system.</p> <p>Short term (5 year) resource consents have been granted for urban stormwater discharges into the marine environment (upper harbour and Second Beach) while work on preparing catchment management plans is undertaken. These plans will support the long term consent (35 year) applications which will be lodged in 2010/11.</p>	<p>The council plans to complete the catchment management plans currently being developed for urban catchments to comply with resource consent requirements.</p> <p>Further development of education strategies for management of stormwater to minimise adverse environmental impacts is underway.</p>

Summary of Assessment of Public Toilet Sanitary Services 2007/08

The Council has completed its Assessment of Public Toilet Sanitary Services which primarily focuses on public health risks. The assessment captures much of what is contained in the City Property Activity Management Plan. It covers facilities in both the urban and rural areas. The table below outlines the facilities provided, key findings and improvement planning recommendations.

Description of Service	Key Findings	Update on Improvement Planning
<p>The Dunedin City Council through its City Property activity provides 27 public toilets located in both rural and urban areas of the city.</p> <p>Privately owned and operated toilets in shopping malls and larger stores have not been included in this assessment.</p>	<p>Damage and vandalism at five central public toilet sites. Two of these had previously been closed but demand for the facilities has meant that Council continues to provide the service in these areas.</p> <p>A review of the Public Toilet Strategy is required to provide a clearer service demand for public toilets.</p> <p>Investigation into the development of two new public toilet facilities to maintain current service level provisions into the future.</p> <p>There is a lack of clear asset renewal programmes in place for toilet facilities.</p>	<p>The Public Toilet Service Review Report was adopted in September 2008. The report has identified an increase in the current level of service standard by renewing many existing facilities; refurbishing all public toilets to a more consistent 'fit-out' standard and the addition of new public toilet facilities to be located in North Dunedin, Kaikorai Valley, North East Valley and Ocean View (including a waste disposal site).</p> <p>In addition to this list of new public toilets a number of other locations have been identified in a cross-over with demands for reserves toilets. This has resulted in some reserves being targeted to provide toilet facilities that will be maintained to a public toilet standard and open for general public use but will be managed by the Parks and Reserves Activity. These will be located at De Carle Park, Navy Park, Marlow Park and Market Reserve.</p> <p>A programme for replacement of existing toilets has been included in the report; this will be provided in detail with the capital works programme in the Community Plan.</p>
	<p>Investigation into the need for 24-hour public toilet facilities in the Octagon.</p>	<p>The Public Toilet Service Review Report has recommended more investigation is required to ensure more visible and accessible service is provided in the Octagon.</p>

Summary of Assessment of Reserve Toilet Sanitary Services 2007/08

The Council has completed its Assessment of Parks and Reserves Toilet Sanitary Services which primarily focuses on public health risks. The assessment captures much of what is contained in the Parks and Reserves Activity Management Plans. It covers facilities in both the urban and rural areas. The table below outlines the facilities provided, key findings and improvement planning recommendations.

Description of Service	Key Findings	Update on Improvement Planning
The Dunedin City Council through its Parks and Reserves activity provides 58 reserve toilets for the convenience, comfort and enjoyment of visitors using parks. They are not provided for the convenience of the general public, with the opening hours linked to the activity of the area and other operational activities such as closing of gates.	Historically toilet development has occurred in association with sports grounds and scenic reserve areas. Two of these toilets contain holding tanks and one contains a septic tank as these are not located near existing sewer lines.	All reserve toilets will be reviewed for their long-term renewal requirements for inclusion in the Community Plan. Maintenance programmes for reserve toilets managed under lease agreements will be undertaken as leases are renewed to ensure that all reserve toilets are managed to a consistent level of service.
	There is growing demand for additional toilet facilities on reserves with large playgrounds and access to toilets facilities for spectators on sports grounds. There is also demand for toilets near remote tracks and on scenic reserves.	A new reserve toilet facility will be installed at Mosgiel Memorial Park in 08/09 following the development of a destination playground. This will be part funded by the Mosgiel Playground Trust. Work with sports clubs to evaluate the feasibility to provide public toilet access to club owned facilities during periods of booked sporting events. A review of the Public Toilet Policy in 2008 has identified a new level of service for the provision of public toilets. In a number of areas, there is a cross-over with demands for reserves toilets. This has resulted in some reserves being targeted to provide toilet facilities that will be cleaned daily and open for general public use. These will be located at De Carle Park, Navy Park, Marlow Park and Market Reserve.

Summary of Assessment of Cemeteries and Crematoria Sanitary Services 2007/08

The Council has completed its Assessment of Cemeteries and Crematoria Sanitary Services which primarily focuses on public health risks. The assessment captures much of what is contained in the Cemeteries and Crematoria Activity Management Plans. It covers services in both the urban and rural areas. The table below outlines the services provided, key findings and improvement planning recommendations.

Description of Service	Key Findings	Update on Improvement Planning
The Dunedin City Council manages 19 cemeteries throughout the Dunedin area. Five of these are closed to new burials, these cemeteries being Andersons Bay Cemetery, East Taieri Cemetery, Northern Cemetery, Port Chalmers (old cemetery), West Taieri and the Southern Cemetery.	There is increasing demand to investigate extending the life of smaller community cemeteries. The projection for demands for casket and ash burials is adequately provided at existing cemeteries for the next 4 years.	Additional land was purchased in 2008 to extend the Broad Bay Cemetery. New burial and ash beams were installed in 2008 in the Port Chalmers Cemetery to allow for further burials to extend the life of this cemetery. Investigate disposing of parts of Green Park Cemetery not suitable for burials.
	Pandemic planning has been undertaken to ensure that the Dunedin City Council can manage its burial services during an outbreak.	This is reviewed on an annual basis.
New Dunedin Cemetery	12.98 hectares of land was purchased in 1996 on the boundary of Blackhead Road and Emerson Street, for the new Dunedin Cemetery.	This is currently under development and scheduled to open in 2010.
The Council provides a cremation service located at Andersons Bay Cemetery.	It is anticipated that under normal events of service demand, the capacity of the Crematorium will continue to meet the projected "medium growth rate" scenario projected over the next 10 – 15 years.	Renewal of the Elecfurn cremator is programmed and this will reduce the need to depend on back up procedures provided by other authorities.

Resource Recovery and Waste Management Strategy 2006/07 – 2015/16

In April 2004 the Resource Recovery and Waste Working Party was established. The terms of reference for the party included overseeing the development of a waste strategy. The result of the Working Party's efforts is the Resource Recovery and Waste Management Strategy 2006/07–2015/16 which was adopted by the Council in May 2006 following a special consultative procedure.

The strategy established a vision for waste management in Dunedin and set out guiding principles, strategic objectives and initiatives. The vision of Dunedin as a sustainable city in which waste is transformed into a beneficial material or returned benignly to nature, is based on current knowledge and takes account of economic, social, cultural and environmental issues associated with resource recovery and waste management. The strategy specifically addresses management of solid waste, gaseous liquid, stormwater and hazardous waste. The Council has set itself 28 targets and is developing a detailed programme to achieve these targets incrementally via the LTCCP planning cycle. Initial implementation activities were incorporated in the 2006/07 LTCCP and further initiatives are budgeted in the 2009/10 draft LTCCP. Targets include reducing waste to landfill by way of increasing the quantities of recyclable materials diverted from the landfill. There are also targets for monitoring waste, resource stewardship, waste management services, cost recovery and funding and education, promotion and advocacy. The strategy also considers the way landfill services will be provided for the city in the future. A project to improve kerbside recycling and collection services is another key element of the strategy that has been initiated in 2008.

New legislation enacted in 2008 established an external revenue stream for the implementation of the initiatives from the Resource Recovery and Waste Management Strategy, eliminating the requirement for rates funding of these activities. The Waste Minimisation Act 2008 provides for repayment of the levy on waste to local authorities on the proviso that it is reinvested in Waste Minimisation initiatives. The waste levy is collected at \$10 excl GST per tonne of waste disposal to landfill. Other elements of the act include the compulsory reporting of quantities and compositions of waste disposal to land.

Council Controlled Organisations (CCOs)

Rationale for Ownership and Control

The Local Government Amendment (No 2) Act 1989 made provision for local authorities to set up Local Authority Trading Enterprises (LATEs) and to transfer any local authority activity or undertaking to these organisations. The Local Government Act 2002 now describes LATEs as Council-Controlled Trading Organisations.

The ownership of trading enterprises provides important diversity to the Council's income stream. Faced with an ageing population whose means are limited, the Council needs sources of income other than rates. With exposure to markets in forestry and timber, international tourism, civil contracting and electricity distribution, a crucial diversity and growth in income is assured. This takes pressure off ratepayers for what are in effect increased equity contributions each year.

In practical terms therefore, the single most important reason for the Council's ownership of trading organisations (CCTO's) is to maximise the dividends payable to the Council. This policy is tempered by the recognition of the requirements in the trading organisations themselves to repay their own debt and to maintain a level of investment that ensures their ability to produce dividends is maintained or enhanced. For this reason Dunedin City Council's Holding Company (DCHL) exercises a significant monitoring role over the group companies to ensure that they are run on strictly commercial, businesslike lines and maintain a clear focus on their ultimate purpose. This primary objective is subject to compliance with section 59 of the Local Government Act which sets statutory purposes for the ownership of CCTOs.

Each Council Controlled Trading Organisation prepares a "statement of intent" which sets out, for the benefit of its shareholders, its mission and objectives for each financial year. Each Statement of Intent is considered by Dunedin City Holdings Ltd, which then makes recommendations for acceptance by Council.

The draft objectives and performance targets of the Council-owned companies included in this plan have been provided by the companies and were confirmed through their statement of intent process, which was completed in February 2008.

As a responsible shareholder the Council, from time to time, looks at the best options for managing and utilising these City assets. It achieves this through Dunedin City Holdings Ltd which owns all the shares in the subsidiaries. Dunedin City Treasury Ltd, formed on 1 July 1993, is responsible for the management of the Group's debt and investments.

Nature and scope of activities

The following table lists the Dunedin City Council Controlled Trading Organisations. It details the extent of ownership and the main services provided by each company.

Organisation	O/ship	Nature and Scope of the Activities
1 Dunedin City Holdings Limited	100%	Input into the statements of intent of subsidiaries. Input into the strategic direction of the subsidiaries. Performance monitoring. Ensuring individual subsidiaries receive maximum benefits from membership of the group of companies. Approval of decisions in accordance with subsidiary constitutions.
Subsidiaries of Dunedin City Holdings Limited		
1 City Forests Limited	100%	Sustainable production of logs for local and export markets.
2 Citibus Limited	100%	Provision of urban and tourist transport services.
3 Dunedin City Treasury Limited	100%	Management of financial risks and liquidity of the group, as well as the Dunedin City Council.
4 Aurora Energy Limited	100%	Provision of electricity distribution services in Dunedin City and Central Otago.
5 DELTA Utility Services Limited	100%	Management of network assets, electrical and civil contracting services throughout the South Island.
6 Taieri Gorge Railway Limited	72%	Provision of a tourist train through the scenic Taieri Gorge.
Associated Companies		
7 Dunedin International Airport Limited	50%	Provision of airport services at Momona.
8 Otago Chipmill Ltd	50%	Provision of tree processing.

Dunedin City Holdings Ltd

Dunedin City Holdings Ltd was formed on 21 October 1992 and is 100% owned by the Dunedin City Council. The Company in turn holds the shares in the various Council-owned companies. The Council sold its shares to Dunedin City Holdings Ltd on 1 July 1993. The Holding Company's activities are those of a normal holding company, together with:

- providing input into the statements of intent of each of its subsidiaries to ensure they reflect the objectives and policies of the Dunedin City Council with regard to the particular subsidiaries, in such manner and to such extent as the Holding Company is lawfully entitled to do so;
- providing input into the strategic direction of the individual subsidiary companies;
- monitoring the performance of the individual subsidiary companies; and
- ensuring the individual subsidiary companies receive maximum benefits from being a Group of Companies.

It is also responsible for recommending to the Dunedin City Council the appointment of directors to the respective boards of the subsidiary companies.

The undertaking by the Company of any activity of a nature or scope not provided for above would be subject to the prior approval of the company's shareholders (ie the Dunedin City Council).

Key Performance Targets

Performance targets are set out each year in the CCOs' Statements of Intent and approved, in the first instance, by the immediate shareholder and ultimately by Dunedin City Council.

Given the chief purpose of ownership, the key performance target of Dunedin City Holdings Limited (DCHL) is the achievement of the annual dividend. In turn DCHL seeks, as the key performance target of its subsidiaries, the achievement of its dividend targets.

It should be noted that each CCO has social and environmental performance measures, eg annual reviews of good corporate citizen activities, and, in some cases, increasing employment opportunities. Generally however, the target of achieving the prescribed annual dividend takes precedence.

The following table sets out the key performance targets and other measures 2009/2010:

Entity	Surplus— After Tax \$'000	S/holders Funds Total Assets %	Dividend Estimate \$'000
Subsidiaries of DCC			
DCHL	8,966	23.2	12,337
Subsidiaries of DCHL			
DCTL	7	n/a.	0
Citibus	169	58	0
City Forests	561	51.02	2,000
Aurora Energy	16,776	50	15,500
DELTA Utility Services	4,875	40	3,500
Taieri Gorge Railway	0	63.2	0
Associate Company			
Dunedin International Airport	TBA (Jan 2009)	TBA (Jan 2009)	TBA (Jan 2009)

Outputs

Outputs sought from DCHL are:

- To maximise the financial returns achieved from and the value added by the Companies within the Group
- To ensure, insofar as it is lawfully able, that the Statements of Intent and operating strategies for each of the Group Companies reflect the policies and objectives of the Dunedin City Council in respect of the operation of that business
- To monitor the operating activities of the Group Companies to ensure that the respective Statements of Intent and operating strategies are adhered to
- To keep the Dunedin City Council informed of matters of substance affecting the Group
- To perform continual reviews of the operating strategies, financial performance and service delivery of the Group Companies
- To maintain the Group's financial strength through sound and innovative financial management
- To ensure that appropriate communication channels exist for Group Companies to report

performance and operating results to Dunedin City Holdings Ltd and Dunedin City Holdings Ltd to report to the Dunedin City Council

- To operate personnel policies and practices within the Group which promote a non-discriminatory, culturally sensitive, equal opportunity workplace
- To establish an operating environment which encourages safe work practices and an harmonious industrial relations climate
- To ensure that the Group acts as a socially responsible and environmentally aware corporate citizen.

Financial Performance Measures

The performance measures established for Dunedin City Holdings Ltd for the year ending 30 June 2010 in its Statement of Intent:

	Target \$,000
Profit after tax	8,966
Shareholder's Funds	42,877
Shareholder's Funds to Total Assets	23.2%
Dividend to Dunedin City Council	23,100

Non-Financial Performance Measures

- At the half year and the full year to assess economic value added and the appropriateness of rates of return for each of the Group Companies.
- Monthly reviews of the operating activities of the Group Companies by the Board of Dunedin City Holdings Ltd.
- The Chairman to report matters of substance to the Dunedin City Council within five days of occurrence.
- Continual reviews by the General Manager of Dunedin City Holdings Ltd of the operating strategies, financial performance and service delivery of the Group Companies.
- Monthly reports are received from Group Companies within 35 days of the end of the month under review.

- Reports are made to the Dunedin City Council within 45 days of the end of each quarter by Dunedin City Holdings Ltd.
- The annual credit review by Standard & Poors of the Group's financial position confirms a rating of A or better.

Council-Controlled Organisations (Not For Profit)

Non-trading Council Controlled Organisations

On 26 January 2009 Council granted an exemption under section 7 of the Local Government Act 2002 to each of the non-trading companies listed below:

- Tourism Dunedin Limited
- Dunedin Events Limited
- Dunedin Visitor Centre Limited

These companies are shelf companies registered only for the purpose of securing the names and therefore the exemption to complete the various administrative requirements of the Local Government Act 2002 is a prudent management of resources.

Tourism Dunedin

Rationale for ownership and control

Tourism Dunedin is a "not-for-profit" body overseen by a Board of Trustees. Currently the Board comprises nine trustees.

As set out in section 4, Tourism Dunedin is deemed to be a Council-Controlled organisation in terms of the Local Government Act 2002 because Dunedin City Council and other local authorities have the power to appoint 50% of the Trustees to the Board.

Tourism Dunedin was established in February 2000, following which the City Council devolved its economic development functions relating to tourism to Tourism Dunedin. Dunedin City Council pays a levy annually to Tourism Dunedin. It is proposed to pay \$1,114,400 in 2009/10. A Service Level Agreement setting out performance targets is agreed annually with the Chief Executives of Dunedin City Council and Tourism Dunedin and is monitored by DCC.

Nature and scope of activities

The principal object of Tourism Dunedin is: "to promote Dunedin and in particular to strive towards the economic advancement and development through tourism of Dunedin and the Coastal Otago region."

Other objectives include maximising Dunedin's share of regional consumer spending and enhancing recognition of Dunedin as a key visitor destination.

Its activities include:

- Co-ordinating marketing campaigns
- Monitoring and forecasting visitor numbers
- Promoting and supporting events and conventions
- Customer service training programmes to improve quality of service and hospitality.

Key Performance Measures

The City Council has had a Service Level Agreement with Tourism Dunedin since 2001. A new Visitor Strategy was adopted in 2008 and the service level agreement in future will be based on the implementation plan within the strategy. This will influence the Statement of Intent and Service Level Agreement for future years.

Dunedin City Venues Limited (DCVL)

The Draft Community Plan contained a proposal to manage and own the Awatea Street Stadium and other Council venues such as the Dunedin Centre and the Edgar Centre within a limited liability company. Following further professional advice it has now been decided to form two companies:

- Dunedin Venues Management Limited (DVML) – responsible for the management of the venues
- Dunedin City Venues Limited (DCVL) – responsible for the ownership of the venues

DVML will be formed from 1 July 2009 in accordance with the statement of intent published in the Draft Plan. The establishment and statement of intent for DCVL will be consulted upon in the 2010/11 Annual Plan consultation.

Summary of Decision-making

The Council resolved on 2 June 2009 to authorise the Chief Executive Officer to proceed with the formations of DVML.

The 31 March 2008 report to Council listed four venues that could fall under the control of DCVL and DVML. The first venues to be brought into the company are likely to be the Edgar Sports Centre and the Dunedin Ice Stadium.

The Statement of Intent below describes the key elements of DVML's structure and role, with section a) describing the benefits of forming the venues management company.

Statement of Intent

a) Objectives of the Company

- Ensure optimum and co-ordinated venue management, financial return and economic impact for Dunedin while meeting the expectations of the Council, major sponsors and partners
- To ensure a high level of accountability for the financial results of the three venues
- Provide management focus on all the property holdings held on behalf of the Council to ensure the Council objectives are met
- Assist management of the cash inflows and outflows of property assets held to best advantage
- Support and foster the co-ordinated marketing and use of facilities, utilising their purpose built qualities to best advantage
- Building commercial profitability while facilitating affordable community access where appropriate
- Improve the cash-operating surplus before depreciation (including subvention payments).

b) The Board's Approach to Governance

Dunedin Venues Management Limited is a Council Controlled Organisation (CCO). The directors' role is defined in Section 58 of the Local Government Act 2002. This section states that all decisions relating to the operation of the CCO shall be made pursuant to

the authority of the directorate of the CCO and its Statement of Intent (SOI). The board is responsible for the preparation of the SOI which is approved by the Company's shareholder, Dunedin City Council. In addition to the obligations of the Local Government Act, Dunedin Venues Management Ltd is also covered by the Companies Act 1993 and governed by directors as any company should be by law and best practice.

The board of directors meets on a regular basis to direct and control the company's activities and accepts responsibility for the overall control systems operating within the company but recognises that no cost effective internal control systems will permanently preclude all errors or irregularities. The control systems operating within the company reflect the specific risks associated with the business of the company.

The shareholder reviews and approves the SOI and the three-year financial plan. Monthly and annual reports of financial and operational performance are provided to the shareholder.

c) Nature and Scope of Activities

The main activity of the company is the management of large venues. This will entail:

- Management of day to day events, maintenance, administration and marketing
- Co-ordination and integration of company owned and managed venues, with respect to:
 - event and venue marketing
 - ticketing and reservations
 - catering
 - security services
 - accounting and administration
 - maintenance services
 - information technology service
 - human resources services
 - event soliciting
 - asset management planning.
- Provision, where needs are identified, of events and space for physically, socially or economically disadvantaged groups.

d) Ratio of Consolidated Shareholders' Funds to Total Assets

The valuation and transfer values have not been established yet. Hence, this ratio has not been able to be calculated.

e) Accounting Policies

i) General Accounting Policies

In general, the accounting policies will comply with the accounting standards of the New Zealand Institute of Chartered Accountants and approved by the New Zealand Accounting Standards Review Board, as amended from time to time.

ii) Particular Accounting Policies

The particular accounting policies which materially affect the measurement and reporting of financial performance and financial positions are contained in Appendix 1.

f) Performance Targets

i) Financial (Edgar Sports Centre)

	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000
Revenue - Activities	818	864	914
Council-bought services	722	720	719
Total Revenue	1,504	1,584	1,633
Operating expenses	753	795	844
Rent	611	611	611
Depreciation	130	130	130
Interest	23	23	23
Total Expense	1,157	1,559	1,608
Net Income	23	25	25

ii) Non-financial Targets (Edgar Sports Centre)

- a) Monitor accessibility to venues through CERM survey and Residents' Opinion Survey.
- b) Monitor utilisation of venue spaces to identify better or alternative uses.

- c) Establish and maintain regular user surveys on quality, cleanliness, availability, service and value for money.
- d) Maintain regular, scheduled exchanges with primary user groups.
- e) Establish base user number levels and monitor for year.

g) Estimated Distribution to Shareholders

It is not anticipated that a distribution will be paid to the shareholders.

h) Reporting to the Shareholders

- 1 Annual (Prior to 31 December)
 - i) Draft Statement of Intent.
- 2 Annual (Prior to 31 May)
 - i) Statement of Intent.
 - ii) Summarised Capital Expenditure Budget for the year in question and Forecasts for the following two years.
 - iii) Updated Strategic Plan with summarised Financial Projections including a Statement of Financial Performance and a Statement of Financial Position (minimum five years).
- 3 Annual (Prior to 30 June)
 - i) Report on the achievement or otherwise of the Specific Objectives of the current year Statement of Intent.
- 4 Monthly (Within 30 days of the End of Each Month)
 - i) Activity Report - giving commentary on matters relating to the performance of the Company.
 - ii) Summarised Statement of Financial Performance, including a comparison of actual performance with budget.

5 Half Yearly (Within Six Weeks of the End of the Six Month Period)

- i) Directors' Report - giving a review of the Company's performance over the half year.
- ii) Statement of Financial Performance.
- iii) Statement of Movements in Equity.
- iv) Statement of Financial Position.
- v) Statement of Cashflows.
- vi) Notes to the Financial Statements.
- vii) DCHL Half Year Reporting Package.

6 Annual (Within Eight Weeks of the End of the Financial Year)

- i) Directors' Report - a review of the Company's performance over the full year, including a comparison of performance against objectives and key performance measures.
- ii) Statement of Financial Performance.
- iii) Statement of Movements in Equity.
- iv) Statement of Financial Position.
- v) Statement of Cashflows.
- vi) Notes to the Financial Statements.
- vii) Auditors Report on the above Financial Statements.
- viii) DCHL Full Year Reporting Package.

i) Procedures for purchasing shares in other companies

This will require the approval in writing of the shareholder, in this case Dunedin City Council.

Section Five – General Information

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315 Council Grants

Fees and Charges

Note: The fees and charges listed were correct at the time of going to print. The Council reserves the right to alter fees and charges during the year. Any changes will be publicly notified. All fees and charges are GST inclusive unless otherwise stated.

	2008/09	2009/10
Aquatic Services		
Moana Pool		
Casual Rates		
Adults Swim	5.00	5.50
Beneficiary/Senior	3.00	3.00
Child Swim	2.50	2.50
Family Swim (a family is either 2 adults & 2 children or 1 adult & 4 children)	10.80	11.00
Child - Club	2.00	2.00
Toddler Time	3.10	3.50
Spectator	1.00	1.00
Gym (includes swim)		
Adult	10.50	10.50
Beneficiary/Senior	8.00	8.00
Child	5.50	5.50
Sunbed (includes swim)		
Sunbed (* Service no longer available from 30 June 2009)	8.50	*
Aquafitness		
Adult	6.50	6.50
Beneficiary/Senior	5.50	5.50
Aqua Moves (60yrs+)	3.10	3.50
Spin Classes		
Casual member (per class)	6.50	6.50
Casual non-member (per class)	10.00	10.00
School Groups		
Per head	1.00	1.50
Concession Tickets		
<i>Adult</i>		
Swim (12)	49.00	52.00
Swim (30)	108.00	125.00
Sunbed (12)	65.00	85.00

	2008/09	2009/10
Circuit Gym (12)	108.00	108.00
Aquafitness (12)	65.00	65.00
Aquafitness (30)	127.00	140.00
<i>Beneficiary/Senior</i>		
Swim (12)	27.00	30.00
Swim (30)	66.00	75.00
Circuit Gym (12)	72.00	80.00
Aquafitness (12)	49.00	55.00
Aquafitness (30)	95.00	110.00
<i>Child*</i>		
Swim (12)	22.00	25.00
Swim (30)	52.00	60.00
Circuit Gym (12)	52.00	55.00
Membership		
<i>Adult (swim and gym)</i>		
Monthly Membership	55.00	65.00
3 Month Membership	200.00	250.00
6 Month Membership	400.00	400.00
12 Month Membership	700.00	700.00
<i>Beneficiary/Senior (swim and gym)</i>		
3 Month Membership	155.00	155.00
6 Month Membership	240.00	240.00
12 Month Membership	380.00	380.00
<i>Child (swim and gym)</i>		
3 Month Membership	140.00	140.00
6 Month Membership	200.00	200.00
12 Month Membership	300.00	300.00
<i>Adult (swim only)</i>		
6 Month Membership	195.00	220.00
12 Month Membership	303.00	330.00
<i>Beneficiary/Senior (swim only)</i>		
6 Month Membership	130.00	150.00
12 Month Membership	195.00	220.00
<i>Child (swim only)</i>		

	2008/09	2009/10
6 Month Membership	97.00	110.00
12 Month Membership	156.00	170.00
Swim Apparel and Equipment Hire		
Swim togs (+ \$20.00 deposit)	5.50	5.50
Towel (+ \$20.00 deposit)	5.50	5.50
Arm Bands (+ \$20.00 deposit)	2.00	2.00
Kayak	2.00	2.00
Kayak & spray skirt (+ \$20.00 deposit)		5.50
Pool Hire (per hour)		
50m pool (includes pool entry)	206.00	210.00
25m pools (includes pool entry)	103.00	110.00
Per 25m lane (+ pool entry)	13.00	15.00
Old Dive Pool (+ pool entry)	31.00	35.00
Dive/lap pool (includes pool entry)	103.00	110.00
Learners pool (+ pool entry)	47.00	50.00
Meeting Room (Pool side)		
Per hour	16.00	20.00
All Day Hire	77.00	100.00
BBQ and gas/hour	15.00	15.00
Meeting Room (Corner)		
Per Hour	30.00	50.00
All Day Hire	150.00	250.00
Gym		
Private Group (per hour) (+ instructor fee \$25 per hour)	62.00	8.00 per person
School Group (per hour) (+ instructor fee \$25 per hour)	42.00	4.50 per person
Water Slide and Swim		
Family (a family is either 2 adults & 2 children or 1 adult & 4 children)	26.80	27.00
Adult	9.50	10.00
Child	5.50	5.50
Beneficiary	7.00	7.00
School	4.50	4.50
Group Concession for Adult (Water Slide and Swim)		
Per person	7.00	7.00

	2008/09	2009/10
Group Concession for Children (Water Slide and Swim)		
Per person (Note: a child is recognised as anyone who has not left secondary school.)	4.50	4.50
Swimsation Lessons		
Babies/Preschoolers (\$6 per lesson x 10 weeks)	60.00	60.00
School age children (\$11 per lesson x 10 weeks)	110.00	110.00
Private lessons (30 minutes duration)	30.00	30.00
Spike Squad (10 week block)	64.00	64.00
Swimsation Lessons for Schools		
30 minute lesson for 10 or more children – per child	3.20	3.20
30 minute lesson for 9 or less children – per child	5.40	5.30
20 minute lesson for 5 or more children – per child	3.60	3.50
School - Special Needs (10 week block)	120.00	120.00
Home School groups (10 week block)	91.00	91.00
Other prices for Moana Pool		
Kayaks – group hire (plus pool entry)	10.00	10.00
Birthday Parties Meeting room \$15.00 per hour + applicable group booking rate - Birthday Child Free.		
Aqua Class	103.00	
Mosgiel Pool		
Adult	3.50	3.50
Beneficiary/Senior	3.00	3.00
Child	2.50	2.50
Pre-school swim	1.00	1.00
Schools per pupil	1.00	1.00
Season Tickets		
Adult	132.00	132.00
Beneficiary/Senior	90.00	90.00
Child	85.00	85.00
Family	220.50	220.50
Each extra child	16.00	16.00
Concession Tickets		
Adult 12 swim	32.00	32.00
Beneficiary/Senior 12 swim	27.00	27.00
Child 12 swim	22.00	22.00
Pre-school 12 swim	11.00	11.00

	2008/09	2009/10
Pool Hire (per hour, includes 1 lifeguard)	84.00	84.00
Port Chalmers		
Adult	3.50	3.50
Beneficiary/Senior	3.00	3.00
Child	2.50	2.50
Pre-school	1.00	1.00
Schools per pupil	1.00	1.00
Season Tickets		
Adult	110.00	110.00
Beneficiary/Senior	60.00	60.00
Child	60.00	60.00
Family	162.00	162.00
Each extra child	51.00	15.00
Concession Tickets		
Adult 12 swim	33.00	32.00
Beneficiary/Senior 12 swim	22.00	27.00
Child 12 swim	22.00	22.00
Pre-school 12 swim	10.50	11.00
Pool Hire (per hour, includes 1 lifeguard)	84.00	84.00
St Clair Hot Salt Water Pool		
Adult	5.00	5.50
Beneficiary/Senior	3.00	3.00
Child	2.50	2.50
Pre-school	1.00	1.00
Family	10.80	11.00
Concession Tickets		
Adult 12 swim	52.00	52.00
Beneficiary/Senior 12 swim	27.00	30.00
Child 12 swim	22.00	25.00
Pre-school 12 swim	11.00	11.00
Season Tickets		
Adult	146.00	155.00
Beneficiary/Senior	70.00	70.00
Child	55.00	55.00
Family	295.00	295.00

	2008/09	2009/10
Each extra child	16.00	16.00
Pool hire with pool after hours (negotiable)	105.00	105.00
All Pool Passes (12 month)		
Adult	350.00	370.00
Beneficiary/Senior	230.00	260.00
Child	190.00	210.00
Botanic Garden Centre		
Hourly Rates Up to Four Hours		
Either Hall	19.00	20.00
Hourly Rates After Four Hours		
Either Hall	12.00	13.00
The first four hours of hire are always charged at the higher rate.		
Cemeteries		
Allanton, Andersons Bay, Green Park, Portobello, Broad Bay, Macandrew Bay, Metropolitan, Northern, Southern, Green Island, Port Chalmers, West Taieri, East Taieri and Waikouaiti		
Adults		
Burial Rights	1,219.00	1,353.00
Burial Rights (Roman Catholic Sisters –Andersons Bay only)	910.00	1,010.00
Interments	904.00	1,003.00
Service Fee	492.00	546.00
Exhumation	1,608.00	1,785.00
Children Under 10 Years		
Burial Rights (Green Park and East Taieri)	613.00	680.00
Interments	595.00	660.00
Exhumation: Infants	1,087.00	1,207.00
Hindon, Otokia, Waitati, Middlemarch and Purakanui		
Adults		
Burial Rights	412.00	457.00
Interments	904.00	1,003.00
Service Fee	412.00	457.00
Exhumation	1,608.00	1,785.00
Children Under 10 Years		
Interments	595.00	660.00

	2008/09	2009/10
Exhumation: Infants	1,087.00	1,207.00
All Cemeteries		
Monumental Permit	46.00	51.00
Crematorium Service		
Crematorium Fee	521.00	578.00
Saturday and Public Holidays	624.00	693.00
Children Under 10 years	92.00	102.00
Saturday and Public Holidays	126.00	140.00
Babies Under 48 Hours	18.00	20.00
Pathology Department Remains	327.00	363.00
Chapel Hire		
Weekdays	98.00	109.00
Saturdays and Public Holidays	144.00	160.00
Post-Cremation Services		
Inter in Family Plot	92.00	102.00
Ash Beam Purchase	144.00	160.00
Ash Beam Purchase –Waikouaiti (includes Metal Flower Container)	189.00	210.00
Inter in Ash Beam Plot	92.00	102.00
Entry in Book of Remembrance (per time)	52.00	58.00
Purchase of Family Ash Plot	292.00	324.00
Inter in Family Ash Plot	92.00	102.00
Ash Disinterment Fee	109.00	121.00
Service Fee for Ash Burials	126.00	140.00
Inter in Soldiers Plot	92.00	102.00
Scatter Ashes in Court of Reflections	46.00	51.00
Placement of Plaque in Court of Reflections (standard size 150 x 100 mm)	52.00	58.00
Scatter (General)	46.00	51.00
Columbarium Wall		
Price Per Niche	121.00	134.00
Placement of Ashes	103.00	114.00
Genealogical Research		
Up to three names (per name)	3.00	3.00
Four names or more (per name)	4.00	4.00

	2008/09	2009/10
Computer Print-outs	6.00	7.00
Chinese Garden		
Adult Admission	8.00	9.00
Child (under 13 years with Adult)	Free	Free
Student or Beneficiary	5.00	6.00
Adult Season Ticket	15.00	18.00
Adult Season Ticket renewal	15.00	15.00
Student or Beneficiary Season Ticket	10.00	12.00
Student or Beneficiary Season Ticket Renewal	10.00	10.00
Guided Tour	20.00	20.00
Citipark		
Off-Street Metered Carparks (hourly) between the hours of 9.00am and 6.00pm Monday to Saturday		
Railway Station North	1.70	2.00
Railway Station South	1.70	2.00
Dowling Street (4 hour Maximum stay)	1.70	2.00
Frederick Street (4 hour Maximum stay)	1.70	2.00
Filleul Street	1.70	2.00
St Andrew Street	0.00	2.00
Carpark Building Fees (hourly) Monday to Saturday between opening and 6.00pm		
Great King St Building	1.60	2.00
Lower Moray Place Building	1.60	2.00
Upper Moray Place Building	1.60	2.00
Wall Street Building	1.60	2.00
Sunday Free Parking		
Carpark Building Fees (hourly) Monday to Saturday between 6.00pm and closing		
Great King St Building	1.60	1.00
Lower Moray Place Building	1.60	1.00
Upper Moray Place Building	1.60	1.00
Wall Street Building	1.60	1.00
Sunday Free Parking		
Off-Street Leased Parking Fees (weekly)		
Upper Moray Place	36.00	36.00
Great King Street	36.00	36.00

	2008/09	2009/10
Dowling Street	31.00	31.00
Queens Gardens	31.00	31.00
Crawford Street	31.00	31.00
Filleul Street	26.00	26.00
York Place	26.00	26.00
Harrop Street	26.00	26.00
Thomas Burns	21.00	21.00
Station	16.00	16.00
Lorne Street	16.00	16.00
Leased car park lost card replacement (building)	60.00	60.00
Off-Street Parking Flat Fee (Thomas Burns)		
Thomas Burns flat fee per day	5.00	5.00
On-Street Meters (hourly) Monday to Saturday between 9.00am and 6.00pm		
30 minutes (Maximum stay)	2.20	3.00
Main Street Zone (4 hours Maximum stay)		4.00
Core Zone (4 hours Maximum stay)		3.00
Inner Zone (4 hours Maximum stay)		2.00
Outer Zone (4 hours Maximum stay)		1.00
Parking Permit Charges		
Permit (1 day)	20.00	20.00
Permit (6 days)	100.00	100.00
Permit (month)	380.00	380.00
City Planning		
<p><i>Section 36 of the Resource Management Act 1991 enables Council to charge additional fees to recover actual and reasonable costs in cases where the fixed fee is inadequate. Applications that exceed standard processing times may be subject to additional charges at the rates and disbursements set out in the following schedules. These rates apply regardless of whether the Handling Officer is a staff member or a professional consultant contracted by the Council.</i></p>		
Fees for Land Use Planning Activities		
Non-notified land use consents		
Category A	No charge	No charge
Category B (fixed fee)	367.00	420.00

	2008/09	2009/10
Category C (fixed fee)	660.00	810.00
Category D (fixed fee)	945.00	1,160.00
Category E (fixed fee)	1,320.00	1,620.00
Notified land use consents		
Notified land use consents (deposit and additional charges)	2,000.00	2,000.00
Limited notified land use consents		
Limited notified land use consents (deposit and additional charges)	2,000.00	2,000.00
Extension of time for land use consents (Section 125(1)(b)) (fixed fee)	367.00	460.00
Change or cancellation of conditions of land use consents (Section 127(1)(b) (fixed fee)	567.00	Now based on Category
Change or cancellation of conditions of land use consents (Section 127(1)(b) (fixed fee) - Category B		200.00
Change or cancellation of conditions of land use consents (Section 127(1)(b) (fixed fee) - Category C		350.00
Change or cancellation of conditions of land use consents (Section 127(1)(b) (fixed fee) - Category D and E		500.00
Objections to decisions of land use consents (Section 357)	No charge	No charge
Certificates of compliance (Section 139) (fixed fee)	580.00	700.00
Outline plan of works (Section 176A) (fixed fee)	756.00	920.00
Existing use certificate (Section 139A) (deposit and additional charges at cost)	500.00	730.00
Categories of Fees for Non-Notified Land Use Consents		
Where an activity is specified in those categories listed below, the City Planning Section reserves the ability to lower the fees to equate to a different category where the scale and complexity of the application can be estimated as costing less.		
Category A		
<ul style="list-style-type: none"> Removal or modification of significant, notable, or scheduled trees Temporary signs Murals Consents required for activities under Rule 16.6 (Interim Rule for Areas of Significant Conservation Value) 		
Category B		
<ul style="list-style-type: none"> Decks Pergolas Carports not requiring comments from Transportation Planning Painting of buildings that are located in the townscape, or heritage precincts, or scheduled buildings. Modifying or replacing doors or windows (only) of buildings located in townscape, or heritage precincts or scheduled buildings. 		

	2008/09	2009/10
Category C		
Accessory buildings except those covered by Category D. Dwelling alteration creating a very minor breach of the yard or height plane angle		
Category D		
<ul style="list-style-type: none"> Retaining walls Signs that exceed the maximum size permitted in the zone or are located in a townscape or heritage precinct or are located on scheduled buildings Accessory buildings located in the Rural, Rural Residential, Landscape Management Area and Urban Landscape Conservation Areas New building in a Townscape or Heritage precinct 		
Category E		
<ul style="list-style-type: none"> All non-notified resource consent applications not provided for by other categories will be charged at the Category E fixed fee rate 		
Fees for Subdivision Activities		
Non-notified Subdivision Consents		
Category A (fixed fee)	1,000.00	1,400.00
Category B (fixed fee)	1,795.00	2,510.00
3 to 10 residential lots	additional \$30.00 for each lot	additional \$30.00 for each lot
11 plus residential lots	additional \$20.00 for each lot (add to \$240.00 for lots 3 to 10)	additional \$20.00 for each lot (add to \$240.00 for lots 3 to 10)
Notified Subdivision Consents		
Notified subdivision consents (deposit and additional charges)	2,000.00	2,000.00
Limited Notified Subdivision Consents		
Limited notified subdivision consents (deposit and additional charges)	2,000.00	2,000.00
Section 226 application including certification (fixed fee)	582.00	720.00
Sealing, certification fee for survey plans (except 224(c)) (per certificate) (fixed fee)	120.00	300.00
Compliance of survey plan (Section 224(c)) (fixed fee)	200.00	420.00
Combined 223 and 224(c) application (fixed fee)	245.00	510.00
Objections to decisions of subdivision consents (Section 357)	No charge	No charge
Extension of time for subdivision consents (Section 125(1)(b)) (fixed fee)	367.00	460.00
Change or cancellation of conditions of subdivision consents (Section 127(1)(b)) (fixed fee)	567.00	567.00
Preparation of consent notices, certificates, bonds, partial or full release/discharge of bonds or covenants, revocation of easements	Cost	Cost
Certified copy of Council resolution (fixed fee)	189.00	240.00

	2008/09	2009/10
Categories of Fees for Non-Notified Subdivision Consents		
Where an activity is specified in those categories listed below, the City Planning Section reserves the ability to lower the fees to equate to a different category where the scale and complexity of the application can be estimated as costing less.		
Category A		
<ul style="list-style-type: none"> Applications for subdivision consent that are limited to: adjusting the boundaries of existing allotments where the resultant allotments comply with minimum allotment sizes; the creation of one additional allotment that complies with minimum allotment sizes and performance standards; amending existing cross lease or unit title plan subdivisions to legalise additional building work on one allotment, flat or unit; or the lease of allotments for more than 20 years. 		
Category B		
<ul style="list-style-type: none"> All non-notified subdivision applications not provided for in Category A above will be charged at the Category B fixed fee rate. 		
Planning—Other Legislation		
Planning certificates for the sale of liquor (fixed fee)	195.00	230.00
Cancellation of building line restriction (Section 327A Local Government Act 1974) (fixed fee)	195.00	230.00
Right of way (Section 348 Local Government Act 1974) (includes processing of application and sealing) (fixed fee)	399.00	540.00
Overseas Investment Commission Certificate One-two sites (fixed fee)	195.00	260.00
Overseas Investment Commission Certificate Three-five sites (fixed fee)	292.00	394.00
Overseas Investment Commission Certificate Six or more sites (fixed fee)	582.00	756.00
Designations/Heritage Orders/Plan Changes		
Plan changes (privately initiated) (deposit and additional charges at cost)	10,000.00	10,000.00
Heritage order applications (deposit and additional charges at cost)	2,000.00	2,000.00
Notice of requirement for designations (Section 168) (deposit and additional charges at cost)	2,000.00	2,000.00
Minor modifications (Section 181 (2)) (fixed fee)	210.00	295.00
Notified modifications (Section 181 (3)) (deposit and additional charges at cost)	2,000.00	2,000.00
Uplifting designations	No charge	No charge
Purchase of District Plan (fixed fee)	300.00	300.00
Rates and Disbursements for Land Use and Subdivision Activities		
<i>Processing of notified land use and subdivision applications and any additional charges applying to any other planning application listed above will be charged at the following rates:</i>		
Processing Costs		
Senior Planners	129.00	132.00
Planners	97.00	99.00

	2008/09	2009/10
Graduate Planners	81.00	83.00
Administrative Officers	60.00	62.00
Disbursements		
Postage	Cost	Cost
Photocopying (per A4 copy)	Cost	Cost
Public notices	Cost	Cost
Site signs	Cost	Cost
Site inspections	Cost	Cost
Vehicle usage (calculated on time basis (per min)	0.18	0.20
Consultants/legal advice	Cost	Cost
Commissioning specialist reports	Cost	Cost
Hearing Costs		
<i>For all applications involving elected members attendance at hearings for commercial applicants (GST registered only)</i>		
Hearing up to 3 hours	293.00	500.00
Hearings over 3 hours (per day)	580.00	800.00
Staff attendance at hearings – Cost of one staff member attending hearing (charged at hourly rates above)		
Pre-hearing Meetings		
Staff attendance at hearings – Cost of one staff member attending hearing (charged at hourly rates above)		
Consent Monitoring		
Resource Consent monitoring fees	90.00	90.00
State of the Environment monitoring fee	90.00	90.00
Monitoring of activities subject to requirements of the HSNO Act		90.00
Fees set by the Resource Management (Infringement Offences) Regulations 1999 adopted in 2000/01		
Contravention of Section 9 (restrictions of use of land)	300.00	300.00
Contravention of an abatement notice (other than a notice under Section 322(1)(c))	750.00	750.00
Contravention of Section 22 (failure to provide certain information to an Enforcement Officer)	300.00	300.00
Community Art Gallery		
<i>A \$100 bond is required by all tenants prior to picking up the key.</i>		
Community Groups (non-commercial/display only) (per week)	105.00	140.00
Community Groups (non-commercial/sell products) (per week)	210.00	280.00

	2008/09	2009/10
Community Groups (non-commercial/display only) (per day)		20.00
Community Groups (non-commercial/sell products) (per day)		40.00
Commercial Organisations (display purposes only) per week)	315.00	1,000.00
Commercial Organisations (commercial venture/selling) (per week)	525.00	\$1,000.00 or 10% of gross revenue (whichever is the greater)
Electricity (metered)) (per 2 hours)	2.00	2.00
Community Housing		
Bedsit	84.00	84.00
Single (partitioned flat)	86.00	86.00
Single (separate flat)	90.00	90.00
Double (partitioned flat)	123.00	123.00
Double (separate flat)	128.00	128.00
2 Bedroom	157.00	157.00
Development Services		
Animal Control Charges		
Dog Registration Fees		
Non-working Dogs	75.00	80.00
Working Dogs (1st dog)	75.00	80.00
Working Dogs (2nd dog)	20.00	21.00
Working Dogs (3rd and subsequent dogs)	20.00	21.00
Selected Owner Policy site visit	n/a	35.00
Selected Owner Policy	43.00	46.00
Special Aid Dog - Previously known as Seeing Eye Dog	15.00	16.00
Late Fee Penalty	37.50	40.00
Rebate for Neutering/Spaying	5.00	5.00
Permit to keep more than one dog	78.00	70.00
Microchip Implanting	27.00	35.00
Dangerous Dogs	113.00	120.00
Replacement Tag	5.00	5.50
Dog Impounding Charges		
First Impounding	65.00	105.00
Second Impounding	95.00	140.00
Third and Subsequent Impounding	115.00	175.00

	2008/09	2009/10
After Hours Impounding	95.00	140.00
Sustenance Per Day	10.00	10.00
Advertisement	6.00	6.00
Notification	4.00	4.00
Stock Impounding Charges		
<i>Horses, Asses, Mules, Cattle and Deer</i>		
First Impounding	36.00	50.00
Second Impounding	60.00	100.00
Third Impounding	88.00	150.00
<i>Sheep, Goats and Pigs</i>		
First Impounding	7.00	10.00
Second Impounding	14.00	20.00
Third Impounding	21.00	30.00
Daily Sustenance Charge		
Horses, Cattle, Deer	7.00	7.00
Sheep and Goats	2.30	2.30
Pigs	3.50	3.50
Droving Charges—Vehicles per km		
(Minimum charge of \$5.65)	1.50	1.50
Staff Cost (per hour)	60.00	70.00
Stock Control on State Highways		
Hourly rate (including standby allowance)	60.00	70.00
Vehicle charge per km	1.50	1.50
Penal rates for Statutory Holidays and Overtime.		
Infringement Offences and Fees set by Statute		
Wilful obstruction of Dog Control Officer or ranger (section 18)	750.00	750.00
Failure or refusal to supply information or wilfully providing false particulars (section 19(2))	750.00	750.00
Failure to supply information or wilfully providing false particulars about dog (section 19A(2))	750.00	750.00
Failure to comply with any bylaw authorised by (section 20(5))	300.00	300.00
Failure to comply with effects of disqualification authorised by (section 28(5))	750.00	750.00
Failure to comply with effects of classification of dog as dangerous dog (section 32(2))	300.00	300.00

	2008/09	2009/10
Fraudulent sale or transfer of dangerous dog (section 32(4))	500.00	500.00
Failure to comply with effects of classification of dog as menacing dog (section 33E(2))	300.00	300.00
Failure to implant microchip transponder in dog (section 36A(6))	300.00	300.00
False statement relating to registration (section 41)	750.00	750.00
Failure to register dog (section 42)	300.00	300.00
Fraudulent procurement or attempt to procure replacement registration label or disc (section 46(4))	500.00	500.00
Failure to advise change of dog ownership (section 48 (3))	100.00	100.00
Failure to advise change of address (section 49 (4))	100.00	100.00
Removal, swapping or counterfeiting of registration label or disc (section 51 (1))	500.00	500.00
Failure to keep dog controlled or confined (section 52A)	200.00	200.00
Failure to keep dog under control (section 53(1))	200.00	200.00
Failure to provide proper care and attention, to supply proper and sufficient food, water, and shelter, and to provide adequate exercise (section 54 (2))	300.00	300.00
Failure to carry leash in public (section 54A)	100.00	100.00
Allowing dog known to be dangerous to be at large unmuzzled or unleashed (section 62(4))	300.00	300.00
Environmental Health Charges		
Licence Fees (Annual)		
Camping Grounds	315.00	315.00
Licensed Premises Transfer Fee	77.00	77.00
Food Premises		
Opening Fee	217.00	217.00
<i>Class 1</i>		
A	343.00	343.00
B	498.00	498.00
C	653.00	653.00
D	808.00	808.00
<i>Class 2</i>		
A	380.00	380.00
B	535.00	535.00
C	690.00	690.00
D	845.00	845.00

	2008/09	2009/10
Class 3		
A	468.00	468.00
B	623.00	623.00
C	778.00	778.00
D	933.00	933.00
Class 4		
A	656.00	656.00
B	811.00	811.00
C	966.00	966.00
D	1,121.00	1,121.00
Class 5		
A	899.00	899.00
B	1,054.00	1,054.00
C	1,209.00	1,209.00
D	1,364.00	1,364.00
Class 6* (Farmers Market)	899.00	899.00
Unregistered eating houses	310.00	310.00
Hairdressers' Salons	162.00	162.00
Offensive Trades	385.00	385.00
Funeral Directors	229.00	229.00
Hawkers	135.00	135.00
Mobile Shops (Non-Food)	180.00	180.00
Mobile Shops (Food)		
A	370.00	370.00
B	475.00	475.00
C	575.00	575.00
D	675.00	675.00
Food Festival Stall (per stall)	16.00	16.00
Street Stalls (permanent) per annum	6,500.00	6,500.00
Premises Re-inspection Fee		
Additional re-inspections	105.00	105.00
Other Charges		
Skateboard infringement fine	50.00	50.00
Noise consultancy and survey work fee (per hour)	145.00	145.00

	2008/09	2009/10
Excessive noise equipment seizure fine	58.00	58.00
Seized equipment storage fee (per working day)	26.00	26.00
Auditing of Food Safety Programmes (per hour)	100.00	100.00
Processing Applications/Variations for Exemption of the Food Hygiene Regulations 1994		
<i>Note: These fees are set by statute.</i>		
Normal working hours (per hour)	90.00	90.00
Outside normal working hours (per hour)	110.00	110.00
Statutory Holidays (per hour)	146.00	146.00
Mileage (over 40km) (per km)	0.62	0.62
Monitoring under the Resource Management (Infringement Offences) Regulations 1999		
<i>Note: These fees are set by statute.</i>		
Contravention of an excessive noise direction under section 327	500.00	500.00
Contravention of an abatement notice for an unreasonable noise under section 322(1)(c)	750.00	750.00
Beautician, Tattooists and Skin Piercing Bylaw Annual Licensing Fees		
Secondary Business Activity (eg jewellers/ beauty therapy services in conjunction with another activity)	50.00	50.00
Sole Business Activity (eg Beauty Therapist, Tattooist)	200.00	200.00
Liquor Licensing		
<i>Note: The following fees are set by the Sale of Liquor Amendment Regulations 2000.</i>		
On-Licence application/renewal	776.00	776.00
Variation of Conditions for On/Off/Club Licence	776.00	776.00
Temporary Authority (Section 29(1)(c)) on/off/club	132.00	132.00
Off-Licence application/renewal (Section 29(1)(d))	776.00	776.00
BYO Endorsed On-Licence application/renewal	132.00	132.00
Caterer's Off-Licence Extension	132.00	132.00
Club Licence application/renewal (section 29(1)(f))	776.00	776.00
Special Licence application/renewal (section 29(1)(g))	63.00	63.00
Manager's Certificate (Section 29(1)(h))	132.00	132.00
Extract from Record/Register	23.00	23.00
Temporary Licence during repairs, etc (Section 29(1)(j))	132.00	132.00
Territorial Authority Consent application	55.00	55.00
Building Infringement Offences and Fees set by Statute		
Failing to comply with the requirement that building work must be carried out in accordance with a building consent (section 40)	750.00	750.00

	2008/09	2009/10
Failing to apply for a certificate of acceptance for urgent building work as soon as practicable after completion of building work (section 42)	500.00	500.00
Failing to comply with the requirement to obtain a compliance schedule (section 101)	250.00	250.00
Failing to display a building warrant of fitness required to be displayed (section 108(5)(a))	250.00	250.00
Displaying a false or misleading building warrant of fitness (section 108(5)(b))	1,000.00	1,000.00
Displaying a building warrant of fitness other than in accordance with section 108 (section 108(5)(c))	1,000.00	1,000.00
Using, or knowingly permitting the use of, a building for a use for which it is not safe or not sanitary (section 116B(1)(a))	1,500.00	1,500.00
Using, or knowingly permitting the use of, a building that has inadequate means of escape from fire (section 116B(1)(b))	2,000.00	2,000.00
Failing to comply with a notice, within the time stated in the notice, requiring work to be carried out on a dangerous, earthquake-prone, or insanitary building (section 124)	1,000.00	1,000.00
Using or occupying a building, or permitting another person to do so, contrary to a territorial authority's hoarding, fence, or notice (section 128)	2,000.00	2,000.00
Failing to comply with a notice to fix (section 168)	1,000.00	1,000.00
Using, or permitting use of building having no consent or code compliance certificate or certificate for public use for premises for public use (section 363)	1,500.00	1,500.00
Wilfully obstructing, hindering, or resisting a person executing powers conferred under the Act or its regulations (section 367)	500.00	500.00
Wilfully removing or defacing a notice published under the Act or inciting another person to do so (section 368)	500.00	500.00
Building Control General Charges		
Consent Lists		
Per annum	260.00	278.00
Each	26.00	28.00
Certificate of Title (C/T)	10.00	10.00
Copies of Plans and Records		
A1 and A2	12.00	12.00
A3 and A4	1.00	1.00
Request for Information/Property Searches		

	2008/09	2009/10
<i>Note: There is a minimum charge of \$18.00 for any information requests plus disbursements. Charges reflect overnight service rates. Same day searches will be charged 50% more.</i>		
Hazard Report	94.00	100.00
Hourly Rate	60.00	64.00
Commercial		
Hourly rate including Commercial property information requests	60.00	64.00
Residential - combined building, plumbing and drainage consents	55.00	60.00
Electronic Report - building consents and Code Compliance Certificates issued	32.00	34.00
Plumbing and Drainage – includes Reticulation Plan	32.00	34.00
Building – site plans, floor plans, alterations and additions	32.00	34.00
Requests for Plans by Tradesmen and Designers	16.00	18.00
Building Inspection/Consultants Property Information Search	16.00	20.00
Copies of Consent Documents Required for Inspections.	16.00	18.00
Faxing/Postage (additional to minimum charge)	2.00	2.00
Student Discount – 10% with ID		
Property Reports/Documents for Filing on Council Records		
Submit Safe and Sanitary Report for Filing on Council Records	32.00	34.00
Consideration of Schedule 1 exemptions \$102.00 per Hour	0.00	\$102.00 per Hour
Submit as-built plan for Schedule 1 exempt building work for filing on Council Records	0.00	34.00
Private Foul and Stormwater Drain in Common		
Private Foul and Stormwater Drain in Common Application	120.00	128.00
Plus Each Additional or Joining Party	50.00	54.00
Site Evaluation		
On Site Effluent Disposal (per hour)	95.00	102.00
Sewer Connections		
General Connection Fee	350.00	350.00
Seal Off	80.00	80.00
After Hours Building and Drainage Inspections		
Inspection	180.00	193.00
Building Warrant of Fitness Fees (BWOF)		
BWOF Inspection Charge (minimum fee) + \$102.00 per hour thereafter	95.00	102.00
BWOF Return Fee	90.00	96.00

	2008/09	2009/10	
BWOF Return Fee and Form 12	124.00	132.00	
BWOF Not Received Notification	34.00	36.00	
BWOF Request for More Information	34.00	36.00	
Building Compliance Certificate - Sale of Liquor Act (1987)			
Building Compliance Certificates Sale of Liquor Act	90.00	96.00	
Building Consent - General Charges			
Hourly rate	95.00	102.00	
Certificate of Acceptance	Refer to appropriate value of work on combined consent fee	Refer to appropriate value of work on combined consent fee	
Certificate for Public Use Inspection (deposit only) \$95.00 per Hour (2008/09), \$102 per hour (2009/10) Thereafter	90.00	96.00	
Amended plans (deposit only) \$102.00 per Hour Thereafter	90.00	96.00	
Lapsed Consent per Inspection	90.00	96.00	
Consent Exemption Fee	90.00	96.00	
S71 – S76 Hourly Rate \$102 per Hour Plus LINZ Lodgement Fee	0.00	102.00	
Building Consent Fees			
	2008/09	1 February 2009	1 July 2009
Up to 5,000	415.00	415.00	415.00
5,001 to 10,000	804.00	804.00	804.00
10,001 to 19,999	1205.00	1205.00	1265.00
20,000 to 50,000	1690.00	1775.00	1953.00
50,001 to 75,000	2071.00	2178.00	2505.00
75,001 to 100,000	2717.00	2853.00	3424.00
100,001 to 200,000	3963.00	4161.00	5201.00
200,001 to 300,000	4861.00	5104.00	6635.00
300,001 to 400,000	5742.00	6029.00	8139.00
400,001 to 500,000	6545.00	6872.00	9621.00
500,001 to 600,000	7412.00	7783.00	11,285.00
600,001 to 700,000	8235.00	8647.00	12,538.00
700,001 to 800,000	9057.00	9510.00	13,790.00
800,001 to 900,000	9938.00	10,435.00	15,131.00
900,001 to 1,000,000	10,875.00	11,419.00	16,549.00

	2008/09	2009/10	
<i>Note: Consents over \$1,000,000 are charged at the hourly rate plus administration and project information memorandum fees. The above fees contain separate elements for Project Information Memorandum (PIM), administration and technical review.</i>			
	2008/09	1 February 2009	1 July 2009
Swimming Pool Fences	0.00	196.00	245.00
Space Heaters	187.00	196.00	245.00
Pole/Veranda Signs	187.00	196.00	245.00
	2008/09	1 February 2009	1 July 2009
Demolition per Building	187.00	196.00	245.00
Marquees	187.00	196.00	245.00
Fire Alarm Protection System	187.00	196.00	245.00
Dunedin Centre			
<ul style="list-style-type: none">• Hire of venues including the Dunedin Town Hall, Glenroy Auditorium, Fullwood Room and other meeting and function rooms by negotiation depending on the specific requirements of the hirer and nature of the event.• Hire of audio visual, sound, lighting and other equipment by negotiation depending on the specific requirements of the hirer and nature of the event.• Hire of technical support for conferences, functions and live performance by negotiation depending on the specific requirements of the hirer and nature of the event.• Provision of other services for conferences, functions and live performance including security, secretarial services and telecommunications by negotiation depending on the specific requirements of the hirer and nature of the event.• Provision of food and beverage services by negotiation depending on the specific requirements of the hirer and nature of the event. The Dunedin Centre's contracted catering service is the sole provider of food and beverage services within the complex.			
Dunedin Public Art Gallery			
Admission		Free	Free
<ul style="list-style-type: none">• Special Exhibition entry charges will vary depending on the exhibition.• Group tours by arrangement, cost negotiable.• Hire of conference and auditorium facilities by negotiation depending on the individual requirements of the hirer. Photographic reproduction charges schedule available at the Art Gallery.			
Information Solutions			
Land Information Memorandum			
Residential		263.00	263.00
Commercial		314.00	314.00
Aerial Photography (counter)			
Black and White A4		4.00	4.00
Colour A4 or A3 (laser)		15.00	15.00

	2008/09	2009/10
Colour A2 or A1	60.00	60.00
Website GIS Maps		
A4	5.00	5.00
A3	7.50	7.50
Other GIS services available – cost on application.		
Archives Reference Services		
<i>The first half-hour of the Archivist's time is free thereafter \$50.00 per hour.</i>		
<i>Full details are provided in the DCC Reference Service Policy available from DCC Archives.</i>		
Leasehold Consents (Investment Property Portfolio)		
Standard consent	250.00	250.00
Consent in principle and endorsement	250.00	250.00
Urgent consent (consent required in less than 5 working days)	500.00	500.00
Parks And Reserves Facilities		
Chingford Stables		
Facility use weekdays (per hour)	11.00	12.00
Weekends and holidays (per hour)	19.00	20.00
Functions	187.00	200.00
Public	51.00	55.00
Non-profit organisations	24.00	26.00
<i>Note: These fees will be reviewed during the consultation process.</i>		
Otago Settlers Museum		
Admission	Free	Free
Special exhibition entry charges will vary depending on the Exhibition.		
Archives		
Day ticket	12.00	12.00
Research		
(Archivist's hourly charge)	55.00	55.00
Group tours by arrangement, cost negotiable.		
Hire of foyer by negotiation depending on the individual requirements of the hirer.		
Photograph reproduction charges schedule available at the Museum.		
Parking Enforcement		
Residents Parking		
Residents parking permit	150.00	150.00
Re Application fee	70.00	70.00

	2008/09	2009/10
Replacement permit fee	10.00	10.00
Abandoned Vehicle (Fees recovered from owner)		
Impounded from Central Activity Area (CAA)	225.00	225.00
Storage (daily)	5.00	5.00
Impounded from outside CAA	295.00	295.00
Storage (daily)	5.00	5.00
Unwanted Vehicle Removal	30.00	30.00
Commercial Use of Footpaths (Permits)		
Table with up to maximum of four chairs (yearly)	100.00	100.00
Signs, Goods or any other object (yearly)	20.00	20.00
Impounding of sign or any other object	50.00	50.00
Re Application fee	70.00	70.00
Skips and Containers (Permits)		
Skips		
Commercial use within CAA (daily)	40.00	40.00
Commercial use outside CAA (daily)	30.00	30.00
Commercial use (monthly)	500.00	500.00
Private use within CAA	30.00	30.00
Private use outside CAA	30.00	30.00
Containers Within CAA		
20 foot container CAA (daily)	45.00	45.00
40 foot container CAA (daily)	90.00	90.00
Commercial Use Outside CAA		
20 foot container (daily)	45.00	45.00
40 foot container (daily)	90.00	90.00
Monthly rate	300.00	300.00
Private use outside CAA	45.00	45.00
Infringement Offences and Fees set by Statute		
Parked at an expired meter	10.00–57.00	10.00–57.00
Parked in a Pay and Display area displaying an invalid receipt	10.00–57.00	10.00–57.00
Parked in a Pay and Display area in excess of maximum time	10.00–57.00	10.00–57.00
Parked in a Pay and Display area displaying an expired receipt	10.00–57.00	10.00–57.00
Failing to display a parking receipt	40.00	40.00
Parked in breach of a time limit	10.00–57.00	10.00–57.00
Parked in excess of a maximum meter time	10.00–57.00	10.00–57.00

	2008/09	2009/10
Parked within an intersection	60.00	60.00
Parked within 6m of an intersection	60.00	60.00
Parked on or within 6m of a pedestrian crossing	40.00	40.00
Parked in a no stopping area	40.00	40.00
Parked on a broken yellow line	60.00	60.00
Parked on a bus stop or taxi stand	40.00	40.00
Parked over or within 1m of a vehicle entrance	40.00	40.00
Parked on or within 500mm of a fire hydrant	40.00	40.00
Double parked	40.00	40.00
Incorrect kerb parking	40.00	40.00
Parked on a footpath	40.00	40.00
Parked a trailer on a road in excess of seven days	40.00	40.00
Inconsiderate parking	60.00	60.00
Parked on a Loading Zone	40.00	40.00
Parked contrary to a by-law	40.00	40.00
Parked on grass verge	40.00	40.00
Parked on a clearway	60.00	60.00
Failing to display a valid parking receipt	40.00	40.00
Parked in a reserved area without authority	40.00	40.00
Parked facing the wrong direction	40.00	40.00
Parked in an area reserved for mobility card holders only	40.00	40.00
Failing to display a current WOF (light)	200.00	200.00
Failing to display a current licence label	200.00	200.00
Failing to display registration plates in prescribed manner	200.00	200.00
Failing to display a current C.O.F (Heavy or Commercial)	600.00	600.00
Public Library		
Non- residential membership (per family per year)	100.00	100.00
Membership card replacement (Adult)	4.00	4.00
Membership card replacement (Child)	2.00	2.00
Interloan (plus any additional charges over the standard fee)	5.00	5.00
Extended loan (per item, per day)	0.30	0.30
Holds charge (per item)	0.50	0.50
Photocopying (black and white, A4, per copy)	0.20	0.20
Photocopying (black and white, A3, per copy)	0.40	0.40
Photocopying (colour, A4, per copy)	1.00	1.00

	2008/09	2009/10
Photocopying (colour, A3, per copy)	2.00	2.00
City Library parking (per hour)	2.00	2.00
Internet (60 minutes)	5.00	5.00
Internet (30 minutes)	3.00	3.00
Internet (15 minutes)	2.00	2.00
Research enquiries undertaken by staff (per hour)	55.00	55.00
<i>Schedule of charges per hour available at the libraries. Database searching at cost plus staff time. Loss and damage charges vary depending on the item</i>		
Administration charge per lost item (Adult)	7.50	7.50
Administration charge per lost item (Child)	2.50	2.50
Rentals		
Books – per four weeks	0.50	0.00
Magazines – per two weeks	0.50	0.00
Videos and DVDs (one week loan)	4.00	4.00
Compact Discs (two week loan)	2.00	2.00
Bestsellers		
Books (two week loan)	5.00	5.00
Magazines (one week loan)	2.50	2.50
Bindery		
Book guard paperback	6.00–9.00	6.00–9.00
Paperback minor mend*	15.00+	15.00+
Hardback rebind*	60.00+	60.00+
Thesis binding*	70.00+	70.00+
Periodical full binding*	75.00+	75.00+
Minutes full binding*	60.00+	60.00+
Book preservation enclosures*	40.00+	40.00+
* Subject to individual quotation.		
Downes Room, Mosgiel		
(Available for meetings, etc) Charges vary from \$15.00 for first hour, \$10.00 thereafter, up to \$60.00.		
Dunningham Suite, City Library		
(Available for meetings, etc) Charges vary from:		
Small Meeting Room (half day)	0.00	60.00
Small Meeting Room (full day)	0.00	100.00
Full Suite (half day)	0.00	150.00

	2008/09	2009/10
Full Suite (full day)	0.00	250.00
Kitchen	0.00	25.00
Security Guard Service (After 8.00pm Mon-Fri)/per hr	0.00	30.00
Data-projector/per day	0.00	50.00
DVD Player/per day	0.00	25.00
Sportsgrounds		
Winter Codes (Rugby Union, Rugby League, Hockey, Soccer)		
Unenclosed Fields (per season)		
With facilities	1,259.00	1,347.00
Without facilities	703.00	752.00
Training use only/schools/junior clubs	Free	Free
Tahuna Park 1, Caledonian, University Oval (per ground per day)	210.00	225.00
Tahuna Park 2 and 3 (per ground per day)	106.00	113.00
Unenclosed field (per ground per day)		
With facilities	106.00	113.00
Without facilities	59.00	63.00
Marked field with facilities	348.00	372.00
Club marked fields	264.00	282.00
Casual Touch Sevens (per ground) per day	28.00	30.00
Cricket		
Field per season	2,166.00	2,318.00
Other wicket per season	1,752.00	1,875.00
Club—maintained wicket per season	705.00	754.00
Artificial wicket per season	540.00	578.00
Primary, intermediate and secondary schools and junior clubs	Free	Free
Senior wicket and enclosed field per day	180.00	193.00
Senior wicket unenclosed	180.00	193.00
Other wicket per day	34.00	36.00
Artificial wicket per day	34.00	36.00
Pre and post season games	119.00	127.00
Softball		
Field without marking per season	705.00	754.00
Field without marking per day	48.00	51.00
Athletics		

	2008/09	2009/10
Marked 400m grass track (per meeting)	566.00	606.00
Unmarked 1 hectare area (per season)	705.00	754.00
Unmarked 1 hectare area (per day)	35.00	37.00
Archery		
Use per hectare (per season)	705.00	754.00
Marching		
Unmarked 1 hectare area (per day)	48.00	51.00
Out of Season Work		
Out of season play including marking out, erecting and removing goal posts (per field)	441.00	472.00
Pre and Post season games all codes		
With facilities	116.00	124.00
Without facilities	63.00	67.00
Athletics Caledonian Track and Ground		
Enclosed ground competition use (per hour)	128.00	137.00
Enclosed ground practice use (per hour)	77.00	82.00
Enclosed ground competition use (primary, intermediate and secondary schools or junior club rate)	62.00	66.00
Enclosed ground practice use (primary, intermediate and secondary schools or junior club rate)	38.00	41.00
Gymnasium		
Competition per hour	49.00	52.00
Practice per hour	31.00	33.00
Child's rate	7.50	8.00
Change and showers only per hour	15.00	16.00
Kitchen and committee rooms per hour	15.00	16.00
After hours call out fee	34.00	36.00
Event Use		
Enclosed grounds (per day)	386.00	413.00
Unenclosed ground (per day)	355.00	380.00
Bond (minimum)	386.00	413.00
Parks Buildings (excluding Grandstands, Gymnasium, Changing Rooms)		
Weekdays (per hour)	18.00	19.00

	2008/09	2009/10
Weekends (per hour)	18.00	19.00
Stalls		
Single not for profit stalls (per day or part thereof)	24.00	26.00
Single for profit stalls (per day or part thereof)	46.00	49.00
Whole or significant part of the Reserve (per day)	66.00	71.00
Transportation		
The fee to process a road stopping proposal (The applicant must also pay the actual costs involved in the stopping or the value of the land, whichever is the greater)	700.00	721.00
Encroachments on road reserve (per annum)	90.00	93.00
Consent application fee for non-standard sign and other uses	160.00	165.00
Fill points for private fuel lines on road reserve (per annum)	150.00	155.00
Overhead/Underground pedestrian road crossings	Varies*	Varies*
*All road crossings are on a 'lease' basis with payment being on a 'fixed term basis' or subject to a yearly review.		
'Private' street lighting	120.00	124.00
The investigation into road openings that have not been advised by the person making the opening as required by Councils Road Opening Specification.		100.00
Waste		
Landfill Charges – Green Island Landfill		
Small Vehicle Charges		
Refuse bag	2.00	2.00
Car	13.00	14.00
Station wagons	22.00	25.00
Cars and single axle trailers, vans and utes	33.00	37.00
Cover (clay, sand, soil)	5.00	5.00
Cleanfill	12.00	13.00
Demolition (excluding wood and steel)	18.00	20.00
Car tyres – each	2.50	3.00
Recycle and Vegetation (50% of load)		
Cars	7.00	8.00
Station wagons	11.00	12.00
Cars and single axle trailers, vans and utes	17.00	19.00
Vehicle bodies	50.00	56.00
Oil (per litre)	1.00	1.00
Large Vehicle Charges		

	2008/09	2009/10
Per tonne (minimum \$52.00)	90.00	104.00
General solid waste		
Recycle and vegetation – per tonne (50% of load) (minimum \$31.00)	50.00	62.00
Tyres per tonne	250.00	269.00
Special/Hazardous Waste		
Sludges and liquids (solids content at least 20%) – per tonne (minimum \$70.00)	125.00	140.00
Sludges and liquids (solids content less than 20%) – per tonne (minimum \$85.00)	155.00	171.00
Cover (clay, sand, soil)	5.00	16.00
Cleanfill – per tonne (dry) (minimum \$19.00)	8.00	19.00
Cleanfill – per tonne (wet or slip) (minimum \$26.00)	15.00	26.00
Demolition (per tonne) (excluding wood and steel) (minimum \$26.00)	15.00	26.00
Foundry sands – per tonne (minimum \$26.00)	15.00	26.00
Contaminated soil – per tonne (low level) (minimum \$26.00)	15.00	26.00
Other charges		
Special waste mixing pit – per hour (nearest hour)	100.00	112.00
Special waste from outside Dunedin city – per tonne (minimum \$224.00)	200.00	224.00
After Hours Opening Fee		
Opening Fee	300.00	335.00
Booth operation costs – per hour (plus any additional machine fees)	60.00	67.00
Middlemarch Transfer Station		
Small Vehicle Charges		
<i>General Solid Waste</i>		
Refuse bag	2.00	2.00
Cars	13.00	14.00
Station wagons	22.00	25.00
Cars and single axle trailers, vans and utes	33.00	37.00
Vehicle bodies	50.00	56.00
Cover	5.00	5.00
Cleanfill	12.00	13.00
Demolition (excluding wood and steel)	15.00	17.00
Car tyres – each	2.50	3.00
Recycle and Vegetation (50% of load)		
Cars	7.00	8.00

	2008/09	2009/10
Station wagons	11.00	12.00
Cars and single axle trailers, vans and utes	17.00	19.00
Large Vehicle Charges	m3	m3
General solid waste (minimum \$50.00) (maximum load 4 cubic metres)	50.00	56.00
Recycle and Vegetation		
(50% of load) (minimum \$28.00)	25.00	28.00
Cover (clay, sand, soil)	5.00	5.00
Cleanfill (minimum \$23.00)	20.00	23.00
Demolition (excl wood and steel) (minimum \$56.00)	50.00	56.00
Waikouaiti Community Landfill		
Small Vehicle Charges		
<i>General solid waste</i>		
Refuse bag	2.00	2.00
Car	13.00	14.00
Station wagons	22.00	25.00
Cars and single axle trailers, vans and utes	33.00	37.00
Vehicle bodies	50.00	56.00
Cover (clay, sand, soil)	5.00	5.00
Cleanfill	12.00	13.00
Demolition (excluding wood and steel)	15.00	17.00
Car tyres – each	2.50	3.00
Recycle and vegetation (50% of load)		
Cars	7.00	8.00
Station wagons	11.00	12.00
Cars and single axle trailers, vans and utes	17.00	19.00
Large vehicle charges		
General solid waste (minimum \$45.00)	50.00	56.00
Recycle and vegetation		
(50% of load) (minimum \$28.00)	25.00	28.00
Cover (clay, sand, soil)	5.00	5.00
Cleanfill (minimum \$23.00)	20.00	23.00
Demolition (excluding wood and steel) (minimum \$56.00)	50.00	56.00
Cover		

	2008/09	2009/10
Cover is clay, sand and soil, which is free of contaminants and other deleterious matter.		
Cleanfill		
Cleanfill is a natural material such as clay, soil and rock and other such materials as concrete, brick or demolition products which are free of combustible or organic materials and are therefore not subject to biological or chemical breakdown.		
Demolition (excluding wood and steel)		
Demolition is concrete, bricks, roading material, concrete pipes and earthenware pipes. The maximum size of demolition material is one metre in any direction. Material is to be clean, no asbestos, no rubbish, no individual steel pieces included and contain less than 10% organic material (eg vegetation, wood). Reinforcing steel protruding from concrete must be less than 500mm in length.		
Refuse Collection		
All Council provided refuse collection service is 'polluter pays' with the authorised bags being available at a number of outlets throughout the city including supermarkets and dairies. The authorised bags are also available from Council Customer Service Agencies at \$1.90 for 65 litre bags (up from \$1.65) and \$1.50 for 40 litre bags (up from \$1.35).		
Water		
Installation of New Services		
Charges for the installation of new services are determined on a case-by-case basis and are provided as a fixed price quote to applicants. Alternatively, customers can elect to undertake this work themselves at their own risk by engaging a Council Approved Water Supply Connection Installer. That installer will do all work apart from making the connection to the live water main, which will be undertaken by Council staff. A fee for making the connection will be charged.		
Annual supply charge (meter rental)		
20mm nominal diameter	95.05	152.00
25mm nominal diameter	110.17	165.00
30mm nominal diameter	122.32	179.00
40mm nominal diameter	148.87	203.00
50mm nominal diameter	351.71	431.00
80mm nominal diameter	452.84	694.00
100mm nominal diameter	472.53	708.00
150mm nominal diameter	707.99	930.00
300mm nominal diameter	905.66	1,128.00
Hydrant Standpipe	480.00	480.00
Re-connection Fee	280.00	280.00
Special Reading Fee	28.13	35.00

	2008/09	2009/10
Fire Protection Water		
Supply Charge	105.00	114.90
(This charge applies in respect of each separately used or inhabited part of a residential property or building that receives a fire-protection service and is not charged the fire protection targeted rate.)		
Central Water Scheme Tariff for water sold by meter		
Treated water per cubic metre	1.13	1.18
Frost Plug Installation (per plug)	21.00	30.00
Bulk Raw Water Tariff to: Merton, Rocklands, Hindon, and individual farm supplies (per cubic metre)	0.0693	0.0770
Rural Water Schemes have differing capital and connection charges—please contact the Water and Waste Services Department for further information.		

Council Grants

	2009/10 Budget \$'000	Review Date
Civic Partnership Grants		
Age on the Go	12.0	Annual Review
Blue Oyster Gallery	8.0	Annual Review
Citizens Advice Bureau	23.4	2010/11
City of Dunedin Art Awards	17.4	2010/11
City of Dunedin Choir	5.8	Annual Review
Community Accounting Project - DCOSS	10.0	Ongoing
Community Patrols (North and South Dunedin)	4.0	Ongoing
Dunedin Night Shelter Trust	10.7	Ongoing
Garden Guide	8.0	Annual Review
Gasworks Museum	50.0	One-off 2009/10
Keep Dunedin Beautiful - Hanging Baskets	10.0	Annual Review
Keep Dunedin Beautiful - Murals	6.0	Annual Review
Logan Park Tennis Foundation	5.0	One-off 2009/10
Mayfair Theatre	35.0	Ongoing
Neighbourhood Support	17.4	2010/11
NZ Academy of Sport	32.0	2010/11
Orokunui Eco-Sanctuary	87.5	2010/11
Otago Artificial Surface Trust	72.3	2018/19
Otago Harbour Ferry Trust	20.0	One-off 2009/10
Otago SPCA	13.9	Annual Review
Port Chalmers Museum	7.5	One-off 2009/10
Really Authentic Gilbert and Sullivan Performance Trust	15.0	2011/12
Salmon Smolt Release	11.3	Annual Review
Southern Sinfonia	69.6	2010/11
Sports Hall of Fame	37.2	2010/11
St Kilda Brass Band	10.0	2010/11
Victim Support	11.5	2010/11
Youth Expo	6.2	Annual Review
TOTAL	616.7	

	2009/10 Budget \$'000	Review Date
Community Asset Service Level Agreement		
Otago Arts Society	16.8	2010/11
Fortune Theatre	101.5	2010/11
Olveston	41.3	2010/11
Regent Theatre	57.3	2010/11
Community House	73.6	2010/11
DCOSS	41.2	2010/11
Otago Surf Lifesaving Association	79.8	2010/11
Abbeyfield Development	12.6	2015/16
TOTAL	424.1	

Events Funding

	2009/10 Budget \$'000
International Events	254.8
National Events	225.0
Regional Events	160.4
Community Events	235.0
Contestable Fund	135.0
TOTAL EVENTS	1,025.2

