

Section 2 – Group Activities



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Introduction

This section of the plan describes the services provided by the Council.

These services are grouped into 12 groups of activity based on the community outcome that they mainly contribute to. The chart on page 4 shows this structure.

The group structure has been revised since the 2012/13 LTP to better align the activities with outcomes and purpose/function. This has resulted in the structure containing 12 groups instead of the previous 11 groups. The changes include splitting the Economic Development and City Promotion group into two groups – Economic Development and City Promotion; and City Investment. This creates two groups that are more closely aligned to their function. Two of the City Property activities, City Property Operational Portfolio and City Property Miscellaneous Portfolio have been moved to the Community Development and Support group as their functions are a better fit with this group. The former Personal Safety grouping has been deleted and the Regulatory Services activities moved into a new group called Planning and Regulatory Services which is composed of the City Development, Resource Consents and Regulatory Services. Civil Defence has been moved into the Community Development and Support group as the services provided align more closely with this group. Administration services which previously sat in the Corporate Support activity group has been relocated to the Community Development and Support group and combined with the Civic Leadership activity as these two activities are managed by the same group manager.

Some of the groups of activity have been set by the Local Government Act 2002 and the Department of Internal Affairs and are known as mandatory groups of activity. These groups also have mandatory performance measures. These groups are Roading and Footpaths, Water Supply, Sewerage and Sewage and the Stormwater. Each of these groups contain a single activity related to the function and service provided to the groups – transportation, water, wastewater and stormwater services.

A consistent format has been developed for the activity group sections. Each group starts with a list of the services/activities that provided by the group – **What service/activity does this group provide?** Next there is a brief description of how the **group fits into our strategic framework**. If the group supports a major strategy, a summary of the vision and high level priorities and goals is provided. A table showing the **main community outcomes linkages** for the group and a list of community outcome indicators that show how we measure our progress against this outcome, shows the relationship between the group and community outcomes. Note: The indicators that are shown here are the indicators that this group has responsibility for reporting against. A full list of outcome indicators for each outcome can be found in section 1. Then we describe what we do – **What do we do?** This is a brief summary of the key functions of the activities in the group. **Why we do this** outlines the reason for providing each activity in the group (the service rationale). This is followed by a table showing the **impact on the interests of the community**. The table summarises the positive impacts the activities have on the interests of the community, describes any significant or potential negative effects and the actions in place to manage these. Then we move onto service levels and measures of service performance under the **What do we do and how we measure it** heading. Here we describe the service we provide briefly and present the major levels of service associated with service and the measures of service performance that provide a meaningful measure of the service level to the community. Only major measures are shown here and that these measures are underpinned by operational measures in the Activity Management plans for each activity group member. A standard format (shown on the next page) is used for the majority of our activity groups. The mandatory groups of activity are exceptions to this, where the structure has had to be varied to fit with the newly imposed mandatory measures of service.

Standardised format for activity group service performance measures

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
This is how we measure our performance against the service level stated at the top of the chart	Indicates where the data used to measure performance comes from	Shows the actual result for 2012/13 year from the 2012/13 Annual Report	Shows the actual result for 2013/14 year from the 2013/14 Annual Report	Shows the target for the 2014/15 year from the 2014/15 Annual Plan	Shows the target for the 2015/16 year	Shows the target for the 2016/17 year	Shows the target for the 2017/18 year	Shows the target for the next seven years of the LTP
Level of Service Statement: Description of the level of service provided to residents								

Other information provided includes a statement regarding service levels for the duration of the plan. Only significant changes to service levels are noted here.

Information about projects that were consulted on with the community in the consultation document, or where reports on items were discussed at the LTP deliberations, is briefly described and includes the outcome of decision-making by the Council. Some of these items may involve a small increase to existing service levels.










Any other legislatively required information, such as Statements of Variance against Sanitary Assessments, is included immediately before the financial information.

The following financial information is provided at the end of each group of activity:

- estimated income statement for the 10 years of the plan and the forecast for the 2014/15 year
- estimated cashflows for the 10 years of the plan and the forecast for the year 2014/15
- funding impact statement for the 10 years of the plan and the previous annual plan year.

As indicated above, the 2014/15 annual plan had a different group structure. To provide consistency with the 2014/15 annual plan year financial information on the Funding Impact Statements the approach taken is as follows. The deletion of the Personal Safety group means the 2014/15 Funding Impact Statement for this group has been incorporated within the Planning and Regulatory Services group activity. The new City Investment group remains included in the Economic Development and City Promotion group.

Activity Group Structure for the 2015/16 Long Term Plan

Community Outcome	Group of Activity	Activity	
 A Thriving and Diverse Economy	Economic Development and City Promotion	Economic Development Marketing Dunedin	Dunedin Centre Visitor Centre
	City Investment	Investment Account Waipori Fund	City Property Investment
 A Connected City	Roading and Footpaths	Transportation	Citipark Parking Services
 A Safe and Healthy City	Water Supply	Water	
	Sewerage and Sewage	Wastewater	
	Stormwater	Stormwater	
	Solid Waste	Solid Waste	
 A Distinctive Built Environment	Planning and Regulatory Services	City Development Resource Consents Regulatory Services	
 A Valued and Protected Natural Environment			
 A Supportive Community	Community Development and Support	Cemeteries and Crematorium Events and Community Development Civic Leadership and Administration	Civil Defence Housing Warm Dunedin City Property – Miscellaneous City Property – Operational
 A Vibrant and Creative City	Museums, Libraries and Art Gallery	Dunedin Public Libraries Dunedin Public Art Gallery Otago Museum Levy	Toitū Otago Settlers Museum including Dunedin Chinese Garden
 A City of Learning			
 An Active City	Sport, Recreation and Leisure	Aquatic Services Botanic Garden	Parks and Reserves
Corporate Support Activities: Business Information Services, City Property Management, Citifleet, Corporate Leadership, Corporate Policy Team, Council Communications, Customer Service Agency, Finance, Human Resources.			

Economic Development and City Promotion

What service/activity does this group provide?

- Economic Development Unit
 - Visitor Centre
 - Marketing Dunedin
 - Dunedin Centre
- } These three activities are collectively known as Enterprise Dunedin.

How does this group fit into our strategic framework?

- This group contributes to the Thriving and Diverse Economy community outcome and supports the city's Economic Development Strategy: By Dunedin for Dunedin and Beyond 2013 – 2023 (EDS).

EDS Economic Goals

- 10,000 jobs over 10 years (requires 2% growth in employment per annum)
- An average of \$10,000 extra income for each person (requires 2.5% growth in GDP per annum)

EDS Themes	EDS Priorities
<ul style="list-style-type: none"> • Business vitality • Alliances for innovation • A hub for skills and talent • Linkages beyond our borders • A compelling destination 	<ul style="list-style-type: none"> • Improving the ease of doing business. Growing the value of exports. • Improving linkages between industry and research. Increasing scale in innovative and tradable sectors. • Increasing the retention of graduates. Building the skills base. Growing migrant numbers. • Increasing international investment. Establishing strategic projects with other cities. • Marketing Dunedin and exporting education uplift.

This is a citywide strategy-partners to the strategy are the University of Otago, the Otago Polytechnic, the Otago Southland Employers Association, the Otago Chamber of Commerce, Ngāi Tahu and the Dunedin City Council.

Main community outcome linkage	A thriving and diverse economy	We measure our progress against this outcome by monitoring
	<p>Where Dunedin has an ambitious, prosperous, diverse and resilient economy that builds on its strengths and is:</p> <ul style="list-style-type: none"> • A city that grows businesses and industries through added value/productivity. • A city that encourages employment opportunities for everyone. • A city that actively attracts visitors, skilled staff and entrepreneurs and investors. • A city that encourages creativity, research, and entrepreneurial excellence. <p>A city that builds alliances between local businesses, community, education and research providers that offer mutual benefit.</p>	<ul style="list-style-type: none"> • Growth in full time equivalent jobs (at least 2% growth per year). • Growth in real GDP per capita (at least 2.5 % growth per year). • Growth in the number of Dunedin Businesses awarded Callahan Institute Research and Development Grants (at least 10% growth per year). • Growth in Total Visitor Nights (at least 1% growth per year). • Growth in the value of international education (\$330 million by 2023).

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Enterprise Dunedin	Work towards achieving the goals of the city's economic development strategy can have a positive impact on the economic, social and cultural interests of the community.	Enterprise Dunedin's activity does not have any significant negative effects on the local community.	
Dunedin Centre	Providing venues and support services for live entertainment performances, conferences, functions and meetings has a positive impact on the economic, social and cultural interests of the community.	<p>Traffic congestion prior to, during and after events that attract large numbers of people.</p> <p>Lack of parking for vehicles of Dunedin Centre patrons visiting the Centre.</p> <p>Lack of parking for equipment vehicles (large trucks) during pack-in and pack-out for shows and events.</p>	These effects are managed by the use of traffic management plans.

What do we do?

Enterprise Dunedin focuses on making Dunedin a great place to live, work, study, visit and invest by supporting and encouraging business vitality, alliances for innovation, a hub of skills and talent, linkages beyond our borders and a compelling destination.

We do this by working in partnership with other agencies to:

- Promote the city, attract visitors and migrants
- Encourage and support business, job growth and entrepreneurial activity

The **Dunedin Centre** is Dunedin's main conference and events centre and consists of the Dunedin Town Hall, the Glenroy Auditorium, the Fullwood Conference Room and a number of other meeting rooms and foyers. Centrally located near the Octagon, it is one of New Zealand's largest and most versatile performance, function, and conference and meeting complexes. It is used for community events, and commercial performances and conferences. The facility is managed by Dunedin Venues Management Limited (DVML), a Council Controlled Organisation.

Why do we do this?

Consultation with Dunedin residents indicates continued support for the Council to be involved in these activities.

What we provide and how we measure it:

Enterprise Dunedin leads four EDS projects and is a partner in all other EDS projects. It also monitors and evaluates the Grow Dunedin Partnership and the effectiveness of the EDS.

- The Economic Development Team has the strategic overview, leading the coordination, development, monitoring and supporting the implementation of the economic initiatives of Dunedin's Economic Development Strategy (EDS) and the Grow Dunedin Partnership.
- Marketing Dunedin plays a key role in talent, education and investment attraction activity.
- The i-SITE Visitor Centre provides visitors with an accessible, accurate booking and information service to encourage spend and meet customer expectation. This is provided daily in a central city office, on cruise days at a satellite site at Port Otago and for special events from a desk at the event site.

The **Dunedin Centre** provides facilities and management services to enable conferences, performance events and community activities. Dunedin Centre Service performance is managed under a Service Level Agreement with DVML.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Enterprise Dunedin provides business sector support and coordinates the marketing of the city for tourism and education and attracting investment and skilled migrants								
Percentage of clients satisfied with the work of the Economic Development Unit	Internal Survey	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥50%	≥50%	≥50%	≥50%

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Percentage growth in Dunedin's Total Visitor Nights	Commercial Accommodation Monitor	-9.6% 788,429 to Dec 2012	+4.8% 826,341 to Dec 2013	1.6% increase on previous year (YE Dec 2013)	1.6% increase on previous year	1.6% increase on previous year	1.6% increase on previous year	1.6% increase on previous year
Dunedin's market share of total NZ convention capacity (percentage increase on previous year)	Convention Activity Survey	New measure 2015/16	New measure 2015/16	New measure 2015/16	5% increase on previous year	5% increase on previous year	5% increase on previous year	5% increase on previous year
Level of Service: The Visitor Centre provides an accessible, accurate tourism information and booking service								
Percentage of external customers satisfied with the i-SITE/Visitor Centre	Internal Survey	92%	90%	≥95%	≥95%	≥95%	≥95%	≥95%

Changes to Service Levels

There are no major changes to service levels across the duration of the 10-year plan.

There have been some small increases to service levels for Enterprise Dunedin since the 2014/15 Annual Plan.

Gigatown

In November 2014 Dunedin won a national competition to become New Zealand's Gigatown. The prize provides broadband internet speed of one gigabit per second and \$700,000 funding for business start-ups and Gigatown related initiatives. This is a significant opportunity for the city with the prize giving Dunedin the fastest internet speed in Australasia.

The Council has provided further funding of \$185,000 in the 2015/16 year to assist with the implementation of the Gigatown plan. This funding brings the total funding for Digital Community Trust to \$250,000. Enterprise Dunedin has responsibility for administering this funding with the Digital Office working on the plan implementation.

Ara Toi Ōtepoti Arts and Culture Strategy

In May 2015, following consideration of a report on Ara Toi Ōtepoti – our creative future: initial actions for adoption, the Council resolved to provide \$70,000 for creative sector economic development projects to Enterprise Dunedin for resourcing of elements of the Ara Toi Ōtepoti Arts and Culture Strategy. This city wide strategy was adopted in April 2015 and has links with the EDS and work streams in Enterprise Dunedin.

Food Resilience

A report to Council in December 2013 identified food resilience as a strategic opportunity. The role of the Council in improving food resilience contributes to its strategic objectives to be an environmentally sustainable and resilient city that enables a prosperous and diverse economy. Funding was provided in the 2014/15 Annual Plan on a six (6) month food resilience project to progress work on a discussion document on food resilience challenges, risks and opportunities in collaboration with the Economic Development team. The discussion document and options for continuing this work were considered by the Council in May 2015.

The Council:

- a) “Noted the work undertaken (as requested by the Council) to enable:
 - i a more coordinated internal approach to food-related issues and opportunities; and
 - ii engagement with city stakeholders, exploring options and mechanisms to address the challenges, risks and opportunities in this area.
- b) Notes that some recommended food resilience activities can be achieved within existing budgets, while others are currently unfunded; and
- c) Approves additional funding of \$39,434 to enable the food resilience work to be carried out within Enterprise Dunedin to further the strategic actions in the recommended plan of action identified by the Food Resilience discussion document.”

Economic Development and City Promotion Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	4,116	4,369	4,166	4,248	4,421	4,464	4,593	4,766	4,861	4,995	5,239
Commercial/Economic Development/Tourism	500	500	513	526	540	555	572	590	609	630	653
External Operating Revenue	736	931	944	979	995	1,034	1,053	1,099	1,122	1,174	1,203
Total	5,352	5,800	5,623	5,753	5,956	6,053	6,217	6,455	6,593	6,800	7,095
Expenditure by Outputs											
Economic Development	1,491	2,010	1,755	1,797	1,842	1,890	1,942	1,999	2,059	2,125	2,196
Tourism Dunedin	1,474										
City Marketing Agency		1,512	1,534	1,566	1,663	1,647	1,690	1,793	1,790	1,842	1,971
Dunedin Centre	1,220	1,110	1,138	1,167	1,199	1,233	1,269	1,310	1,353	1,400	1,450
Visitor Centre	1,171	1,175	1,201	1,228	1,257	1,288	1,318	1,354	1,393	1,434	1,479
Total	5,356	5,806	5,627	5,758	5,961	6,058	6,218	6,456	6,595	6,801	7,096
Net Surplus/(Deficit)	(4)	(7)	(4)	(5)	(5)	(5)	(1)	(1)	(1)	(1)	(1)
Expenditure by Inputs											
Staff Costs	1,710	1,781	1,773	1,809	1,846	1,886	1,928	1,974	2,023	2,075	2,130
Operational Costs	3,639	4,016	3,845	3,939	4,105	4,162	4,289	4,481	4,572	4,725	4,964
Loan Interest											
Depreciation	7	9	9	9	10	10	1	1	1	1	2
Total	5,356	5,806	5,627	5,758	5,961	6,058	6,218	6,456	6,595	6,801	7,096

Economic Development and City Promotion Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	4,616	4,869	4,679	4,774	4,961	5,019	5,165	5,356	5,471	5,626	5,892
Other Revenue	736	931	944	979	995	1,034	1,053	1,099	1,122	1,174	1,203
<i>Cash was applied to:</i>											
Suppliers and Employees	(5,349)	(5,798)	(5,618)	(5,748)	(5,951)	(6,048)	(6,218)	(6,455)	(6,593)	(6,800)	(7,095)
Net Cash from Operating	3	2	5	5	5	5	0	0	0	0	0
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(90)										
Net Cash from Investing	(90)	0	0	0	0	0	0	0	0	0	0
<i>Cashflow from Financing Activities</i>											
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
<i>Net Increase/(Decrease) in Cash</i>	(87)	2	5	5	5	5	0	0	0	0	0

Economic Development and City Promotion Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	15,510	4,369	4,166	4,248	4,421	4,464	4,593	4,766	4,861	4,995	5,239
Targeted Rates	500	500	513	526	540	555	572	590	609	630	653
Subsidies and Grants for Operating Purposes	0										
Fees and Charges	26,410	931	944	979	995	1,034	1,053	1,099	1,122	1,174	1,203
Internal Charges and Overheads Recovered	9,101										
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	51,521	5,800	5,623	5,752	5,955	6,053	6,218	6,455	6,593	6,800	7,095
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	13,840	4,374	4,163	4,260	4,427	4,487	4,615	4,807	4,897	5,051	5,290
Finance Costs	5,102	0	0	0	0	0	0	0	0	0	0
Internal Charges and Overheads applied	5,079	1,244	1,275	1,308	1,344	1,382	1,423	1,468	1,516	1,569	1,625
Other Operating Funding Applications	415	180	180	180	180	180	180	180	180	180	180
Total Applications of Operating Funding	24,436	5,798	5,618	5,748	5,951	6,049	6,218	6,455	6,593	6,800	7,095
<i>Surplus/(Deficit) of Operating Funding</i>	27,085	2	5	5	5	5	0	0	0	0	0

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions											
Increase (Decrease) in Debt	(3,299)										
Gross Proceeds from the Sale of Assets	2,169										
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(1,130)	0	0	0	0	0	0	0	0	0	0
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	2										
– to improve the level of service	1,701										
– to replace existing assets	795										
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	23,457	2	5	5	5	5					
Total Application of Capital Funding	25,955	2	5	5	5	5	0	0	0	0	0
<i>Surplus/(Deficit) of Capital Funding</i>	(27,085)	(2)	(5)	(5)	(5)	(5)	0	0	0	0	0
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0


City Investment

What service/activity does this group provide?

- Waipori Fund
- Investment Account
- City Property Investment

How does this group fit into our strategic framework?

This group contributes to the Thriving and Diverse Economy community outcome and supports the city's Economic Development Strategy: By Dunedin for Dunedin and beyond 2013 – 2023.

Main community outcome linkage	A thriving and diverse economy
	Where Dunedin has an ambitious, prosperous, diverse and resilient economy that builds on its strengths.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Waipori Fund Investment Account City Property Investment	These activities generate income which allows the Council to hold rates increases to sustainable levels and invest in other city services and infrastructure if required. This has a positive impact on the economic and social interests of the community.	These activities don't have any significant negative effects on the local community.	

What do we do?

The Waipori Fund provides the Council with a source of non-rates income by maximising the fund income while protecting the fund's capital base, subject to the income needs of the Council, capital growth and investment risks.

The Investment Account provides 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.

The City Property Investment portfolio provides the Council with an assured source of non-rates income and increased asset values. There are two main reasons for the Council's involvement in investment property:

- Statutory requirement – Dunedin City Endowment Land Act requires the Council to retain the endowment property capital in property.
- Providing a source of external non-rates funding –this reflects the Council's desire to expand external funding sources to minimise rate burdens on citizens

There is a focus on growing the portfolio value through rental growth, divestment of underperforming assets and reinvestment in assets which grow rental income and city amenity values.

Why do we do this?

These investments are designed to provide the Council with an ongoing non-rates revenue stream over a long period of time

What we provide and how we measure it:

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: The Waipori Fund achieves the annual target for non-rates income for offsetting against rates requirements								
Cash received	Annual Financial Reporting	\$1.0 m	\$5.42m	\$3.42 m	\$3.66 m	\$3.66 m	\$3.66 m	\$3.66 m

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target
Level of Service: The Investment Account receives budgeted dividend				
Dividend received from Council-owned companies: (Interest on Shareholders' Advance plus Dividend from DCHL)	Annual Financial Reporting	\$10.45 m	\$10.45m	\$10.45 m

Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Target 2024/25
\$5.9 m	\$5.9 m	\$6.2 m	\$6.7 m	\$7.2 m	\$7.8 m	\$8.3 m	\$8.3 m	\$8.4m	\$8.5 m

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: The City Property Investment portfolio generates returns that can be offset against rates requirements								
Percentage variance from budgeted dividend	Annual Financial Analysis	Budgeted Dividend achieved	\$4.6m	≥budget \$4.2 m	≥budget \$3.7 m	≥budget \$4.9 m	≥budget \$4.4 m	≥budget Range \$4.6 m – \$6.3m
Return on Investment	Annual Financial Analysis	Measure revised from 2015/16 onwards	Measure revised from 2015/16 onwards	Measure revised from 2015/16 onwards	Provision of a long term moving average return greater than the DCC's average cost of capital	Provision of a long term moving average return greater than the DCC's average cost of capital	Provision of a long term moving average return greater than the DCC's average cost of capital	Provision of a long term moving average return greater than the DCC's average cost of capital year
Percentage overall occupancy	Internal Property Records	97%	91%	≥95%	≥95%	≥95%	≥95%	≥95%

Changes to Service Levels

There are no major changes to service levels across the duration of the ten-year plan.

City Investment Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	3,440	4,950	4,950	4,950	4,950	4,950	4,950	5,750	5,750	5,750	5,750
External Operating Revenue	23,667	18,920	19,218	19,609	20,262	21,154	22,070	23,049	23,537	24,064	24,621
Unrealised Investment Property Gains	2,380	2,440	2,501	2,563	2,628	2,693	2,761	2,830	2,900	2,973	3,047
Total	29,487	26,310	26,669	27,122	27,840	28,797	29,781	31,629	32,187	32,787	33,418
Expenditure by Outputs											
Waipori Fund	141	141	141	141	141	141	141	141	141	141	141
City Property Investment	3,456	3,591	3,614	3,664	3,500	3,329	3,377	3,430	3,488	3,554	3,635
Investment Account	171	2,141	2,073	2,004	1,942	1,875	1,804	1,729	1,590	1,448	1,303
Total	3,768	5,873	5,828	5,809	5,583	5,345	5,322	5,300	5,218	5,143	5,079
Net Surplus/(Deficit)	25,719	20,436	20,841	21,313	22,256	23,452	24,459	26,329	26,969	27,644	28,338
Expenditure by Inputs											
Staff Costs	(364)	(362)	(359)	(356)	(352)	(348)	(344)	(340)	(335)	(330)	(325)
Operational Costs	3,046	3,025	3,079	3,137	2,983	2,821	2,880	2,944	3,013	3,086	3,166
Loan Interest	1,086	3,211	3,108	3,028	2,953	2,873	2,787	2,696	2,541	2,388	2,239
Depreciation											
Total	3,768	5,873	5,828	5,809	5,583	5,345	5,322	5,300	5,218	5,143	5,079

City Investment Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	3,440	4,950	4,950	4,950	4,950	4,950	4,950	5,750	5,750	5,750	5,750
Other Revenue	9,126	9,066	9,269	9,279	9,290	9,530	9,786	10,064	10,366	10,683	11,031
Dividend Received	250	100	100	100	100	100	100	100	100	100	100
Waipori Fund Revenue Received	3,561	3,801	3,896	3,995	4,105	4,222	4,346	4,486	4,632	4,793	4,965
Interest Received	10,730	5,952	5,952	6,235	6,767	7,302	7,838	8,400	8,440	8,488	8,525
Cash was applied to:											
Suppliers and Employees	(2,682)	(2,663)	(2,720)	(2,782)	(2,631)	(2,473)	(2,535)	(2,604)	(2,678)	(2,756)	(2,841)
Interest Paid	(1,086)	(3,211)	(3,108)	(3,028)	(2,953)	(2,873)	(2,787)	(2,696)	(2,541)	(2,388)	(2,239)
Net Cash from Operating	23,339	17,996	18,340	18,750	19,628	20,759	21,698	23,499	24,069	24,671	25,291
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Sale of Assets	2,169			2,625	2,964						
Cash was applied to:											
Capital Expenditure	(1,596)	(350)	(358)	(2,992)	(3,341)	(388)	(399)	(411)	(424)	(438)	(453)
Increase in Investments	(33,440)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)	(2,551)
Net Cash from Investing	(32,867)	(2,901)	(2,909)	(2,918)	(2,928)	(2,939)	(2,950)	(2,962)	(2,975)	(2,989)	(3,004)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	30,000										
Cash was applied to:											
Loan Repayment	(793)	(1,303)	(1,266)	(1,331)	(1,389)	(1,452)	(1,519)	(2,390)	(2,519)	(2,475)	(2,545)
Net Cash from Financing	29,207	(1,303)	(1,266)	(1,331)	(1,389)	(1,452)	(1,519)	(2,390)	(2,519)	(2,475)	(2,545)
<i>Net Increase/(Decrease) in Cash</i>	19,679	13,792	14,165	14,501	15,311	16,368	17,229	18,148	18,575	19,207	19,743

City Investment Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties		5,550	5,550	5,550	5,550	5,550	5,550	6,350	6,350	6,350	6,350
Targeted Rates											
Subsidies and Grants for Operating Purposes											
Fees and Charges		4,528	3,912	3,982	3,839	3,690	3,763	3,842	3,927	3,855	3,912
Internal Charges and Overheads Recovered		1,087	1,087	1,087	1,288	1,489	1,489	1,489	1,489	1,489	1,489
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding		11,165	10,549	10,618	10,677	10,730	10,802	11,681	11,766	11,695	11,752
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers		2,994	3,051	3,113	3,163	3,206	3,269	3,337	3,411	3,489	3,575
Finance Costs		3,211	3,108	3,028	2,953	2,873	2,787	2,696	2,541	2,388	2,239
Internal Charges and Overheads applied		756	756	756	756	756	756	756	756	756	756
Other Operating Funding Applications											
Total Applications of Operating Funding		6,960	6,914	6,896	6,871	6,835	6,812	6,789	6,708	6,633	6,569
<i>Surplus/(Deficit) of Operating Funding</i>		4,205	3,634	3,722	3,806	3,895	3,990	4,892	5,059	5,062	5,183

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Sources of Capital Funding											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions											
Increase (Decrease) in Debt		(1,303)	(1,266)	(1,331)	(1,389)	(1,452)	(1,519)	(2,390)	(2,519)	(2,475)	(2,545)
Gross Proceeds from the Sale of Assets				2,625	2,964						
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding		(1,303)	(1,266)	1,294	1,575	(1,452)	(1,519)	(2,390)	(2,519)	(2,475)	(2,545)
Application of Capital Funding											
Capital Expenditure											
– to meet additional demand											
– to improve the level of service				2,625	2,964						
– to replace existing assets		350	358	368	377	388	399	411	424	438	453
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments		2,551	2,010	2,024	2,039	2,056	2,073	2,091	2,115	2,149	2,185
Total Application of Capital Funding		2,901	2,369	5,017	5,380	2,443	2,471	2,502	2,539	2,587	2,638
Surplus/(Deficit) of Capital Funding		(4,205)	(3,634)	(3,722)	(3,806)	(3,895)	(3,990)	(4,892)	(5,059)	(5,062)	(5,183)
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

Roading and Footpaths

What service/activity does this group provide?


- Transportation
- Citipark
- Parking Enforcement

How does this group fit into our strategic framework?

This group contributes to the Connected Community outcome and supports the Dunedin City Integrated Transport Strategy 2013 (ITS). This is a 30 year strategy with five areas of focus which are related to six transport objectives.

ITS Vision: Dunedin is one of the world's great small cities, with a safe low-carbon transport system that supports a compact city with resilient centres, inclusive and healthy communities, and national and international connectivity

ITS Areas of Focus	ITS Objectives
<ul style="list-style-type: none"> • Safety • Travel Choices • Centres • Freight • Resilience 	<ul style="list-style-type: none"> • Dunedin has an integrated, affordable, responsive, effective and safe transport network for all modes. • Dunedin has affordable and convenient public transport. • Dunedin is well connected for business, freight and visitors, including excellent connections to key gateways such as Port Otago and Dunedin International Airport. • Dunedin's transportation system provides a platform for sustainable transport choices and the city's dependence on oil for transport is reduced. • Dunedin's transportation network provides for the efficient movement of people and goods. • Dunedin's urban form and design creates high levels of accessibility to key destinations such as healthcare, education, recreation and employment.

Main community outcome linkage	A Connected Community	We measure our progress against this outcome by monitoring
	<p>Dunedin's communities are connected by safe, effective transportation and communications, linked locally, nationally and internationally.</p> <p>Dunedin's transport network is integrated and responsive to changing needs and future challenges.</p> <p>Dunedin is safe and easy to get around for cyclists and pedestrians.</p>	<p>Increase in length of cycle lanes (on and off road).</p> <p>Road Safety crash statistic measures:</p> <ul style="list-style-type: none"> • Number of injury crashes (Number of casualties). • Pedestrian vs vehicle casualties. • Cyclist vs vehicle casualties.

What do we do?

- The planning, construction, maintenance and upgrading of the transport network.
- Management of the transport network including roads, cycleways, footpaths, street lighting, parking meters, traffic signals and road marking.
- The Council owns and operates several carparking buildings and off street car parks and manages enforcement of parking regulations.
- The Council is not currently responsible for public transport/bus services. In January 2015 the Council confirmed its in-principle support for a transfer of public transport planning and operations from the Otago Regional Council to the Dunedin City Council, subject to due diligence, and requested that further work investigating the transfer be undertaken.

Why do we do this?

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, the Land Transport (Infringement and Reminder Notices) Regulations 2012 and the ITS.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Transportation	This activity provides services that allow people to move safely and efficiently around the city and contributes to the social, economic and environmental interests of the community.	<p>No significant negative effects are currently identified.</p> <p>Examples of potential negative effects are:</p> <p>Environmental:</p> <ul style="list-style-type: none"> • Air pollution – Added emissions due to congestion not significant • Water resource pollution – Detritus from roads entering drainage systems and waterways • Land resource pollution from dust. <p>Economic:</p> <ul style="list-style-type: none"> • Constricted traffic flow resulting in longer transport time • Limits on loading resulting in more trips to move tonnage • Dust on orchards adjacent gravel roads – affecting quality of produce • Road roughness affecting vehicle operating costs. 	<p>Efforts are made to mitigate any negative effects on well-being through planning and consultation with the community.</p> <p>The Council ensures that contractors follow accepted environmental practices while undertaking construction and maintenance.</p> <p>Ongoing monitoring of the effects of operations is undertaken and action taken to remedy any issues arising.</p>

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
<i>Transportation continued</i>		Social: <ul style="list-style-type: none"> Noise disturbance (from road works) Vibration (from road works) Pollution (from road works) Light pollution from artificial lighting (street lighting) Pedestrian safety (accidents) Accessibility during road construction. Cultural: <ul style="list-style-type: none"> Visual impacts on landscape Effects on archaeological sites Effects on heritage areas Effects on areas of cultural significance. 	
Citipark	This activity contributes to the economic and social interest of the community by ensuring the availability of on and off street parking in the central city.	This activity does not have any significant negative effects on the local community.	
Parking Enforcement	This activity contributes to the economic and social interests of the community by enforcing parking provisions to ensure the availability of on and off street parking in the central city.	This activity does not have any significant negative effects on the local community.	

What we provide and how we measure it:

The **Transportation** activity is responsible for the city's long and short term transportation needs and the management of activities on roads and adjacent land that may affect the safety of users and the integrity of the asset.

- Planning to ensure the city's long term transportation needs are met.
- Maintaining the condition of the existing network within service level expectations.
- Renewing assets that have reached the end of their functional life and constructing new assets where required.
- Managing the safe operation of the road network through traffic controls and education.
- Regulating and issuing consents for the appropriate use of the public road corridor.

We do this 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.

Citipark manages three car park buildings and all DCC on-street and off-street car parks (leased and casual) including parking meters and payment machines. We provide this service to ensure the availability of parking spaces through the management of car park buildings; and off-street leased and casual carparks.

Parking Enforcement is responsible for promoting desired parking behaviour and the availability of parking spaces through the enforcement of parking regulations. A six day service operates between the hours of 7.00am and 5.00pm Monday to Friday and 10.00am and 4.00pm on a Saturday. Parking enforcement also manages abandoned vehicles and ensures owners of businesses comply with the 'Commercial Use of Footpaths' Policy in relation to the placement of street furniture, goods and portable signs.

Measurement of service levels for the Transportation activity

Mandatory non-financial performance measures have been formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 for roading and footpath services and have been applied to all Councils. These are effective from the 2015/16 year and have been incorporated in the transportation measures shown below. In many instances the new mandatory measures replace or revise existing outcome indicators or service performance measures. The new mandatory measures are identified in the comments field in the table below.

Level of Service	Performance Measure	Data Source	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/25	Comments
The transport network facilitates safe travel	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network expressed as a number	NZTA Dunedin City Road safety report	New Measure	New Measure	Reducing	Reducing	Reducing	Reducing	New DIA Measure. There is also a similar community outcome indicator.
The transport network facilitates comfortable travel	The average quality of ride on local sealed road network measured by smooth travel exposure	RAMM, NZTA	81%	Smooth travel exposure >=80%	Smooth travel exposure >=80%	Smooth travel exposure >=80%	Smooth travel exposure >=80%	Smooth travel exposure >=80%	Existing and New DIA Measure.
The transport network facilitates sustainable maintenance	Percentage of sealed road network that is resurfaced	Work achieved reports	New Measure	Target (m ²) equating to 6% of network	Target (m ²) equating to 6% of network	Target (m ²) equating to 6% of network	Target (m ²) equating to 6% of network	Target (m ²) equating to 6% of network	New DIA Measure.
The transport network facilitates active travel	Percentage of footpaths within the level of service standard adopted by the council in its Asset Management Plan	RAMM Rating	New Measure	New Measure	<=15% of network is rated poor or very poor	<=15% of network is rated poor or very poor	<=15% of network is rated poor or very poor	<=15% of network is rated poor or very poor	New DIA Measure.

Level of Service	Performance Measure	Data Source	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/25	Comments
The network is maintained in responsive manner	Percentage of service requests relating to roads and footpaths to which the response is provided within five working days	Customer Service Agency Records	New Measure	>=90%	>=90%	>=90%	>=90%	>=90%	New DIA Measure. Will be measured quarterly.
The transport network facilitates efficient travel	Percentage of residents satisfied with condition of roads throughout the city	ROS	61%	>=60%	>=60%	>=60%	>=60%	>=60%	
The transport network facilitates accessibility	Percentage residents satisfied with parking availability in the central city	ROS	34% (dissatisfied)	>=45%	>=45%	>=45%	>=45%	>=45%	Measure changed to measure satisfaction rather than dissatisfaction from 2015/16.
The transport network facilitates efficient travel	Average travel time by vehicle on five key urban routes at peak time (am)	Travel Time survey							
	1-St Clair to Octagon		Route 1:11 min	Route 1: 15 min	Route 1: 15 min	Route 1: 15 min	Route 1: 15 min	Route 1: 15 min	
	2-Normanby to Octagon		Route 2:10 min	Route 2: 15 min	Route 2: 15 min	Route 2: 15 min	Route 2: 15 min	Route 2: 15 min	
	3-Mosgiel to Octagon		Route 3:18 min	Route 3: 22 min	Route 3: 22 min	Route 3: 22 min	Route 3: 22 min	Route 3: 22 min	
	4-Brockville to Octagon		Route 4:8 min	Route 4: 15 min	Route 4: 15 min	Route 4: 15 min	Route 4: 15 min	Route 4: 15 min	
	5-Waverley to Octagon		Route 5:12 min	Route 5: 15 min	Route 5: 15 min	Route 5: 15 min	Route 5: 15 min	Route 5: 15 min	
The transport network facilitates active travel	Percentage of residents satisfied with the suitability of the road network for cyclists throughout the city	ROS	29%	>=28%	>=28%	>=28%	>=28%	>=28%	
The transport network facilitates active travel	Percentage of residents satisfied with condition of footpaths throughout the city	ROS	60%	>=57%	>=57%	>=57%	>=57%	>=57%	

Level of Service	Performance Measure	Data Source	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/25	Comments
The transport network facilitates active travel	Percentage of residents satisfied with the ease of pedestrian access throughout the city	ROS	70%	>=65%	>=65%	>=65%	>=65%	>=65%	
The transport network facilitates safe travel	Percentage of residents satisfied with condition of the streetlights throughout the city	ROS	79%	>=75%	>=75%	>=75%	>=75%	>=75%	

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Car parking is available and meets the needs of users								
Percentage of residents satisfied with availability of metered on-street parking in the central city 1	ROS	36%	38%	Not a service performance measure previously	≥40%	≥40%	≥40%	≥40%

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Parking regulations are enforced								
Percentage of residents dissatisfied with the fairness and attitude of parking officers	ROS	20%	18%	≤20%	≤20%	≤20%	≤20%	≤20%

1 Performance measurement for Citipark will be focused on-street parking only as the Council does not own or operate all of the car parking buildings and off street carparks in the city.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Portobello Road Safety Improvements

Following consultation on potential timeframes for completing this project the Council has decided to accelerate work on the Portobello Road safety improvement project. This means the work will be completed in three years – by 2018 – rather than 10 years, as originally planned.

The reduced project period has been made possible due to more favourable than expected funding rates from the NZ Transport Agency who will fund 55% of the cost. This has made it possible for both the Council and NZTA to bring forward their shares of the project funding.

This will bring a range of benefits, including reducing the overall costs by \$2.9 million to \$19.9 million and bringing forward the community benefits of the project, such as improved safety and better access to one of the city’s most visited and touristed areas.

The other option considered by the Council was to continue to follow a 10 year programme which would have seen the project completed in 2024/25 at a budgeted cost of \$22.8 million.

Concerns about the impact of harbour reclamation as part of the road widening have led to a Council request that staff consider a reference or advisory group to provide advice and support to staff on ecology, landscape and local character issues during the design and implementation of the roading improvements.

Strategic Cycle Network

Additional central government funding, provided through the Urban Cycleway Fund, has allowed the Council to lift its contribution to Dunedin’s strategic cycle network to \$650,000 per year in the LTP, allowing more of the network to be built sooner. The strategic cycle network is expected to be completed in about 22 years. The planned projects in order of priority are:

1. Central City and North-East Valley cycle network
2. Mosgiel local cycle network
3. West Dunedin cycle network (providing links to Mosgiel and Brighton and includes the rail tunnels)
4. Hills and Town Belt cycle network

Funding on cycleway projects will be impacted by a decrease in the amount of NZ Transport agency co-investment across the period of the LTP, dropping from 66% to 51%. This means that the Council would need to increase its share of cycleway project funding in order to maintain the existing levels of expenditure. The Council consulted on four options for the ongoing funding of Strategic Cycleway Funding.

Option 1	Increase the Council’s contribution to \$650,000 per year (the council’s proposed option included in draft LTP budgets)
Option 2	Reducing the Council’s contribution
Option 3	Maintaining the Council contribution at \$340,000 per year
Option 4	Increase the Council’s contribution to maintain the existing \$1 million spend per year

The Council also consulted on the inclusion of a previously unfunded City to Harbour Pedestrian/Cycle Bridge in the LTP. The bridge would provide a route for cyclists from the Portobello – Harington Point Road route and the South Dunedin Cycle Network to safely cross the railway corridor and Thomas Burns Street, which is a key arterial route for heavy traffic to the Port. The proposed Central city plan project includes an eastern freight bypass for heavy traffic to the Port, which involves Thomas Burns Street. The city to harbour cyclist/ pedestrian bridge would improve safety for cyclists and pedestrians and allow the eastern freight bypass to operate more efficiently.

Following hearings and deliberations on submissions on the consultation document options the Council approved their proposed option to increase the Council’s contribution to \$650,000 per annum.

A report on the City to Harbour Pedestrian/Cycle Bridge Funding considered during deliberations advised the Councillors that the proposed City to Harbour pedestrian/cycle bridge had been shortlisted for \$3 million of funding through the Urban Cycleways Programme. It was proposed that the Urban Cycleway Funding in the Long Term Plan be amended to align with the new information. The Council endorsed this proposal and resolved that the Urban Cycleways Programme funding component of the strategic cycle network project be reprofiled as shown below.

Urban Cycleways Programme Funding	2015/16	2016/17	2017/18	Total
Draft 2015/16 – 24/25 Long Term Plan	\$793,000	\$774,000	\$756,000	\$2,323,000
Final 2015/16 – 24/25 Long Term Plan	-	\$200,000	\$2,800,000	\$3,000,000

Central City Upgrade

It has been 20 years since the central city had any major amenity work undertaken and many of the area’s roads, footpaths and underground services are reaching the end of their lives. Upgrading these facilities and services also presents an opportunity to address road safety problems for pedestrians, cyclists and motorists in the central city. The Council’s city development, transportation and water and waste services will coordinate their work on the project to provide the upgrade as efficiently as possible.

The upgrade will cover a large proportion of the central city area including upgrading the Octagon and George Street, to reinforce the latter’s role as Dunedin’s main retail precinct. Work is also planned to refurbish the Exchange and Princes Street areas, along with the Warehouse precinct and Queens Gardens. The overall project will include a range of upgrades from new paving, street furniture, lighting and public art, to improved pedestrian access and safety improvements.

Two options were put out for public consultation and Council consideration. Under the option endorsed by the Council paver renewal work will be completed on an accelerated timeline between 2018/19 and 2020/21, rather than being finished as late as 2024/25. This aspect of the project will be undertaken by the transportation activity and appears as a 10 year capital expenditure programme line item under Transportation.

Council has set aside \$37.3 million in total for the upgrade which will take place between 2015/16 and 2023/24. Funding will come from a mixture of existing city development, transportation and water and waste services budgets, rates and borrowing, along with funding from external agencies such as the NZ Transport Agency.

Unfunded Transportation Projects

The Council consulted on two previously unfunded projects in the Mosgiel Town Centre and the streets around Dunedin’s university and polytechnic area which relate to transport safety and accessibility projects to improve people’s ability to move about without harm. Both projects are also considered to be important because of their contribution to city-wide transportation, safety and accessibility goals.

The Council sought feedback from the public as follows:

University of Otago and Otago Polytechnic area
Option 1: Provide \$1.05 million in budgets for safety and accessibility improvements
Option 2: Do not provide any funding

Mosgiel Town Centre
Option 1: Provide \$2 million in budgets for safety and accessibility improvements
Option 2: Do not provide any funding

Following hearings and deliberation on feedback received during consultation, the Council resolved to request a report back in time for the 2016/17 annual plan process with more detail on the proposed scope, budget and timing of both the Mosgiel Town Centre Upgrade and the Tertiary Precinct Safety and Accessibility Upgrade.

- The Council notes and supports in principle the Mosgiel Town Centre Upgrade as a line item in the current Regional Land Transport Plan.
- The Council continues to note the unfunded Tertiary Precinct Transportation project consulted on in the LTP consultation document as a line item in the 2015/16 – 2024/25 LTP and request staff continue to work with project partners to scope funding requirements and timing, and report back no later than for development of the 2018/21 – 2027/28 LTP.

Weir Road Tidewater

The Weir Road Tidewater project was previously a renewals project. However, with NZ Transport Agency co –investment funding approved for the completion of this work during the 2015/16 year the project has now become a new capital expenditure project for that year.

Roading and Footpaths Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	20,180	18,743	19,962	22,503	24,196	25,868	26,934	27,797	28,749	29,461	30,388
Private Street Lighting Rate	19	29	29	30	30	31	32	33	34	35	36
External Operating Revenue	18,145	17,864	18,320	18,597	18,677	19,046	19,527	20,013	20,558	20,997	21,654
External Capital Revenue	12,092	9,310	15,519	19,363	9,426	10,292	10,201	10,471	11,230	9,497	11,088
Total	50,436	45,946	53,830	60,493	52,329	55,237	56,694	58,314	60,571	59,990	63,166
Expenditure by Outputs											
Transportation Operations:											
Asset Maintenance	10,991	10,518	10,877	11,302	11,403	11,669	11,963	12,315	12,786	13,057	13,472
Safety	26,897	27,192	27,496	28,352	29,288	30,235	31,208	32,134	32,987	33,903	34,777
Citipark	3,020	2,880	2,933	2,767	2,837	2,909	2,964	3,084	3,136	3,189	3,324
Parking Enforcement	2,115	2,009	2,084	2,106	2,183	2,215	2,300	2,341	2,438	2,487	2,613
Total	43,023	42,599	43,390	44,527	45,711	47,028	48,435	49,874	51,347	52,636	54,186
Net Surplus/(Deficit)	7,413	3,347	10,440	15,966	6,618	8,209	8,259	8,440	9,224	7,354	8,980
Expenditure by Inputs											
Staff Costs	3,381	3,576	3,496	3,566	3,639	3,718	3,801	3,891	3,987	4,090	4,199
Operational Costs	19,449	18,966	19,388	19,684	19,753	20,234	20,819	21,462	22,264	22,816	23,599
Loan Interest	1,317	1,263	1,359	1,775	2,201	2,338	2,420	2,366	2,192	2,005	1,762
Depreciation	18,877	18,794	19,148	19,502	20,119	20,738	21,395	22,156	22,904	23,725	24,626
Total	43,023	42,599	43,390	44,527	45,711	47,028	48,435	49,874	51,347	52,636	54,186

Roading and Footpaths Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	20,199	18,771	19,991	22,532	24,226	25,900	26,966	27,830	28,783	29,496	30,424
Other Revenue	18,220	15,620	21,952	26,052	16,223	17,281	17,469	17,969	18,971	17,470	19,288
Grants and Subsidies for Operating	8,803	8,408	8,670	8,613	8,497	8,581	8,682	8,827	9,013	9,089	9,382
Fuel Tax, Infringement Fees and Fines	3,213	3,146	3,216	3,295	3,383	3,476	3,577	3,688	3,806	3,935	4,072
Cash was applied to:											
Suppliers and Employees	(22,829)	(22,542)	(22,884)	(23,249)	(23,392)	(23,952)	(24,621)	(25,352)	(26,251)	(26,905)	(27,798)
Interest Paid	(1,317)	(1,263)	(1,359)	(1,775)	(2,201)	(2,338)	(2,420)	(2,366)	(2,192)	(2,005)	(1,762)
Net Cash from Operating	26,289	22,140	29,586	35,468	26,736	28,948	29,653	30,596	32,130	31,080	33,606
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(24,595)	(18,390)	(30,682)	(36,710)	(23,274)	(25,878)	(25,709)	(23,202)	(25,157)	(22,023)	(25,411)
Net Cash from Investing	(24,595)	(18,390)	(30,682)	(36,710)	(23,274)	(25,878)	(25,709)	(23,202)	(25,157)	(22,023)	(25,411)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	110	938	6,456	7,807	3,441	2,789	2,196	180	465		
Cash was applied to:											
Loan Repayment	(1,005)	(1,088)	(1,067)	(1,151)	(1,376)	(1,454)	(1,587)	(2,572)	(2,702)	(3,134)	(3,552)
Net Cash from Financing	(895)	(150)	5,389	6,656	2,065	1,335	609	(2,392)	(2,237)	(3,134)	(3,552)
<i>Net Increase/(Decrease) in Cash</i>	799	3,600	4,293	5,414	5,527	4,405	4,553	5,002	4,736	5,923	4,643

Roading and Footpaths Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	20,180	18,743	19,962	22,503	24,196	25,868	26,934	27,797	28,749	29,461	30,388
Targeted Rates	19	29	29	30	30	31	32	33	34	35	36
Subsidies and Grants for Operating Purposes	8,803	8,408	8,670	8,613	8,497	8,581	8,682	8,827	9,013	9,089	9,382
Fees and Charges	5,905	2,639	2,619	2,613	2,582	2,640	2,711	2,660	2,863	2,801	2,932
Internal Charges and Overheads Recovered	369	486	498	511	525	540	556	573	592	613	635
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	3,213	3,146	3,216	3,295	3,383	3,476	3,577	3,688	3,806	3,935	4,072
Total Operating Funding	38,489	33,451	34,994	37,565	39,213	41,136	42,492	43,578	45,057	45,934	47,445
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	19,977	19,338	19,599	19,882	19,932	20,393	20,957	21,572	22,346	22,865	23,613
Finance Costs	1,317	1,263	1,359	1,775	2,201	2,338	2,420	2,366	2,192	2,005	1,762
Internal Charges and Overheads applied	3,469	3,690	3,782	3,878	3,985	4,098	4,219	4,354	4,496	4,652	4,819
Other Operating Funding Applications											
Total Applications of Operating Funding	24,763	24,291	24,740	25,535	26,118	26,829	27,596	28,292	29,034	29,522	30,194
<i>Surplus/(Deficit) of Operating Funding</i>	13,726	9,160	10,254	12,030	13,095	14,307	14,896	15,286	16,023	16,412	17,251

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure	12,501	9,310	15,519	19,363	9,426	10,292	10,201	10,471	11,230	9,497	11,088
Development and Financial Contributions	224	224	227	232	259	265	346	355	364	341	294
Increase (Decrease) in Debt	(1,005)	(150)	5,388	6,656	2,066	1,335	609	(2,392)	(2,237)	(3,134)	(3,552)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	11,720	9,384	21,134	26,251	11,751	11,892	11,156	8,434	9,357	6,704	7,830
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	718	540	2,227	3,222	271	442	427	250	295	189	866
– to improve the level of service	8,325	6,378	15,605	20,155	6,136	6,962	6,306	5,337	6,715	3,238	3,343
– to replace existing assets	16,653	11,472	12,850	13,334	16,868	18,474	18,977	17,615	18,149	18,598	21,203
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(250)	154	706	1,570	1,571	321	342	518	221	1,091	(331)
Total Application of Capital Funding	25,446	18,544	31,388	38,281	24,846	26,199	26,052	23,720	25,380	23,116	25,081
<i>Surplus/(Deficit) of Capital Funding</i>	(13,726)	(9,160)	(10,254)	(12,030)	(13,095)	(14,307)	(14,896)	(15,286)	(16,023)	(16,412)	(17,251)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0

Water Supply

What service/activity does this group provide?


- Water

How does this group fit into our strategic framework?

This group contributes to the community outcome of ‘A safe and healthy city’ and strategic direction is primarily provided by the 3 Waters Strategic Direction Statement. A copy of the strategic issues and priorities from the statement can be found on page 63.

The water supply activity also supports the Council’s strategic framework as follows:

- Spatial Plan – by identifying infrastructure based constraints on development and activity.
- Economic Development Strategy – by ensuring that infrastructure planning supports economic growth.
- The water supply activity is expected to support the Environment Strategy through efficient use of natural resources, supporting catchment biodiversity and appropriate management of treatment discharges.

Main community outcome linkage	A safe and healthy city
	<p>Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.</p> <ul style="list-style-type: none">• Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

What do we do?

We protect the raw water sources, collect and store raw water, treat it to standards that make it safe to drink and supply adequate quantities of water for drinking and other uses. We also supply water to fire hydrants for firefighting.

- 78% 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(revised 2008) (NZDWS 2005/08); and 8% receive secure groundwater from the Mosgiel bores.
- A further 2% of residents are supplied from smaller water treatment and reticulation schemes at West Taieri and Waikouaiti, which have been upgraded with membrane filtration technology and meet the NZDWS 2005/08.
- Outram rural water scheme provides ungraded water to an estimated population of 734. Work is underway to upgrade the scheme to improve compliance with DWSNZ 2005/2008 by 2016.
- The Mosgiel bores provide water treated with minor pH adjustment only before entering the reticulation system.
- 12% of the city’s population are not serviced by a reticulated public water supply and use bore-water (14%), surface water (12%), tankered water (2%) or roof water (72%) to meet their water needs.

Why do we do this?

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, as per the Council's 3 Waters Strategic Direction Statement.

Clean drinking water is essential for public health. Good quality water supply is also essential for the safe and productive operation of many businesses. The Council provides these services to protect the health of its residents and visitors and to support economic activity.

We will provide the following major levels of service:

- residents receive safe clean water
- water supply is available to meet the needs of residents
- water resources are used efficiently and sustainably.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Water	This activity contributes to the social, economic, environmental and cultural well-being of the community by providing reticulated water supply and access to drinking quality water while minimising the environmental and cultural impacts of water production.	The collection, treatment and distribution of water has potential negative effects on interests of the community: Such as these below.	The Strategic Direction Statement and implementation plan prioritises and plans the resolution of these issues and recognises that some issues can only be resolved pragmatically over longer time periods.
		Social – location of treatment plants close to residential properties; poor water treatment may cause sickness in the community.	Preventative maintenance, emergency management and PHRMP's are in place to limit disruption to well-being.
		Economic – high water supply costs that may affect industries expanding /relocating to Dunedin or treatment upgrades costs being unviable for those ratepayers on low incomes.	Implementation of the Strategic Direction statement should minimise operational cost increases.
		Environmental – discharge of waste and chemicals to waterways; taking of water from waterways.	De-chlorination units are used to control potential contamination from water production.
		Cultural – discharge of waste and chemical into waterways or near areas of cultural significance; transfer of water from one catchment to another.	

What we provide and how we measure it:

The water activity provides drinking quality water to homes and businesses in Dunedin and some outlying areas.

- The Council's water supply service consists of four service areas: – metropolitan Dunedin and the three outlying areas of West Taieri, Outram and Northern Schemes (now fed from Mount Grand).
- The water supply network includes 21,000 hectares of water catchment; 1,367 km of pipeline; 30 pumping stations; 57 reservoirs (raw and treated) and 10 operational treatment plants.

Note on Performance Reporting

Reporting on community outcomes and level of service performance measures that relate specifically to Water Supply has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all Councils. In many instances the new mandatory measures replace or revise existing outcome indicators or service performance measures.

Performance Measure:		Data Source	Measurement Period	Target	Comment
Level of Service: The water is safe to drink					
The extent to which the local authority's drinking water supply complies with:	a) part 4 of the drinking – water standards (bacteria compliance criteria).	Internal reporting	Quarterly	Bacteriological compliance – Yes to all	The DIA mandatory measure requires bacteriological and protozoa compliance to be recorded by water supply and a yes/no answer for compliance of each.
	b) part 5 of the drinking – water standards (protozoa compliance criteria).	Internal reporting	Quarterly	Protozoa compliance – Yes to all	
Level of Service: Water resources are used efficiently and sustainably					
The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).		Internal reporting	Quarterly	≤ 20%	New measure – required under the DIA mandatory measures.

Performance Measure:		Data Source	Measurement Period	Target	Comment
Level of Service: Service calls are responded to promptly					
Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:	a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	Internal reporting	Quarterly	60 minutes	New measure – required under the DIA mandatory measures.
	b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	Internal reporting	Quarterly	240 minutes	
	c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site.	Internal reporting	Quarterly	3 days	New measure – required under the DIA mandatory measures.
	d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	Internal reporting	Quarterly	5 Days	

Performance Measure:		Data Source	Measurement Period	Target	Comment
The total number of complaints received by the local authority about any of the following:	Level of Service: The water tastes and looks pleasant				
	Drinking water clarity	Internal reporting	Quarterly	<15 per 1000 connections	New measure – required under the DIA mandatory measures.
	Drinking water taste	Internal reporting	Quarterly		New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
	Drinking water odour	Internal reporting	Quarterly		
	Level of Service: Water is supplied at adequate pressure				
	Drinking water pressure or flow	Internal reporting	Quarterly	<15 per 1000 connections	New measure – required under the DIA mandatory measures.
					New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
	Level of Service: The water supply is reliable				
	Continuity of supply	Internal reporting	Quarterly	<15 per 1000 connections	New measure – required under the DIA mandatory measures.
					New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
Level of Service: The Council is responsive to customer concerns					
The local authority’s response to any of these issues, expressed per 1000 connections to the local authority’s networked reticulation system	Internal reporting	Quarterly	<15 per 1000 connections	New measure – required under the DIA mandatory measures.	
				New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.	
Level of Service: Water resources are used efficiently and sustainably					
The average consumption of drinking water per day per resident within the territorial authority district.	Internal reporting	Internal reporting	Quarterly	<240 litres per day	New measure – required under the DIA mandatory measures.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Statement of Variation to the Assessment of Water and Sanitary Services 2007/08 – Water Supply

In 2007 the Council undertook an Assessment of Water and Sanitary Services on 35 water, wastewater and stormwater systems for communities that are not serviced by a reticulated scheme. This review was completed and the report adopted in 2008. The report identified a number of issues and actions for water and wastewater services as well as a recommended improvement plan.

The Council has a statutory obligation under the Local Government Act 2002 as amended 2010, Schedule 10 Part 1 (6a), to identify and explain significant variations between the Assessment of Water and Sanitary Services 2007/08 and the proposals set out in the Council's draft Long Term Plan. Variations are shown below:

Work to improve the drinking water quality for Northern Coast and the West Taieri is now completed as planned. The 'northern areas' of Waitati, Warrington, Merton and Seacliff are now supplied via a pipeline from Mt Grand.

Progress on upgrading the Outram Water Treatment Plant is currently underway. Due to issues with land ownership and inaccurate parcel boundaries, in 2013 Council sought and received from the Drinking Water Assessor a formal extension of timeframe for compliance with DWSNZ 2005 (amended 2008) such that the upgrade of the Outram Water Treatment Plant was required by 1 July 2016.

The wider Mosgiel area is serviced by seven groundwater bores, drawing from the North Taieri aquifer which is classed as 'confined'. Once extracted, the water is transmitted to one of five treatment plants, although the only treatment required to meet drinking water standards is to adjust pH levels to avoid problems with public and private pipe corrosion. Historically, this has been an inexpensive and effective way to supply the Mosgiel community with water.

There have been some incidents, albeit infrequent, where positive e-coli test results (although low level) have been returned from the Mosgiel bores. This triggered additional testing, investigation by staff, and borehole security checks by independent consultants. No conclusive sources of contamination were found to have caused these low level contamination events. It is suspected, however, that ground water leakage into a chamber following heavy rainfall events may be the source of the problem at one of the bores. Airborne contamination via the aeration chambers at the water treatment plants is another possibility.

All of these matters, including details of corrective action, were communicated to the District Health Board's Drinking Water Assessor as required by the Drinking Water Standards of New Zealand. Incidents were also noted in the Annual Report for the relevant year. The Drinking Water Assessor confirmed that the corrective actions taken in each case were appropriate. However, until some form of disinfection is installed, similar events can be expected to occur from time to time.

More recently, investigations have indicated that the aquifers confined status may be called into question in the near future, and that evidence of a contamination plume flowing toward the current bore sites is growing. At this stage, further understanding of the movement the plume need will be gained by testing over time. This will give an indication of the timeframes over which the current arrangement can continue. Furthermore, it is unlikely that any intervention which provides an additional level of water treatment will be cost effective. Rather, it is more likely that the supply of fluoridated and chlorinated water from the Mt Grand Water Treatment would be the most economical approach to supplying Mosgiel. In the past this option has received a negative community response, citing a reluctance to consume chlorinated or fluoridated water. Council will continue to assess the aquifers suitability as a drinking water supply by monitoring the quality of the aquifer upstream of the bore sites. A full options report will be compiled for Councils consideration when the further information is compiled. It is important to note that evidence to date suggests the time until action is required is outside of the 10 year long term plan horizon.

In 2013 the UV treatment and Mt Grand and Southern Water Treatment Plants ceased continuous use, with Mt Grand UV now only being run for bi monthly testing and the Southern UV now only being used during filter cleaning processes approximately once per month. These cost saving measures still allow full compliance with Drinking Water Standards and production of A grade water.

The security of metropolitan Dunedin's water supply has also improved with completion of a treated water pump station between Southern and Mt Grand in 2014 effectively linking the high levels and low levels of the City, providing greater flexibility to treatment plant or raw water supply outage. Throughout 2015 and 2016 the Ross Creek reservoir will be rehabilitated and an additional pump station supplying water from the reservoir to Mt Grand constructed to further protect the metropolitan area from raw water supply outage.

The Rocklands Rural Water Scheme was divested to community ownership (the Rocklands Rural Water Scheme Ltd) as permitted under the Local Government Act (LGA) 2002. The transfer and handover were successfully completed on 13 July 2013.

Water Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
Citywide Water Rate	18,873	19,242	19,917	20,223	21,626	23,990	26,038	26,069	25,335	25,986	26,767
External Operating Revenue	5,763	5,763	5,983	6,161	6,434	6,644	6,875	7,126	7,399	7,688	8,008
External Capital Revenue	350										
Total	24,986	25,005	25,900	26,384	28,060	30,634	32,913	33,195	32,734	33,674	34,775
Expenditure by Outputs											
Water	24,209	24,971	25,880	26,790	27,067	27,811	28,508	29,464	30,085	31,093	31,401
Total	24,209	24,971	25,880	26,790	27,067	27,811	28,508	29,464	30,085	31,093	31,401
Net Surplus/(Deficit)	777	34	20	(406)	993	2,823	4,405	3,731	2,649	2,581	3,374
Expenditure by Inputs											
Staff Costs	3,163	3,353	3,415	3,483	3,554	3,632	3,713	3,800	3,894	3,994	4,101
Operational Costs	9,823	10,215	10,671	11,021	11,278	11,651	12,037	12,479	12,958	13,497	14,032
Loan Interest	1,695	1,565	1,563	1,702	1,588	1,483	1,411	1,300	1,178	1,011	840
Depreciation	9,528	9,838	10,231	10,584	10,647	11,045	11,347	11,885	12,055	12,591	12,428
Total	24,209	24,971	25,880	26,790	27,067	27,811	28,508	29,464	30,085	31,093	31,401

Water Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	18,873	19,242	19,917	20,223	21,626	23,990	26,038	26,069	25,335	25,986	26,767
Other Revenue	6,113	5,763	5,983	6,161	6,434	6,644	6,875	7,126	7,399	7,688	8,008
Cash was applied to:											
Suppliers and Employees	(12,986)	(13,568)	(14,086)	(14,504)	(14,832)	(15,282)	(15,749)	(16,279)	(16,852)	(17,491)	(18,133)
Interest Paid	(1,695)	(1,565)	(1,563)	(1,702)	(1,588)	(1,483)	(1,411)	(1,300)	(1,178)	(1,011)	(840)
Net Cash from Operating	10,305	9,872	10,251	10,178	11,639	13,869	15,753	15,616	14,704	15,172	15,802
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(7,352)	(7,304)	(12,019)	(8,325)	(10,192)	(12,914)	(13,994)	(13,976)	(12,198)	(12,678)	(13,210)
Net Cash from Investing	(7,352)	(7,304)	(12,019)	(8,325)	(10,192)	(12,914)	(13,994)	(13,976)	(12,198)	(12,678)	(13,210)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised		550	4,645	210	278	1,300	672	800			
Cash was applied to:											
Loan Repayment	(1,560)	(1,675)	(1,562)	(1,708)	(1,900)	(2,044)	(2,219)	(2,229)	(2,295)	(2,283)	(2,380)
Net Cash from Financing	(1,560)	(1,125)	3,083	(1,498)	(1,622)	(744)	(1,547)	(1,429)	(2,295)	(2,283)	(2,380)
<i>Net Increase/(Decrease) in Cash</i>	1,393	1,443	1,315	355	(174)	211	212	211	211	211	212

Water Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties											
Targeted Rates	18,873	19,242	19,917	20,223	21,626	23,990	26,038	26,068	25,335	25,986	26,766
Subsidies and Grants for Operating Purposes											
Fees and Charges	5,583	5,583	5,796	5,968	6,161	6,364	6,587	6,830	7,094	7,313	7,682
Internal Charges and Overheads Recovered											
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	24,456	24,825	25,713	26,191	27,787	30,354	32,625	32,898	32,429	33,359	34,448
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	11,025	11,335	11,797	12,157	12,421	12,802	13,196	13,644	14,131	14,676	15,217
Finance Costs	1,695	1,565	1,563	1,702	1,588	1,483	1,411	1,300	1,178	1,011	840
Internal Charges and Overheads applied	1,961	2,233	2,289	2,347	2,411	2,480	2,553	2,635	2,721	2,815	2,916
Other Operating Funding Applications											
Total Applications of Operating Funding	14,681	15,133	15,649	16,206	16,420	16,765	17,160	17,579	18,030	18,502	18,973
<i>Surplus/(Deficit) of Operating Funding</i>	9,775	9,692	10,064	9,985	11,366	13,589	15,465	15,319	14,399	14,857	15,475

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions	180	180	187	193	273	280	288	296	305	315	326
Increase (Decrease) in Debt	(278)	(1,125)	3,083	(1,499)	(1,622)	(744)	(1,547)	(1,429)	(2,295)	(2,283)	(2,380)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding	350										
Total Sources of Capital Funding	252	(945)	3,270	(1,306)	(1,349)	(464)	(1,259)	(1,133)	(1,990)	(1,968)	(2,054)
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	387	55	783	61	785	257	148	170	19	20	20
– to improve the level of service	2,396	939	4,391	537	499	1,623	961	1,054	235	245	255
– to replace existing assets	7,254	6,310	6,845	7,726	8,908	11,033	12,885	12,751	11,943	12,413	12,935
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(10)	1,443	1,315	355	(175)	212	212	211	212	211	211
Total Application of Capital Funding	10,027	8,747	13,334	8,679	10,017	13,125	14,206	14,186	12,409	12,889	13,421
<i>Surplus/(Deficit) of Capital Funding</i>	(9,775)	(9,692)	(10,064)	(9,985)	(11,366)	(13,589)	(15,465)	(15,319)	(14,399)	(14,857)	(15,475)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0

Sewerage and Sewage

What service/activity does this group provide?

- Wastewater


How does this group fit into our strategic framework?

This group contributes to the community outcome of “A safe and healthy city” by ensuring that urban wastewater is collected from homes and businesses and treated for safe disposal.

Strategic direction for wastewater is primarily provided the 3 Waters Strategic Direction Statement. A copy of the strategic issues and priorities from the statement can be found on page 63.

The wastewater activity also supports the Council’s strategic framework as follows:

- Spatial Plan – by identifying infrastructure based constraints on development and activity.
- Economic Development Strategy – by ensuring that infrastructure planning supports economic growth and that trade waste charging is fair and equitable.
- The wastewater activity is expected to support the Environment Strategy through ensuring that wastewater is effectively treated and appropriately disposed of. The use of biosolids (the solid waste remaining after wastewater is treated) as a resource for energy generation is also likely to support the Environment Strategy.

Main community outcome linkage	A safe and healthy city
	<p>Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.</p> <ul style="list-style-type: none"> • Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

What do we do?

Wastewater is the dirty water discharged from toilets, kitchens, bathrooms and laundries in dwellings and commercial premises. It also includes trade waste discharged from industrial premises into public sewers.

The Council collects domestic and trade wastewaters via its systems of sewers and pumping stations, and transfers them to the wastewater treatment plants, where it is treated to a standard acceptable for discharge to the environment.

Why do we do this?

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, as per the 3 Waters Strategic Direction Statement.

We provide wastewater services to protect public health, by ensuring that all urban properties in Dunedin have a safe and reliable wastewater system. Treatment of wastewater also protects the environment from pollution.

We will provide the following major levels of service:

- wastewater services are clean and safe
- wastewater services meet customer needs

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Wastewater	This activity contributes to the social, economic, environmental and cultural interests of the community by providing wastewater collection and sewage treatment services that make Dunedin and safe and healthy place to live.	The collection, treatment and discharge of treated wastewater may have potential negative effects on the interests of the community.	The Strategic Direction Statement and implementation plan prioritises and plans the resolution of these issues and recognises that some issues can only be resolved pragmatically over longer time periods.
		Social – Location of treatment plants close to residential properties can give rise to issues with odour or noise.	Community liaison has been initiated in known areas of community concern. Complex odour and noise mitigation is programmed at treatment plants. Any complaints are generally reported and resolved with urgency.
		Economic – high trade waste charges may affect industries expanding /relocating to Dunedin or treatment upgrade costs contributing to rating increases that are unviable for those ratepayers on low incomes.	Implementation of the Strategic Direction Statement should minimise operational cost increases.
		Environmental – discharge of waste and chemicals to waterways.	Completion of the secondary treatment of wastewater project will mitigate the risk to waterways.
		Cultural – discharge of waste and chemicals into waterways or near areas of cultural significance.	
		Cultural – discharge of stormwater into waterways or near areas of cultural significance.	

What we provide and how we measure it:

The wastewater network comprises 901 km of pipes, 76 reticulation pumping stations, 130 domestic pumping stations and seven treatment plants. The service is provided to approximately 107,000 residents and 106 trade customers.

The Council's wastewater service consists of seven service areas, including metropolitan Dunedin and six outlying areas: Green Island, Mosgiel, Middlesmarch, Seacliff, Waikouaiti/Karitane and Warrington. The Metropolitan system takes the east and west harbour communities of Portobello and Port Chalmers respectively and discharges from Tahuna via the long ocean outfall. Green Island takes the treated Mosgiel effluent and discharges this along with wastes from Green Island, Abbotsford and coastal south Dunedin via the ocean outfall at Waldronville.

The Council operates and maintains the wastewater system from the main sewer (typically in the road) to the point where treated effluent is discharged to the environment. Following a historic programme of sewer separation, the foul sewer system is designed to operate independently from the stormwater sewerage system.

Note on performance reporting

Reporting on community outcomes and level of service performance measures that relate specifically to Wastewater has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all Councils. In many instances the new mandatory measures replace or revise existing outcome indicators or service performance measures.

Performance Measure:		Data Source	Measurement Period	Target	Comment
Level of Service: Sewage is managed without adversely affecting the quality of the receiving environment					
The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.		Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures. New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data. This measure is also a community outcome indicator for the Sustainable and Resilient City outcome.
Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:	Abatement notices	Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures.
	Infringement notices	Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures.
	Enforcement orders	Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures.
	Convictions	Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures.
Level of Service: Service calls are responded to promptly					
Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:	a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and	Internal Reporting	Quarterly	60 minutes	New measure – required under the DIA mandatory measures.
	b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	Internal Reporting	Quarterly	240 minutes	New measure – required under the DIA mandatory measures.

Performance Measure:	Data Source	Measurement Period	Target	Comment
Level of Service: The wastewater service is reliable and the Council is responsive to customer concerns				
The total number of complaints received by the territorial authority about any of the following:	Sewage odour	Internal Reporting	Quarterly	<5 per 1000 connections New measure – required under the DIA mandatory measures. New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
	Sewerage system faults	Internal Reporting	Quarterly	<5 per 1000 connections New measure – required under the DIA mandatory measures. New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
	Sewerage system blockages			<5 per 1000 connections New measure – required under the DIA mandatory measures. New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data. Will replace previous community outcome ‘No. of wastewater blockages per 100km of mains’ and be recorded as a total number of complaints per annum.
	The territorial authority’s response to issues with its sewerage system, expressed per 1000 connections to the territorial authority’s sewerage system.	Internal Reporting	Quarterly	<5 per 1000 connections New measure – required under the DIA mandatory measures. New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data. This measure is changing from a percentage to a whole number median.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Statement of Variation to the Assessment of Water and Sanitary Services 2007/08 – Wastewater

In 2007 the Council undertook an Assessment of Water and Sanitary Services on 35 water, wastewater and stormwater systems for communities that are not serviced by a reticulated scheme. This review was completed and the report adopted in 2008. The Report identified a number of issues and actions for water and wastewater services as well as a recommended improvement plan.

The Council has a statutory obligation under the Local Government Act 2002 as amended 2010, Schedule 10 Part 1 (6a), to identify and explain significant variations between the Assessment of Water and Sanitary Services 2007/08 and the proposals set out in the Council's Long Term Plan.

Outputs from hydraulic modelling undertaken as part of the Three Waters Strategy project completed in 2011 have identified the key wastewater issues and problem areas in some of Dunedin's urban catchments. Recommendations have been put forward outlining a prioritised work programme consisting of capital works and operational changes, as well as planning and further investigations that are required over the short, medium and long term. The recommendations have been built into the relevant capital and operational programmes to be included in the Wastewater Activity Management Plan and implemented accordingly. Capital expenditure requirements are fed through to the LTP and Annual Plans as and when necessary.

The Council's wastewater network has several areas where insufficient capacity and high levels of inflow and infiltration periodically culminate in network overflow during heavy rainfall events. Typically the areas with high inflow and infiltration levels also coincide with some of the Council's older and most significantly deteriorated pipework. There were four main areas identified by hydraulic modelling are:

- the Andersons Bay Catchment
- the Kaikorai Valley Catchment
- the North East Valley Catchment
- the Sawyers Bay Catchment .

Council has started work in Andersons Bay, renewing \$6 million worth of piped infrastructure between 2013 and 2015. Further work will be completed over the next 10 years.

A new Reticulated Services Policy was adopted in February 2009 and amended in February 2010.

Since 2007, the Council has received a number of reports outlining the need to provide a wastewater reticulated service for the community of Allanton.

- Consultation and review for the proposed Allanton wastewater scheme was undertaken in 2009/10 and it was decided that a reticulated wastewater was to be established.
- A revised Allanton New Reticulated Services Policy was adopted in February 2011.
- In July 2011, the Allanton Pressure Sewer Wastewater Scheme was successfully commissioned.

A similar system for Blanket Bay and Curles Point was installed in 2011/12.

The funding for both of these projects was from within the existing 10-year budget contained within the Council's Network New Capital Wastewater budget line for 2011/12.

A further recommendation from the assessment was to investigate wastewater disposal systems in Outram, to determine the most sustainably and appropriate long term arrangement. This investigation has not yet commenced as to date the focus has been on addressing the highest priority issues. However, the Council does recognise the need to investigate the wastewater disposal situation Outram and this will be programmed in due course.

There is potential for a future project to service Outram with reticulated wastewater, replacing an old stock of septic tanks. This project would cost in the order of \$7-\$10 million of new capital and the timing is subject to the establishment of further drivers and significant Council decision making as this work is not budgeted.

Either significant network augmentation or additional treatment infrastructure is expected to be required in the northern townships of Waikouaiti, Karitane, Seacliff and Warrington when their respective wastewater discharge consent renewal applications are submitted. This is assumed to require \$650,000 annually over three years and timing is projected for 2018/19 – 2020/21. The level of uncertainty is moderate as the exact nature of the consent conditions is as yet unknown; however the consent renewal timeframes are strict. The Council is working to firm this up by the end of June 2015 by conducting additional environmental monitoring and wastewater network modelling.

Completion of the Wastewater Strategy has seen significant investment in Tahuna WWTP over the past five (5) years with the completion of the long ocean outfall (1.1km) and an upgrade of the plant to secondary treatment and UV disinfection prior to discharge.

Sewerage and Sewage Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
Citywide Drainage Rate	23,771	24,203	26,094	28,054	28,428	28,283	30,013	31,987	33,232	34,021	35,020
Allanton Drainage Rate	20	20	20	20	20	20	20	20	20	20	20
Blanket Bay Rate	4	4	4	4	4	4	4	4	4	4	4
Curles Point Rate	3	3	3	3	3	3	3	3	3	3	3
External Operating Revenue	605	606	629	648	774	796	820	846	875	905	939
Total	24,403	24,836	26,750	28,729	29,229	29,106	30,860	32,860	34,134	34,953	35,986
Expenditure by Outputs											
Wastewater	27,574	26,908	27,756	28,084	28,362	28,901	29,422	29,873	29,030	29,563	30,332
Total	27,574	26,908	27,756	28,084	28,362	28,901	29,422	29,873	29,030	29,563	30,332
Net Surplus/(Deficit)	(3,171)	(2,072)	(1,005)	646	867	205	1,438	2,988	5,104	5,390	5,654
Expenditure by Inputs											
Staff Costs	2,237	2,399	2,443	2,492	2,543	2,598	2,656	2,719	2,786	2,858	2,934
Operational Costs	10,215	10,029	10,384	10,604	11,027	11,403	11,728	12,239	12,721	13,108	13,668
Loan Interest	5,523	5,335	5,277	4,989	4,684	4,397	4,108	3,807	3,459	3,089	2,695
Depreciation	9,599	9,145	9,652	9,999	10,108	10,503	10,930	11,108	10,064	10,508	11,035
Total	27,574	26,908	27,756	28,084	28,362	28,901	29,422	29,873	29,030	29,563	30,332

Sewerage and Sewage Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	23,799	24,231	26,121	28,081	28,455	28,310	30,040	32,015	33,259	34,048	35,047
Other Revenue	605	606	629	648	774	796	820	846	875	905	939
Cash was applied to:											
Suppliers and Employees	(12,452)	(12,428)	(12,827)	(13,095)	(13,569)	(14,001)	(14,384)	(14,958)	(15,507)	(15,966)	(16,602)
Interest Paid	(5,523)	(5,335)	(5,277)	(4,989)	(4,684)	(4,397)	(4,108)	(3,807)	(3,459)	(3,089)	(2,695)
Net Cash from Operating	6,429	7,074	8,647	10,645	10,976	10,708	12,368	14,096	15,168	15,898	16,689
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(6,910)	(10,428)	(5,425)	(5,630)	(6,878)	(6,515)	(8,395)	(9,322)	(10,144)	(10,543)	(10,986)
Increase in Investments	(444)	(443)	(442)	(440)	(428)						
Net Cash from Investing	(7,354)	(10,871)	(5,866)	(6,070)	(7,306)	(6,515)	(8,395)	(9,322)	(10,144)	(10,543)	(10,986)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	711	4,200	302		655	500	500				
Cash was applied to:											
Loan Repayment	(3,741)	(3,848)	(4,194)	(4,159)	(4,560)	(4,566)	(4,346)	(4,648)	(4,897)	(5,228)	(5,577)
Net Cash from Financing	(3,030)	352	(3,892)	(4,159)	(3,905)	(4,066)	(3,846)	(4,648)	(4,897)	(5,228)	(5,577)
<i>Net Increase/(Decrease) in Cash</i>	(3,955)	(3,445)	(1,112)	416	(236)	127	127	127	127	127	126

Sewerage and Sewage Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties											
Targeted Rates	23,799	24,231	26,121	28,081	28,455	28,310	30,040	32,015	33,259	34,048	35,047
Subsidies and Grants for Operating Purposes											
Fees and Charges	525	526	546	562	580	599	620	643	668	694	724
Internal Charges and Overheads Recovered											
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	24,324	24,757	26,667	28,643	29,035	28,909	30,661	32,658	33,927	34,742	35,771
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	10,400	10,134	10,475	10,684	11,091	11,453	11,761	12,250	12,711	13,072	13,605
Finance Costs	5,988	5,335	5,277	4,989	4,684	4,397	4,108	3,807	3,459	3,089	2,695
Internal Charges and Overheads applied	2,052	2,295	2,352	2,412	2,478	2,549	2,624	2,708	2,796	2,893	2,997
Other Operating Funding Applications											
Total Applications of Operating Funding	18,440	17,764	18,104	18,085	18,253	18,399	18,493	18,765	18,966	19,054	19,297
<i>Surplus/(Deficit) of Operating Funding</i>	5,884	6,993	8,563	10,558	10,782	10,510	12,167	13,893	14,961	15,688	16,474

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions	80	80	83	86	194	196	200	203	207	211	215
Increase (Decrease) in Debt	(580)	352	(3,892)	(4,159)	(3,905)	(4,066)	(3,846)	(4,648)	(4,897)	(5,228)	(5,577)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(500)	432	(3,809)	(4,073)	(3,711)	(3,870)	(3,646)	(4,445)	(4,690)	(5,017)	(5,362)
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	715	770	330	17	436	120	124	29	31	32	33
– to improve the level of service	2,761	3,627	87	90	852	621	643	154	160	166	173
– to replace existing assets	6,309	6,030	5,007	5,522	5,591	5,772	7,627	9,138	9,953	10,347	10,779
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(4,401)	(3,002)	(670)	856	192	127	127	127	127	126	127
Total Application of Capital Funding	5,384	7,425	4,754	6,485	7,071	6,640	8,521	9,448	10,271	10,671	11,112
<i>Surplus/(Deficit) of Capital Funding</i>	(5,884)	(6,993)	(8,563)	(10,558)	(10,782)	(10,510)	(12,167)	(13,893)	(14,961)	(15,688)	(16,474)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0

Stormwater

What service/activity does this group provide?

- Stormwater


How does this group fit into our strategic framework?

This group contributes to the community outcome of “A safe and healthy city” by ensuring that urban wastewater is collected from homes and businesses and treated for safe disposal.

Strategic direction for stormwater is primarily provided in the 3 Waters Strategic Direction Statement. A copy of the strategic issues and priorities from the statement can be found on page 63.

The stormwater activity also supports the Council’s strategic framework as follows:

- Spatial Plan – by identifying infrastructure based constraints on development and activity
- Economic Development Strategy – by ensuring that infrastructure planning supports economic growth
- The stormwater activity is expected to support the Environment Strategy through ensuring that stormwater is disposed of without adversely affecting the quality of the receiving environment.

Main community outcome linkage	A safe and healthy city
	<p>Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.</p> <ul style="list-style-type: none">• Dunedin has resilient water supply, wastewater and storm water infrastructure that meets best practice environmental standards.

What do we do?

Stormwater is rainwater that flows across the ground and does not get absorbed into the soil. It flows into stormwater pipes and streams, and from there into the sea. The Council owns and maintains a large network of pipes, pumping stations and other infrastructure to collect and safely dispose of stormwater.

Why do we do this?

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, as per the Council’s 3 Waters Strategy.

Effective management of stormwater is essential to prevent flooding of properties and businesses. Controls are also necessary to ensure that stormwater does not become excessively contaminated and cause pollution of the watercourses, the harbour and ocean.

We will provide the following major level of service:

- Stormwater services meet customer needs

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Stormwater	This activity contributes positively to the social, economic, environmental and cultural interests of the community by providing stormwater collection and discharge services which make Dunedin and safe and healthy place to live.	The collection and disposal of stormwater may have the following potential negative effects on the interests of the community:	The ORC is controlling authority for the streams. A high proportion of the runoff is from erosion of land in rural catchments. The Strategic Direction Statement and implementation plan prioritises and plans the resolution of these issues and recognises that some issues can only be resolved pragmatically over longer time periods.
		Social – Residents will be affected if heavy rain events result in stormwater overflows, flooding properties and land; poor stormwater quality may cause beach closures and/or illness to users.	Pump station overflows are generally resolved quickly. Work is in progress to better understand secondary flow paths using Stormwater Catchment Models.
		Economic – Flooding problems may impact on property or trade values; potential loss of businesses if repeated flooding impacts their ability to insure; service upgrade costs may be unviable for those ratepayers on low incomes.	Modelling of the stormwater system to identify mains that are at capacity and may constrain future development.
		Environmental – discharge of contaminated stormwater to waterways.	Water quality testing and harbour sediment contaminant testing monitor contamination.
		Cultural – discharge of stormwater into waterways or near areas of cultural significance.	

What we provide and how we measure it:

The Council's stormwater service manages the collection and disposal of stormwater to domestic and commercial residents in eight service areas – metropolitan Dunedin and seven outlying areas: Brighton/Waldronville; Green Island, Mosgiel, Middlemarch, Mosgiel, Outram, Port Chalmers and Waikouaiti/Karitane and Warrington. The stormwater network comprises 372 km of pipes and 11 pumping stations.

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.

Note on Performance Reporting

Reporting on community outcomes that relate specifically to Stormwater has been replaced by reporting on mandatory measures. These measures were formulated by the Department of Internal Affairs (DIA) in accordance with section 261B of the Local Government Act 2002 and apply to all Councils. In many instances the new mandatory measures replace or revise existing outcome indicators or service performance measures.

DIA Mandatory Measure:		Data Source	Measurement Period	Target	Comment
Level of Service: Stormwater services perform adequately and reliably					
System and adequacy	The number of flooding events that occur in a territorial authority district.	Internal Reporting	Quarterly	0	New measure – required under the DIA mandatory measures.
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.).	Internal Reporting	Quarterly	0	*New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.
Service Level: Stormwater is managed without adversely affecting the quality of the receiving environment					
Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:	Abatement notices	Internal Reporting	Quarterly	0	
	Infringement notices	Internal Reporting	Quarterly	0	
	Enforcement orders	Internal Reporting	Quarterly	0	
	Successful prosecutions	Internal Reporting	Quarterly	0	
Service Level: Service calls are responded to promptly					
The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.		Internal Reporting	Quarterly	60 minutes	New measure – required under the DIA mandatory measures.
The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.		Internal Reporting	Quarterly	<1 per 1000 connections	*New data structure established in 2014/15 to meet DIA requirements. Target based on very limited baseline data.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Statement of Variation to the Assessment of Water and Sanitary Services 2007/08 – Storm water

In 2007 the Council undertook an Assessment of Water and Sanitary Services on 35 water, wastewater and stormwater systems for communities that are not serviced by a reticulated scheme. This review was completed and the report adopted in 2008. The report identified a number of issues and actions for water and wastewater services as well as a recommended improvement plan.

The Dunedin City Council has a statutory obligation under the Local Government Act 2002 as amended 2010, Schedule 10 Part 1 (6a) to identify and explain significant variations between the Assessment of Water and Sanitary Services 2007/08 and the proposals set out in the Council's Long Term Plan.

Outputs from hydraulic modelling undertaken as part of the 3 Water Strategy project completed in 2011, have identified the key stormwater quantity and quality issues and problem areas in Dunedin's urban stormwater catchments. The Council completed 10 Integrated Catchment Management Plans in 2011, which present recommendations for potential solutions to address these issues. The recommendations have been built into the relevant capital and operational programmes and are included in the Stormwater Activity Management Plan and implemented accordingly. Capital expenditure requirements are fed through to the LTP and Annual Plans as and when necessary.

An extensive dry weather sampling regime has been implemented for each of the consented outfalls to track down and eliminate any contamination of stormwater from cross connections. Generally stormwater has been found to be of high quality, meeting guidelines for shellfish gathering and bathing within the mixing zone.

A further consideration in the area of stormwater is the treatment of watercourses in the future. Watercourses are owned by whomever owns the land through which they pass (riparian ownership) whether open or piped. The City has approximately 305km of watercourse; 98km are under Council ownership (predominantly Parks and Reserves though six different departments of the Council own watercourses) and 207km are under private ownership. There is very little information held on watercourses, particularly those which are privately owned but the gross replacement cost of all these assets (both Council owned and privately owned) is estimated at \$220 million.

Prudent asset management would see \$2.2 million per annum spent on renewing these assets; \$740,000 by Council and \$1.5 million by private asset owners. This is not occurring at present and will present an increasing risk to the management of stormwater into the future if not addressed.

A separate report will be produced on the broad options surrounding watercourse management in the 2014/15 year. This will also focus on potential liabilities where Council stormwater discharges into watercourses over private land. It should be noted that the impacts of climate change are only going to exacerbate these issues.

Stormwater Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
Citywide Drainage Rate	4,466	4,108	4,940	5,981	6,103	6,853	7,988	7,775	8,899	9,227	9,590
External Operating Revenue	120	120	125	128	132	137	142	147	152	159	165
Total	4,586	4,228	5,065	6,109	6,235	6,990	8,130	7,922	9,051	9,386	9,755
Expenditure by Outputs											
Stormwater	5,438	5,399	5,620	5,834	6,033	6,245	6,444	6,714	7,001	7,301	7,637
Total	5,438	5,399	5,620	5,834	6,033	6,245	6,444	6,714	7,001	7,301	7,637
Net Surplus/(Deficit)	(852)	(1,171)	(555)	275	202	745	1,686	1,208	2,050	2,085	2,118
Expenditure by Inputs											
Staff Costs	501	559	569	580	592	605	619	633	649	666	684
Operational Costs	2,261	2,138	2,208	2,273	2,347	2,424	2,509	2,602	2,702	2,808	2,926
Loan Interest	72	71	89	117	167	161	156	149	143	136	128
Depreciation	2,604	2,631	2,754	2,862	2,927	3,055	3,161	3,330	3,507	3,691	3,899
Total	5,438	5,399	5,620	5,834	6,033	6,245	6,444	6,714	7,001	7,301	7,637

Stormwater Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	4,466	4,108	4,940	5,981	6,103	6,853	7,988	7,775	8,899	9,227	9,590
Other Revenue	120	120	125	128	132	137	142	147	152	159	165
Cash was applied to:											
Suppliers and Employees	(2,762)	(2,696)	(2,777)	(2,854)	(2,939)	(3,029)	(3,128)	(3,235)	(3,351)	(3,474)	(3,610)
Interest Paid	(72)	(71)	(89)	(117)	(167)	(161)	(156)	(149)	(143)	(136)	(128)
Net Cash from Operating	1,752	1,461	2,199	3,138	3,129	3,800	4,846	4,538	5,557	5,776	6,017
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(1,279)	(1,733)	(2,324)	(3,982)	(2,971)	(3,635)	(4,677)	(4,362)	(5,375)	(5,586)	(5,821)
Net Cash from Investing	(1,279)	(1,733)	(2,324)	(3,982)	(2,971)	(3,635)	(4,677)	(4,362)	(5,375)	(5,586)	(5,821)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised		287	250	981							
Cash was applied to:											
Loan Repayment	(28)	(29)	(37)	(50)	(71)	(77)	(82)	(89)	(95)	(102)	(110)
Net Cash from Financing	(28)	258	213	931	(71)	(77)	(82)	(89)	(95)	(102)	(110)
<i>Net Increase/(Decrease) in Cash</i>	445	(14)	88	87	87	88	87	87	87	88	88

Stormwater Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties											
Targeted Rates	4,466	4,108	4,940	5,981	6,103	6,853	7,988	7,775	8,899	9,227	9,590
Subsidies and Grants for Operating Purposes											
Fees and Charges	33	33	34	35	36	38	39	40	42	44	45
Internal Charges and Overheads Recovered											
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	4,499	4,141	4,974	6,016	6,139	6,891	8,027	7,815	8,941	9,271	9,635
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	2,435	2,305	2,376	2,443	2,517	2,595	2,680	2,774	2,875	2,981	3,099
Finance Costs	72	71	89	117	167	161	156	149	143	136	128
Internal Charges and Overheads applied	328	391	401	411	423	435	447	462	477	493	511
Other Operating Funding Applications											
Total Applications of Operating Funding	2,835	2,767	2,866	2,971	3,107	3,191	3,283	3,385	3,495	3,610	3,738
<i>Surplus/(Deficit) of Operating Funding</i>	1,664	1,374	2,108	3,045	3,032	3,700	4,744	4,430	5,446	5,661	5,897

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Sources of Capital Funding											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions	87	87	90	93	96	99	103	106	111	115	120
Increase (Decrease) in Debt	259	258	213	931	(71)	(77)	(82)	(89)	(95)	(102)	(110)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	346	345	303	1,024	25	22	21	17	16	13	10
Application of Capital Funding											
Capital Expenditure											
– to meet additional demand	55	47	58	322	14	14	72	75	79	82	85
– to improve the level of service	339	411	223	1,189	63	66	276	286	303	314	328
– to replace existing assets	867	1,275	2,043	2,471	2,893	3,555	4,330	3,999	4,993	5,191	5,407
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	749	(14)	87	87	87	87	87	87	87	87	87
Total Application of Capital Funding	2,010	1,719	2,411	4,069	3,057	3,722	4,765	4,447	5,462	5,674	5,907
Surplus/(Deficit) of Capital Funding	(1,664)	(1,374)	(2,108)	(3,045)	(3,032)	(3,700)	(4,744)	(4,430)	(5,446)	(5,661)	(5,897)
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

3 Waters Strategic Direction Statement – Vision, Strategic Issues and Key Strategic Priorities

Vision: A city that makes the most of its natural and built environment and which meets the needs of today's community, without jeopardising the ability of future generations to meet their needs.

Six Strategic Issues	Relevant Key Strategic Priorities
<ol style="list-style-type: none"> 1. Security of water supply (drought) 2. Leakage 3. Risk of critical infrastructure failure 4. Stormwater contamination 5. Foul sewer overflows and property flooding 6. Affordability 	<ul style="list-style-type: none"> • We will meet the water needs of the city for the next 50 years from existing water sources. • We will meet the water needs of the city for the next 50 years from existing water sources. • We will be able to adapt to a variety of future scenarios for climate change and fluctuations in population. • We will improve the quality of our discharges to minimise the impact on the environment. • We will improve the quality of our discharges to minimise the impact on the environment. • We will ensure that, as a minimum, key service levels are maintained into the future. • We will reduce our reliance on non-renewable energy sources and oil based products. • We will ensure that, as a minimum, key service levels are maintained into the future. • We will limit cost increases to current affordability where practical. • We will adopt an integrated approach to management of the three waters and embrace the concept of kaitiakitaka (guardianship).

Solid Waste

What service/activity does this group provide?

- Solid Waste

How does this group fit into our strategic framework?

This group contributes to the Safe and Healthy City’ outcome and will support the Environment Strategy.

The Waste Management and Minimisation Plan 2013, (WMMP13) underpins the service provided by this group.


The vision of the WMMP13: “Dunedin is a zero waste city where resources are valued by the community, enhancing the health of our environment, economy and people.”

Three goals were set to achieve this vision:

Goal 1: Build community capability and encourage proactive engagement

Goal 2: Improve the efficiency of resource use and minimise waste

Goal 3: Minimise the harmful effects of waste.

Main community outcome linkage	A safe and healthy city
	<p>Where Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.</p> <ul style="list-style-type: none">• Dunedin is a clean city with high-quality solid waste and recycling infrastructure.

What do we do?

- Kerbside collection of refuse and recycling for most urban residents and some businesses.
- Disposal facilities for refuse and Resource Recovery Centres at Green Island, and Waikouaiti and a transfer station at Middlemarch for residents to drop off refuse, which is then transferred to Green Island Landfill.
- Public place recycling infrastructure and servicing is provided on the streets in the CBD and several rural locations in the district.
- Monitors the state of the Council’s open and four closed landfills in accordance with conditions of consents.
- Solid waste also delivers education programs promoting “rethinking, reducing, reusing and recycling”, cleaner production and sustainable business practice.

Why do we do this?

To provide effective collection, resource recovery and residual disposal in a way that protects public health, and minimises impact on the environment.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Solid Waste	<p>The solid waste activity contributes positively to the environmental interests of the community through refuse and recycling collection at the kerbside and public places, educating and promoting environmentally sustainable behaviour and managing landfill and transfer station facilities.</p> <p>More resources recovered from the waste stream can provide for employment of members of the local community in both the collection and processing of the material.</p>	<p>There are potential negative effects associated with the collection service and waste management facilities. These mostly affect the environmental interests of the community, but with nearby residential neighbours, social interests are affected also through odour and noise. In addition, future developments at Green Island landfill to comply with national standards, and the likely formation of a new landfill at Smooth Hill, will have significant costs associated, thus potentially affecting the economic well-being of the Dunedin community.</p> <p>Recoverable resources that end up in landfill are a loss of resource efficiency.</p>	Council's current and proposed future approach for management of the identified significant negative effects is in accordance with existing resource consents for this activity.

What we provide and how we measure it:

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, two landfill facilities, one recover store and three recycling stations.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Refuse collection and kerbside recycling meet customer expectations								
Number of complaints regarding missed collections	Collection contract data	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	<50	<50	<50	<50
Level of Service: Waste minimisation targets are met								
The quantity and quality of diverted material collected via the DCC's collection service for diverted material*	Internal Quarterly Reports	8,883 tonnes	(9,491 tonnes) 8,803 tonnes sold	Increase on the previous year quantity	>2% annual growth in diverted material sold	>2% annual growth in diverted material sold	>2% annual growth in diverted material sold	>2% annual growth in diverted material sold

*This measure is also a community outcome indicator for the Sustainable and Resilient City outcome.

The Council's Waste Management and Minimisation Plan (WM&MP) was reviewed in 2013. Revised performance indicators were established in relation to the goals and actions in the plan.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Statement of variation against previously adopted Waste Management and Minimisation Plans

The Council had a statutory obligation under the Waste Minimisation Act 2008, Part 4 s43, to review the Council's Resource Recovery and Waste Management Strategy (RRWMS), and develop a Waste Management and Minimisation Plan, (WMMP). The review required a full waste assessment to be completed based on comprehensive data and information from all waste collectors.

The new Waste Management and Minimisation Plan was developed and adopted by the Council in September 2013 through a public consultation process.

Refuse continues to be collected in Council-approved user-pays black plastic bags on a weekly collection service.

The CBD recycling collection services are being developed at present through a pilot trial of neighbourhood drop off recycling facilities.

Business recycling collections are to be piloted using a back of house collection methodology via hosted sites.

Solid Waste Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	506	621	606	621	638	656	676	697	720	745	772
Kerbside Recycling Rate	2,688	2,796	2,866	2,939	3,020	3,106	3,197	3,299	3,407	3,525	3,652
External Operating Revenue	6,637	7,223	7,418	7,620	8,759	9,024	9,306	9,609	9,942	12,083	12,103
Total	9,831	10,640	10,890	11,180	12,416	12,786	13,179	13,605	14,069	16,353	16,527
Expenditure by Outputs											
Landfills	4,143	4,161	4,429	4,441	4,903	5,034	5,153	5,262	5,311	712	732
Recover Store										303	314
Waste Strategy	302	316	340	332	358	351	379	373	403	425	462
Recycling	2,607	2,715	2,778	2,837	2,914	2,987	3,065	3,150	3,239	3,569	3,682
Refuse/Litter Collection	1,954	2,027	2,051	2,099	2,162	2,222	2,287	2,358	2,434	2,692	2,789
Transfer Station										7,952	8,255
Total	9,006	9,219	9,598	9,709	10,337	10,594	10,884	11,143	11,387	15,653	16,234
Net Surplus/(Deficit)	825	1,421	1,292	1,471	2,080	2,192	2,295	2,462	2,682	700	293
Expenditure by Inputs											
Staff Costs	339	405	413	421	430	439	449	460	471	483	496
Operational Costs	7,734	7,994	8,357	8,552	9,161	9,404	9,699	9,990	10,214	14,692	15,240
Loan Interest	251	234	214	194	172	148	122	95	67	45	29
Depreciation	682	586	614	542	574	603	614	598	635	433	469
Total	9,006	9,219	9,598	9,709	10,337	10,594	10,884	11,143	11,387	15,653	16,234

Solid Waste Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	3,194	3,417	3,472	3,560	3,658	3,762	3,873	3,997	4,127	4,270	4,424
Other Revenue	6,637	7,223	7,418	7,620	8,759	9,024	9,306	9,609	9,942	12,083	12,103
Cash was applied to:											
Suppliers and Employees	(7,972)	(8,299)	(8,670)	(8,873)	(9,490)	(9,743)	(10,048)	(10,350)	(10,685)	(15,175)	(15,736)
Interest Paid	(251)	(234)	(214)	(194)	(172)	(148)	(122)	(95)	(67)	(45)	(29)
Net Cash from Operating	1,608	2,107	2,006	2,113	2,755	2,895	3,009	3,161	3,317	1,133	762
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Reduction in Investments	224										
Cash was applied to:											
Capital Expenditure	(552)	(605)	(1,047)	(746)	(974)	(769)	(882)	(779)	(843)	(832)	(425)
Increase in Investments	(200)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)		
Net Cash from Investing	(528)	(705)	(1,147)	(846)	(1,074)	(869)	(982)	(879)	(943)	(832)	(425)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised											
Cash was applied to:											
Loan Repayment	(236)	(253)	(272)	(293)	(315)	(339)	(364)	(380)	(396)	(208)	(224)
Net Cash from Financing	(236)	(253)	(272)	(293)	(315)	(339)	(364)	(380)	(396)	(208)	(224)
<i>Net Increase/(Decrease) in Cash</i>	844	1,149	587	974	1,366	1,687	1,663	1,902	1,978	93	113

Solid Waste Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	506	621	606	621	638	656	676	697	720	745	772
Targeted Rates	2,688	2,796	2,866	2,939	3,020	3,106	3,197	3,299	3,407	3,525	3,652
Subsidies and Grants for Operating Purposes											
Fees and Charges	6,637	6,075	6,833	6,647	7,394	7,337	7,645	7,708	7,963	11,989	11,992
Internal Charges and Overheads Recovered	901	745	763	783	804	827	851	879	907	167	173
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	10,732	10,237	11,068	10,990	11,856	11,926	12,369	12,583	12,997	16,426	16,589
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	8,820	8,922	9,308	9,528	10,163	10,435	10,760	11,085	11,444	15,189	15,750
Finance Costs	251	234	214	194	172	148	122	95	67	45	29
Internal Charges and Overheads applied	53	122	125	128	131	135	139	144	148	153	159
Other Operating Funding Applications											
Total Applications of Operating Funding	9,124	9,278	9,647	9,850	10,466	10,718	11,021	11,324	11,659	15,387	15,938
<i>Surplus/(Deficit) of Operating Funding</i>	1,608	959	1,421	1,140	1,390	1,209	1,348	1,259	1,338	1,039	651

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Sources of Capital Funding											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions											
Increase (Decrease) in Debt	(236)	(253)	(272)	(293)	(315)	(339)	(364)	(380)	(396)	(208)	(224)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(236)	(253)	(272)	(293)	(315)	(339)	(364)	(380)	(396)	(208)	(224)
Application of Capital Funding											
Capital Expenditure											
– to meet additional demand											
– to improve the level of service	443	417	713	378	622	380	510	365	446	391	0
– to replace existing assets	109	188	335	368	352	389	373	413	396	440	426
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	820	101	101	101	101	101	101	101	100		1
Total Application of Capital Funding	1,372	706	1,149	847	1,075	870	984	879	942	831	427
Surplus/(Deficit) of Capital Funding	(1,608)	(959)	(1,421)	(1,140)	(1,390)	(1,209)	(1,348)	(1,259)	(1,338)	(1,039)	(651)
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

City Planning and Regulatory Services

What service/activity does this group provide?




- City Development
- Resource Consents
- Regulatory – Alcohol Services
- Regulatory – Animal Services
- Regulatory – Building Services
- Regulatory – Environmental Health

How does this group fit into our strategic framework?

This group contributes to three community outcomes and supports the city's spatial plan – Dunedin Towards 2050, which sets the strategic direction for Dunedin's growth and development for the next 30 plus years.

Spatial PlanVision: Dunedin is one of the world's great small cities

Six principles for the Council's role in managing urban development	Six Key Strategic Directions	Objectives
<ul style="list-style-type: none"> • Demonstrate leadership and good governance through collaboration and engagement. • Commitment to Te Tiriti o Waitangi /Treaty of Waitangi principles. • Champion good urban design. • Ensure integration and coordination. • Ensure outcomes are equitable. • Show leadership in the global challenges that face the city. 	A liveable city	<ul style="list-style-type: none"> • A healthy and safe environment; quality air and water; a connected community; recreation, leisure and learning, opportunities; healthcare, and warm housing.
	An environmentally sustainable and resilient city	<ul style="list-style-type: none"> • Resilient ecosystems and communities; actively responding to climate change; reducing dependence on non-renewable resources; seismic-strengthened heritage buildings.
	A memorable and distinctive city	<ul style="list-style-type: none"> • Protecting significant landscapes; quality architecture and urban design; memorable and engaging public art; celebrating Tangata Whenua and European heritage; actively re-using built heritage.
	A city that enables a prosperous and diverse economy	<ul style="list-style-type: none"> • Maintaining and growing our rural economy, industrial base and world class communications; attracting and retaining internationally-focused people; supporting and benefiting from the tertiary education sector.
	An accessible and connected city	<ul style="list-style-type: none"> • An urban form that supports accessibility from a range of modes and sustainable transport choices; a safe and efficient road network; affordable and convenient public transport; it is safe and pleasant to walk and cycle.
	A vibrant and exciting city	<ul style="list-style-type: none"> • A successful arts and culture scene, vibrant central city and local centres.

Main community outcome linkages	Outcome Vision and Priorities	We measure our progress against this outcome by monitoring
<p>A Distinctive Built Environment</p> 	<p>Dunedin is a compact city with a vibrant centre for people to work, live and play; complemented by thriving suburban and rural centres.</p> <ul style="list-style-type: none"> Dunedin is enhanced through quality architectural, urban and landscape design. Dunedin's built heritage is valued and heritage buildings are in active re-use. Dunedin's central city area is the vibrant focal point for urban life, supported by a hierarchy of successful suburban and rural centres. <p>Development respects the unique character of Dunedin as a compact harbour city enclosed by hills.</p>	<ul style="list-style-type: none"> Number of properties and structures protected under District Plan that are demolished.
<p>A Valued and Protected Natural Environment</p> 	<p>Dunedin is recognised as a place with outstanding natural environments and significant biodiversity. Our distinctive rural and coastal landscapes are sustainably managed and protected.</p> <ul style="list-style-type: none"> Our rural and coastal landscapes are protected and maintained. Dunedin's wildlife and natural habitats (flora and fauna) are respected and enhanced. Dunedin's people value the natural environment and are the custodians of a regenerative and flourishing natural environment. <p>We lead by example in environmental practices and promote awareness of impacts of human activity on our local environment.</p>	<ul style="list-style-type: none"> Total area of indigenous habitat in Dunedin protected by the District Plan, DCC reserve land and land held under QEII covenants and other statute-based protective mechanisms.
<p>A Safe and Healthy City</p> 	<p>Dunedin is a clean, green, crime-free city where people feel safe and enjoy a healthy lifestyle.</p> <ul style="list-style-type: none"> Dunedin is a place where people are safe in their homes, work and public spaces. 	

What do we do?

The Council works with other agencies to set the direction for managing Dunedin's built and natural environment. The Council has a regulatory role related to building and resource management, animal control, environmental health and alcohol licensing.

City Planning (City Development and Resource Consents) is responsible for promoting the sustainable management of the natural and physical resources through its administration of the functions of the Council under the Resource Management Act 1991 (RMA). This includes:

- Developing, reviewing, and administering the District Plan and related policies (fully operative 3 July 2006, with a revised second generation plan to be publicly consulted on in late 2015)
- processing applications for resource consents under the District Plan
- providing planning assistance in relation to the Building Act 2004 and Hazardous Substances and New Organisms Act 1996
- providing planning, heritage, biodiversity, landscape architecture, and urban design advice to other parts of the Council
- providing planning, heritage, biodiversity, landscape architecture, and urban design advice and planning information to the Dunedin community and responding to complaints
- developing, reviewing and administering policies related to spatial planning, heritage, biodiversity and urban design.

Regulatory Services contributes directly to the Safe and Healthy City outcome and enhances personal safety in relation to building services, animal services, health licensing, and the sale and supply of alcohol.

- Alcohol licensing monitors and enforces the Sale and Supply of Alcohol Act 2012 in licensed premises and manages the District Licensing Committee for Dunedin City
- Animal Services provides monitoring services to enforce standards of public safety with the control of dogs
- Building Services provides building consent plan approval and inspection services to monitor and enforce standards of public health and safety for the building work. The Dunedin City Council is an accredited Building Consent Authority under the Building Act 2004.
- Health Licensing 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 substances in public places and private dwellings.

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

Why do we do this?

- 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.
- To implement the rules of the District Plan by providing the public with quality advice, processing resource consents efficiently and monitoring consent conditions.
- To protect the public by monitoring and enforcing standards of public safety.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
City Development Resource Consents	These activities contribute positively to the environmental interests of the community by fulfilling the Council's statutory functions and obligations under the Resource Management Act 1991 (RMA),	<p>These activities don't have any significant negative effects on the local community.</p> <p>However, District Plan policies and rules, their administration via resource consent decisions can have negative effects on the interests of people within the community.</p> <p>These effects include changes to the economic returns that can be made from development, the cost of development (including due to effects on the timing of development), and costs due to significant fee increases.</p> <p>Other negative effects can arise if activities within City Planning are not designed or implemented appropriately. For example, city improvement projects.</p>	<p>None of the effects listed are considered to be significant enough to warrant management in terms of the LTP.</p> <p>If these policies and rules and their administration is done effectively and appropriately, the effects should maximise the potential benefits to the community as a whole, which may require some negative effects on individuals' interests.</p>
Regulatory Services	These activities contribute positively to the social and environmental interests of the community by ensuring the safety of the community.	Because the Building Services unit is not able to control the incoming work load sometimes it is not able to issue consents within the statutory time frames. This can have a negative effect on businesses and rate payers.	The short fall in processing capacity is compensated for by contracting other Building Consent Authorities to assist with the work.

What we provide and how we measure it:

The **City Development** team provides strategic direction for sustainable future development options for the main Dunedin urban area and outlying settlements and townships, and ensures the city has enough land for housing. It also creates business opportunities by fostering and enhancing a vibrant CBD and tertiary precinct. Key activities include: developing and reviewing the District Plan and related strategic spatial planning policies; providing incentives for built heritage restoration and active re-use; leading place based urban revitalization projects, and designing and implementing amenity improvements; contributing to policy development, strategic planning and projects. City Development also supports and provides incentives for biodiversity protection and enhancement.

The **Resource Consent** team undertakes a range of work, including providing RMA planning and Hazardous Substances and New Organism Act advice, processing resource consent applications, monitoring, and compliance work

The **Regulatory Services** teams provide:

- monitoring services to enforce standards of public safety with the control of dogs
- building services that meet customer needs and statutory requirements
- protection for the public by monitoring and enforcing standards of public health
- services to reduce alcohol-related harm by monitoring and enforcing standards within licensed premises, and to provide Alcohol Licensing Committee services for Dunedin City.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Residents are satisfied with the look and feel of the city								
Percentage of residents satisfied with the overall look and feel of the city	ROS	72%	75%	≥75%	≥75%	≥75%	≥75%	≥75%
Level of Service: Resource consent customer information needs are met								
Percentage of customer requests for advice at the front counter fulfilled	External Counter Survey	100%	100%	≥90%	≥90%	≥90%	≥90%	≥90%
Level of Service: Resource consents are processed efficiently and meet statutory timeframes								
Percentage of resource consents processed within statutory timeframes	Quarterly Internal Report	99%	100%	100%	100%	100%	100%	100%
Level of Service: Legislative standards and bylaws are enforced to protect the public								
Percentage of residents satisfied with the control of roaming dogs 1	ROS	Measured revised to measure satisfaction 2015/16	Measured revised to measure satisfaction 2015/16	Measured revised to measure satisfaction 2015/16	≥90%	≥90%	≥90%	≥90%
Percentage of “A” graded food premises	DCC internal reporting	New Measure from 2015/16	New Measure from 2015/16	New Measure from 2015/16	≥65%	≥65%	≥65%	≥65%

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Monitoring of legislative standards and bylaws is undertaken to protect the public								
Percentage of registered health premises inspected annually	DCC Internal Reporting	100%	100%	100%	100%	100%	100%	100%
Number of alcohol licensing monitoring visits completed each quarter	DCC Internal Reporting	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥50 per quarter	≥50 per quarter	≥50 per quarter	≥50 per quarter
Level of Service: Statutory timeframes for processing of building consent applications and certifications are met								
Percentage of building consent applications processed in accordance with statutory timeframes	Internal Processing Analysis	98%	58%	100%	100%	100%	100%	100%
Percentage of Code Compliance Certificates issued in accordance with statutory timeframes	Internal Processing Analysis	100%	100%	100%	100%	100%	100%	100%

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Central City Plan

A Dunedin Central City Plan has been designed to guide development of the central city area for the next 10-15 years. It establishes a vision for the central city area and an integrated series of initiatives and changes designed to work towards the vision. The vision is aspirational and aimed to support the city's goal of becoming "one of the world's great small cities". It aims to create a central city space that is vibrant and compelling, safe and accessible, environmentally sustainable and a hub for the community and economic activity. The Plan also aims to assist in the creation of a compelling and memorable city centre.

This plan was adopted by the Council in May 2015 and is supported by funding decisions consulted on in the draft LTP consultation document to accelerate the funding and timing of city amenity, roading and footpath, water and waste works to facilitate the upgrade of the central city.

Central City Upgrade

It has been 20 years since the central city had any major amenity work undertaken and many of the area's roads, footpaths and underground services are reaching the end of their lives. Upgrading these facilities and services also presents an opportunity to address road safety problems for pedestrians, cyclists and motorists in the central city. The Council's city development, transportation and water and waste services will coordinate their work on the project to provide the upgrade as efficiently as possible.

The upgrade will cover a large proportion of the central city area including upgrading the Octagon and George Street, to reinforce the latter's role as Dunedin's main retail precinct.

Work is also planned to refurbish the Exchange and Princes Street areas, along with the Warehouse precinct and Queens Gardens. The overall project will include a range of upgrades from new paving, street furniture, lighting and public art, to improved pedestrian access and safety improvements.

Two options were put out for public consultation and Council consideration. Under the option endorsed by the Council paver renewal work will be completed on an accelerated timeline between 2018/19 and 2020/21, rather than being finished as late as 2024/25.

The Council has set aside \$37.3 million in total for the upgrade which will take place between 2015/16 and 2023/24. Funding will come from a mixture of existing city development, transportation and water and waste services budgets, rates and borrowing, along with funding from external agencies such as the NZ Transport Agency.

City Safety

The Ministry of Justice advised that the Crime Prevention and Community Safety Grant will end on 30 June 2015. The Council's role in the Community Crime Prevention Partnership Programme, including the activities of the City Safety Officers (CSOs), was funded by the Grant. However, the Government would not be renewing the grants programme.

The City Safety programme operated in collaboration with the Dunedin Police with a goal of increasing the level and perception of safety in the city centre and reducing alcohol-related violence and disorder. A key aspect of the programme was the use of CSOs. Crime trends and survey results indicate that the programme was having a positive effect.

The council approved \$40,000 annual funding to be included in the LTP for the continuation of City Safety Initiatives and in particular the CSO patrols.

Planning and Regulatory Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	7,889	7,817	8,076	8,382	8,557	8,972	9,335	9,621	9,899	10,178	10,217
Heritage Earthquake Strengthening Rate	0	66	132	197	263	329	395	461	526	592	592
Private Drainage Warrington Rate	1	1	1	1	1	1	1	1	1	1	1
External Operating Revenue	6,980	7,241	7,340	7,526	7,732	7,953	8,187	8,449	8,725	9,028	9,352
Total	14,870	15,125	15,549	16,106	16,553	17,255	17,918	18,532	19,151	19,799	20,162
Expenditure by Outputs											
City Development	1,792	1,876	1,913	1,951	1,990	2,029	2,066	2,107	2,155	2,210	2,272
Second Generation District Plan	354	217	309	320	326	332	282	287	294	302	310
Amenity Improvement	349	345	378	418	492	615	744	870	912	921	904
Heritage Support	448	481	490	500	404	411	419	427	437	448	461
Biodiversity Support	66	66	67	68	69	71	72	74	75	77	79
Earthquake Strengthening	23	52	80	108	139	167	193	217	238	257	264
Resource Consents	2,709	2,726	2,783	2,844	2,910	2,982	3,056	3,138	3,226	3,320	3,421
Regulatory Services	9,035	9,188	9,272	9,515	9,704	9,979	10,201	10,517	10,780	11,141	11,448
Total	14,776	14,951	15,292	15,724	16,034	16,586	17,033	17,637	18,117	18,675	19,159
Net Surplus/(Deficit)	94	174	257	382	519	669	885	895	1,034	1,124	1,003
Expenditure by Inputs											
Staff Costs	7,620	7,883	7,951	8,110	8,276	8,457	8,645	8,849	9,068	9,301	9,550
Operational Costs	6,889	6,770	6,992	7,207	7,280	7,535	7,678	7,975	8,214	8,554	8,830
Loan Interest	264	291	343	398	473	589	704	808	829	813	772
Depreciation	3	7	6	9	5	6	6	5	6	7	7
Total	14,776	14,951	15,292	15,724	16,034	16,586	17,033	17,637	18,117	18,675	19,159

Planning and Regulatory Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	7,890	7,884	8,209	8,581	8,822	9,302	9,731	10,083	10,426	10,772	10,811
Other Revenue	6,902	7,158	7,255	7,439	7,643	7,861	8,093	8,351	8,624	8,923	9,244
Fuel Tax, Infringement Fees and Fines	78	83	85	87	90	92	95	98	101	105	108
Cash was applied to:											
Suppliers and Employees	(14,510)	(14,652)	(14,943)	(15,316)	(15,556)	(15,992)	(16,323)	(16,823)	(17,282)	(17,856)	(18,381)
Interest Paid	(264)	(291)	(343)	(398)	(473)	(589)	(704)	(808)	(829)	(813)	(772)
Net Cash from Operating	96	182	263	393	526	674	892	901	1,040	1,131	1,010
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(25)	(500)	(615)	(825)	(1,755)	(1,805)	(2,287)	(1,180)	(1,219)	(1,009)	(46)
Increase in Loans and Advances	(427)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)
Net Cash from Investing	(452)	(950)	(1,065)	(1,275)	(2,205)	(2,255)	(2,737)	(1,630)	(1,669)	(1,459)	(496)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	450	950	1,050	1,200	2,075	2,075	2,450	1,200	800	450	450
Cash was applied to:											
Loan Repayment	(154)	(181)	(246)	(316)	(395)	(494)	(603)	(720)	(821)	(921)	(963)
Net Cash from Financing	296	769	804	884	1,680	1,581	1,847	480	(21)	(471)	(513)
<i>Net Increase/(Decrease) in Cash</i>	(60)	(1)	2	2	1	0	2	(249)	(650)	(799)	1

Planning and Regulatory Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	8,876	7,817	8,076	8,382	8,557	8,972	9,335	9,621	9,899	10,178	10,217
Targeted Rates	291	67	133	199	265	330	396	462	528	594	594
Subsidies and Grants for Operating Purposes											
Fees and Charges	6,480	7,158	7,255	7,439	7,643	7,861	8,093	8,351	8,624	8,923	9,244
Internal Charges and Overheads Recovered											
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	500	83	85	87	90	92	95	98	101	105	108
Total Operating Funding	16,147	15,125	15,549	16,107	16,555	17,255	17,919	18,532	19,152	19,800	20,163
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	11,434	14,018	14,293	14,650	14,871	15,287	15,598	16,075	16,509	17,056	17,553
Finance Costs	395	291	343	398	473	589	704	808	829	813	772
Internal Charges and Overheads applied	4,064	634	650	666	685	704	725	748	773	800	828
Other Operating Funding Applications											
Total Applications of Operating Funding	15,893	14,943	15,286	15,714	16,029	16,580	17,027	17,631	18,111	18,669	19,153
<i>Surplus/(Deficit) of Operating Funding</i>	254	182	263	393	526	675	892	901	1,041	1,131	1,010

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Sources of Capital Funding											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions											
Increase (Decrease) in Debt	1,149	769	804	884	1,680	1,581	1,847	480	(21)	(471)	(513)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	1,149	769	804	884	1,680	1,581	1,847	480	(21)	(471)	(513)
Application of Capital Funding											
Capital Expenditure											
– to meet additional demand											
– to improve the level of service	48	501	616	789	1,755	1,805	2,288	1,180	1,219	1,009	0
– to replace existing assets				37							46
Increase (Decrease) in Reserves	(25)										
Increase (Decrease) of Investments	1,380	450	451	451	451	451	451	201	(199)	(349)	451
Total Application of Capital Funding	1,403	951	1,067	1,277	2,206	2,256	2,739	1,381	1,020	660	497
Surplus/(Deficit) of Capital Funding	(254)	(182)	(263)	(393)	(526)	(675)	(892)	(901)	(1,041)	(1,131)	(1,010)
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

Community Development and Support

What service/activity does this group provide?

- Cemeteries and Crematorium
- Events and Community Development
- Housing
- Operation Property Portfolio
- Miscellaneous Property Portfolio
- Civil Defence
- Civic Leadership and Administration
- Warm Dunedin Targeted Rate

How does this group fit into our strategic framework?


This group contributes to the Supportive Community outcome and supports Dunedin’s Social Wellbeing Strategy 2013-2023 and the recently adopted Ara Toi Ōtepoti – Our Creative Future Dunedin Arts and Culture strategy.

Social Wellbeing Strategy Vision: Dunedin is one of the world’s great small cities, with a safe low-carbon transport system that supports a compact city with resilient centres, inclusive and healthy communities, and national and international connectivity.

Five Strategic Directions	Priorities	Three Implementation Pathways
Connected people	<ul style="list-style-type: none">• Dunedin people feel included in their local communities and the wider city• Dunedin people are connected to the places they need to go by safe, affordable, and user-friendly transport options• Dunedin people participate in community and city-wide affairs• Dunedin people have access to lifelong learning opportunities	Manaakitanga
Vibrant and cohesive communities	<ul style="list-style-type: none">• Dunedin is comprised of strong, vibrant neighbourhoods and communities• Dunedin celebrates its identity and cultural diversity• Dunedin communities are resilient and have good access to information and resources	
Healthy and Safer People	<ul style="list-style-type: none">• All people have good access to health services• There are high levels of participation in recreation and leisure activities• People are safe and feel safe in their homes, neighbourhoods and public places	
Five Strategic Directions	Priorities	
A reasonable standard of living for all	<ul style="list-style-type: none">• A range of employment opportunities for all• Dunedin people can afford to exercise genuine choices• Dunedin people have a great work/life balance	Stronger Communities
Affordable and healthy homes	<ul style="list-style-type: none">• Dunedin people live in warm and healthy homes• Affordable housing options are available to all	
		Better Homes

Arts and Culture Strategy Vision: Dunedin is one of the world's great small cities with arts and culture at its core

Four Strategic Themes	Goals
Identity Pride	<p>Stand up, Stand Out – Be confident in Dunedin's distinct culture and creative thinking</p> <p>Kāi Tahu Taonga – Treasure the place of Kāi Tahu in the arts and culture landscape and invest for the future</p> <p>Creative Creature – Embed a creative perspective in all Dunedin's decision-making and action</p> <p>Spaces to Skite About – Foster a creative physical environment, chock full of exciting public art, festivals and events</p>
Access and Inclusion	<p>Open Access – Invest in providing arts and culture so everyone can participate, giving people opportunities to dream while boosting wellbeing and success</p> <p>Hunger for the Edge – Take risks and bravely champion artistic experimentation that pushes boundaries</p> <p>For the Love of It – Value the desire to make and create for its own sake, and support diverse expression</p>
Inspired Connections	<p>Networked Winner – Capitalise on the city's connected creative communities</p> <p>Ambitious Partner – Facilitate public, private and creative sector partnerships to conceive and deliver magnificent projects here and internationally</p> <p>Studio Innovator – Embed multi-disciplinary approaches to generate fresh thinking, creative solutions and imaginative outcomes</p>
Creative Economy	<p>Growth Driver – Leverage arts and culture as a key driver of local and regional economic development</p> <p>Promote and Profile – Use the city's creative excellence to build dynamic and productive relationships nationally and around the world</p> <p>Talent Incubator – Be a city where great creative people train, work, set up businesses and have fantastic careers</p> <p>World Class Player – Ensure the best arts and culture from around the world is available on our doorstep</p>

Main community outcome linkage	A Supportive Community	We measure our progress against this outcome by monitoring
	<p>Where Dunedin's citizens feel included and connected with their wider community and enjoy a good quality of life.</p> <ul style="list-style-type: none"> • A city that supports strong and connected neighbourhoods and communities. • People have a sense of belonging and actively contribute to the wider community and volunteering is encouraged. • People are empowered to participate in decision-making and have open access to information. • Dunedin communities are inclusive of all people, and our relationship with Kai Tahu is strong. • People enjoy a standard of living to enable them to have a positive quality of life and exercise genuine choices. 	<ul style="list-style-type: none"> • Residents' sense of community within their local community. • Residents' perception that Dunedin recognises and supports cultural diversity.

What do we do?

- The Cemeteries and Crematorium activity provides burials, cremations, chapel hire, book of remembrance, genealogical information and attractive memorial parks.
- The Events and 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.
- City Property manages the operational property assets utilised by the Council in providing services to the community.
- City Property manages a number of properties which are of historic value to the community.
- The Civic Leadership and Administration activity supports the democratic local decision-making and action by, and on behalf of, Dunedin communities.
- The Civil Defence activity works with a wide range of organisations and communities to understand and minimise the consequences of hazards and to plan and prepare for response to and recovery from emergency events. This activity also has a strong link to the sustainable and resilient city outcome.

Why do we do this?

- To provide an affordable, sensitive burial and crematorium service in attractive memorial parks that recognise the social and cultural heritage of the city.
- To enable a strong sense of community and social inclusion through the provision of advice and support to community groups and social agencies.
- To provide for qualifying elderly low-income citizens, affordable, good quality housing, where rental values will not exceed operating expense.
- 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.
- To provide appropriate property assets to enable the Council to function effectively and efficiently.

- To manage an effective democratic process that is transparent and encourages participation and provides opportunities for engagement with elected members.
- To minimise and manage risks to the community from a wide range of hazards, and to facilitate an effective and co-ordinated response to emergency events.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Cemeteries and Crematorium	This activity contributes positively to the environmental and social interests of the community by providing an efficient and sympathetic burial and cremation service along with cemeteries maintained to a high level of presentation.	The products of combustion from operation of the cremator.	Management through compliance with all the conditions of consent as set out in the Discharge Permit – Consent No. 99667. This activity also guarantees that this is further mitigated by using trained staff ensuring that the equipment and plant are maintained at optimum levels at all times, and that new technology is employed to reduce and minimise any effects.
Events and Community Development	This activity provides advice, assistance and support to the community and the Council on social, arts, events and community issues. This provides positive benefit for the social, economic, environmental and cultural interests of the city.	This activity does not have any significant negative effects on the local community.	
Housing	This activity contributes positively to the social interests of the community by providing a financially self- sustaining housing option for elderly people and people on low incomes at no cost to the ratepayer.	This activity does not have any significant negative effects on the local community.	
Operational Property Portfolio	This activity contributes to the well-being of the community by leading and supporting buildings utilised for service delivery by the Councils activities.	This activity does not have any significant negative effects on the local community.	
Miscellaneous Property Portfolio	This activity contributes to the well-being of the community by maintaining and leasing a portfolio of buildings that are of value to the community socially, culturally or economically.	This activity does not have any significant negative effects on the local community.	

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Civil Defence	This activity contributes to the social and environmental interests of the community by carrying out the Council's role as a member of the Otago Civil Defence Emergency Management Group.	This activity does not have any significant negative effects on the local community.	
Civic Leadership and Administration	This activity contributes to the social interests of community by supporting the democratic process through administration of local body elections and administrative support of the Council's committee and council meetings.	This activity does not have any significant negative effects on the local community.	

What we provide and how we measure it:

The **Cemeteries and Crematorium Services** manage a total of 20 cemeteries (15 metropolitan cemeteries and five rural cemeteries) and a crematorium and chapel to provide facilities, burial and cremation services to Dunedin residents. This includes the management of seven cemeteries that are closed to further burials.

The **Events and Community Development** team helps to ensure the people of Dunedin city have access to a broad range of community support functions and advice.

The **Housing** activity supports people 55 years and older, and qualifying low-income people, through the provision of well maintained, affordable housing at no cost to the ratepayer. The Council manages 954 housing units.

The **Operational Property Portfolio** manages property investments and related land that are required for service administration and delivery purposes by the Council. This includes the Civic Centre buildings; Dunedin Town Hall; Dunedin Centre; 'YMCA' Building (Civil Defence); Community Halls (20); Council Service Centres and Libraries in Dunedin, Mosgiel, Blueskin Bay (Waitati), Port Chalmers and Waikouaiti; Toitū Otago Settlers Museum; Dunedin Public Art Gallery; Dunedin Chinese Garden; and city-wide public toilets.

The **Miscellaneous Property Portfolio** manages a group of property investments that are required for a wide range of community arts, culture, sport and other heritage service purposes by the Dunedin City Council. These include the Fortune Theatre, Regent Theatre, Edgar Centre and Lion Arena, High Performance Sports Centre, Dunedin Railway Station and Precinct, Sargood Centre and Logan Park Tennis Centre, Ice Sports Stadium, Dunedin Gasworks Museum and others.

The **Civic Leadership and Administration** activity supports the democratic process for the Council. It assists community engagement in the political process by the provision of public forums and hearings. Civic Leadership also provides analytical and administrative services to support the elected members in carrying out their powers, duties and functions; analytical, legal and administrative services to support officers in carrying out their duties when liaising with councillors and community board members; liaison and support for the Council with the Office of the Auditor General and the Remuneration Authority, and liaison between the Council, Council Committees and subcommittees and Corporate Leadership Team.

The **Civil Defence** activity allows the Council to meet its responsibilities under the Civil Defence Emergency Management Act 2002 to plan and provide for civil defence emergency management within its district, which includes risk reduction and readiness for, response to and recovery from emergency events. The Council is a member of the Otago Civil Defence Emergency Management Group, which has the role of promoting co-ordinated and co-operative civil defence emergency management between its members.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Cemetery and Crematorium services meet the needs of funeral directors and the bereaved								
Percentage of users satisfied with the range of services provided at, and the presentation of, Dunedin cemeteries managed by the DCC.	ROS	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥80%	≥80%	≥80%	≥80%
Level of Service: Advice and support is provided to the community and key stakeholders								
Percentage of customers satisfied with advice, support, and assistance provided by Community Development.	Annual Survey	95%	92%	≥95%	≥95%	≥95%	≥95%	≥95%
Level of Service: Grants funding and contract support is appropriately administered and monitored								
Percentage of service level/ grant funded groups that meet funding contract accountability requirements.	Internal Reporting	97%	100%	≥95%	≥95%	≥95%	≥95%	≥95%
Level of Service: Council funded events meet the needs of residents								
Percentage of residents satisfied with city festivals and events.	ROS	67%	66%	≥75%	≥70%	≥70%	≥70%	≥70%
Level of Service: The housing by the Council provided meets the needs of tenants								
Percentage of tenants satisfied with the Council's rental housing.	Tenant Survey	93%	96%	≥95%	≥95%	≥95%	≥95%	≥95%
Percentage occupancy of rental housing.	Annual Review	96%	95%	≥94%	≥94%	≥94%	≥94%	≥94%

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Housing rental values will not exceed operating expenses								
Housing revenue equals housing expenses.	DCC Monthly financial reporting	Revenue + 2.9% (favourable) Expenditure: +11.6% (favourable)	Revenue +0.6% (favourable) Expenditure +2.7% (favourable)	+/- 5%	100% (tolerance of +/- 5%)	100%	100%	100%
Level of Service: Properties in the City Property Miscellaneous Portfolio are appropriately managed								
Percentage of Miscellaneous property portfolio assets maintained and developed to the City Property quality standard.	Quarterly analysis of non-compliance exceptions	85%	90%	≥85%	≥85%	≥85%	≥85%	≥85%
Level of Service: Property assets utilised by Council services are appropriate								
Percentage of operational property portfolio that fits the purpose and meets the needs of services.	Internal Property Records	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥85%	≥85%	≥85%	≥85%
Level of Service: The information required to participate in the democratic process is appropriately available								
Percentage of non-public material that is assessed for proactive release to the public during each Council Committee meeting round.	Internal Assessment of Committee	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	100%	100%	100%	100%
Percentage LGOIMA official information requests that are responded to within 20 working days	Internal Analysis of LGOIMA processing	New measure from 2015/16	New measure from 2015/16	100%	100%	100%	100%	100%

*Documents that can be made public will be released before the concluding Council meeting in each meeting round.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Dunedin City Council is prepared to respond to emergency situations with an operative Civil Defence Plan in place at all times								
Status of Civil Defence Plan	Internal status Review	Operative	Achieved	Plan is operative at all times	Plan is operative at all times	Plan is operative at all times	Plan is operative at all times	Plan is operative at all times
The Civil Defence Emergency Management Plan is reviewed annually	Council Meeting Minutes	New Measure 2015/16	New Measure 2015/16	New Measure 2015/16	Reviewed plan adopted by the Council each year	Reviewed plan adopted by the Council each year	Reviewed plan adopted by the Council each year	Reviewed plan adopted by the Council each year

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Housing Fees

There will be no increase to rental housing fees for tenants in the 2015/16 year.

Ara Toi Ōtepoti – Our Creative Future Dunedin Arts and Culture Strategy

In May 2015, following consideration of a report on Ara Toi Ōtepoti – our creative future: initial actions for adoption, the Council resolved to provide the following funding to Community Development to implement the initial actions from the strategy:

- a further \$100,000 for community arts development
- \$50,000 for the establishment and operation of an Urban Dream Brokerage franchise
- \$25,000 to advance Ara Toi's public art objectives.

The Council also asked for a report on future funding levels for inclusion in the 2016/17 Annual Plan discussions.

This city wide strategy was adopted in April 2015 and has also has links with the Economic Development Strategy and work streams in Enterprise Dunedin.

Cosy Home Charitable Trust Funding

A request was made by the Cosy Homes Trust asking the Council to consider providing \$75,000 from the Consumer Electricity Fund (CEF) (total annual funding of \$200,000) to support the vision and objectives of the Trust. The CEF was used currently to pay the power accounts of people who were struggling financially and unable to pay for their power accounts. Cosy Homes sought to use a portion of the funding to coordinate the number of different activities that were currently taking place in the city to improve the insulation and energy efficiency of the housing stock. The proposal to utilise funding from the Consumer Electricity Fund was not due to the underutilisation of the fund, but rather looking for longer term solutions to alleviate fuel poverty. Discussions had been held with representatives from: Cosy Homes Charitable Trust, Cosy Home Governance Group, Anglican Family Care and CEF administrators who were aware of the transfer.

Following consideration of the request the Council approved funding of \$50,000 to the Cosy Home Trust from the Consumer Electricity Fund and asked that the Trust demonstrates the achievement of independent funding to enable achievement of the Trust's goals before renewal of this funding in future years.

Graffiti Trial

A report from Events and Community Development to the LTP deliberations provided an update to Council on the progress of the graffiti trial and an option to extend the trial until 31 December 2015. This would allow further work to be undertaken to determine whether graffiti removal could be streamlined with more efficient use of contractors. The report noted that a number of successes had been achieved during the trial and it illustrated that the provision of additional hours would ensure the coordination of graffiti removal activity across the Council, and better educate private property owners of the benefits of the quick removal of graffiti and encourage them to do so.

The Council noted that this item is unbudgeted and resolved to increase the Community Development budget by \$10,000 to provide an additional 10 hours per week funding for the Graffiti Coordinator to 31 December 2015.

Warm Dunedin Targeted Rate

A trial of an Eco Housing Retrofit Targeted Rate Scheme was initiated by the Council in February 2013. The scheme, called Warm Dunedin, works alongside the Energy Efficiency and Conservation Authority (EECA) Warm up New Zealand: Heat Smart programme, which offers subsidies to homeowners for installing insulation and/or approved clean heating. Clean heating is defined as heat pumps, efficient log burners, pellet fires and externally-flued gas heaters, as specified by the Energy Efficiency and Conservation Authority. The scheme provides advances to Dunedin homeowners and landlords to install insulation and/or efficient heating in their homes and properties.

The main objectives of the Warm Dunedin Targeted Rate pilot programme are to:

- reduce the effect of the upfront cost of insulation and/or efficient heat
- improve the health of Dunedin residents
- improve the warmth of Dunedin's housing stock
- improve the energy efficiency of Dunedin's housing stock.

The Dunedin City Council's Warm Dunedin Targeted Rate Scheme offers a targeted rate to assist homeowners of eligible properties with installing insulation and/or approved heating by providing advances up to \$5,000 (GST inclusive) per property toward the upfront costs. The ratepayer pays back the advance, including GST and interest (8.3% per annum fixed), over a 10-year period as an additional part of their regular rate payment. The rate commences in the financial year following the provision of the insulation and/or clean heating. The Warm Dunedin programme was designed to be cost-neutral for the Council, with costs such as administration and interest charges to be recovered via the targeted rate. Health and safety audits are carried out with each service provider under Department of Labour provisions, and EECA audits five percent of insulation jobs. Dunedin City Council has set up a liability and legal framework under which Warm Dunedin operates in order to manage potential risks to the Council. The target for the trial period was to insulate and/or more efficiently heat 500 Dunedin homes in a year and \$2,250,000 (debt funded) was set aside to do this, with costs being paid back by ratepayer recipients over a 10-year period. It should be noted that this scheme, although rates neutral, does impact on the Council's overall debt reduction strategy as debt is raised to provide the funding for advances to ratepayers accessing the scheme.

Prior to September 2013, the government funded 60% of insulation costs for homeowners with Community Services Cards and for landlords of tenants with Community Services Cards. The remaining 40% was funded by the ratepayers themselves, with some using the Warm Dunedin targeted rate scheme to fund this. Other eligible households (general income) were funded 33% of the cost (up to \$1,300 including GST).

The Government implemented changes to the funding of insulation in September 2013. These changes mean that 100% of insulation costs are now funded for low income households and those with high health needs. Funding comes from a combination of government and other third party funding. This new policy means that homeowners outside the low income/high health needs category are not catered for under the central government, fully funded scheme and must fund the full cost of insulation themselves. This is where voluntary targeted rates schemes, such as the Warm Dunedin scheme, provide opportunities to insulate homes.

In September 2013 the Council decided to extend the Warm Dunedin trial until 30 June 2014, using the remaining \$1,018,360 of the funds that Council had made available for the Warm Dunedin trial and which had not yet been allocated. The objectives of extending the trial were to:

- facilitate insulation and/or provide clean heating for an additional 250 to 300 houses, thus improving the health of Dunedin's housing stock
- enable the scheme's processes to be streamlined using lessons learned to date
- allow for an assessment of demand following the recent changes to the EECA subsidy rules.

As at 28 February 2014, 512 Dunedin homes have had insulation and/or more efficient heating installed, with a total of 698 homes estimated to benefit by 30 June 2014.

In January 2014 the Council requested a review of the pilot scheme with the review report to be presented during the annual plan deliberations in May 2014. After consideration of the report the Council resolved to continue the Warm Dunedin Scheme for 2014/15 year, with a further review requested before consultation on 2015/16 Long Term Plan.

A report on the Warm Dunedin targeted programme was provided to the LTP deliberations in May 2015. This report outlined the uptake of the scheme to date and provided options for the future of the scheme. The Warm Dunedin targeted rate programme had helped to improve the homes of more than 750 ratepayers by providing an average debt funded rate advance of \$2,900 per ratepayer to install insulation, clean heating or both. The target for the first year of Warm Dunedin was 500 homes. While Warm Dunedin was intended to be cost neutral in the long term, it had affected the Council's debt reduction strategy in the short term. Projections for ongoing uptake of the scheme suggested that a further 214 ratepayers might participate within the current residual debt provision for Warm Dunedin if it was carried forward to 2015/16.

Following discussion of the report the Council resolved to continue the scheme in the 2015/16 year with the existing debt level being carried forward.

Statement of Variation to the Assessment of Water and Sanitary Services 2007/08 – Public Toilets

The Council has a statutory obligation under the Local Government Act 2002 as amended 2010, Schedule 10 Part 1.6, to identify and explain significant variations between the Assessment of Water and Sanitary Services 2007 and the proposals set out in the Council's Long Term Plan.

In 2008, the Council undertook public consultation on a Public Toilet Service Review. This review was completed and the report adopted at the Infrastructure Services Committee on 8 September 2008. The report identified an increase in the level of service standard by renewing some existing facilities and refurbishing all public toilets to a more consistent fit out standard. The report also identified a number of new toilet facilities to be installed around the city and on reserves to contribute to the city's public toilet network. The funding for these new facilities is from within the existing 10-year budget contained within City Property's capital budget.

In 2011, Council staff undertook a review of the Public Toilet Service Review. It was agreed that the Public Toilet Service Review 2008 was still relevant in terms of delivering an improved service for public toilet facilities.

Work is continuing on the upgrading of the public toilets located in both rural and urban areas of the city. Over the last two years, significant work on upgrading the public toilet facilities at Middlesmarch, Waikouaiti and Dunedin Railway Station has been undertaken.

The Service Review also recommended investigating the need for a 24-hour facility in the Octagon. Work on possible locations has been carried out and a potential site has been identified. Further investigative work relating to this site is required, with a view to the development of a new facility in 2015/16.

The proposed capital expenditure budgets for 2015/16 to 2024/25 have resulted in planned capital expenditure on new public toilets, with the exception of a 24 hour public toilet facility in The Octagon, being deferred until 2018/19.

Community Development and Support Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	13,745	13,473	13,828	13,738	14,202	14,880	14,853	15,189	16,044	16,014	16,380
Warm Dunedin Rate	290	341	437	437	437	437	437	437	437	331	147
External Operating Revenue	9,877	9,781	9,999	10,121	10,412	10,973	11,099	11,509	12,127	12,368	12,797
External Capital Revenue					86						
Total	23,912	23,595	24,264	24,296	25,137	26,290	26,389	27,135	28,608	28,713	29,324
Expenditure by Outputs											
Cemeteries and Crematorium	1,675	1,690	1,687	1,750	1,785	1,863	1,922	1,996	2,075	2,142	2,130
Events and Community Development	4,406	4,603	4,593	4,726	4,828	4,982	5,106	5,286	5,426	5,632	5,798
Housing	5,503	5,570	5,745	5,932	6,132	6,346	6,573	6,819	7,085	7,366	7,646
Civic Defence	996	882	918	941	969	993	1,021	1,056	1,087	1,124	1,163
Civic and Administration Services	3,101	3,724	4,119	3,690	3,758	4,417	3,968	4,063	4,799	4,328	4,452
Warm Dunedin	318	365	427	434	443	454	467	482	501	399	211
City Property Miscellaneous	3,747	3,481	3,309	3,304	3,300	3,294	3,287	3,281	3,311	3,304	3,302
Operational	3,403	3,962	3,919	3,875	3,831	3,818	3,804	3,792	3,780	3,768	3,757
Total	23,149	24,277	24,717	24,652	25,046	26,167	26,148	26,775	28,064	28,063	28,459
Net Surplus/(Deficit)	763	(682)	(453)	(356)	91	123	241	360	544	650	865
Expenditure by Inputs											
Staff Costs	2,607	2,919	2,977	2,990	3,053	3,167	3,187	3,265	3,395	3,429	3,522
Operational Costs	11,155	11,990	12,424	12,347	12,688	13,685	13,629	14,155	15,285	15,354	15,942
Loan Interest	3,731	3,642	3,365	3,196	3,017	2,827	2,624	2,407	2,178	1,938	1,695
Depreciation	5,656	5,726	5,951	6,119	6,288	6,488	6,708	6,947	7,206	7,342	7,280
Total	23,149	24,277	24,717	24,652	25,046	26,167	26,148	26,775	28,064	28,063	28,459

Community Development and Support Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	14,035	13,814	14,265	14,175	14,639	15,317	15,290	15,627	16,481	16,345	16,527
Other Revenue	9,757	9,656	9,870	9,989	10,362	10,833	10,955	11,361	11,974	12,210	12,633
Grants and Subsidies for Operating	120	126	129	132	136	140	144	148	153	158	164
Cash was applied to:											
Suppliers and Employees	(13,762)	(14,909)	(15,401)	(15,337)	(15,741)	(16,852)	(16,816)	(17,420)	(18,680)	(18,784)	(19,465)
Interest Paid	(3,731)	(3,642)	(3,365)	(3,196)	(3,017)	(2,827)	(2,624)	(2,407)	(2,178)	(1,938)	(1,695)
Net Cash from Operating	6,419	5,045	5,498	5,763	6,379	6,611	6,949	7,309	7,750	7,991	8,164
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Reduction in Loans and Advances	635	2,500			600						
Reduction in Investments		710	500	500							
Cash was applied to:											
Capital Expenditure	(2,240)	(3,848)	(3,114)	(4,020)	(4,071)	(3,242)	(3,134)	(3,078)	(3,322)	(3,229)	(3,308)
Increase in Loans and Advances	(340)	(652)									
Net Cash from Investing	(1,945)	(1,290)	(2,614)	(3,520)	(3,471)	(3,242)	(3,134)	(3,078)	(3,322)	(3,229)	(3,308)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	404	652									
Cash was applied to:											
Loan Repayment	(3,030)	(4,770)	(2,266)	(2,379)	(2,535)	(2,703)	(2,883)	(3,075)	(3,245)	(3,312)	(3,324)
Net Cash from Financing	(2,626)	(4,118)	(2,266)	(2,379)	(2,535)	(2,703)	(2,883)	(3,075)	(3,245)	(3,312)	(3,324)
<i>Net Increase/(Decrease) in Cash</i>	1,848	(363)	618	(136)	373	666	932	1,156	1,183	1,450	1,532

Community Development and Support Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	7,790	13,473	13,828	13,738	14,202	14,880	14,853	15,189	16,044	16,014	16,380
Targeted Rates		341	437	437	437	437	437	437	437	331	147
Subsidies and Grants for Operating Purposes	120	126	129	132	136	140	144	148	153	158	164
Fees and Charges	6,978	9,569	9,735	9,816	10,038	10,530	10,586	10,930	11,451	11,605	11,939
Internal Charges and Overheads Recovered	972	6,218	6,374	6,535	6,715	6,906	7,110	7,337	7,541	7,804	8,084
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	15,860	29,727	30,503	30,658	31,528	32,893	33,130	34,041	35,626	35,912	36,714
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	11,497	17,278	17,829	17,827	18,299	19,483	19,525	20,216	21,531	21,734	22,521
Finance Costs	44	3,642	3,365	3,196	3,017	2,827	2,624	2,407	2,178	1,938	1,695
Internal Charges and Overheads applied	2,525	3,849	3,945	4,045	4,157	4,275	4,401	4,542	4,690	4,853	5,027
Other Operating Funding Applications											
Total Applications of Operating Funding	14,066	24,769	25,139	25,068	25,473	26,585	26,550	27,165	28,399	28,525	29,243
<i>Surplus/(Deficit) of Operating Funding</i>	1,793	4,958	5,364	5,590	6,055	6,308	6,580	6,876	7,227	7,387	7,471

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure					86						
Development and Financial Contributions											
Increase (Decrease) in Debt	(384)	(4,117)	(2,266)	(2,379)	(2,535)	(2,703)	(2,883)	(3,075)	(3,245)	(3,312)	(3,324)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(384)	(4,117)	(2,266)	(2,379)	(2,449)	(2,703)	(2,883)	(3,075)	(3,245)	(3,312)	(3,324)
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand		34	3	5	39	39	39	39	50	53	45
– to improve the level of service		2,058	1,536	1,575	1,949	1,249	1,286	1,323	1,366	1,410	1,459
– to replace existing assets	1,705	1,757	1,576	2,440	2,083	1,954	1,810	1,715	1,906	1,766	1,806
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(296)	(3,008)	(17)	(809)	(465)	363	562	724	660	846	837
Total Application of Capital Funding	1,409	841	3,098	3,211	3,606	3,605	3,697	3,801	3,982	4,075	4,147
<i>Surplus/(Deficit) of Capital Funding</i>	(1,793)	(4,958)	(5,364)	(5,590)	(6,055)	(6,308)	(6,580)	(6,876)	(7,227)	(7,387)	(7,471)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0



Museums, Art Gallery and Libraries

What service/activity does this group provide?

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

How does this group fit into our strategic framework?

This group contributes to two community outcomes – vibrant and creative city and a city of learning.

Main community outcome linkage		We measure our progress against this outcome by monitoring
<p>A Vibrant and Creative City</p> 	<p>Dunedin is a city known for its diverse and engaging arts and culture.</p> <ul style="list-style-type: none"> • Dunedin has a diverse range of arts and cultural facilities and activities, which are accessible to all. • We celebrate the unique identity, character and history of the diverse communities and cultures that make up Dunedin. • We support the city's legacy of creative and artistic activity. <p>Art is truly valued and integrated in the design and development of the city.</p>	<ul style="list-style-type: none"> • Perception that Dunedin is a creative city. <p>Note: These activities influence perceptions but are not directly responsible for this indicator.</p>
<p>A City of Learning</p> 	<p>Dunedin is a leading city of education, and its community engages in lifelong learning.</p> <ul style="list-style-type: none"> • Our city provides opportunities and environments that encourage learning, accessible to all. 	

What do we do?

The Council is a joint service provider for public access to cultural heritage. The Council owns and operates the Dunedin Public Libraries, Dunedin Public Art Gallery, Toitū Otago Settlers Museum and the Dunedin Chinese Garden. The Council is one of four local authorities in Otago that contribute to the management and funding of the Otago Museum under the Otago Museum Trust Board Act 1996.

Why do we do this?

- To provide and preserve accessible public library collections in a wide range of hard copy and electronic formats which encourages learning, leisure and culture.
- 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.
- To provide residents and visitors with opportunities to access our culture and heritage in a safe and quality environment.

Feedback from previous Long Term Plan consultations 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 Council has responsibility for items, funds and buildings that have been gifted to the city.

What we provide and how we measure it:

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

The Dunedin Public Art Gallery is the oldest art gallery in New Zealand, founded in 1884 by William Mathew Hodgkins, cultural activist, artist, and father of famous New Zealand painter, Frances Hodgkins. The Art Gallery has been located in the Octagon since 1996, and is recognised as one of New Zealand's best galleries, with significant holdings of historical European art, Japanese prints and decorative arts, as well as an excellent collection of New Zealand works. The collection spans a 600-year timeframe, from the mid-14th century to the present, and represents a diverse range of media, including painting, sculpture, photography and works on paper.

The strength of the collection, combined with its varied programme of activity, has gained national and international recognition. In addition to the local and international exhibitions the gallery provides a wide range of visitor programmes as well as events and education services all of which aim to stimulate an understanding and appreciation of the visual arts. These constantly changing programmes attract local residents to make regular and repeat visits and generates an extremely positive profile of the city to the rest of New Zealand and internationally.

Toitū Otago Settlers Museum and the Dunedin Chinese Garden

The **Otago Settlers Museum** was founded by the Otago Settlers Association in 1898 to mark the 50th anniversary of the planned European settlement of Otago. A purpose-built gallery was opened in 1908 and is still part of today's Museum. During the 1990s, the original Edwardian galleries were linked with the classic Art Deco buildings of Dunedin's former New Zealand Rail Road Transport building. The Museum collections relate to the City of Dunedin, its people, social history, transport and technology. The museum reopened in December 2012 following major capital redevelopment which included two new buildings: a collections store meeting international standards of collections care and a new entrance building. Te Pae o Mahutonga, the Museum's Ngai Tahu Advisory Group, offered to the Otago Settlers' Museum Board a mana whenua name, 'Toitū', which was endorsed by the Council and incorporated into the name of the redeveloped facility.

The **Dunedin Chinese Garden** was gifted to the City in July 2008 by the Dunedin Chinese Garden Trust. The Trust had secured funding from a number of sources and worked directly with Shanghai, Dunedin's Sister City, in obtaining materials and artisans from Shanghai to construct the complex, which is one of very few original Chinese gardens in the world outside of China.

Management of the Dunedin Chinese Garden transferred to Toitū Otago Settlers Museum on 1 July 2013. Existing budget lines, service objectives, service levels, service performance measures and fee structures for the Dunedin Chinese Garden have been retained but are now managed and reported within the Toitū Otago Settlers Museum activity.

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 via the Otago Museum Levy.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Library facilities are accessible and collections meet the needs of the community								
Percentage of residents who used Dunedin Public Libraries annually.	ROS	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥35%	≥35%	≥35%	≥35%
Percentage of residents satisfied with Dunedin Public Libraries.	ROS	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥90%	≥90%	≥90%	≥90%
Level of Service: The range of library collection materials is maintained and updated								
Number of new library materials (non-serial) acquired per 1,000 population annually.	Annual Statistical Analysis	274	248	≥270	≥270	≥270	≥270	≥270
Level of Service: Provision of learning opportunities								
Number of participants in lifelong learning programmes conducted by the library.	Monthly statistics	47,022	51,782	≥40,000	≥45,000	≥45,000	≥45,000	≥45,000
Level of Service: The Dunedin Public Art Gallery provides access to a diverse visual art experience which meets the expectations of visitors								
Percentage of users satisfied or very satisfied with their visit to the Dunedin Public Art Gallery.	User Exit Survey	90%	95%	≥90%	≥90%	≥90%	≥90%	≥90%
Number of visitors annually to Dunedin Public Art Gallery.	Electronic Door Count	203,319	256,337	180,000 to 190,000	≥195,000	≥195,000	≥195,000	≥195,000
Percentage of designated exhibition galleries that are committed to displays from the permanent collection (in order to provide access to the city's holding of nationally significant art).	Calculation based on floor areas vs. time	64%	72%	≥40%	≥40%	≥40%	≥40%	≥40%

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: The Dunedin Public Art Gallery collection is managed according to international best practice								
Percentage of catalogued collection items housed to international best practice at the Dunedin Public Art Gallery.	Assessment of housing conditions	100%	100%	100%	100%	100%	100%	100%
Level of Service: The Toitū Otago Settlers Museum (TOSM) facilities provide a access to a diverse social history experience which meets the expectations of visitors								
Percentage of users satisfied or very satisfied with their visit to TOSM.	ROS	94%	94%	≥95%	≥95%	≥95%	≥95%	≥95%
Total number of visitors attracted to TOSM per annum (local/regional, national and international visitors)	Electronic Door Count	221,415	268,739	≥180,000	≥200,000	≥200,000	≥200,000	≥200,000
Number of special exhibitions, public programmes and events staged per year at TOSM and the Dunedin Chinese Garden.	Annual Status Analysis	New Measure from 2013/14	151	≥40	≥100	≥100	≥100	≥100
Level of Service: Visitors enjoy an authentic Chinese architectural and cultural experience								
Percentage of users satisfied or very satisfied with their visit to the Dunedin Chinese Garden.	Visitor Satisfaction Survey from 2011/12	93%	59% (ROS)	≥90%	≥90%	≥90%	≥90%	≥90%
Number of visitors to the Dunedin Chinese Garden.	Ticket sales	31,774	40,208	≥40,000	≥40,000	≥40,000	≥40,000	≥40,000

The Otago Museum produces its own Annual Plan and Annual Report each year. These documents contain performance measures and results for the Otago Museum.

These documents are available on the Otago Museum website: <http://www.otagomuseum.govt.nz> (on the “About Us” menu tab).

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Library Collection Funding

The Council had proposed to reduce collection funding by \$50,000 in 2015/16 and 2016/17 and close the McNab Room (Heritage Collections) on Sundays from 1 July 2015 in draft LTP budgets. In response to public and Councillor concerns about these proposed reductions to service levels, the Council resolved to maintain the existing levels of \$913,200 for Dunedin Public Libraries collections, for 2015/16 and 2016/17 and \$68,200 for Heritage Collections by drawing down funds from the Reed Trust and RJ Trust. The Council also resolved to maintain the current opening hours of the McNab Room from within existing budgets.

South Dunedin Community Complex Project

Please note: the funding for this project is held in the Investment Property capital expenditure budget.

Ideas for various forms of a South Dunedin community complex have been part of the Long Term Plan since 2002. It is now planned to develop a South Dunedin Community Complex housed in a redeveloped heritage building. The complex could host a mix of services such as: a community learning centre, a library, a youth hub, a DCC Service Centre, visitor information, a bike library, a Pasifica Language Centre, meeting rooms, public toilets and free internet access. Building redevelopment and fit out costs for the complex would be an estimated \$5.2 million (a reduction on the previous budget estimate of \$8 million because this proposal involves reuse of a heritage building rather than a completely new building).

The Council consulted on three options for progressing the South Dunedin Community Complex

Option 1	Continue planning and consultation for a South Dunedin community complex funded from the sale of an existing operational or investment property.	This is the Council's proposed option and is included in budgets. The costs of running the complex (\$971,000) will increase rates from 2018/19 onwards.
Option 2	Continue planning and consultation for a South Dunedin community complex funded by increasing debt.	This option will increase Council debt by \$5.2 million and have implications for the Council's target to reduce debt to \$230 million by 2021. The cost of borrowing will increase rates. The costs of running the complex (\$971,000) will increase rates from 2018/19 onwards.
Option 3	Status quo/Do Nothing.	This option will mean that the South Dunedin community will continue to rely on existing Council facilities. This may mean travel to the central city. Some of the proposed services are new and not available elsewhere. Service levels will remain unchanged. There will be no impact on rates.

During deliberations on the results of consultation, there was consideration of the submissions on the South Dunedin Community Complex and of the possibility of the vacant space within the South City Mall being used for the development. The Council resolved to immediately investigate the use of vacant space in the South City Mall with a view to accelerating the provision of the desired community services, and that a report to this effect (including budgetary implications) be provided to inform decisions on the Long Term Plan.

Staff provided further information on this later in the deliberation and the Council requested that staff report further on the practicality and cost of locating the South Dunedin Library complex in the South City Mall.

The Council then endorsed staff facilitating, as soon as possible, community led consultation in South Dunedin as to their priorities and aspirations for what a South Dunedin Community Centre might contain or offer. The Council also approved the continued planning and consultation for a South Dunedin community complex be funded from the sale of an existing operational or investment property (option 1).

City of Literature

On 1 December 2014, Dunedin became New Zealand’s first city to be accepted as a member of the UNESCO Creative Cities Network when it was given the title City of Literature.

Being a UNESCO City of Literature creates ties with the 69 other Creative Cities Network members worldwide. This presents opportunities for exchanges, conferences, events, partnerships, performances, collaborations, internships and creative tourism that tie in strongly with the LTP community objectives of Dunedin being a thriving and diverse economy, a vibrant and creative city and a city of learning.

After advice from other Cities of Literature and New Zealand funding agencies, the Council has endorsed establishing an independent Dunedin City of Literature Trust, and proposed funding of \$100,000 in the 2015/16 year, with subsequent annual funding of \$50,000 in draft LTP budgets. These funds would assist in meeting the \$220,000 total estimated budget required to support Dunedin’s City of Literature activities. The balance of funds would come from other local partners, grants and national funding sources.

As well as a Board, the trust would have a director and part-time administrative support position. The Trust’s tasks would include facilitating and promoting literary activities with a local, national and international scope, seeking funding support, liaising with other cities in the UNESCO Creative Cities Network on Dunedin’s behalf and reporting regularly to UNESCO.

The Council consulted on two options in the LTP consultation document.

Option 1	Provide additional rates funding to support the work programme for the Dunedin City of Literature Trust: <ul style="list-style-type: none">• \$100,000 in 2015/16• \$50,000 per annum from 2016/17 – 2024/25
Option 2	Not to provide any additional funding to the Dunedin City of Literature Trust.

Following consideration of the results of consultation, the Council resolved to include option 1 in final LTP budgets.

Otago Museum Project Funding

The Otago Museum has asked the Council for financial assistance with 13 projects spanning the next 10 years. The total cost of the 13 projects is \$1,025,000.

Project	Year	Amount requested	Estimated Total Project cost
Shanghai: Natural History Museum Exhibition to be staged at the Shanghai museum	2015/16	\$75,000	\$375,000
Discovery World – Educational Suite component of the larger Discovery World upgrade	2016/17	\$50,000	\$2.7 million
Shanghai: Jade and Pounamu Exhibition to be developed with the Shanghai museum	2016/17	\$75,000	\$375,000
Tangata Whenua Digitisation Project	2017/18	\$50,000	\$100,000
Museum 150th Birthday Exhibition	2018/19	\$50,000	\$500,000
Conservation Centre of Excellence – seed funding for feasibility study only	2018/19	\$25,000	To be developed
Collections Centre and Open Store	2019/20	\$100,000	\$10 million
People of the World Gallery	2021/22	\$100,000	\$1.5 million
Pacific Cultures Gallery	2022/23	\$100,000	\$1 million
Southern People/Southern Land Gallery	2023/24	\$100,000	\$2 million
Museum Entrance Area	2024/25	\$200,000	\$2 million
Moa Gallery	2025/26	\$50,000	\$2 million
Sir Edmund Hillary Gallery	2025/26	\$50,000	\$250,000

The Council proposed funding of \$75,000 per annum from 2015/16 – 2018/19 to support the first six projects and consulted on the following three options in the LTP consultation document:

Option 1	Fund 13 projects across the next 10 years
Option 2	Fund six projects over the next four years
Option 3	Not to provide any funding for these projects

Following hearing and deliberations on the results of consultation, the Council resolved to adopt option two, the Council's proposed option from the LTP consultation document, funding six projects by providing annual grants of \$75,000 per annum from 2015/16 – 2018/19.

Museums, Libraries and Art Gallery Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	23,946	23,145	23,715	24,210	25,960	27,049	27,460	28,118	28,917	29,512	30,377
External Operating Revenue	1,672	1,702	1,745	1,789	1,838	1,891	1,947	2,009	2,075	2,146	2,223
External Capital Revenue	30	86	88	90	93	96	98	102	105	108	112
Total	25,648	24,933	25,548	26,089	27,891	29,036	29,505	30,229	31,097	31,766	32,712
Expenditure by Outputs											
Dunedin Public Libraries	10,185	10,195	10,347	10,557	11,186	12,082	12,497	12,928	13,355	13,698	14,083
Dunedin Public Art Gallery	4,174	4,101	4,202	4,299	4,407	4,550	4,664	4,797	4,949	5,090	5,078
Toitu Otago Settlers Museum	6,343	6,173	6,236	6,317	6,412	6,670	6,778	6,890	7,000	7,121	7,235
Chinese Gardens	664	684	697	710	726	743	760	781	802	827	853
Otago Museum	3,849	3,924	4,023	4,125	4,238	4,275	4,401	4,542	4,690	4,853	5,027
Total	25,215	25,077	25,505	26,008	26,969	28,320	29,100	29,938	30,796	31,589	32,276
Net Surplus/(Deficit)	433	(144)	43	81	922	716	405	291	301	177	436
Expenditure by Inputs											
Staff Costs	8,077	8,631	8,786	8,961	9,326	9,714	9,931	10,165	10,416	10,685	10,971
Operational Costs	13,699	13,074	13,375	13,696	14,376	15,050	15,459	16,001	16,596	17,122	17,737
Loan Interest	1,354	1,289	1,242	1,192	1,137	1,114	1,189	1,221	1,141	1,055	963
Depreciation	2,085	2,083	2,102	2,159	2,130	2,442	2,521	2,551	2,643	2,727	2,605
Total	25,215	25,077	25,505	26,008	26,969	28,320	29,100	29,938	30,796	31,589	32,276

Museums, Libraries and Art Gallery Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	23,946	23,145	23,715	24,210	25,960	27,049	27,460	28,118	28,917	29,512	30,377
Other Revenue	1,309	1,428	1,464	1,501	1,543	1,586	1,633	1,686	1,741	1,801	1,866
Grants and Subsidies for Operating	246	248	254	260	267	275	283	292	302	312	323
Fuel Tax, Infringement Fees and Fines	148	113	115	118	122	125	129	133	137	142	147
Cash was applied to:											
Suppliers and Employees	(21,776)	(21,705)	(22,161)	(22,657)	(23,702)	(24,764)	(25,390)	(26,165)	(27,012)	(27,807)	(28,707)
Interest Paid	(1,354)	(1,289)	(1,242)	(1,192)	(1,137)	(1,114)	(1,189)	(1,221)	(1,141)	(1,055)	(963)
Net Cash from Operating	2,519	1,940	2,145	2,240	3,053	3,157	2,926	2,843	2,944	2,905	3,043
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Cash was applied to:											
Capital Expenditure	(1,878)	(1,516)	(1,540)	(1,533)	(2,289)	(4,247)	(3,904)	(1,796)	(1,815)	(1,694)	(1,740)
Net Cash from Investing	(1,878)	(1,516)	(1,540)	(1,533)	(2,289)	(4,247)	(3,904)	(1,796)	(1,815)	(1,694)	(1,740)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised						1,925	1,925				
Cash was applied to:											
Loan Repayment	(619)	(616)	(665)	(717)	(774)	(846)	(957)	(1,056)	(1,139)	(1,220)	(1,313)
Net Cash from Financing	(619)	(616)	(665)	(717)	(774)	1,079	968	(1,056)	(1,139)	(1,220)	(1,313)
<i>Net Increase/(Decrease) in Cash</i>	22	(192)	(60)	(10)	(10)	(11)	(10)	(9)	(10)	(9)	(10)

Museums, Libraries and Art Gallery Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	23,946	23,145	23,715	24,210	25,960	27,049	27,460	28,118	28,917	29,512	30,377
Targeted Rates											
Subsidies and Grants for Operating Purposes	246	248	254	260	267	275	283	292	302	312	323
Fees and Charges	1,279	1,342	1,376	1,411	1,450	1,491	1,535	1,584	1,636	1,693	1,753
Internal Charges and Overheads Recovered	129	129	132	136	139	143	147	152	157	163	168
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts	148	113	115	118	122	125	129	133	137	142	147
Total Operating Funding	25,748	24,977	25,592	26,135	27,938	29,083	29,554	30,279	31,149	31,822	32,768
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	15,522	16,000	16,313	16,661	17,293	17,918	18,342	18,892	19,501	20,035	20,656
Finance Costs	1,814	1,289	1,242	1,192	1,137	1,114	1,189	1,221	1,141	1,055	963
Internal Charges and Overheads applied	6,382	5,834	5,980	6,132	6,548	6,990	7,196	7,426	7,668	7,935	8,219
Other Operating Funding Applications											
Total Applications of Operating Funding	23,718	23,123	23,535	23,985	24,978	26,022	26,727	27,539	28,310	29,025	29,838
<i>Surplus/(Deficit) of Operating Funding</i>	2,030	1,854	2,057	2,150	2,960	3,061	2,827	2,740	2,839	2,797	2,930

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure	30	86	88	90	93	96	98	102	105	108	112
Development and Financial Contributions											
Increase (Decrease) in Debt	(619)	(616)	(665)	(717)	(774)	1,080	968	(1,056)	(1,139)	(1,220)	(1,313)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(589)	(530)	(577)	(627)	(681)	1,176	1,066	(954)	(1,034)	(1,112)	(1,201)
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	95										
– to improve the level of service	453	385	466	320	383	2,702	2,605	359	371	383	397
– to replace existing assets	1,202	1,130	1,074	1,213	1,906	1,545	1,298	1,437	1,444	1,312	1,342
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(309)	(191)	(60)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Total Application of Capital Funding	1,441	1,324	1,480	1,523	2,279	4,237	3,893	1,786	1,805	1,685	1,729
<i>Surplus/(Deficit) of Capital Funding</i>	(2,030)	(1,854)	(2,057)	(2,150)	(2,960)	(3,061)	(2,827)	(2,740)	(2,839)	(2,797)	(2,930)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0

Sport, Recreation and Leisure


What service/activity does this group provide?

- Aquatic Services
- Botanic Garden
- Parks and Reserves (including Parks and Reserves planning and administration)

How does this group fit into our strategic framework?

This group contributes to the Active City outcome and supports aspects of the Social Wellbeing Strategy.

A Parks and Recreation Strategy and an Environment Strategy are to be developed and adopted in the next two years.

Main community outcome linkage	An Active City	We measure our progress against this outcome by monitoring
	<p>Where Dunedin's people lead active, healthy and enjoyable lifestyles.</p> <ul style="list-style-type: none"> • A city with a range of recreational, sporting and leisure facilities and opportunities, which are accessible to all. • Our city has environments that encourage physical activity and recreation. <p>We promote and encourage sporting and recreational events and opportunities.</p>	<ul style="list-style-type: none"> • Ratio of sportsfields to population (hectares per 1,000 population). • Participation at Council-owned pools (total attendances). • The Botanic Garden maintains a grading of "International" Significance from the New Zealand Gardens Trust.

What do we do?

We provide public access to aquatic services, urban green space, sports fields and facilities, recreation and leisure opportunities and a botanic garden of international significance.

This offers Dunedin residents and visitors leisure opportunities that range from relaxing outdoors and appreciating the quality of Dunedin's landscape, or attending events, through to more 'active' pursuits like play, exercise, and casual and organised sport. The Council also has responsibilities to manage specific reserves as set aside under the Reserves Act 1977. 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.

Why do we do this?

- To provide residents with safe, affordable, accessible and quality water space and related services for leisure, fitness and competition for Dunedin and outlying communities, thereby contributing to the Active City outcome.
- The Botanic Garden encourages and supports learning and leisure by providing an accessible and quality botanic garden for residents, visitors, and the availability of expertise and resources to tertiary institutions and training organisations.
- To provide and maintain a wide range of accessible, quality playgrounds, sports grounds, parks and reserves for residents and visitors.

Impact on the interests of the community:

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Aquatic Services	This activity promotes the social and environmental interest of the community by providing venues and support for aquatic sporting and leisure activity.	No significant negative effects on the social, economic, environmental and cultural well-being of the Dunedin community.	None of the effects listed are considered to be significant enough to warrant management in terms of the LTP. The following practices manage any potential effects:
		The following potential negative effects have been identified for this activity:	
		The potential exists for negative effects on the environmental interests of the community from the use of chlorine gas as a pool disinfectant, resulting in harm from a leakage in the gas storage or delivery system.	Emergency systems for early leak detection and emergency cylinder shut-downs to minimise adverse effects are in place. Alarms are wired directly to the Fire Service to ensure a quick response. The gas cylinders are stored in an area separate from the primary pool facilities.
		High energy consumption involved in the heating and operation of pools may impact environmental interests.	Energy use has been reduced with heat recovery projects and there is ongoing investigation into the potential use of renewable heating resources.
		The social wellbeing of individuals could be impacted by near-drowning, drowning incidents or perception of a danger of drowning.	This is managed by supervision of all pools by trained lifeguards.

Activity/Service	Positive Effects	Significant Negative effects	Response to any significant negative effects
Botanic Garden	The Botanic Garden provides garden and open green space that promotes the environmental and social interests of the community	No significant negative effects on the social, economic, environmental and cultural interests of the Dunedin community. The following potential negative effects have been identified for this activity:	None of the effects listed are considered to be significant enough to warrant management in terms of the LTP. The following practices manage any potential effects:
		Use of chemicals for pest plant, animal, and disease control.	This is managed through the compulsory adherence by the contractor to: Agrichemical Users Code of Practice – NZS 8409 Regional Plan: Air Fertiliser Use Code of Practice – (NZFMRA) The adherence to these standards are monitored by staff supervising the work.
		Possible negative effects on Biosecurity from the risk of escapees or disease posed to local native flora and fauna from exotic (and native) plants and captive birds.	This is managed by monitoring of the health status of aviary birds and plants, staff who engage all measure necessary to ensure bird and plant health is maintained at optimum levels at all times. Holding structures for birds and potential of weediness of plants are checked and monitored at all time with appropriate remedial work is carried out before any harm or loss occurs.
Parks and Reserves	The Parks and Reserves activity provides open space that promotes the environmental interests of the community.	No significant negative effects on the social, economic, environmental and cultural interests of the Dunedin community. The following potential negative effects have been identified for this activity:	None of the effects listed are considered to be significant enough to warrant management in terms of the LTP. The following practices manage any potential effects:
		Conflict between provisions of recreation pursuits (e.g. mountain biking) vs. environmental protection.	This is managed through the adoption of appropriate, consulted policy (Tracks Policy) and Reserves Management Plans.
		Use of chemicals for pest plant, animal, and disease control.	This is managed through the compulsory adherence by the contractor to: Agrichemical Users Code of Practice – NZS 8409 Regional Plan: Air Fertiliser Use Code of Practice – (NZFMRA) The adherence to these standards are monitored by staff supervising the work.

What we provide and how we measure it:

Aquatic Services manages Moana Pool, Mosgiel Community Pool, Port Chalmers Community Pool, and St Clair Hot 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 more than 1,700 students every term. Moana Pool is open all year, with additional services including: crèche; waterslide; gymnasium; physiotherapy; massage; and a shop. Mosgiel Community Pool is open seven months of the year and Port Chalmers Community Pool and St Clair Hot Saltwater Pool are open for six months of the year. In addition, the Council provides grants for the community pool at Middlemarch, Moana Gow Pool and six school pools.

The **Botanic Garden** has 19 themed-garden collections and an aviary for Dunedin residents and visitors to enjoy within an attractive natural and built environment. The Dunedin Botanic Garden is graded as a Garden of International Significance by the NZ Gardens Trust.

Dunedin City has a wide range of open spaces providing parks and recreation facilities, for both organised and casual use throughout the year. These open spaces make the city a green and pleasant environment for the community. They include playgrounds, sports grounds and parks and reserves containing a variety of assets that provide quality recreational opportunities. The **Parks and Reserves** team are responsible for the management of assets, contract management, project management of works, formal and informal lease/use arrangements, and the development and implementation of policies and plans relating to parks and reserves, recreation and leisure.

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Aquatic facilities are accessible to everyone								
Number of Annual Attendances at Council swimming pools:								
Moana Pool ¹	Internal data	650,200	601,783	≥630,000	≥600,000	≥600,000	≥600,000	≥600,000
St Clair Hot Saltwater Pool ¹	Internal data	48,899	41,506	≥36,000	≥36,000	≥36,000	≥36,000	≥36,000
Mosgiel Pool ¹	Internal data	34,247	29,006	≥35,000	≥35,000	≥35,000	≥35,000	≥35,000
Port Chalmers Pool ¹	Internal data	20,096	8,966	≥14,500	≥14,500	≥14,500	≥14,500	≥14,500

¹ Targets will be set and measured on a monthly basis:

- Moana – 50,000 per month
- Mosgiel – 5,000 per month. (Pool open for 7 months annually)
- St Clair Hot Salt water – 6,000 per month. (Pool open 6 months annually)
- Port Chalmers – 2,400 per month. (Pool open 6 months annually).

Performance Measure:	Data Source	Actual 2012/13	Actual 2013/14	Previous Target	Target 2015/16	Target 2016/17	Target 2017/18	Target 2018/19 – 2024/2025
Level of Service: Aquatic facilities are well maintained and meet the needs of users								
% of users satisfied with all swimming pools.	ROS	91%	83%	≥85%	≥85%	≥85%	≥85%	≥85%
Council-operated swimming pools achieve the New Zealand Water Pool Quality Standards.	CERM data	100%	50%	100%	100%	100%	100%	100%
Level of Service: The Botanic Garden and its facilities are well maintained and meet the needs of users								
Percentage of users satisfied or very satisfied with the Botanic Garden overall.	ROS	99%	97%	≥80	≥90	≥90	≥90	≥90
Level of Service: Parks and Reserves facilities are accessible to everyone								
Percentage of respondents that agree sites and facilities are satisfactorily accessible.	ROS	87%	86%	≥80	≥80	≥80	≥80	≥80
Level of Service: Parks and Reserves facilities are well maintained and meet the needs of users								
Percentage of users satisfied with DCC Playgrounds	ROS	83%	82%	≥70%	≥80%	≥80%	≥80%	≥80%
Percentage of users satisfied with DCC Sportsfields	ROS	New measure from 2015/16	New measure from 2015/16	New measure from 2015/16	≥80%	≥80%	≥80%	≥80%
Percentage of users satisfied with DCC Tracks	ROS	87%	88%	≥78%	≥80%	≥80%	≥80%	≥80%
Percentage of users satisfied with DCC scenic, bush and coastal reserves	ROS	90%	89%	≥80%	≥80%	≥80%	≥80%	≥80%

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Dunedin Hospital Therapeutic Pool

The Council has been approached to provide financial support to help retain the Dunedin Hospital Therapeutic Pool.

The Southern District Health Board has earmarked the pool for closure but has allowed it to remain open until 1 July 2015 while the Otago Therapeutic Pool Trust (OTPT) looks to raise funding for important capital expenditure. This includes retiling the pool, fitting a pool cover, replacing windows and installing a new operating plant which will help reduce running costs in the future.

While the OTPT is embarking on a fundraising and sponsorship campaign to raise funds for that work, it has asked the Council to consider contributing to an approximately \$100,000 per annum operating deficit to keep the pool running beyond July. The Council has indicated it is prepared to underwrite the pool's operating costs by up to \$100,000 per year from the 2015/16 to the 2017/18 financial years and has included this in the draft LTP for consultation. The funding would be subject to the Trust raising the \$750,000 needed for capital expenditure by 30 June 2015 (or satisfy the Council as to the level of funds raised), and to a Council staff report on the feasibility of the OTPT's plans and the impact they will have on the pool's operational costs.

The Council consulted on two options on the LTP consultation document:

Option 1	Underwrite the operating costs for the pool by up to \$100,000 per year for three years from 2015/16 -2017/18)	This was the Council's proposed option and was been included in draft budgets. This increases rates in the 2015/16 to 2017/18 years Supporting this pool is a new level of service for the Council
Option 2	Not to provide financial support	The OTPT would have to find alternate funding to allow the pool to continue to operate while they fundraise for improvements This option would have no impact on rates or service levels

Following consideration of a staff report in February 2015 and hearings and deliberations on the results of LTP consultation, the Council resolved to approve option 1, to underwrite the operating costs for the Dunedin Hospital Therapeutic Pool by up to \$100,000 per year for three years from 2015-16 – 2017/18. This funding would be subject to satisfactory progress by the Trust monitored on an annual basis in achieving its fundraising target and providing a sustainable operating budget.

Mosgiel Aquatics

A community supported proposal to upgrade aquatic facilities in Mosgiel was included in the LTP consultation for discussion as an unfunded item. The Council had provided \$30,000 towards a feasibility study on the proposal by the Taieri Community Facilities Trust (TCFT) in the 2014/15 Annual Plan.

After community consultation, the Trust had identified Memorial Park as a preferred site for a facility consisting of four pools – a 25m x 25m lap pool, a learners pool, a leisure pool and a hydrotherapy pool. The Trust estimated a capital cost of \$14.4 million for the complex and suggested the local community could raise \$7.5 million, with the Council contributing the rest. The Council consulted on the following options for this proposal and asked whether the community thought the Council should provide funding:

Status quo – No change to existing pool	Option 1: Upgrade existing pool	Option 2: 2 new pools	Option 3: 3 new pools	Option 4: 4 new pools
Existing six lane 25m pool on Gordon Road (open 1 September – 31 March each year)	Upgrade existing pool to be open 12 months of year	New pools: • Lap (25m x 25m) with 10 lanes • learners' pool	New pools: • Lap pool (25m x 25m) with 10 lanes • learners' pool • leisure pool	New pools: • Lap pool (25m x 25m) with 10 lanes • learners' pool • leisure pool • hydrotherapy pool

During the LTP deliberations the Council resolved:

- 1 to support in principle the development of a new aquatic facility complex for Dunedin in Mosgiel
- 2 fund up to \$300,000 from the 2015 under-spend to progress geotechnical investigations and designation of a site, development of design and capital and operating budgets, liaison and communication of progress
- 3 approves an interest free loan of \$50,000 to the Taieri Community Facilities Trust (TCFT) for operational costs to be repaid from early fundraising received once Council confirmed a decision to proceed
- 4 acknowledge the substantial progress that TCFT has made in developing the proposal and thank them for their contribution completing the first stage of the proposal
- 5 request that staff and TCFT work on the development of a new MoU to be presented to Community and Environment Committee at a later date for ratification.

The Council also resolved:

- “1 That Council includes in the LTP a placeholder of \$6 million in 2018-19 for new Aquatic Facilities in Mosgiel noting that staff would:
 - a) Work closely with the Taieri Community Facilities Trust; and
 - b) Report back concept design options and costs by 30 October 2015; and
 - c) Report back developed design options and costs by 30 April 2016.
- 2 That Council confirms that the capital expenditure on new aquatic facilities in Mosgiel is subject to the Taieri Community Facilities Trust achieving a fundraising target of \$7.5 million, and final Council approval of the project.”

A total of \$14.7million is shown in the 10 year capital expenditure programme in the 2018/19 year for this project. The total represents \$6 million from the Council and \$7.5 million community fundraising plus inflation adjustment.

Cricket Lighting University of Otago Oval

Lighting for the University of Otago Oval was one of several unfunded items included in the Long Term Plan consultation document to gauge public support for funding.

The proposal includes installing international quality lights as part of a wider ground upgrade by the Otago Cricket Association (OCA) which will see capacity increased to accommodate 6000 spectators. OCA says New Zealand Cricket has committed to scheduling a test match and a one day international (ODI) in Dunedin every year for the next eight years if the proposal goes ahead. This offers Dunedin considerable economic benefit from visitors spending and increased international exposure.

The Council consulted on three options in the LTP consultation document:

Option 1	Fully fund the purchase and installation of lights
Option 2	Provide partial funding
Option 3	Do not provide any funding

Following consultation and further information provided by the OCA regarding progress on fundraising from other sources the Council have decided to partially fund the installation of lights. The Council will commit \$1 million to the project provided certain conditions are met by the OCA. The overall cost of the lights, which the OCA hope to install later this year, is estimated to be \$2.2 million.

The Council contribution is to be provided out of interest savings from the 2014/15 year, although the recommendation includes the stipulation that if these savings prove to be less than anticipated then the amount committed will be reduced accordingly.

Any funding will be subject to a range of conditions including:

- that the Otago Cricket Association demonstrate that they are in a position to guarantee meeting match preparation payments
- that the light stands are specifically branded as approved by DCC
- subject to Otago Cricket meeting the balance of fundraising required
- subject to the works to increase ground seating capacity being completed as agreed, at Otago Crickets cost
- that the lighting design specifically meets Council requirements for operational efficiency and not focus on actual costs alone
- that the Council's lighting design requirements include consideration of feedback from the Council's Dark Night Sky Advisory Group and other sports users of the grounds.

Statement of Variation to the Assessment of Water and Sanitary Services 2007/08 – Public Toilets on Reserves

The Dunedin City Council has a statutory obligation under the Local Government Act 2002 as amended 2010, Schedule 10 Part 1.6, to identify and explain significant variations between the Assessment of Water and Sanitary Services 2007 and the proposals set out in the Council's Long Term Plan.

In 2008 the Council undertook public consultation on a Public Toilet Service Review. This review was completed and the report adopted at the Infrastructure Services Committee on 8 September 2008. The Report identified a number of new toilet facilities to be installed around the city and on reserves to contribute to the city's public toilet network. The funding for these new facilities is from within the existing 10-year budget contained within the Council's City Property capital budget line. Other requests for reserve toilets through annual plan submissions are recorded in the Parks and Reserves Activity Management Plan for future consideration. Two annual plan requests for upgraded toilets at Te Rauone Reserve and Karitane Foreshore Reserve was separately approved by the Council and funded through the same capital budget for public toilets.

In 2011 the Council reviewed toilet cleaning and facility management and revised contract specifications to allow for toilet cleaning to occur immediately after scheduled events instead of before the next scheduled event to ensure facilities are kept clean and free of odours. The Facilities Management Including Security and Litter Services Contract which runs from 1 July 2011 to 30 June 2014 has been extended for two years under a nil increase as part of budget savings.

In 2013 the Council reviewed toilet cleaning at three locations that are being trialled as sites for non-self-contained vehicles under the provision of the Freedom Camping Act 2011. Toilets at Macandrew Bay Hall, Ocean View Recreation Reserve and Warrington Reserve are cleaned more frequently in the summer periods. New toilets were installed at Ellis Park In 2013 as part of a resource consent requirement to erect administration facilities for Softball Otago. A fully funded renewals programme is included in 2015/16 LTP budgets.

Sport, Recreation and Leisure Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	10,884	9,571	10,450	10,912	11,630	11,939	12,435	12,285	14,017	12,954	13,515
Community Services Rate	10,486	10,704	10,947	11,209	11,491	11,792	12,113	12,462	12,841	13,239	13,675
External Operating Revenue	4,298	4,212	4,517	4,492	4,674	5,163	5,312	5,479	5,654	5,846	6,052
External Capital Revenue		1,886			8,099			516			
Total	25,668	26,373	25,914	26,613	35,894	28,894	29,860	30,742	32,512	32,039	33,242
Expenditure by Outputs											
Parks and Recreation Services Planning	3,679	3,344	3,416	3,535	3,609	3,649	3,754	3,836	3,958	4,053	4,140
Parks and Reserves	11,641	10,837	11,429	11,824	11,973	12,391	12,795	13,106	13,541	13,997	14,486
Parks and Recreation Services Administration	1,392	1,556	1,595	1,628	1,668	1,717	1,757	1,807	1,867	1,917	1,979
Aquatic Services	7,838	8,274	8,131	8,341	8,518	9,690	10,188	10,432	10,703	10,993	11,307
Botanic Garden	2,946	3,060	3,147	3,195	3,220	3,302	3,454	3,410	3,488	3,710	3,760
Total	27,496	27,071	27,718	28,523	28,988	30,749	31,948	32,591	33,557	34,670	35,672
Net Surplus/(Deficit)	(1,828)	(698)	(1,804)	(1,910)	6,906	(1,855)	(2,088)	(1,849)	(1,045)	(2,631)	(2,430)
Expenditure by Inputs											
Staff Costs	5,359	5,629	5,730	5,844	5,964	6,095	6,230	6,377	6,535	6,703	6,883
Operational Costs	18,069	17,331	17,781	18,377	18,529	19,671	20,315	20,788	21,450	22,206	22,929
Loan Interest	1,040	1,059	1,018	984	1,020	1,260	1,162	1,071	989	903	812
Depreciation	3,028	3,052	3,189	3,318	3,475	3,723	4,241	4,355	4,584	4,858	5,048
Total	27,496	27,071	27,718	28,523	28,988	30,749	31,948	32,591	33,557	34,670	35,672

Sport, Recreation and Leisure Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	21,370	20,274	21,397	22,121	23,121	23,732	24,548	24,748	26,858	26,193	27,190
Other Revenue	4,298	6,098	4,517	4,492	12,774	5,163	5,312	5,995	5,654	5,846	6,052
Cash was applied to:											
Suppliers and Employees	(23,427)	(22,960)	(23,511)	(24,221)	(24,493)	(25,765)	(26,546)	(27,165)	(27,984)	(28,909)	(29,812)
Interest Paid	(1,040)	(1,059)	(1,018)	(984)	(1,020)	(1,260)	(1,162)	(1,071)	(989)	(903)	(812)
Net Cash from Operating	1,201	2,353	1,385	1,408	10,382	1,870	2,152	2,507	3,539	2,227	2,618
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Reduction in Loans and Advances	72	72	72	72	104						
Cash was applied to:											
Capital Expenditure	(2,712)	(3,799)	(1,691)	(1,370)	(16,017)	(1,156)	(1,560)	(2,464)	(2,688)	(1,728)	(1,818)
Increase in Loans and Advances		(50)									
Net Cash from Investing	(2,640)	(3,777)	(1,619)	(1,298)	(15,913)	(1,156)	(1,560)	(2,464)	(2,688)	(1,728)	(1,818)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised	1,362	167	600		6,000						
Cash was applied to:											
Loan Repayment	(737)	(811)	(878)	(954)	(1,119)	(1,302)	(1,394)	(1,105)	(1,157)	(1,217)	(1,275)
Net Cash from Financing	625	(644)	(278)	(954)	4,881	(1,302)	(1,394)	(1,105)	(1,157)	(1,217)	(1,275)
<i>Net Increase/(Decrease) in Cash</i>	(814)	(2,068)	(512)	(844)	(650)	(588)	(802)	(1,062)	(306)	(718)	(475)

Sport, Recreation and Leisure Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	10,884	9,571	10,450	10,912	11,630	11,939	12,435	12,285	14,017	12,954	13,515
Targeted Rates	10,486	10,704	10,947	11,209	11,491	11,792	12,113	12,462	12,841	13,239	13,675
Subsidies and Grants for Operating Purposes											
Fees and Charges	4,072	4,166	4,438	4,411	4,532	4,993	5,139	5,302	5,474	5,662	5,864
Internal Charges and Overheads Recovered	195	9	9	10	10	10	10	11	11	11	12
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	25,637	24,450	25,844	26,542	27,663	28,734	29,697	30,060	32,343	31,866	33,066
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	20,831	20,073	20,551	21,186	21,375	22,558	23,244	23,792	24,501	25,305	26,079
Finance Costs	1,040	1,059	1,018	984	1,020	1,260	1,162	1,071	989	903	812
Internal Charges and Overheads applied	2,791	2,897	2,969	3,044	3,128	3,217	3,312	3,384	3,494	3,616	3,745
Other Operating Funding Applications											
Total Applications of Operating Funding	24,662	24,029	24,538	25,214	25,523	27,035	27,718	28,247	28,984	29,824	30,636
<i>Surplus/(Deficit) of Operating Funding</i>	975	421	1,306	1,326	2,140	1,699	1,979	1,813	3,359	2,043	2,430

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure	39	1,200			8,099						
Development and Financial Contributions	226	732	79	81	143	170	173	693	180	184	188
Increase (Decrease) in Debt	507	(644)	(278)	(954)	4,881	(1,302)	(1,394)	(1,105)	(1,157)	(1,217)	(1,275)
Gross Proceeds from the Sale of Assets											
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	772	1,288	(199)	(873)	13,123	(1,132)	(1,221)	(412)	(977)	(1,033)	(1,087)
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand	176	1,007	188	13	14	14	14	1,140	15	16	17
– to improve the level of service	1,107	2,299	570	151	14,734	159	278	169	174	180	316
– to replace existing assets	1,186	493	933	1,205	1,269	983	1,267	1,155	2,499	1,531	1,485
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(722)	(2,090)	(584)	(916)	(754)	(589)	(801)	(1,063)	(306)	(717)	(475)
Total Application of Capital Funding	1,747	1,709	1,107	453	15,263	567	758	1,401	2,382	1,010	1,343
<i>Surplus/(Deficit) of Capital Funding</i>	(975)	(421)	(1,306)	(1,326)	(2,140)	(1,699)	(1,979)	(1,813)	(3,359)	(2,043)	(2,430)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0

Corporate Support

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 (i.e. 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:

Citifleet – Citifleet owns and runs the Council's vehicle fleet. A revised charging model is being investigated which may result in changes to individual activity budgets for the final Annual Plan.

Corporate Leadership – This activity provides the following services to the Council: monitoring and managing the performance of the organisation, directing human resource requirements, oversight of asset management and energy utilisation, financial planning and aligning the organisation with the Council's legislative and customer requirements.

Corporate Policy Team – Provides a strategic overview to the organisation offering policy advice and services to the Council. The budget for this team was previously in the Corporate Leadership budget and is now separately identified.

Council Communications – Raises the positive profile of Dunedin and the Council, by communicating the Council's initiatives and assisting the Council's activities in their communications with the community.

Customer Services Agency – The Customer Services Agency is the first point of contact for most callers to the Council. The Customer Services 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.

Property Management – The Property Management activity supplies professional, property management and consultancy services to the Council's Property activities and property transactions.

Business Information Services – Business Information Services provides Dunedin City Council with Information and Communications Technology (ICT) 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 Dunedin City Council ICT infrastructure, is responsible for ICT security and change management and co-ordinates ICT training. Network Services also provides the service support desk and is therefore the first point of contact for all ICT service requests.

Changes to Service Levels

There are no proposed changes to service levels across the duration of the 10-year plan and service levels are unchanged from the 2014/15 Annual Plan.

Otago-wide Performance Improvement Framework

The Dunedin City Council has agreed to participate in the Otago-wide Performance Improvement Framework along with the other territorial authorities in the Otago region (Central Otago District Council, Clutha District Council, Queenstown Lakes District Council and Waitaki District Council, and the Otago Regional Council). The Otago Region Triennial Agreement 2013-16 identified an opportunity for regional collaboration by establishing common benchmarking and performance measurement frameworks.

The Otago Mayoral Forum adopted the framework for the purposes of:

- providing communities with better context to assess the performance of their Council
- enabling better support and collaboration to drive improvement across Otago
- helping to drive standards for future local government reforms
- providing consistent performance information that allows closer scrutiny of efficiency and effectiveness.

The agreed framework includes the following performance indicators:

- percentage of the Council's budgeted capital works programme, including renewals, completed annually
- percentage of ratepayers who are satisfied with overall Council performance
- percentage of ratepayers who are satisfied with Council communications
- percentage of ratepayers who are satisfied with the quantity and quality of community facilities (including a question as to whether the surveyed resident has used a community facility in the last 12 months)
- percentage of building consents issued within statutory times
- percentage of resource consents issued within statutory times
- average building consent processing days
- average resource consent processing days
- rates per ratepayer as a percentage of regional median household income
- rates per ratepayer as a percentage of average superannuation per household (married couple)
- cost of administrative and support services as a percentage of organisational running cost.

These measures will be benchmarked annually and reported in each Council's annual report from 2015/16. The overall framework will not be subject to an audit opinion although some of the measures are also reported as part of the participating Council's wider service performance framework and are subject to audit. The framework is separate and distinct from the set of mandatory performance measures the Department of Internal Affairs (DIA) requires to be reported following amendments to the Local Government Act in 2014. Reporting from the Council will be included as an appendix to the annual report, in the same way that the community outcome indicator progress reporting is provided. A staff working group will continue to refine the framework through the working group of all Otago councils, in order to consistently and effectively report on the framework from 2015/16 onwards.

Corporate Support Group Activity

Estimated Income Statement for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
Revenue											
Rates											
General Funds	2,984	3,819	3,881	4,198	4,067	3,890	4,097	3,991	4,073	4,216	3,944
External Operating Revenue	568	607	622	638	656	674	694	716	740	765	793
Total	3,552	4,426	4,503	4,836	4,723	4,564	4,791	4,707	4,813	4,981	4,737
Expenditure by Outputs											
Citifleet	(217)	(36)	(47)	(43)	(26)	0	39	47	52	52	51
Corporate Support	311	315	262	260	256	253	249	244	238	231	224
Council Communications	2,335	2,353	2,425	2,498	2,580	2,646	2,708	2,807	2,865	2,927	3,020
Property Management	102	138	78	32	26	21	14	6	(2)	(11)	(21)
Customer Services Agency	72	113	105	99	107	100	91	66	28	13	(3)
Finance	288	462	459	472	471	468	469	457	452	445	438
Human Resources	244	329	330	333	335	337	339	341	343	344	345
Business Information Services	(57)	1,696	540	783	524	203	181	205	222	159	(59)
Policy Analyst Team	161	57	61	181	71	20	212	8	35	176	21
Total	3,239	5,427	4,213	4,615	4,344	4,048	4,302	4,181	4,233	4,336	4,016
Net Surplus/(Deficit)	313	(1,001)	290	221	379	516	489	526	580	645	721
Expenditure by Inputs											
Staff Costs	11,673	12,496	12,140	12,263	12,431	12,703	12,987	13,293	13,621	13,973	14,346
Operational Costs	(10,300)	(8,748)	(9,655)	(9,562)	(9,857)	(10,382)	(10,493)	(11,019)	(11,209)	(11,512)	(12,180)
Loan Interest	124	104	83	60	44	35	26	18	11	6	2
Depreciation	1,742	1,575	1,645	1,854	1,726	1,692	1,782	1,889	1,810	1,869	1,848
Total	3,239	5,427	4,213	4,615	4,344	4,048	4,302	4,181	4,233	4,336	4,016

Corporate Support Group Activity

Estimated Cashflows for the Years Ending 30 June 2015 to 30 June 2025

	2014/15 Forecast \$'000	2015/16 Budget \$'000	2016/17 Budget \$'000	2017/18 Budget \$'000	2018/19 Budget \$'000	2019/20 Budget \$'000	2020/21 Budget \$'000	2021/22 Budget \$'000	2022/23 Budget \$'000	2023/24 Budget \$'000	2024/25 Budget \$'000
<i>Cashflow from Operating Activities</i>											
Cash is provided from operating activities:											
Rates Received	2,984	3,819	3,881	4,198	4,067	3,890	4,097	3,991	4,073	4,216	3,944
Other Revenue	568	607	622	638	656	674	694	716	740	765	793
Cash was applied to:											
Suppliers and Employees	(1,373)	(3,748)	(2,485)	(2,701)	(2,575)	(2,322)	(2,494)	(2,274)	(2,412)	(2,461)	(2,167)
Interest Paid	(124)	(104)	(83)	(60)	(44)	(35)	(26)	(18)	(11)	(6)	(2)
Net Cash from Operating	2,055	574	1,935	2,075	2,104	2,207	2,271	2,415	2,390	2,514	2,568
<i>Cashflow from Investing Activities</i>											
Cash is provided from investing activities:											
Sale of Assets	80	80	82	84	86	89	92	94	98	101	105
Cash was applied to:											
Capital Expenditure	(1,806)	(1,283)	(2,130)	(2,402)	(2,037)	(1,834)	(1,836)	(1,785)	(1,751)	(2,061)	(1,883)
Increase in Investments	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)	(54)
Net Cash from Investing	(1,780)	(1,257)	(2,102)	(2,372)	(2,005)	(1,799)	(1,798)	(1,745)	(1,709)	(2,014)	(1,832)
<i>Cashflow from Financing Activities</i>											
Cash is provided from financing activities:											
Loan Raised											
Cash was applied to:											
Loan Repayment	(261)	(280)	(300)	(322)	(115)	(124)	(133)	(98)	(85)	(60)	(47)
Net Cash from Financing	(261)	(280)	(300)	(322)	(115)	(124)	(133)	(98)	(85)	(60)	(47)
<i>Net Increase/(Decrease) in Cash</i>	14	(963)	(467)	(619)	(16)	284	340	572	598	440	689

Corporate Support Group Activity

Funding Impact Statement for the years ending 30 June 2015 to 30 June 2025

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Operating Funding</i>											
General Rates, Uniform Annual General Charges, Rates Penalties	647	3,819	3,881	4,198	4,067	3,890	4,097	3,991	4,073	4,216	3,944
Targeted Rates											
Subsidies and Grants for Operating Purposes											
Fees and Charges	565	607	622	638	656	674	694	716	740	765	793
Internal Charges and Overheads Recovered	24,400	26,245	26,902	27,584	28,342	29,150	30,009	30,969	31,979	33,090	34,278
Local Authorities Fuel Tax, Fines, Infringement Fees, and Other Receipts											
Total Operating Funding	25,612	30,671	31,405	32,420	33,065	33,714	34,800	35,676	36,792	38,071	39,015
<i>Applications of Operating Funding</i>											
Payments to Staff and Suppliers	18,258	23,751	22,988	23,725	24,176	24,539	25,365	25,877	26,785	27,681	28,292
Finance Costs	124	104	83	60	44	35	26	18	11	6	2
Internal Charges and Overheads applied	5,105	6,242	6,398	6,560	6,741	6,933	7,137	7,365	7,606	7,870	8,152
Other Operating Funding Applications											
Total Applications of Operating Funding	23,487	30,097	29,469	30,345	30,961	31,507	32,528	33,260	34,402	35,557	36,446
<i>Surplus/(Deficit) of Operating Funding</i>	2,125	574	1,936	2,075	2,104	2,207	2,272	2,416	2,390	2,514	2,569

	2014/15 Annual Plan \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<i>Sources of Capital Funding</i>											
Subsidies and Grants for Capital Expenditure											
Development and Financial Contributions											
Increase (Decrease) in Debt	(261)	(280)	(300)	(322)	(115)	(124)	(133)	(98)	(85)	(60)	(47)
Gross Proceeds from the Sale of Assets	80	80	82	84	86	89	92	94	98	101	105
Lump Sum Contributions											
Other Dedicated Capital Funding											
Total Sources of Capital Funding	(181)	(200)	(218)	(238)	(29)	(35)	(41)	(4)	13	41	58
<i>Application of Capital Funding</i>											
Capital Expenditure											
– to meet additional demand											
– to improve the level of service		230	51	53	108			118			65
– to replace existing assets	2,697	1,053	2,078	2,350	1,929	1,834	1,836	1,667	1,751	2,061	1,817
Increase (Decrease) in Reserves											
Increase (Decrease) of Investments	(751)	(909)	(411)	(566)	38	338	395	627	652	494	745
Total Application of Capital Funding	1,944	374	1,718	1,837	2,075	2,172	2,231	2,412	2,403	2,555	2,627
<i>Surplus/(Deficit) of Capital Funding</i>	(2,125)	(574)	(1,936)	(2,075)	(2,104)	(2,207)	(2,272)	(2,416)	(2,390)	(2,514)	(2,569)
<i>Funding Balance</i>	0	0	0	0	0	0	0	0	0	0	0