

JOINT REPORT FROM THE MAYOR AND THE CHIEF EXECUTIVE

Despite the economic downturn, the future is knocking hard at Selwyn's door. Our fast-growing population could hit 67,000 by 2041, a rise of nearly 30,000. Opportunities will flow from this but so too will challenges. This Selwyn Community Plan (our Long Term Council Community Plan) tries to balance 'here and now' needs with prudent planning for the coming decade.

There was a great deal of local interest in the plan and we received over 500 submissions on the draft. Not surprisingly, the proposal to construct two indoor pools attracted the most attention. After listening to a wide range of views, the Council decided to press on with plans to provide a district pool in Rolleston, but to drop plans for a pool in Lincoln. As well as building the new district pool, we will also explore the feasibility of upgrading the Darfield pool. We have not yet reached a final decision on the best way of paying for the new pool and will spend the coming months working through the options. We will consult on our proposal as part of next year's annual budget process.

The plan's guiding goals (or 'community outcomes') came from a public consultation we did three years ago where we asked people what they most wanted for the **social, cultural, economic and environmental** well-being of their communities. The results were:

- a safe place to live, work and play;
- a clean environment;
- a rural district;
- a healthy community;
- an educated community;
- a prosperous community;
- an accessible district; and
- a community which values its culture and heritage.

Clearly, this is not a one-stop shopping list but something to work towards over the next decade. In setting out how we propose to do this, the Selwyn Community Plan draws on the Council's **sustainability principles** which aim to 'keep us real' by ensuring that Council decisions and operations will, among other things:

- consider the overall social, economic, environmental and cultural well-being of the community;
- spread costs fairly between current and future ratepayers;
- consider the true costs of any proposal, including environmental and social costs; and
- maintain an efficient and effective customer focused council.

This broad, long-term, perspective commits the Council to seeking sustainable options and not necessarily the lowest cost ones. Here are some of our plans:

- **The Eastern Selwyn sewer scheme** will send the sewage of Prebbleton, Lincoln and Springston to an expanded Pines Wastewater Treatment Plant at Rolleston at an estimated cost of \$84 million to be funded from developers' fees over the next two to three decades (see page 78–81 for details).
- **Roading and transportation projects** between Lincoln, Rolleston and the city will ease congestion by improving roads, cycleways and footpaths at an estimated cost of \$20 million over ten years (see page 58–61 for details).
- **Provide a family centred heated indoor swimming pool** for the district at Rolleston at an estimated construction cost of \$9 million and yearly running costs (including loan repayments) of around \$1.3 million to be funded from a targeted rate (see page 36–37 for details).
- **Bigger better libraries** in Leeston, Darfield, Lincoln and Rolleston will enable a wider range of library uses and services at an estimated cost of \$5.5 million to be funded from a targeted rate across the district as previously agreed (see page 31–36 for details).
- **A new Lincoln Community Centre** will provide much-needed sport, recreation and meeting facilities at an estimated construction cost of nearly \$10 million and yearly running costs of around \$165,000 to be funded from a targeted rate (see page 31–36 for details).

The Selwyn Community Plan also sets out plans to:

- review the community hall network to see where improvements are needed;
- work more closely with other agencies and organisations to get better health, education, social and emergency services for the district;
- improve the look and feel of our towns by preparing urban design guides for developers and structure plans for our faster growing towns;
- make our resource consent processes less bureaucratic and more user-friendly; and
- continually improve our parks and reserves, roads, water and waste services.

Part of our sustainability approach is to encourage behaviour change as a cost-effective alternative to expensive technological and engineering solutions.

The 5 Waters Strategy, for example, aims to get us using water more efficiently.

The Greater Christchurch Travel Demand Strategy aims to get us travelling more efficiently (i.e. less driving, more walking, biking, car-pooling, combining of trips and bus use) in conjunction with neighbouring council's.

The Greater Christchurch Urban Development Strategy aims to get us using urban land more efficiently (i.e. higher density housing, optimal placement of services, facilities and transport routes) in conjunction with our neighbouring councils.

Economic and financial proposals in the Selwyn Community Plan include some policy changes and more of the same sound stewardship practised by previous councils. These include:

- **more job creation** through our investment in the Izone Southern Business Hub at Rolleston, which already has created openings for 500 jobs;
- **making the most of our investments** in Selwyn Investment Holdings Limited (SIHL) and Izone which earn over \$5.5m a year;
- **changing some of our financial policies** to increase developer contributions (fees which are levied on a developer to cover the costs of Council services to a new subdivision) and to enable, if necessary, borrowing for capital works; and
- **managing rates increases** by using borrowing to limit the extent of future increases - targeted rates, however, will continue to rise with the cost of service provision.

In addition to all this, the Selwyn Community Plan includes many other projects and initiatives to support the well-being of your community.



PAUL DAVEY, CEO



KELVIN COE, MAYOR

Paul Davey **Chief Executive**

Kelvin Coe **Mayor**

OUR RESPONSE TO YOUR SUBMISSIONS

Comments from the public are an important part of the Community Plan process and this year we received over 500 submissions. This is more than ever before in the district and reflects the interest in the Council's plans, particularly the proposal to provide covered swimming pools.

The Council considered the submissions at hearings on 22 and 25 May and determined its response at meetings on 29 May and 2 June. The main issues raised by the public were:

- proposed district swimming pools
- the level of the general rate
- the level of targeted rates
- camping in Ryton Bay, Lake Coleridge
- walking and cycling facilities
- development contributions policy
- requests for funding.

Our response to each of the issues is summarised below.

Proposed district swimming pools

We received over 300 submissions on the Council's proposal to provide covered swimming pools in the district. The proposal was to provide a family focused pool in Rolleston and a more fitness focused pool in partnership with Lincoln University. There was a broadly even split between those who supported the proposal and those that did not. Of those that supported the proposal, most supported the option of just one pool in Rolleston. The Council was aware that this project would generate significant interest, both for and against, and commissioned a survey of local residents on the topic. The aim of the survey was to supplement the information provided by the submission process and generate a wider picture of the community's views. The survey of over 500 households revealed general support for the pools project with:

- 80% considering pools to be a high or medium priority for the district
- 78% supporting at least one pool being built
- 72% saying they would use a covered pool
- 76% supporting an immediate start on the project.

There was however, some concern about the cost of the pool and the rating impact of the project.

The Council weighed up all of the information available and decided to:

- approve the development of an indoor pool facility in Rolleston in the 2010/11 financial year
- review the funding model for the pool, including costs, revenues, opportunities for external funding and the rating system
- investigate the feasibility of upgrading the Darfield pool to improve the pool and extend the swimming season
- confirm the planned upgrade of the Southbridge pool
- consult on the proposed funding model for the new pool as part of the 2010/11 annual plan process (this may entail an amendment to the current revenue and financing policy in relation to swimming pools)
- review the funding approach for all pool facilities, including community pools and assistance for school pools.

The proposed Lincoln pool has been removed from the Selwyn Community Plan.

The level of general rates

A number of submitters raised concerns about the level of rates in the district. The Council is aware of the financial pressures on households and proposed a 3% increase in the general rate (about the rate of inflation). In determining the level of the general rate the Council needs to take into account increasing costs, community expectations of service improvements and the financial pressures on the community. The Council decided to keep the increase at the level proposed as we consider it provides the fairest balance between these competing pressures.

The level of targeted rates

The Council proposed increases to most of its targeted rates, some of which are quite significant. The increases are due to a number of factors, including service improvements (for example to library facilities), rising operating costs such as energy, the need to fund asset renewals and the impact of legislative changes.

A number of submitters questioned the need for the increases, particularly at a time when the economy is weak. The Council considered these views but decided that most of the rate increases proposed should be implemented. This is because any delay in the increases would mean even larger increases in the future. The Council did however agree to reduce the increases for some of the smaller water schemes where the local community committee agreed that renewals and

improvements can be funded by one-off increases when required. Similarly, some of the proposed increases for reserves and community centres will not be implemented as the relevant community committees preferred to defer the planned improvement projects.

The Council also considered the impact of new drinking water standards on the cost of water schemes. The Government is currently reviewing how the new standards will be applied and it may be that some of the expenditure that has been planned to meet these standards will not be needed. We will review this over the coming year and update our plans once the requirements are clarified. If improvement works are not needed to meet the new standards, future rate increases for water will be lower than those forecast at this time.

Camping in Ryton Bay, Lake Coleridge

A number of submitters raised concerns about the loss of wilderness camping opportunities at Ryton Bay, Lake Coleridge. The Council continues to facilitate discussion between interested parties in relation to camping in the Ryton Bay and Glenthorne areas. Other than this however, there is no information available to the Council to indicate that access to wilderness areas in the district is likely to be compromised or reduced.

Walking and cycling facilities

The continued development of walking and cycling facilities in the district received support from a number of individuals and organisations. The implementation of the Council's walking and cycling strategy allows for a range of projects over the next ten years, including walk and ride facilities and new off-road cycleways.

Development contributions policy

Some submitters raised issues in relation to the proposed changes to the development contributions policy. The Council considered the submissions and decided to implement the changes that we proposed in the draft plan. The Council has also confirmed the charge for the new Rolleston school road at \$281 per lot in Rolleston.

Requests for funding

A number of organisations requested funding from the Council as part of the submissions process. After considering each request the Council decided to make the following grants in 2010:

Eviroschools Canterbury	\$2,500
Life Education Trust Canterbury	\$4,000
Citizens Advice Bureau	\$3,000

The Council also received requests for funding for hockey organisations. We decided that the Council needs to develop an overall sports strategy before making any commitments to support particular sports. Any such strategy will address the issue of whether the Council should support clubs based in Christchurch that provide opportunities for Selwyn residents.

Other submissions

There were a number of other submissions on a variety of topics. The Council considered each of them and staff will write to individual submitters with the outcome of the Council's deliberations.

Other changes

The Council made some changes to Selwyn Community Plan the as part of our process for finalising the plan. The main ones are:

- A commercial property project located in the Izone Southern Business Hub. The Council has entered into an agreement to construct an industrial building and lease it to a tenant. This is a \$10 million project that will bring a major company and a number of jobs into the district. The initial construction will be funded by debt, and the rental income will be used to meet the interest cost and debt repayments. Surplus funds will be held in Council reserves.
- A new road to serve the new Rolleston primary school. The \$1.7 million project will be funded by a combination of a development contribution on new lots in Rolleston plus a development contribution on the land that can be sub divided and served by the new road.
- The inclusion in the financial forecasts of a number of capital (\$12.5 million) and operating projects (\$2.2 million) that were planned for the 2008/09 financial year that are now programmed for completion in 2009/10.
- Some changes to the liability management (borrowing) policy to bring it into line with best practice and to increase policy ratios to allow for the additional borrowing required to fund the commercial property project referred to above.

SUMMARY OF THE SELWYN COMMUNITY PLAN 2009/19

Introduction

Selwyn is a great place to be; clean air, a feeling of space, a thriving economy and top class recreational and lifestyle opportunities. The Selwyn Community Plan is about making sure it stays that way.

Over the coming 10 years we will start to respond to the global and national challenge of climate change, make the most of the opportunities offered by population growth and do all we can to meet the wishes of the local community.

Selwyn is changing. It is changing from a largely rural district to one that has a clear urban heart. This change is bringing increased expectations about the range and quality of services we provide and pressure on existing infrastructure. The Selwyn Community Plan sets out how the Council is responding to these rising expectations and increasing pressures and shows how we will balance competing priorities so that we preserve the distinct character of the district whilst providing the quality urban living environment that is attracting so many to live here. It also shows the financial implications of the Council's plans and how we propose to spread these costs between current and future ratepayers, service users and developers.

Where are we heading?

The Selwyn Community Plan provides a vision of how the Council will shape and change what it does to meet the needs and aspirations of the community over the next 10 years and builds upon the plans that we put in place three years ago when we adopted the previous Selwyn Community Plan.

Three years ago we consulted with local people about their overall goals for the district – these are the community outcomes to which we are all working. They are:

- a safe place to live, work and play;
- a clean environment;
- a rural district;
- a healthy community;
- an educated community;
- a prosperous community;
- an accessible district;
- a community which values its culture and heritage.

The Council has an important part to play in helping the community to achieve these outcomes and the Selwyn Community Plan reflects these broad community goals. The Selwyn Community Plan itself is based on a number of key themes that the Council believes will help the community progress towards these outcomes and that provide the foundation for our plans for the next 10 years:

Our population is continuing to grow

Our forecasts show that the population of the Selwyn district will increase from 37,000 in 2008 to 46,000 by 2019. By 2041, we forecast that there will be 67,000 people living in the district. Although the rate of growth may slow a little over the next year or two, we expect it to pick up again and this means that the Council has a key role in making sure that both existing and future residents benefit from the opportunities brought by growth.

The Council has joined with the Christchurch, Waimakariri and Environment Canterbury councils and the New Zealand Transport Agency to develop a joint approach to managing the impact of population growth. The aim of this strategy is to concentrate growth in key areas so that communities expand in a way that enriches lifestyles, encourages a prosperous economy and enhances the environment.

Population growth brings many challenges to the Council. Water and sewer scheme capacity will come under pressure, the road network will be busier and the Council's environmental services will be kept busy. Much of the growth will be in urban areas and as these areas grow the residents will rightly expect a level of services and facilities that is typical in New Zealand towns.

We will work to limit the impact of traffic growth

An efficient and safe transport network is fundamental to the quality of life and prosperity of the district. The growth in population and economic activity across the Canterbury region is putting our road network under pressure. Without action to improve the transport system we will face increasing delays and a higher risk of road casualties. The land-use planning for new developments has an important role to play to ensure that effective transport solutions are provided from the outset.

As part of a wider plan to improve transport links across the region, the Council has been involved in a study to identify improvements to the transport network in the greater Christchurch area that includes high growth townships such as Rolleston, Lincoln and Prebbleton (the Christchurch

Rolleston and Environs Transportation Study - CRETS). The study has identified the need to improve a number of roads and intersections across the district to prevent bottlenecks and maintain traffic flows.

The Council has also recognised that it has an increasingly important role to play in enabling people to have access to more sustainable transport options such as public transport and walking and cycling facilities as part of meeting future transport demands.

We will improve your community facilities

Community facilities such as reserves, swimming pools, halls and community centres provide local people with recreational and social opportunities. They help build a sense of community by providing places where the community can get together, and they improve health and general well-being by encouraging physical activity.

The Council is well aware of the expectations of its growing population for improved recreational and leisure facilities in the district and is planning the development of a new covered swimming pool located in Rolleston. This is an exciting project that will give a much needed boost to local facilities by providing year round sporting and recreational opportunities for young people, families and older adults.

The Council provides a network of halls and community centres that serve local communities across the district. The nature of the district, with its dispersed and distinctive communities, means that this network of facilities is extensive. Some of the community centres have reached capacity, whereas others are under used. The community and council resources available to support some of these facilities is thinly spread and some are beginning to decline. The Council recognises the importance of such facilities to the fabric of local communities and is planning to carry out a review within the next few years to determine future requirements across the district.

We will play our part in promoting sustainable development

There is growing international concern about global warming, greenhouse gas emissions and climate change. The best information that we have is that climate change is a reality – the predictions are that Canterbury will get warmer, drier and windier over the next 90 years. The changes will not be dramatic, but they will be significant as water becomes more scarce and drought more common. The Council will need to be aware of possible changes as we plan, build and renew our transport, water, waste water and drainage systems.

The Council plays a leadership role in the Selwyn district and has adopted sustainability principles for the way it will conduct its operations. The aim of the principles is to make sure that we:

- consider the overall social, economic, environmental and cultural well-being of the community when making decisions;
- err on the side of caution when assessing the risk of environmental damage;
- spread costs fairly between current and future ratepayers;
- consider the true costs of what we plan to do, including the environmental and social costs;
- conserve biodiversity.

The adoption of the principles means that the Council will not always look to the lowest cost options when assessing proposals and will take a broader, long-term view. The Council will undertake studies to assess the potential impacts of climate change and will seek to minimise its own use of energy and work to reduce carbon emissions through more efficient use of materials and services.

We plan to bring more jobs to Selwyn

The Council wants to increase the number of local residents who work within the district. The rapid population growth around the outskirts of Christchurch has meant that many residents commute to the city for work and the Council wants more people to be able to enjoy the benefits of being able to work locally. The creation of the Izone Southern Business Hub has provided a huge opportunity to increase employment within the district. Planned developments to date will bring about 500 jobs to the Izone development and we aim to add many more over the coming years.

We will seek to influence the provision of education, health, social and emergency services

The Council's overarching role is to promote the social, economic, environmental and cultural well-being of the community. It cannot do this alone and most of the action required to achieve well-being comes from the community itself plus the organisations that provide health, education, social and emergency services. The Council has strengthened its links with these organisations in recent years and wants to continue to influence the way they provide services in the Selwyn district. The Council's aim is it to make sure that the community has access to good quality health, education, social and emergency services.

We will plan for the possible impact of the Central Plains Water scheme

If it goes ahead, the Central Plains Water Scheme will have a big impact on the district. The scheme, which has both the potential to bring economic benefits and some negative impacts, is currently progressing through the Resource Consent process and we do not know if it will proceed. If it does, the Council will work through the implications and update its operational plans to reflect the impact of the scheme. However, the obvious uncertainty in relation to the scheme means that the Selwyn Community Plan does not take account of the possible impact of the scheme at this time.

We will manage our finances in a fair and prudent way

All households in the district have faced increased costs in recent years as food, fuel and power bills have all risen. The Council is well aware of these pressures and has sought to contain the level of rates increases in recent years. However, the Council faces continuing cost pressures due to the increase in the district's population and the increasing expectations about the range and quality of services we provide. As a result, the Council will need to increase its general and targeted rates over the coming years. It will do this in a way that preserves its sound financial position and spreads costs fairly between current and future ratepayers, service users and developers.

One of the main pressures on the Council's costs is the need to fund capital works, including roading schemes and individual water and waste water schemes. The Council has traditionally taken a very prudent approach to financial management and has not taken out any debt to fund capital works. However, in planning for the capital works programme over the coming years, the Council has resolved that within well defined and prudent limits, it will take out debt as the need arises. The funding to repay this debt will be built into the Council's rates charges, (either through funding the depreciation of the assets acquired, or by including an allowance for debt repayment in the rates calculation) and the development contributions charged to developers.

What we plan to do

Implement our aquatic strategy

We have undertaken a study of what local people would like in the way of aquatic facilities in the district and we found that many residents would like to see an improvement. There is strong demand for indoor facilities that can be used year round. Following consultation with the

community on the draft Selwyn Community Plan, including a telephone survey of 500 households, the Council decided to provide an indoor heated pool in Rolleston.

The new pool complex will have a family focus and the Council will work on the detailed plans for the facility during the 2009/10 financial year.

Financial implications

We estimate that the cost of building the new pool will be around \$9 million. The estimated net cost of running the pool, including loan repayments and after allowing for admission charges, is about \$1.3 million per year.

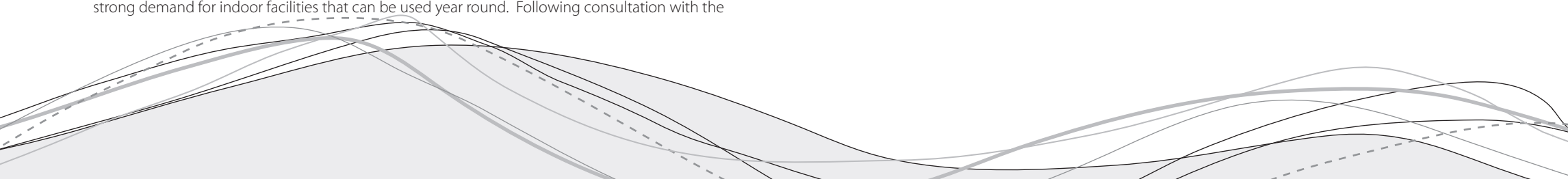
The building and running costs represent a considerable cost to the district. The Council is proposing to fund the building costs from a combination of a loan, internal reserves and external grants or contributions. The net running cost of the pool will be met by a new rate. We have not made a final decision on the funding mix and rating system, and will consult on this as part of next year's annual budget process.

Put into action the Christchurch, Rolleston and Environs Transportation Study (CRETS)

The Canterbury Transport Regional Implementation Plan (CTRIP) is a collaboration of the Canterbury road controlling authorities such as councils and the NZ Transport Agency to tackle the problem of providing for the expected traffic growth in the Canterbury region. For councils in the areas of the region adjoining metropolitan Christchurch, this could mean a 50% increase in traffic over the next 15 years.

CTRIP incorporates projects identified by the Christchurch, Rolleston and Environs Transportation Study (CRETS). Lots of people commute from Rolleston and Lincoln into Christchurch and these projects aim to improve these busy transport links. Together with roading improvements, such as road widening and intersection improvements along key routes, we also plan to provide improved walking and cycling facilities. Projects to provide access to 'Park n Ride' bus services are also envisaged.

The aim of the implementation plan is to ensure the economic well-being of the Canterbury region by providing a safe, integrated, sustainable and affordable transport system for the efficient movement of people and goods while minimising adverse environmental effects.



Financial implications

This work will be expensive and the cost to the Council to implement its share of the \$250 million CRETS package of works is estimated to be \$21 million. Based on the economic evaluations that have been undertaken, the Council considers that the benefits of the projects in terms of managing congestion and improving safety, outweigh the costs involved. A special \$33 million regional grant plus increases to fuel taxes made by Central Government will help fund the estimated total \$1.2 billion cost of CTRIP over the region over the next 10 years. This will be dependent on the Councils providing their share of the funding and the eligibility of the planned projects to use the funding.

Construct the Eastern Selwyn Sewer Scheme

The significant population growth in Rolleston, Lincoln, Prebbleton and surrounding areas means that the existing sewer schemes do not have sufficient capacity to cope with future demand. Without additional capacity, growth in the district will be severely constrained.

The Council has considered the options available, including looking to the Christchurch City Council network for further connections, and considers that the most efficient and effective way to meet future demand is to develop new treatment and disposal facilities within the district. The Council has assessed the options of both land based disposal and an ocean outfall for treated waste water. Its assessment is that the land based option is preferable as it can be achieved more quickly, is less expensive, involves less energy consumption and is more flexible to meeting changes in demand.

The Council's plan is to expand land based disposal of treated waste water next to the existing Pines treatment plant.

Financial implications

The estimated cost of the project is \$84 million. Because of the scale of the project, the Council will need to borrow to fund it. The borrowing costs (principal and interest) will be met by development contributions charged to future developers and will not be met by existing ratepayers.

The annual running costs will be met by all households connected to the scheme and will be paid as part of their sewerage targeted rate.

Develop our townships as high quality places to live

The Council wants all residents in the district to have a good living environment. It believes that towns should grow in a coordinated way so that residents enjoy the benefits of easy access to open space, quality local facilities (retail, recreation, schools, medical centres etc), workplaces, a good road network, cycleways and walkways, public transport links, appropriate residential densities and sound water and waste water infrastructure. In particular, towns should have a sense of identity, of their own special character and history – a sense of place.

To achieve this, the Council has initiated a programme to prepare Urban Design Plans (known as Structure Plans) for its main growth areas – Rolleston, Lincoln and Prebbleton. To date the Lincoln Structure Plan has been completed and work is underway on the other two. The Structure Plans do not act as a blueprint for the towns, but rather provide an outline that will guide development and land use and help create high quality places to live.

The Council is undertaking intensive consultation during the development of the Structure Plans so that they take into account the hopes and wishes of local people.

Financial implications

The cost of undertaking the policy planning work, including structure planning, is estimated to be around \$1 million each year. This cost is funded from general rates.

Make our resource consent processes more user friendly

The Resource Consent process is complex and is often perceived as difficult for applicants to use and overly bureaucratic. One way that the Council is addressing this issue is by providing information sheets on the Resource Consent process and check lists for applicants completing applications. Recently the Council has enhanced the availability of planners able to provide planning advice over the phone by having two duty planners who are able to answer planning enquiries at all times. One other project the Council is exploring is providing more information via the internet. An ongoing professional development programme for our expanded resource consent processing team will also provide increasingly consistent and efficient processing of Resource Consent applications.

Implement our libraries for life strategy

Libraries provide services that are highly valued by local people. They reach out to all age groups and interests, and provide education, recreation and inspiration to many. Libraries are at the heart of a strong community.

Last year the Council adopted a Strategic Plan for its library service – Libraries for Life. The Strategy is to build a library service that is for the good of the entire district. The Strategy focuses on improving the library buildings so that they are welcoming and have sufficient space to meet the local communities' needs. The Strategy will deliver new or expanded and upgraded library facilities in Leeston, Darfield, Lincoln and Rolleston.

Financial implications

The cost of the building work associated with implementation of the strategy is estimated to be \$5.5 million. This cost will be funded by the libraries targeted rate.

As part of the process to adopt the Library Strategic Plan and Annual Budget for 2008/09, the Council approved an increase to the libraries' targeted rate. The rate will increase from \$110 to \$125 from 1 July 2009, \$140 from 1 July 2010, \$145 from 1 July 2011 and \$150 from 1 July 2012.

Build a new Lincoln Community Centre

The Council has been committed to the new community centre in Lincoln for some time. It will provide much needed facilities for the future of Lincoln, including sporting, recreational and other community facilities. Construction is scheduled to start in the 2009/10 financial year, but only once all funding sources are confirmed.

Financial implications

The Lincoln Community Centre will cost around \$10 million to build and about \$165,000 to run each year. The building work will be funded from a mix of targeted rates and development contributions and the annual running costs will be funded by user charges plus a targeted rate. The targeted rate will be \$220 from 1 July 2009.

Make the most of our investments, including a proposal to establish a Council Controlled Organisation

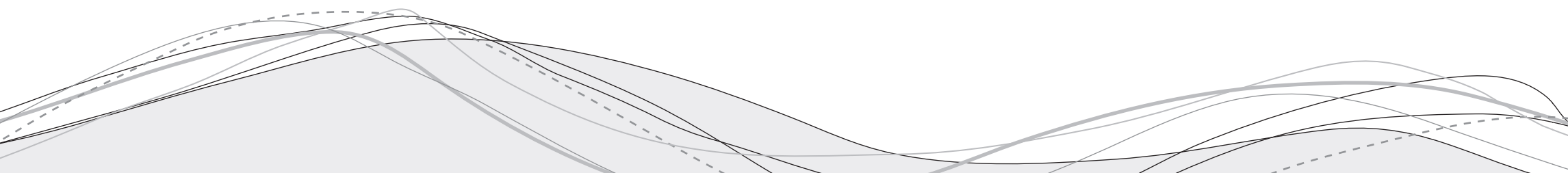
Ratepayers benefit greatly from the returns from the Council's company, Selwyn Investment Holdings Limited (SIHL). The company holds the Council's share of a range of companies and provides investment returns to the Council of over \$4m each year. SIHL is actively seeking ways of maximising returns to the Council over the next ten years.

As part of its policy of maximising investment returns for ratepayers, the Council will establish a Charitable Trust. A recent law change allows companies to make a tax deduction for their charitable donations. As much of what the Council does meets the definition of 'charitable', the Council may be able to benefit by having such works and activities paid for by way of grants from charitable trusts. The Council is awaiting a binding ruling from the Inland Revenue Department on the tax implications of the proposal. In the meantime, the Council will set up a trust so that it is in a position to accept donations if it receives a positive ruling.

Ratepayers are also benefiting from the Council's property developments. The Izone Southern Business Hub is bringing jobs to the district as well as substantial financial returns. Izone has developed more quickly than envisaged and already there is substantial development on the site, including the Warehouse Distribution Centre and Designline. The Council and the Izone Board are working to maximise the returns (both in terms of jobs and profits) from the development over the coming years.

Financial implications

Both of these investments provide the Council with vital funds to support its planned activities. Over the coming years, we expect to use \$4 million from SIHL and \$1.5 million from Izone to reduce the annual general rate requirement.



Policy changes

The Council is committed to keeping its financial and other policies up to date and we have made a number of policy changes:

Development Contributions Policy – the Policy sets out the contributions that must be paid to the Council when a development has required, or will require, the Council to construct new assets or increase the capacity of existing assets. The Council has changed to its Development Contributions Policy to reflect the growth related projects in the Selwyn Community Plan as well as the updated population forecast.

Investment Policy – the Council has made changes to the policy in relation to the investments held by Selwyn Investment Holdings Limited (SIHL). As SIHL has evolved to take a more active approach to the management of its investments, it is no longer appropriate that the Council's Policy makes specific comment in relation to these investments. The Policy now refers to the Council's approach to its shareholding in SIHL, but does not make specific reference to the investments held by SIHL.

Liability Management Policy – the Council's financial forecasts indicate a need to borrow funds in the coming years to fund its investment in the Izone development as well as the infrastructure projects needed to respond to the growing population. The new policy outlines the Council's approach to the management of borrowing and other liabilities, and includes limits on the level of borrowing.

Revenue and Financing Policy – the policy sets out how the Council funds its activities, including the mix of funding from general rates, targeted rates and user charges. The Council has made minor changes to the Policy.

Significance Policy – the Council has made wording changes to the policy to make it easier to follow. Consistent with the changes to the Investment Policy, it has also removed certain investments held by SIHL from the list of strategic assets.

Policy on the development of Maori capacity to contribute the Council's decision making process – the updated policy reflects the new arrangements that the Council has put in place.

Paparua stock water race – part of the Paparua Stock Water Race is in the Christchurch City Council's district, with the remaining part being in the district of the Selwyn District Council. Since 1989 the Race has been managed by Selwyn District Council, which has levied residents

in the Christchurch City Council's district who use water from the Race. It is intended that this arrangement be formalised by an agreement between the two Councils. The Christchurch City Council will transfer its power to make bylaws in respect of the race to the Selwyn District Council and Selwyn District Council will accept this transfer of responsibility pursuant to section 161 of the Local Government Act 2002. The Councils have agreed that they will consult each other on major issues relating to the ongoing maintenance of the Race.

Financial implications

The only policy change that has a direct financial implication is the change to the Development Contribution Policy.

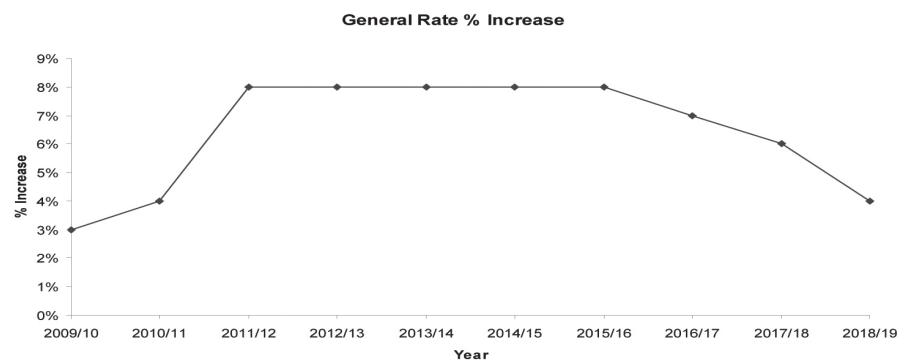
Rate levels

General rate (including the uniform annual general charge)

The Council will increase the level of general rates for next year by about the rate of inflation. The Council understands the financial pressures that many households face at the moment and we have done what we can to keep the increase at a reasonable level. Keeping the general rate increase at a reasonable level will help offset the increased targeted rates that many households will need to pay for the specific services provided by the Council, such as water and sewerage.

We expect that over the next 10 years, the level of general rates will need to continue to rise. Despite our efforts to control expenditure, we will need to pass on the effect of increasing costs as well as the cost impact of improved services. The impact of rising costs is partly reduced by the continued population growth in the district as this growth means there are more people paying rates. Taking into account the expected increase in both costs and the number of ratepayers, the forecast increase in the general rates for households is illustrated in the graph below.

Forecast annual general rate increase for the next 10 years

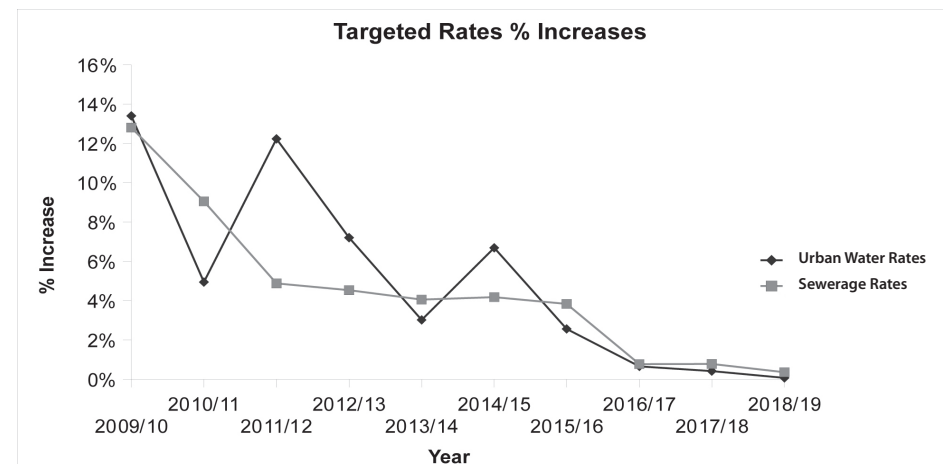


Targeted rates

A number of factors have come together that mean the targeted rates that the Council charges for specific household and locality based services will need to increase next year and in the future. These services include water, waste water, recreation reserves, swimming pools and community centres. The Council runs these services for the community on a self funding basis and the costs are met directly by those that benefit from the service.

The cost of power and the prices charged by the Council's contractors have increased the day to day running costs of most of these services in recent years and these trends are likely to continue. There have also been legislative changes that require the Council to make improvements to water and waste water services over the coming years. On top of this, as water and sewerage systems get older, there is a need to provide funds for renewal works to keep systems operating efficiently and reliably. All of these things mean that targeted rates will need to increase in 2009/10. In many cases the increases are considerable. Taking account of the expected increase in the number of households, the expected increase in the average rate charged per household for water and sewerage over the next 10 years is summarised in the graph below. These are averages across the district and increases vary from scheme to scheme.

Forecast annual increase in the average rate per household for water and sewerage for the next 10 years



The Council's finances

The sound and prudent financial management practiced by successive councils in the Selwyn district means that the Council is in a strong financial position. We believe that we should continue with this approach and maintain our finances in a way that sustains the financial position of the Council. In the Council's view it is our responsibility to keep the Council in a sound position so that future generations are not left to pick up a bill run up by current ratepayers.

The Council's overall financial strategy is to collect sufficient funds from a mix of ratepayers, service users and developers to meet the cost of providing its services, as well as to provide adequate funds to maintain, renew and expand our district's infrastructure to meet our needs now and in the future.

The Council has designed its financial policies to be fair to current and future residents. Current ratepayers pay for the services they enjoy, including a contribution to the cost of replacing the infrastructure that they use. The cost of expanding our infrastructure to allow for new residents is generally paid for by developers (through what are called development contributions). All ratepayers, current and future, pay for the costs involved in improving the quality of services for the future.

The overall impact of the Council's spending plans and proposed rate levels shows in the Council's forecast financial statements. The forecasts for the next 10 years are summarised in the table below.

A summary of the Council's financial forecasts for the next 10 years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
General rates	8,900	9,617	10,790	12,107	13,585	15,243	17,104	19,014	20,940	22,626
Targeted rates	12,349	13,955	16,702	17,891	18,681	19,877	20,818	21,451	22,270	22,972
Other revenue	34,253	35,686	38,113	39,659	40,533	41,248	42,443	42,688	44,431	42,104
Total revenue	55,502	59,258	65,605	69,657	72,799	76,369	80,365	83,154	87,641	87,702
Expenditure	(55,031)	(61,406)	(67,084)	(69,703)	(71,085)	(74,577)	(75,198)	(77,407)	(81,027)	(82,221)
Surplus/(deficit) before vested assets	471	(2,148)	(1,479)	(45)	1,714	1,791	5,167	5,747	6,613	5,481
Vested assets	3,309	6,904	10,659	10,949	11,246	11,575	11,903	12,249	12,608	12,977
Surplus/ (deficit) including vested assets	3,780	4,756	9,180	10,904	12,960	13,366	17,070	17,996	19,221	18,458
Borrowings	46,100	89,809	98,967	98,752	97,274	92,090	89,480	86,009	79,898	68,838
Net Assets	852,220	953,104	964,910	992,997	1,069,427	1,085,479	1,121,412	1,210,306	1,232,661	1,268,920

The forecasts show that the Council expects to make a surplus in each of the next 10 years. However, much of the surplus is due to a technical accounting adjustment that records as income the value of the assets, such as water and sewer infrastructure, that are built and paid for by developers (vested assets). This item does not represent cash that is available to meet the Council's expenses.

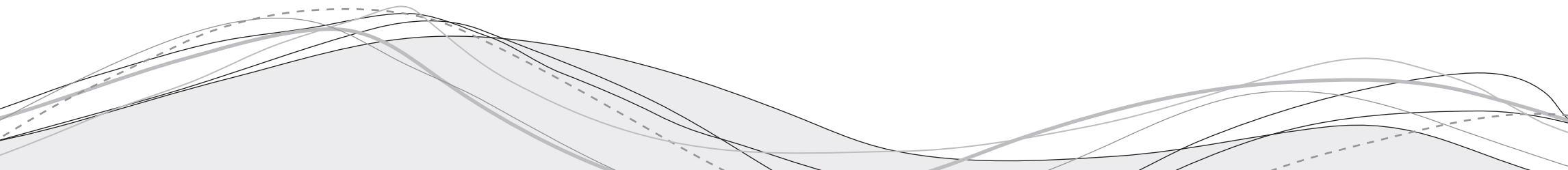
The Council's forecast total rates revenue increases markedly over the next 10 years. This is due to the combined impact of the rate increases summarised in the graphs above, as well as the anticipated increase in the number of ratepayers (we are assuming that the Council's rating base will increase by four percent each year over the next 10 years).

The table shows that the Council is proposing to borrow funds over the next 10 years to pay for its investment in the future of the district. The debt will be used to fund infrastructure and other projects that will leave a lasting legacy for the district including the Eastern Selwyn sewer scheme, the Izone Southern Business Hub, improvements to the road network and the new district swimming pool. The cost of borrowing for the Eastern Selwyn sewer scheme will be met by

development contributions and will not fall on general ratepayers. The cost of borrowing for the swimming pool will be met by the proposed district pool rate, and for Izone will be met by profits from land sales. The total borrowing over the next 10 years for general rate funded activities is \$31 million. The interest costs on this borrowing will be met by ratepayers over the next 10 years, and at the end of the 10 year period we expect that we will be left with a debt of \$30 million to be repaid through general rates. This debt will represent the investment that the Council is making in the future of the district and we believe it is equitable that the cost of this investment is shared with those that will benefit from the investment. We are forecasting that the Council's net assets at the end of the 10 year period will be around \$1.3 billion and in this context the \$69 million forecast level of total debt at the end of the period is not excessive.

Overall, the financial forecasts reflect the Council's policy of being prudent and fair, whilst maintaining the overall financial position of the district for the generations to come.

The forecasts (including the 10 year rates increases) are based on the best information available to us at this time, but as is often the case, reality may be different from the forecast. The forecasts are based on a number of assumptions including the increases in price levels and population. Such forecasts are always subject to a degree of uncertainty and the level of that uncertainty increases over time. The Council will update its forecast for the following year as part of the annual budget process and will produce a new 10 year forecast every three years.



A QUICK GUIDE TO THE SELWYN COMMUNITY PLAN

The Selwyn Community Plan is about the future of the Selwyn district. It is a plan that sets out what the Council proposes to do to over the next 10 years to help keep Selwyn a great place to live, work and visit. It brings together all of the Council's activities in one document and provides the community with information on:

- what the Council is trying to achieve for the district;
- the range of services that we provide;
- the level of performance that residents can expect from us;
- how much we estimate the services will cost;
- how much we estimate ratepayers will need to pay.

The plan is in two parts:

Volume 1 includes all the important information for the community on the Council's services, costs and rates. It includes sections on:

Section	Pages	What it is about
Mayor's and CEO's introduction	2–3	This section is a personal message from the Mayor and Chief Executive Officer on what they see as the most important issues facing the Selwyn district over the coming 10 years and how the Council plans to respond to these issues.
Our response to your submissions	4–5	This section summarises how the Council responded to public submissions on the draft Selwyn Community Plan.
Summary	6–14	The summary provides the highlights from the Selwyn Community Plan.
Audit report	17–18	The Selwyn Community Plan is checked by the Council's Auditors to make sure it provides a reasonable basis for consultation and decision-making.
Community outcomes	19–25	This section sets out the overall vision for the Selwyn district as defined by the community. It sets out the overall outcomes towards which we are all striving, how the Council contributes and how we will measure whether the community is achieving its goals. The community outcomes provide an overall guide for the Council as it plans its services.
Significant activities	27–100	This is the most important part of the Selwyn Community Plan. It describes each of the Council's service areas including, how we plan to change and improve them over the next 10 years, the level of performance we are proposing to deliver to residents, how much we forecast the services will cost and how we plan to pay for them.
Prospective financial statements	101–128	The financial statements show the impact of the Council's plans on its financial performance and position.
Rating information	131–141	This section provides detailed information on the rates for 2009/10.
Fees and charges	142–153	This section sets out the fees and charges for 2009/10.
Council Controlled Organisations (CCOs)	155–164	This section gives high level information on the Council's CCOs.
Council information	165–173	This section provides contact details for the Mayor, Councillors, Community Board Members and the Council Controlled Organisations.

Volume 2 contains the Council's financial and other policies, including the Development Contributions Policy and the policy used to assess significance during its decision making process. It also contains summaries of the Council's waste and sanitary assessments.

The Selwyn Community Plan draws together the Council's detailed strategies, operational plans and funding policies and is prepared as part of the Council's planning and reporting cycle. The aim of the Council's planning and reporting cycle is to help the Council to promote the social, economic, environmental and cultural well-being of the district. To the Council, these well beings mean:

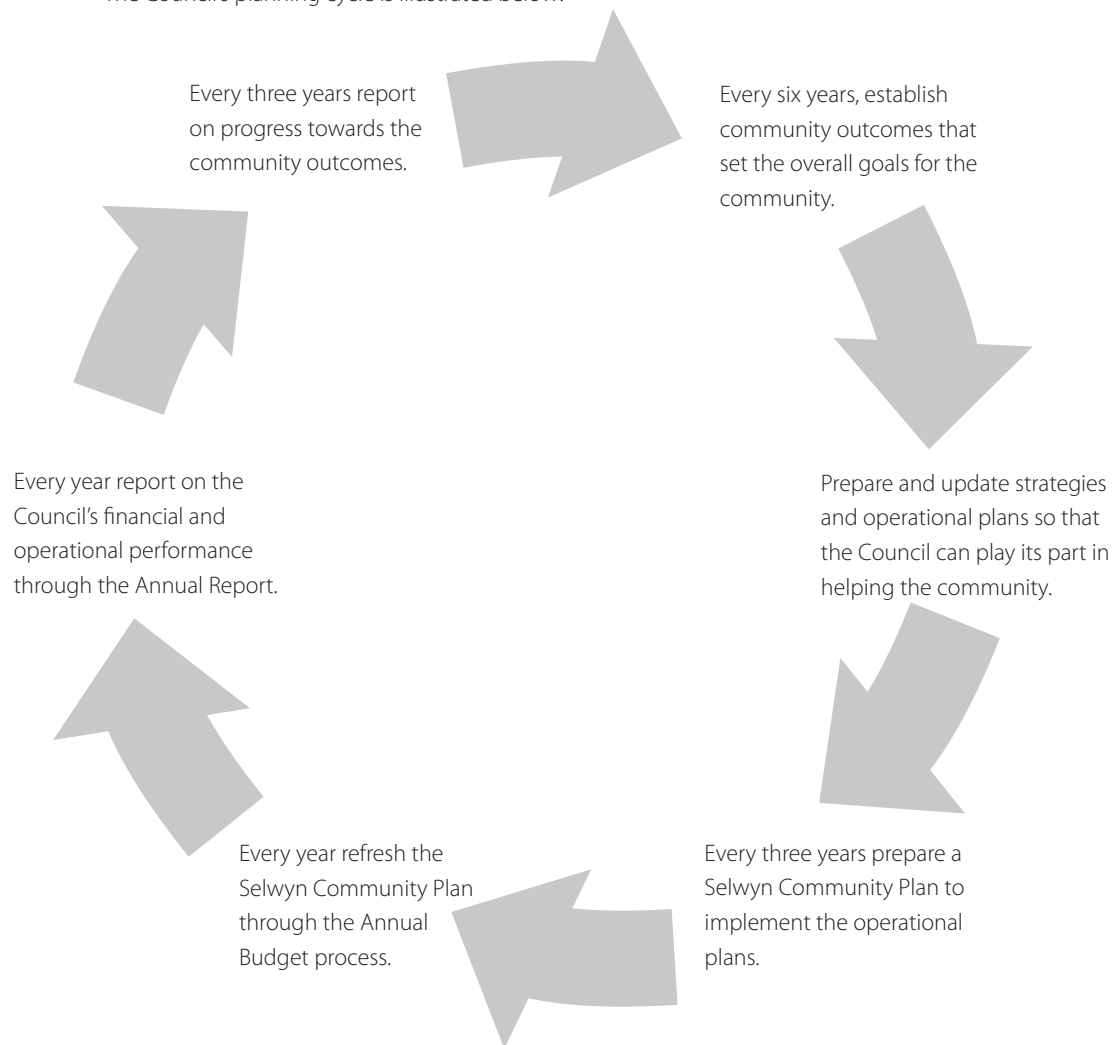
Social well-being – enjoyment experienced by people through being part of a diverse and co-operative community where they feel there is a fair balance between meeting individual and community needs, while working towards achieving their education, health, security and recreation goals.

Economic well-being – a state of economic health and capacity which enables people and communities to achieve a standard of living which can meet the costs associated with the achievement of their social, environmental and cultural needs, now and in the future.

Environmental well being – soil, water and air, together with associated ecosystems and the landscape identity, are sustained in a healthy state, while supporting the reasonable needs of the district and its communities.

Cultural well being – a satisfying sense of connecting with the district and community, past and present, through appreciation and free expression of religious, spiritual, cultural and family values, in ways that respect the differences and richness of our diverse communities.

The Council's planning cycle is illustrated below:



The Council seeks input from the community throughout the planning cycle, including consultation on community outcomes, key strategies, the Selwyn Community Plan and the Annual Budget.

AUDIT REPORT

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

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

The Auditor-General is the auditor of Selwyn District Council (the District Council). The Auditor-General has appointed me, K J Boddy, using the staff and resources of Audit New Zealand, to report on the Long-Term Council Community Plan (LTCCP), on his behalf.

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

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

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

Opinion

Overall Opinion

In our opinion the LTCCP of the District Council incorporating volumes 1 and 2 dated 24 June 2009 provides a reasonable basis for long-term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.

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

Opinion on Specific Matters Required by the Act

In our view :

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

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

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

Our report was completed on 24 June 2009, and is the date at which our opinion is expressed.

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

Basis of Opinion

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

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

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the District Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;

- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the District Council have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the District Council's service delivery and performance; and
- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

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

Responsibilities of the Council and the Auditor

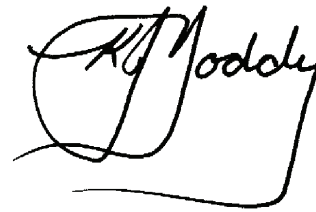
The District Council is responsible for preparing an LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of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

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

Independence

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

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



K J Boddy

Audit New Zealand

On behalf of the Auditor-General

Christchurch, New Zealand

COMMUNITY OUTCOMES

Since 1 July 2004, local authorities have been required to work with their communities to develop community outcomes. Community outcomes are the overall goals for the district to which we are all working.

The Council will carry out a process to renew the community outcomes as part of the preparation of its 2012/22 Selwyn Community Plan. In preparing this 2009/19 plan it has refreshed some of the content of the community outcome table set out in the 2006/16 plan, including the specification of additional key performance indicators.

The Council facilitated the setting of the community outcomes for the district in 2006 as part of the preparation of the Selwyn Community Plan 2006/16.

In preparing the community outcomes listed below, the Council has relied on the following:

- A conversation with the Malvern Rural Community (May 1998 – Malvern Community Needs Group).
- Social Needs and Community Resources in Eastern Selwyn (November 1999).
- Economic Development Strategy (August 2000).
- The Community Values Survey (November 2001 – Future Path Canterbury).
- The Community Profile and Trends Analysis (May 2002 – Future Path Canterbury).
- Selwyn Central Community Needs Analysis (May 2003 – Selwyn Central Community Board).
- Canterbury Vision – weaving together people places and opportunities (February 2004 – Future Path Canterbury).
- Future Selwyn Forum (November 2003).
- Selwyn Youth forums held in Darfield, Leeston and Lincoln (March 2004).
- Selwyn District Plan.
- Water and Waste Water Activity Management Plans (April 2006).
- Roading Asset Management Plan (April 2006).
- Waste Management Plan.
- Township surveys in Tai Tapu, Arthur's Pass and Lake Coleridge.
- Consultation survey undertaken in the Canterbury Times during May 2006.

Notes:

1. Publications listed above that do not have an organisation identified were commissioned by the Council.
2. In preparing the community outcomes from the various documents – trends, key issues etc have been identified. It is not possible to attribute any one outcome to a specific publication.
3. The Council will carry out a series of community surveys to help it identify issues of interest to local people and use this information to shape its services and review the community outcomes.
4. Future Path Canterbury is the brand name for the group of Christchurch City, Environment Canterbury, Waimakariri District, Hurunui District, Kaikoura District, Ashburton District and Selwyn District Councils, working together to develop community outcomes from a regional perspective in an effort to avoid duplication of resources.
5. Community outcomes are those goals that the community has identified through a variety of sources. The attached outcomes are the 'key outcomes' that have been identified by the community that reflect the majority of the community's goals. For each of the key outcomes, the Council has identified key performance indicator(s) that will allow the community to measure performance in achieving the outcome.
6. It must be noted that the Council is not solely responsible for achieving community outcomes. On the following pages, the Council has identified its role in achieving community outcomes and those organisations that will assist the community in achieving community outcomes. One of the key challenges for the Council is to encourage government agencies that have a limited presence within the district to increase their contribution towards achieving those community outcomes for which they have a responsibility. For the community outcomes that the Council has responsibility for, the relevant Council significant activities are listed on the attached pages. Within each significant activity statement included in this document, the plans or actions that the Council will undertake are listed along with appropriate performance measures.

Community outcomes are grouped into 4 main types, environmental, social, economic and cultural.

Environment

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
A clean environment					
Air, land, water and general environment to be kept in a healthy condition	Advocate to ensure organisations responsible for protecting the environment have appropriate policies and strategies to achieve this outcome	Selwyn District Plan	Environment Canterbury do not deem it necessary to monitor air quality in the district	Environmental Services	Environment Canterbury Ministry for the Environment Department of Conservation Fish and Game Ministry of Health QEII National Trust Federated Farmers
			Total hectares of vulnerable indigenous vegetation which are protected under management agreements		
			Environment Canterbury consider soil quality to be at an acceptable level		
	Provide water and sewerage systems that minimise the negative effects of their activity	Selwyn District Council 5 Waters Activity Management Plan	Compliance with DWSNZ 2008 criteria for water leaving treatment plant as reported by the Ministry of Health, for each registered water supply	5 Waters	Forest & Bird Te Taumutu Runanga Te Ara Kakariki Greenway Canterbury
			Total number of sewer and sewer pump station overflows events (wet and dry weather)		
			The proportion of monitored freshwater sites considered suitable for recreation		

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
A rural district					
A living environment where the rural theme of Selwyn is maintained	Provide a district plan which recognises and protects the core values that maintain a working rural environment	Selwyn District Plan	The percentage of the community that are satisfied with the quality of rural environment, and satisfaction with the protection given to it by the District Plan, as identified in the Residents' Survey	Environmental Services	Environment Canterbury Ministry for the Environment Department of Conservation Rural Stakeholders
			The percentage of growth occurring inside Metropolitan Urban Limits or on zoned urban land		

Social

A healthy community						
Selwyn people have access to appropriate health, social and community services	Advocate to ensure appropriate health and social services are accessible to Selwyn residents	Selwyn District Council Community Development Strategy	Increase in the number of health and social service providers present in the district	Community Services	Canterbury District Health Board;	
		Canterbury District Health Board Rural Health Strategy	Numbers and percentageof people enrolled in Public Health Organisations		Partnership Health Canterbury (PHO); St Johns; Local community health and social service providers; Selwyn Central and Malvern Community Boards	
			GPs per head of population			
			Improved access to GP services			
	Facilitate or provide opportunities for Selwyn residents to enjoy healthy, active lifestyles	Selwyn Physical Activity Strategy	Increase in the number of people participating in regular physical activity			SPARC; Sport Canterbury; Christchurch YMCA; health sector; schools; local recreation & sport clubs
		Selwyn Walking and Cycling Strategy				

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
A safe place in which to live, work and play					
We are safe at home and in the community	Encourage neighbourhood support and other community support groups	Selwyn District Council Community Development Strategy	Increase in the number of neighbourhood support and other community support groups	Community Services	NZ Police; Neighbourhood Watch; Neighbourhood Support Canterbury; Safer Canterbury
			Increase in residents' perception of safety at home and in the community		
	Work with ACC and the Ministry of Health to reduce injuries in Selwyn (e.g. falls in elderly; farm accidents)		Reduction in number of injuries in Selwyn		
We know & help our neighbours	Encourage and support volunteers' involvement with safety initiatives	SDC Community Development Strategy			Volunteering Canterbury; Neighbourhood Support Canterbury; Safer Canterbury
We maintain a coordinated and effective response to, and recover from, emergency and disaster events	Provide and maintain a Civil Defence Emergency organisation and a Rural Fire Organisation	Canterbury Civil Defence Emergency Management Group Plan	Requirements of the Canterbury Civil Defence Emergency Management Plan and Civil Defence Emergency Management Act 2002 met		Canterbury Civil Defence Emergency Group; Emergency Services; Government Departments; Health and Social service agencies; Community groups and communities; Township committees; Community Boards
		Civil Defence Emergency Management Act 2002			
		Selwyn District Council Local Emergency Management Arrangements			
		Forest and Rural Fires Act 1977	Requirements of the Forest and Rural Fires Act 1977, the Forest and Rural Fires Regulations 2005 and National Standards met in terms of both legislation compliance and agreed standards		
	Selwyn District Council Fire Plan	Increase in number of volunteers and community groups involved in emergency management			
	Encourage and support community involvement in emergency management				

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
Pedestrians, cyclists and motor vehicle users can safely move around Selwyn district	Maintain , operate and upgrade the transportation network and work with key stakeholders and the community to reduce fatal and injury crashes	Selwyn Road Safety Strategy	No more than 17 serious casualties annually by 2010	Transportation	Police; NZ Transport Agency; ECAN; ACC; community
		Selwyn Safety Management System			
		Selwyn Walking and Cycling Strategy			
Our young people have access to safe entertainment and recreation activities	Provide/facilitate safe entertainment/recreation activities for young people	Selwyn District Council Community Development Strategy	Increase in number of safe recreation and entertainment opportunities for young people in the district	Community Services	4YP (for young people) youth Entertainment Programme (CCC); Local youth organisations; Youth workers; Sport Canterbury; YMCA
An educated community					
Our district provides a range of quality, lifelong education and training opportunities	Advocate for improvements to the educational opportunities within the district	Selwyn District Council Community Development Strategy	Increase in the number of educational opportunities in the district	Community Services	Ministry of Education; Local schools; Malvern and Selwyn Central Community Boards; Local businesses; Tertiary education providers
	Provide lifelong learning opportunities through its Libraries	Selwyn District Council Libraries Strategic Plan 2008-18	Increase in the number of lifelong learning opportunities provided by Selwyn Libraries		

Economic

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
A prosperous community					
Selwyn has a strong economy which fits within and complements the environmental, social and cultural environment of the district	Implement a “business friendly” approach in its policies and practices	Selwyn District Council Economic Development Strategy	Increase in the number of new businesses established in the district	Community Services	Trade & Enterprise NZ; Canterbury Regional Economic Development (CREDS); Canterbury Development Corporation; Christchurch & Canterbury Marketing; Lincoln University; Izone; Education sector; Local businesses; Canterbury Regional economic development agencies; Telecommunication providers; Federated Farmers; Farming and horticulture businesses and networks, Department of Labour; Ministry of Economic Development; Economic Development Association of NZ; local promotion organisations
	Encourage new businesses to the district	Canterbury Regional Economic Development Strategy	Increase in the number of people working in Selwyn district	Environmental Services	
	Work with local businesses and the education sector to ensure training matches local business needs			Asset Delivery Unit	
	Advocate for improvements to telecommunications (e.g. broadband and other internet access options)	NZ Tourism Strategy 2015	Better digital connections established in the district	Corporate Services	
	Support the district ‘s strong existing agricultural and other land based sectors	NZ Digital Strategy	Growth in businesses and people employed in the Selwyn district in the primary sector		
	Promote Selwyn as a tourism and lifestyle destination		Development and implementation of a district Tourism/Promotions Strategy		
An accessible district					
Effective and accessible transport system	Provide a well maintained, operated and affordable land transport system	Selwyn Land Transport Activity Management Plan	Residents’ satisfaction with urban and rural roads is greater than 75% and 60% respectively	Transportation	NZ Transport Agency Environment Canterbury
	Advocate for improvements to state highways (NZ Transport Agency) and public transport services (ECan) where community concerns are raised				

Culture

Key community outcomes	The Council will (the Council role is in bold)	Key reporting document	Key performance indicator	Relevant Council activity	Assistance will be sought from
<p>Our district provides a range of arts and cultural experiences and facilities.</p> <p>Our heritage is preserved and shared</p>	Provide information, recreational, cultural and learning opportunities through its network of Libraries	Selwyn District Council Community Development Strategy	Increase in registered library users as a percentage of total population	Community Services	Canterbury Libraries; Community Boards; schools; Community groups
	Provide support to local arts and cultural organisations	Selwyn District Council Libraries Strategic Plan 2008-18	Increase in number of local arts and cultural organisations/ activities		Selwyn Gallery; Community arts; Heritage historical & cultural groups; Local artists; Community Boards; Schools; Creative NZ
	Provide support to the Canterbury Museum Trust		Selwyn history and heritage preserved and promoted by Canterbury Museum		
	Recognise and protect sites and buildings with cultural or heritage values	Selwyn District Plan	Number of successful applications by property owners for grants to help maintain and enhance the heritage of the district	Environmental Services	Canterbury Museum Trust Board