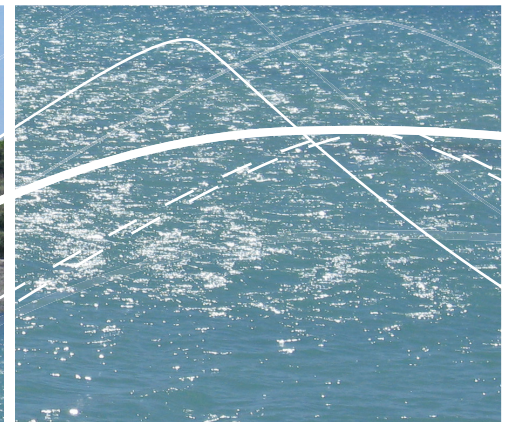
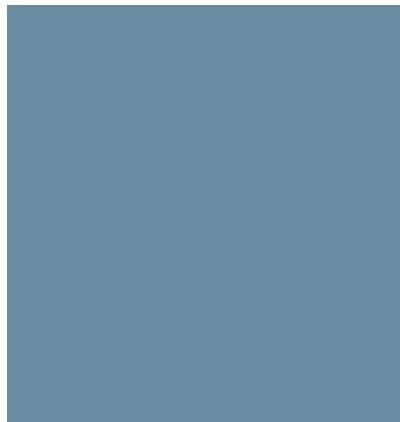


POLICIES

- Policy on Significance
- Policy on development of Maori Capacity to contribute to the Council's decision making processes
- Revenue and Financing Policy
- Development Contributions Policy
- Lump Sum Policy
- Liability Management (borrowing) Policy
- Investment Policy
- Policy on Partnerships with the Private Sector
- Rate Remission Policy including Maori Freehold Land





POLICY ON SIGNIFICANCE

Introduction

The Council aims to make decisions in a transparent manner that takes account of the impact of the decision on those persons affected by it. The purpose of this policy is to help the Council make sure that its decision making processes reflect the significance of any decision that it is making. The policy is designed to meet requirements of section 90 of the Local Government Act 2002.

The policy is about ensuring that important decisions are taken after appropriate consideration of the options and of the views of the community. Neither this policy nor the Local Government Act 2002 require the Council to:

- undertake a consultation procedure on every decision it makes, or
- be bound by the expressed views of persons likely to be affected by or interested in the decision being made.

Both this policy and the Act reinforce the Council's right to make decisions and its responsibility for the consequences of those decisions. Although this policy applies to decisions which are required to be considered as part of a Resource Management Act consent process, this policy cannot override decisions approved under that Act.

Significance

The significance of a decision or proposal is determined by the level of impact it has on:

- the well being of the district;
- those particularly affected by the decision;
- the capacity and finances of the Council.

By considering the significance of any decision or proposal the Council is able to determine what, if any, consultation is appropriate and the extent of the information, advice and analysis required to support the decision.

Process for determining significance

The approach taken in this policy is that the responsibility for deciding on the degree of significance of the matter being considered rests with whoever is making the substantive decision – usually the Council, Standing Committee, Community Committee or a Community Board.

The Council practice is that the decision maker should consider all of the following:

- the legal powers under which the Council is acting;
- the reason for the decision or proposal;
- the consistency of the decision or proposal with existing policy or previous decisions;
- who is affected by the decision or proposal;
- the possible impact of the decision or proposal, and the alternative options, on those affected by the decision and whether there is a need for those affected to be given the opportunity to make representation on the matter;
- where such an opportunity is appropriate, the views of those affected by the decision or proposal;
- the financial implications of the decision or proposal on the Council and those affected;
- how readily the Council is able to reverse the decision once it has been taken;
- whether the decision or proposal is likely to be controversial.

The level of significance will reflect all of these factors as a whole. Where the significance is unclear the Council will treat the issue as more rather than less significant.

The level of significance associated with a decision or proposal will help the decision maker determine the process it should take in relation to the decision. In determining the process the decision maker will take account of practical considerations, including the need to take an urgent decision or the potential loss of an opportunity.

The Council's general approach is that decisions and proposals with a high degree of significance will, wherever practical, be included in the Selwyn Community Plan. Where this is not practical they will be included in the Annual Budget produced in the years between Community Plans or where required by the Local Government Act 2002, in an amendment to the Selwyn Community Plan.

Decisions with a high degree of significance will only be made outside these processes where there are compelling reasons for it not being practical for them to be included in the Selwyn Community Plan, or Annual Budget. Where a decision or proposal with a high degree of significance cannot be included in the Selwyn Community Plan or Annual Budget, the Council will consider the principles and requirements set out in sections 77-82 of the Local Government Act 2002 in relation to decision making and consultation.

Administrative decisions made by officers under delegated authority that flow from the Council policy (e.g. the issuing of dog licences, decision on the notification of a resource consent) are of low significance in terms of this policy. The significance rests with the policy that guides these decisions and not with each decision made in administering the policy.

Significant activities

The Council considers each group of activities in the Selwyn Community Plan or Annual Budget as a significant activity. Within each group, it regards as a decision to alter significantly the intended level of service provision to include a decision to cease or add a major component to that significant activity as a decision with a high degree of significance.¹

A decision altering the mode of delivery of a major component of a significant activity is considered by the Council as a decision with a high degree of significance. Unless there are compelling reasons of timing for the proposal to be considered before the next Community Plan is available, the Council will endeavour to make all such decisions in the Selwyn Community Plan.

Strategic assets

Section 97 of the Local Government Act 2002 requires that certain decisions about strategic assets can only be taken if the decision is explicitly provided for by a statement of proposal in the Selwyn Community Plan. This applies particularly to decisions to transfer the ownership or control of a strategic asset to or from the Council, or a decision to construct, replace or abandon a strategic asset.

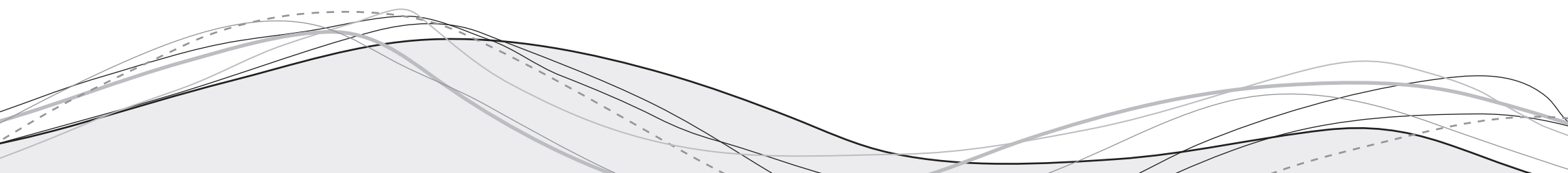
¹ e.g. A proposal to construct a new sewerage scheme would be a proposal that significantly altered the intended level of service for the ratepayer in the area of a significant activity. However, decisions on the type of replacement sewage pump would not be considered to significantly alter the intended level of service.

Section 90 (ii) of the Local Government Act 2002 requires the Council to identify and list the assets it considers to be strategic assets.

The assets that the Council considers to be strategic assets include:

- the Selwyn district transport network as a whole;
- the libraries in Darfield, Leeston, Lincoln, Rolleston and the mobile library service;
- the Rolleston headquarters building and the land on which the building is directly located;
- all water supplies including reservoirs, pump stations and reticulation;
- all sewage collection, treatment and disposal systems including the pipes, pump stations, treatment and disposal works;
- all land drainage and water race systems including the storm-water pipe network, the open river system, waterways, wetlands and retention basins;
- the Resource Recovery Park;
- reserve land including land held under the Reserves Act and land used for parks, gardens, sports fields, recreational areas and cemeteries.
- all Council swimming pools and built recreational facilities (e.g. halls, pavilions);
- its equity in Selwyn Investment Holdings Limited;
- its equity in Orion Group Limited.

The strategic assets as defined above are the assets in total and not every single element of the assets. That is, the requirements of section 97 are only triggered if the proposal relates to the assets as a whole, or a major sub-part of the asset.



DEVELOPMENT OF MAORI CAPACITY TO CONTRIBUTE TO THE COUNCIL'S DECISION-MAKING PROCESSES

Introduction

Section 81 of the Local Government Act 2002 requires all local authorities to establish and maintain processes to provide opportunities for Maori to contribute to the Council's decision-making processes.

Coverage

In Te Wai Pounamu (the South Island) one tribe, Ngai Tahu occupies all but the most northern part of the island. The entire Selwyn district lies within the rohe (area) of Ngai Tahu. Ngai Tahu Whanui is Tangata Whenua within the rohe of Ngai Tahu. Ngai Tahu Whanui represented by Papatipu Runanga and Te Runanga o Ngai Tahu, comprises people of Ngai Tahu, Ngati Mamoe and Whaitaha descent and holds customary tribal authority over an area that includes the entire Selwyn district.

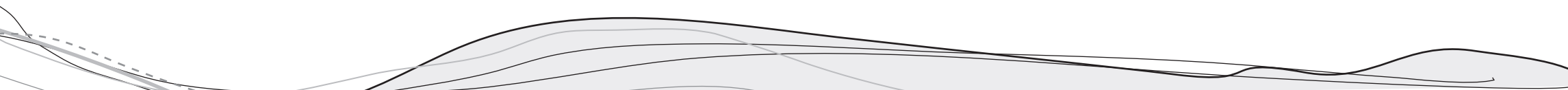
Operational arrangements

The Council has entered into a service and funding agreement with Mahaanui Karataiao Ltd to assist the Council in meeting its obligations under Section 81 of the Local Government Act 2002.

Mahaanui Karataiao Ltd is a runanga-owned entity and a consultancy which has been established specifically for the purpose of engaging with local government.

A broad range of services is offered under the agreement including advice/liaison and the facilitation of consultation on resource management issues, advice on policy and democratic processes and training for the Council and Runanga staff.

The Council will also continue to schedule bi-monthly meetings to engage with and share information with the Taumutu Runanga.



REVENUE AND FINANCING POLICY

The following tables list for each activity and function of the Council, how operating and capital expenses are funded. To assist readers of the policy, operating expenses are those expenses that are required to operate an asset (e.g. water supply, roading maintenance) or a Council service (building inspections, libraries) every day of the year. Accordingly such costs need to be fully funded on an annual basis. Capital expenses do not occur on a regular basis but result in the construction of a new asset or the replacement of an existing asset. The cost though can be large in comparison to the existing asset and therefore the cost needs to be funded over a longer period (e.g. greater than five years).

The percentages expressed for funding sources in this policy are the targets that the Council aims to achieve. It is possible that economic circumstances may mean that it is not practicable to achieve the targets in any one year. Please note that the term general funds include income from

dividends and interest that maybe allocated to an activity. Asset sales are credited to the Council's general reserve funds but over time are allocated to projects based on their work priority.

Policy changes as part of the Selwyn Community Plan update

One change has been made to this policy as a result of the Selwyn Community Plan update. That change relates to the proposed construction of district swimming pools.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Environmental services	Resource management – processing of consents.	Air, land, water and general environment are kept in a healthy condition.	65% funded from user charges, 35% funded from general rates (by a combination of capital value rating and uniform annual general charges.	Majority of benefits are specific to the user of this function. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that consents are processed against thus managing the environment they live in. General rates fund this general benefit. Benefits of this function are ongoing.	65% funded from user charges, 35% funded from general rates (by a combination of capital value rating and uniform annual general charges)	Majority of benefits are specific to the user of this function. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that consents are processed against thus managing the environment they live in. General rates fund this general benefit. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	RMA monitoring.	Air, land, water and general environment are kept in a healthy condition.	25% funded from user charges, 75% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are to the general public to ensure the consent conditions imposed are being adhered to. General rates fund this general benefit. Consent holders need to fund part of the cost to demonstrate their compliance with the consent issued. Benefits of this function are ongoing	25% funded from user charges, 75% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are to the general public to ensure the consent conditions imposed are being adhered to. General rates fund this general benefit. Consent holders need to fund part of the cost to demonstrate their compliance with the consent issued. Benefits of this function are ongoing.
	Building, plumbing and drainage inspection.	Air, land, water and general environment are kept in a healthy condition.	70% funded from user charges, 30% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are specific to the user of this function. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that protect future home owners from poorly designed and constructed buildings. General rates fund this general benefit. Benefits of this function are ongoing.	70% funded from user charges, 30% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are specific to the user of this function. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that protect future home owners from poorly designed and constructed buildings. General rates fund this general benefit. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Environmental health.	Air, land, water and general environment are kept in a healthy condition.	65% funded from user charges, 35% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are specific to the users of this function, who with the appropriate health licence are allowed to provide services to the public. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that protect the public from poor health practices. General rates fund this general benefit. Benefits of this function are ongoing.	65% funded from user charges, 35% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Majority of benefits are specific to the users of this function, who with the appropriate health licence are allowed to provide services to the public. Accordingly user charges are applied for cost recovery. General public receive a benefit by having rules and policies in place that protect the public from poor health practices. General rates fund this general benefit. Benefits of this function are ongoing.
	Dog control.	A safe place to live, work and play.	98% funded from user charges, 2% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Dog owners have a number of obligations under the Dog Control Act, Council's Dog By-law and Dog Control Policy. As such the majority of costs incurred by the Council are in ensuring these obligations are adhered to. The general public receive a benefit by having rules and policies in place that protect them from dangerous dogs. General rates fund this general benefit. Benefits of this function are ongoing.	98% funded from user charges, 2% funded from general rates (by a combination of capital value rating and uniform annual general charges).	Dog owners have a number of obligations under the Dog Control Act, Council's Dog By-law and Dog Control Policy. As such the majority of costs incurred by the Council are in ensuring these obligations are adhered to. The general public receive a benefit by having rules and policies in place that protect them from dangerous dogs. General rates fund this general benefit. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Animal control.	A safe place to live, work and play.	3% funded from user charges, 97% funded from general rates (by a combination of capital value rating and uniform annual general charges).	<p>This function is responsible for removing wandering stock from roads which could cause a driving hazard. It is often difficult to identify the owner of the stock so that they can be charged for this service. Accordingly the majority of the benefit is a public good and is funded from general rates.</p> <p>Benefits of this function are ongoing.</p>	3% funded from user charges, 97% funded from general rates (by a combination of capital value rating and uniform annual general charges).	<p>This function is responsible for removing wandering stock from roads which could cause a driving hazard. It is often difficult to identify the owner of the stock so that they can be charged for this service. Accordingly the majority of the benefit is a public good and is funded from general rates.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Community Services	Public Library Services.	An ability to experience cultural activities.	90% funded from targeted rates, 10% funded from user charges (e.g. fines, book rentals etc).	<p>The preferred option for this activity is to charge a library membership fee or book charges to reflect that the costs of operating the library are recovered from the users.</p> <p>Section 142 of the Local Government Act 2002 prohibits the charging of a membership fee.</p> <p>Accordingly the Council levies a uniform targeted library rate and charges fees where appropriate to recover the costs of this service. It should be recognised that there is a general benefit to all in the district from residents having access to a library system irrespective of their ability to pay.</p> <p>Benefits of this function are ongoing.</p>	90% funded from targeted rates, 10% funded from user charges. When a building project is undertaken, the Council's general reserves fund the construction. The library service must fund the ongoing depreciation expense via targeted rates and user charges which over time will provide the capital funds to replace and enhance buildings without requiring a call on general reserves.	<p>The preferred option for this activity is to charge a library membership fee or book charges to reflect that the costs of operating the library are recovered from the users.</p> <p>Section 142 of the Local Government Act 2002 prohibits the charging of a membership fee.</p> <p>Accordingly the Council levies a uniform targeted library rate and charges fees where appropriate to recover the costs of this service. It should be recognised that there is a general benefit to all in the district from residents having access to a library system irrespective of their ability to pay.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Specific Area Reserves.	Access to health, social and community services.	100% funded from Targeted rates, water meter charges or user charges as appropriate.	Most towns within the district have a recreation reserve. The annual costs of operating this reserve are funded from the local community by levying a targeted rate at a level that funds the maintenance deemed appropriate by that community. User charges are charged as deemed appropriate by the community committee that manages the reserve. Benefits of this function are ongoing.	100% funded from Targeted rates by way of cash reserves accumulated over time, contributions from subdividers.	Most towns within the district have a recreation reserve. The capital costs of upgrading and enhancing this reserve are funded from the local community by levying a targeted rate at a level that funds the capital deemed appropriate by that community. There are some charges applied to land developers for reserve upgrades. New houses in subdivisions create increased demand for these services in the district and therefore land developers are assessed and charged a share of the upgrade costs. Benefits of this function are ongoing.
	District reserves and management.	Access to health, social and community services.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Specific Area Halls and Reserves.	Access to health, social and community services.	100% funded from Targeted rates or user charges as appropriate.	Most towns/areas within the district have a community reserve or hall. The annual costs of operating this hall are funded from the local community by levying a targeted rate at a level that funds the maintenance deemed appropriate by that community. User charges are charged as deemed appropriate by the community committee that manages the hall. Benefits of this function are ongoing.	100% funded from Targeted rates or by way of cash reserves accumulated over time, contributions from subdividers.	Most towns/areas within the district have a community reserve or hall. The capital costs of upgrading and enhancing this hall are funded from the local community by levying a targeted rate at a level that funds the capital deemed appropriate by that community. There are some charges applied to land developers for reserve upgrades that can be applied to hall upgrades. These halls must be located on a designated reserve for the reserve funds to be used. Benefits of this function are ongoing.
	District hall management.	Access to health, social and community services.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	<p>Swimming Pools (local community pools).</p> <p>Local pools are generally only open during the summer season and are in most situations not covered by a building.</p>	Access to health, social and community services.	50% funded from targeted rates and admission charges. They also receive 50% of their funding from general rates. If a community does not have a targeted rate for funding their pool, no general rate contribution is made.	<p>The benefits of this function are to the local community. 50% of the annual operating costs are funded from a targeted rate levied on the local community where that community deems a targeted rate is necessary. If the community levy a targeted rate, the Council will contribute 50% of the operating costs from the general rate reflecting the fact that individuals from outside of the targeted rating area will use the pool. In addition admission fees are charged to users of the pool.</p> <p>Benefits of this function are ongoing.</p>	100% funded from targeted rates. The Council will provide loan funds with an appropriate interest charge.	<p>The benefits of this function are to the local community. All capital costs are payable by the local community through targeted rates although the Council will provide funding assistance through discounted interest rate on loans. In addition admission fees are charged to users of the pool.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expenses (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	District swimming pools. District pools are covered facilities that operate all year round.	Access to health, social and community services.	<p>100% funded from a district targeted rates based on a concentric rating system and admission charges.</p> <p>Concentric rating systems are designed in a manner that ratepayers pay a greater share of the costs the closer their property is located to a district pool.</p>	<p>The benefits of this function are to the district community.</p> <p>District pools operate all year round and are covered facilities. They included a pool which allows for the serious swimmer to exercise for either fitness or health reasons and also include a pool for family activities. The pools also provide opportunities for children and adults to learn to swim in a safe environment.</p> <p>Benefits of this function are ongoing.</p>	<p>50% funded from non-rating sources. These are defined as community grants, private donations or contributions from local communities.</p> <p>50% funded from a district targeted rate based on a concentric rating system and admission charges.</p> <p>Concentric rating systems are designed in a manner that ratepayers pay a greater share of the costs the closer their property is located to a district pool.</p> <p>Both the targeted rate and the admission charges are used to fund annual loan repayments, which are normally for a 20 year period.</p>	<p>The benefits of this function are to the district community.</p> <p>District pools operate all year round and are covered facilities. They included a pool which allows for the serious swimmer to exercise for either fitness or health reasons and also include a pool for family activities. The pools also provide opportunities for children and adults to learn to swim in a safe environment.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Public Toilets.	Access to health, social and community services.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds, or donation boxes where practical.	<p>The benefits of this function apply to all district residents but also to the travelling public. Because of the general public good, the costs are funded by the general rate. It is not practical to charge users for this function at many public toilet locations.</p> <p>Benefits of this function are ongoing.</p>	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds or donation boxes where practical.	<p>The benefits of this function apply to all district residents but also to the travelling public. Because of the general public good, the costs are funded by the general rate. It is not practical to charge users for this function at many public toilet locations.</p> <p>Benefits of this function are ongoing.</p>
	Cemeteries.	Access to health, social and community services.	50% funded from user charges, 50% from general rates.	<p>Users benefit from this function by having access to a plot indefinitely. Accordingly 50% of the costs are funded from plot fees and internment charges. The balance of the costs is funded from the general rates reflecting the amenity benefit that a cemetery provides from the provision of open space.</p> <p>Benefits of this function are ongoing.</p>	50% funded from user charges, 50% from general rates.	<p>Users benefit from this function by having access to a plot indefinitely. Accordingly 50% of the costs are funded from plot fees and internment charges. The balance of the costs is funded from the general rates reflecting the amenity benefit that a cemetery provides from the provision of open space.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Rural fire.	A safe place to live, work and play.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds charges for cost recovery and/or claims levied on the National Rural Fire Fighting Fund.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Where a land owner/fire starter has been negligent in lighting a fire that the Council has had to extinguish, the Council will charge the costs it has incurred. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds charges for cost recovery and/or claims levied on the National Rural Fire Fighting Fund.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.
	Civil Defence.	A safe place to live, work and play.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The benefits of this function apply to all district residents. Because of the general public good, the costs are funded by the general rate. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Community Development.	Access to health, social and community services.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	<p>The Council's community development unit exists to provide the community with information and assistance that will allow them to improve their lifestyle by gaining access to government and social services. All residents in the district benefit from a community that is well informed about its social opportunities. Accordingly this is a public benefit and is funded from the general rate.</p> <p>Benefits of this function are ongoing.</p>	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	<p>The Council's community development unit exists to provide the community with information and assistance that will allow them to improve their lifestyle by gaining access to government and social services. All residents in the district benefit from a community that is well informed about its social opportunities. Accordingly this is a public benefit and is funded from the general rate.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Economic Development.	A prosperous community.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The Council's economic development unit aims to assist businesses and Council by providing information that will allow both parties to make decisions so that businesses in the district can be successful. All residents in the district benefit from successful businesses. Accordingly this is a public benefit and is funded from the general rate. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	The Council's economic development unit aims to assist businesses and Council by providing information that will allow both parties to make decisions so that businesses in the district can be successful. All residents in the district benefit from successful businesses. Accordingly this is a public benefit and is funded from the general rate. Benefits of this function are ongoing.
Waste Management	Refuse Collection.	Air, land, water and general environment are kept in a healthy condition.	100% funded from user charges.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. Benefits of this function are ongoing.	100% funded from user charges.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Refuse Recycling/ Collection.	Air, land, water and general environment are kept in a healthy condition.	100% funded from user charges.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates or user charges levied on those who use the service. Benefits of this function are ongoing.	100% funded from user charges.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates or user charges levied on those who use the service. Benefits of this function are ongoing.
	Refuse Disposal.	Air, land, water and general environment are kept in a healthy condition.	100% funded from user charges.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates or user charges levied on those who use the service. Benefits of this function are ongoing.	100% funded from user charges. When a disposal project is undertaken, the Council's general reserves may fund the construction. The waste management activity must fund the ongoing depreciation expense via targeted rates or user charges which over time will provide the capital funds to replace and enhance buildings without requiring a call on general reserves.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates or user charges levied on those who use the service. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Water	All urban and rural water supplies.	Air, land, water and general environment are kept in a healthy condition.	100% funded from Targeted rates, water meter charges or user charges as appropriate.	The benefits of this function are directly to the users. Accordingly the costs are recovered by water meter charges (if deemed appropriate by a community) and targeted rates levied on those who use the service. Benefits of this function are ongoing.	100% funded from Targeted rates by way of cash reserves accumulated over time, contributions from subdividers. The Council will consider investing general reserves (internal loans) where an appropriate return on funds can be generated. These internal loans are repaid from targeted rates, user charges and development contributions. External loans may also be raised and repaid in the same manner as internal loans.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. There are some charges applied to land developers for water supply upgrades. New houses in subdivisions create increased demand for these services in the district and therefore land developers are assessed and charged a share of the upgrade costs. Benefits of this function are ongoing.
	All water race systems.	Air, land, water and general environment are kept in a healthy condition.	100% funded from Targeted rates, irrigation charges or user charges as appropriate.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. Benefits of this function are ongoing.	100% funded from targeted rates, irrigation charges or user charges as appropriate. External loans may also be raised and repaid in the same manner as internal loans.	The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Waste Water	All sewerage, stormwater or drainage systems.	Air, land, water and general environment are kept in a healthy condition.	100% funded from Targeted rates or user charges as appropriate.	<p>The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service.</p> <p>Benefits of this function are ongoing.</p>	100% funded from Targeted rates by way of cash reserves accumulated over time, contributions from subdividers. The Council will consider investing general reserves (internal loans) where an appropriate return on funds can be generated. These internal loans are repaid from targeted rates and development contributions. External loans may also be raised and repaid in the same manner as internal loans.	<p>The benefits of this function are directly to the users. Accordingly the costs are recovered by targeted rates levied on those who use the service. There are some charges applied to land developers for sewerage and stormwater system upgrades. New houses in subdivisions create increased demand for these services in the district and therefore land developers are assessed a charged a share of the upgrade costs.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Transportation	Road and land transport network (excluding State Highways and public transport services provided by NZ Transport Agency and Environment Canterbury).	Effective and accessible transport system.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) general funds and NZ Transport Agency subsidies.	Road and land transport users are the beneficiaries of this function. The Council does not have an ability to charge users directly. It considers that the roading and transportation network is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), Council's capital reserves or contributions from subdividers. The Council will consider investing general reserves where an appropriate return on funds can be generated. NZTA subsidies if eligible are also funding sources.	Road and transport users are the beneficiaries of this function. The Council does not have an ability to charge users directly. It considers that the roading network is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates. There are some charges applied to land developers for roading and transportation upgrades. New houses in subdivisions create increased traffic in the district and therefore land developers are assessed and charged a share of the upgrade costs. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Township services and maintenance.	Access to health, social and community services.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds and NZ Transport Agency subsidies where eligible.	<p>Road users are the beneficiaries of this function. The Council does not charge users directly. It considers that township services and maintenance is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates.</p> <p>Benefits of this function are ongoing.</p>	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	<p>Road users are the beneficiaries of this function. The Council does not charge users directly. It considers that township services and maintenance is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates.</p> <p>There are some charges applied to land developers for street upgrades. New houses in subdivisions create increased traffic in the district and therefore land developers are assessed a charged a share of the upgrade costs.</p> <p>Benefits of this function are ongoing.</p>

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
	Road Safety.	A safe place in which to live, work and play.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds or NZTA subsidies.	Road users and land transport are the beneficiaries of this function. The Council does not have an ability to charge users directly. Improved road safety is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates. A subsidy is paid by Land Transport New Zealand to fund some specific projects. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges), general funds or NZTA subsidies if eligible.	Road and land transport users are the beneficiaries of this function. The Council does not have an ability to charge users directly. Improved road safety is of benefit to all of the community and accordingly its charges are recovered as a public good through general rates. Benefits of this function are ongoing.

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Democracy	Mayor, District Council, Grants.	No specific outcome but an advocacy role for many.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	All residents in the district benefit from having a democracy. Accordingly this is a public benefit and funded from the general rate. Benefits of this function are ongoing.	100% funded from general rates (by a combination of capital value rating and uniform annual general charges) or general funds.	All residents in the district benefit from having a democracy. Accordingly this is a public benefit and funded from the general rate. Benefits of this function are ongoing.
Community Boards	Community Boards.	No specific outcome but an advocacy role for many.	100% funded from general rates	The benefits of this function are to the residents living in the wards served by a community board. Accordingly, the costs are recovered by targeted rates levied on those living in the wards served by a community board. Benefits of this function are ongoing.	100% funded from targeted rates	The benefits of this function are to the residents living in the wards served by a community board. Accordingly, the costs are recovered by targeted rates levied on those living in the wards served by a community board. Benefits of this function are ongoing

Activity	Function	Primary community outcome	Operating expensed (excluding depreciation)	Reason for funding source	Capital expenses	Reason for funding source
Canterbury Museum Trust Board	Canterbury Museum.	A community which values its culture and heritage.	100% funded from a targeted rate on all ratepayers in the district.	<p>All residents in the district benefit from having access to the Canterbury Museum. Accordingly, the cost of the annual levy is recovered by a targeted rate on all ratepayers in the district.</p> <p>Benefits of this function are ongoing</p>	100% funded from a targeted rate on all ratepayers in the district.	<p>All residents in the district benefit from having access to the Canterbury Museum. Accordingly, the cost of the annual levy is recovered by a targeted rate on all ratepayers in the district.</p> <p>Benefits of this function are ongoing.</p>