



Financial Policy

July 2024

Revenue and financing policy

Introduction

The Local Government Act 2002 (the Act) requires the adoption of policies which outline how operating and capital expenditure will be funded for each activity of Council. This is aimed at providing predictability and certainty about sources and levels of funding.

The revenue and financing policy explains who pays and why, and explains how Council activities are funded. It is not about what Council does, nor is it about what it costs.

Section 102(3A) of the LGA provides that this policy must support the principles set out in the Preamble to Te Ture Whenua Māori Act 1993. These principles include recognition that land is a taoka tuku iho of special significance to Māori people, and for that reason, to promote the retention of that land in the hands of its owners, their whānau, and their hapū, and to protect wāhi tapu: and to facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whānau, and their hapū: And whereas it is desirable to maintain a court and to establish mechanisms to assist the Māori people to achieve the implementation of these principles.

The Council will take these principles into account when considering funding decisions that specifically impact Maori landowners.

Legal Requirements

In deciding the most appropriate funding source for each activity the Council must consider:

- The community outcomes to which the activity primarily contributes; (why the service is provided)
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; (user/beneficiary pays principle)
- The period in or over which those benefits are expected to occur; (intergenerational equity principle)
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; (who creates the need)
- The cost and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- The overall impact of the allocations on the current and future well-being of the community.

In practice, establishing the Council's specific revenue and financing policies involves balancing competing principles. For example, the principle of paying for benefits, received may call for a higher degree of user pays for an activity, but this must be balanced in terms of the overall impact on the well-being of the community, including affordability.

Council's funding sources and how they are used

The general rate is used to fund operating and capital expenditure when it is not possible to identify the individual or group of individuals that benefit from the service. Funding activities by the general rate is also appropriate where a wider public

good is attached to the provision of the service, it would be otherwise unfeasible to charge in another way or when the Council is unable to meet its user charge targets. The General rate accounts for approximately 40% of the total rates revenue.

The general rate is currently set at a rate of cents in the dollar of capital value, moderated by a uniform annual general charge (UAGC) set at a fixed amount per rating unit. There are no differentials applied to the general rate.

The Local Government (Rating) Act 2002 places some restrictions on the use of certain types of rating. The Local Government (Rating) Act 2002 limits total fixed charges (excluding water and wastewater charges) to 30% of total rates revenue. Fixed charges include the UAGC and targeted rates set at a fixed amount. The targeted rates set at a fixed amount exclude those to which a differential rate (based on where the land is situated) applies.

Targeted rates are used to fund operating and capital expenditure when Council considers that transparency is important, or where location or the service provided make the use of a targeted rate more appropriate and more fair and equitable. Targeted rates account for approximately 60% of total rates revenue and are in place to fund specific activities such as:

- water, sewerage, water races, land drainage, stormwater
- recreation reserves, community centres, libraries, swimming pools
- refuse collection, recycling and disposal
- Canterbury Museum
- Community Board

For more information on Council's targeted rates please refer to the Funding Impact Statement.

Lump sum contributions are a mechanism for enabling ratepayers to elect to pay for capital projects by lump sums instead of by targeted rates. The Council may fund capital projects in whole or part through lump sum contributions in accordance with its policy made under Part 4A of the Local Government (Rating) Act 2002. Lump sum contributions are not used for funding operational expenditure.

Fees and charges: The Council may impose fees and charges to recover either the full or part of the cost of a variety of services provided. In some cases it is also appropriate to recover the private benefit of capital expenditure (e.g. water connections, sewer connections, and sub divisional infrastructure).

Interest and dividends from investments:

The interest earned from the investment of special funds is added to those special funds to help fund future expenditure (special funds may be invested externally and receive external interest or internally and receive internal interest). Dividends and other interest earnings are used to offset the general rate requirement rather than being used to fund particular expenditure.

Borrowings: Borrowing is used to fund capital expenditure where other sources of funding are not available or not appropriate, in order to spread the incidence of the expenditure over both current and future beneficiaries. Policies in relation to borrowing are presented in the Liability Management Policy.

Borrowing is not generally used to fund operating expenses, however, for example the Council may choose to borrow for an operating expense to give a grant to a community organisation that is building a community facility.

Loan servicing costs (both internal and external borrowing) are borne by the activity requiring the loan funding.

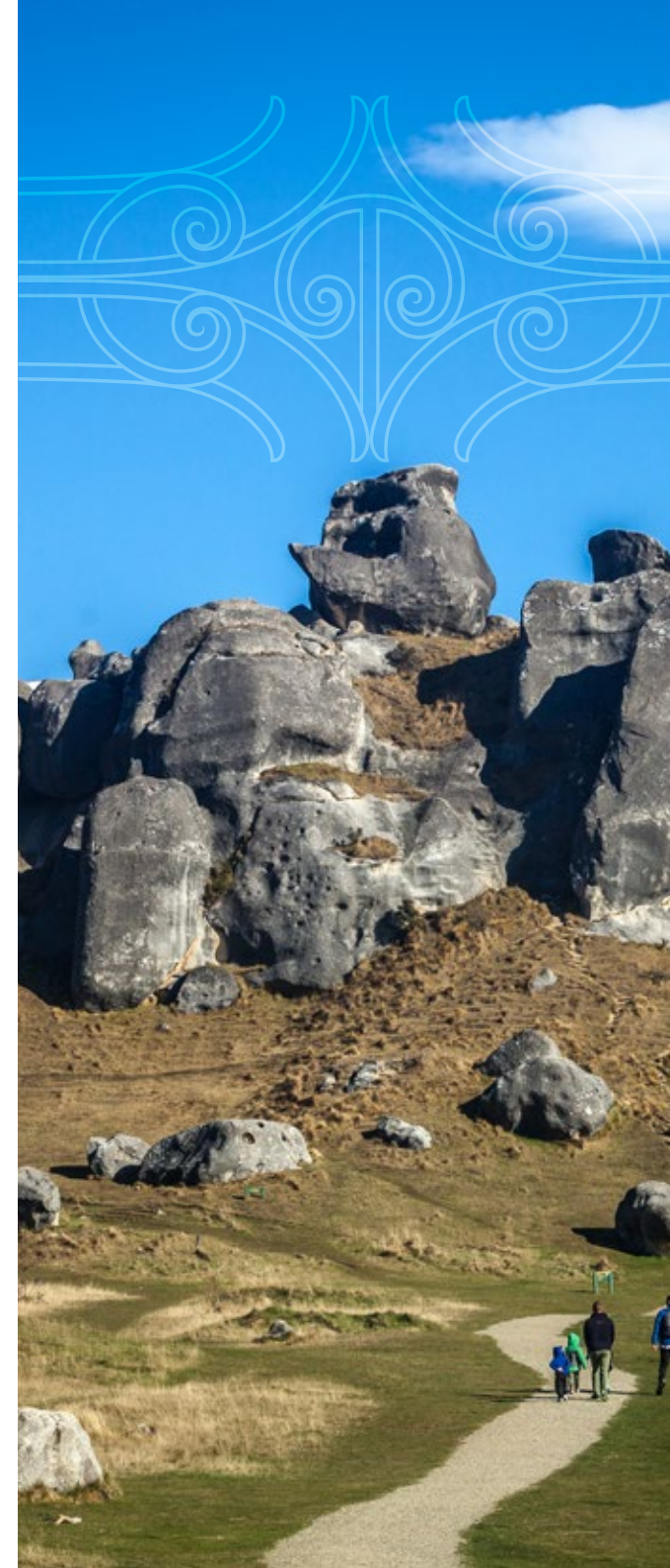
Proceeds from asset sales are the sums received when physical assets are sold. In general, proceeds from asset sales will be used for purchasing new assets or retiring debt as it has a neutral effect on Council's financial position (as it is the exchange of one asset for another asset). Net proceeds from the sale of assets developed for sale, or those held as surplus 'land bank' assets, are available to fund any activity of Council, subject to the legislative framework for the consideration of funding sources.

Development contributions: The Local Government Act (2002) provides for local authorities to recover, through development contributions, capital expenditure related to growth. Councils may require development contributions from developments where the effect, including the cumulative effect, of development is to require new or additional assets, or assets of increased capacity, and as a consequence, the Council incurs capital expenditure.

Financial contributions: The Resource Management Act 1991 provides for local authorities to impose a condition requiring a financial contribution on any resource consent for any purpose specified in the District Plan. The Council does not currently impose financial contributions.

Grants and subsidies: Grants and subsidies are primarily from central government and typically related to specific activities. Council seeks to maximize the use of grants and subsidy funding where it is available:

Reserves: Reserves are money received for a specific purposes or put aside for a specific purpose. Unless the reserve is a general reserve it can only be used for the purpose for which it was collected.





Funding of operational expenditure

Operational expenditure is expenditure that will be consumed or used within one year. The Council's policies and practices with regard to the funding of its operating expenses are set to ensure that the policies comply with applicable legislation and generally accepted accounting practice. Generally this means that all operational expenditure is funded in the year in which it incurred. Exceptions include funding of depreciation where it is not considered financially prudent to do so.

Depreciation is a measure of the consumption of the value of an asset. The annual depreciation charge represents the amount of the asset that is worn out each year. For example, if a road surface lasts approximately 10 years, the current ratepayers are assumed to use up one tenth of the value of the road each year and this amount forms part of the Council's operating expenses for the year.

This is a non-cash expense as it is just an accounting entry and does not involve any payments. Council's general policy is to not fund depreciation, but instead to fund renewals expenditure as follows:

- Transportation renewals are funded based on the annual renewals requirement
- Water and wastewater renewals are funded based on the average cost of renewals over the coming 20 years
- Community facilities renewals are funded based on the annual requirement, but the cost may be spread over more than one year.

However, depreciation is funded for some activities including the Council Headquarters building, vehicles, Information Services, Civil Defence, Rural Fire and Solid Waste.

In general terms Council will use a mix of revenue sources to meet operating expenses. The major sources being rates, grants and subsidies, and fees and charges.

(Note: depreciation is classified as operating expenditure and renewals expenditure is classified as capital expenditure.)

The 5 steps for funding operational expenditure

1. Any operating grants or subsidies for a particular activity are applied in reduction of the gross cost
2. Where it is practical to recover a portion of the net operating cost of an activity from a private user or exacerbator, fees and charges are set at levels designed to achieve this provided there are no legislative constraints on doing this and taking account of the impact of any fees and charges on the well-being of the community
3. Where a fee or charge is not practical, or does not recover the full cost of an activity, targeted rates may be set in accordance with Council's rating policies
4. Any residual requirement will be funded through the general rate
5. Any net income from investments, interest or petrol taxes is applied to reduce the general rate requirement.



In describing the proportion of funding for each activity, the following definitions are used:

High:	80 to 100%
Medium/High:	60 to 79%
Medium:	40 to 59%
Medium/Low:	20 to 39%
Low:	0 to 19%

The percentages expressed for funding sources in this policy are the targets that the Council aims to achieve. In practice circumstances may mean that they are not achieved in any one year, particularly where the percentages are close to the thresholds

set out above. The mix of funding from different sources varies from year to year and this means that the proportion of funding in any one year of the 10 year plan may be outside these thresholds.

The following table summarises how the operational expenditure of each of Council's activity groups is financed:

(For more detail please refer to the appropriate activity section of this policy.)

Activity Group Summary (Operating)	General rate	Targeted rates	Fees & charges	Grants & subsidies
Environmental services	Medium	Low	Medium	Low
Transportation	Medium	Low	Low	Medium
Solid waste management	Low	Medium/High	Medium/Low	Low
5 Waters	Low	High	Low	Low
Community facilities	Medium/Low	Medium	Medium/Low	Low
Community services	High	Low	Low	Low
Democracy	High	Low	Low	Low

Reserves may be used to fund operating expenditure where available, for example if built up from operating surpluses in previous years. Borrowing will not be used for operating expenditure other than in exceptional circumstances, such as the making of a capital grant.

Funding capital expenditure

Capital expenditure is expenditure that provides Council with an on-going benefit greater than one year.

Capital expenditure usually involves the construction of new assets or the replacement of existing assets. The cost can be high and is often funded over more than one year.

The Council's policies and practices with regard to the funding of its capital expenditure are set to ensure that it complies with applicable legislation and generally accepted accounting practice.

In general terms Council will use a mix of funding sources to meet capital expenditure, the major sources being rates, development contributions, reserves, and borrowing. Renewals expenditure which are a capital expense are funded from rates, reserves and subsidies.

The 4 steps for funding capital expenditure:

1. The first sources of financing capital expenditure will always be third party sources that relieve the burden on ratepayers generally. These are not always available, but would include any government subsidies for water and wastewater schemes, subsidies from New Zealand Transport Agency, donations and where applicable development contributions.

2. The second source considered will be reserves, and in particular funds that may be held for works in specific activities.
3. The third source considered will be rates. In considering the use of rates Council will be mindful of the balance between the principles of community affordability and inter-generational equity.
4. The final source considered for the financing of capital expenditure will be borrowing. This reflects a prudent reluctance to increase indebtedness unless necessary. Although it is the last option considered, the Long-Term Plan 2024/2034 provides for new borrowing to achieve an element of inter-generational equity in the financing of a range of major capital expenditure work.

In describing the proportion of funding for each activity the following definitions are used:

High:	80 to 100%
Medium/High:	60 to 79%
Medium:	40 to 59%
Medium/Low:	20 to 39%
Low:	0 to 19%

The following table summarises how each of Council's activity groups are financed. For more detail please refer to the appropriate activity section of this policy.

Activity Group Summary (Capital)	General rate	Targeted rates	Fees & charges	Grants & subsidies	Development contributions
Environmental services	Low	Low	High	Low	Low
Transportation	Medium	Low	Low	Medium/Low	Low
Solid waste management	Low	Medium/High	Medium/Low	Low	Low
Five waters	Low	Medium/High	Low	Low	Medium/Low
Community facilities	Low	Medium	Low	Low	Medium/Low
Community services	High	Low	Low	Low	Low
Democracy	High	Low	Low	Low	Low

Borrowing may be used to fund capital expenditure. The repayment of borrowing will be met by the funding sources summarised above.

The proceeds of asset sales may be used to fund capital expenditure. Decisions on the use of the proceeds of assets sales will be made on a case-by-case basis within the statutory framework for the consideration of funding sources.

Reserves may be used where available, particularly where they represent development contributions collected in advance of the relevant capital expenditure, funds collected for capital purposes or reserves built up from operating surpluses in previous years.

Lump sums may also be used where ratepayers are offered the option of paying a lump sum rather than a targeted rate.

Related policies

Following are the Council policies that have relationships with the revenue and financing policy.

Financial strategy: This strategy facilitates prudent financial management by Council by providing a guide for it to consider proposals for funding and expenditure and makes transparent the overall effects of these proposals on the Council's services, rates, debt and investments.

Liability management policy: This policy outlines Council's policies in respect of the management of both borrowing and other liabilities.

Investment policy: This policy outlines Council's policy in respect of investments.

Development contributions policy: The Local Government Act (2002) permits Council to require developers to provide or make contributions for the provision of reserves, network infrastructure and community infrastructure and this policy outlines how they are implemented.

Rates remission and postponement policies:

These policies detail those circumstances under which Council will give consideration for the remission or postponement of rates on properties.

Review

The Revenue and Financing Policy is reviewed three-yearly as part of the Long-Term Plan.

Activity by Activity Analysis

Environmental Services

The Environmental Services group of activities contributes to the well-being of the residents of the district by working to protect the community from a variety of risks and to enhance the quality of the built and natural environment in which we live. This includes ensuring that actions taken by people in the district are legal and in accordance with community expectations.

The environmental services group of activities comprises:

- Building control
- District Plan administration
- Environmental health
- Resource consent monitoring
- Strategy and policy
- Animal and dog control

Building Control

Building control receives and processes applications for building consents, undertakes the inspection of building works and issues the necessary certificates for building-related work.

Why is the Council involved?

The Council undertakes this function to ensure that buildings constructed in the district are fit for purpose and can be used by people without in any way endangering their health and/or safety.

Community outcomes

Building control contributes to the community outcome of:

- A safe place in which to live, work and play.

Distribution of benefits

Building control provides the majority of benefits to those applying for building consents, although there is some public benefit to maintain public safety. With a number of benefits specific to the users of this function Council applies user charges to recover this cost.

The public benefit component is funded by the general rate.

Period in which the benefits are expected to occur

The benefits of this activity range from immediate private benefit gained through the granting of consents and certificates, through to longer term benefits (e.g. from the construction of safe buildings).

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need to undertake these activities is driven by statutory obligations and applicants who generate the need for consents and certificates to be processed, and the community who may have concerns about the effects of an activity on them or the environment.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

Although the main benefits of this service are received by those that use the service, this activity also has some impact on the social, economic, cultural and environmental well-being of the community. It is therefore appropriate that most of the costs of the activity should be recovered from those that apply for building consents and that there should be a small contribution from the general rate to recognise the broader community benefit of ensuring buildings are constructed in the district are fit for purpose.

Funding source and proportion

Activity	Operating	Capital
Building Control	User charges: High General rate: Low	User charges: High General rate: Low

District Plan Administration

This activity receives and processes resource consent applications, provides planning input into Project Information and Land Information Memoranda (PIMs and LIMs) and responds to requests for clarification or interpretation of district plan provisions. It also includes monitoring of the conditions placed upon resource consents for compliance and responds to activities which are being conducted without the appropriate consent.

Why is the Council involved?

To administer the district plan to meet the community’s aspirations and expectations as to the nature of development in the district and how the built and natural environments are to be managed.

Community outcomes

The activity contributes particularly to the following community outcomes:

- A clean environment.
- A safe place to live, work and play.
- A rural district.

The district plan provides a framework for development within the district that assists in achieving the above outcomes.

Distribution of benefits

Council considers the beneficiaries of this activity to be the community, future generations, sector groups (e.g. farmers or businesses) and resource consent applicants. With benefits specific to the users of this activity, the Council applies user charges to recover these costs.



The general public receive a benefit by having rules and policies in place that manage the environment they live in. The general public benefit has increased as the numbers of design-related resource consents that are compulsory for development to occur raise the overall amenity of the townships residential and commercial areas. Council considers that the most appropriate method to recover the public benefit component is the general rate.

Period in which the benefits are expected to occur

The benefits of this activity are both immediate in terms of direct public response to district plan provisions through to long-term environmental benefits.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

Statutory obligations and community expectations require good environmental policy, and good information to better understand the environment and the impacts we are having on it. Resource consent applicants generate the need for consents to be processed and monitored, and community groups may have concerns about the effects of an activity on them or the environment.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity. For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

Although the main benefits of this service are received by those that use the service, this activity also has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through:

- Ensuring that the district’s development is sustainable
- Resource information is available to developers and environmental agencies
- Processing resource consent applications and undertaking associated compliance

It is therefore appropriate to fund the activity through a mix of user charges on those that use the service and the general rate.

Funding source and proportion

Activity	Operating	Capital
District Plan Administration	User charges: Medium General rate: Medium	User charges: Medium General rate: Medium
Land Information Memoranda	User charges: High	User charges: High





Environmental Health

This activity issues a range of licences including those relating to the sale and manufacture of food, hairdressers, amusement devices, mobile shops, hawkers and offensive trades. Complaints are also responded to and infectious and notifiable diseases investigated.

Why is the Council involved?

To improve, promote and protect public health in the district.

Community outcomes

The activity contributes particularly to the following community outcomes:

- A healthy community.
- A safe place to live, work and play.

Distribution of benefits

The majority of benefits are specific to the users of this activity, who with the appropriate health license are allowed to provide services to the public. With a number of private benefits specific to the users of this activity Council applies user charges to recover costs.

The wider public receives a benefit by having rules and policies in place that protect the public from poor health practices. Council considers that the most appropriate method to recover the public benefit component is the general rate.

Period in which the benefits are expected to occur

The benefits of this activity are both immediate and on-going in terms of protecting public health.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need to undertake these activities is driven by statutory obligations and applicants who generate the need for licenses to be processed and the community who may have concerns about public health.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

Although particular benefits of this service are received by those that use the service, this activity has a very significant positive impact on the social, economic, cultural and environmental well-being of the community, through the maintenance of the district's public health and safety. It is therefore appropriate to fund the activity through a mix of user charges on those that use the service and the general rate.

Funding source and proportion

Activity	Operating	Capital
Environmental Health	User charges: Medium/High General rate: Medium/Low	User charges: Medium/High General rate: Medium/Low



Alcohol Licensing

This activity issues licences for the sale of alcohol.

Why is the Council Involved?

To establish a reasonable system of controls so that:

- The sale, supply and consumption of alcohol is undertaken safely and responsibly.
- The harm caused by excessive or inappropriate consumption of alcohol is minimised.

Community outcomes

The activity contributes particularly to the following community outcomes:

- A healthy community.
- A safe place to live, work and play.

Distribution of benefits

The majority of benefits are specific to the users of this activity, who apply for a license to sell alcohol. The wider public receives a benefit by having rules and policies in place that protect the public. Council considers that the most appropriate method to recognise the public benefit component is the general rate.

Period in which the benefits are expected to occur

The benefits of this activity are both immediate and on-going in terms of protecting public health and safety.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need to undertake these activities is driven by statutory obligations and applicants who generate the need for licenses to be processed. The Council considers that most of the cost of providing this activity should be recovered from those whose activities contribute to the need to undertake the activity.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

The activity exists to protect the well-being of the community by regulating the sale of alcohol. As it is those that wish to sell alcohol that cause the need for the activity the Council considers it appropriate that most of the costs of the activity should be recovered from those that apply for licences and that there should be a small contribution from the general rate to recognise the broader community benefit of regulating the sale of alcohol.

Funding source and proportion

Activity	Operating	Capital
Alcohol licensing	User charges: High General rate: Low	User charges: High General rate: Low

Strategy and Policy

The Council undertakes strategic land use and policy functions to maximize the benefits of growth for its communities and to address its negative impacts. Through working with communities and other stakeholders, different growth scenarios are identified, analysed and a preferred option chosen.

The Council is also required to monitor the effectiveness and efficiency of its district plan and this activity area prepares and promulgates plan changes where necessary.

Why is Council involved

To implement the Greater Christchurch Urban Development Strategy in the area of the district covered by the strategy and extends this strategic approach over the balance of the district through the "Selwyn 2031 strategy". In addition the district plan needs to be kept up to date so it continues to serve the needs of the community.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A clean environment.
- A rural district.
- A safe place in which to live, work and play.
- A prosperous community.

Distribution of benefits

The majority of this activity involves facilitating the strategic management of development, and growth which provides an overall general benefit to the

district. Council considers that the most appropriate method to recover the public benefit component is the general rate.

The benefits of private plan changes and requests for Notices of Requirement are specific to the user of this function. When applicable, user charges are applied for cost recovery for these processes.

Period in which the benefits are expected to occur

Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need for this activity is created by the communities desire to ensure that long term planning is in place.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through providing for appropriate land use and policy that maximises

benefits to the community. It is therefore appropriate that most costs of this activity are funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Strategy & Policy	User charges: Low General rate: High	User charges: Low General rate: High

Animal Control

This activity registers and keeps a record of all dogs (over 3 months of age) in the district, is responsible for administering and enforcing the Dog Control Act 1996 and the Council’s Dog Control Bylaw and handles all stock related complaints. Stock control involves dealing primarily with wandering stock in rural areas.

Why is Council involved?

To minimise any danger, distress or nuisance to the community generally from dogs and stock and to cater for the exercise and recreational needs of dogs and their owners.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A clean environment.
- A prosperous community.
- A rural district.

Distribution of benefits

Dog Control

Dog owners have a number of obligations under the Dog Control Act, the Council’s Dog By-law and Dog Control Policy. With the majority of costs incurred in ensuring these obligations are adhered to Council imposes user charges to recover these costs.

A small proportion of the costs of this activity provide the general public with a benefit by having rules and policies in place that protect them from dangerous dogs. The general rate funds this general benefit.

Animal Control

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 the general rate.

Period in which the benefits are expected to occur

Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

Animal control and dog control is principally related to the actions or inactions of the owners of dogs and stock.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through assisting with the health, safety and well-being of the community.

Funding the dog and animal control activity mainly through user charges recognises that it is owners that cause the need for the activity and funding in this way will not have a negative impact on the well-being of the community.

Funding source and proportion

Activity	Operating	Capital
Dog Control	User charges: High General rate: Low Reserves: May be used	User charges: High General rate: Low Reserves: May be used
Animal Control	User charges: Low General rate: High	User charges: Low General rate: High

Transportation

The Council provides an extensive local roading network that covers the length and breadth of the district. This local network, when combined with the State Highways, provides a diverse range of roading linkages that enable Selwyn residents, businesses and visitors to work and play in the district. Movement through the district will mainly take place either on a road, cycleway or path and these routes form an important part of how people experience the district.

While geographically the large size of Selwyn means that the predominant form of travel is always likely to be by private motor vehicles, opportunities to enhance public transport and walking and cycling in Selwyn's growing townships are being continually sought out to provide a wider range of transport choices for people.

Why is Council involved?

Without an appropriate, well maintained and connected transport network, the mobility of people, goods and services are put at risk which can adversely affect individuals, communities, and the district's prosperity.

Community outcomes

This activity contributes particularly to the following community outcome:

- An accessible district.
- A prosperous community.
- A clean environment.
- A safe place in which to live, work and play.

Distribution of benefits

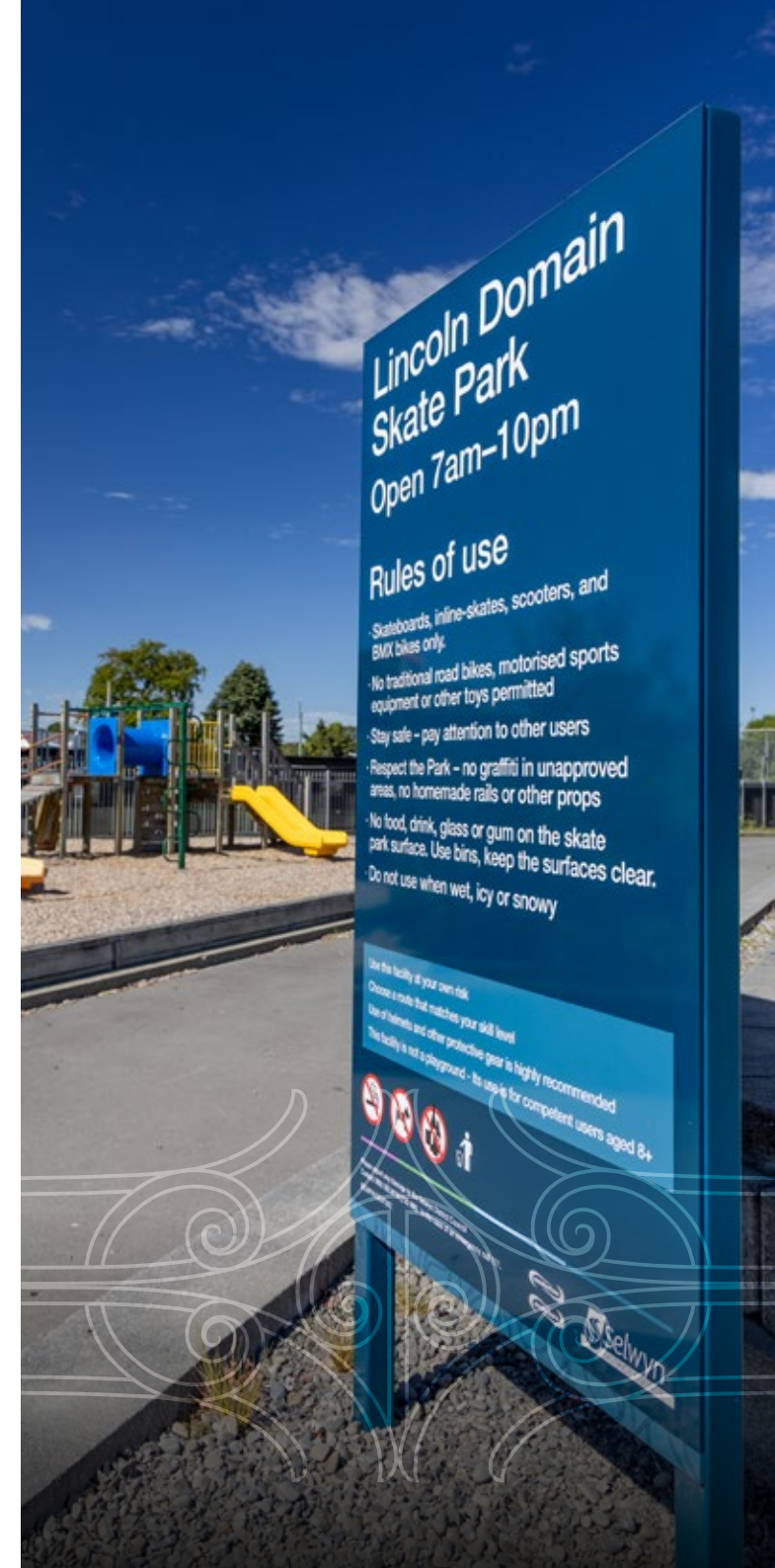
Council considers the beneficiaries of this activity to be motorists, cyclists, pedestrians, public and commercial transport operators, passengers and developers. Businesses are able to move goods swiftly; individuals can travel to employment, recreation, health, education and other activities. Well designed and landscaped roads benefit the general community from a safety point of view as well as offering the enjoyment of pleasant surroundings.

a. Operating Costs

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 costs net of subsidy from New Zealand Transport Agency (NZTA) are recovered as a public good through the general rate and a uniform targeted rate assessed on all rating units. The targeted rate will fund road repair expenditure that is over and above the level of such expenditure subsidised by NZTA. The Council considers that all ratepayers will benefit from its decision to fund road maintenance above the level subsidised by NZTA and should contribute the same amount through a uniform targeted rate.

b. Capital Costs

The Council considers that the transportation network is of benefit to all the community and hence a public good. Accordingly its net cost after NZTA subsidy is recovered through the general rate and a uniform targeted rate. The uniform targeted rate will fund road renewal expenditure that is over and above the level of such expenditure subsidised by NZTA. The Council considers that all rate payers benefit from its decision to fund road renewal expenditure above the level subsidised by the NZTA



and should therefore all contribute the same amount through a uniform targeted rate. Borrowing may be used to spread the cost of capital expenditure to future ratepayers so that the amount paid in any one year is maintained at what the Council considers to be an affordable level. Reserves and the proceeds of the sale of land may also be used to fund this activity.

While most of the charges for transportation are attributable to the wider community as a whole there are some charges applied to land developers for roading and transport upgrades. These charges are as a result of new houses in subdivisions and commercial development which create increased traffic in the district and therefore land developers are assessed and charged a share of the upgrade costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

Period in which the benefits are expected to occur

The transportation systems will provide long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

All road and cycleway users create a need for this activity.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity. The benefit of funding roading separately from other Council activities is that it constitutes a large component of the district’s rates and it enables costs to be allocated in a transparent manner.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through providing an efficient transportation network. It is therefore appropriate to fund this activity from a mix of the general rate and a uniform targeted rate assessed on all rating units. The long term benefits of capital expenditure means it is also equitable to use borrowing, reserves and the proceeds of land sales.

Funding source and proportion

Activity	Operating	Capital
Transportation	General rate: Medium	General rate: Medium
	Targeted rate: Low	Targeted rate: Low
	NZ Transport Agency funding: Medium	NZ Transport Agency funding: Low/Medium
	Other: Low	Development Contributions: Low
		Borrowing: May be used
		Reserves and the proceeds of land sales: May be used





Solid waste management

The Council provides a variety of services related to the management of waste in the more populous parts of the district. Waste is mostly collected through rubbish, recycling and organic kerbside collection system. The remainder of the waste, recycling and organics is taken directly by residents to the Pines Resource Recovery Park. Residents pay for the service through a mix of targeted rates and user charges.

Why is the Council involved?

Given the health implications it is important to manage solid waste well. Damage to the environment and community can easily occur if waste is allowed to accumulate and is left to rot or become a source of disease. There is also a danger that pollution of groundwater could occur, with the potential to affect drinking water supplies where wells are shallow.

Council is in the best position to serve the needs of the community, provide a sustainable service and keep costs down.

Community outcomes

This activity contributes particularly to the following community outcome:

- A clean environment.
- A healthy community.

Distribution of benefits

The benefits of this activity apply indirectly to the whole community and directly to those who generate the waste. Those people and entities generating waste should be responsible for funding expenditure relating to collection and disposal services.

a. Operating costs

Council considers the benefits of this activity relate directly to the users. Accordingly the operating costs are recovered by targeted rates and user charges levied on those who use the service.

b. Capital Costs

Council considers the benefits of this activity relate directly to the users. Accordingly the capital costs are recovered by targeted rates and user charges levied on those who use the service. Borrowing may be used to fund capital projects with the financing cost recovered through targeted rates and user charges.

Period in which the benefits are expected to occur

Benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The generator of waste creates the need for collection and disposal services.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.



Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through enabling reuse of resources, reducing environmental impacts and reducing public health risks. Users both benefit from the activity and cause the need for the activity, so it is appropriate to recover the cost of the activity through a mix of targeted rates and user charges.

Funding source and proportion

Activity	Operating	Capital
Refuse collection	Targeted rates: High Reserves: May be used	Targeted rates: High Reserves: May be used
Refuse recycling	Targeted rates: High Reserves: May be used	Targeted rates: High Reserves: May be used
Refuse disposal (through resource recovery centre)	User charges: High Reserves: May be used	User charges: High Borrowing: May be used Reserves: May be used

Five Waters

The availability of water and the safe disposal of wastewater are fundamental to the health and welfare of the Selwyn community.

Council manages this through the five waters group of activities group. The five waters group of activities activity comprises:

1. Community water supplies
2. Land drainage
3. Urban stormwater
4. Water races
5. Community wastewater schemes

The five waters activities provide safe, clean water for households, remove sewage and flood water in a way that protects the health of the population and natural environment. It also provides water for livestock and drains certain land so that it is usable. These services are provided through a number of water-based schemes within the district. Water services are interlinked, if not directly, then via natural pathways. This reflects the unique geographical 'mountains to sea' layout of Selwyn District. There is a strong connection between these services so the Council's approach is to manage the 5 Waters activities in a coordinated way.

Water (community water supplies and water races)

These services are provided through separately rated water-based schemes within the district

Why is the Council involved?

The Council is in the best position to respond to the expectations of the communities it serves and to translate these needs into levels of service, which have funding options accompanying them, for public scrutiny and comment. The 5 Waters assets are listed as 'Strategic' in the current Long-Term Plan for the very reason that failure of these services has a devastating and far-reaching effect on the district.

The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

Community outcomes

This activity contributes to the following community outcomes:

- A clean environment
- A rural district
- A healthy community
- A safe place to live, work and play
- A prosperous community

Distribution of benefits

1. Community water supplies –

Council considers the beneficiaries of these activities to be the households and commercial operators connected to the supply and the general public.

- *Operating costs* – Council recovers operational costs by water meter charges, targeted rates assessed on those who use the service or user charges as appropriate.

- *Capital costs* – Capital costs are funded from targeted rates by way of cash reserves accumulated over time and contributions from subdivider. The Council may also use internal loans where an appropriate return on funds can be generated. 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. Contributions from subdivider are 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 for the growth component of the upgrade costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

2. Water race systems – The benefits of this activity largely accrue directly to the users, and there is also a broader benefit to the wider community through the amenity and environmental value of the water races.

- *Operating costs* – Council recovers operational costs by irrigation charges, targeted rates assessed on those who use the service, and a public good targeted rate.
- *Capital Costs* – Capital costs are funded from irrigation charges and targeted rates. The Council may also consider using general reserves (internal loans) where an appropriate return on funds can be generated.
- Internal loans are repaid from targeted rates, irrigation charges. External loans may also be raised and repaid in the same manner as internal loans.

Period in which the benefits are expected to occur

The benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The people requiring the water are creating the need for the Council to undertake work relating to the availability of water.

Developers add to the demands placed on schemes, which require the Council to undertake new capital works related to growth.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

The benefit of funding water supplies separately from other Council activities is that only those currently or planning to benefit will contribute.

Council applies targeted rates and user charges for accountability and transparency.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through the provision of public drinking water, provision of urban fire and enabling the economic development of communities. As the main beneficiaries of the activity are users of the various systems the Council considers it appropriate to fund the activities from a mix of targeted rates, user charges and development contributions. The activities of the Selwyn-Waihora Water Zone Committee are to develop water management recommendations for the benefit of the region and are appropriately funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community water supplies	User charges: Low Targeted rates: High Reserves: May be used	User charges: Low Targeted rates: Medium/Low Development contributions: Medium/High Borrowing: May be used Reserves: May be used
Water races	User charges: Low Targeted rate: High General rate: Low Reserves: May be used	User charges: Low Targeted rate: High Reserves: May be used

Wastewater, stormwater and land drainage

The safe disposal of wastewater are fundamental to the health and welfare of the Selwyn community. The 5 Waters activities provide safe, clean water for households, remove sewage and flood water in a way that protects the health of the population and natural environment, provides water for livestock and drains certain land so that it is usable. The wastewater activity includes community waste water schemes, stormwater and land drainage.

Why is the Council involved?

The Council is in the best position to respond to the expectations of the communities it serves and to translate these needs into levels of service for public scrutiny and comment.

The 5 Waters assets are listed as ‘Strategic’ in the current Long-Term Plan for the very reason that failure of these services has a devastating and far-reaching effect on the district.

The Council is well positioned to take a major leadership role in planning and managing the assets and networks that deliver these essential services.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A clean environment.
- A rural district.
- A healthy community.
- A safe place to live, work and play.
- A prosperous community.

Distribution of benefits

Council considers the beneficiaries of these activities to be those connected to the community wastewater schemes, or serviced by land drainage and stormwater systems.

a. Operating costs

The benefits of this function relate directly to the users. Accordingly the costs are recovered by targeted rates.

b. Capital costs

Capital costs are funded from targeted rates by way of cash reserves accumulated over time, contributions from subdividers and borrowing. 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.

New houses in subdivisions and commercial development also create increased demand for on community wastewater schemes and stormwater system in the district and therefore land developers are assessed and charged for the growth component of the upgrade costs.

The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.

Period in which the benefits are expected to occur

The benefits of this function are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

People who benefit from the wastewater activity are creating the need for the Council to undertake work to minimise the damage to the district’s waterways and environment.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity. The benefit of funding wastewater systems separately from other Council activities is that only those currently or planning to be connected to schemes will contribute.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, through the safe disposal of wastewater. As the main beneficiaries of the activity are those connected to the various community wastewater schemes and serviced by the stormwater and land drainage systems, the Council considers it appropriate to fund the

activities from targeted rates plus development contributions. There is some broader community benefit from certain land drainage projects and a portion of this cost is appropriately funded from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community wastewater schemes	Targeted rates: High Reserves: May be used	Targeted rates: Low Development contributions: High Borrowing: May be used Reserves and proceeds of land sales: May be used
Stormwater	Targeted rate: High Reserves: May be used	Targeted rates: High Development contributions: Low Borrowing: May be used Reserves: May be used
Land drainage	Targeted rate: High General rate: Low Reserves: May be used	Targeted rate: High Reserves: May be used



Community Facilities

The role of community facilities is to provide and promote a wide variety of services and facilities which make Selwyn District a great place in which to live, work and play. These services and facilities focus on what people have told Council is important and valued by them.

The community facilities group of activities comprises:

- Library services
- Reserves
- Halls and community centres
- Swimming pools
- Public toilets
- Cemeteries

Library Services

District Libraries provide quality services to the community that promote lifelong learning and creative use of leisure. Libraries provide access to information in a variety of formats including books, electronic databases and other media.

Libraries are key facilities to enable people to find out information, have access to reading and educational material, and keep up with news and events in the district.

Why is Council involved?

Libraries strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact.

Libraries are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A community that values its culture and heritage.
- A healthy community.
- An educated community.

Distribution of benefits

Council considers the beneficiaries of this activity to be library users, visitors and also recognises that there is a broader community benefit from free access to information.

The Local Government Act 2002 prohibits the charging of a membership fee for library use. Accordingly, the Council sets a uniform targeted library rate and user charges where appropriate to recover the costs of this service. Typically user charges are rental fees for some books and fines for overdue books.

There is a general benefit to all in the district from residents having access to a library system irrespective of their ability to pay.

Period in which the benefits are expected to occur

The existing facilities will be of long-term benefit to the community.





The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The Council undertakes the activity to ensure that the community has access to a broad range of informational opportunities.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, by providing individuals with recreational and educational opportunities. As this activity brings broad benefit to the community the Council considers it appropriate to fund the activity from a uniform targeted rate assessed on all rating units, plus user charges for some specific services.

Funding source and proportion

Activity	Operating	Capital
Libraries		Targeted rates: High
	User charges: Low	Borrowing: May be used
	Targeted rates: High Reserves: May be used	Reserves and proceeds of land sales: May be used Grants: Will be used when available



Reserves

Council manages a range of parks, reserves, and open spaces for and on behalf of the community. Easily accessible parks and open spaces provide active recreation, play and social opportunities for both residents and visitors. Council's activities in this area aim to assist in the development of healthy, active, functioning individuals and communities.

Why is Council involved?

Community facilities strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact.

Reserves are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A rural district.
- A healthy community.
- A prosperous community.

Distribution of benefits

Council considers the beneficiaries of this activity to be residents, visitors and sports groups. The Council also recognises that there is a broader public good arising from this activity through to amenity benefit of open spaces.

1. Area Reserves

a. Operating costs

There are a number of recreation reserves provided across the district. The annual costs of operating these reserves are funded by setting a targeted rate at a level that funds the maintenance of the reserves. User charges are charged as appropriate. The public good element of the activity is recognised by funding Council support services to this activity from the general rate.

(Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs

Capital costs are paid for by setting a targeted rate, use of general reserves and through the charging of Development Contributions.

Development Contributions are appropriate due to new houses in subdivisions creating increased demand for these services - refer to Council's Development Contribution Policy.

Period in which the benefits are expected to occur

The reserves provide ongoing benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

Demand by residents and visitors to enjoy access to a wide range of reserves drives the need for this activity.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, in terms of promoting recreation opportunities and activities, and providing social spaces, cultural enrichment and opportunities for residents to be involved in community life.

It also provides environmental enhancement while adding distinctive open spaces and infrastructure. As this activity brings benefit to local communities and the broader district the Council considers it appropriate to fund this activity from the general rate, plus some user chargers and development contributions.

Funding source and proportion

Activity	Operating	Capital
Recreation reserves	Targeted rate: Medium/High User charges: Medium/Low Reserves: May be used	Targeted rate: Low Development contributions: High Borrowing: May be used Grants: Will be used when available Reserves: May be used
District reserves <i>Update to follow to include target rates</i>	Targeted rate: High Reserves: May be used	Targeted rate: Low Development contributions: High Borrowing: May be used Grants: Will be used when available Reserves: May be used
Support services for specific area reserves and district reserves	General rate: High	General rate: High

Halls and Community Centres

Halls and community centres provide social venues to enable people to meet and keep up with news and events in the district.

Why is Council involved?

Halls and community centres strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact. Halls and community centres are an important part of the social fabric for many communities, providing a focal point and contributing to attaining a sustainable community with a sense of identity and belonging.

Community outcomes

This activity contributes to the following community outcomes:

- A rural district.
- A healthy community.

Distribution of benefits

Council considers the beneficiaries of this activity to be residents, visitors and community groups.

a. Operating costs

There are a number of hall and community centres provided across the district. The annual costs of operating these halls and community centres is funded by setting a targeted rate at a level that funds the maintenance of the halls and community centres. User charges are charged as appropriate. The public good element of the activity is recognised by funding Council support services to this activity from the general rate.

(Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs

Capital costs are paid for by setting a targeted rate, use of general reserves and through the charging of Development Contributions. Development Contributions may be appropriate due to new houses in subdivisions creating increased demand for these services where they are associated with the use of a reserve - refer to Council’s Development Contribution Policy.

Period in which the benefits are expected to occur

Halls and community centres will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

Council undertakes the activity to allow residents and visitors to enjoy access to a wide range of reserves, cultural and social activities.

The costs and benefits of funding the activity distinctly from other activities

The benefit of funding community buildings distinctly is that it enables local communities to be involved in decisions about their local facilities.

Council has the appropriate systems in place to separately identify the charges and costs of this activity. For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, in terms of promoting recreation opportunities and activities, and providing social spaces, cultural enrichment and opportunities for residents to be involved in community life. It also provides environmental enhancement while adding distinctive open spaces and infrastructure. As this activity brings benefit to local communities and the broader district the Council considers it appropriate to fund this activity from a mix of targeted rates and the general rate, plus some user charges and development contributions.

Funding source and proportion

Activity	Operating	Capital
Halls and community centres	Targeted rates: Medium/High	Targeted rates: Medium/High
		Development contributions: Medium/Low
		Borrowing: May be used
Update to follow to include INFR DC	User charges: Medium/Low	Grants: Will be used when available
		Reserves: May be used
		Reserves: May be used
Support services for halls and community centres	General rate: High	General rates: High

Swimming pools

The network of community swimming pools and an indoor swimming complex, provide recreation, health and social opportunities for residents and visitors as well as life skills such as learning to swim.

The district pool operates all year round and is a covered facility. It includes a pool which allows for the serious swimmer to exercise for either fitness or health reasons and also include a pool for family activities.

Community swimming pools are generally only open during the summer season and are in most situations not covered by a building.

Why is Council Involved?

Swimming pools strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact and develop a sense of common purpose and are an important part of the social fabric for many communities. They also promote community safety through the provision of learn to swim programmes.

Community outcomes

This activity contributes to the following community outcome:

- A healthy community
- A safe place to live, work and play

Distribution of benefits

The benefits of this activity are to those that use the facilities but are available to all residents and visitors, with the local community closest to

swimming facilities benefitting the most. There is also a broader public good from the provision of learn to swim programmes.

a. Operating costs

Council has determined that approximately 50% of the annual operating costs of the community swimming pools are funded from the general rate reflecting the broad community benefit gained from the provision of a number of swimming facilities across the district. The remaining approximately 50% is funded via admission fees charged to users of the pool and the swimming pools targeted rate.

The operating cost of the district swimming pools (the Selwyn Aquatic Centre) is funded from a mix of user charges and the swimming pools targeted rate. The targeted rate varies between three geographical areas based on the availability of swimming pool facilities.

The swimming pools targeted rate also funds annual operating grants that the Council may make to school pools.

The broader public good associated with the provision of swimming pools is also recognised by funding the cost of support services to this activity through the general rate. (Support services are the services provided by the Council centrally, including asset management and financial management.)

b. Capital costs

Council funds all the capital requirements from a district-wide swimming pools targeted rate. The targeted rate varies between three geographical areas based on the availability of swimming pool facilities. Capital costs may also be funded by grants.



Period in which the benefits are expected to occur

The facilities will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The desire of residents and visitors to enjoy access to swimming pools creates the need for this activity.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, in terms of recreation opportunities and activities. As the activity benefits the community as a whole, as well as users of the facilities, the Council has determined that the activity should be funded from a mix of targeted user charge and the general rate. The targeted rate varies across the district depending on proximity to the swimming pools.

Funding source and proportion

Activity	Operating	Capital
Community swimming pools, including grants to school pools	Targeted rates: Medium/Low General rates: Medium User charges: Low Reserves: May be used	Targeted rates: High Grants: Will be used when available Reserves: May be used
District swimming pools	User charges: Medium Targeted rates: Medium Reserves: May be used	User charges: Medium Targeted rates: Medium Borrowing: May be used Grants: Will be used when available Reserves: May be used
Support services for community and district swimming pools	General rates: High	General rates: High





Public toilets

Public toilets are necessary services for visitors and residents alike, when they visit towns or enjoy facilities away from their homes.

Why is Council Involved?

The Council provides public toilets to meet public health responsibilities, service township business precincts and tourist routes and therefore supports the district’s economic interests.

Community outcomes

This activity contributes to the following community outcomes:

- A prosperous community.
- A clean environment.
- A healthy community.

Distribution of benefits

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.

Period in which the benefits are expected to occur

The facilities will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The demand by residents and visitors for this service creates the need to undertake this activity.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, by providing for adequate public convenience within the wider community. All benefit from the provision of accessible, safe and sanitary conveniences and as a result the Council has determined that this activity will be funded predominantly by the general rate.

Funding source and proportion

Activity	Operating	Capital
Public toilets	General rates:	
	High	General rates: High
	Donations: Low	Donations: Low



Cemeteries

A network of cemeteries is provided to meet the district's burial and remembrance needs.

Why is Council involved?

Provision of cemeteries is necessary to meet the burial and remembrance needs of residents and has an important role in preserving the district's social history.

Community outcomes

This activity contributes particularly to the following community outcome:

- A healthy community.

Distribution of benefits

Users benefit from this activity by having access to a plot indefinitely. Accordingly, approximately 50% of the costs are funded from plot fees and internment charges. The balance of the costs is funded from the general rate reflecting the amenity benefit that a cemetery provides from the provision of open space.

Period in which the benefits are expected to occur

Cemeteries will be of long-term benefit to the community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The entire community creates the need for cemeteries and related services including families and genealogists researching cemetery records.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, by providing for adequate cemeteries. The Council has determined that the activity should be funded from a mix of user charges and the general rate to reflect the benefit to both individual members of the community and the community as a whole.

Funding source and proportion

Activity	Operating	Capital
Cemeteries	General rates: Medium	General rates: Medium
	Donations: Medium	User charges: Medium

Community services

The role of community services is to provide and promote a wide variety of services and facilities which make Selwyn District a great place in which to live, work and play. These services and facilities focus on what people have told us is important to, and valued by them.

The community services group of activities comprises:

- Community development
- Economic development
- Civil defence

Community Development

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.

Why is Council involved?

Council is involved in this activity to further develop the social aspects of living within the Selwyn District.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A prosperous community.
- A community that values its culture and heritage.
- An educated community.
- A safe place to live, work and play.

Distribution of benefits

All residents in the district benefit from a community that is well informed about its social opportunities. Accordingly, this activity is considered a public benefit and is funded from the general rate or general funds.

When available the Council will seek external funding for community development.

Period in which the benefits are expected to occur

Benefits of this activity are ongoing.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The demand for the benefits to the district from this activity in itself creates the need.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, in terms of promoting cultural enrichment and opportunities for residents

to be involved in community life and it is therefore appropriate to fund this activity from the general rate.

Funding source and proportion

Activity	Operating	Capital
Community development	General rates: High	General rates: High
	Grants: Low	Grants: Low
	Grants: Will be used when available	Grants: Will be used when available

Economic Development

The Council’s economic development unit aims to assist businesses by providing information that will allow both parties to make decisions so that businesses in the district can be successful.

Why is Council involved?

A robust local economy is an important element of people’s quality of life. A strong economy provides income and jobs, which influences people’s ability to participate in, and contribute to, the community’s well-being.

Community outcomes

This activity contributes particularly to the following community outcomes:

- A prosperous community.

Distribution of benefits

The Council’s economic development unit aims to assist businesses and the 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.

When available, the Council will seek external funding for economic development.

Period in which the benefits are expected to occur

The benefits arising from economic development activities may occur beyond the period in which the expenditure occurs.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

For Selwyn to develop and maintain a strong economy there is an ongoing need for economic development.

The costs and benefits of funding the activity distinctly from other activities

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community, by facilitating district wide business opportunities. Although this activity benefits business, charging business for Council economic development activity is not practicable and would act as a disincentive and therefore it is appropriate to fund this activity from the general rate in recognition of the community benefit arising from economic growth.

Funding source and proportion

Activity	Operating	Capital
Economic development	General rates: High	General rates: High
	Grants: Low	Grants: Low
	General reserves: Low	General reserves: Low
	Grants: Will be used when available	Grants: Will be used when available

Civil Defence

Civil defence help ensure people and properties are safe in an emergency.

Why is Council involved?

Council undertakes civil defence responsibilities as required by the Civil Defence Emergency Management Act 2002.

Community outcomes

This activity contributes particularly to the following community outcome:

- We are safe at home and in the community.

Distribution of benefits

Civil Defence activities are considered to provide public benefits received by the community as a whole; so the costs are recovered from the general rate.

Period in which the benefits are expected to occur

This activity will provide ongoing benefit to the Community by assisting the development of a safe community.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need for this activity is created by statutory requirements and the community's desire for an action plan in the event of a natural disaster.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability, the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity has a significant positive impact on the social, economic, cultural and environmental well-being of the community by undertaking operations that help protect the community and the environment by maintaining readiness to respond to adverse events. As the community as a whole benefits from this activity it is appropriate to fund the activity from the general rate.

Funding source and proportion

Activity	Operating	Capital
Civil Defence	General rates: High	General rates: High

Democracy

Governance and Community Board

This activity group covers the costs associated with the Council's democratic process. This includes Councillor and Community Board members' remuneration and the cost of providing them with professional advice and support, as well as the cost of organising elections every three years.

It also covers certain grants made by the Council and a levy imposed by statute for the benefit of the Canterbury Museum.

Why is Council Involved?

The Council, as a creation of statute and elected by its residents, needs to have a structure which allows the communities' requirements to be identified and provided for by those individuals who are elected to office.

Community outcomes

For many of the community outcomes, the Council has an advocacy role with government departments and other organisations.

The Council will ensure that it takes every practical opportunity to undertake this role to achieve the



community outcomes whether it is through formal meetings, submissions or informal gatherings at elected member or staff level to the appropriate organisations.

Distribution of benefits

The Governance process provides a benefit to the community as a whole. The democratic process and decisions affect individuals and properties within the community; hence 100% of the cost is recovered by way of the general rate.

Community Board benefit primarily the people living within the areas covered by these boards. In line with Council’s policy of charging by targeted rate those that directly benefit from a service, Community Board are funded by a targeted rate.

Period in which the benefits are expected to occur

The benefits will occur in the year in which expenditure is made to ensure the people of the district are adequately represented, informed and consulted.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity

The need for this activity is driven by statutory requirements that allow the entire community to be involved in Council decisions.

The costs and benefits of funding the activity distinctly from other activities

Council has the appropriate systems in place to separately identify the charges and costs of this activity.

For transparency and accountability the costs associated with this activity have been separated from other Council activities.

Impact on the current/future social, economic, environmental and cultural well-being of the community

This activity group has a significant positive impact on the social, economic, cultural and environmental well-being of the community, in terms of providing effective decision-making and leadership for the community, and through effective public information and providing opportunities for public input into Council decision-making processes.

It is appropriate to fund the Mayor and Council from the general rate in recognition of the broad community benefit arising from this activity. As only one of the Council’s four wards has a Community Board, it is appropriate that this activity is funded from targeted rates set for those two wards.

Funding source and proportion

Activity	Operating	Capital
Mayor, District Council	General rates: High	General rates: High
Community Board	Targeted rate: High Reserves: May be used	Targeted rate: High Reserves: May be used

