

UGMS OBJECTIVES

1. Encourage a diversity of population while targeting younger people to live and work in the area
2. Achieve the sustainable provision of physical infrastructure and community services
3. Balance the pressures of a high level of growth by safeguarding the environment, lifestyle and prosperity

IMPLEMENTATION

Chapter

6

Chapter Outline

This chapter explores possible funding opportunities to assist in the implementation of the UGMS Strategies and Actions outlined in Chapter 5 and outlines Council's financial responsibility to funding of actions proposed by this UGMS.

It also suggests ongoing periodic monitoring of population growth and profiling of the population to assist in measuring performance against the UGMS Objectives.

Summary of Key Points

After reading this chapter, you should understand the following:

1. The range of Council funding sources.
2. The framework for developer contributions
3. The need for ongoing periodic monitoring of population growth, business investment, tourism, education, health and community services investment, employment and housing.
4. Council's financial responsibility and process for funding projects associated with this UGMS.

6.1 FUNDING OPPORTUNITIES

6.1.1 Council Funding

6.1.1.1 Rate Revenue

Approximately 65% of Council's income is derived from rate revenue. Notwithstanding the objectives of the UGMS to influence the population structure to bring about an increase in the younger population, it is acknowledged that the UGMS will most likely not alter the number of older people seeking to reside in Victor Harbor. As such, the UGMS has identified that there will continue to be a proportional increase in demand for health and community services per head of population. Therefore, in order to maintain and/or improve current levels of funding and service provision and to implement the UGMS actions, Council may need to consider alternative income streams (ie not rely as heavily on rate revenue for its operations) in order to remain economically viable.

6.1.1.2 Other Revenue

Opportunities to diversify Council's income stream includes:

- investing in aged care/accommodation providing ongoing returns and community benefit;
- generating additional income from existing facilities (eg partnering with SA Water to on-sell treated wastewater whilst benefiting the environment);
- public and private partnerships and developer contributions.

6.1.2 Private Funding - Developer Contributions Framework

Developer contributions comprise the payment of monies to Council (and/or the direct provision of works/facilities) to supplement the provision of infrastructure to support the population generated by a proposal. Such contributions apply to land division and/or the creation of additional dwellings.

The Developer contributions framework outlines the contributions required from developers to ensure that local and district level infrastructure and facilities are provided in a coordinated manner. This includes, but is not limited to:

- District Roads
- Local and district level open space and recreation areas and facilities
- Land and shared facilities required for the provision of utility services.
- Community infrastructure
- Environmental Works to manage impacts on biodiversity
- Information Communications Technology Networks
- Gas Supply Networks/Easements
- Connection and Augmentation for SA Water mains water supplies
- Cover costs for recycling/rubbish collection and disposal
- Contributions for stormwater management (water quality and quantity)

So as to equitably, and transparently, apportion infrastructure costs to development, envisaged growth and the impact of that growth upon necessary infrastructure must be quantified. The cost of provision of additional works/facilities to accommodate that growth must then be assessed.

The following principles should apply to any request for developer contributions in respect of infrastructure provision over and above that which would normally be required to undertake the development:

- the need for the proposed infrastructure must be clearly demonstrated and the full cost of its provision calculated;
- the proposed infrastructure should be linked, both temporally and spatially, to the identified needs of the subdivision or development (ie it must be shown that as a result of the subdivision or development, there is a new demand for public amenities and services). This

relationship is made clear by the demographic and economic makeup, spatial distribution and timing of growth, current levels of demand and needs of future residents;

- amounts charged must be equitable (eg there can be no charges for backlogs and double dipping);
- funds collected must be applied to the provision of specific infrastructure for the contributing development and accounted for in an open and transparent manner;
- there is a developer contributions policy that is subject to the scrutiny of community consultation and public exhibition and that is reviewed after a specified period of time;
- there is a works program and schedule that defines the type, scale and timing of facilities commensurate with development.

Establishment of an infrastructure and asset management plan for the defined growth period will provide a broad indication of future costs which may be apportioned to each development scheme based upon its 'share' of projected population growth. Options for developer contributions may include:⁸⁷

1. Differential/Special Rates - a special rate applying to non-contiguous land to enable Council to collect funds for non-specific projects and infrastructure;
2. Negotiated Planning Agreements - a framework allowing Council to negotiate and enforce agreements with land owners/developers;
3. Local Infrastructure Contributions – a one off payment designed to meet the cost of infrastructure required to achieve a standard of land suitable for its intended use;
4. Region-Wide Contributions - a collaborative approach allowing Councils and the State Government and other authorities to fund regional infrastructure requirements.

Items 3 and 4 above will require legislative amendments under the *Development Act 1993* (and/or other applicable legislation).

6.1.3 State and Federal Government Funding

Various State Government subsidies are available. Many of these are only available for a limited time and may be withdrawn prior to implementation of the UGMS. The subsidies provided can range from small community grants under \$1,000 to more significant grants for infrastructure provision. Most grants require up to half of the total costs of the project to be funded by the funding applicant.

Council may also lobby for direct State (and Federal) government investment in significant physical and community infrastructure projects in areas such as transportation, information and communication technology and education.

6.2 MONITORING PERFORMANCE

Analysis and reporting will be undertaken to measure progress against each of the UGMS Objectives and supporting strategies outlined at Chapter 5.0 in line with Council's periodic review of its strategic governance documents.

Information gathering to assist in measuring performance may include:

Population Growth

- Change in Victor Harbor workforce (from Council surveys of land use and ABS Employment statistics)

⁸⁷ LGA Circular 10.1, *Developer Contributions Final Report – Feedback Sought* retrieved 17 March 2008 from www.lga.sa.gov.au

- Growth of Student Enrolments and Education Capacity in Victor Harbor (from Council survey of institutions)
- ABS Census population and Estimated Resident Population for Victor Harbor (from 5 yearly Census of housing and population).
- Journey to work information (from ABS and Council Survey)

Residents

- Number of annual dwelling approvals (from Council Records)
- Tourist Accommodation approvals (from Council Records)
- Housing type (from ABS Census)
- Number of young people aged 15 – 30 (from ABS Census)
- Perceptions of people aged 15 – 30 of Victor Harbor as a place to live (from Council Survey)
- Affordability of Housing – Median rents and sale prices (from Residential Tenancy Board and DAIS)
- Resident satisfaction of service availability and delivery (from Council Survey)
- Residential growth as a percentage of metropolitan growth (from ABS Census)

Visitors

- Average daily visitor numbers (from Tourism Board)
- Main purpose of visit (from Tourism Board)
- Average length of stay (From Tourism Board)
- Average level of spending per visitor (from Tourism Board)
- Perceptions of people aged 15 – 30 of Victor Harbor as a place to visit (from Council Survey)

Workers

- Growth in business by industry sector (from Council survey of land use and employment).
- Change in vacancy rates and employment (from Council survey)
- Employment in knowledge and information communication technology based business (from Council survey of land use and employment)
- Number and percentage of young people aged 15 – 30 in the Victor Harbor workforce (from ABS Census)

Students

- Change in number of students by age (ABS Census and Council Survey)
- Number of secondary students accepted for university/TAFE courses outside of Victor Harbor (from University statistics)
- Number of trainees and apprenticeships within Victor Harbor (from DEFEST)
- Student satisfaction (from Council survey)

6.3 FINANCIAL RESPONSIBILITY

City of Victor Harbor operates in accordance with a sustainable long term financial plan aimed at maintaining and, where possible, improving on current levels of service whilst not requiring substantial increases in council rates.

Before committing to any actions proposed by this UGMS, consideration will be given to the timing and Council's level of commitment in funding and delivery through Council's 3 year strategic plan and annual Financial Management Plans. Wherever possible, Council will seek part funding via government agency grants or private investment) and consider whether any proposed action or project is the cost effective use of available funds.

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