

Funding Needs Analysis

This policy does not form part of the Revenue and Financing Policy, it is a separate document that records the detailed application of s101(3). The Revenue and Financing Policy describes how the Council has complied with s101(3). A change in this document does not in itself change the Revenue and Financing Policy.

Purpose and scope

1. The Funding Needs Analysis (FNA) provides the background and analysis to explain the funding decisions made by the Council.
2. To comply with section 101(3),¹ the Council must determine the appropriate sources of funding² for each activity. In determining this, they must take into consideration under s 101(3)(a):
 - a. *“The community outcomes to which the activity primarily contributes.*
 - b. *The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals.*
 - c. *The period in or over which those benefits are expected to occur.*
 - d. *The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity.*
 - e. *The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.”*
3. The legislation places no more or less weight or priority on any one of the factors listed in section 101(3)(a).
4. Having completed the above analysis, the Council must then consider under section 101(3)(b): *“The overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community.”*
5. The following sections document the matters and approaches the Council has taken to determine the funding needs of an activity and how that translates into the Council’s decision on the appropriate funding sources to be used.

Previous reviews

6. The FNA was last reviewed in 2018, and Council retained its existing Revenue and Financing Policy included in the 2018-28 Long-term Plan (LTP).
7. The Council undertook a review and rewrite in 2020. Changes have been made reflecting the considerations of the Council as they considered the funding of activities in developing the 2021-31 LTP.

Funding sources for operating costs

8. Operating costs are the everyday spending that maintains the services delivered by the Council. This includes corporate overheads, funded wear and tear on assets (depreciation) and interest costs of borrowing for capital projects.
9. The Council must consider the funding for each activity in a way that relates exclusively to that activity. Some activities may be best funded by user charges such as swimming pool entry fees, others with targeted rates and others from a general rate. Distinct funding may assist ratepayers or payers of user charges to assess more readily whether the cost of the service provided to them either directly or indirectly represents good value. They can also more easily determine

¹ All references to legislation are to the Local Government Act 2002 (LGA), unless otherwise stated.

² The funding sources are listed in section 103 LGA and the Council’s preference for using funding sources is described in the Revenue and Financing Policy.

how much money is being raised for the service and spent on the service.

10. The funding sources for operating and capital costs are:
 - a. Fees and charges.
 - b. Grants and subsidies and fuel taxes.
 - c. Other income.
 - d. Investment income.
 - e. Financial contributions
 - f. Development contributions
 - g. Lump sum payments
 - h. Reserve funds.
 - i. Borrowing
 - j. Proceeds from the sale of assets
 - k. Rates
 - General rate
 - Targeted rates.

11. Each funding source and how the Council prefers to use that funding source for operating expenses is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Table 1: Matters the Council considers in applying the legislation for operating expenses

Section 101(3)(a) - Step 1 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes an activity primarily contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is given consideration by the Council. Determining benefit is inherently subjective.</p> <p>Where the Council considers there is a clearly identified direct relationship between users and the services provided then the Council will consider fees and charges or targeted rates.</p> <p>Where the Council considers the services provide a benefit to the community as a whole; is of a uniform nature; or where the Council is not able to identify a direct relationship between users and the service the Council will consider using general rates.</p>
Period of benefit - s.101(3)(a)(iii)	<p>For most operational expenses the benefit is received in the year the expense is incurred.</p> <p>For most activities depreciation (an operating expense) is cash funded from revenue sources and this is placed into reserve funds for the future renewal of assets.</p> <p>Some operational expenses (provisions) may have a benefit over multiple years and so the Council may choose to fund the activity over that period.</p>

<p>Who creates the need - s.101(3)(a)(iv)</p>	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through fines, charges or rates.</p>
<p>Separate funding - s.101(3)(a)(v)</p>	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p> <p>For all activities the Council is able to easily identify what proportion of operational expenses is recovered from each funding sources. In the case of rates the Council is able to inform individual ratepayers of their rates contribution to each activity using communication tools.</p>

12. Analysis for operating costs by activity is described in Schedule 1.

Funding sources for capital costs

13. Capital costs are those costs associated with the purchase and improvement of assets and for the repayment of debt. The funding sources for capital costs include:
- a. Fees and charges.
 - b. Grants and subsidies and fuel taxes.
 - c. Other income.
 - d. Investment income.
 - e. Financial contributions
 - f. Development contributions
 - g. Lump sum payments
 - h. Reserve funds.
 - i. Borrowing
 - j. Proceeds from the sale of assets
 - k. Rates
 - General rate
 - Targeted rates.
14. Each funding source and how the Council prefers to use that funding source for capital expenditure is described in detail in the Revenue and Financing Policy and is based on the analysis set out in this document.

Analysis for capital costs by activity

15. Capital costs would be funded on the same principles as the operating costs funding policy, subject to the nature and purpose of the expenditure, unless the Council resolves otherwise. Such a resolution will follow the funding guidelines and in doing so would be consistent with this policy and would not require amendment to the policy. Existing projects (projects resolved prior to 3 December 2020) will be funded according to the Annual Plan, Long-term Plan or other resolution at the time of the Council approving the project. It is not always practicable to determine a funding policy for an unknown future project in advance.
16. The Council uses the following guidelines when considering the funding of capital projects:

- a. A Funding Needs Analysis will be completed (see paragraph 18).
 - b. All projects are first funded from grants, subsidy or other income where available.
 - c. Renewal projects that maintain the same service level are then funded from reserve funds set aside for that purpose.
 - d. Reserve funds for other purposes that are not restricted are considered.
 - e. Lump sum and other rating options are considered.
 - f. Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in non-network infrastructure are then funded from debt.
17. A single project may have a mix of each of these funding options.
 18. It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity.
 19. Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project is proposed in an Annual or Long-term Plan. In undertaking this assessment, it shall have regard to the matters in table two.

Table 2: Matters the Council considers in applying the legislation for capital expenses

Headings -s.101 reference	Matters Council might consider
Community outcomes - s.101(3)(a)(i)	<p>The Council determines which of its community outcomes the capital project or activity contributes to.</p> <p>Council will consider how their funding choices will support the achievement of the community outcomes.</p>
Distribution benefits - s.101(3)(a)(ii)	<p>The distribution of benefits is expected to be the same as that for the operating costs of the activity in which it is funded unless the Council resolves otherwise. Determining benefit is inherently subjective.</p> <p>The Council may choose to target those people or organisations who primarily benefit through financial and development contributions, lump sum options or targeted rates.</p>
Period of benefit- s.101(3)(a)(iii)	<p>For most capital projects the benefit is received over the life of the asset. The Council will have regard to the equitable distribution of costs to each generation for the construction and renewal of the asset. For example, this may result in the Council not funding asset renewal while still funding debt.</p>
Who creates the need- s.101(3)(a)(iv)	<p>Some services are provided because the actions or inactions of individuals or groups create the need to undertake the activity.</p> <p>The Council may choose to target these people or organisations through financial contributions or targeted rates.</p>
Separate funding- s.101(3)(a)(v)	<p>The Council must consider the practicalities of separate funding along with transparency and accountability.</p> <p>In some cases, while it may be desirable to charge individuals there may be no practical way of doing so.</p>

For many smaller capital projects, it is not practical to have a separate funding policy. Where the Council does not resolve otherwise a capital project will be funded consistently with the funding mechanism adopted for the operating costs in the activity in which it is funded, and the purpose of the project.

Funding bands

20. After considering the section 101(3)(a) components, the Council considers to what extent each of the funding sources can fund each activity. This guide is intended to be in place for the next three years before it is reviewed. As costs change over time, it is not possible to precisely determine the percentage allocated. For this reason, the Council has decided to band the percentages into the categories listed in table three.
21. The assessment in Schedule 1 identifies the most likely sources of funding an activity is budgeted to receive. In all cases, rates fund the balance of the activity after all other sources have been maximised. It is likely that from time to time the Council will be able to secure additional funding that may become available.
22. Budgets will normally be set within these ranges. These ranges are expressed as a percentage of the cost of the activity and are indicative only. They may change over time because of changes in expenditure rather than changes in revenue. It is also likely that actual funding sources will be different from budgeted funding sources.

Table 3: Funding bands

Name	Percentage range
Unlikely	0%
Minimal	0% - 20%
Low	20% - 40%
Moderate	40% - 60%
High	60% - 80%
Most	80% - 100%
All	100%

Funding sources and rationale

23. The 'Rationale' column of Schedule 1 identifies which of the funding sources the Council plans to use in budgeting to fund the operating costs of each activity. It is determined by the Council after consideration of each clause of section 101(3)(a).
24. The assessment of the funding sources is a complex matter of weighing up the requirements of section 101(3)(a) with the available sources and the Council's preferences for using these sources. The Council has documented its rationale for choosing each the funding source in this Funding Needs Analysis and the Revenue and Financing Policy.
25. The funding source for an activity may be modified by the Council when it considers the requirements of section 101(3)(b). If this has occurred, it is considered as part of the overall

funding considerations section in the Revenue and Financing Policy.

Schedule One: Activity Funding Needs Analysis – operating costs

Group Activity: Transport						
Activity: Transport						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcome:</p> <ul style="list-style-type: none"> Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community <p>Our communities and business are connected to each other and to our markets by a safe efficient and integrated transport network.</p>	<p>Roading: The roading network serves the whole district and everyone benefits.</p> <p>Roads are necessary to deliver export products to markets within Wairoa, New Zealand and the world. The district's economic prosperity is dependent on production from its rural catchment.</p> <p>Roads provide corridors for other utility providers such as power, communications, water and wastewater.</p> <p>Roads, street lighting, signage, and footpaths and parking are provided as a public good. Individuals and business benefit directly from access to property and facilities.</p> <p>Airport: The provides quick access in and out of the region supporting business and emergency management.</p> <p>The availability of the airport serves the whole district, and everyone benefits.</p> <p>Individual users receive a private benefit.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>There is an impact of the actions or inactions of others.</p> <p>Costs are driven by traffic volumes and size. Large vehicles, wear roads out more quickly than vehicles.</p> <p>The forestry industry places significant demand on the roading network for which Council incurs additional costs. The growth of the forestry industry is leading to greater roading damage.</p> <p>Airport users expect a consistent service level.</p>	<p>The whole community benefits from the roading network and airport, as such there is little advantage in having separate funding.</p> <p>The use of differential rating tools can easily adjust for sectors to make a varying contribution.</p> <p>There are few reasonably practicable options for charges in users directly for their use of or damage to the roads.</p> <p>Charging airport users for rents and landing fees is common and efficient.</p>	<p>Subsidies are primarily sourced from New Zealand Transport Agency (NZTA). Additional funding will be sourced whenever available (e.g., Provincial Growth Fund)</p> <p>Council also receives a small amount of regional petrol tax.</p> <p>Council maximises the amount of subsidy for the level of spending it approves.</p> <p>The whole district benefits from the roading network.</p> <p>The general rate allows for the differential allocation of benefit to sectors and adjustment of contribution for those whose actions cause additional costs and for advancing community outcomes.</p>	<p>ROADIING</p> <p>HIGH (60% - 80%) Grants and subsidies. LOW (20% - 40%) General rate UNLIKELY (0%) All other funding sources.</p> <p>AIRPORT</p> <p>HIGH (60% - 80%) General rates MINIMAL (0% - 20%) Fees and charges Other UNLIKELY (0%) All other funding sources</p>

Group Activity: Water						
Activity: Water						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The communities that are reticulated with a public water supply are the beneficiaries. With extended dry seasons there is greater demand on Council's network for tanker water to be supplied to non-reticulated properties.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes and having protection in the case of fire.</p> <p>This community benefit can be recognised with a general rates component in the funding.</p> <p>All property owners/residents/tourists benefit from receiving water and protection from any fire risk.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have a minor impact.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant drinking water.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>Those who (either directly or indirectly) benefit should pay.</p> <p>There are some water users where charging based on actual quantities is practical due to the location, size or the use of the property. Their share of costs is recovered by way of targeted water meter rates.</p> <p>The cost of the water supply and network is equalised across all non-metered connections within the district.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>	<p>MOST (80 - 100%) Targeted rates</p> <p>MINIMUM (0% - 20%) General rates Interest and dividend</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Wastewater						
Activity: Wastewater						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Access to safe water that is managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The collection, treatment, and disposal of wastewater are primarily a private benefit for people whose properties are connected to the schemes. Rural septic tank septage is transported to council wastewater treatment ponds.</p> <p>The protection of the environment is a benefit to the serviced communities.</p> <p>The entire community benefits through better health, kai moana, recreation and the environment outcomes.</p> <p>The benefits are expected to accrue primarily to individual users and businesses.</p> <p>There is a public health, environmental and recreational benefits are to whole district. This community benefit can be recognised with a general rates component in the funding.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>A small number of heavy commercial producers have an adverse impact greater than most users.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant wastewater systems.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p> <p>It also provides transparency on the cost of an essential service.</p>	<p>In most cases it is not practicable to measure the quantity of each individual's contribution to the wastewater system.</p> <p>In the case of heavy commercial users of the waste system it is practical to measure the volume and quality of waste and charge appropriately for this.</p> <p>Those who (either directly or indirectly) connected targeted rate per pan is an efficient and simple way that approximates benefit of access and use of the services.</p> <p>Septage tankers are not paying the full cost of treatment recognising the wider community health benefits.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>	<p>MOST (80% - 100%) Targeted rates</p> <p>MINIMAL (0% -20%) General rates Fees and charges Interest and dividends</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Stormwater

Activity: Stormwater

Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>With forecast increase in heavy rain events collecting and managing stormwater protects houses, businesses and infrastructure. It must be managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>The collection, treatment and disposal of stormwater are primarily a community benefit in serviced communities.</p> <p>This benefit extends to the wider community as it includes protection of the environment and an accessible roading network.</p> <p>Some individual properties or groups of properties benefit from not being flooded. The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • To individual properties • The whole community 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of individuals in increasing hard surfaces on properties increases stormwater volumes.</p> <p>There is considerable government intervention in the provision of safe, healthy, compliant wastewater systems.</p> <p>The Freshwater NPS will put more pressure on treating stormwater.</p>	<p>There is no practical way to charge individuals or groups for any direct benefit.</p> <p>Urban stormwater networks are funded from a mix of general and targeted rates reflecting the benefit to property owners in an urban area and the wider community benefit of stormwater managed on the road corridor.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>	<p>There is no practical way to charge individuals or groups for any direct benefit.</p> <p>Urban stormwater networks are funded from a mix of general and targeted rates reflecting the benefit to property owners in an urban area and the wider community benefit of stormwater managed on the road corridor.</p> <p>A portion of the cost benefits the whole district and can be recovered in the general rate.</p>	<p>MOST (80% - 100%) Targeted rates</p> <p>MINIMAL (0% -20%) General rates Interest and dividends</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Waste Management						
Activity: Waste						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Managing waste assists houses and businesses. It must be managed with cultural and environmental sensitivity is essential to community wellbeing.</p>	<p>Individuals benefit directly from kerbside recycling and domestic refuse collection.</p> <p>The whole community benefits from waste minimisation and education as well as litter collection.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • Primarily to individual users • Partly to the district as a whole 	<p>The benefit of most operating costs is expected to occur in the year the funding is sourced.</p>	<p>This activity is only required due to the act of creating waste.</p> <p>Those who create the waste are individuals and business.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.</p>	<p>The actions of individuals or groups (largely business) create the need to have this activity.</p> <p>Targeted rates appropriately recognise this benefit.</p> <p>The whole community benefits from litter collection of public places can be appropriately funded from general rates.</p> <p>The fees and charges at landfills and transfer stations (where Council provides the services), only partially funds the cost of disposal.</p> <p>Higher fees and charges encourage those who create the waste recognise the cost of their actions and encourage waste reduction.</p> <p>There is also a small benefit to the whole community of this activity with waste not dumped elsewhere</p>	<p>MODERATE (40% - 60%) Targeted rates</p> <p>LOW (20% - 40%) Fees and charges</p> <p>MINIMAL (0% -20%) General rates Other</p> <p>UNLIKELY All other funding sources.</p>

Group Activity: Leadership and Governance						
Activity: Community Representation						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>Local people making local decisions requires balancing the conflict needs of individuals for the overall benefit of the whole community</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community; the majority of electors are ratepayers.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Māori Relations						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Valued and cherished culture • Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Strong and prosperous economy • Protected and healthy environment <p>Māori are 66% of the community, having strong relations with Māori it is essential to community wellbeing.</p>	<p>The activity supports the decision-making function of Council and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>All (100%) General rates UNLIKELY All other funding sources.</p>
Activity: Economic Development						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Protected and healthy environment • Valued and cherished culture <p>Jobs are essential to population growth and the wellbeing of all in the community.</p>	<p>The activity supports the district promotion, visitor information including the I-site. Increased economic activity creates jobs and supports everyone and therefore benefits the community as a whole.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Council considers that there is little benefit of separately funding this activity.</p>	<p>The benefits of this activity are available to the whole community.</p>	<p>MOST (80%-100%) General rate MINIMAL (0%-20%) Grants and Subsidies UNLIKELY All other funding sources.</p>

Group Activity: Planning and Regulatory						
Activity: Resource Planning						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Valued and cherished culture <p>District planning and consenting is essential to protecting environmental and cultural outcomes supporting a prosperous economy.</p>	<p>Individuals that apply for consents and use the other services in this area are the predominant beneficiaries of this activity. Through their actions they directly drive the majority of the costs.</p> <p>These resource consent activities also provide benefit to persons other than the applicant such as future owners and occupiers of the land (a property-based benefit). There is also a person-based benefit in relation to the information that is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>Future residents benefit from the protection of our environment and our response to climate change.</p> <p>Resource Consent Compliance Monitoring and RMA Enforcement benefits the consent holder and the community.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole in support of the community outcomes. 	<p>The principal benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future sustainability.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>A user charge recognises the benefits to people who apply for resource consents.</p> <p>Although the primary benefit of a resource consent sits with the consent holder the community outcomes desires that we have a strong prosperous economy and so, Council wants to encourage a high level of consent compliance.</p> <p>For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p> <p>As future ratepayers benefit from the development of a district plan, the funding for this is spread over future years with borrowing.</p>	<p>MODERATE (40%-60%) Borrowing General rate</p> <p>MINIMAL (0%-20%) Fees and Charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Building Control						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Safe, supported and well-led community Protected and healthy environment Valued and cherished culture <p>Safe homes and buildings improve the wellbeing of all in the community.</p>	<p>Individuals that apply for consents, licenses and use other services in this area directly drive the majority of the costs.</p> <p>Services within this activity also provide for the safety of the public, and requirements earthquake prone buildings.</p> <p>Information is supplied to the public through inquiries, for example providing support to potential applications or responding to service requests.</p> <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> Primarily to individual users. Partly to the district as a whole. 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p> <p>There is a secondary benefit to future housing stock that is fit for purpose.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>The distinct beneficiaries for each component support multiple funding streams.</p>	<p>Fees and charges are favoured for the full cost of LIMs and PIMS.</p> <p>Although the primary benefit of a building consent sits with the consent holder the Council wants to encourage growth and improvement of existing housing and businesses. For these reasons Council considers it appropriate to fund a portion of the costs of consents from ratepayers rather than consent applicants.</p>	<p>MODERATE (40%-60%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>

Activity: Bylaw Compliance						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Strong and prosperous economy • Protected and healthy environment • Valued and cherished culture <p>The community must feel a safe place to live. This part of a people's rationale when choosing where to live. Growing communities then support a growing a strong and prosperous economy.</p>	<p>Dog and livestock control minimise danger, distress and nuisance caused by stray dogs and to ensure the control of stock on the roads of the district in the interests of public safety.</p> <p>General Bylaw Enforcement:</p> <ul style="list-style-type: none"> • Supports public health and safety and the enjoyment of public spaces. • Enforces the rules for users of roads, water, wastewater and cemeteries and for the impacts of urban fires. <p>The benefits are expected to accrue:</p> <ul style="list-style-type: none"> • Partly to individual users. • Partly to the district as a whole. 	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Particularly:</p> <ul style="list-style-type: none"> • owners of dogs who create the requirement to manage all dogs. • Owners of non-controlled dogs and livestock <p>Those who breach bylaws</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Fees and charges for Dog Control are largely collected in registration the owners of dogs in recognition that it is their action of owning a dog or then inaction of controlling a dog or stock that drives costs.</p> <p>Fees and charges (including fines and other enforcement charges) are required for no compliance of all bylaws.</p> <p>General rates recognise that a portion of these services benefit the whole community.</p>	<p>MODERATE (40%-60%) General rate</p> <p>Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Liquor Control						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Protected and healthy environment • Valued and cherished culture <p>Liquor has positive and negative impacts on the community.</p>	<p>Liquor can only be sold with a license and the benefit of that license sits largely with the licensee.</p> <p>The community benefits from appropriate liquor control by limiting the negative effects from alcohol harm while maximising positive benefits in social environments</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Particularly:</p> <ul style="list-style-type: none"> • Applicants for liquor and associated licences <p>Those who breach the rules.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p> <p>There is no mechanism for Council to charge those who create negative social outcomes.</p>	<p>Fees and charges for liquor licensing are set by Government and only recover part of the cost of the activity.</p> <p>Managing good social behaviours and eliminating adverse events is in the interest of the community as whole.</p>	<p>MODERATE (40%-60%) General rate</p> <p>Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Environmental Health						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community • Strong and prosperous economy • Protected and healthy environment <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Valued and cherished culture 	<p>This activity promotes and improves human health, safety, comfort and wellbeing for all persons in the district and protects the environment from preventable harm.</p> <p>This activity comprises noise control, food and registered premises, water supply monitoring, public nuisances and implementation of public health frameworks.</p> <p>The main beneficiaries are business owners, consent holders, and the community as a whole.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups drive the costs in this activity.</p> <p>Some activities are undertaken to protect others from the actions of others.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Fees and charges are preferred where the actions of individuals or groups of individuals create negative effects on the community and where there is a direct benefit to the user of the service.</p> <p>Council prefers a general rate for that portion of the budget that cannot be recovered from fees and charges due to these services contributing to the vibrancy of the district by making it safer.</p>	<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>

The community must feel a safe place to live. This part of a people's rationale when choosing where to live . Growing communities then support a growing a strong and prosperous economy.

Group Activity: Community Facilities						
Activity: Cemeteries						
Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy <p>Different cultures and circumstances contribute to different approaches to death. These are important social and cultural considerations in determining funding choices.</p>	<p>Cemeteries: Individual users, particularly families of the deceased.</p> <p>The community as a whole in the availability of well-maintained open space and as a repository of genealogical and other human interest or heritage information.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>Users of the services pay for their use of the facilities.</p> <p>There is no practicable way to charge for on-going maintenance that is therefore best funded from the general rate</p>	<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
Activity: Parks and Reserves						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Valued and cherished culture Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Strong and prosperous economy <p>Access to parks and reserves provide benefits of being active as well as creating environments for enjoyment.</p>	<p>There is a public/whole of community benefit through the provision of formal and informal recreational opportunities that enhance and support community health and well-being.</p> <p>There is a private/individual benefit to the community and sporting groups who use Council recreational facilities.</p> <p>There is a small benefit for event organisers and sections of the business community from the commercial spend of participants associated with particular events.</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>The actions of most individuals or groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>There is no practical way to collect revenues from some individual benefit across this activity.</p> <p>Local residents enjoy the benefits of landscape amenity in their locality.</p>	<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Other</p> <p>UNLIKELY All other funding sources.</p>
Activity: Community Support						
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> Valued and cherished culture Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> Protected and healthy environment Strong and prosperous economy 	<p>The whole community benefits from the support of events, encouragement of participation and community facilities.</p> <p>These benefits are widespread across the district</p>	<p>The benefit of operating costs is expected to arise in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current</p>	<p>The actions of most individuals or groups have minor impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>The whole district benefits from the growth of community social and cultural wellbeing.</p> <p>External bodies will support the district to undertake this activity.</p>	<p>MOST (80%-100%) General rate</p> <p>MINIMAL (0%-20%) Grants and subsidies</p> <p>UNLIKELY All other funding sources.</p>

Community support and development builds communities through empowering them to evolve develop and grow.	year and probably in future years. This is managed through reserve funds.
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Group Activity: Corporate Functions

Activity: Property

Community Outcomes	Distribution of Benefits	Period of Benefit	Whose Act Creates a Need?	Separate Funding	Rationale	Funding Sources by Funding Stream
<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Valued and cherished culture • Protected and healthy environment • Strong and prosperous economy <p>Community support and development builds communities through empowering them to evolve develop and grow.</p>	<p>The activity supports the Council operations by providing and maintaining operational properties.</p> <ul style="list-style-type: none"> • External income is derived from rents and leases for private benefit. 	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years. This is managed through reserve funds.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>The benefits are available to individuals and groups is collected from rents and leases.</p> <p>The remainder of the benefit is to the whole community.</p>	<p>MODERATE (40%-60%) General rate Fees and charges</p> <p>MINIMAL (0%-20%) Grants and subsidies. Other</p> <p>UNLIKELY All other funding sources.</p>

Activity: Corporate Funds Management

<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community <p>and is associated with Council's outcomes:</p> <ul style="list-style-type: none"> • Valued and cherished culture • Protected and Healthy environment • Strong and prosperous economy <p>Community support and development builds communities through empowering them to evolve develop and grow.</p>	<p>The activity supports the Council operations by effectively managing all investments.</p> <p>The whole community benefits from this.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups have a minor impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>The benefit is to the whole community.</p>	<p>MOST (80%-100%) Interest and dividends</p> <p>MINIMAL (0%-20%) Regional Fuel Tax Fees and charges</p> <p>UNLIKELY All other funding sources.</p>
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Activity: Corporate Support Services

<p>This activity primarily contributes to Council's outcomes:</p> <ul style="list-style-type: none"> • Safe, supported and well-led community 	<p>The whole community benefits from this.</p>	<p>The benefit of most operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals or groups</p>	<p>Identifying separate funding assists in the accountability and transparency of</p>	<p>The cost of this activity is allocated to all other activities</p>	<p>ALL (100%) Internal fees and charges</p>
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and is associated with Council's outcomes:

- Valued and cherished culture
- Protected and Healthy environment
- Strong and prosperous economy

Community support and development builds communities through empowering them to evolve develop and grow.

have a minor impact on this activity.

Council's costs on this activity.