



# Revenue and Financing Policy

Te Kaupapa Ahumoni

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## Te Kaupapa Ahumoni

### Overview

This Revenue and Financing Policy describes how the New Plymouth District Council (NPDC) will fund its operating and capital expenditure for each Council activity.

This includes describing generally when NPDC will use the funding sources it is allowed to use and the breakdown of funding sources for each of its activities.

This gives NPDC and the community some certainty as to how Council activities will be funded.

### How NPDC prepared this policy

There are two steps NPDC must follow in section 101(3) of the Local Government Act 2002 (LGA 02) when deciding the appropriate funding source(s) for each activity. For step 1, NPDC considered:

- the community outcomes to which each activity primarily contributes – these are set out on the following page;
- the distribution of benefits between the community as a whole, any identifiable parts of the community, and individuals - does the activity benefit individuals, particular groups and/or the community as a whole;
- the period of time over which the benefits are expected to occur - does the activity have short-term and/or long-term benefits;
- whether the activity is needed in response to the action(s), or lack of action(s), of a particular person or group – do particular persons cause the need for the activity; and
- the costs and benefits, including consequences for transparency and accountability, of funding the activity separately or with other activities – does the cost/benefit analysis support having distinct revenue sources, such as targeted rates or fees and charges, for the activity.

No one of these factors has a higher weighting in NPDC's considerations than any other.

For step 2, NPDC also considered 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.

A summary of the Council's decisions is set out in Table 1.

A detailed funding needs assessment is provided in Table 2.

The modifications that the Council specifically made as a result of considering the overall impact are noted in Table 2.

NPDC has also ensured that this policy also supports the principles set out in the Preamble to Te Ture Whenua Māori Act 1993. This is a relatively new requirement to be implemented for the first time in this policy. Further discussion is at page 7.



## NPDC's community outcomes

Our community outcomes are:

<b>Trusted E whakaponotia ana</b> 	<ul style="list-style-type: none"><li>• Strengthening Te Tiriti partnerships with hapū and iwi to improve well-being</li><li>• Building trust and credibility with community, business, fellow councils and government</li><li>• Demonstrating leadership and striving for operational excellence</li></ul>
<b>Thriving Communities and Culture Ngā Hapori me te Ahurea Tōnui</b> 	<ul style="list-style-type: none"><li>• Connected and engaged communities</li><li>• Safe and active communities</li><li>• An equitable and inclusive approach to delivering for all our people and communities</li><li>• Communities that embrace Te Ao Māori</li></ul>
<b>Environmental Excellence Te Kounga ā-Taiao</b> 	<ul style="list-style-type: none"><li>• Restoring our ecosystems</li><li>• Mitigating further environmental impacts</li><li>• Tackling the challenges of climate change</li><li>• Delivering resilient infrastructure efficiently</li></ul>
<b>Prosperity Tōnuitanga</b> 	<ul style="list-style-type: none"><li>• Developing and supporting initiatives to achieve a diversified high-performing economy</li><li>• An equitable economy where people have access to quality employment and opportunities to build wealth</li><li>• Contributing to NZ Inc's environmental sustainability and economic performance</li></ul>



## General policies for funding operating and capital expenditure

The sources of funding applied under this policy are limited to those set out in section 103(2) of the LGA 02.

The table below sets out which of those funding sources NPDC uses and its general approach to using them for funding capital and operating expenditure.

Funding source	Funding for operating expenditure	Funding for capital expenditure
<b>General rates</b>	<p>General rates are used to fund activities where:</p> <ul style="list-style-type: none"> <li>the activity, or part(s) of activity, benefit the community in general, or the benefit is property based;</li> <li>the beneficiary cannot readily be identified;</li> <li>NPDC has an objective to encourage the use of the service or more direct charging mechanisms may disincentivise use; and/or</li> <li>a funding source that is easy to administer and easily recognised by ratepayers is appropriate.</li> </ul>	<p>General rates may be used to purchase assets where NPDC determines that funding the assets from debt is not the preferred option.</p> <p>General rates may be used for capital expenditure when the asset has a short life.</p>
<b>Targeted rates</b>	<p>Targeted rates are used to fund particular activities where:</p> <ul style="list-style-type: none"> <li>particular individuals, groups or a geographical area benefit more from an activity;</li> <li>a higher level of service is provided in particular areas; and/or</li> <li>individuals, groups or a geographical area contribute more to the need to undertake the activity.</li> </ul> <p>Revenue collected from a targeted rate will only be used for the activity for which it is collected.</p>	<p>Targeted rates may be used to purchase assets where NPDC determines that funding the assets from debt is not the preferred option and the assets are to be used for the activity funded by the targeted rate.</p> <p>Targeted rates may be used for capital expenditure when the asset has a short life.</p>
<b>Fees and charges</b>	<p>NPDC will generally apply fees and charges for services where:</p> <ul style="list-style-type: none"> <li>the user receives direct benefits, either entirely or in part, from the service; and/or</li> <li>the use of the service is at the discretion of the user.</li> </ul> <p>NPDC may set user charges to recover all or part of the cost of the activity, including a market return on the value of any Council investment, subject to any applicable statutory limitations.</p>	<p>Fees and charges are not generally used for funding capital expenditure.</p>
<b>Interest and dividends from investments</b>	<p>Interest and dividends and other investment income is used to fund operating expenditure and may be transferred to specified reserves. Revenue is appropriated to general funds unless otherwise allocated through a Council resolution.</p>	<p>Investment income is not used for funding capital expenditure. However, funds from the Perpetual Investment Fund release may be transferred to reserves for the use of funding capital expenditure projects as determined by the Council.</p>

Funding source	Funding for operating expenditure	Funding for capital expenditure
<b>Borrowing</b>	<p>NPDC will not borrow to fund operating costs for a service, unless the Council determines to do so if:</p> <ul style="list-style-type: none"> <li>the expenditure is on significant maintenance that has a long-term impact that is of a similar nature to renewal capital expenditure; or</li> <li>there are extraordinary reasons to justify borrowing as a short-term or interim solution (such as in an emergency).</li> </ul>	<p>Borrowing is the preferred method of funding new capital expenditure for level of service and growth related projects.</p> <p>Borrowing may be used to fund the renewal of long life assets.</p> <p>All of these aspects have an intergenerational benefit aspect.</p> <p>Borrowing is an appropriate funding mechanism because it spreads the cost to the community over time.</p> <p>Borrowing is generally repaid from funds collected from the general rate and targeted rates.</p>
<b>Proceeds from asset sales</b>	Operating costs are not funded from asset sales.	NPDC will use proceeds from asset sales as an appropriate source for purchasing assets, building a reserve for the future purchase of assets, or retiring debt.
<b>Development contributions</b>	Operating costs cannot be funded from development contributions.	Development contributions will be used to fund the portion of new asset expenditure required as a result of increased demand related to growth.
<b>Financial/environmental contributions</b>	Operating costs are not funded from financial contributions.	Financial/environmental contributions will be used to fund the proportion of new asset expenditure that is required to avoid, remedy or mitigate the adverse environmental effects resulting from subdivision and development.
<b>Grants and subsidies</b>	<p>NPDC's general approach to grants and subsidies is to accept these when offered, provided they are consistent with the intentions of NPDC. NPDC reserves the right to receive and use more grants and subsidies when they are offered.</p> <p>Grants and subsidies will be used for operating or capital expenses when to do so is consistent with the purpose for which they were given.</p>	
<b>Reserves</b>	Reserves may be used for operating expenditure when it is consistent with the purpose and restrictions relating to that reserve.	<p>Reserves may be used for capital expenditure when it is consistent with the purpose and restrictions relating to that reserve.</p> <p>NPDC's main method of funding the renewal of assets is from the renewal reserve.</p>

## General rates

General rates are made up of two components – the Uniform Annual General Charge (UAGC) and land value differentiated general rates.

### Uniform Annual General Charge

The Council sets and assesses a UAGC on each separately used or inhabited part of a rating unit as defined in the funding impact statement.

### Differential groups and general rates

Each rateable rating unit will be charged a general rate assessed on land value. The general rate is set on a differential basis so each rateable rating unit is allocated to a differential category based on land use. The differential factor for the category determines how much of the general rate is paid by that category.

The categories are:

Category	Indicative differential factor for rating year
Group 1: Commercial/Industrial	3.0
Group 2: Residential	1.0
Group 3: Small holdings	0.8
Group 4: Farmland	0.75

The rationale for these differential categories is described in the overall impact modifications described below.

### Overall impact adjustments

Step 2 overall impact adjustments that NPDC made are:

#### *Income applied to offset rates requirements*

NPDC's Perpetual Investment Fund income is used to offset general rates. This has benefits for the residents of the district because it means NPDC can provide higher levels of service and better facilities than would normally be available in a district of this size, while keeping the impact on ratepayers low. The Council's investments are managed carefully to ensure that these benefits are maintained or improved.

### *The general rate differential factors*

NPDC settled on the indicative differential factors set out on this page for the following reasons.

For commercial/industrial rating units, it considers that this category has a bigger **impact on costs** when:

- businesses place a greater impact on local government services and infrastructure than residential properties. This is particularly so in the transportation activity where a higher level of service is required because of the intensity and impact of heavy vehicle movements leading to higher costs in that activity; and
- there is a greater impact on the need for regulatory services including activities such as liquor licensing, noise control, parking, consent processing (resource and building) and monitoring (after the recovery of fees and charges) than other differential categories generate.

It also considers that businesses **benefit directly** from a number of activities which improve the local economy which generates additional revenue for them, as well as receiving in common with the rest of the community the broader indirect benefits from increased employment and economic growth in the district.

Lastly, businesses often have a higher **ability to pay** rates compared to individual residents. They generate income and profits from their operations, often making them better equipped to absorb the cost of higher rates.

Overall, higher general rates can be seen as a way for businesses to make a fair contribution to the local community's development and well-being.

The basis on which the Council decided to reduce the differential factor for small holdings properties slightly below that for residential properties is:

- Recognising that some Council services are not as available to these properties compared with residential properties because of the extra distance to be travelled to use the services.
- The levels of service for activities like water services, footpaths, streetlights etc. are lower in predominately rural areas.
- The impact of the residential differential factor on these properties meant, because of the relatively high land value of small holdings properties, that small holdings properties would have paid a disproportionate amount of the general rate.



### Level at which UAGC is to be set

As all properties either contribute to the need or benefit equally from some activities of Council (e.g. Governance), the Council decided that all properties should contribute an equal amount to the funding of that activity. This is best achieved using the UAGC and accordingly the UAGC will be set through Council resolution as a percentage of the general rates requirement. The percentage determined will balance the amount required from both low and high value properties.

### Sustainability of rates funding

NPDC is aware that although rates are a tax based on a property's land value, they do not reflect a ratepayer's ability to pay (such as the ratepayer's income). This can have a negative impact on the social well-being of the community. NPDC is aware of issues about the sustainability of rates funding so it promotes the use of the rates rebate scheme to help mitigate costs for people on low incomes. NPDC also allows rates to be paid in quarterly instalments and the Council promotes the use of regular payments. NPDC also has Rates Remission and Postponement Policies.

## Supporting the principles set out in the Preamble to Te Ture Whenua Māori Act

Section 102(3A) of the LGA 02 provides that this policy must also support the principles set out in the Preamble to Te Ture Whenua Maori Act 1993. These principles include that land is taonga tuku iho of special significance to Māori people, and to facilitate the occupation, development and utilisation of that land for the benefit of its owners, their whanau and their hapū.

Council considers that the primary means by which it can support these principles in terms of rates is its rates remission on Māori land policy. The policy provides numerous schemes for rates relief for Māori land, which is broadly defined in the policy. It includes more than just Māori freehold land.

## Summary of decisions about use of funding sources

Table 1 outlines at a high-level the proportion of funding each activity or sub-activity will receive from the various sources.

The use of funding sources for operational costs is described in terms of the following indicative bands:

Funding description	Percentage funded
High	66-100%
Medium	More than 33% - less than 66%
Low	0-33%
None	0%, unless there are exceptional circumstances

Funding sources for capital expenditure are described in terms of whether they are used for a particular activity.

**Table 1: Summary of decisions about use of funding sources for each activity**

Council activity	General rates	Targeted rates	Fees and charges	Grants and subsidies	Borrowing	Reserves	Development contributions	Other sources or comment (where applicable)
<b>Community Partnerships</b>								
Community partnerships	High	None	None	Low	Yes	Yes	No	
Housing for the elderly	Low	None	High	Low	Yes	Yes	No	General rates may repay debt for level of service improvements for new units.
<b>Customer and Regulatory Solutions</b>								
Animal control	None	None	High	None	Yes	Yes	No	
Building consents	Low	None	High	None	Yes	Yes	No	
Building monitoring, enforcement and public enquiries (including swimming pool inspections)	Low	None	High	None	Yes	Yes	No	
District planning	High	None	Low	None	Yes	Yes	No	
Resource consent application processing and monitoring	Low	None	High	None	Yes	Yes	No	
Resource management, monitoring, enforcement and public enquiries	Medium	None	Medium	None	Yes	Yes	No	
Environmental health	Low	None	High	None	Yes	Yes	No	
Parking	None	None	High	None	Yes	Yes	No	Any parking revenue above cost recovery is available to offset general rates.
<b>Economic Development</b>								
Economic Development	High	Low	None	Low	No	Yes	No	
<b>Emergency Management and Business Continuance</b>								
Emergency Management and Business Continuance	High	None	None	Medium	Yes	Yes	No	
<b>Flood Protection and Control Works</b>								
Flood Protection and Control Works	High	None	None	Low	Yes	Yes	Yes	
<b>Governance</b>								
Governance	High	None	Low	Low	Yes	Yes	No	
Community board discretionary funding	High	None	None	Low	None	Yes	No	
<b>Govett-Brewster Art Gallery/Len Lye Centre</b>								
Govett-Brewster Art Gallery/Len Lye Centre	High	None	Low	Low	Yes	Yes	No	



Council activity	General rates	Targeted rates	Fees and charges	Grants and subsidies	Borrowing	Reserves	Development contributions	Other sources or comment (where applicable)
<b>Management of Investments and Funding</b>								
New Plymouth District Council (Waitara Lands) Act 2018	None	None	Yes	None	No	Yes	No	Lease and sale proceeds from Waitara endowment properties. Interest and dividends from derived funds.
Airport - Papa Rererangi i Puketapu Ltd	High	None	None	None	Yes	No	No	The dividend from Papa Rererangi i Puketapu Ltd repays borrowing.
Perpetual Investment Fund	High	None	None	None	No	Yes	No	Interest and dividends. The release from the Perpetual Investment Fund offsets general rates. A portion of the release may be transferred to reserves for specified outcomes.
Forestry (including joint ventures)	High	None	None	None	Yes	Yes	No	Interest and dividends. Funds received from forestry activities are placed into the Forestry Reserve.
Ngā Whare Ora Taiao o Ngāmotu (New Plymouth Sustainable Homes) Scheme	None	High	Yes	None	Yes	No	No	
<b>Parks and Open Spaces</b>								
Urban design and streetscapes	Low	High	None	Low	Yes	Yes	Yes	
Cemeteries	Low	None	High	Low	Yes	Yes	No	
Crematorium	Low	None	High	Low	Yes	Yes	No	
Public parks and reserves	High	Low	Low	Low	Yes	Yes	Yes	
Sports parks	High	None	Low	Low	Yes	Yes	Yes	
Campgrounds	Low	None	High	None	Yes	Yes	No	
Public halls	Medium	Low	Medium	Low	Yes	Yes	Yes	
Public toilets	High	None	Low	Low	Yes	Yes	No	
Walkways and shared pathways	Low	Low	None	Medium	Yes	Yes	Yes	
<b>Puke Ariki and Community Libraries</b>								
Museum and isite Visitor Information Centre	High	None	Low	Low	Yes	Yes	No	
Libraries	High	None	Low	Low	Yes	Yes	Yes	
<b>Three Waters</b>								
Stormwater Management	Medium	Medium	None	No	Yes	Yes	Yes	
Wastewater Treatment	Low	High	Low	Low	Yes	Yes	Yes	
Water Supply	Low	High	Low	Low	Yes	Yes	Yes	

Council activity	General rates	Targeted rates	Fees and charges	Grants and subsidies	Borrowing	Reserves	Development contributions	Other sources or comment (where applicable)
<b>Transportation</b>								
Transportation	Low	Low	Low	Medium	Yes	Yes	Yes	
<b>Venues and Events</b>								
Aquatic Centre and district pools	Medium	Low	Low	Low	Yes	Yes	Yes	
Community events	High	Low	Low	Low	Yes	Yes	No	
Event venues	Low	None	High	Low	Yes	Yes	No	
<b>Waste Management and Minimisation</b>								
Kerbside collection	Low	High	Low	No	Yes	Yes	No	
Landfills	High	None	None	Low	Yes	Yes	No	
Resource recovery facilities	Medium	None	Medium	No	Yes	Yes	No	
Transfer stations	Low	None	High	Low	Yes	Yes	No	
Waste minimisation	High	None	Low	Low	No	Yes	No	

## Table 2: Funding needs assessment

This table sets out NPDC's considerations for how it should fund operating and capital expenditure for each activity. It should be read with Table 1, particularly the description of when borrowing is used to fund capital expenditure, and when grants and subsidies and reserves may be used. The general policies describe the rationale for use of these sources, particularly for capital expenditure.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Community Partnerships</b>							
Community partnerships	This activity includes community grants and funding, and capacity building of community organisations (predominantly via The Wheelhouse regional initiative).	High: Thriving Communities and Culture, Trusted. Medium: Environmental Excellence, Prosperity.	Groups that are funded receive considerable benefits. Significant benefits for the entire community as well.	Predominately short-term benefits, although some long-term benefits from developing capacity and self-sufficiency in community groups.	Community groups seeking support.	High costs, as while recipients are easily identified, it would undermine the purpose of community funding to do so.	General rates 95%. Grants and subsidies 5%.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit from supporting community partnerships.  Grants and subsidies recognise the wider source of funding that is available to support the activity.
Housing for the elderly	This activity involves the provision of approximately 140 units for elderly residents to rent as a social housing scheme.	High: Thriving Communities and Culture, Trusted. Medium: Environmental Excellence, Prosperity.	Tenants receive significant benefits.  There are some benefits to the whole community (and to elderly as a group) through ensuring vulnerable elderly are looked after.	Tenants receive short-term benefits while resident.  Long-term benefits arise from the capital expenditure on units which are spread across multiple tenants.	Tenants.	There are low costs to separate funding through rental agreements.	Fees and charges 90%. General rates 10%.  The use of fees and charges in the form of rent, represent the benefit to the individual tenants. The general rate portion represents the wider benefits to the whole community.  Capital expenditure is funded either from fees and charges and/or general rates, or from borrowing which is repaid using funds from these sources.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Customer and Regulatory Solutions</b>							
Animal control	This activity is responsible for dog registration, responding to dog and other animal control incidents, and proactive management of animal issues.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Significant benefits to dog and other animal owners.  Significant safety benefit to whole community.	Predominately short-term benefits. Some long-term benefits from capital improvements to the Pound.	Dog and other animal owners (particularly of dangerous, menacing or wandering dogs/ animals, and those that do not look after them or keep them under control). Dog owners who do not follow the Dog Control Bylaw, and other animal owners that do not follow the Animals Bylaw.	There would be low costs associated with having separate funding mechanisms, and medium to high benefits including in terms of transparency and accountability, and incentivising responsible animal management.	Fees and charges 100%.  User charges recognise that the benefit of registration activities are to dog and other animal owners.
Building consents	This activity issues building consents, undertakes inspections and issues code of compliance certificates.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Significant benefits to property owners, particularly those constructing a building. Some benefits to the whole of the community through safe buildings.	Short-term benefits for property owners undertaking construction.  Long-term benefits through safe buildings.	Building consent applicants.	There would be low costs associated with having separate funding mechanisms (due to legal requirements to apply for an application), and medium to high benefits including in terms of transparency and accountability.	Fees and charges 95%. General rates 5%.  Users charges recognise the benefits building owners receive having their building certified legally compliant.  General rates are the appropriate funding source for the community as they are easy to administer and it recognises the safety benefit to the community.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Building monitoring, enforcement and public enquiries (including swimming pool inspections)	This activity includes regulation of earthquake-prone, dangerous and insanitary buildings. It also includes regular inspections of private swimming pools.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Building owners, including swimming pool owners.  City Centre businesses and patrons also benefit.  Considerable benefit to the community.	Short-term benefits through inspections, long-term through safe buildings.	Owners of earthquake-prone, dangerous or insanitary buildings, and swimming pools.	High costs and low benefits to charge earthquake-prone, dangerous or insanitary buildings as it may be counter-productive to identifying buildings.  Low costs and some benefits from funding swimming pool inspections separately.	Fees and charges 85%. General rates 15%.  Users charges recognise the benefits from building owners having their building and swimming pool certified legally compliant.  General rates are the appropriate funding source for the community as they are easy to administer and it recognises the safety benefit to the community.
District planning	This activity involves developing the District Plan and plan changes under the Resource Management Act 1991. (This activity will also include participation in the Regional Spatial Strategy and Natural and Built Environment Plans under the RMA replacement legislation).	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Individual landowners and rezoned areas benefit from zoning.  There are significant benefits to the whole community.	Short and long-term benefits arising from this activity.	Private plan change applicants.  Owners of zoned land not utilising that land for the zoned purpose (e.g. not subdividing residentially zoned land).	High costs to separate funding, exception for private plan change applications.	General rates 95%. Fees and charges 5%.  The use of the general rate to fund District Planning recognises that the benefits are to the whole community and are property based. The use of the fee and charges recover plan changes that benefit individuals.
Resource consent application processing and monitoring	This activity involves the processing of applications for resource consents and the monitoring of any conditions attached to those consents.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Applicants for resource consents receive significant benefits.  There are wider community benefits through managing negative externalities.	Short-term benefits for applicants in enabling development.  There are long-term benefits through preventing negative impacts from development.	Applicants for resource consents.	Low costs to distinct funding due to resource consent application process, and high benefits.	Fees and charges 95%. General rates 5%.  User charges revenue from those using the services and breaching consent conditions. General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Resource management, monitoring, enforcement and public enquiries	This activity involves monitoring the district for breaches of the District Plan, enforcement activity, as well as attending to public enquiries.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Individuals with enquiries.  Significant benefit to the whole community through monitoring and enforcing the District Plan.	Short and long-term benefits through ensuring District Plan compliance.	Those not complying with District Plan requirements.	High costs to charging for enquiries as it deters enquiries. Benefits to separate funding as a penalty for breaching the District Plan, but limited by enforcement cost and infringement/ fine quantum.	General rates 50%. Fees and charges 50%.  User charges and fines recover costs from those using the services and breaching the District Plan. General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community.
Environmental health	This activity includes regulating businesses under the Food, Sale of Alcohol and Health acts, and monitoring and enforcing a range of bylaws.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Individual benefits to regulated businesses and to individuals who use those businesses.  There are benefits to the entire community by ensuring safe regulation of food, alcohol and other environmental health issues.	Significant short-term benefits in the provision of these services.  Limited long-term benefit.	Businesses undertaking services that are regulated by environmental health provisions. Individuals or businesses causing public nuisance or requiring of regulatory attention.	Low costs of distinct funding with high benefits from doing so, except where fines etc through enforcement of breaches are obtained after Court action (generally on a cost recovery basis).  This sometimes means high costs from distinct funding but still high benefits.	Fees and charges 85%. General rates 15%.  Individuals can be identified that directly benefit from the services. However, the community as a whole benefits from ensuring compliance with the relevant public health legislative rules and regulations. A split of fees and charges and the general rate is therefore considered the most appropriate and efficient funding sources.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Parking	This activity involves monitoring of parking compliance (both on and off street) across the district, including metered parking.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Individuals who park their car. Businesses, particularly retailers, to ensure appropriate turnover of car parking spaces.	Short-term benefits in achieving appropriate parking turnover to encourage economic activity and transport policy objectives. Long-term benefits arise from investment in parking facilities.	Individuals parking unlawfully. Individuals parking in business areas for long time periods.	Medium costs for separate funding due to need for parking solution (including hardware and software) and compliance officers.  Significant benefit is that those who experience greatest benefit from the service bear the cost and pay for their private utilisation of public space.	Fees and charges 100%.  Parking assists in attracting residents and visitors to the town centres and contributes to economic development. Both residents and visitors directly benefit from the provision of car parks and as such, it is considered appropriate to recover the costs of the activity through fees and charges.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Economic Development</b>							
Economic Development	This activity includes Council's ownership and funding arrangements with Venture Taranaki, and other activities to promote economic development.	High: Prosperity. Medium: Trusted, Thriving Communities and Culture, Environmental Excellence.	Individuals visiting or moving to region. Businesses receiving support services. Business sectors receiving promotion or other support (visitor sector, farming sector, new energy sector etc). The wider community through enhanced economic development.	Short-term benefits to businesses that access support services. Long-term economic benefits to district.	Businesses requiring support. Industry and cluster groups requiring development assistance and co-ordination.	Charging fees may act as disincentive to uptake and limit benefits of service. This may also jeopardise access to central government funding streams.	General rates 90%. Targeted rates 10%. Council supports and promotes economic development within the district to assist with meeting the social and economic needs of current and future communities. The long-term nature of this type of investment means that the benefits cannot always be directly attributed to individuals. As such this component of economic development is best funded through the general rate. The promotion of the district as a destination is of benefit primarily to the commercial and industrial sector, accommodation providers and retail businesses, as such, a portion of funding should be recovered through targeted rates.  *Note that the Council modified the funding through Step 2 for the activity to be funded 100% General Rate.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Emergency Management and Business Continuance</b>							
Emergency Management and Business Continuance	This activity involves civil defence activities for the district. It also includes the funding of the Taranaki Emergency Management Office.	High: Trusted, Thriving Communities and Culture.  Medium: Prosperity, Environmental Excellence.	Individuals benefit through safety in response to disasters, businesses receive assistance to prepare for emergencies.  Significant benefits to wider community in provision of emergency response.	Short-term benefits in emergency readiness, reduction, immediate emergency response and recovery.  Long-term benefits in reduction of risks from hazards and enhancing community resilience.	Individuals living in high risk areas.  Individuals and businesses not adequately prepared for emergencies, especially those in low socioeconomic areas, isolated areas or high risk hazard areas.	Users would only be able to be identified after incident has occurred. Charging would discourage uptake of service and there are high social and environmental costs from not engaging with services.	General rates 100%.  The planning for emergencies benefits all of the community and therefore general rates is the appropriate funding source.
<b>Flood Protection and Control Works</b>							
Flood Protection and Control Works	This activity involves flood protection schemes, which predominately protects the New Plymouth City Centre from flooding.	High: Prosperity.  Medium: Environmental Excellence, Thriving Communities and Culture, Trusted.	Property owners/tenants in protected areas. Benefits to hapū and iwi where protection preserves areas of cultural or historical significance.  Benefits to whole community in reducing damage to the City Centre to protect economic activity and district service provision.	Short-term benefits during heavy rainfall.  Significant long-term benefits through protection of areas giving greater security and lower risk for City Centre investment.	Property owners or new developments in protected areas (predominately New Plymouth City Centre).  Additional population and growth places pressure to expand services.	Medium costs to distinctly funding these works however lower benefit to distinctly funding the entire operating costs of the activity from immediate beneficiaries given broad community benefits of the protection schemes.	Targeted rates 70%. General rates 30%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 100% General Rate.</i></b>  The service is provided primarily for the safety of the public and property. Funding derived from a targeted rate recognises that some parts of the district benefit more widely than others. The general rate portion recognises that there is also an overall community benefit.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Governance</b>							
Governance	This activity supports the activities and operations of elected members as well as external appointees on Council committees. The activity includes elections and civic functions.	High: Thriving Communities and Culture.	Significant benefit to community as a whole, to the extent that particular benefit by individuals or groups is insignificant.	Short-term benefits facilitating governance of elected members and delivery of civic functions.  Long-term benefits of robust electoral and governance processes.	None identified.	High cost and low benefit to distinctly funding this activity as no particular groups or processes available for charging and broad community-wide benefits.	General rates 100%.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefits to the whole community.
Community board discretionary funding	Community board discretionary funding is set for each of the five boards. The boards can use the funding for a wide range of Council-related activities in their areas.	High: Thriving Communities and Culture, Trusted.  Medium: Environmental Excellence, Prosperity.	The benefits accrue strongly to community board areas, but there are some wider community benefits. All of the community can use what is funded in those areas.	Some projects funded have short-term benefits and others long-term benefits.	Community boards and their areas, those that use facilities/ attend activities in community board areas.	There would be low costs associated with having a separate targeted rate, and medium benefits including in terms of transparency and accountability.	General rates 100%.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefits to the whole community.  Unspent funds may be transferred to reserves and used as a future source of funding to complete activities.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Govett-Brewster Art Gallery/Len Lye Centre</b>							
Govett-Brewster Art Gallery/Len Lye Centre	This activity provides an art museum and home of the Len Lye collection and archive. It provides public exhibitions and programmes, cinema, publishing and collections.	High: Thriving Communities and Culture, Trusted.  Medium: Environmental Excellence, Prosperity.	Visitors receive significant benefits.  Local businesses benefit from gallery visitors.  Academics, researchers and the creative sector benefit from collection and archives.  Schools benefit from education programme.  Community groups (e.g. LGBTQI+, cultural groups and disability groups) benefit from service delivery.  Gallery partnership with Whiringa Toi delivers benefit to Māori community and Māori creatives.	Short-term benefits to visitors and local businesses.  Long-term benefit through collection.	Additional population and growth places pressure to expand services.	Low costs to distinct funding as users identifiable.  Medium benefits only to distinctly funding activity as wide community benefit.	General rates 75%. Fees and charges 25%.  General rates are the appropriate funding source for the community as they are easy to administer and recognise the benefit from promoting and exhibiting the arts. Fees and charges acknowledge the benefit that is realised from users of the facility that live outside the district.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Management of Investments and Funding</b>							
New Plymouth District Council (Waitara Lands) Act 2018	This activity manages the leasing and freeholding of Waitara endowment land, the funds held in Hapū Land Fund and Waitara Perpetual Community Fund and the transfer of funds to Taranaki Regional Council.	Medium: Trusted, Thriving Communities and Culture, Environmental Excellence, Prosperity.	Individual leaseholders, Waitara community, Te Kōwhatu Tū Moana (Manukorihi and Otaraua hapū), Taranaki Regional Council, Waitara River Catchment.	Short-term benefits for leaseholders in continued leasing of their property, and to recipients for community projects funded through Trust funds. Long-term benefits for leaseholders that purchase sections having greater home security and asset ownership. Long-term benefits for hapū as a result of development projects.	Individual leaseholders and freeholders.	Low costs to distinct funding for this activity, with leaseholders identifiable and billable. High benefits to distinct funding as benefits primarily received by leaseholders buying their sections. Medium benefit managing revenue from leasehold sales, with targeted group receiving majority of benefits.	Fees and charges: rental income. Other sources: proceeds of asset sales, interest and dividends. Funding rationale: The New Plymouth District Council (Waitara Lands) Act 2018 sets out the funding arrangements for this activity.
Airport - Papa Rererangi i Puketapu Ltd	Council is the owner and operator of New Plymouth Airport, with Papa Rererangi i Puketapu Limited (PRIP) in charge of management.  This activity manages NPDC's funding arrangements with PRIP (borrowing and dividends).	Medium: Trusted, Thriving Communities and Culture, Environmental Excellence, Prosperity.	Individual users of airport, businesses and the whole community.	Short-term benefits for individuals, businesses and the community.  Long-term benefits for the community.	Users of the airport (businesses and individuals).  Additional population and growth places pressure to expand services.	Distinct funding of Council oversight of PRIP has high costs and low benefits.	General rates 100%.  The Airport operates as a Council Controlled Organisation and does not directly receive rate funding.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Perpetual Investment Fund	This activity relates to the management of the Perpetual Investment Fund (PIF), established from the sale of NPDC's shareholding in PowerCo.	High: Prosperity. Other outcomes depending on funding use.	The PIF provides a predictable and stable income stream to NPDC and therefore the whole community benefits, directly and indirectly. Benefit distribution depends on the activity/activities that this funding is then dedicated towards. The PIF Bill provides the PIF must benefit the social, economic, environmental and cultural well-being of current and future communities.	Short-term benefits limit rate increases without reducing level of service provision.  Long-term benefit is source of ongoing revenue for district and reduction of financial risk through diversification of revenue sources.	Previous generations that have developed a large financial asset for NPDC.	Low costs and benefits to distinct funding for this activity.	General rates: contribution of 100%.  The activity provides a significant revenue source to Council to offset expenditure. Therefore it is appropriate that general rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the wider benefit to the community.  The Council may choose to apportion some of the release to reserves to provide for specific outcomes.
Forestry (including joint ventures)	This activity includes Council's harvest forests, and the funding arrangements for the two remaining forestry joint ventures.	Medium: Trusted, Thriving Communities and Culture, Environmental Excellence, Prosperity.	Joint venture partners benefit from co-investor.  Community groups and clubs that access forestry areas for recreation.  Whole community benefits from revenue.	Short-term benefits from recreational and visual amenity of forestry.  Long-term benefit of additional revenue for district and reduction of financial risk through diversification of revenue sources.	Individual accessing forestry land for recreational use.	Low costs of distinct funding as joint venture agreements contain cost and revenue allocations.  Higher costs to distinct funding for recreational access to forestry areas.	General rates 100%.  Any expenditure required to manage this activity is funded from either the general rate or the forestry reserve. The net revenue from the activity is either used as an offset against general rates and/or transferred to a forestry reserve.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Ngā Whare Ora Taiao o Ngāmotu (New Plymouth Sustainable Homes) Scheme	This activity is a voluntary targeted rate scheme supporting households to undertake sustainability improvements to their house and property. (The scheme is currently suspended.)	Medium: Trusted, Thriving Communities and Culture, Environmental Excellence, Prosperity.	Individuals/ households that have accessed funding. (Marae and non-rateable landowners cannot access scheme).	Short-term benefits to households accessing scheme.  Limited long-term benefits to capital value of houses accessing scheme and the health outcomes associated with drier homes.	Individuals accessing the scheme.	Medium costs to distinct funding, with users readily identifiable however with financial cost associated with billing user.  Strong benefits in distinct funding of this activity as benefits are wholly delivered to those accessing scheme.	Targeted rates 100%.  The scheme provides funding to identifiable beneficiaries, therefore, it is appropriate to recover the costs by way of a targeted rate directly from these ratepayers.
<b>Parks and Open Spaces</b>							
Urban design and streetscapes	This activity provides for the management of urban streetscapes in the City, Town and Local Centres. This includes implementing the Ngāmotu New Plymouth City Centre Strategy.	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Businesses in areas with streetscapes (City, Town and Local Centres).  Individuals who use those areas.  Wider community benefits through beautification of urban areas and improved shopping experience.	Long-term benefits through capital improvements.  Some short-term benefits.	Building owners that do not maintain attractive frontages. Additional population and growth places pressure to expand services.	High costs to charging individuals who use those areas.  Low costs to targeted rates on property owners.	Targeted rates 70%. General rates 30%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 100% General Rate.</i></b>  Targeted rate funding acknowledges the benefit derived by properties within or close proximity to the town centres benefiting from the activity's expenditure.  General rate funding recognises that there is an overall community benefit to supporting thriving streetscapes and shopping areas.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Cemeteries	This activity relates to the management and operations of the district's cemeteries, including both open and closed cemeteries.	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Individual families using the cemetery services (noting that Māori landowners may have lower use as they often use their own urupā). Returned services spaces are provided, with recognising war graves a benefit throughout the district. Benefit to whole community in providing safe burial services.	Short-term benefits for families of deceased. Long-term benefits of activity provide public health benefit of safe burial services and the provision of grave sites.	Those requiring burial services. Individuals who visit cemeteries. Religious groups (with particular requirements) and the Returned Services Association (solider graves). Additional population and growth places pressure to expand services.	Low cost to distinct funding for this activity in the short-term, with users readily identifiable and billable. Benefits to separate funding for cemeteries to incentivise cremation (to reduce long-term costs).	Fees and charges 75%. General rates 25%. Individuals pay user charges for the initial acquisition and use of burial site. General rates recognise the wider community benefit in providing and maintaining safe burial services.
Crematorium	This activity relates to the management and operations of the district's crematorium.	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Individual families using crematorium services (noting that Māori landowners may have lower use as they often use their own urupā). Benefit to whole community in providing safe cremation services.	Short-term benefits for families of deceased. Long-term benefits of activity provide public health benefit of safe cremation services.	Those requiring cremation services. Religious groups (with particular requirements). Additional population and growth places pressure to expand services.	Low cost to distinct funding for this activity, with users readily identifiable and billable. Benefits to separate funding cremation vis-à-vis cemeteries (to reduce long-term costs).	Fees and charges 80%. General rates 20%. Individuals pay user charges for the use of the crematorium. General rates recognise the wider community benefit in providing and maintaining safe cremation services.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Public parks and reserves	This activity provides for the management and maintenance of the district's public parks, reserves, sports grounds, gardens, trees, and Brooklands Zoo.	High: Thriving Communities and Culture, Environmental Excellence.  Medium: Prosperity, Trusted.	Significant community benefits from natural environments for recreation.  Individual users, concessionaires, event organisers, sports clubs using the spaces benefit.  Leaseholders and graziers that operate on reserve land benefit.  Benefit to iwi in preserving wāhi tapu and taonga sites (but acknowledging loss of ownership/control).	Short-term benefits of safe high quality green environments and sports parks.  Long-term benefits from positive environmental outcomes, enhanced biodiversity and well-being.	Individual users, including concessionaires, business owners, leaseholders and graziers.  Sports and community groups that use parks and public spaces.  Additional population and growth places pressure to expand services.	High cost to distinct funding as users cannot be identified and excluded.  Where individuals/groups seek exclusive use distinct funding has low cost, such as for sports parks.  Separate funding can act as a disincentive to use.	General rates 80%. Targeted rates 15%. Fees and charges 5%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 95% General Rate and 5% Fees and Charges.</i></b>  User charges set at an appropriate level to promote the sustainable use of these facilities.  Targeted rates acknowledge the higher level of service for some communities.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community.  Capital expenditure is partly funded by development contributions where works are required because of growth.

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Sports parks	This activity involves the management and maintenance of the district's sports parks, which provide venues for recreation and competitive sports.	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Individuals, sports clubs, iwi and community groups that use facilities. Entire community benefits from high amenity sports parks. Community also benefits from hosting of major sports events.	Short-term benefits of safe, accessible, high quality sports parks for residents and visitors. Long-term benefit of well-being and economic outcomes provided by high amenity sports parks.	Individuals, sports clubs and community groups users. Additional population and growth places pressure to expand services.	Low cost with some users readily identifiable and billable. Medium benefits from charging users having direct benefit, but separate funding can act as a disincentive to use.	General rates 80%. Fees and charges 20%. User charges set at an appropriate level to promote the sustainable use of these facilities. General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community. Capital expenditure is partly funded by development contributions where works are required because of growth.
Campgrounds	This activity relates to lease management and site maintenance of NPDC owned campgrounds, including Belt Road, Onaero, Urenui, Waitara, Fitzroy, and Ōākura campgrounds	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Individual benefits for campground lessors, patrons. Ratepayer benefits from reduced rates (from rental income). Entire community benefits from recreation and visitor attraction.	Predominately short-term benefits for residents and visitors. Long-term benefits from vibrant place to live and visit.	Campground patrons.	Low costs to distinct funding with users readily identifiable and billable. Medium benefits to distinct funding from users having direct benefit.	Fees and charges 90%. General rates 10%. Fees and charges recognise the direct benefit provided to individuals and visitors who use the facilities provided by Council. General rates funding recognises the wider economic community benefit through the provision of these recreational and visitor attractions.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Public halls	This activity relates to the management and maintenance of public halls.	High: Thriving Communities and Culture, Environmental Excellence. Medium: Prosperity, Trusted.	Individuals using/ attending events. Private enterprise, community groups (including sporting) using halls. Benefits to the entire community from access to free/ low cost public spaces and events.	Short-term benefits to users. Long-term benefits for community well-being and potentially heritage benefits.	Individuals/groups using halls. Civil Defence may use hall in emergency. Additional population and growth places pressure to expand services.	Medium costs to distinct funding as individuals/groups booking halls are readily identifiable for charging. Limited benefits to distinct funding, as there are benefits to wider community and user willingness/ ability to pay is lower than cost recovery level.	General rates 40%. Fees and charges 40%. Targeted rates 20%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 60% General Rate and 40% Fees and Charges.</i></b>  User charges are set at an appropriate level to promote the sustainable use of these facilities.  Targeted rates acknowledge the higher level of service for some communities.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community.  Capital expenditure is partly funded by development contributions where works are required because of growth.
Public toilets	This activity relates to the management and maintenance of public toilets.	High: Thriving Communities and Culture, Trusted, Environmental Excellence, Prosperity.	Individuals, particularly those with continence issues (elderly). Tourists and other visitors. Considerable community-wide benefits.	Short-term benefits to users. Long-term benefits through the capital works	Tourists (particularly non-self contained freedom campers). Additional population and growth places pressure to expand services.	High costs to distinct funding as it may reduce willingness to use facilities and therefore result in higher environmental impacts.	General rates 80%. Fees and charges 10%. Grants and subsidies 10%.  Given the impracticality of charging individuals and the wider community benefit of providing amenities for residents and visitors to the district the general rate is considered the most appropriate source of funding.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Walkways and shared pathways	This activity involves providing walkways and shared pathways for people walking or cycling between destinations, including the Coastal Walkway.	High: Thriving Communities and Culture, Environmental Excellence.  Medium: Prosperity, Trusted.	Individual users benefit through a safe active commuting/travelling route.  Car commuters benefit through reduced traffic.  Wider community benefits through the connections provided, and retaining accessibility to walkways and pathways.	Short-term benefits to users and car commuters.  Long-term benefits through provision of walkways.	Users.  Dangerous/careless drivers creating an unattractive cycling environment along roads.  Additional population and growth places pressure to expand services.	High costs to separate funding by fees and charges as it would limit uptake.	Grants and subsidies 50%. General rates 30%. Targeted rates 20%.  A strong and safe commuting network benefits the community as a whole and is a key component of the district's social and economic development. The general rate is the most effective way of funding this activity.  Targeted rates have been identified as a further funding source to recognise specific users who place greater pressure on our transport network.  Subsidies from central government are acknowledged as a substantial funding source for the activity.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Puke Ariki and Community Libraries</b>							
Museum and isite Visitor Information Centre	This activity involves the management, operations and maintenance of Puke Ariki Museum and the district's isite Visitor Information Centre.	High: Thriving Communities and Culture, Prosperity, Trusted.	Individuals who visit, artists who exhibit and surrounding businesses.  Schools and community groups.  Iwi and hapū.  Wide community benefit.	Short-term benefits for visitors and local businesses from economic activity of visitors.  Long-term benefits to whole community by having quality cultural institution that contributes to vibrancy.	Museum patrons.  Ministry of Education/school groups.  Iwi and hapū.  Additional population and growth places pressure to expand services.	Low costs to distinct funding with users readily identifiable.  User charges for some private hire could deliver benefit, however generally low benefits to distinctly funding activity given broad community benefits of service.	General rates 90%. Fees and charges 10%.  The museum and isite provide social and cultural benefits to the individuals that visit. There is also a wider community benefit which includes an ability to encourage education, a social environment and an important source of supplying public information. These community benefits are recognised in the split between fees and charges and the general rate.
Libraries	This activity involves the management, operations and maintenance of Puke Ariki and community libraries and the Taranaki Research Centre.	High: Thriving Communities and Culture, Prosperity, Trusted.	Individual library users, school and early childhood education using the education programmes, community groups.	Short-term benefits for service users.  Long-term benefits for well-being outcomes and community connection.  Collation of library collection a long-term benefit.	Library users, including elderly or isolated users of the housebound/mobile library service.  Additional population and growth places pressure to expand services.	High social costs to distinct funding related to inequity and barriers to low income users.  Limited benefits to distinct funding due to broad community benefits and willingness/ability to pay of library users.	General rates 95%. Fees and charges 5%.  The private good component of the library activity is recovered through user charges and fines. High levels of user charging will in many cases restrict accessibility to those who currently benefit the most from the activity.  General rates are the appropriate funding source for households as they are easy to administer and recognise the benefits of the libraries.  Capital expenditure is partly funded by development contributions where works are required because of growth.

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<b>Three Waters</b>							
Stormwater Management	The service collects and disposes of stormwater runoff from urban areas and manages and maintains the stormwater network.	High: Thriving Communities and Culture. Environmental Excellence.  Medium: Trusted, Prosperity.	Property owners in areas prone to stormwater flooding receive significant benefit from stormwater services.  Urban areas receive benefit.  All of community benefits as well from safety and environmental benefits.	Long-term benefits from capital expenditure.  Short-term benefits accrue from maintenance, particularly before a large weather event.	None identified.  Additional population and growth places pressure to expand services.	Low benefits and high costs for distinct funding beyond a targeted rate for the activity.	General rates 70%. Targeted rates 30%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 50% General Rate and 50% Targeted Rate.</i></b>  The service is provided primarily for its environmental benefits to mitigate pollution and erosion effects on waterways. Stormwater services are also provided, to a lesser degree, for public safety (flooding risk from stormwater). The general rate contribution is therefore considered the primary funding source, with targeted rate funding recognising that some communities derive a greater benefit from the activity than others.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Wastewater Treatment	This service collects and treats domestic and industrial wastewater, returning clean water to the environment and converting treated sludge into a commercially sold bio fertiliser.	High: Environmental Excellence, Prosperity. Medium: Trusted, Thriving Communities and Culture, Environmental Excellence.	Connected properties have significant benefits. Reticulated areas also have significant benefits. There are benefits to the whole community.	Long-term benefits arising from investments in capital. Short-term benefits from the safe disposal of sewage.	High users, particularly trade waste users. Additional population and growth places pressure to expand services.	High benefits to distinct funding. Low costs.	Targeted rates 95%. General rates 5%.  In most cases, it is not practical to measure the quantity of each individual's contribution to the sewage system. Targeted rates are the appropriate funding source for households and businesses as they access the benefit from the wastewater activity.  Capital expenditure is partly funded by development contributions where works are required because of growth.
Water Supply	This service treats and distributes water to the community to provide a reliable and sustainable supply of fresh water to households and businesses.	High: Trusted, Thriving Communities and Culture, Environmental Excellence, Prosperity. Medium: Environmental Excellence.	Significant benefits to connected properties and to reticulated areas. Some community benefits as well.	Long-term benefits arising from investments in capital. Short-term benefits from delivery of safe water.	High water users. Additional population and growth places pressure to expand services.	High benefits to distinct funding. Low costs – easily identifiable areas with connections.	Targeted rates 95%. General rates 5%.  It is feasible to identify those users who benefit from the provision of a water supply. Targeted rates are the appropriate funding source for households and businesses as they access the benefit from the water supply activity.  Capital expenditure is partly funded by development contributions where works are required because of growth.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Transportation</b>							
Transportation	This activity involves enabling the safe movement of people and goods within the district and to other regions on the District's local roading network, and includes Let's Go.	High: Thriving Communities and Culture, Prosperity.  Medium: Environmental Excellence, Trusted.	Individual road users, participants and schools in the Let's Go programme.  High roading impact businesses, such as forestry haulage/ transport industrial companies.	Short-term benefits from safe and reliable transport network.  Long-term benefits from transport network planning.	Road and other transport users. In particular, users with high impact on roading infrastructure, e.g. forestry activity, Port Taranaki.  Additional population and growth places pressure to expand services.	There are low costs to distinct funding for this activity through the Waka Kotahi funding assistance rates (FAR) (in turn, funded by petrol tax and road user charges (RUC)).  Medium benefits to distinct funding as it is one of Council's largest costs.	Grants and subsidies 50%. General rates 30%. Targeted rates 20%.  A strong and safe transport network benefits the community as a whole and is a key component of the district's social and economic development. Users of the roads receive a direct benefit through an integrated road network. The general rate is the most effective way of funding this activity.  Targeted rates have been identified as a further funding source to recognise specific users who place greater pressure on our roading network.  Subsidies from central government are recognised as a substantial funding source for this activity.  Note: Waka Kotahi FAR subsidies are from petrol tax and RUC so represent a user pays contribution.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Venues and Events</b>							
Aquatic Centre and district pools	This activity involves the management, operation and maintenance of the Todd Energy Aquatic Centre and local community pools.	High: Thriving Communities and Culture, Prosperity.  Medium: Trusted, Environmental Excellence.	Individuals, schools, sporting groups and seniors groups using the centres.  Benefits to wider community, including having accessible water safety tuition.	Short-term benefits for users of aquatic centres.  Long-term benefits to wider community for health and well-being outcomes.	Individual users and school and sporting groups.  In particular professional swimming groups that would otherwise lack training facilities.  Additional population and growth places pressure to expand services.	Low financial cost of distinct funding as users identifiable and billable.  High social costs of solely distinctly funding as it creates a barrier to access.	General rates 50%. Targeted rates 25%. Fees and charges 25%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 100% General Rate.</i></b>  User charges set at an appropriate level to promote the sustainable use of these facilities. Targeted rates acknowledge the higher level of service for some communities.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit to the community.  Capital expenditure is partly funded by development contributions where works are required because of growth.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Community events	This activity involves the organisation and delivery of community events, including the TSB Festival of Lights, Winter TSB Festival of Lights and Waitangi Day celebrations.	High: Thriving Communities and Culture, Prosperity.  Medium: Trusted. Environmental Excellence.	Individuals attending programmes/ events, talent/ suppliers.  Businesses benefit from large events.  Accessibility/ seniors groups benefit from targeted programmes.  Significant benefit to whole community.	Short-term benefits for attendees and local businesses.  Long-term community benefits of cultural depth and vibrancy.  Some long-term benefits for businesses in surety that major events take place.	Participants and attendees.	Medium costs to distinctly funding the activity, some programmes/ events have easily identifiable patrons, others difficult to identify.  High costs to establishing entry fees for Festival of Lights given Pukekura Park layout.  Limited benefit to distinct funding given broad community benefits of service.	General rates 70%. Targeted rates 10%. Fees and charges 10%. Grants and subsidies 10%.  <b><i>*Note that the Council modified the funding through Step 2 for the activity to be funded 100% General Rate.</i></b>  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit from the organisation and delivery of community events. Opportunities to generate revenue from external users where it is reasonable and practical to charge direct customers.
Event venues	This activity relates to owning and operating TSB Stadium, TSB Showplace and TSB Bowl of Brooklands and the operations and maintenance of Yarrow Stadium (owned by Taranaki Regional Council).	High: Thriving Communities and Culture, Prosperity.  Medium: Trusted, Environmental Excellence	Event organisers, individuals attending events, businesses, schools and community groups.  Community benefits from quality event venues.	Short-term benefits to visitors and local businesses.  Long-term benefits to community with venue infrastructure and creating vibrancy.	Visitors/venue attendees, schools and community groups.  Additional population and growth places pressure to expand services.	Low cost for distinct funding as users identifiable.  Medium benefits to distinct funding as benefits primarily experienced by users. However wider community benefits justify some general rates funding.  May be difficult for some Māori groups to meet venue hire costs	Fees and charges 80%. General rates 20%.  User fees and charges set at an appropriate level to promote and provide access to a diverse range of events and cultural experiences for residents.  General rates are the appropriate funding source for the community as they are easy to administer and it recognises the benefit from the facilities provided.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
<b>Waste Management and Minimisation</b>							
Kerbside collection	This activity involves the collection and transport of household recycling and rubbish.	High: Trusted, Environmental Excellence.  Medium: Prosperity, Thriving Communities and Culture.	Individuals who access the service benefit most.  Whole community benefits from safe and convenient rubbish and recycling collection in urban areas.	Short-term benefits of safe and timely rubbish and recycling collection and amenity that provides.  Long-term benefits to community in affordable collection reducing illegal dumping.	Households requiring kerbside collection.  Individuals not following recycling or rubbish guidelines require additional resources to manage.  Central government legislation mandates requirements in this activity.	Low cost to distinctly fund activity, as properties receiving the service are readily identifiable and billable.  High environmental costs for funding recycling separately as it would discourage recycling and add more waste to landfill, but there would be environmental benefits for distinct funding rubbish to discourage waste.	Targeted rates 80%. General rates 10%. Fees and charges 10%.  User charges and targeted rates recognise the benefits to people disposing of waste.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit of a safer community.
Landfills	This activity relates to the ongoing management of closed landfills across the district and the Central Landfill.	High: Trusted, Environmental Excellence.  Medium: Prosperity, Thriving Communities and Culture.	Significant community benefits through minimising environmental impacts of closed landfills.  Properties around, and downstream of, closed landfills may receive some additional benefits. Note, benefit being the absence of negative impacts.  No current benefits from the Central Landfill.	Short and long-term benefits through minimising negative environmental impacts such as leachate.	Historic communities.	Limited benefits to separate funding.	General rates 100%.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit of a safer community.

Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Resource recovery facilities	This activity involves the transfer, resource recovery from, and disposal of, waste. This includes the Resource Recovery Facility (New Plymouth Transfer Station and Material Recovery Facility), the Sorting Depot, rural transfer stations and the new regional organics facility.	High: Trusted, Environmental Excellence.  Medium: Prosperity, Thriving Communities and Culture.	Individuals/ households/ businesses and schools.  Iwi/hapū for protection of awa and mahinga kai.  Strong public health and environmental benefits for whole community.	Mainly short-term benefits.  Long-term benefit of planning and lasting public health and environmental benefits.	Individuals who do not recycle or do not sort recycling properly.  Illegal dumpers.  Businesses that generate high volumes of commercial waste.  Additional population and growth places pressure to expand services.	Low cost of distinct funding for commercial waste and high benefits of commercial waste as provides disincentives to producing waste.  For recycling, distinct funding is a disincentive as recycling benefits whole community, some level of general rates funding is appropriate.	Fees and charges 65%. General rates 35%.  User charges recognise the benefits to people disposing of waste.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit of a safer community.
Transfer stations	Bonny Glen Transfer Station	High: Trusted, Environmental Excellence.  Medium: Prosperity, Thriving Communities and Culture.	Individuals/ households/ businesses and schools.  Iwi/hapū for protection of awa and mahinga kai.  Strong public health and environmental benefits for whole community.	Mainly short-term benefits.  Long-term benefit of planning and lasting public health and environmental benefits.	Individuals who do not recycle or do not sort recycling properly. Illegal dumpers.  Businesses that generate high volumes of commercial waste.  Additional population and growth places pressure to expand services.	Low cost of distinct funding for commercial waste and high benefits as it provides disincentive for producing waste.  For recycling, distinct funding is a disincentive as recycling benefits whole community, some level of general rates funding is appropriate.	Fees and charges 90%. General rates 10%.  User charges recognise the benefits to people disposing of waste.  General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the benefit of a safer community.



Activity	Description of activity	Community outcomes	Distribution of benefits	Period of benefit	Whose acts create a need	Costs and benefits of funding activity distinctly	Overall rationale for funding (percentages are indicative only)
Waste minimisation	This activity relates to the education/behavioural change programmes provided to community and businesses such as education initiatives, The Junction and Zero Waste Grants.	High: Trusted, Environmental Excellence.  Medium: Prosperity, Thriving Communities and Culture.	Individuals/ businesses, early childhood education/schools in education programmes.  Commercial sector benefits from service provision.  Wider community benefits from reduced waste and appropriate waste management.	Short-term benefits to reduction of waste creation and improved waste management.  Long-term benefits of long-term sustained improved waste management.	Individuals/ businesses that take part in education programmes.  Central government mandates requirements that create need for this activity.	Low financial costs of distinct funding for this activity as participants easily identifiable, however this creates barrier.  Limited benefits to distinct funding given barring charging for service would create.	General rates 70%. Grants and subsidies 20%. Fees and charges 10%.  The funding split between general rates and fees and charges is in an attempt to encourage and educate the community about waste minimisation for the wider benefit to the community.  Grants and subsidies are received from central government to support the delivery of the programme.