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ŌPŌTIKI DISTRICT COUNCIL

REVENUE AND FINANCING POLICY

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Background

The Local Government Act 2002 (LGA) requires every local authority to adopt a Revenue and Financing Policy.

In accordance with the LGA, this Revenue and Financing Policy outlines how Ōpōtiki District Council proposes to fund its operating and capital expenditure, who will fund it, and why.

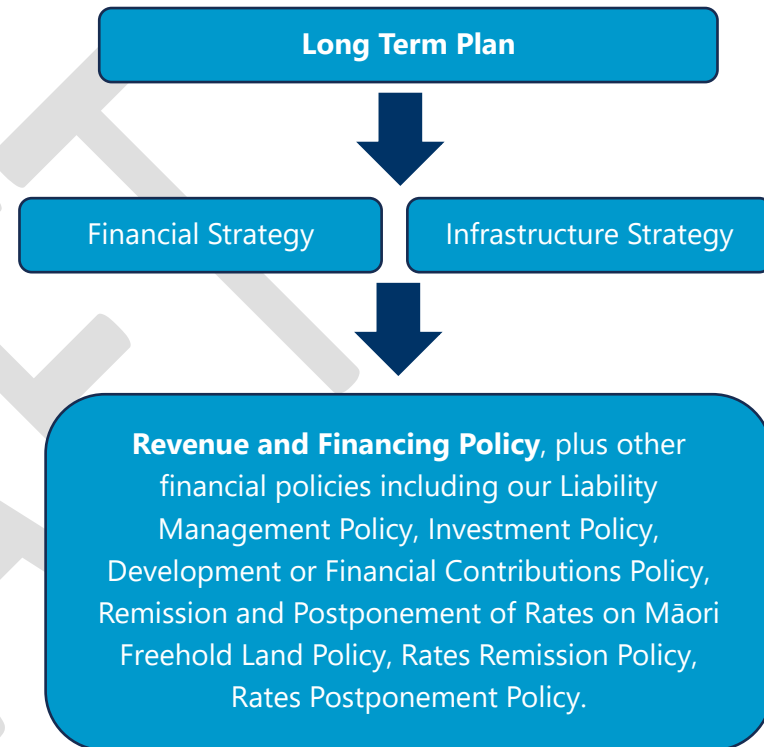
Council provides a number of distinct activities and services to achieve the community priorities identified in its Long Term Plan (LTP). Council is obliged to undertake these activities in a financially prudent and sustainable manner, across a variety of available funding sources.

Council's current activities can be grouped into the following four categories:

- Infrastructure Planning and Delivery
- Community Vision and Experience
- Organisational Performance and Business Support
- Planning and Regulatory

This policy will first identify Ōpōtiki district's community outcomes/priorities. It then describes the Council expenditure necessary to achieve these outcomes alongside the funding sources available, the matters considered by Council when making funding decisions, and Council's approach to each available funding source.

Context of this document



Ōpōtiki District Council's Vision and Community Outcomes/Priorities

Council's vision statement:

STRONG COMMUNITY, STRONG FUTURE

Council's Community Outcomes/Priorities for the 2024 – 2034 Long Term Plan:

1. Strong Relationships and Partners
2. Investment in our District
3. Wellbeing is Valued
4. Our Communities are Resilient
5. Growth is Sustained Over Time

Description of Council Expenditure

Broadly speaking, Council has two types of expenditure to achieve its stated community outcomes/priorities: **operating** and **capital**.

Operating Expenditure

Operating expenditure is used to fund the on-going, day-to-day activities and services of Council.

Ōpōtiki District Council's policies and practices regarding the funding of its operating expenses are set to ensure that they comply with applicable legislation and accounting practices.

In general terms, Council will use a mix of revenue sources to meet operating expenses. Major sources include general rates, subsidies, and fees and charges.

In addition, revenue from targeted rates is applied to specific activities. Reserve funds (including savings from previous years) are also occasionally used as a revenue source.

Operating costs do not normally utilise borrowings or proceeds from asset sales. Council may use borrowings in specific circumstances where Council decides it is prudent to do so.

Deviating from this policy is a Council decision. At times, Council is required under accounting rules to write down or treat a cost as an operating expense that had been expected to be funded from borrowings.

Capital Expenditure

Capital expenditure is used to fund the acquisition or upgrading of an asset such as equipment or buildings.

Council has three categories of capital expenditure in relation to its activities. These include:

- Renewals: defined as capital expenditure that increases the life of an existing asset with no increase in service level.
- Increased level of service: defined as capital expenditure that increases the service level delivered by the asset.
- Growth: defined as capital expenditure that is required to provide additional capacity to cater for growth in demand.

Capital expenditure is funded (in order of decreasing priority) from subsidies, user contributions, and borrowings. In roading, some ongoing capital developments are funded from subsidies and rates. Capital development projects that are minor, and those projects that are regular and funded on an annual basis, are rate funded. For example, every year Council funds its share of minor safety road improvements from rates.

Available Funding Sources

Ōpōtiki District Council, like other local authorities, has a number of sources available to fund its activities.

As outlined in s103(2) of the LGA, these include:

- General rates, including choice of valuation system, differential rating, and uniform annual general charges;
- Targeted rates;
- Lump sum contributions;
- Fees and charges;
- Interest and dividends from investments;
- Borrowing;
- Proceeds from asset sales;
- Development contributions;
- Environmental contributions under the Resource Management Act 1991;
- Grants and subsidies;
- Regional fuel taxes under the Land Transport Management Act 2003; and
- Any other source.

Further explanation of each of these funding sources, and how Council uses them, is included on pages 7-8.

Matters considered by Council when making funding decisions

The Local Government Act requires that Council must consider the matters outlined in section 101(3)(a) when deciding how to fund our activities to best achieve the community outcomes/priorities. Consideration of these matters helped Council to determine which funding source it would use for each of its activities. These matters are:

- The community outcomes/priorities to which the activity primarily contributes;
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals;
- The period in or over which those benefits are expected to occur;
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and
- The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

To read Council's detailed application of the funding analysis for section 101(3)(a), see our Funding Needs Analysis document (Appendix 1) on the Ōpōtiki District Council website.

Additionally, section 101(3)(b) requires Council to consider "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." This section allows that as a final measure, Council may modify the overall mix of funding that would otherwise apply after the initial assessment of funding for each activity under the matters in section 101(3)(a).

The following considerations will be made, where appropriate, regarding the matters of section 101(3)(b).

1. Affordability and the public's ability to pay rates. Adjustments to limit the impact of fixed rates on lower value rating units were made so that rates are more affordable for lower value rating units. Council also considered how it could maintain an affordable and predictable level of rates in the future.
2. Intentionally position Council and the Ōpōtiki District to maximise all possible benefits from the Harbour Development.
3. How best to enable the ongoing profitability of the rural sector, given the impact it has on the whole community.
4. Fees and charges may be waived or discounted where it is considered appropriate to do so. Some matters we may consider in deciding whether it is appropriate to waive fees are for social reasons (e.g., the promotion of events and

facilities) or commercial reasons (e.g., due to poor service or to minimise risk).

5. Rates may be remitted where it considered appropriate to do so and as allowed for in the Rates Remissions and Postponements Policies (including Māori Freehold Land). These policies address social matters as well as adjusting rates for benefits that differ for some rates assessment (such as additional or no provision of some services).
6. Council may use accounting provisions and reserve fund to spread the cost of activities over multiple years for the purpose of smoothing the cost to users and ratepayers.

Funding Approach

For our financial challenges, principles, and values, please see our Financial Strategy on the Ōpōtiki District Council website. This policy is also aligned with the following documents:

- The Funding Needs Analysis. This is a detailed application of the matters in section 101(3)(a) to Council's activities. It is guided by the funding principles and choices of funding sources documented in this policy (Revenue and Financing) and the Financial Strategy.
- Council's policies on Rates Remission and Rates Postponement.
- Council's Liability Management, Investment, and Development/Financial Contribution Policies.

Council's approach per funding source

The following approach has been taken by Council and is used alongside the funding principles to determine funding sources for Council activities:

- While effort is made to link payment of rates to benefits received or costs generated, it is not always possible to do this on an individual ratepayer basis (nor is it legally required).
- Subsidies from central government recognise that some services, such as roads, form part of our national infrastructure and only central government can levy charges.

The remainder of this section describes the funding sources available to Council with more specific detail regarding Council's approach to each.

General rates

The general rate is set under Section 13 of the Local Government (Rating) Act 2002. The general rate is a rate in the dollar on capital value applied to all properties in the district.

A general rate is generally used when:

- Council considers that a capital value rate is fairer than the use of other existing rating tools for the activity funded;
- Council considers that the community as a whole should meet costs of the function;
- Council is unable to achieve its user charge targets and must fund expenditure.

Differential Rating

The general rate is sometimes split between the base differential rating category and an 'availability charge' differential rating category.

This occurs when services are available (such as water supply located adjacent to a property), but a property is not connected. In these cases, the Council charges for the availability of this service (i.e. the ability to connect). Availability is usually charged as targeted rates for water supply, wastewater, and refuse collection.

Uniform Annual General Charge

The UAGC is set under Section 15 Local Government (Rating) Act 2002. A UAGC is a specified amount applied to every separately used or inhabited part of a rating unit. A UAGC is used when:

- Council considers that all district ratepayers benefit to an equal extent from some portion of one of Council's activities; and
- Council considers that applying a user charge for that portion of a service would not be practicable; and
- Valuation based rating does not provide a better proxy for equitable rating.

Council has a preference to have the UAGC set close to the 20% range. The Local Government (Rating) Act 2002 determines that certain rates must not exceed 30% of total rates revenue. In particular these are UAGC's set in accordance with section 15 and targeted rates that are set on a uniform basis in accordance with section 18(2) and

clause 7 of schedule 3 of the Act. This cap excludes targeted rates that are set solely for water.

Targeted rates

A targeted rate is set under Sections 16 or 19 of the Local Government (Rating) Act 2002. A targeted rate could be on capital or land value or fixed. Targeted rates are for funding one or more activities or groups of activities and can apply either to all the land in the district or one or more categories of land. A targeted rate is used when:

- Council considers that a targeted rate would enable a higher level of transparency in funding allocation; or
- Council considers that a targeted rate is fairer than the use of other existing rating tools for the activity funded, in consideration of the benefit derived from the activity; and
- There is not equal benefit to all ratepayers from that portion funded by a UAGC.

Fees and charges

Fees and charges are applied to individual users or exacerbator groups when:

- It is assessed that level of benefit to identified beneficiary/exacerbator groups justifies the seeking of user charges; and
- There are identifiable and distinct user groups/exacerbators identified; and
- User fees represent the fairest method to seek a contribution from identified beneficiaries or exacerbators.

Interest

Council receives limited interest from cash investments. Any interest received is used to offset the rate required in the year received.

Dividends

Any dividends received are used to offset the general rate required in the year received.

Borrowing

Borrowing is managed by the provisions of Council's policy on liability and investment management.

Proceeds from asset sales

Funds from any asset sales are applied first to offset borrowing.

Development contributions

Council does not currently collect development contributions. We will look at reintroducing these through this LTP.

Financial and environmental contributions

Council uses funds from financial contributions to fund capital expenditure projects in accordance with the Resource Management Act 1991.

Environmental contributions are a new funding source allowed in the Natural and Built Environments Act. This new option may be used.

Grants and subsidies

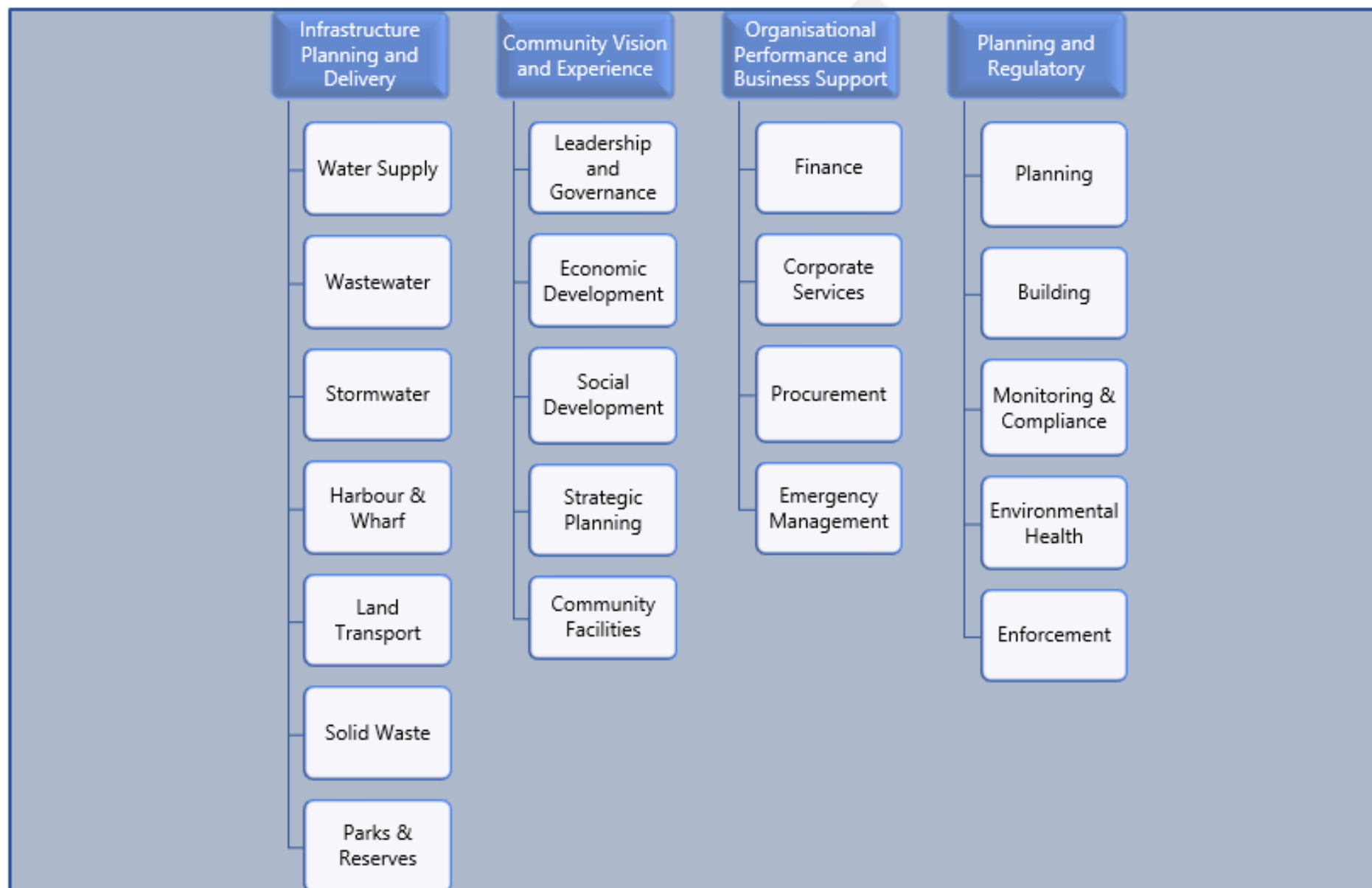
Council receives a subsidy from Waka Kotahi (NZTA) to part-fund operations, renewal, and capital development in Land Transport. The percentage of this subsidy differs for different types of works.

Council pursues other grant & subsidy funding available from central government and other agencies wherever it is considered appropriate.

Council Activities

Council's current activities can be grouped into four categories, as identified below. These groupings are considered the best way to reflect how Council's activities promote community wellbeing across Ōpōtiki district. They also afford clarity and transparency about funding mechanisms. This section then identifies, for each group of activities, what funding mechanisms are available and how Council propose to fund each activity, following consideration of the matters outlined in s101(3) of the LGA.

The following page shows a chart of Ōpōtiki District Council's activity structure, and discusses each main group.



INFRASTRUCTURE AND PLANNING

This group of activities provide infrastructure that enables the community to grow and prosper. Ōpōtiki district needs reliable infrastructure to support the development of businesses and industries. This group maintains the built assets around the district which everyone can access and enjoy.

- Water Supply
- Wastewater
- Stormwater
- Harbour and Wharf
- Land Transport
- Solid Waste
- Parks and Reserves
- Project Management

COMMUNITY VISION AND EXPERIENCE

This group of activities provides the mechanisms to enable the Council to plan for the future and inform the other parts of the organisation which way we are going. This group of activities works to ensure our Elected Members are informed of national, regional, and district level requirements.

- Leadership and Governance
- Economic Development
- Social Development
- Strategic Planning
- Community Facilities

ORGANISATIONAL PERFORMANCE AND BUSINESS SUPPORT

This group of activities can be seen as the “engine room” of the council organisation. There are two main functions of this group. One is to ensure council is correctly and fairly gathering revenue and rates for all the activities it carries out, and those specifics are in this document. The second function is corporate services. In order for Emergency Management to function with enough people/technology, for Parks and Reserves to be equipped with the right gear, for our Elected Members to make robust decisions, this support service is needed in the background.

- Finance
- Corporate Services
- Procurement
- Emergency Management

PLANNING AND REGULATORY

This group of activities ensures the district makes sure everyone is contributing toward safe buildings, fair planning rules, running compliant businesses, and having clean and healthy food available to purchase.

- Planning
- Building
- Monitoring and Compliance
- Environmental Health
- Enforcement

Funding expenditure

The following table shows which mechanisms could be used to fund the operating and capital expenditure necessary to sustain Council's activities. Capital costs would be funded on the same principles as

the operating costs, subject to the nature and purpose of the expenditure, unless Council resolves otherwise.

Council Activity Group	Activity within the group	Funding of operational expenditure			
		General rates	Targeted rates	Grants & subsidies	Fees & charges
Infrastructure Planning & Delivery	Water Supply	✓	✓	✓	✓
	Wastewater	✓	✓	✓	✓
	Stormwater	✓	✓	✓	✓
	Harbour & Wharf	✓	✓		✓
	Land Transport	✓	✓	✓	✓
	Solid Waste	✓	✓	✓	✓
	Parks & Reserves	✓	✓		✓
Community Vision & Experience	Leadership & Governance	✓			
	Economic Development	✓	✓	✓	
	Social Development	✓		✓	
	Strategic Planning	✓	✓	✓	
	Community Facilities	✓	✓	✓	✓

Organisational Performance & Business Support	Finance	✓			
	Corporate Services	✓			✓
	Procurement	✓	✓		
	Emergency Management	✓		✓	
Planning & Regulatory	Planning	✓		✓	✓
	Building	✓			✓
	Monitoring & Compliance	✓			✓
	Environmental Health	✓			✓
	Enforcement	✓			✓

Funding Needs Analysis

This policy records the detailed application of s101(3) of the Local Government Act (2002) relating to the Revenue and Financing Policy. The Revenue and Financing Policy describes how Ōpōtiki District Council has complied with s101(3) of the LGA. A change in this document does not automatically necessitate a change in the Revenue and Financing Policy.

Purpose

This Funding Needs Analysis provides the background analysis to explain the funding decisions outlined in the Revenue and Financing Policy.

To comply with section 101(3) of the LGA, Council must determine the appropriate sources of funding for each activity. Funding sources are listed in section 103 of the LGA and Council's approach to each funding source is described in the Revenue and Financing Policy.

In accordance with s101(3) when determining the appropriate funding source for each activity, Council must take into consideration:

"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."*¹

Having completed the above analysis, Council must then consider 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."

This Funding Needs Analysis details Council's approach to determining the funding needs and funding sources of Council's activities through the application of the s101(3)(a) considerations. To read Council's 101(3)(b) considerations, see our Revenue and Financing Policy.

Funding Bands

After considering the above components, Council then determines to what extent the various funding sources may fund each activity. As

¹ [Local Government Act 2002 No 84 \(as at 24 August 2023\), Public Act 101 Financial management – New Zealand Legislation](#)

costs change over time, it isn't possible to determine the precise amount (percentage) appropriate for each funding source. Additionally, Council intends for this guide to be in place for three years before it is reviewed with the next Long Term Plan process.

For these reasons, Council will use the percentage bands below.

Level	Percentage band
Unlikely	0%
Minimal	1-24%
Low	25-49%
Moderate	50-74%
Most	75-99%
All	100%

Analysis of 101(3)(a) – Council’s approach per consideration for operational expenditure and capital expenditure

Council is required to undertake a detailed activity-by-activity process to consider the 5 matters required by s101(3)(a) for both operating and capital expenditure. The table below identifies the matters for consideration and a description of Council’s approach to translating these considerations to funding activities.

Following the 101(3)(a) process Council then considers whether any adjustment should be made under s101(3)(b).

Operational expenditure is the every-day spending required to maintain the services and activities delivered by Council. This includes things like corporate overheads, contributions to the wear and tear on assets (depreciation), and interest costs of borrowing for capital projects.

Council must consider the funding of each activity in a way that relates exclusively to that activity. Some activities are identified as best funded through user charges, such as drop-offs at RRCs, and others are identified as best funded through general and targeted rates. The funding sources available for operating expenditure are outlined in section 103(2) and are:

- General rates, including choice of valuation system, differential rating, and uniform annual general charges;
- Targeted rates;

- Lump sum contributions;
- Fees and charges;
- Interest and dividends from investments;
- Borrowing;
- Proceeds from asset sales;
- Development contributions;
- Environmental contributions under the Natural and Built Environment Act 2023;
- Grants and subsidies;
- Regional fuel taxes under the Land Transport Management Act 2003; and
- Any other source.

Ōpōtiki District Council may use all of the above to fund operational expenditure. The most common are:

- General rates
- Targeted rates
- Fees and charges
- Grants and subsidies

Capital expenditure would be funded on the same principles as the operating expenditure funding policy, subject to the nature and purpose of the expenditure, unless 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 an amendment to the policy.

Council is guided by the following matters when considering the funding of capital projects:

- All projects are first funded from grants, subsidies, and/or external funding wherever available.

- Secondly, borrowings and reserves will be utilised, with repayment of borrowings and interest managed through operational expenditure sources.

Section 101(3)(a) consideration	Council considerations (operational expenditure)	Council considerations (capital expenditure)
Community outcomes <i>s.101(3)(a)(i)</i>	Council will determine which of the community outcomes/priorities an activity contributes to, and will consider how the funding choices for each activity supports the achievement of the community outcomes/priorities.	Council will determine which of the community outcomes/priorities an activity contributes to, and will consider how the funding choices for each activity supports the achievement of the community outcomes/priorities.
Distribution of benefits <i>s.101(3)(a)(ii)</i>	Council acknowledges that determining benefit is inherently subjective. Where Council identified a clear relationship between users and services, Council will consider a targeted rate and/or fees and charges. Where Council identifies benefit to the community as a whole and/or is not able to identify a distinct relationship between users and services, Council may consider a general rate.	Council acknowledges that determining benefit is inherently subjective. Council may identify people or organisations who primarily benefit through targeted rates, fees and charges, and/or financial/development contributions.
Period of benefit <i>s.101(3)(a)(iii)</i>	Generally, the benefit of operational expenses is received in the year the expense is incurred. Where expenses may have a benefit over multiple years, Council will have regard to the distribution of funding across the anticipated period of benefit.	Generally, the benefit of capital expenditure is received for the duration of the life of the asset. Council will have regard to the distribution of funding across generations equitably.

Who is creating the need <i>s.101(3)(a)(iv)</i>	Some services respond to the action (or inaction) of individuals who create the need for the activity. In these instances, Council may consider fees and charges and/or targeted rates.	Some services respond to the action (or inaction) of individuals who create the need for the activity. In these instances, Council may consider targeted rates and/or financial/development contributions.
Separate funding <i>s.101(3)(a)(v)</i>	Council must consider the costs and benefits, including consequences for transparency and accountability, of funding an activity distinctly from other activities. Council acknowledges that there are instances where it is desirable to charge individuals but there may be no practical way of doing so. Council is able to communicate with ratepayers the contribution of their rates to each activity using various communication tools and documents.	Council must consider the costs and benefits, including consequences for transparency and accountability, of funding an activity distinctly from other activities. Council acknowledges that there are instances where it is desirable to charge individuals but there may be no practical way of doing so.

Funding Needs Analysis by Activity

This analysis per activity identifies the most likely funding sources an activity is budgeted to receive. We note that it is likely Council will occasionally be able to secure additional (external) funding that may become available and, as such, actual funding sources may be different from budgeted funding sources. Additionally, funding sources may be modified by Council when considering the requirements of section 101(3)(b).

GROUP: INFRASTRUCTURE PLANNING & DELIVERY						
ACTIVITY: WATER SUPPLY						
Council's water supply activity provides a reliable and safe water supply for public health and future development for the district. This is achieved through the functions such as reticulated supply to residents, water quality monitoring, and anticipating future supply needs.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding method
This activity contributes to the following: - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	- Community - District - User The community and users are connected to or able to connect to the network. The community as a whole benefits from a district connected to healthy, safe water supply.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- Community - District - User The networked infrastructure is intended to be for residential-scale users. Those users who have a significant volumetric impact will be acknowledged through targeted rates.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. It also provides transparency on the cost of an essential service. As the whole community benefits from the water supply network Council will consider funding through a general rate.	The water supply system is provided to the community as a public good, and the community as a whole benefits. There are some instances where charging users targeted rates is practical due to actual quantities used and/or availability to connect. In these instances Council may utilise a targeted rate.	Moderate (50-74%) Targeted rates Low (25-49%) Fees and Charges Minimal (1-24%) General rates Unlikely (0%) All other funding sources

GROUP: INFRASTRUCUTRE PLANNING & DELIVERY						
ACTIVITY: WASTEWATER						
Council's wastewater activity manages sewage disposal for public health and future development of the district.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding method
This activity contributes to the following: - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	- Community - District - User The community and users are connected to or able to connect to the network. Communities are also afforded health and safety by the infrastructure. The community as a whole benefits from a district with safe management of wastewater.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- Community - District - User The networked infrastructure is intended to be for residential-scale users.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. It also provides transparency on the cost of an essential service. A the whole community benefits from the safe and healthy management of wastewater, Council will consider funding through a general rate.	The three waters system is provided to the community as a public good, and the community as a whole benefits. Additionally, in the instances of the availability to connect, Council may consider a targeted rate.	Moderate (50-74%) Targeted rates Low (25-49%) General rates Minimal (1-24%) Fees and Charges Unlikely (0%) All other funding sources

GROUP: INFRASTRUCUTRE PLANNING & DELIVERY						
ACTIVITY: STORMWATER						
Council's stormwater activity protects the health and safety of the community.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding method
This activity contributes to the following:	- Community - District - User	The benefit of most operating costs is expected to arise in the	- Community - District - User	Identifying separate funding assists in the accountability and	The three waters system is provided to the community as a	Most (75-99%) General rates

- Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	The community and users are afforded protection by the infrastructure. The community as a whole benefits from a district which safely manages its stormwater.	year the funding is sourced.	The infrastructure is intended to service the district as a whole as a public good and health and safety infrastructure.	transparency of Council's expenditure on this activity. It also provides transparency on the cost of an essential service. The whole community benefits from the sotrmwater network and as such, Council will consider funding through a general rate.	public good, and the community as a whole benefits.	Minimal (1-24%) Targeted rates Unlikely (0%) All other funding sources
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GROUP: INFRASTRUCUTRE PLANNING & DELIVERY						
ACTIVITY: HARBOUR & WHARF						
This activity is responsible for all the activities and amenities associated with the harbour and wharf in Ōpōtiki.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong Relationships and partners - Two: Investment in our district - Three: Well-being is valued - Five: Growth is sustained	- User - National - Regional - District Individual users and community groups engage in the recreational benefits of this activity. The District, Region, and Nation benefit from generated	The benefit of most of the operating costs in expected to arise in the year the funding is sourced.	- User - National - Regional - District Users and community groups benefit from a harbour and wharf activity which services their recreational needs. The activity additionally needs to support the economic activity generated.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Wherever possible Council will maximise grants and subsidies for the operating costs of this activity.	Operational funding of this activity may be supported by borrowings in the initial period of the activitiy to alleviate targeted funding pressure while the activity is being established. There is a general benefit accrued for this activity.	Moderate (50-74%) General rates Minimal (1-24%) Targeted rates Fees and charges Unlikely (0%) All other funding sources

	economy of this activity.				Where direct relationships are identifiable, targeted rates and fees/charges may be utilised.	
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GROUP: INFRASTRUCTURE PLANNING & DELIVERY						
ACTIVITY: LAND TRANSPORT						
Council's land transport activity works to provide an efficient transport network and future development for the district.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Four: Our communities are resilient - Five: Growth is sustained over time	- District - User - National - Regional - Commercial The district as a whole benefits from a safe and effective transport network, including the business sector. This activity also connects the district to the region and nation.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - User - National - Regional - Commercial Costs are driven by use from the district.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. The community as a whole benefits from the roading network and, as such, there is little benefit in having separate funding outside of the subsidies available from Waka Kotahi.	Subsidies are sourced from Waka Kotahi New Zealand Transport Agency (NZTA) and maximised wherever possible. There are limited practical options for funding this activity as per the individual benefit received by users. Where possible, Council may utilise a targeted rate. Additionally, as the entire district benefits from the activity, general rates may be used.	Moderate (50-74%) General rates Grants and subsidies Minimal (1-24%) Fees and charges Unlikely (0%) All other funding sources

GROUP: INFRASTRUCTURE PLANNING & DELIVERY						
ACTIVITY: SOLID WASTE						
This activity provides solid waste services for public health and future development for the district.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	- User - District - National Individuals and community groups benefit from the waste collection and waste facilities involved in this activity. Additionally, the community as a whole benefits from a healthy environment where solid waste is responsibly managed.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- User - District - National The actions and inactions of individuals create the need for this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.	There is general benefit accrued by the healthy and safe management of solid waste. The general rate recognises this. Additionally, where identifiable that the actions of individuals and businesses create the need for this activity. Targeted rates and fees and charges recognise this.	Moderate (50-74%) General rates Minimal (1-24%) Grants and subsidies Targeted rates Fees and charges Unlikely (0%) All other funding sources

GROUP: INFRASTRUCTURE PLANNING & DELIVERY						
ACTIVITY: PARKS AND RESERVES						
This activity ensures that individuals living in Ōpōtiki have access to places and spaces that increase wellbeing and quality of life.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Three: Well-being is valued	- User - District - Community - Commercial The community as a whole, including	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- User - District - Community - Commercial The action or inaction of individuals has a	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.	There is a whole of community benefit from the amenities provided in Council's parks and reserves activity. Where there is an identifiable	Most (75-99%) General rates Minimal (1-24%) Targeted rates Fees and charges

Five: Growth is sustained over time	individual users and businesses, benefit from having quality natural environments maintained.		minor impact on this activity.		relationship with users and/or community groups, targeted rates and/or fees and charges may be applied.	Unlikely (0%) All other funding sources
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GROUP: COMMUNITY VISION & EXPERIENCE						
ACTIVITY: LEADERSHIP AND GOVERNANCE						
This activity provides for governance at the district and local levels, conduct of elections, and Council's advocacy on issues that impact on the district's community outcomes/priorities.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Two: Investment in our district - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	- District - Regional - National This activity supports the decision-making function of Council and therefore benefit is accrued to the community as a whole.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - Regional - National The actions or inactions of individuals have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole.	All (100%) General rates Unlikely (0%) All other funding sources

GROUP: COMMUNITY VISION & EXPERIENCE						
ACTIVITY: ECONOMIC DEVELOPMENT						
Council economic development activity creates a sustainable economic future for the district.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources

This activity contributes to the following: - Two: Investment in our district - Three: Well-being is valued - Four: Our communities are resilient	- Commercial - District - Regional This activity supports the business economy and district prosperity. Increased economy and jobs/job opportunities supports the community/district as a whole.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- Commercial - District - Regional The action or inaction of individuals has a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole. Where there is an identifiable relationship with users and/or community groups, targeted rates and/or fees and charges may be applied.	Moderate (50-74%) General rates Minimal (1-24%) Targeted rates Fees and Charges Unlikely (0%) All other funding sources
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GROUP: COMMUNITY VISION & EXPERIENCE						
ACTIVITY: SOCIAL DEVELOPMENT						
This activity works to ensure that individuals living in the Ōpōtiki district have access to a range of services and facilities to increase their quality of life.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Three: Well-being is valued - Four: Our communities are resilient	- District - National - Regional The benefits of social development accrue for the district/community as a whole through access to wellbeing and quality of life services.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - National - Regional The action or inaction of individuals has a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole. Wherever possible, Council will make use of grants and subsidies.	Most (75-99%) General rates Minimal (1-24%) Grants and subsidies Unlikely (0%) All other funding sources

GROUP: COMMUNITY VISION & EXPERIENCE

ACTIVITY: STRATEGIC PLANNING						
This activity includes the planning and policy development that provides a framework for the community's strategic direction.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Two: Investment in our district - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained over time	- District - Commercial - Regional This activity supports the decision-making function of Council and therefore benefit is accrued to the community as a whole.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - Commercial - Regional The action or inaction of individuals has a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole.	Most (75-99%) General rates Unlikely (0%) All other funding sources

GROUP: COMMUNITY VISION & EXPERIENCE						
ACTIVITY: COMMUNITY FACILITIES						
This activity works to ensure that individuals living in the Ōpōtiki district have access to places, spaces, services, and facilities that increase their wellbeing and quality of life.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Three: Well-being is valued	- District - User - Regional - Commercial The benefits of places, spaces, services, and facilities are accesible	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - User - Regional - Commercial Community expectation of facilities and services which	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.	Council considers the benefit of this activity to be available for the community as a whole. Where some users, individuals, and organisations have a	Most (75-99%) General rates Minimal (1-24%) Fees and charges Unlikely (0%)

Five: Growth is sustained over time	to the district/community as a whole. Additionally, this activity serves to stimulate the commercial sector through supporting events/initiatives.		enrich their quality of life create the need for these activities. Businesses also benefit from the availability of facilities.	Council considers there is little benefit in separately funding this activity.	more direct relationship, targeted rates and/or fees and charges may be employed.	All other funding sources
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GROUP: ORGANISATIONAL PERFORMANCE & BUSINESS SUPPORT						
ACTIVITY: FINANCE						
This activity manages both the internal and external financial considerations of Council as an organisation.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Two: Investments in our district - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained	District This activity enables Council to provide all other activities and services for the community. As such, the benefit is district-wide.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	District There is limited impact on this activity from the action or inaction of individuals.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole. Where a more direct relationship with users is identifiable, Council may utilise fees and charges.	Most (75-99%) Internal recharge Minimal (1-24%) Fees and Charges Unlikely (0%) All other funding sources

GROUP: ORGANISATIONAL PERFORMANCE & BUSINESS SUPPORT
ACTIVITY: CORPORATE SERVICES

This activity encompasses all of the invisible work necessary to keep the organisation functional.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Two: Investments in our district - Three: Well-being is valued - Four: Our communities are resilient - Five: Growth is sustained	- District - User This activity enables Council to provide all other activities and services for the community. As such, the benefit is district-wide.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - User There is limited impact on this activity from the action or inaction of individuals.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole. Where a more direct relationship with users is identifiable, Council may utilise fees and charges.	Most (75-99%) Internal recharge Minimal (1-24%) Fees and Charges Unlikely (0%) All other funding sources

GROUP: ORGANISATIONAL PERFORMANCE & BUSINESS SUPPORT						
ACTIVITY: PROCUREMENT						
This activity is encompasses the procurement work Council undertakes.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Two: Investments in our district - Three: Well-being is valued	- District - User This activity enables Council to provide all other activities and services for the community. As such, the benefit is district-wide.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - User There is limited impact on this activity from the action or inaction of individuals.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in	Benefits of this activity are available to the community as a whole. Where a more direct relationship with users and/or community groups is identifiable, Council may utilise fees and charges.	Most (75-99%) Internal recharge Minimal (1-24%) Fees and Charges Unlikely (0%) All other funding sources

- Four: Our communities are resilient - Five: Growth is sustained				separately funding this activity.		
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GROUP: ORGANISATIONAL PERFORMANCE & BUSINESS SUPPORT						
ACTIVITY: EMERGENCY MANAGEMENT						
This activity ensures the Civil Defence responsibilities Council undertakes are robust.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Three: Well-being is valued - Four: Our communities are resilient	- District - Regional - National The district/community as a whole benefits from a Council that is prepared and coordinated during a civil emergency response.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- District - Regional - National The actions or inactions of individuals have minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Council considers there is little benefit in separately funding this activity.	Benefits of this activity are available to the community as a whole.	Most (75-99%) Internal recharge Minimal (1-24%) Fees and Charges Unlikely (0%) All other funding sources

GROUP: PLANNING AND REGULATORY						
ACTIVITY: PLANNING						
This activity provides for future development of the district through the development of plans and strategies.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources

This activity contributes to the following: - Two: Investment in our district - Five: Growth is sustained over time	- User - District - Regional Individuals accessing services or engaging in actions relating to district-planning benefit from this activity. Additionally, the district/community as a whole benefit from living in a district developing through intentional and strategic planning.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	- User - District - Regional The actions of individuals, community groups, and businesses drive the costs of this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Where there is benefit accrued to the community as a whole, Council may utilise a general rate. Where there is an identifiable relationship with users and/or community groups, targeted rates and/or fees and charges may be applied.	Moderate (50-74%) General rates Low (25-49%) Fees and charges Unlikely (0%) All other funding sources
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GROUP: PLANNING AND REGULATORY						
ACTIVITY: BUILDING						
This activity looks after current and future residents of Ōpōtiki district through the administrative, processing, monitoring, and decision-making roles for resource consenting and management.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - Four: Our communities are resilient - Five: Growth is sustained over time	- User - District Individuals accessing consents and other related services accrue benefit from this activity. Additionally, the district/community as a whole benefits from buildings that a	This benefit of most operating costs is expected to arise in the year the funding is sourced.	- User - District The actions and inactions of individuals impact this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Council recognises the direct relationship between users and the activity (i.e., resource consents), and may utilise fees and charges. As future members of the community and district benefit from	Moderate (50-74%) Fees and charges Low (25-49%) General rates Unlikely (0%) All other funding sources

	safe and legislatively compliant.				development, a general rate is also applicable.	
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GROUP: PLANNING AND REGULATORY						
ACTIVITY: MONITORING AND COMPLIANCE						
This activity ensures that individuals in the district are receiving services that are healthy and legislatively compliant.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - Three: Well-being is valued - Four: Our communities are resilient	- User - Offender/Exacerbator - District The district/community as a whole benefits from efficient monitoring of compliance and legislation.	This benefit of most operating costs in expected to arise in the year the funding is sourced.	- User - Offender/Exacerbator - District The actions and inactions of individuals impact this activity. Those who breach the regulations of this activity also contribute to the need.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	As the community as a whole also benefits from legislatively compliant services, a general rate is applicable. Where there is an identifiable relationship with users and/or community groups, targeted rates and/or fees and charges may be applied.	Moderate (50-74%) Targeted rate Low (25-49%) General rates Minimal (1-24%) Fees and charges Unlikely (0%) All other funding sources

GROUP: PLANNING AND REGULATORY						
ACTIVITY: ENVIRONMENTAL HEALTH						
This activity consists of several activities designed to facilitate growth and maintain environmental qualities valued by the district.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: Three: Well-being is valued	- User - Offender/Exacerbator - District	This benefit of most operating costs in expected to arise in the year the funding is sourced.	- User - Offender/Exacerbator - District	Identifying separate funding assists in the accountability and transparency of	Where there is an identifiable relationship between users and/or exacerbators, fees and	Moderate (50-74%) Fees and charges Low (25-49%) General rates

	The benefit of this activity is largely accrued by businesses/premises owners who engage with inspections to ensure public safety and health.		The actions of individuals and groups have an impact on this activity. Additionally, those who breach the regulations of this activity also contribute to the need.	Council's costs on this activity.	charges may be utilised. As the community as a whole also benefits from legislatively compliant and healthy services, a general rate is additionally applicable.	Minimal (1-24%) Targeted rates Unlikely (0%) All other funding sources
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GROUP: PLANNING AND REGULATORY						
ACTIVITY: ENFORCEMENT						
This activity helps to ensure the district and our communities are safe and healthy.						
Community Outcomes/Priorities	Distribution of Benefits	Period of Benefit	Who is creating the need?	Separate Funding	Rationale	Funding sources
This activity contributes to the following: - One: Strong relationships and partners - Three: Well-being is valued	- User - Offender/Exacerbator - District This district/community as a whole benefits from this activity as it works to ensure a safe and healthy district where issues for the community are addressed.	This benefit of most operating costs in expected to arise in the year the funding is sourced.	- User - Offender/Exacerbator - District Those who breach the regulations of this activity contribute to the need for the activity. The community as a whole also contributes to the need for this activity through expectation and desire for a monitored and safe district.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Where there is an identifiable relationship between users and/or exacerbators, fees and charges may be utilised. As the community as a whole also benefits from legislatively compliant and healthy services, a general rate is additionally applicable.	Low (25-49%) General rates Fees and charges Minimal (1-24%) Targeted rate Unlikely (0%) All other funding sources