

# REVENUE AND FINANCING POLICY 2021

## PURPOSE

The Revenue and Financing Policy outlines the funding mechanisms that Council has available to fund its operating and capital expenditure and how it intends to utilise each of them. The policy is a requirement of Section 102 of the Local Government Act 2002 (LGA).

The policy also identifies how Council intends to fund each of its activities, and outlines the considerations and rationale for the funding sources chosen (as required by Section 103).

Council has developed this policy in two steps. The first was to consider how Council funds each individual activity. The second was to look at the overall impact of the liability of these allocations on our community.

## FUNDING OF OPERATING EXPENDITURE

Council is required to ensure that each year's projected operating revenues are sufficient to meet the year's projected operating expenses. It may only vary this when it is financially prudent to do so,

having regard to the requirements in section 100(2) of the LGA.

Operating expenditure is primarily funded through general and targeted rates, fees and charges.

External funding assistance is provided for roading and waste minimisation. Council will generate cash from operating revenue that can be used for capital renewal expenditure or debt repayment.

## FUNDING OF CAPITAL EXPENDITURE

In terms of capital expenditure, assets generally provide benefit for a longer period of time than when the actual expenditure on the asset is spent. In this case they are funded over a period of time as opposed to in the year they are acquired. The exception to this is in the roading activity area where, apart from bridges, the annual capital expenditure generally matches the annual depreciation.

Capital expenditure is funded via depreciation reserves or special funds, or a combination of depreciation reserves, special funds and borrowing (depending upon the scale of the project). In some

instances, e.g. a new water or sewerage scheme, a lump sum contribution is made by the consumers receiving the new service.

Depending on the activity Financial Contributions are also used to fund capital expenditure.

Government funding, e.g. stimulus and tourism infrastructure is also utilised for capital projects.

## DEPRECIATION RESERVES

Depreciation is a measure of the decline in service level of an asset or group of assets. Any depreciation funded for Council assets is placed in an interest-earning depreciation reserve. The reserves are then used to fund the future costs of renewing the infrastructural assets as per Council's activity management plans.

## SPECIAL FUNDS

Special funds are also used for funding new capital or renewals. These funds have been contributed to from a number of sources, for example, historical funds, proceeds from the sale of endowment land, sale of assets and power shares.

# BORROWING

Where depreciation reserves or special funds are not sufficient to meet all the costs of a project, capital expenditure is generally funded by borrowing. This provides the immediate funding required for an asset, with the debt then being repaid over time through rates. The time period of the loan repayment is generally set over a period where the benefit of the asset will be realised, although this may be shorter for long-life assets, i.e. the loan is repaid before the end of the asset's useful life. Unless specifically stated in the 'details of funding for Council activities' section, debt repayment becomes part of the operating costs and thus is funded from the same sources, in the same ratio, as for operating expenditure, over the life of the loan.

## OVERVIEW OF FUNDING MECHANISMS USED BY COUNCIL

The mechanisms that Council can use to fund its capital and operating costs are set out by section 103(2) of the LGA. Council intends to use these mechanisms in the following ways:

### UNIFORM ANNUAL GENERAL CHARGE

A uniform annual general charge (UAGC) is used to fund all or part of activities that provide a relatively equal benefit to the whole district. The UAGC is a fixed amount which is set on each separately used or inhabited part (SUIP) of a rating unit in the district.

### TARGETED RATES

Some targeted rates are set on all rateable properties in the district to part fund some activities that have an element of district-wide benefit, including roading, public toilets, sewerage treatment upgrades, resource management and building control activities. These rates are set either as a rate per dollar of land or capital value, which best reflects the contribution towards the need for the activities, and the benefit received from the activities.

Other targeted rates are used to fund all or part of activities that provide benefit to an identifiable community or group of ratepayers. These rates are targeted at those who benefit from the activity or who demand the level of service (identified by location or availability of service). They are either based on land value, capital value or are a uniform charge.

### VOLUNTARY TARGETED RATES

From time to time Council may offer to fund a specific activity on behalf of individual ratepayers because the activity meets Council objectives as well as being beneficial to the ratepayer. If such funds are made available they will be recovered over a specified time frame, at a specified interest rate, by way of a targeted rate. The scheme itself is self-funding, ratepayers who take up the offer repay the financial assistance (plus interest) through a targeted rate.

### LAND HOLDING GREATER THAN 1.2 HECTARES WITHIN TOWNSHIP BOUNDARIES

Council has defined areas of rateable land for the local roading rate. For rural land that falls within township boundaries, Council has applied a mechanism whereby areas equal to or greater than 1.2

hectares are split for rating purposes into an "a" and "b" assessment. The "a" assessment is calculated using the township rate (house and/or section) whilst the "b" assessment (remainder of the land) is calculated using the rural local roading rate.

### FEES AND CHARGES

Fees and charges are utilised where practical if there is an identifiable private benefit from an activity, or where the actions of an individual create the need for the activity. Examples of fees include swimming pool charges, landfill fees, building consent fees and dog registration fees. When setting fees and charges, Council takes into account the effect the fees and charges would have on the use of the facilities and services.

### LUMP SUM CONTRIBUTIONS

Lump sum contributions are utilised for some larger projects where new capital projects are loan funded. Ratepayers are given a choice of paying their share of the capital cost upfront in a voluntary lump sum, or paying through rates over the life of the loan. The decision whether to offer a voluntary lump sum option is determined on a project-by-project basis.

### INTEREST AND DIVIDENDS FROM INVESTMENTS

Council receives interest on its reserve funds. Interest income from Council's reserves is used to:

- Offset the uniform annual general charge and thus reduce the rates that would otherwise be levied to fund Council's activities.
- Increase the value of depreciation reserves and special funds.
- Increase the value of investment reserves noting that the investment reserve (a treasury function) carries the risk attached with interest rate volatility.

## BORROWING

Council utilises external borrowing to fund various infrastructural asset renewals and upgrades. Borrowing is also undertaken from time to time in other circumstances, e.g. the West Otago Health grant and Clutha Community Hub.

## PROCEEDS FROM ASSET SALES

Proceeds from asset sales are allocated to special funds, and are generally used for the acquisition of new assets.

## DEVELOPMENT CONTRIBUTIONS

Under the LGA, Council is entitled to apply development contributions to new development. Previously Council has chosen not have a development contribution policy, in favour of financial contributions under the Resource Management Act 1991. However Council will look to introduce Development Contributions by 18 April 2022 as required by the Resource Legislation Amendment Act 2017, unless this requirement changes as a result of RMA reform.

## GRANTS AND SUBSIDIES (EXTERNAL FUNDING ASSISTANCE)

Council receives external funding assistance for a number of activities or projects, largely from Central Government. The main source of government funding comes from the Waka Kotahi (NZTA) for roading. A baseline level of funding is received for the maintenance of the existing roading system, while funding for new projects may be received depending upon the costs and benefits of each project.

Council also receives a proportion of waste minimisation levies to assist with waste minimisation activities throughout the district.

External funding is sought in other areas where possible. For example, funding from the Ministry of Health has been provided in the past for fluoridation and water treatment upgrades. Council will continue seeking external funding for tourism-related infrastructure.

## RESERVE FUNDS (SPECIAL AND DEPRECIATION)

Council has a number of reserve funds. These funds generally assist future capital expenditure. As outlined previously depreciation funds are used towards funding capital renewal works. Special funds are also generally used for funding capital renewals and new capital.

# DETAILS OF FUNDING FOR COUNCIL ACTIVITIES

This section outlines Council's policies for funding each of its activities.

Council considered the matters listed in section 101(3) of the LGA when determining the most appropriate funding mechanisms for each of its activities. These matters are listed and explained under the following headings:

### ACTIVITY DESCRIPTION

A brief description of the activity. For further information about each of Council's activities see the 'Council Activities' section of the Long Term Plan.

### COMMUNITY OUTCOMES

The community outcome the activity primarily contributes to.

Our vision: Clutha is a great place to live, work & play.

Our outcomes:

Vibrant rural towns and communities  
Respected and sustainable environment  
Connected and collaborative

### WHO BENEFITS?

Who receives the benefit from the activity, either the community as a whole, an identifiable part of the community or individuals.

### TIMEFRAME OF BENEFITS

The time period over which the benefits of expenditure on the activity will be recognised.

### CONTRIBUTION TO THE NEED FOR THE ACTIVITY

The extent to which an action or inaction of particular individuals or group contribute to the need for Council to carry out the activity.

### COSTS AND BENEFITS OF DISTINCT FUNDING

The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.

The funding mechanisms shown below are for Council's share of the cost of the activities only (i.e. after any external funding is taken into account).

# DEFINITIONS

**UAGC** – A 'Uniform Annual General Charge' is a rate set at a fixed amount and which every SUIP pays.

**SUIP** – A 'separately used or inhabited part of a rating unit' includes any part or parts of a property that can be separately used or occupied in addition to the principal habitation or use.

**'On demand' water supply** – A supply which is available on demand directly from the point of supply subject to the agreed level of service.

**'Restricted' water supply** – A type of water supply connection where a small flow is supplied through a flow control device, and storage is provided by the customer to cater for the customer's demand fluctuations.

# COMMUNITY LEADERSHIP

## CIVIC

### Activity Description

Governance of Council and Community Boards, including elected members, operation of formal meeting processes, elections and newsletters.

### Community Outcome

Connected and collaborative.

### Who benefits?

All residents and ratepayers in the communities represented.

### Timeframe of benefits

Governance is an ongoing cost with benefits

apparent in the year of expenditure.

### Contribution to need

All residents and ratepayers.

### Costs and benefits of distinct funding

No benefit from distinct funding for Council.

### Funding methods

Council: 100% UAGC.

Liability Funding: 100% UAGC. A 2017 legal determination concluded Council had to pay a liability in relation to significant contractual works undertaken some years ago. The non-asset related portion has been funded from a combination of reserves with the remainder allocated as a Governance cost.

Community Boards: 100% targeted uniform rate per SUIP.

### Rationale

Governance is provided for the benefit of the community as a whole, and therefore is funded by the whole district. Community boards provide benefit to the communities within their areas, and so are funded by those communities.

## WEST OTAGO HEALTH

### Activity Description

Provision of a one-off grant to help fund construction of a health centre in Tapanui.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Everyone in the West Otago health service area would benefit. Users of the facility will directly benefit.

### Timeframe of benefits

Long term.

### Contribution to need

Stakeholders in the West Otago Health service area contribute to the need for this activity.

### Costs and benefits of distinct funding

Distinct funding ensures that only those in the area of benefit contribute, and that the contribution can clearly be identified on rates invoices.

### Funding methods

100% uniform targeted rate per SUIP.

### Rationale

A uniform contribution from ratepayers in the area of benefit is deemed to be the fairest way to fund the grant.

# ECONOMIC & COMMUNITY DEVELOPMENT

## ECONOMIC DEVELOPMENT

### Activity Description

Fostering economic development within the district.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Primarily a district-wide benefit from the district retaining and attracting businesses, which provide employment and contribute towards rates. Some private benefit to businesses.

### Timeframe of benefits

Currently an ongoing cost, with the majority of benefits being apparent in the year of expenditure.

### Contribution to need

All residents and ratepayers.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on

rates assessments so ratepayers can easily identify individual components.

#### Funding methods

100% UAGC.

#### Rationale

Largely a public benefit, therefore it is funded district-wide, through the UAGC.

### COMMUNITY DEVELOPMENT

#### Activity Description

Fostering social well-being of the community through activities such as youth development and provision of grants to community groups.

#### Community Outcome

Connected and collaborative.

#### Who benefits?

Community-wide benefit.

#### Timeframe of benefits

The majority of benefits are apparent in the year of expenditure.

#### Contribution to need

All residents and ratepayers.

#### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

#### Funding methods

100% UAGC.

#### Rationale

Largely a public benefit, therefore it is funded district-wide, through the UAGC.

### COMMUNITY PROJECTS

#### Activity Description

Financial support for projects and initiatives that

support community well-being in the following areas that make up our district: Bruce, Catlins, Clinton, Lawrence-Tuapeka, Lower Clutha, and West Otago.

#### Community Outcome

Connected and collaborative

#### Who benefits?

Community-by-community benefits.

#### Timeframe of benefits

The majority of benefits are apparent in the year of expenditure.

#### Contribution to need

Residents and ratepayers in that community.

#### Costs and benefits of distinct funding

Benefit from distinct funding by community.

#### Funding methods

Project Bruce: 100% Bruce Community Rating Area uniform charge.

#### Rationale

Largely a community-by-community benefit, therefore it is funded over the community of interest.

### ECONOMIC DEVELOPMENT PROPERTY

#### Activity Description

Property for contributing to economic growth through industrial, commercial or residential development.

#### Community Outcome

Vibrant rural towns and communities.

#### Who benefits?

Primarily a district-wide benefit, stimulating or reducing barriers to economic growth, supporting housing for our workforce, and adding new ratepayers.

#### Timeframe of benefits

Medium to long term.

#### Contribution to need

All residents, businesses and ratepayers.

#### Costs and benefits of distinct funding

Distinct funding ensures an additional source of funding that does not impact on ratepayers.

#### Funding methods

100% Other – Funded by sale of surplus property, loans, and/or sale of development property. A cost recovery or 'rates neutral' approach is taken to funding.

#### Rationale

Funding from other sources ensures that the ratepayer is not paying for economic development property.

## ROADING

#### Activity Description

The provision, operation and management of the local roading network, including roads, bridges, streetscapes and footpaths.

#### Community Outcome

Connected and collaborative.

#### Who benefits?

The roading network provides national, regional and local benefits.

#### Timeframe of benefits

Long term.

#### Contribution to need

All residents and ratepayers contribute to varying degrees. At this stage differentials depending on industry are not applied, e.g. for higher impact users such as forestry and dairying.

#### Costs and benefits of distinct funding

Distinct funding enables a split between district and local funding. Due to the size of the roading rates

requirement it is desirable to have roading rates highlighted separately.

### Funding methods

Roads and bridges: A substantial amount is funded by financial assistance from Waka Kotahi, with the balance being split between district and local roading rates based on the district/local benefit of each road.

For the balance funded by Council there is a district-wide roading rate, based on capital value, which funds approximately 37% of Council's costs. This includes 90% of arterial roads, 50% of collector roads and 10% of local roads.

The remaining approximately 63% of the rates requirement is funded by a targeted rate differentiated on location made up of a minimum charge per SUIP based on level of service, with the remainder based on land value. Each area funds a share of the local roading rate based on the value and depreciation rates of the roading assets within that area and the proportion of district-wide vs. local benefit.

District-wide main street: 20% UAGC and 80% of Balclutha, Lawrence & Milton costs on a uniform community-based rate.

New footpaths: A uniform rate per SUIP on those in the rating area benefiting from new footpaths.

### Rationale

The combination of funding mechanisms reflects the access to, and benefit gained from the roading network.

## WATER

### URBAN WATER

#### Activity Description

Provision of reticulated potable water supplies to urban areas.

#### Community Outcome

Vibrant rural towns and communities.

#### Who benefits?

Private benefit for those who obtain and use water. Some benefit to those whose properties have the ability to connect to a scheme. General public benefit for public health and fire-fighting purposes.

#### Timeframe of benefits

Short term benefit from expenditure on operating costs, with longer-term benefits from expenditure on capital.

#### Contribution to need

All urban residents and ratepayers.

#### Costs and benefits of distinct funding

Distinct funding enables the private benefit to those who receive potable water supply to be recognised.

#### Funding methods

Council will have a uniform targeted rate for customers who receive potable water from an 'on demand' supply and a uniform targeted rate for customers who receive potable water from a 'restricted' supply.

#### Rationale

User pays district-wide across all urban users facilitates efficient use of resources.

### RURAL WATER

#### Activity Description

Rural water schemes which provide water primarily for stock but also for domestic consumption.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Private benefit for those who obtain and use water.

### Timeframe of benefits

Short term benefit from expenditure on operating costs, with longer-term benefits from expenditure on capital.

### Contribution to need

Property owners who require water to enable intensive use of their land.

### Costs and benefits of distinct funding

Each scheme is operated as a standalone entity. This enables the cost of each scheme to be paid for by those who benefit from it.

### Funding methods

100% targeted rate per unit of water supplied differentiated by scheme.

### Rationale

User pays ensures efficient use of resources, with consumers only demanding what is affordable and sustainable.

## SEWERAGE

### Activity Description

Provision of sewage reticulation and treatment facilities throughout the district.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

Private benefit for those whose sewage is removed, treated and disposed of. There is also wider public health and environmental benefits from safe and appropriate sewage disposal.

### Timeframe of benefits

Short term benefit from expenditure on operating costs, with longer-term benefits from expenditure on capital.

### Contribution to need

Those without suitable private sewage disposal systems.

### Costs and benefits of distinct funding

Distinct funding enables the private benefit to those who receive sewerage services to be recognised.

### Funding methods

Council will have a uniform targeted sewerage rate for each separately used or inhabited part of a rating unit (SUIP) that is either connected, or for which a connection is available. The final determination of rates will also include operating and capital costs.

*Capital costs of treatment upgrades:* 10% district-wide assistance (based on CV) with remainder funded as per operating costs.

*Capital costs of reticulation extensions for Benhar Tokoiti and Pounaweia:* 10% district-wide assistance (based on CV), 40% uniform targeted rate on all sewerage ratepayers and 50% uniform targeted rate on all connections to the new reticulation.

### Rationale

Benefit is largely private so the activity is predominantly user pays. The wider benefit of safe sewage disposal is reflected by wider contribution to treatment upgrades and reticulation extensions for Benhar, Tokoiti and Pounaweia.

## STORMWATER

### Activity Description

Stormwater reticulation minor stormwater works throughout the district.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

Those whose properties are protected by stormwater drainage.

### Timeframe of benefits

Short term benefit from expenditure on operating costs, with longer-term benefits from expenditure on capital.

### Contribution to need

Property owners whose properties contribute to stormwater run-off where there is a demonstrated need for a public stormwater system.

### Costs and benefits of distinct funding

Distinct funding enables the private benefit to those who receive stormwater protection to be recognised.

### Funding methods

Council will have a uniform targeted stormwater rate for each separately used or inhabited part of a rating unit (SUIP).

### Rationale

Those who benefit from the provision and development of stormwater schemes in their areas pay for those costs.

## COMMUNITY SERVICES

### LIBRARIES

#### Activity Description

Provision of library services through the Central Balclutha library and four branch libraries.

#### Outcome

Community facilities that sustainably benefit users and the wider community.

#### Who benefits?

Primarily a public benefit. All members of the community have access to the facilities and the whole community benefits from having such facilities provided.

#### Timeframe of benefits

An ongoing activity with benefit largely being realised in the year of expenditure. The benefit of capital expenditure is realised over a longer timeframe.

#### Contribution to need

All residents and ratepayers.

#### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

#### Funding methods

5-10% Fees and charges; 90-95% UAGC.

#### Rationale

The cost of the service does not change significantly as use increases or decreases, but increasing fees can reduce access for some community members. To allow full accessibility there are no fees for core services. Funding the core services through the UAGC recognises the public benefit.

## SERVICE AND INFORMATION CENTRES

### Activity Description

Visitor information centres for visitors and residents and service centres for ratepayers.

### Community Outcome

Community facilities that sustainably benefit users and the wider community.

### Who benefits?

Private benefit to those who use information centres, as well as tourist-reliant businesses whose information is provided to customers. The community in general also benefits from the success of the tourism industry and the availability of Council service points.

### Timeframe of benefits

An ongoing activity with the benefit of operating expenditure being realised in the year of expenditure and the benefit of capital expenditure is realised over a longer timeframe.

### Contribution to need

Residents, ratepayers and visitors.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised and the activities funded by the community services rate are listed in Annual and Long Term Plans and on rates assessments.

### Funding methods

5-10% Fees and charges; 90-95% UAGC.

### Rationale

While there is private benefit from using information centres, such services are generally not charged for within New Zealand. The district as a whole benefits from the tourism industry and the information centres facilitate this. The Council service centre functions also provide a district-wide benefit.

## PUBLIC TOILETS

### Activity Description

Provision of public toilets and camper van dump stations throughout the district.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

Private benefit to users of the facilities, public benefit from providing such facilities to for locals and visitors and from having a hygienic environment.

### Timeframe of benefits

An ongoing activity with benefit largely being realised in the year of expenditure. The benefit of capital expenditure is realised over a longer timeframe.

### Contribution to need

Residents and visitors.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised and the activities funded by the community services rate are listed in Annual and Long Term Plans and on rates assessments.

### Funding methods

Approximately 50% UAGC and approximately 50% district-wide CV based rate.

### Rationale

A district-wide charge is the fairest option since fees and charges are not realistic or would be unlikely to be economic to apply.

## CEMETERIES

### Activity Description

Provision, maintenance and operation of cemeteries and maintenance of the district's monuments.

### Community Outcome

Connected and collaborative.

### Who benefits?

Private benefit to the families of deceased. Public benefit in providing respectful treatment of the deceased who form part of the community's heritage. Public health benefits from ensuring properly managed and controlled burials and cemetery sites.

### Timeframe of benefits

Majority of expenditure is on operating costs, with the benefit being realised in the year of expenditure. There are also longer term benefits from capital expenditure.

### Contribution to need

All ratepayers and residents.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

### Funding methods

Approximately 55% Fees and Charges and approximately 45% UAGC.

### Rationale

The funding split recognises direct private benefits along with wider public benefits. Ability to pay is partly recognised by keeping burial fees at an affordable level.

## COMMUNITY HOUSING AND OTHER PROPERTY

### Activity Description

Provision and maintenance of community housing units throughout the district. This area also includes lease-hold land, endowment land and other property (excluding economic development property).

### Community Outcome

Connected and collaborative.

#### Who benefits?

Mostly a private benefit to tenants. There is also public benefit from having appropriate housing available to people who may not easily be able to access private sector housing.

#### Timeframe of benefits

Long term.

#### Contribution to need

Residents who have difficulty finding appropriate housing in the market.

#### Costs and benefits of distinct funding

This activity is self-funding there is no requirement for rates funding.

#### Funding methods

100% fees and charges (rentals).

#### Rationale

Due to a significant private benefit, the community housing units are fully self-funded through user charges. User charges (rentals) are set at market rates to cover the cost of maintaining and upgrading the facilities.

## COMMUNITY FACILITIES

#### Activity Description

Includes the following:

- Funding of halls and community centres throughout the district.
- Provision of swimming pools in Balclutha and Milton.
- Provision of green spaces including parks, reserves, playgrounds and sportsgrounds.

- Grant towards construction and operation of the Clutha Community Hub.
- Grant towards construction and operation of the multi-purpose Cross Recreation Centre.
- Grant towards the construction of an extension to the Clutha Gold Trail from Lawrence to Waihola.

### Community Outcome

Vibrant rural towns and communities.

#### Who benefits?

Public benefit from having the facilities available and for those who have the facilities in their community.

#### Timeframe of benefits

An ongoing activity with benefits largely being realised in the year of expenditure. The benefit of capital expenditure is realised over a longer timeframe.

#### Contribution to need

All residents and ratepayers.

#### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised and the activities funded by the community services rate are listed in Annual and Long Term Plans and on rates assessments.

#### Funding methods

Balclutha and Milton Pools: 10-15% fees and charges; 40-45% UAGC; 40-45% targeted uniform rate (Bruce and Lower Clutha areas).

Halls and community centres: 12-18% fees and charges; 41-44% UAGC; 41-44% targeted uniform rate.

Parks, Reserves and Playground

Approximately 50% UAGC and approximately 50% targeted.

Sportsgrounds: 2-8% fees and charges, 46-49% UAGC, 46-49% uniform targeted rate.

Cross Recreation Centre: Approximately 50% UAGC and approximately 50% uniform targeted rate (Lower Clutha area).

Clutha Community Hub: Approximately 50% UAGC and approximately 50% uniform targeted rate (Lower Clutha area).

Clutha Gold Trail Extension: Approximately 50% UAGC, and approximately 50% uniform targeted rate (Lawrence-Tuapeka and Bruce areas).

#### Rationale

District-wide funding recognises the wide public benefit gained from parks, reserves and playgrounds. The majority of the cost is funded by the local community ensuring that communities only demand the level of service they can afford. Some fees and charges for sports groups to recognise that they have exclusive use of the sportsgrounds during their booking period.

## SOLID WASTE MANAGEMENT

### WASTE COLLECTION AND DISPOSAL

#### Activity Description

Solid Waste collection and disposal services, including the operation of a kerbside collection service, waste transfer stations and Mt Cooe landfill.

#### Community Outcome

Respected and sustainable environment.

#### Who benefits?

Private benefit to those whose recyclables and residual waste is disposed of. Also a public benefit from ensuring that waste is dealt with safely without damaging the environment or public health.

#### Timeframe of benefits

Short term, with some longer term benefits from the provision of the landfill.

#### Contribution to need

All of those who use the waste disposal services or facilities.

### Costs and benefits of distinct funding

Distinct funding enables the private benefit of the kerbside collection to be recognised. Efficiencies are also gained from this being provided across the district by a single kerbside provider.

### Funding methods

Approximately 30% targeted uniform rate per SUIP (based on availability of kerbside collection service); and approximately 70% Fees and charges (use of landfill and transfer stations).

### Rationale

User pays ensures that the cost of waste disposal is attributed to those who create the waste and provides an incentive to reduce waste created.

## WASTE MINIMISATION

### Activity Description

Waste minimisation activities, including education programmes and drop-off facilities for recyclables.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

Primarily a public benefit from reduced waste to landfill. Some private benefit to those who use free recyclable drop-off facilities to dispose of recyclable waste.

### Timeframe of benefits

Currently an ongoing activity with benefits apparent in year of expenditure. Benefits will also be realised in the long term from behaviour changes as a result of education programmes.

### Contribution to need

All residents and ratepayers.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

### Funding methods

100% UAGC.

### Rationale

Rating across the district ensures that recyclables drop-off facilities are free, encouraging their use.

# REGULATORY AND EMERGENCY SERVICES

## RESOURCE MANAGEMENT

### Activity Description

Administration and monitoring of the Clutha District Plan to ensure that development and resource use maintains environmental and community standards.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

Largely a public benefit from the sustainable management of the districts natural and physical resources. A private benefit to those who are granted a resource consent, enabling them to sustainably use their land.

### Timeframe of benefits

An ongoing activity with the benefit being realised in the year of expenditure. Longer term benefit from expenditure on the District Plan.

### Contribution to need

Individuals or organisations whose actions or proposed developments require resource consent.

### Costs and benefits of distinct funding

No particular benefit from distinct funding.

### Funding methods

60-70% Fees and charges; 30-40% district-wide CV based rate.

### Rationale

Fees are set at a level to recover actual costs involved in processing the consent. The remainder is treated as a public good.

## ANIMAL CONTROL

### Activity Description

Registration of dogs and responding to animal-related complaints.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Private benefit to animal owners who have their animals returned. Public benefit from the capture of wandering animals and from having Council oversee animal welfare. There is also a public benefit from having less fouling of public space.

### Timeframe of benefits

An ongoing activity with largely a short term benefit. Longer term benefit of the pound.

### Contribution to need

Animal owners who do not adequately control their animals.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

### Funding methods

Approximately 90-95% Fees and charges; and approximately 5-10% UAGC.

### Rationale

User pays ensures those who contribute to the need for the activity fund the vast majority of the costs. Responsible dog owners receive a discount, recognising that they contribute less to the activity than others. The district-wide contribution recognises the public benefit.

## ENVIRONMENTAL HEALTH

### Activity Description

Protection of public health and safety through licensing of food premises and other venues that have potential public health risks.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Community benefit from knowing that public health standards are being met. There is also private benefit to businesses whose operations have public health implications.

### Timeframe of benefits

An ongoing activity with the benefit being realised in the year of expenditure.

### Contribution to need

The public who demand safe and hygienic eateries and hairdressers. Businesses who operate in the food or hairdressing industries.

### Costs and benefits of distinct funding

No benefit from distinct funding. However, the UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

### Funding methods

10-15% Fees and charges; 85-90% UAGC.

### Rationale

The combination of funding mechanisms reflects the individual and wider community benefits, whilst making services affordable for businesses.

## BUILDING CONTROL

### Activity Description

Administering the Building Act 2004, including ensuring that buildings comply with the New Zealand Building Code.

### Community Outcome

Vibrant rural towns and communities.

### Who benefits?

Private benefit to building owners from having certification that their buildings are structurally sound and comply with safe building practices. There are also public safety benefits from structurally sound public buildings.

### Timeframe of benefits

An ongoing activity with the benefit being realised in the year of expenditure.

### Contribution to need

The community demands safe buildings, however, people who build new buildings or alter existing buildings contribute to Council's workload.

### Costs and benefits of distinct funding

No particular benefit from distinct funding.

### Funding methods

80-90% Fees and charges; 10-20% district-wide CV based rate.

### Rationale

Fees are set at a level to recover actual costs involved in processing the consent. The remainder is treated as a public good. Capital value is used as a basis to reflect the level of likely demand for building control services and ability to pay.

## ALCOHOL LICENSING

### Activity Description

Licensing and monitoring of premises from which alcohol is sold.

### Community Outcome

Vibrant rural towns and communities..

### Who benefits?

Private benefit to businesses who gain licences enabling them to trade. Public benefit from having alcohol available in licenced premises which meet licensing standards.

### Timeframe of benefits

An ongoing activity with the benefit being realised

in the year of expenditure.

### Contribution to need

Those who sell or apply to sell alcohol.

### Costs and benefits of distinct funding

The UAGC is itemised in Annual and Long Term Plans and on rates assessments so ratepayers can easily identify individual components.

### Funding methods

100% fees and charges.

### Rationale

Fees are set by statute. Any shortfall is recovered by UAGC on the basis that this activity also has an element of public good.

## COMPLIANCE

### Activity Description

Protection of public health and safety through livestock control, litter enforcement, abandoned vehicles, parking enforcement, noise control and related administrative support.

### Community Outcome

Respected and sustainable environment.

### Who benefits?

All of community benefits from compliance activities.

### Timeframe of benefits

An ongoing activity with the benefit being realised in the year of expenditure.

### Contribution to need

The public who want to ensure a safe, safety and protection from nuisance outlined in the above description.

### Costs and benefits of distinct funding

No benefit from distinct funding.

### Funding methods

100% district-wide CV based rate.

### Rationale

The funding mechanisms reflects the individual and wider community benefits

The funding mechanism proposed is 100% district-wide CV based rate.

## EMERGENCY SERVICES

### Activity Description

Includes:

Emergency management (civil defence) including 'reduction, readiness, response and recovery' actions. Funding for tanker replacements prior to 1 July 2017 fire services amalgamation.

### Community Outcome

Connected and collaborative.

### Who benefits?

The whole community benefits from this public service activity.

### Timeframe of benefits

An ongoing activity with the benefit being largely realised in the year of expenditure.

### Contribution to need

All residents and ratepayers.

### Costs and benefits of distinct funding

No benefit from distinct funding.

### Funding methods

100% UAGC.

### Rationale

Funding through the UAGC reflects the 'people focus' of Emergency Services.

## Summary of Funding Mechanisms

ACTIVITY GROUP	ACTIVITY	OTHER	FEES & CHARGES	GENERAL RATES		TARGETED RATES	
				UNIFORM ANNUAL GENERAL CHARGE (UAGC)	DISTRICT-WIDE RATES CAPITAL VALUE (CV)	RATES BASED ON LOCATION OF AVAILABILITY OF SERVICE	
						UNIFORM CHARGE	LAND VALUE (LV)
Community Leadership	Governance	Council		100%			
		Contract Liability Funding		100%			
		Community Boards		100%			
	West Otago Health		100%				
Economic & Community Development	Economic Development		100%				
	Community Development		100%				
	Community Projects		100%				
	Economic Development Property		100%				
Roading	Roading (balance after Waka Kotahi subsidy)				37% <sup>1</sup>	63% <sup>2</sup>	
	New footpaths		100%				
	District-Wide Main Street	Balclutha, Milton & Lawrence	20%		80%		
Water Supply	Urban Water Supply		100%				
	Rural Water Scheme		100%				
Sewerage	Sewerage		100%				
	District Sewerage Upgrade Support				10%	90%	
	Benhar, Tokoiti & Pounaweia Capital				10%	90%	

<sup>1</sup> District roading component <sup>2</sup> Local roading component

## Summary of Funding Mechanisms

ACTIVITY GROUP	ACTIVITY	OTHER	FEES & CHARGES	GENERAL RATES			
				DISTRICT-WIDE RATES		TARGETED RATES	
				UNIFORM ANNUAL GENERAL CHARGE (UAGC)	CAPITAL VALUE (CV)	RATES BASED ON LOCATION OF AVAILABILITY OF SERVICE	LAND VALUE (LV)
						UNIFORM CHARGE	
<b>Stormwater</b>	<b>Urban Stormwater</b>					100%	
	<b>Libraries</b>		5-10%	90-95%			
	<b>Service &amp; Information Centres</b>		5-10%	90-95%			
	<b>Cemeteries</b>		55%	45%			
	<b>Public Toilets</b>			50%	50%		
	<b>Community Housing and Other Property</b>		100%				
	<i>Community Facilities</i>						
<b>Community Services</b>	<b>Swimming Pools</b>		10-15%	40-45%		40-45%	
	<b>Parks, Playgrounds &amp; Reserves</b>			50%		50%	
	<b>Sportsgrounds</b>		2-8%	46-49%			46-49%
	<b>Halls &amp; Community Centres</b>		12-18%	41-44%		41-44%	
	<b>Clutha Gold Trail</b>			50%		50%	
	<b>Clutha Community Hub</b>			50%		50%	
	<b>Cross Recreation Centre</b>			50%		50%	

## Summary of Funding Mechanisms

ACTIVITY GROUP	ACTIVITY	OTHER	FEES & CHARGES	GENERAL RATES		TARGETED RATES	
				UNIFORM ANNUAL GENERAL CHARGE (UAGC)	DISTRICT-WIDE RATES CAPITAL VALUE (CV)	RATES BASED ON LOCATION OF AVAILABILITY OF SERVICE UNIFORM CHARGE LAND VALUE (LV)	
Solid Waste Management	Waste Collection & Disposal		70%			30%	
	Waste Minimisation			100%			
	Resource Management		60-70%		30-40%		
Regulatory & Emergency Services	Animal Control		90-95%	5-10%			
	Environmental Health		10-15%	85-90%			
	Building Control		80-90%		10-20%		
	Compliance				100%		
	Alcohol Licensing		100%				
	Emergency Services*				100%		

\* Civil Defence and Rural Fire

### OVERALL FUNDING CONSIDERATION

We are required by section 101(3)(b) to consider the overall impact of the allocation of liability for revenue needs on the community. It allows us, as a final measure, to modify the overall mix of funding in response to these considerations.

1. We are required to adjust the total amount collected from the 'uniform annual general charge' portion of the general rate to be within the 30% rule. If the sum of the activities to be funded from the uniform annual general charge is more than the 30% cap, we will adjust the rate down to the cap and the balance will be funded from the general rate.
2. We may use accounting provisions to spread the costs of activities over multiple years for the purpose of smoothing the cost to users and ratepayers.