

WAIMAKARIRI *Our District*

Revenue and Financing Policy

Revenue and Financing Policy

1. Introduction

This Revenue and Financing Policy summarises the funding of activities undertaken by the Council with a view to achieve the fairest funding mix for the community as a whole.

The overall objective is:

To ensure users and beneficiaries of Council services pay what is fair and equitable.

The Council's goal is that a consistent approach is used when considering the rating mechanisms that apply to funding each activity. Accordingly, the Council applied the following guiding principles:

- Services relating to a property, such as Sewer and Water, are set and assessed per rating unit, separately used or inhabited part (SUIP) of a rating unit, per unit of water supplied or as a fixed charge per water closet or urinal
- Services that relate more to community or have an impact on the value of property, such as District Planning, are rated for on capital value
- Services that relate more to individuals, such as recreation activities, are set and assessed per rating unit or SUIP, taking into account the use to which the land is put
- Services that benefit land, such as land drainage, are set on land value or land area.

Rates provide the budgeted net funding requirement of the Council's works programme published in the Long Term Plan (LTP) after allowing for revenue from other sources such as fees, user charges and subsidies. Rates are set and

assessed on each rating unit under the statutory provisions of the Local Government (Rating) Act 2002.

2. Policy Context

Requirements of the Local Government Act 2002. Sections 102 and 103 of the Local Government Act 2002 require that a local authority have a revenue and financing policy demonstrating how operational expenditure and capital expenditure are funded or financed from

- a) general rates (including choice of valuation system, differential rating, uniform annual general charges)
- b) targeted rates
- c) lump sum contributions
- d) fees and charges
- e) interest and dividends from investments
- f) borrowing
- g) proceeds from asset sales
- h) development contributions
- i) financial contributions
- j) grants and subsidies
- k) other sources of revenue.

Section 101(3)(a) of the Local Government Act 2002 further requires that a local authority has, for each activity funded, shown it has given consideration to the

- i. community outcomes to which the activity contributes
- ii. distribution of benefits between the community as a whole, any identifiable part of the community and individuals

- iii. the period in or over which those benefits are expected to occur
- iii. the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity
- iv. the costs and benefits, including the transparency and accountability, of funding the activity distinctly from other activities.

Section 101(3)(b) of the Local Government Act 2002 also requires that the Council consider the overall impact of any allocation of liability for revenue needs on the community.

These matters are considered for each significant activity.

3. Policy Statement

General Rate

The Council considered each activity that was previously funded by the General Rate and using the guiding principles referred to above, determined the beneficiaries and fairest mechanisms to recover the cost of the activities.

The funding choices resulted from application of the following guiding principles:

- Services that relate more to community, or have an impact on the value of property, such as District Development Planning, are rated for on capital value
- Services that relate more to individuals are set and assessed per rating unit.

The Council considers that a Uniform Annual General Charge per rating unit best reflects the benefits that are attributable to individuals. The Council has used

Capital Value as the basis for setting a rate where the activity may impact directly or indirectly on the value of the property, or where the benefits relate to the wider community rather than individual people.

The following table illustrates the Council's funding allocations for General rate activities. Activities that principally benefit individuals are funded by a Uniform Annual General Charge, where the benefit is to both individuals and properties or to the community there is an allocation between the Uniform Annual General Charge and Capital Value based rates. Services that benefit property are funded by a rate on capital value.

Refer to each significant activity later in this policy to ascertain the basis for the allocation for each activity.

Basis of Uniform Annual General Charge

The allocation of costs based on the 2019/2020 Draft Annual Plan

Activity	Share of costs to be funded by rates	% From Uniform Annual General Charge	% From General Rate	Costs to be funded from UAGC	Costs to be funded from General Rate
Governance	2,246,339	80	20	1,797,071.00	449,268.00
District Planning	1,773,009	20	80	354,601.80	1,418,407.20
Environmental services	1,095,289	95	5	1,040,524.55	54,764.45
Building Compliance Enforcement	415,613	95	5	394,832.35	20,780.65
Building Control	95,000	95	5	90,250.00	4,750.00
Civil Defence	516,707	50	50	258,353.50	258,353.50
Public Conveniences	583,321	95	5	554,154.95	29,166.05
District Policy and Strategy and Planning Development	1,616,142		100	-	1,616,142.00
Refuse Disposal	1,026,000		100	-	1,026,000.00
Waste Minimisation	19,600		100	-	19,600.00
Cemeteries	153,300	100		153,300.00	-
Community Development	498,292	100		498,292.00	-
Crime Prevention	149,177		100	-	149,177.00
Youth development	91,803		100	-	91,803.00
Economic Development and Promotion	714,487		100	-	714,487.00
Central Business Areas	230,978		100	-	230,978.00
Water Race	10,290		100	-	10,290.00
Southbrook sewer	35,841		100	-	35,841.00
Southbrook Drainage	68,299		100	-	68,299.00
Pegasus Drainage	18,024		100	-	18,024.00
District Drainage	642,936		100	-	642,936.00
Dividend	(588,993)	100		(588,993.00)	-
Revenue from Property/Investment	(1,615,684)	100		(1,615,684.00)	-
Total	9,795,770			2,936,703.00	6,859,067.00
GST				440,505.00	1,028,860.00
Revenue required				3,377,209.00	7,887,927.00
Number of properties subject to UAGC				25,689	
Assesses UAGC				131.47	
Proposed UAGC				120.00	

District Wide Targeted Rates

Roading Rate

The Council considers that the roading network is a District-wide activity. The roading network is managed as one asset and the maintenance and renewal benefits the wider community and properties in the District.

While the Council is eligible for subsidies from NZ Transport Agency that contribute to the maintenance and renewal of the roading network, the balance of the costs must be recovered by way of rates.

Individuals benefit as each has an equal opportunity to use the network and to an extent, many within the community make similar use of the network. Hence, the Council considers that 20% of the rates requirement should be recovered by way of a fixed amount per rating unit in the District, which reflects the equal opportunity to use the asset.

The Council considers that the balance of the rate requirement (80%) should be recovered by a rate in the dollar based on the capital value of a property. The Council considers that capital value better reflects the supporting infrastructure and the impact that access has on the value of a property. Also the higher the capital value the property has, the greater the likelihood of increased use of the roading network or damage caused to the network, particularly in respect of large rural, commercial or industrial properties.

When determining the appropriate mechanism to recover the cost, the Council considers that both individuals and properties benefit from the Roothing activity. The Council discounted the option of creating separate rating areas within the District as it felt any separation would be artificial given the open access of the roading network, where any person can drive on any public road.

Under a system of capital value rating, the Council considers that the roading infrastructure in relation to a property (including roadways, bridges & culverts, footpaths, lighting etc) is reflected within the capital value of the property across the district.

Separate targeted areas will be used where a benefit exists for a defined group e.g. Thongcaster Road/Browns Rock Road Seal Extension, where residents have entered into a cost sharing arrangement with the Council.

The Council considered, but decided against, creating a differential category for high use properties, as to some extent they already contribute through road user charges, which are collected and partially returned via the NZ Transport Agency subsidy.

Community Services Rates

Community services includes the following activities:

- Recreation reserves, including sports grounds
- Community buildings, including halls and community centres
- Community grants
- Swimming pools
- Libraries.

Community services rates are targeted according to the use to which the land is put - to separately used or inhabited parts of rating units that are used for residential purposes and rating units that are used for business purposes.

This does mean that rating units that have more than one dwelling will incur multiple charges. For example, a property that has three flats will incur three charges.

This approach has been applied because the Council considered that the services provided relate primarily to people.

In addition to rating units used for residential and business purposes, the Council agreed that a contribution towards the cost of neighbourhood reserves should be made by vacant land in the five main towns as the value of land benefits from the availability or proximity of neighbourhood reserves.

The Council did consider the option of charging based on location, with those closer to the services paying more. However, the Council considers that given the relatively compact nature of the District and the fact that every person has equal opportunity to use the facilities encapsulated by this charge, with the exception of neighbourhood reserves in the five main towns, the only differential should be based on the higher level of service for neighbourhood reserves. Past Council surveys have indicated users of community facilities are spread throughout the District. There are few neighbourhood reserves outside the main towns.

Council considered that an additional separate fixed amount per rating unit should be paid by properties in Pegasus to cover the higher level of service in that town in relation to street trees. Ratepayers within the town are required to cover 80% of the maintenance cost of street trees in the town.

The Council believes that rates for Community Services should be more transparent and therefore the following activities will be disclosed on the rate assessment as separate targeted rates.

- Community parks and reserves, buildings and grants rate
- Community swimming pools rate
- Community libraries and museums rate
- Pegasus Services rate.

4. How the Council decides to fund its activities

Councils are required to have a Revenue and Financing Policy to show who pays for the services it delivers. There is a list of principles relating to the funding of expenditure needs in the Local Government Act 2002, which the Council must take into consideration when it adopts its Revenue and Financing Policy.

When determining how to fund an activity, the Council considers, among other things, who benefits from the activity, by considering the individual and community benefits of an activity. This is explained below.

Benefits to Individuals

Some services, such as the separate services of water, sewer and refuse collection are provided to distinct groups of properties within service or contract areas. The costs of these services are shared only among the ratepayers who either have access to or use these services. These are called benefits to individuals.

Benefits to the Community as a Whole or any Identifiable Part of the Community

More difficult to determine are the beneficiaries of other Council services such as roads, parks and reserves, libraries, “governance” (which is the cost of running the Council and its Committees) and items such as policy and strategy, planning, cemeteries, public toilets and grants. These services benefit all ratepayers to some degree, but the extent of the benefit to each individual or group of ratepayers is often impractical or expensive to measure. These services are mostly benefits to the community as a whole, although for some there is a mixture with benefits to individuals. Cemeteries, for example provide some benefits to individuals and part of the revenue for this function is received from burial fees and plot purchase fees.

Benefits to the community as a whole are paid for from rates and the main sources of funding for these benefits are the general rate, roading rate and the community services rate.

Control of Negative Effects

Sometimes the Council incurs expenditure to protect the community from actual or potential problems, for example dog control and noise control services. Wherever possible, the Council will charge those persons who cause the negative effects.

5. Funding Depreciation

The Council’s depreciation policy is to fully fund depreciation over the life of the assets. The Depreciation funding policy was modified from 1 July 2015 to equate to the long term provision that is required to renew assets taking into consideration both inflationary and investment factors. Any funding provision is held in an interest earning special fund account and made available for asset renewals in the future. Modelling has shown that by adopting this revised approach sufficient funds will be available to fund the renewal of assets as they fall due.

The Council does not fund depreciation where:

- (i) excess capacity exists in the network, the depreciation relating to excess capacity in the network is not funded
- (ii) an outline development area or large development occurs, depreciation is funded incrementally in proportion to the lots/sections titled relative to the entire area of the total lots/sections of the development.

The above supports the notion that funding of depreciation should be set at such an amount that reflects the charge of an asset and that excess capacity or additional provision that is allowed for to cater directly or indirectly for growth should be

excluded from the charge until such a time that the capacity of the network is used.

Although the policy not to fund excess depreciation can apply to all networks, this policy currently excludes the drainage networks. While capacity exists within areas of the network and meet current levels of service, there are also some deficiencies in the network that are being resolved over time and have been identified within the asset management plans. It is also acknowledged that drains cater for storm events and it is currently difficult to be certain about the spare capacity. Therefore, potential capacity for the drainage systems has not been identified and has been excluded until these issues have been resolved.

6. Significant Activities

The following sections outline the Council’s Revenue and Funding Policy for each activity of the Council’s operations

Community Leadership

- Governance
- District Development

Infrastructure

- Roads and Footpaths
- Water Supply (including Stock Water)
- Sewerage and Treatment and Disposal of Sewage
- Solid Waste
- Stormwater Drainage

Community Services

- Recreation (including reserves, swimming pools and community buildings)
- Libraries and Museums
- Community Protection
- Community Development

Property Management

- Property Management
- Earthquake Recovery and Regeneration

Community Leadership

Governance

The democratic process involves the election and operating costs of the Council and Community Boards, the operating costs of standing committees, community and advisory boards. The costs include the holding of regular meetings, as well as the preparation and consideration of reports for policy development, resource allocation and performance monitoring. It is a statutory function, necessary to ensure the people of the Waimakariri District are adequately represented, informed and consulted.

The Council is accountable to the community as a whole and elected on population basis (except for the Community Boards which are elected by the wards only). The operating costs of the Community boards are funded by properties within their Ward.

The Governance activity includes some Council grants and levies paid to various organisations.

Comment

Community Board Targeted Rates are a combination of a fixed charge and rate on capital value.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$2,932,000	Nil
Benefits Governance, including grants	80% individual 20% community	N/A
Funding		
General Rates – Capital Value	Yes	Nil
General Rates – Uniform Annual General Charge	Nil	Nil
Targeted Rates– Community Boards and Advisory Boards Rate	Yes	Nil
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community Outcomes	<p>Effect is given to the principles of the Treaty of Waitangi.</p> <p>Our community's needs for health and social services are met.</p> <p>There are wide ranging opportunities for people to contribute to the decision making that effects our District.</p>
Impact on the Community	<p>Significant impact on the community, in terms of providing effective decision making and leadership for the community and through effective public information.</p>
Distribution of Benefits	<p>The Governance process provides a benefit to the community as a whole. The democratic process and decisions affect individuals and properties within the community, hence 80% of the cost is recovered by way of a Uniform Annual General Charge on each property. This is because activities benefit primarily the people living within the District who have an equal opportunity to be heard by the Council. The Council recognises that there are community benefits from the activity and some decisions do affect property values or relate to the wider community, hence 20% is recovered by way of a rate in the dollar.</p> <p>Community Boards and Advisory Boards activities benefit primarily the people living within the areas covered by these boards. Therefore, the costs are recovered from within each area by way of a targeted rate.</p>

The costs and benefits of funding the activity distinctly from other activities	For transparency and accountability the costs associated with the democratic process have been separated.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	N/A.
Period in which the benefits are expected to occur	The benefits will occur in the year in which expenditure is made to ensure the people of the Waimakariri District are adequately represented, informed and consulted.
Funding	Council
Operating Expenditure	General Rates - based on Capital Value 20%
Governance and Grants	Uniform Annual General Charge 80%
Community Board and Advisory Board	Boards
	Targeted Rates - based on Capital Values 20%
	Targeted Rates - Fixed amount per rating unit 80%
Capital Expenditure	N/A

District Development

This significant activity focuses on activities related to the growth and development of the District. These include

- District Development
- Policy and Strategy
- Planning Administration
- District Promotion
- Economic Development.

District Development Planning

This is an integrated Council programme to ensure the timely, effective and efficient coordination

and provision of infrastructure investment, land development and resource management, to plan and cater for growth in our community.

This function is considered to provide public benefit to the community as a whole, through the forward planning for and prudent investment in, key infrastructure services by the Council. The Council will fund this activity by way of General Rates, based on capital value.

Policy and Strategy

The Policy and Strategy function is focused on developing and documenting an integrated programme of Council activities to respond to and provide

for growth and development of the District. Key components of this response include

- Preparing and maintaining the LTP and Annual Plan documents
- Engaging with and consulting the community
- Coordinating with other organisations delivering services to District residents
- Preparing and reviewing Council policies and long term strategies
- Developing, interpreting and providing District monitoring information.

The Council will fund this activity by way of the General Rate, based on capital value.

District Plan

Plan Development

The Council is required by the Resource Management Act 1991 to prepare and administer a District Plan to provide for the sustainable management of the District's natural and physical resources. Once the plan is notified, its objectives, policies and methods for managing the environment are implemented. The Act requires a range of monitoring tasks to be performed to ensure the District Plan is effective and efficient as a tool in sustainable management of the District's environment.

This function is considered to be primarily a community benefit through the management of the District's resources in the natural and built environment. 80% of the cost is recovered on the basis of a General Rate on capital value, as it significantly impacts the value of properties. 20% is recovered through a Uniform Annual General Charge to reflect the benefits to individuals from planning activities.

Plan Administration

This function provides the public with a service to address the management of adverse effects of development. Key objectives include maintaining a quality environment for residents and remedying or mitigating adverse effects through the consent process.

The person or organisation seeking permission to undertake a particular activity gains the main benefit of the resource consent. While there is usually a direct economic benefit received by the applicant, the public also benefits through the protection of the environment and appropriate development of land and property. User charges are in place to recover the costs from the applicants, while the activities with community benefit, including providing advice and monitoring consent compliance are funded 80%

through the General Rate based on capital values as it significantly impacts the value of properties and 20% is funded by a Uniform Annual General Charge to reflect the benefits to individuals.

Cost of appeals to Council decisions cannot be recovered from the applicant and must be funded by the General Rate.

District Promotion and Economic Development

This activity promotes the District as a desirable place to visit and do business in and there is general district wide public benefit from undertaking these activities. Hence these services should be 20% funded by way of a targeted rate on all business and commercial properties in the District (excluding primary producers) with the 80% being funded from the General Rate.

Funding	Operating	Capital
District Development	General Rates (capital value) User Charges	100% 0% Nil
Policy and Strategy	General Rates (capital value) User Charges	100% 0% Nil
Plan Development	General Rates (capital value) User Charges	100% 0% Nil
Planning Administration	General Rates (capital value) User Charges	65-75% 25-35% Nil
Promotion and Economic Development	Targeted Rate General Rates (capital value)	20% 80% 20% 80%

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$	
District Development Planning	2,296,000	93,000
District Policy and Strategy	1,614,000	5,000
Planning Administration	2,089,000	31,000
District Promotion and Economic Development	885,000	Nil
Benefits		
District Development Planning	100% community	N/A
District Policy and Strategy	100% community	N/A
Plan Development	80% community 20% individual	N/A
Planning Administration	80% community 20% individual	N/A
Promotion and Economic Development	80% community 20% individual	N/A
Funding		
General Rates	Yes	Nil
General Rates - Uniform Annual General Charge	Nil	Nil
Targeted Rates	Nil	Nil
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community outcomes	<p>There is a safe environment for all.</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Transport is accessible, convenient, reliable, and sustainable.</p> <p>There is a healthy and sustainable environment for all</p> <p>There are areas of significant indigenous vegetation and habitats for indigenous fauna.</p> <p>The distinctive character of our takiwā-towns, villages and rural areas is maintained.</p>
Impact on the community	Significant impact on the community, through ensuring that the District's Development is sustainable.
Distribution of Benefits for District Development, Policy and Strategy and Plan Development and Administration	<p>District Development Planning, Policy and Strategy and Plan Development and Administration are considered to provide predominantly community benefits that affect property values or benefit the community as a whole.</p> <p>The main benefits of Plan Administration (processing resource consents) are gained by the person or organisation seeking permission to undertake a particular activity. While there is usually a direct economic benefit received by the applicant, the public also benefits through the protection of the environment and appropriate development of land and property. User charges are in place to recover the costs from the applicants, while 80% of other costs are considered to be a benefit to the community are funded through the General Rate based on capital values and 20% is considered to reflect the benefit to individuals and is charged by a Uniform Annual General Charge on each property.</p>
Distribution of Benefits for the Promotion and Economic Development Rate	Promotion and Economic Development activities promote the District as a desirable place to visit and do business in. There is a greater community benefit to the district as a whole and therefore 80% is charged by a general rate in the dollar and 20% as a private benefit. The individual benefit is primarily derived by the business and commercial properties throughout the District as the promotions and economic development activities have a District-wide focus.
The costs and benefits of funding the activity distinctly from other activities	For transparency and accountability the costs associated with the Planning process have been separated.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	Persons or organisations applying for resource consents require the Council to undertake work and this is reflected in user charges for resource consent applications.
Period in which the benefits are expected to occur	<p>Planning will provide ongoing benefit to the community through the sustainable development of the community's vision.</p> <p>The benefits arising from promotions and economic development activities may occur beyond the period in which the expenditure occurs.</p>

Infrastructure

The Provision of Roads and Footpaths

Roading includes footpaths and bridges. The Council has responsibility for 972 kilometres of sealed roads, 573 kilometres of unsealed roads, 292 bridges and 329 kilometres of footpaths. A subsidy (essentially a user charge) is currently received from NZ Transport Agency for certain maintenance and safety works.

Comment

District wide rates funding is based on two components

- Fixed amount per rating unit collects 20% of the roading rates requirement
- The remaining roading rate is recovered by a rate in the dollar based on capital value.

Separate targeted rates are set where residents have entered into private agreements with the Council to fund seal extension.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$20,153,000	\$15,254,000
Benefits	50% individual 50% community	50% individual 50% community
Funding		
General Rates - Capital Value	Nil	Nil
Targeted Rates - Fixed amount per rating unit	Yes	¹ Yes
Targeted Rates - Capital Value	Yes	² Yes
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	² Yes	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Yes	Nil
Other	Nil	Nil
Note: ¹) The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced. ²) Where scheme account balances have surplus funds interest earned on the account balance is used as a funding source.		

Community outcomes	<p>Transport is accessible, convenient, reliable, affordable and sustainable.</p> <p>There is a safe environment for all.</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Public spaces and facilities are plentiful, accessible and high quality.</p> <p>The distinctive character of our takiwā-towns, villages and rural areas is maintained.</p> <p>There are wide ranging opportunities for people to contribute to the decision making that affects our District.</p>
Impact on the community	An efficient road transport network has a significant impact on the community.
Distribution of Benefits	<p>The benefits apply in part to the whole community, as people are free to use any public road in the District. The recovery of subsidies from NZ Transport Agency reflects partly the individual benefit that is attributed to the roading network. However, in many instances parts of the roading activity are not eligible for subsidy. Therefore, the balance of costs must be recovered through rates.</p> <p>For operating costs, it is considered that targeted rates are the most equitable form of funding this activity.</p>

Distribution of Benefits	<p>In determining how targeted rates are collected, the Council views the roading network to be 'one asset', which benefits the entire community and therefore the base roading infrastructure should be funded on the same basis across the District.</p> <p>When considering the underlying roading infrastructure the Council recognises that there are benefits to both individuals and to properties, as a result of the roading activity. The Council's assessment is that 20% of rates should be a fixed amount per rating unit and 80% should be apportioned to properties. Individuals have equal access to the network and therefore, have equal ability to use the network. The Council considers that a fixed amount to each property best reflects the equality of use and access that the network provides.</p>	
Distribution of Benefits	<p>The Council also considers that properties benefit from the roading activity as the benefit of access to a property can have an impact on the value of a property. It considers that rating based on capital value does reflect that benefit. It also recognises that particularly larger valued properties (e.g. rural, commercial or industrial properties) may place a greater burden on the roading</p>	
The costs and benefits of funding the activity distinctly from other activities	<p>The benefit of funding roading distinctly is that it constitutes a large component of the District's rates and it enables costs to be allocated in a fair manner.</p> <p>Accordingly, for accountability and transparency targeted rates have been set.</p>	
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>Users of the roading network create the need for maintenance from the number of trips that are made and the type of vehicle used. The subsidies that the Council receives from NZ Transport Agency are funded through petrol taxes and road user charges that reflect the volume of use by each road user. However, the level of subsidies received does not equate to the Council's view of the public/private benefit split. Hence the balance must be rate funded.</p> <p>Future residents will contribute to future operating costs and possibly some of the loan servicing costs, while current users must fund the cost of the additional capacity until those future users arrive. It is reasonable for those future users to make a contribution that relates to the cost of catering for that growth.</p> <p>Therefore, for capital costs relating to the Transport Regional Implementation Plan, it is considered that a mixture of targeted rates and Development Contributions is the most equitable form of funding this activity.</p>	
Period in which the benefits are expected to occur	<p>The roading systems that are being implemented over the next 10 years will provide long-term benefit to the Community.</p> <p>For capital costs the Council will apply any accumulated funds arising from funding depreciation to the capital cost, as well as any development contributions received for growth-related projects. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>	
Funding	Fixed amount per rating unit	12%
Operating Expenditure	Targeted Rate, based on capital Value	46%
		58%
	Subsidies	40%
	Fees and Charges	2%
	Interest from Investments	0%
Capital Expenditure	(i) Accumulated funds:	if applicable
	(ii) Development contributions:	if applicable
	(iii) Loans	

Water Supply

The District Council manages 16 different water supply schemes. In addition there is a stockwater system comprising of some 800km of water race.

The Council provides a potable water supply to 85% of the District's occupied properties, with the balance serviced by private supplies. Water is an essential need for individuals and stock.

Water supplies are considered to be a private benefit. The service is provided to identified properties. While restricted supplies (i.e. limited supply with on-site storage) have a charge related to supply, most properties receiving an unrestricted supply pay the same charge regardless of consumption. The annual charge varies according to the scheme.

The cost of the scheme relates to providing the supply and treating drinking water, funded by a standard charge.

A separate targeted rate, to be introduced on 1 July 2019, will meet the cost of UV disinfection treatment to improve the quality of drinking water on Council schemes. This rate will be set as a fixed charge on all rating units that have a connection to a Council potable water scheme.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$8,042,000	\$4,885,000
Benefits	100% individual	100% individual
Funding		
General Rates	Yes	Nil
Targeted Rates	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Yes ②	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Yes ③
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		
② Where scheme account balances have surplus funds interest earned on the account balance is used as a funding source.		
③ Where possible a scheme is able to attract subsidies, these are applied. In this instance subsidies are available from the Ministry of Health for the upgrading of the Oxford water supply.		

Community outcomes	<p>There is a safe environment for all.</p> <p>There is a healthy and sustainable environment for all</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Core utilities services are provided in a timely and sustainable manner.</p>
Impact on the community	Water is a necessity of life and the supply of water has a significant impact on the community.
Distribution of Benefits	<p>The benefits apply indirectly to the whole community and directly to those who are connected to each scheme. While there are wider community and environmental benefits relating to the availability of a high quality supply of potable water, the Council considers that households who are connected, or will be connected, to the water schemes should be solely responsible for funding expenditure.</p> <p>Therefore, for operating costs, it is considered that targeted rates are the most equitable form of funding this activity.</p>

The costs and benefits of funding the activity distinctly from other activities	<p>The benefit of funding water distinctly is that only those currently connected, or planning to connect, to schemes will contribute to their funding.</p> <p>Therefore for accountability and transparency targeted rates have been set for each scheme.</p>
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>People who are connected to the water schemes are creating the need for the Council to undertake work relating to the availability of a high quality supply of potable water.</p> <p>It is considered appropriate for these people to fund this work through targeted rates.</p> <p>Developers who are adding to the demands placed on schemes, which require the Council to undertake new Capital works related to growth will contribute to these costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.</p>
Period in which the benefits are expected to occur	<p>The water supply systems that are being implemented over the next 10 years will provide long-term benefit to the Community. The duration of benefits is dependent on the ability to gain the necessary resource consents, but is anticipated to be a minimum of 35 years.</p> <p>For capital renewal costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Any development contributions received for growth-related projects will be applied against growth capital works. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>
<p>Funding</p> <p>Operating Expenditure</p> <p>Capital Expenditure</p>	<p>Targeted Rates 98%</p> <p>Fees and Charges 2%</p> <p>(i) Accumulated funds: if applicable</p> <p>(ii) Development contributions: if applicable</p> <p>(iii) Subsidies: if applicable</p> <p>(iv) Loans</p>

Comment

Targeted rates for water schemes are set as a fixed charge to each rating unit or on separately used or inhabited parts of a rating unit or by a charge per unit of water on rating units that have a connection to a Council water scheme.

On some schemes there is a combination of fixed charge, and rate per unit of water.

Rates assessed per unit of water are based on an annual allocation of water. 1 unit = 1000 litres/day. Supplies are limited by a restrictor on the property

boundary that delivers the allocated amount of water.

Rates are not assessed on actual use measured by water meter.

The Council considers that the cost of proposed UV disinfection treatment to improve water quality should be met equally by all consumers of water supplied from Council supplies. The community outcomes for the water supply activity include providing a safe, healthy and sustainable environment. Performance against these outcomes should not be put in a position where affordability could risk their access to improve quality water.

Sewerage and Treatment and Disposal of Sewage

The Council operates four different sewer schemes – Eastern Districts, Oxford, Fernside and Loburn Lea. The objective is to provide and maintain a safe, reliable and economic system of disposal of urban sewage wastes. The Canterbury Regional Council grants discharge consents in accordance with the Resource Management Act 1991.

The Council can be required to provide a sewerage system under the Health Act 1956. However it is not necessary for the Council to be involved. There are examples of private schemes operating in the District, with more proposed.

Properties not connected to schemes are required to provide their own on-property systems. These systems must meet the same discharge conditions as community schemes. Individuals are responsible for their own systems.

While there are some public benefits from the Council sewerage schemes in that they help maintain public health and they minimise the effect on the environment, the main beneficiaries and exacerbators are those people connected to the schemes, who can be readily identified.

Comment

Targeted rates are charged to identifiable properties, which have the service available to them. Generally the rate is either a fixed amount per rating unit or a fixed amount per water closet or urinal connected (pan charge), with larger users having multiple charges (i.e. schools, hotels, motels). Some properties with multiple pans are eligible for a remission – refer to the Rates Remission policy.

Lump sum contributions are accepted where ratepayers elect to pay their property's share of a capital project cost early.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$13,806,000	\$5,837,000
Benefits	85% individual 15% community	85% individual 15% community
Funding		
General Rates	Yes	Nil
Targeted Rates	Yes	Yes ^①
Fees and Charges	Yes	Nil
Lump Sum Contributions	Nil	Yes
Interest and Dividends from Investments	Yes ^②	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
^① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced. ^② Where scheme account balances have surplus funds interest earned on the account balance is used as a funding source.		

Community outcomes	<p>There is a safe environment for all.</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Core utilities services are provided in a timely and sustainable manner.</p> <p>There is a healthy and sustainable environment for all</p>
Impact on the community	<p>Significant positive impact on the community. Treatment and disposal will protect the health of the community and the environment from adverse affects of untreated or uncontrolled effluent disposal.</p>
Distribution of Benefits	<p>The benefits apply indirectly to the whole community and directly to those people who are connected to one of the seven Council-operated schemes in the District.</p> <p>While there are wider community and environmental benefits relating to disposing of sewage to a high standard, the Council considers that people who are connected, or will be connected, to the sewerage schemes should be solely responsible for funding expenditure to ensure the environment is protected.</p> <p>Therefore, for operating costs, it is considered that targeted rates are the most equitable form of funding this activity.</p>

The costs and benefits of funding the activity distinctly from other activities	<p>The benefit of funding sewerage distinctly is that only those currently connected, or planning to connect, to schemes will contribute to their funding.</p> <p>Therefore for accountability and transparency targeted rates have been set for each scheme.</p>
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>People who are connected to the sewer schemes are creating the need for the Council to undertake work to minimise the damage to the District's waterways.</p> <p>It is considered appropriate for these people to fund this work through targeted rates.</p> <p>Developers who are adding to the demands placed on schemes, which require the Council to undertake new Capital works related to growth will contribute to these costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.</p>
Period in which the benefits are expected to occur	<p>The reticulation, treatment and disposal systems that are being implemented will provide long term benefit to the Community.</p> <p>The duration of benefits is dependent on the ability to gain resource consents for effluent disposal, but are anticipated to be a minimum of 35 years, with any engineering solution intended to provide future benefits equivalent to the design life of the systems components, which for certain assets is in excess of 70 years.</p> <p>For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Any development contributions received for growth-related projects are applied to growth capital costs. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>
Funding	Targeted Rates 98%
Operating Expenditure	Fees and Charges 2%
Capital Expenditure	<p>(i) Accumulated funds: if applicable</p> <p>(ii) Development contributions: if applicable</p> <p>(iii) Loans</p>

Stormwater Drainage

The Council operates five urban drainage areas, six rural drainage areas and a rural – residential drainage scheme at Loburn Lea.

Systems are provided to protect property and the living environment and particularly in the rural areas, to enhance economic activity. The systems also provide for the drainage of water from roads.

Drainage systems are seen to be a private benefit in that they provide a service to identified properties. Providing a drainage service to roads is a public benefit. These costs are identified in the roading account and recovered along with other roading and maintenance costs.

Comment

The methods for charging rates for rural drainage do vary and include fixed charges, land value and land area. Some schemes use a combination of these methods. These have involved input from advisory groups set up from property owners in the defined areas.

Urban drainage is funded by a targeted rate on land value.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$5,263,000	\$6,375,000
Benefits	90% individual 10% community	90% individual 10% community
Funding		
General Rates	Yes	Nil
Targeted Rates	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Yes ②	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		
② Scheme account balances that are in surplus will receive interest that will be applied to fund operating costs.		

Community outcomes	<p>There is a safe environment for all.</p> <p>There is a healthy and sustainable environment for all</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Core utilities services are provided in a timely and sustainable manner.</p>
Impact on the community	An adequate drainage system has a significant impact on the community.
Distribution of Benefits	<p>The benefits apply indirectly to the whole community and directly to those who are connected to each scheme. While there are wider community and environmental benefits relating to the availability of an effective drainage system, the Council considers that properties that are connected, or will be connected, to the drainage schemes should be responsible for funding expenditure to ensure the environment is protected and reduce the extent of flooding. The cost of draining roads is included in the Roothing Activity.</p> <p>Therefore, for operating costs, it is considered that targeted rates are the most equitable form of funding this activity.</p>

Distribution of Benefits	In respect to Pegasus, responsibility for the 14 hectare lake is expected to be passed to the Council in the future. The Council considers that Pegasus residents are the main beneficiaries of the lake as it is integral to the town, its amenity is reflected in property values and forms part of the drainage solution for Pegasus. Seventy-five percent of the lake's maintenance costs are to be charged to Pegasus ratepayers, as a component of the drainage rate. The balance of the operating costs is funded as part of the District-wide basis Community Services rate.
The costs and benefits of funding the activity distinctly from other activities	<p>The benefit of funding drainage distinctly is that only those currently connected, or planning to connect, to schemes, or property within a rural drainage area will contribute to their funding.</p> <p>Therefore for accountability and transparency targeted rates have been set for each scheme.</p>
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>Owners of developed properties require that there are systems for the collection and disposal of stormwater. It is considered appropriate for these people to fund this work through targeted rates.</p> <p>Developers who are adding to the demands placed on schemes which require the Council to undertake new Capital works related to growth will contribute to these costs. The Council applies Development Contributions to contribute to funding those costs – refer to the Development Contributions Policy.</p>
Period in which the benefits are expected to occur	<p>The drainage systems that are being implemented over the next 10 years will provide long-term benefit to the Community. The duration of benefits is dependent on the ability to gain the necessary resource consents, but is anticipated to be a minimum of 35 years.</p> <p>For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Any development contributions received relating to growth-related projects will be applied to growth capital costs. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>
Funding	Targeted Rates 95%
Operating Expenditure	Fees and Charges 5%
Capital Expenditure	<p>(i) Accumulated funds: if applicable</p> <p>(ii) Development contributions: if applicable</p> <p>(iii) Loans</p>

Solid Waste

A weekly kerbside collection service is provided to approximately 14,000 properties at present and a kerbside recycling service was introduced in September 2000. Refuse collection is considered to be a benefit to individuals, providing a service to individual properties which they would otherwise have to do for themselves. Having a community service is efficient.

The Council has two transfer stations, one at Oxford and the other at Southbrook (Rangiora). Other existing disposal sites have been closed. Waste is disposed of at the Kate Valley landfill. Landfills are required to meet resource consent conditions.

Refuse disposal is considered to provide predominantly a private benefit to those who use the facility, but there are also benefits to the community as a whole that are derived from refuse being disposed of at transfer stations as illegal dumping of refuse is minimised. The activity also funds waste and hazardous waste minimisation and education initiatives, as well as the costs for managing closed landfill sites, which are seen as benefits to the community as a whole.

Comment

Kerbside collection rates are set as a fixed charge per separately used and inhabited part of a rating unit in the areas where the kerbside collection is available.

An optional wheelie bin collection for rubbish and organics is being introduced on 1 July 2019. Property owners have the option of 80 litre or 140 litre bins for rubbish collection and 80 litre, 140 litre or 240 litre bins for organics collection. Rates are set based on the size of the bin (the extent of provision) to reflect the potential increased capacity of the larger bins.

The Council accepts that residents may wish to join the service during the year, and considered it inequitable that the current ratepayers should be required to fund

any growth that may happen during the financial year. New consumers will be required to fund the cost of the service to their property, including bin delivery fees for the balance of the rating year after they join. This fee will be paid prior to issue of a bin either through a sundry debtors invoice or by an e-services payment.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$8,475,000	\$322,000
Benefits	100% private	100% private
Collection		
Disposal	85% private 15% public	85% private 15% public
Waste initiatives and education	100% public	N/A
Funding		
General Rates - Capital Value and Uniform Annual General Charge	Yes	Nil
Targeted Rates	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Yes	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	<p>There is a safe environment for all.</p> <p>There is a healthy and sustainable environment for all</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>Core utilities services are provided in a timely and sustainable manner.</p>
Impact on the community.	An adequate refuse collection and disposal system has a significant impact on the community.

Distribution of Benefits	<p>The benefits apply indirectly to the whole community and directly to those who are in an area which has a waste collection service. The Council considers that properties that receive, or will receive, a waste collection service should be responsible for funding expenditure relating to collection and those that dispose of refuse at the transfer stations should pay a disposal fee.</p> <p>General rates are used to fund part of the refuse activities that reflect general benefits such as minimisation initiatives, closed landfill costs and reflect the general benefit attributable to keeping the District clean.</p>										
The costs and benefits of funding the activity distinctly from other activities	<p>Where benefits are identified to specific users it is appropriate that user charges and targeted rates are set to match the private benefit received.</p> <p>Therefore for accountability and transparency targeted rates have been set for refuse collection. Appropriate fees for refuse disposal reflect the private benefit gained.</p>										
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>The generator of waste creates the need for collection and disposal.</p> <p>It is considered appropriate for these people to fund this work through targeted rates and user charges.</p>										
Period in which the benefits are expected to occur	<p>The refuse disposal systems that have been developed will provide long-term benefit to the Community. The duration of benefits is dependent on the ability to gain the necessary resource consents, but is anticipated to be a minimum of 35 years.</p> <p>For any future renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>										
Funding Operating Expenditure Capital Expenditure	<table> <tr> <td>Targeted Rates (Collection)</td><td>28%</td></tr> <tr> <td>General Rates (Disposal and Waste Initiatives)</td><td>9%</td></tr> <tr> <td>Fees and Charges (Disposal)</td><td>63%</td></tr> <tr> <td>(i) Accumulated funds:</td><td>if applicable</td></tr> <tr> <td>(ii) Loans</td><td></td></tr> </table>	Targeted Rates (Collection)	28%	General Rates (Disposal and Waste Initiatives)	9%	Fees and Charges (Disposal)	63%	(i) Accumulated funds:	if applicable	(ii) Loans	
Targeted Rates (Collection)	28%										
General Rates (Disposal and Waste Initiatives)	9%										
Fees and Charges (Disposal)	63%										
(i) Accumulated funds:	if applicable										
(ii) Loans											

Community Services – Recreation

Reserves

Within Waimakariri District, Reserves means land and includes facilities on those reserves, under the control and management of the Waimakariri District Council, to meet the needs of the District residents and visitors for open spaces and recreation.

The Council acquires and develops reserves to enable recreation activities, facilities and open spaces to contribute to the health and vitality of the District and enhance the District as a place to live and visit and to meet identified community outcomes for a healthy community.

Comment

The reserves activities are funded by way of the Community, Parks & Reserves, Buildings and Grants Rate. This is a fixed amount applied on a differential basis on rating units used for business purposes and separately used or inhabited parts of rating units used for residential purposes across the District and on vacant sections in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend.

Differential rating is based on the use to which the land is put and where the land is situated.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)		
Reserves	\$7,496,000	\$5,441,000
Airfield	\$322,000	\$35,000
Camping Grounds	\$183,000	\$366,000
Benefits	100% community	100% community
Funding		
General Rates	Nil	Nil
Targeted Rates - fixed charge	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	<p>Our community's needs for health and social services are met.</p> <p>There are areas of significant indigenous vegetation and habitats for indigenous fauna.</p> <p>Public spaces and facilities are plentiful, accessible and high quality.</p> <p>The distinctive character of our takiwā-towns, villages and rural areas is maintained.</p> <p>People are friendly and caring, creating a strong sense of community in our District.</p>
Impact on the community.	<p>Significant impact on the social, economic, cultural and environmental wellbeing of the community, in terms of promoting recreation opportunities and activities, social spaces, environmental enhancement and cultural enrichment while adding distinctive open spaces and infrastructure.</p>

Distribution of Benefits	The benefits apply to the whole community by providing the opportunity to develop a lifestyle that enhances an individual's physical and mental wellbeing. The Council considers that all people in the District have equal opportunity to use the District and community reserves therefore the charge should be the same irrespective of proximity to facilities, through a targeted rate (by way of a Community, Parks and Reserves, Buildings and Grants Charge).
Distribution of Benefits	People in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend benefit from neighbourhood reserves, predominantly in those urban areas and they should therefore fund the costs of those reserves.
The costs and benefits of funding the activity distinctly from other activities	The benefit of funding recreation reserves from the community services rate is that it enables transparency and accountability to be demonstrated for reserves in the District. Funds taken for development contributions are used for the purposes for which they were intended.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>The Council undertakes the activity to allow Waimakariri District residents to enjoy access to a wide range of reserves and the projected population growth of the District will increase the demand for reserves.</p> <p>Development contributions will be required from developers to enable the Council to match the demand for new reserves resulting from growth in the District.</p>
Period in which the benefits are expected to occur	<p>The reserves, which are being developed over the next 10 years, provide ongoing benefit to the community.</p> <p>For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Any development contributions received relating to growth- related projects is applied to growth capital costs. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>
Funding Operating Expenditure Capital Expenditure	<p>Targeted Rates (for Neighbourhood Reserves) 20%</p> <p>Targeted Rates (Community, Parks & Reserves, Buildings & Grants Charges) 78%</p> <p>User Charges 2%</p> <p>(i) Accumulated funds: if applicable</p> <p>(ii) Development contributions: if applicable</p> <p>(ii) Loans</p>

Pegasus Services Rate

The Council provides a higher level of service for the number of street trees in Pegasus. Pegasus will have about 5,000 street trees, which is a similar number of trees under the Council's management as for the total of the rest of the District. The Council policy is to recover 80% of the maintenance costs of Pegasus street trees from Pegasus ratepayers, which reflects the higher level of service provided.

Comment

Rates are set as a fixed amount on rating units in Pegasus.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)		
Additional Level of Service to Pegasus	\$104,000	Nil
Benefits	100% community	100% community
Funding		
General Rates	Nil	Nil
Targeted Rates	Yes	Nil
Fees and Charges	Nil	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community outcomes	<p>Our community's needs for health and social services are met.</p> <p>There are areas of significant indigenous vegetation and habitats for indigenous fauna.</p> <p>Public spaces and facilities are plentiful, accessible and high quality.</p> <p>The distinctive character of our takiwā-towns, villages and rural areas is maintained.</p> <p>People are friendly and caring, creating a strong sense of community in our District.</p>
Impact on the community.	<p>Significant impact on the social, economic, cultural and environmental wellbeing of the community, in terms of promoting recreation opportunities and activities, social spaces, environmental enhancement and cultural enrichment while adding distinctive open spaces and infrastructure.</p>
Distribution of Benefits	<p>The benefits apply to the whole community by providing the opportunity to develop a lifestyle that enhances individual's physical and mental wellbeing. The Council considers that all people in Pegasus have a higher level of service provided in respect to street trees. In respect of the street trees 80% of the operational cost will be charged to the Pegasus properties.</p>

The costs and benefits of funding the activity distinctly from other activities	The Pegasus services rate recognises that Pegasus properties will benefit to a greater extent than do other ratepayers. Accordingly, it is appropriate to part fund these activities by way of targeted rates.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	The Council undertakes the activity to allow Waimakariri District residents to enjoy access to a wide range of reserves and the projected population growth of the District will increase the demand for reserves. Development Contributions will be required from developers to enable the Council to match the demand for new reserves resulting from growth in the District.
Period in which the benefits are expected to occur	The reserves, which are being developed will provide ongoing benefit to the Community. For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the capital cost. Any Development Contributions received relating to growth-related projects will be applied growth capital costs. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.
Funding Operating Expenditure Capital Expenditure	Targeted Rates (i) Accumulated funds: if applicable (ii) Development contributions: if applicable (ii) Loans

Swimming Pools

The Council manages three swimming pools at Kaiapoi, Rangiora and Oxford. These are operated to meet the New Zealand Standard for Swimming Pool Supervision. The benefits of public pools are a mixture of public and private.

Comment

Targeted rates are set as a fixed amount per separately used and inhabited part of a rating unit used for residential purposes and on each rating unit used for business purposes.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)		
Swimming Pools	\$4,986,000	\$227,000
Benefits	40% individual 60% community	40% individual 60% community
Funding		
General Rates	Nil	Nil
Targeted Rates - Fixed amount	Yes	Yes ①
Fees and Charges	Yes	Yes
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Yes
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	<p>Our community's needs for health and social services are met.</p> <p>Public spaces and facilities are plentiful, accessible and high quality.</p> <p>People are friendly and caring, creating a strong sense of community in our District.</p>	
Impact on the community.	<p>The provision of swimming pools contributes to the social wellbeing of the community by providing individuals with the opportunity to develop a lifestyle that enhances their physical and mental wellbeing. It also contributes to the economic wellbeing of the community by encouraging visitors with the diversity of recreation experience available within the District.</p>	
Distribution of Benefits	<p>The provision of swimming pool benefits both the individuals that utilise the facilities and the wider community.</p> <p>The community-wide benefits apply to the whole community as they are available to all residents and provide individuals with the opportunity to develop a lifestyle that enhances their physical and mental wellbeing.</p>	
The costs and benefits of funding the activity distinctly from other activities	<p>The benefit of funding swimming pools distinctly is that appropriate levels of user charges can be identified to match the private benefit received.</p> <p>There is a community acceptance and market reality that public swimming pools cannot be fully self-funding. There is the opportunity to minimise the shortfall through value added services such as learn to swim and fitness classes.</p> <p>Therefore swimming pools are funded by a mixture of targeted rates (charged through a Fixed Community Swimming Pools Rate) and user charges.</p>	
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>The Council undertakes the activity to help to ensure that the community has access to a broad range of recreational, arts cultural and social opportunities.</p> <p>It is considered appropriate for this activity to be funded through the Community Swimming Pools Rate.</p>	
Period in which the benefits are expected to occur	<p>The existing facilities will be of long-term benefit to the community.</p> <p>For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Any development contributions received for growth-related projects will be applied to growth capital costs. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>	
Funding	Targeted Rates (Community Swimming Pools Rate)	60-70%
Operating Expenditure	User charges	30-40%
Capital Expenditure	(i) Accumulated funds:	if applicable
	(ii) Development contributions:	if applicable
	(ii) Loans	

Community Buildings

The Council manages 12 community buildings, three community centres and two town halls. These have a mixture of benefits to individuals and the community as a whole. A large proportion is an individual benefit received by the groups and individuals who choose to use the facility. There is a benefit for communities by providing a focal point for events and gatherings. These facilities are generally well established, with a community expectation that they shall be maintained.

Within the community, there are a number of privately owned facilities, which also meet a demand. They tend to be provided for the owner's purposes (e.g. church halls) but are available for wider use. The Council supports some privately owned facilities.

Privately owned facilities create a "market" for hire charges. If the Council moves above these charges, there is a chance that Council facilities may not be utilised as much. Conversely, if charges are below the market level, there may be a greater demand on Council resources.

A number of the facilities are used for children's activities, for example cinema, toy libraries, pre-schools, Plunket and playcentres. The Council community survey indicated a preparedness to subsidise activities which benefit children.

Community buildings are funded by way of the Community, Parks & Reserves, Building and Grants Rate. This is a fixed amount applied on a differential basis on rating units used for business purposes and separately used or inhabited parts of rating units used for residential purposes across the District and on vacant sections in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$2,567,000	\$25,155,000
Benefits	20% individual 80% community	20% individual 80% community
Funding		
General Rates	Nil	Nil
Targeted Rates - Fixed amount	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	Our community's needs for health and social services are met. Public spaces and facilities are plentiful, accessible and high quality. The distinctive character of our takiwā-towns, villages and rural areas is maintained. People are friendly and caring, creating a strong sense of community in our District.
Impact on the community	Significant impact on the community, in terms of promoting cultural enrichment and opportunities for residents to be involved in community life.
Distribution of Benefits	The benefits apply to the whole community by providing the opportunity to develop a lifestyle that enhances wellbeing. However, the Council recognises that there are individual benefits as well to users of community buildings, but given the location and type of use the facilities, full cost recovery is not possible. Targeted rates (by way of Community, Parks & Reserves, Buildings, & Grants Rates) are an appropriate method of funding operating costs for community buildings.
The costs and benefits of funding the activity distinctly from other activities	The benefit of funding community buildings distinctly is that it enables appropriate user charges to be calculated for applicable buildings. The Council accepts that the user charges cannot achieve 20% of the costs of operating community buildings and therefore sets charges based on what is charged for other (non Council) community buildings such as church halls. The balance of the activity is funded by way of Community, Parks and Reserves, Buildings and Grants Rates.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	The Council undertakes the activity to allow Waimakariri District residents to enjoy access to a wide range of cultural and social activities.
Period in which the benefits are expected to occur	The community buildings provide ongoing benefit to the Community. For capital costs the Council will apply any accumulated funds arising from funding depreciation to the capital cost. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.
Funding Operating Expenditure Capital Expenditure	<p>Targeted Rates (Community, Parks & Reserves, Buildings, & Grants Rates) 97-98%</p> <p>User charges 2-3%</p> <p>(i) Accumulated funds if applicable</p> <p>(ii) Loans</p>

Central Business Areas

The Council provides a higher level of service (street cleaning, car parks, street lighting, footpaths and garden/ reserve maintenance) to the central business areas of Kaiapoi and Rangiora. These are required because of their activities and the desire to make the areas attractive for visitors to do business.

The Council considers that the costs of providing these additional services provide primarily individual benefits to the community, acknowledging that the businesses also benefit.

Comment

These services are 20% funded by way of a targeted rate on Capital Value of rating units used for business purposes within the Central Business District (CBD Area Maintenance and Street Works Rate) and 80% charged as a general rate in the dollar.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)		
Central Business Areas	\$284,000	\$6,000
Benefits <i>CBD Area Maintenance and Street Works</i>	20% private 80% public	20% private 80% public
Funding		
General Rates - Capital Value	Yes	Yes
General Rates - Uniform Annual General Charge	Nil	Nil
Targeted Rates	Yes	Yes
Fees and Charges	Nil	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Yes	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community outcomes	Public spaces and facilities are plentiful, accessible and high quality. The distinctive character of our takiwā - towns, villages and rural areas is maintained.	
Impact on the community	Significant impact on the community.	
Distribution of Benefits for the Area Maintenance and Street Works Rate	Central business areas receive a benefit to individuals from promotion and events as well as maintaining the area at a higher level of service.. Residents and visitors to the District also benefit, although the benefit to the community as a whole receives greater benefit from the use of the facilities and higher level of services that is provided within the central business districts.	
The costs and benefits of funding the activity distinctly from other activities	The distribution of benefits from these activities differs from those of other activities. In particular, the community benefits to a greater extent and accordingly, it is appropriate to fund these activities by way of general rates.	
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	The Council provides a higher level of service to the central business areas of Kaiapoi and Rangiora. These are required because of their activities and the desire to make the areas attractive for visitors to do business.	
Period in which the benefits are expected to occur	While area maintenance and street works services are likely to provide benefits primarily in the period in which they occur, there is also potential for a longer term benefit in that attractive central business districts may encourage others to move into the District.	
Funding CBD Maintenance & Street Works		
Operating Expenditure	Targeted Rates	20%
	General Rates	80%
Capital Expenditure	Targeted Rates	20%
	General Rates	80%

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$1,002,000	\$20,000
Community Grants		
Benefits	20% private 80% public	20% private 80% public
Funding		
General Rates	Nil	Nil
General Rates - Uniform Annual General Charge	Yes	Yes
Fees and Charges	Nil	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community Grants

The Council gives grants to various organisations in the District. These organisations are involved in recreation, the arts, community development and District museums. These organisations all make contributions to the social, cultural or environmental benefit of the District.

Comment

Community grants are funded by way of the Community, Parks & Reserves, Building and Grants Rate. This is a fixed amount applied on a differential basis on rating units used for business purposes and separately used or inhabited parts of rating units used for residential purposes across the District and on

vacant sections in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend.

Community outcomes	<p>Our community's needs for health and social services are met.</p> <p>Public spaces and facilities are plentiful, accessible and high quality.</p> <p>The distinctive character of our takiwā-towns, villages and rural areas is maintained.</p> <p>People are friendly and caring, creating a strong sense of community in our District.</p>	
Impact on the community	Significant impact on the social, economic and cultural wellbeing of the community, in terms of promoting cultural enrichment and opportunities for residents' to be involved in community life.	
Distribution of Benefits	<p>The benefits apply to the whole community by providing the opportunity to develop a lifestyle that enhances community wellbeing. The Council recognises that there are individual benefits as well. The organisations will obtain funding from other sources as well as the Council.</p> <p>Targeted rates (by way of Community, Parks and Reserves, Buildings and Grants Rates) are an appropriate method of funding operating costs for this activity.</p>	
The costs and benefits of funding the activity distinctly from other activities	The benefit of funding community grants is that the organisations are providing services that of benefit to the whole District. Therefore the activity is funded by way of Community, Parks and Reserves, Buildings and Grants Rates.	
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	The Council undertakes the activity to allow Waimakariri District residents to enjoy access to a wide range of cultural and social activities.	
Period in which the benefits are expected to occur	The community grants provide ongoing benefit to the community.	
Funding	Targeted Rates (Community, Parks & Reserves, Buildings & Grants Charge)	100%
Operating Expenditure	(i) Targeted Rates	
Capital Expenditure		

Public Conveniences

The Council provides conveniences at 43 sites throughout the District. This is to meet the expectations of visitors and residents that essential facilities are available in major reserves and central business areas.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$566,000	\$501,000
Benefits	95% community 5% individuals	95% community 5% individuals
Funding		
General Rates - Capital Value	Yes	Yes ①
Targeted Rates	Nil	Nil
Fees and Charges	Nil	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	There is a safe environment for all. Our community's needs for health and social services are met.
Impact on the community	Provision of adequate Public Conveniences impacts on the community.
Distribution of Benefits	The Council considers that the benefits of providing public conveniences are to the public at large, which recognises the wider community benefits of the activity and in particular, visitors to the District. Funding is by way of General Rates charged 95% as a Uniform Annual General Charge and 5% as a rate in the dollar and any capital expenditure will be undertaken through loans or accumulated funds.
The costs and benefits of funding the activity distinctly from other activities	The benefit of funding Public Conveniences distinctly is that appropriate levels of user charges can be identified to match the individual benefit received. The Council considers that the most appropriate way of funding the activity is by way of General Rates which recognises the wider community benefits of the activity.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	While there are benefits to individuals who use the facilities, any fall-off in use through the introduction of a charging system may not achieve the desired community benefits. It is considered appropriate for this activity to be funded through general rates and uniform annual general charges.

Period in which the benefits are expected to occur	<p>The Public Conveniences that are being built over the next 10 years will provide long-term benefit to the Community. The duration of benefits are anticipated to be a minimum of 40 years.</p> <p>For capital costs the Council will apply any accumulated funds arising from funding depreciation to the capital cost. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p>		
Funding	General Rates	5%	
Operating Expenditure	Uniform Annual General Charge	95%	
Capital Expenditure	(i) Accumulated funds	if applicable	
	(ii) Loans		

Libraries and Museums

The service is provided from libraries in Kaiapoi, Rangiora and Oxford. This activity is discretionary - there are no legal requirements for the Council to provide this service.

There is however an expectation within the community that this is necessary. The library service provides benefits to both individuals and the community.

The Council also pays a levy to the Canterbury Museum for ongoing operations and the Museum's redevelopment programme.

The Canterbury Museum development levies will be funded with the use of borrowing.

Comment

The Community Libraries and Museums Rate and Canterbury Museum levies are both set as a fixed charge per separately used and inhabited part of a rating unit used for residential purposes and each rating unit used for business purposes.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$5,494,000 ②	\$464,000
Benefits		
Libraries	10% community 90% individuals	10% community 90% individuals
Canterbury Museum Levy	100% community	N/A
Funding		
General Rates - Capital Value	Nil	Nil
Targeted Rates	Yes	Yes ①
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Yes	Nil
Borrowing	Yes	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil
① The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		
② The costs of the Canterbury Museum development levy, a Canterbury Museum development project, which is expected to commence in the later part of the LTP is not included in this amount. The funding basis of this development levy is likely to be loan, with rates funding to cover the repayment costs.		

Community outcomes	<p>Businesses in the District are diverse, adaptable and growing.</p> <p>The community's cultures, arts and heritage are conserved and celebrated.</p> <p>People have wide ranging opportunities for learning and being informed.</p> <p>People are friendly and caring, creating a strong sense of community in our District.</p>
Impact on the community.	The provision of libraries contributes to the wellbeing of the community by providing individuals with the opportunity to enhance their mental wellbeing.
Distribution of Benefits	<p>The benefits potentially apply to the whole community as libraries provide individuals with the opportunity to develop a lifestyle that enhances their mental wellbeing. Membership figures from the library indicate that library users are evenly spread throughout the District in close proportion to population.</p> <p>The Canterbury Museum provides benefits to all people in Canterbury. There is no admission charge and costs are primarily recovered from contributing councils. The benefit applies to all people within the District. The Council has set a Canterbury Museum levy rate, which is a fixed amount targeted to all properties in the District with a residential or commercial use.</p>
The costs and benefits of funding the activity distinctly from other activities	<p>There is a benefit to individuals that use the library services. However, the Council considers that there are wide community benefits from ensuring only minimal charges are imposed thereby encouraging community use that may not occur if significant user charges were imposed. Accordingly, the Council considers that the majority of the cost should be targeted rate funded (by way of Community Libraries and Museums Rate which is charged to all properties with a residential or commercial use) with the balance being collected from user charges.</p> <p>Therefore libraries are funded by a mixture of targeted rates and user charges.</p> <p>The Canterbury Museum is accessible to all people in the District and a fixed amount per rating unit or separately used and inhabited part of a rating unit is seen as the fairest mechanism to allocate the cost.</p>
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>The Council undertakes the activity to help to ensure that the community has access to a broad range of recreational, arts cultural and social opportunities.</p> <p>It is considered appropriate for this activity to be funded through the Community Libraries & Museums Rate and a targeted rate.</p>
Period in which the benefits are expected to occur	<p>The existing facilities will be of long-term benefit to the community.</p> <p>For renewal capital costs the Council will apply any accumulated funds arising from funding depreciation to the renewal capital cost. Further capital costs are to be funded from borrowing with rates set at a level to cover interest costs and loan repayments. It is considered that borrowing is the appropriate funding method that will most efficiently achieve intergenerational equity.</p> <p>For extensions required to libraries to cater for growth a development contribution is sought from each new lot created within the District.</p>
Funding	Targeted Rates (Community Libraries & Museums Rate) 94-95%
Library	User charges 5-6%
Operating Expenditure	Accumulated funds: if applicable
Capital Expenditure	Development contributions:
	Targeted Rates - Museum Levies 100%

Community Protection and Community Development

Community Protection and Community Development include the following activities:

- Community Development, including Safer Communities and Injury Prevention
- Housing for the Elderly
- Building Control
- Civil Defence
- Animal Control
- Environmental Health
- Cemeteries

Community Development, Safer Communities, Injury Prevention

The Council assists with the establishment and effective operation of community groups through providing information and guidance. It also provides the umbrella for safe community work and cultural/social development. The Council considers that this activity relates mainly to assisting individuals and therefore considers that funding is most equitably achieved through a Uniform Annual General Charge.

For activities such as Safer Communities and Youth Development are fully funded from Central Government agencies.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)		
Community Development	\$538,000	Nil
Safer Communities	\$192,000	Nil
Youth Development	\$112,000	Nil
Benefits		
Community Development	100% community	100% community
Safer Communities	100% community	N/A
Youth Development	\$112,000	N/A
Funding		
General Rates - Uniform Annual General Charge	Yes	Nil
Targeted Rates	No	Nil
Fees and Charges	Nil	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Nil
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Yes	Nil
Other	Nil	Nil

Community outcomes	Our community's needs for health and social services are met. People have wide ranging opportunities for learning and being informed. People are friendly and caring, creating a strong sense of community in our District.
Impact on the community	Significant impact on the community.
Distribution of Benefits	Community Development is considered to benefit the community as a whole. This is funded by way of a Uniform Annual General Charge.
The costs and benefits of funding the activity distinctly from other activities	For transparency and accountability of the costs associated with Community Development have been separated. Central government agencies fund safer communities and Youth Development initiatives. The Council's contribution relates to the provision of accommodation.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	N/A

Period in which the benefits are expected to occur	Community Development will provide ongoing benefit to the District.		
Funding	Operating		
Community Development	General Rates	98%	
Operating Expenditure	Targeted Rates	2%	
Safer Communities and Youth Development	General Rates	15-18%	
	Grants and Subsidies	82-85%	

Community Housing

The Council manages and maintains 112 elderly person housing units, seven community houses and three other rentals.

In recent times, these units have been substantially upgraded. Subsidies are sometimes available for particular capital works.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$1,322,000	\$533,000
Benefits	100% individual	100% individual
Funding		
General Rates	Nil	Nil
Targeted Rates	Nil	Nil
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Yes
Other	Nil	Nil

Community outcomes	Our community's needs for health and social services are met. People are friendly and caring, creating a strong sense of community in our District.
Impact on the community.	Significant impact on the social wellbeing of the community.
Distribution of Benefits	While past Councils have recognised this need, the benefits are to the individual occupier, with no need for subsidy from the general ratepayer.
The costs and benefits of funding the activity distinctly from other activities	Appropriate rentals are set to recover the costs associated with providing community housing. The Council recovers costs and makes no return on its capital investment. To achieve this all of these costs need to be separately identified. This allows transparency and accountability for this activity.

The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	Elderly people who have a need for assistance with accommodation creates the need to undertake this activity.	
Period in which the benefits are expected to occur	The community housing units are maintained to a high standard to provide an ongoing service where capital expenditure is required it will be funded from accumulated funds and borrowing.	
Funding	User charges	100%
Operating Expenditure	(i) Accumulated funds	
Capital Expenditure	(ii) Loans	
	(iii) Subsidies	

Building Control

The objective is the control of building work within the District, including the processing of building consents, provision of Project Information Memoranda, (PIMs) site inspections and the issue of code compliance certificates and building warrants of fitness and holding property records. The cost of this service is funded by user fees.

The residual activities undertaken by the Council are the provision of PIMs and issuing and recording consents. These are also funded by the users of the service.

The follow-up on public enquiries and complaints is funded by General Rates.

Civil Defence and Emergency Management

The Council is required to have a current Civil Defence Emergency Management Plan to allow for an effective response to natural disasters. Costs are associated with organising and training volunteers and preparation of a coordinating centre in the event of an emergency.

This is a statutory requirement and the benefits of being prepared are spread across the whole community. Funding is therefore provided from a General Rate on capital value on the basis that the Civil Defence Emergency Management activity is primarily concerned with the safety of the community and therefore a General Rate as a rate in the dollar on capital value best reflects the community benefits.

Environmental Health

This function provides for a monitoring and regulatory service to assist in the health, safety and wellbeing of the community. These include requirements under the Food Hygiene Regulations 1974, inspections under the Sale of Liquor Act 1989 and statutory functions under the Health Act 1956. For some functions, legislation restrains or limits the amount of user charges. Funding from user charges is maximised within these limits.

There is considered to be individual benefits for operators being able to show their customers that their premises meet required standards. The community, as

a whole, benefits through control of infectious diseases and monitoring of environmental standards. The community beneficiaries are the collective population and visitors to the District.

The activity also undertakes other functions as a statutory requirement where there is limited or no power to recover the full costs.

These include:

- Dangerous Goods Licences
- Amusement Device Inspections
- Building Warrants of Fitness
- Swimming Pool Fences
- Car Parking enforcement.

For these services, while the user is identified and licence fees are charged, non-recoverable costs are met by a General Rates rate in the dollar, on the capital value, which best reflects the benefits provided to the community.

Cemeteries

The Council is required by the Burial and Cremation Act 1964 to establish and maintain a suitable cemetery where sufficient provision is not otherwise made for the burial of the bodies of persons dying within its District.

The service has been identified as providing three core functions

- burial of bodies
- amenity area for relatives, friends and the public
- public record of genealogy information.

There is a community expectation that these facilities be maintained to a good standard.

The Council currently administers five public cemeteries. This service is considered to have a mixture of community and individual benefits.

Individual benefits

- Place for burial of bodies
- Maintaining for visits of friends/relatives
- Information on genealogy.

Community benefits

- Maintaining a green space
- Health
- Cultural significance.

There is a market limit on what can be charged. Statistics indicate that approximately 75% of people in Canterbury choose cremation. There is limited ability to charge for future maintenance costs. For individual benefits the Council considers that the best way of recovering the costs is through a Uniform Annual General Charge that better reflects the benefits received by individuals.

Animal Control

This activity includes dog control and stock control. Dog control is undertaken under the Dog Control Act 1996, the Impounding Act 1955 and Council Bylaws. The services include registration of ownership (dogs), educating the public and responding to complaints. Revenue through registration and impounding recovers all costs.

Stock control involves dealing primarily with wandering stock in the rural areas.

While some costs can be recovered through sale of stock or recovery from the stock owners, the balance will be recovered through a targeted rate from properties in the Residential 4A, 4B and rural zones.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$	\$
Building Control	5,831,000	Nil
Civil Defence	538,000	73,000
Environmental Health	1,333,000	Nil
Cemeteries	223,000	59,000
Animal Control	598,000	Nil
Benefits		
Building Control	90% individual 10% community	90% individual 10% community
Civil Defence	50% individual 50% community	50% individual 50% community
Environmental Services	60% individual 40% community	60% individual 40% community
Cemeteries	25% individual 75% community	25% individual 75% community
Animal Control	10% individual 90% community	10% individual 90% community

	Operating	Capital
Funding		
General Rates	Yes	¹ Yes
Targeted Rates - Stock Control	Yes	Nil
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Nil	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Yes	Yes
Other	Nil	Nil
Note: ¹) The Council Rates are set at a level to recover the depreciation related to the Council's future asset replacement costs. The cash received is applied only to assets that are replaced.		

Community outcomes	<p>There is a safe environment for all.</p> <p>Businesses in the District are diverse, adaptable and growing.</p> <p>There is a healthy and sustainable environment for all</p>
Impact on the community.	Significant impact on the community, through maintaining readiness to respond to adverse events, assisting with the health, safety and wellbeing of the community and the control of building work in the District.
Distribution of Benefits	<p>Building Control activity provides the majority of benefits to those applying for building consents, although there is some public benefit through the activity to maintain public safety, which is recovered through the General Rates rate on capital value</p> <p>Civil Defence activities are considered to provide public benefit, received by the community as a whole, therefore the costs are recovered from General Rates rate on capital value that reflects the benefit to community.</p> <p>The community are the main beneficiaries of Environmental Services, through control of infectious diseases and monitoring of environmental standards, although because charges are set under statute the full cost of the activity cannot be recovered, therefore recovery is required through rates. The Council considers that the most appropriate means of recovery is by way of a General Rate on capital value. Functions performed under the Sale of Liquor Act benefit individuals.</p>

Distribution of Benefits	<p>The maintenance of Cemeteries is considered to be a community benefit and burial and records to be an individual benefit. The community benefit component is recovered by way of a Uniform Annual General Charge.</p> <p>The benefits of Dog Control are considered to be largely to the community, through protection of the public. Private individuals benefit through administration of the registration system and returning lost or strayed animals. While there are community benefits, the Council considers that the exacerbator should fund this activity and therefore the community benefit is to be funded by registration fees.</p> <p>There are community and individual benefits from Animal Control – community benefits accrue by way of public safety, while individual benefits accrue through returning wandering stock. Where stock is returned the owner is charged or stock is sold to recover the costs. However, this only funds about 10% of the cost. The Council considers that the balance should be recovered by a targeted rate on all rating units in the Residential 4A, 4B and Rural Zones.</p>
The costs and benefits of funding the activity distinctly from other activities	For transparency and accountability the costs associated with health and wellbeing have been separated.
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	<p>The protection of the community from aggressive or straying animals allows owners to enjoy their pets. exacerbators should fund control incidents.</p> <p>The users of the Building Consent services are identifiable, receiving an individual service. The processing and administration of building consents is recovered by way of user charges.</p> <p>The provision of Project Information Memoranda (PIMs) and issuing and recording consents are also funded by the users of the service.</p> <p>Persons or organisations requiring licensing and monitoring under the Sale of Liquor Act should fund the cost of this regulatory work.</p> <p>User charges are in place to fund all of these activities.</p>
Period in which the benefits are expected to occur	These activities will provide ongoing benefit to the Community by assisting the development of a safe community.

Funding	Operating	Capital
Building Control	General Rate 6-9%	Nil
	User Charges 91-94%	
	Subsidies 0%	
Civil Defence	General Rates 100%	100%
	User Charges 0%	
	Subsidies 0%	
Environmental Health	General Rates 91-92%	Nil
	User Charges 8-9%	
	Subsidies 0%	
Animal Control	Dog Control	

Funding	Operating	Capital
	General Rates 0%	
	User Charges 100%	100%
	Stock Control	Nil
	General Rates 0%	Nil
	Targeted Rates 98%	98%
	User Charges 2%	2%
Cemeteries	General Rates 21-44%	(i) Subsidies: if applicable
	User Charges 56-79%	(ii) Accumulated funds: if applicable
	Subsidies 0%	(iii) Loans

Property Management

The Council manages Forestry plantations on Reserves, Domains and for the protection of the coastal zone.

	Operating	Capital
Costs (excluding GST – from 2019/20 Annual Plan)	\$	\$
Property	653,000	3,887,000
Forestry	243,000	30,000
Benefits		
Property	100% individual	100% individual
Forestry	100% community	100% community
Funding		
General Rates	Nil	Nil
Targeted Rates	Nil	Nil
Fees and Charges	Yes	Nil
Interest and Dividends from Investments	Yes	Nil
Borrowing	Nil	Yes
Proceeds from Asset Sales	Nil	Nil
Development Contributions	Nil	Nil
Financial Contributions under the Resource Management Act 1991	Nil	Nil
Grants and Subsidies	Nil	Nil
Other	Nil	Nil

Community outcomes	There is a healthy and sustainable environment for all	
Impact on the community	Positive Impacts on the community and insofar as property holdings relate to the future needs of Council activities and the current needs of occupiers, in a minor way property relates to all four wellbeings.	
Distribution of Benefits	The benefits are to the individual occupier or user, with no need for subsidy from the general ratepayer.	
The costs and benefits of funding the activity distinctly from other activities	Appropriate rentals are set to recover the costs associated with providing commercial property. To achieve cost recovery, costs need to be separately identified. This allows transparency and accountability for this activity.	
The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity	The protection of the coastal zone and key recreational areas from erosion and adverse weather. Provision for activity expansion, for example areas to meet future recreational needs.	
Period in which the benefits are expected to occur	Property and Forestry assets are maintained to appropriate standards to provide an ongoing service. Where capital expenditure is required it will be funded from accumulated funds and borrowing.	
Funding	User charges	100%
Operating Expenditure	(i) Accumulated funds:	
Capital Expenditure	(ii) Loans	