FUNDING NEEDS ANALYSIS

Activity	Council community outcome	Who benefits	Period of benefit	Whose acts create a need?	Can it be funded separately?	Funding source	Rationale
Arts & Heritage	Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	The community benefits from the preservation and presentation of our history and heritage. The users of the facilities enjoy access to the arts. The whole community benefits from a choice of recreational activities which promote learning and creativity.	While the Arts & Heritage precinct has a useful life of 50 years, there are ongoing benefits from the history and arts which create an informed and creative community.	No identifiable individuals or groups.	There is some scope for charging access to special exhibitions.	*Operating* General rates 80-100% Fees, charges & other 0-20% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Grants & subsidies Reserves Increased level of service or additional demand: Borrowing Reserves Grants & subsidies	Although there is a degree of individual and group benefit, due to market forces there is limited ability to charge users. The facilities are available to the whole community, and the activity encompasses the heritage and history of the district.

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Building control	Diverse, affordable and future-ready housing. Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	Primarily individual building owners' benefit. Although potential purchasers and all the community receive assurance that buildings are constructed to the recognised standard.	Buildings have long lives (often 50 years or more), so the benefits are always ongoing.	Those constructing or renovating properties create the need, this is spread throughout the whole district. Those constructing illegal buildings.	Because of the large degree of private benefit to those involved user charging is feasible.	*Operating* General rates 40-60% Fees, charges & other 40-60% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Reserves Increased level of service or additional demand: Borrowing Reserves	Construction and renovation of buildings are undertaken throughout the whole district, and all the community benefits from safe buildings. Those involved in the construction and renovation of the building receive most benefit, so a high degree of user charges is acceptable.

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Cemeteries	Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre.	The estate and family of deceased persons' benefit. However, the entire community benefits from respect for, and provision for the historical significance of those who have passed away.	The benefits of the historical value of cemeteries are ongoing, and the activity must be ongoing to ensure public health.	Demand for cemeteries is driven by users, vandals and complex plots.	The users of cemeteries can be charged for some services.	*Operating* General rates 60-80% Fees, charges & other 20-40% Grants & subsidies 0-20% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Reserves Increased level of service or additional demand: Borrowing Reserves	While the users of the cemeteries can be charged for some services, there are ongoing benefits to the whole community from the activity. As anyone in the community may use cemeteries, user charges must not be prohibitive.

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Civil Defence, Climate Change & Sustainability	Diverse, affordable and future-ready housing. Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	Those affected by a natural disaster will directly benefit. However, the entire community benefits from having appropriate planning and resources in place to deal with natural disasters and civil emergencies.	A natural disaster could occur at any time in the future, and the Council has a statutory obligation to provide Emergency Management services.	No identifiable individual or group.	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	*Operating* General rates 100% Reserves *Capital* Replacement of assets: General rates Reserves Increased level of service or additional demand: Borrowing Reserves	The whole community benefits by this activity.

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Community and Economic Development	Diverse, affordable and future-ready housing. Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	This activity is providing services to promote the whole district.	The benefit of most operating costs is expected to arise in the year the funding is sourced.	No identifiable individual or group.	Due to the entire community obtaining benefit it is not feasible to identify a portion of the community who can be separately charged.	*Operating* General rates 60-80% Subsidies & grants 20-40% Fees, charges & other 0-20% Reserves *Capital* Replacement of assets: General rates Reserves Increased level of service or additional demand: Borrowing Reserves	The whole community benefits by this activity.

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Democracy	Young people see a future here. Our older people can continue to live well. A strong and resilient local economy.	The entire community benefits from the democratic process and can have input to establish the Council's policies.	Policy decisions often have long term benefits though there is an immediate benefit to individuals when they interact with the Council.	Need is created by the entire community for knowledge of and involvement in Council decisions.	It is not appropriate to fund this activity through user charges.	*Operating* General rates 100% Reserves *Capital* Replacement of assets: General rates Reserves Increased level of service or additional demand: Borrowing Reserves	The benefit and the need for the activity are distributed across the whole community.

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Gore Multisport Centre	Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	The users of the facility benefit from personal fitness, water safety skills and competition. The community also benefits from having a choice of recreational activities and exercise, which promotes a healthy community.	The Gore Multisports Centre has a useful life of 45 years. The Council borrowed for the cost of the aquatic centre and is repaying the loan. The MLT Event Centre has a useful life of 67 years. The Centre was vested to the Council.	No identifiable individuals or groups.	There is a large degree of private benefit for users of the facilities, so user fees can be charged. However, the activity requires funding from rates to keep fees at a level that are accessible to the whole community.	*Operating* General rates 60-80% Fees, charges & other 20-40% Subsidies & grants 0-20% Reserves *Capital* Renewal of assets: General rates Fees, charges & other Reserves Increased level of service or additional demand: Borrowing Reserves Financial or development contributions	Although there is a large degree of individual and group benefit, the need to keep the facility accessible to the whole community means rate funding is appropriate. Subsidies and grants from community organisations are sometimes obtained. Everyone has the same ability to use the service.

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Libraries	Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre.	The users of the library benefit from this service. However, the whole community benefits from a choice of recreational activities and the opportunity to learn and be informed.	The life of books is often 10 – 20 years. There are long term benefits from an informed and creative population.	Opportunists	Due to long-standing historical market prices in the form of modest fees, any funding from users via fees and charges can only represent a small percentage of revenue required.	*Operating* General Rates 80-100% Fees, charges & other 0-20% Reserves *Capital* Replacement of assets: General Rates Fees, charges & other Increased level of service or additional demand: Borrowing Reserves Financial or development contributions	Although there is a large degree of individual benefit to library users, there is a need for libraries to be accessible to the whole community which means rate funding is appropriate.

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Parks and Reserves	Young people see a future here. Our older people can continue to live well. A vibrant and welcoming town centre.	Users of the parks and reserves directly benefit from the service. The entire community benefits from the availability of parks and reserves to create a pleasant environment in which to live and work. The district's parks and reserves are also a tourist attraction and tourists and business benefit in this regard.	The life of a park or reserve is extensive, though the gardens and/or playground equipment require regular maintenance.	A number of user groups and individuals can be seen as having a particular interest in a particular park or reserve. Vandals.	A user pays system is not feasible for general users. However, some charges are feasible for leases, hire and camping fees. Some funding is received through financial contributions, though this is a small portion of the total funding required.	*Operating* General rates 80-100% Fees, charges & other 0-19% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Reserves Financial or development contributions Increased level of service or additional demand: Borrowing Reserves Financial or development contributions	Our parks and reserves are a point of difference for the district and are of high importance to the community.

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Property (including Civic buildings)	Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy. Diverse, affordable and future-ready housing. Young people see a future here.	The entire community benefits from the availability of community halls and buildings to provide places for meeting and socialising. Civic buildings allow easy access and delivery of local government services. All members of the community may interact with the Council at its premises. Those who hire meeting and conference facilities directly benefit.	Council owned properties generally are long term assets and the benefits are ongoing.	Vandals.	The users of hire facilities can be charged for services they use. However, this is only a small portion of the activity.	*Operating* General rates General rates 80-100% Fees, charges & other 0-19% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Reserves Financial or development contributions Increased level of service or additional demand: Borrowing Reserves Financial or development contributions	While users of hire facilities can be charged for some services, the whole of the community benefits and creates the need for the activity, so most of the activity will be funded by general rates. Lessees of property can be charged.

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Public Conveniences	Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy.	Those who use the facilities directly benefit be they members of the community or visitors. The whole community benefits from the availability of hygienic and well-maintained public conveniences.	The Council's various public conveniences have a useful life of between 12 and 50 years.	Visitors to the District along with the public when travelling within the district create the need.	User pays public toilet systems have their difficulties and accordingly fees and charges are not an appropriate funding source.	*Operating* General rates 100% Reserves *Capital* Replacement of assets: General rates Reserves Increased level of service or additional demand: Borrowing Reserves	Because there is some benefit to the whole community the activity will be funded by general rates.

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Regulatory & Planning Services	Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy. Diverse, affordable and future-ready housing. Young people see a future here.	The benefits are shared between the user who can proceed with their activity and the community who is assured the environment is managed, and the community is safe.	Benefits of regulation, in general, are ongoing even though the specific regulations may change over time.	Non-compliant individuals with both legislation and council regulations and requirements.	Users can be charged fees for applications, licenses and registrations. However, not all regulatory services are user pays, therefore a portion is rated from general rates as it benefits the community.	*Operating* General rates 60-80% Fees, charges & other 20-40% Borrowing 0-20% Reserves *Capital* Replacement of assets: General Rates Fees, charges & other Increased level of service or additional demand: Borrowing Reserves	While a large portion of the activity can be funded through application fees and license fees, there is still a residual public good. Because the whole community benefits from the regulatory process and framework, this is funded by general rates.

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Roading	Our older people can continue to live well. A vibrant and welcoming town centre. Young people see a future here.	The whole community benefits from roads which provide access throughout the district.	The Council's roading assets have various useful lives. However, in general, these are long term assets lasting from 10 – 100 years.	Large, heavy vehicles servicing large commercial and industrial businesses. Rural-related activities create additional use.	It is not feasible to use fees and charges for public roads. Central Government funding is available through the New Zealand Transport Agency for operating and capital expenditure.	*Operating* General rates 40-60% Fees, charges & other 0-20% Grants & subsidies NZTA & local fuel taxes 40-60% Reserves *Capital* Replacement of assets: General rates Grants & Subsidies NZTA & local fuel taxes Reserves Increased level of service or additional demand: Borrowing Grants & subsidies NZTA & local fuel taxes	The whole district benefits from the roading network. The general rate allows for a differential to be applied to different sectors who have a higher cumulative impact on the roading network.

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Visitor Services	Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy. Young people see a future here.	The whole community benefits from the district's vibrant image and attraction of visitors. The entire community benefits from improved economic activity and positive outlook/attitudes. Businesses may benefit directly from various initiatives.	Many promotional activities have an ongoing benefit with respect to the district's image, promotion and diversity.	All residents and visitors create the need for this service.	Users of visitor services and those attending events or purchasing merchandise can be charged fees.	*Operating* General rates 80-100% Fees, charges & other 0-20% Reserves *Capital* Replacement of assets: General rates Fees, charges & other Reserves Increased level of service or additional demand: Borrowing Reserves	Due to the large public benefit, the majority of this activity is funded by general rates with some funding from user fees and charges from those who directly use the service or attend events.

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Waste Management	Our older people can continue to live well. A vibrant and welcoming town centre. A strong and resilient local economy. Young people see a future here.	Users of the transfer station and the Council's kerbside waste and recycling service directly benefit. The whole community benefits from the safe and efficient disposal of solid waste.	The Gore Transfer Station has a 50-year useful life, and the kerbside wheelie bins have a 15-year lifespan. The benefits will be ongoing during this time.	All residents and visitors create the need for this service. People who dump rubbish – fly-tipping.	Those using the transfer station can be charged fees for the disposal of refuse. Those able to use the Council's kerbside waste collection and recycling service can be rated separately.	*Operating* General rates 0-20% Targeted rates 40-60% Fees, charges and other 20-40% Grants & subsidies 0-20% Reserves *Capital* Replacement of assets: General rates Targeted rates Fees, charges & other Grants & subsidies Reserves Increased level of service or additional demand: Borrowing Reserves	A large proportion can be funded from rates targeted to beneficiaries of kerbside waste collection and recycling service or fees at the refuse transfer station. However, gate charges at the refuse transfer station cannot be raised too high as adverse effects such as "fly-tipping" can occur as a result. Accordingly, some community funding via general rates is therefore necessary.