

Step One Funding Needs Analysis

Activity	Description of activity	Community outcomes	Who benefits	How long the benefit lasts	Actions contributing to cost	Costs & benefits of funding from other sources	Tools to be used	Operational	Capital	Rationale/comments
Roads & bridges	Maintenance and capital work: Sealed roads Unsealed roads Drainage & culverts Bridges Road marking & traffic signs Doesn't include SH1 Beach Rd, Churchill St	Development Services Future	Road users Whole of district No difference in benefit for commercial property? Commercial properties benefit because roads allow customers to access their business, also the additional vehicle movements for goods and services delivery.	Now and over the life of the assets	Development places demand on the infrastructure, as does heavy traffic resulting from land use such as forestry & commercial activities. Dairy tankers, also cows crossing the road, effluent causing damage. Forestry (logging equipment and haulage) causes damage in a short period but has 20-30 years of little/no road use. People living in semi-rural areas ("urban displaced") who have similar expectations on the standard of roads as urban residents (sealed roads, reduced dust and noise), but drive regularly to work in town or to access town facilities.	Roads & bridges is a significant cost to the district and so it makes sense to fund the activity transparently using targeted rates, and to use those targeted rates to best align to the types of property – or the location of property – that are the most likely to increase the need for maintenance and upgrading.	Differential Targeted rate based on capital value to fund 80% of net total rate revenue (after the NZTA subsidies) for roads & bridges	Yes	Yes	For transparency, a separate Rooding differential rate will be applied to urban, semi & rural, and commercial, and rural, semi-rural & commercial should contribute more, to reflect vehicle weights and damage to roads. A Rooding Differential Rate on capital value as below: Rooding Rate Urban & utilities 1.0 Commercial 2.0 Semi-Rural 1.2 Rural 1.2
							Uniform Targeted rate 20% of net total rate revenue (after the NZTA subsidies) for roads & bridges	Yes	Yes	All properties outside the urban area should contribute an initial fixed amount towards the rooding costs irrespective of size or value. The fixed amount mitigates the disproportionate impact on high value properties.
							Fees & charges	Yes	Yes	Wherever these are available (e.g. for any services provided directly, and for licences to occupy on road reserves).
							Grants and subsidies => 51% of eligible costs	Yes	Yes	NZTA subsidies continue to fund a substantial portion of road costs (assumed 51% for annual costs)

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Animal control	Dog registration Dog control - wandering, barking, nuisance Dog pound Wandering stock	Community Services Environment	Dog owners General public Visitors	Annual	Owners of dangerous or wandering dogs, people who don't like the nuisance of barking dogs, etc.	Registration fees & infringements, impoundment fees Improve safety for community, reduce nuisance Stock control too small to need to consider separately, Downers first response, farmers usually contacted to deal with wandering in first instance, no stock pound	General rates to fund the residual balance of costs < 20%	Yes	Yes	Wider community benefits of having the nuisance of barking or wandering dogs controlled, and improved public safety through enforcement actions over dangerous or menacing dogs and dog attacks.
							Fees & charges > 80%	Yes	Yes	User pays > 80% because dog owners cause the costs, and the need for the activity.
Refuse & Recycling	Kerbside rubbish collection service	Environment Services	Kerbside recycling collection, is fortnightly pickup service, benefits the urban households who receive the service.	Immediate and annually	IWK contract Bags ripped or damaged causing litter	User pays (buy a blue bag)	Fees & charges	Yes	Yes	Out of \$350k covers Kate Valley, etc, KDC expected to receive \$100/tonne to pay for development
	Transfer station	Community Services Environment	People who dump their rubbish (district wide) Whole community (environment is clean, protection of public health).	Immediate and long term.	Rehabilitation of the landfill, leachate control, monitoring. Illegal dumping	User pays (dumping fees) are paid to IWK in the first instance. The operations contract is paid by KDC.	General rate <20% as a Group (KDC and IWK) For KDC alone is 100%	Yes	Yes	There is an element of community benefit of subsidising the transfer station, on an equal basis across all property in the district.
							Fees & charges	Yes	Yes	User pays should incentivise good waste behaviours.
							Borrowing	No	Yes	These fees are paid to IWK and are not revenue to KDC.
Refuse & Recycling	Public rubbish bins and recycling stations	Environment	Visitors and locals Predominantly urban	Immediate and annual	The waste in the bins is glass & plastics sourced from commercial premises. Being used by locals for rubbish to avoid	Rubbish bins and recycling stations are now located in the same place and dealt with in the same collection service (no	50% general rate	Yes	Yes	Community benefits from having a clean environment and that there is somewhere for locals and visitors to dispose of litter.

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					the cost of a kerbside bag, and/or easily contaminated by poor recycling habits.	longer any need to fund separately). Total cost of service doesn't really justify a separate targeted rate (separate from the commercial rate).	50% targeted rate for commercial property			Glass, plastic, and rubbish waste are sourced from local commercial premises.
	Kerbside recycling collection service	Environment Services	Predominantly urban (some manual override required for outskirts) Available to commercial property as long as within the collection service area (and not in the West End).	Fortnightly pickup service Benefits the whole community now and into the future	Windblown bags and cardboard, etc	Unlike the rubbish collection service which requires the purchase of a bag, recycling bins are provided to each property in the urban area to access the collection service	100% Targeted rate for the Urban area (those who have the service available as they are on the kerbside collection routes – which excludes the West End)	Yes	Yes	Predominant benefit goes to properties receiving the service (see Resource Recovery for the community benefit of having recycling available generally).
	Rural (Lynton Downs & Clarence & Kekerengu) collection	Environment	Communities in those areas benefit. This is a service for the rural area as the kerbside collection is not available to them.	Immediate and long term.	Windblown bags and cardboard, collection sites being used for dumping of rubbish or unintended items such as TV's, microwaves, etc.	Difficult to pinpoint where the service boundary should be drawn, everyone is able to use the collection point	100% Targeted rate Rural properties only, on a uniform basis.	Yes	Yes	Semi-rural properties are considered close enough to town that they are more likely to use the Scarborough Street facilities, so this appropriate to be rural only, and the benefit is equal per household so is a uniform rate per SUIP.
	Resource recovery and re-use, recycling, and food waste services	Environment	Community as a whole Visitors (e.g. use the shop)		Contamination of recycling or organic materials, stocking and shelving costs (keeping reusable items clean, dry and resaleable).	Costs to sort, compact, substantially offset by revenues at the IWK shop. Extremely difficult to find markets for recycled products	General rates 100% of the net cost	Yes	Yes	There is a community obligation to reduce the amount of waste that ends up in landfill – which in turn increases greenhouse gas emissions, leachate and other environmental impacts.
Fees & charges – sale of items at the IWK shop fund this service in the first instance, KDC pays IWK a contract fee to manage the resource recovery centre.							Yes	Yes	Fees are received by IWK (not KDC)	

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							Waste minimisation levies	Yes	Yes	Levies are linked to projects identified in our Waste Minimisation Strategy
Statutory planning	Resource consents processing Consent compliance Land Information Memoranda (LIM)	Community Development Environment Future Services	Consent applicants benefit directly. Community (through keeping to planning rules and consent conditions)	As long as the consent (decades)	There are ongoing costs associated with consent monitoring. Costs involved with pre-application and advice is not recovered	External resources used for some processing (on a cost recovery basis)	General rates The differential for rural and semi-rural is appropriate because, while most subdivisions are outside the urban area, most land use, height and density-related consents are in the urban area.	Yes	-	There is a community benefit from the assurance that subdivisions and land uses are being developed in alignment with the District Plan and community values.
							Fees & charges > 80%	Yes	-	Actual time spent and costs incurred in processing consents, LIMs, and monitoring, should be paid for by the applicants.
Building control	Building consent processing Building inspections Notices to fix and illegal buildings enforcement Project Information Memoranda (PIM)	Community Development Environment Future Services	Consent applicants benefit directly. Community (through keeping to building code rules and consent conditions)	Immediately for applicant Long-term for building owners and users.	Accreditation costs and other legislative requirements place a high burden on the Council and consent applicants. Recruitment issues have increased the costs due to the need for external resources to fill vacant roles.	External resources are used for processing (on a cost recovery basis), however this is making the cost of the building control activity extremely high, and the expectation for fees and charges to be 80% is very difficult to achieve without making consent fees unreasonably costly.	General rates The differential for rural and semi-rural is appropriate because most buildings are in the urban area.	Yes	-	There is a community benefit from the assurance that buildings are constructed to the appropriate standard.
							Fees & charges > 80%	Yes	-	Actual time spent and costs incurred in processing consents, PIMs, and non-compliance issues, should be paid for by the applicant (or the landowner) as appropriate. The reliance on external resources needs to reduce if costs are to be kept at sustainable levels.

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Responsible (freedom) camping	Public education Enforcement Environmental clean-ups	Community Development Environment Future Services	Campers Commercial businesses benefit by having visitors spending in the district. Residents benefit from having camping behaviours controlled/managed) Camping is widespread across district (not limited to specific areas).	Seasonal	Littering, clean-ups, noise Monitoring/educating Enforcement and infringements	Grants from Tourism Infrastructure Fund (TIF) CamperMate app has not been used by campers to donate.	General rates – 100% of Residual	Yes	Yes	Entire community benefits from campers behaving responsibly and poor behaviour being infringed.
							Fees & charges Infringements	Yes	Yes	Local authorities are required by law to provide areas for responsible camping without charge, so user fees are not an option.
							Grants and subsidies - TIF subsidies	Yes	Yes	Grants are the preferred source of funds where these are available.
Parking control	Public education Enforcement	Community Services Development	Car park users (both local and visitors) benefit from the convenience of having spaces to park.	Daily	Inappropriate use of parking Vandalism e.g. Park & Display (P&D) machines	User pays (P&D), infringement fees Residual cost is a mix commercial/general	General rates – 50% of net cost	Yes	Yes	50% of the net cost (after all user fees and infringement fees)
			Businesses (especially those in the West End) benefit from parking being available for their customers to use.				Targeted rate on Commercial properties	Yes	Yes	50% of the net cost (after all user fees and infringement fees)
			The community benefits from parking behaviours being enforced.				Fees & charges Infringements	Yes	Yes	By including pay & display fees as a funding source, this activity should achieve 100% user fees. Residual rates input is last resort.
Food premises & environmental health	Premises registration – food premises, camping grounds, hairdressers, funeral directors, amusement devices,	Community Development Services	Licenced premises /applicants Customers (visitors & locals) Community (public	Annual	Licenced premises owners and operators who do not comply.	User pays by application/renewal fee Enforcement actions cost recovery actions	General rates - Residual	Yes	-	The entire community benefits by the ability to eat out at premises that are good quality and comply with food and alcohol standards.

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Other regulatory	Building Warrant of Fitness Swimming pool inspections Noise and litter control	Community Services Development Environment	Owners/applicants Building users (safety) Community (e.g. minimise drownings) Minimising nuisance to the community	Annual	Non-compliance and ongoing monitoring/inspecting	Some user fees – BWOFF and swimming pool inspections	General rates - Residual	Yes	-	The entire community benefits through the protection of public safety, and nuisance reduction.
							Fees & charges > 30% (aim to move to 30% over three years)	Yes	-	Currently little to no invoicing of BWOFFs, swimming pool inspections and other monitoring.
Town Centre	West End maintenance, village green, CCTV, West End toilets	Community Development	Whole community Visitors Businesses	Immediate, annual & long term	Vandalism Wear & tear (pavers)	Outdoor dining and signs/display fees, Market licences. Need to find a balance of signs, displays and tables taking up space on the footpaths - not a good idea to crowd the town centre with licence to occupy areas, but at the same time we want the West End to be a vibrant place to visit. Great to have buskers, markets and other things happening at the amphitheatre.	Targeted rate - Commercial CV 20%	Yes	Yes	Commercial business benefit from having an attractive town centre with parking, toilets, security systems and that customers can park and walk in a safe and clean environment
							Differential Targeted rate for residual (70%) - Urban - semi-rural - rural split	Yes	Yes	The entire community benefits whenever they come to the town centre, which is assumed to relate to proximity to town.
							User fees & charges 10% licences to occupy etc	Yes	Yes	Note parking fees are assumed to be part of parking control (not funding Town Centre)
							Borrowing	No	Yes	Enhancement projects
Public Halls (Memorial Hall & Scout Hall)	Maintenance and refurbishments, managing bookings	Community Services Development Future	Community groups, outside community groups, whole of community, school groups, individuals, Court (ministry of justice)	Immediate, annual & long term	Vandalism Wear & tear Maintenance of audio-visual gear, kitchen and other functions power consumption &	User fees - hall hire Grants where available Sports and other groups expect discount/free hall hire	General rates < 95%	Yes	Yes	Some hall use is free - community good.
							Fees & charges Would like to generate more revenue from users	Yes	Yes	Currently user fees barely cover 4% of costs

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					wastage Safety of users		Borrowing	No	Yes	Renewals, upgrades and refurbishments
Airport	Maintenance and capital work: Runway Terminal building Hangars Water supply and septic tank Civil Aviation Authority safety compliance	Community Services Development Future	Airport operators Visitors Public good in an emergency (e.g. access when the roads are closed) Other commercial premises benefit from visitors coming to district (Sounds Air or other chartered flights bringing people to district)	Immediate, annual & long term	Wear & tear Mowing Wind and other conditions Management of tenants Safety of users	Landing fees Lease revenue Licence to occupy (fuel and Aero Club)	General rates - Residual	Yes	Yes	50% of net cost accrues to general rate
							Targeted rate Commercial rate to reflect benefit accruing to local businesses	Yes	Yes	50% of net cost accrues to commercial rate
							Fees & charges, aim for 100% within three years	Yes	Yes	Expectation that the airport is self-funding (not less than 90%)
							Borrowing	No	Yes	Renewals, service level improvements and upgrades
Harbour	South Bay harbour, boat parking, public jetty & slipway, boat washdown area and fuel facilities	Community Development Environment Future Services	Commercial charter, commercial fishers, Whale Watch and Dolphin Encounter, other users, Coastguard, penguin colony, visitors, Cruise ships, recreational users.	Immediate, annual & long term	Safety of users Repairs and maintenance Weather Vandalism Operator error	Slipway fees, boat parking fees and cruise ship fees are useful sources of revenue. Leases & licences may not be viable. Visitor levies to be considered in future (if these are available as a funding source).	Targeted rates - Commercial rate and the Harbour targeted rate with urban, semi-rural and rural differential. Special operator rate is appropriate, especially where main operators have exclusive use of certain areas of the harbour. Target 80% of net costs to be funded by user fees <u>combined with the Special Operator Rate</u> for the operators with exclusive use. The balance 20% to be funded: 10% by harbour rate with differential for urban/semirural/rural,	Yes	Yes	Management and operating model required - all users to contribute, future business case. Special operators Whale Watch and Encounter Kaikōura have exclusive use of certain areas, share of costs should align with apportionment. Commercial rate and harbour targeted rate are an equal share of the balance (after user fees and any special operator rate). Commercial premises benefit from the harbour bringing visitors to the district to spend here. Local residents benefit from

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							10% funded by commercial property			having access to the harbour facilities and the economic benefits it brings – roughly aligned with proximity to the township.
							Fees & charges should be not less than 80% (combined with the special operator rate)	Yes	Yes	Operators should pay not less than 80% of the cost to operate harbour facilities, whether that be via user fees or special targeted rates.
							Borrowing	No	Yes	Renewals, service level improvements and upgrades
	North Wharf, Old Wharf. Note this activity does not include seawalls, concrete pathways or the wider Wakatu Quay area.	Community Development Environment Future Services	Commercial fishers, recreational fishers	Immediate, annual & long term	Safety of users Repairs and maintenance Weather Vandalism Operator error	Currently a limited number of commercial users, mooring fees plus lease or licence to occupy.	The residual balance after user fees is to be funded in equal share between: - harbour rate with differential for urban/semirural/rural, - commercial rate	Yes	Yes	These harbour facilities should be funded in a similar way to the South Bay harbour facility except without the special operator rate.
							User fees should aim for at least 50% of costs, however insurance cost increases may make this difficult to achieve.	Yes	Yes	With only one or two users, it is difficult to increase user fees in line with substantial costs (e.g. insurance).
							Borrowing	No	Yes	Renewals, service level improvements and upgrades
Civic Centre	District Council & Environment Canterbury offices, Museum, Library space, public meeting rooms, community hires (e.g. Plunket,	Community Development Environment Future Services	Tenants (ECan etc) All visitors & service users Whole of district - through having a governance office Emergency responders	Life of the building	R&M Vandalism Power wastage Safety of occupants Management	A targeted rate is appropriate for transparency given the community interest in the cost of this facility.	General rates	Yes	Yes	Rents & leases
							Targeted rate 80%	Yes	Yes	
							Fees & charges > 20%	Yes	Yes	

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	Greymouth Star, Dept of Conservation temporary space, etc).						Borrowing	No	Yes	
Housing for the elderly plus MBIE Housing	Maintenance and capital work	Services Future Environment	Tenants, families, MSD, wider community (by finding homes for people)	Annual and duration of tenancy (both the individual and the housing (MBIE))	R&M Vandalism Safety of occupants Management	Rent revenue Lease revenue (Te Whare Putea)	General rates Residual	Yes	Yes	Any shortfall from rents will be covered by the general rate.
							Fees & charges 100% unless unaffordable	Yes	Yes	The intent of social housing is that it is provided at a rental level that is affordable for people on fixed incomes. The target of 100% user fees may impact the level of service for tenants.
							Borrowing	No	Yes	Borrowing is appropriate for refurbishments and where accumulated special funds are depleted.
Swimming pool	Annual grant payments to Kaikōura Community Pool Trust to operate the pool.	Services Future Environment	Swimmers, community, school groups, visitors, health & fitness groups, emergency training, dive training, water sport clubs & members.	Immediate, seasonal, and life of the pool	R&M Safety of users Profitability of the pool (grant is a maximum depending on financial need)	Not owned by Council (no user fees)	General rates 100%	Yes	Yes	Appropriate – is a community facility, available for everyone to use.
Parks & reserves, walkways, cycle trails & pump tracks, skatepark, playgrounds, sports fields, and foreshore	Mowing and maintenance, weed control, track and structures maintenance & upgrades	Community Development Environment Future Services	Whole community Visitors Businesses Event holders	Immediate Annual Long term	R&M Safety of users (esp. playground) Vandalism Rubbish & litter Management	Licences to occupy (mobile food stalls, etc) Sports club rooms (Squash, Rugby, Tennis)	General rates < 98%	Yes	Yes	General Rates are appropriate – the majority of facilities are available for everyone to use
							Fees & charges < 2%	Yes	Yes	Fees & charges are only available as a tool where there is an identified area being

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										used by an identifiable group. Event holders should be charged a fee for commercial activity (e.g. to use Takahanga Domain for an event).
							Borrowing	No	Yes	
							Development or Financial contributions	No	Yes	
Cemetery	Burials, mowing & maintenance, cemetery register record keeping, public enquiries	Services Future Development	Whole community - wide community use Families & Descendants	Long term	R&M Burial types (grave, cremation, natural, RSA plots) Expectations for online searchable register	Burial fees should cover the cost of interment, but the whole community covers the cost of mowing, maintenance and the enquiry service for death records. Grant from DIA Retired Services Association for RSA plot maintenance	General rates < 50%	Yes	Yes	General rates Appropriate - available for everyone and is a public service
							Fees & charges > 50%	Yes	Yes	Fees & charges - Should recover actual interment costs as a minimum, should also consider long-term cost of maintaining the site and keeping the cemetery tidy.
Public toilets	Cleaning and maintenance, upgrades. Top of Beach Rd, Gooches Beach, Jimmy Armers Beach, Seal Colony, South Bay gateway, and NZTA toilets at Rakautara and Raramai. West End (town centre) toilets fall	Services Future Development	The whole community benefits from having hygienic facilities for people to use (the alternative is abhorrent). People who need to use the facilities (includes residents and visitors). Commercial businesses benefit from people being able to relax and spend in the town for longer.	Immediate and long term	Vandalism Residents out and about in the district Visitors to the district Commercial businesses contribute esp, West End toilets (people come to town for shopping etc and stop at toilet facilities while in town) Whale Watch and Encounter guests -	State Highway toilets are fully subsidised (NZTA) Could have coin operated facilities but these are more likely to be vandalised	General rate 50% of residual costs	Yes	Yes	General rate is appropriate (with differential based on proximity to urban area), because community benefits both from the use of these toilets and that facilities are available for others to use (public areas are clean and free of human waste).

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	within the Town Centre activity.				Moa Point toilets are almost exclusively used by their customers		Commercial rate 50% of residual costs	Yes	Yes	Residual costs (after subsidies) should be an equal share between the general rate and commercial rate (commercial properties benefit from facilities being available for their customers, and also contribute in part to the need for these facilities to be located in their vicinity).
							Grants & Subsidies (NZTA) fund 100% of costs for cleaning and maintenance of toilets on the State Highway.	Yes	Yes	Subsidies are the preferred source of revenue, with rates to fund residual costs.
Camping ground & Hot Pools	Top 10 holiday park leased to operator Future hot pools on the Esplanade	Services Future Development	Users - including Visitors and Residents Businesses benefit from having visitors attracted to the area (increased spend)	Immediate and long term	Demand on water and wastewater services	Council is the landowner, not the operator - user fees are the operator's revenue, the Council collects a lease. Both operations are commercial in nature and should therefore generate a return to the Council lessee.	100% User fees (lease fees)	Yes	Yes	Revenue can offset the general rates requirement.
25 Beach Road (Op Shop) and other leased properties	Property ownership – Op Shop, part of the golf course, radio sheds on Scarborough St, minor grazing leases	Services Future Development	Occupants/tenants/lease holders People visiting the premises (may be visitors or residents)	Life of the building	R&M Vandalism Safety of occupants Management	Tenants/occupants are mainly non-commercial in nature - there is a community service to consider. Whole community	General rates < 75%	Yes	Yes	Most of these properties are owned for civic or community purposes, they don't yield market value leases.

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Mayor & Councillors	Governance of the District Costs include Honoraria, LGNZ subscription, election expenses, elected member training, meeting expenses	Community Development Environment Future Services	Whole community benefits through local representation Visitors Neighbouring districts Focus community groups	3-years and long term	Legal challenges external advice training	User fees are not appropriate (residents and ratepayers should be able to discuss issues with the Mayor or councillors without being charged for time taken). Election costs are shared with other entities if their elections are jointly run (e.g. Environment Canterbury).	General rates (UAGC) 100%	Yes	-	Leadership, strategic direction and local decision-making accrues to all residents on an equal basis regardless of location or land use.
							Fees & charges			Cost recoveries for elections (every three years).
Chief Executive's office & communications	CEO, executive officer, HR, health & safety, cultural & other liaison/advice, and communications	Community Development Environment Future Services	Whole community Visitors Neighbouring districts Focus community groups	Annual & long term	Legal challenges external advice training	User fees are not appropriate.	General rates 100%	Yes	-	We communicate and engage with the whole community.
Support services	Customer services, corporate & financial services, works & services, GIS mapping, IT, vehicles & plant	Community Development Environment Future Services	Whole community Visitors Neighbouring districts Potential investors KDC itself	Annual & long term	Legal challenges external advice training wages and lack of resources (force use of consultants and externals)	Commission Sales and photocopying fees Works & Services fees Govt grants and funding	Overhead allocations distribute the cost throughout the whole organisation as an approximation of the internal services used by each activity.	Yes	Yes	Note any stranded overheads after three-waters reform could either be reallocated or taken from general rate going forward. To fund via rate would give transparency to the cost of those stranded overheads, but ultimately, we should allocate costs to where the cost should lie (reallocate).
							Fees & Charges 2% (commission, etc)			
Emergency Management	Preparation and readiness, public education, training exercises.	Community Development Environment Future Services	Whole community Other districts (we send personnel)	Annual & long term	Training Evacuation signs communications & equipment	Government grants & funding may be available for training.	General rates 100%	Yes	Yes	The ability to prepare for, respond to, and recover from an emergency event is a benefit to the entire community.

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Emergency Event	Response, recovery and rebuild involving a State of Emergency declaration	Future Development Environment	Whole community	Now and into the future	Ongoing or subsequent events Issues arising in community (crime, stress, financial hardship, etc)	Central government funding is available for caring for the displaced, plus a significant portion of rebuild costs. External funds are available and will be sought in any future events. Loan servicing costs are ongoing (rate funded) and it is necessary to build a resilience fund for future events. Grants & subsidies, donations - NZTA, Government, MBIE, DIA, & others Insurance settlements and advances Targeted rates (earthquake levy and/or earthquake rate) to repay loans and to build up a resilience fund over time.	General rates	Yes	Yes	The least favoured revenue tool.
							Targeted rates			Still repaying our EQ loans. The Earthquake Levy is the primary source of funding for this fund to start to accumulate.
							Grants & subsidies			Government subsidies grants & donations from people and other organisations are vital for communities to respond, recover and rebuild.
							Other – insurance settlements			Insurance settlements form the first tranche of funding the rebuild.
							Borrowing			Borrowing will be used as required, both to fund capital rebuild shortfalls and as a cashflow tool to enable response and recovery.
Library service	Library resources and programme delivery Community hub and minor events	Community Future	Library users benefit directly from this service. Widespread community benefit for literacy, education, and community services.	Now and into the future	Expectations of borrowers to have an up to date and extensive library collection. Expectations for modern technology	Lending fees, infringements for overdue items - unlikely to cover the cost of the items themselves. Donations & bequests	General rates	Yes	Yes	Widespread community benefit.

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					(WiFi, internet, E-Books, E-Services). Damage to library collection by users (including wear & tear), items not returned (lost).	are voluntary. Grants are available and sought wherever possible; usually they are for specific programmes rather than general operations.	Grants and subsidies wherever possible > 1%	Yes	Yes	The library will apply for grants to fund projects and any other support that is available from time to time (such as the NZ Library Partnership)
						User fees (book rentals) Other (overdue fines)	Overdue fines are appropriate as a tool to ensure rented items are returned and available for other library users.			
Community Development	Coordination of community services, community networkers, wellbeing and support, administrative support for community groups, grants administration.	Community Future	Whole community Residents and families	Now and into the future	General wellbeing of the community influences the level of need.	Grants and subsidies may be available and are sought wherever possible.	General rates < 100%	Yes	-	Widespread community benefit.
							Grants and subsidies wherever possible	Yes	-	Where available, grants would reduce reliance on rates, grants are not usually available for this activity.
Social Services (Family violence, youth support, social recovery, etc)	Coordination including grants received and paid out to service providers	Community Future	Whole community Residents and families	Now and into the future	General wellbeing of the community influences the level of need. Contributing factors are crime & family violence, social isolation, etc.	Grants and subsidies are available, and these services should be predominantly funded by government and NGO agencies.	Grants and subsidies 100%	Yes	-	If external funding is not available, this will limit the level of service.
District Plan	Spatial planning, development of the District Plan under the Resource Management Act, and future statutory obligations under the three pieces of	Community Development Environment Future	The whole community benefits from the district being developed in a planned and orderly manner in harmony with the environment and with community aspirations and values.	Now and into the future	Developers benefit from, and also cause the need for, district planning.	Cost recoveries are appropriate where plan changes are initiated by developers.	Targeted rate 100% of residual costs	Yes	-	Targeted rate is appropriate for transparency, should not have a differential because benefit is spread across the whole district with the closest association

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Water supplies	This activity is involved with the efficient provision of drinking water as well as water for stock or irrigation, and water for firefighting.	Development Services Future Environment	The communities that are supplied with water are the beneficiaries. The entire community benefits through reducing health risks and having protection in the case of fire. In particular, providing this protection to maintain access to public services such as hospitals, schools, police, ambulance etc.	Now and into the future over the life of the assets	Existing property owners/residents including businesses and industrial premises within the supply areas Developers – for subdivisions and new developments within the supplied areas. Exacerbators – excessive users of potable water for non-essential needs Firefighting services require hydrants and adequate pressure and supply	Meters provide information about actual water consumed, and for users to be invoiced accordingly, but meters are expensive to install and maintain. A Kaikōura Water Cohort has been established, consisting of Kaikōura Urban, Suburban, Ocean Ridge, Peketa and Oaro water supplies. This means the cost of operating these supplies is shared across the consumers of the Cohort group. Development and/or financial contributions are appropriate for capex because subdivisions and new developments create demands on infrastructure that benefit the developer and existing ratepayers are not responsible for.	Targeted rates for all SUIPs connected, and/or within 100 metres of any part of the supply(s). Water meter charges for extraordinary consumption (volumetric charges) Targeted rates per unit of water (by installed restrictors): East Coast, Kincaid Fernleigh and Suburban supplies	Yes	Yes	Users benefit directly from the supply of safe potable water (or stock water as appropriate) and hence are rated directly for the cost of providing the water supply. The Kaikōura Water Cohort effectively provides funding support for small supplies (particularly Oaro, Peketa and the East Coast village) so that they can progress with upgrades to treatment and storage, etc, that would otherwise be completely unaffordable if those supplies were required to fund those projects on their own. From time to time the Council may consider other supplies entering the Cohort or for the Cohort to partially subsidise other water supplies within the District.
							User fees	Yes	Yes	
							Grants and subsidies are used wherever possible	Yes	Yes	
							Borrowing	No	Yes	
Wastewater	This activity comprises the collection and transportation of wastewater from its sources (commercial	Development Services Future Environment	Consumers connected to (or able to be connected to) the Kaikōura sewerage system, both on a per property and a per pan basis benefit	Now and into the future over the life of the assets	The wider community. Those properties/residents connected. Industries and commercial businesses,	User fees are not practical (although minor fees are charged for service approvals) An option is to align wastewater discharge to actual water	Targeted rate: All rateable property within the area serviced by the wastewater system, and/or within 100 metres of any part of the system.	Yes	Yes	Users benefit directly from the hygienic collection, treatment and disposal of wastewater, and hence are rated directly for the cost of

Activity	Description of activity	Community outcomes	Who benefits	How long the benefit lasts	Actions contributing to cost	Costs & benefits of funding from other sources	Tools to be used	Operational	Capital	Rationale/comments
	premises and residences) to its point of treatment. Treatment and disposal of sewage for commercial and domestic users.		from the removal of sewerage from their property. Public health of the community, convenience of individual property owners and the users of coastal waters.		restaurants and fast-food outlets. The existing property owners/residents including commercial business and industries within the service areas. Developers – new subdivisions and developments within the serviced area generally create a need for increased wastewater disposal. Iwi & Environmental interest groups. Discharges to freshwater catchments are important considerations.	consumption (e.g. by water meter) but meters are costly to install and maintain. Development and/or financial contributions are appropriate for capex because subdivisions and new developments create demands on infrastructure that benefit the developer and existing ratepayers are not responsible for. Grants are applied for wherever possible.	Commercial and self-contained & serviced: per SUIP with a differential for each additional water closet or urinal. Households will not be treated as having more than one water closet or urinal.			providing the wastewater system. The wider community benefits from wastewater being safely contained, however this is not considered sufficiently material to warrant a general rates component in the funding. Visitor accommodation providers such as motels provide bathrooms per motel unit, so there is a higher concentration of wastewater than would be on a per property basis. Other commercial properties, such as bars, restaurants, offices and service stations, have a relatively low number of toilets/pans, but very high usage – much higher than an average household.
							Borrowing	No	Yes	
							Development or Financial contributions	No	Yes	
Stormwater	This activity protects people, dwellings, private property and public areas from flooding by removing stormwater. Discharge stormwater and collect contaminants in a manner that protects the environment and public health.	Development Services Future Environment	There is a mix of community public good and identifiable parts of the community benefiting. The wider community benefits from having public roads, open spaces, public services such as hospitals, schools, police, fire department etc. accessible and available	Now and into the future over the life of the assets	Development places demands to extend or increase the capacity of existing infrastructure. Exacerbators – excessive users of water for non-essential needs, such as excessive boat-washing, lawn watering, etc, cause	User fees are not practical. Special reserves are held to fund capital renewal projects. Development and/or financial contributions are appropriate for capex because subdivisions and new developments create	Targeted rate based on capital value, applied to all rateable properties within the urban area (including Kaikōura township, South Bay and Ocean Ridge).	Yes	Yes	All properties within the urban area benefit from stormwater protecting private property and public or commercial areas from flooding, regardless of whether they are actually connected to the stormwater system.
							Grants and subsidies are used where possible.	Yes	Yes	

Activity	Description of activity	Community outcomes	Who benefits	How long the benefit lasts	Actions contributing to cost	Costs & benefits of funding from other sources	Tools to be used	Operational	Capital	Rationale/comments
			through being protected from flooding. The wider community also benefits by protecting the environment from contaminants entering the waterways, including rivers and beaches.		overflow to stormwater.	demands on infrastructure that benefit the developer and existing ratepayers are not responsible for. Grants are applied for wherever possible.	Borrowing	No	Yes	
							Development or Financial contributions	No	Yes	