

Te Mahere Wā-Roa
Long Term Plan 2024-2034



YOUR BAY YOUR SAY

Supporting information for Revenue and Financing Policy review

Funding Needs Analysis

Draft for consultation

ACTIVITY: **Rotorua Catchments**GROUP OF ACTIVITIES: **Healthy Catchments**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none"> Whole community Identifiable part Individuals 	<i>Who are they:</i> <ul style="list-style-type: none"> Location Land use Specific users 	<i>How much do they benefit:</i> <ul style="list-style-type: none"> High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none"> Evenly vs variably (on what basis) 	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none"> Short term (same year) Recurring (ongoing every year) Long term (later years) 	<i>Who else has created the need:</i> <ul style="list-style-type: none"> Who Action / inaction Can they be charged Will it change their behaviour 	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none"> Cost / benefit Transparency Accountability
Catchment management	Whole community: Yes	Everyone in the region	High	Long term	Historical and intergenerational activities have caused environmental damage in the Rotorua catchment area	No reason to fund separately
Sustainable land use change	Identifiable part: Yes	Local groups	Medium	Long term		
Biodiversity outcomes	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Healthy Environment	The region's diverse range of physical environments and natural ecosystems are in a healthy state			Likely	Likely	Likely	Possible	Possible	Likely
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem			Likely	Likely	Likely	Possible	Possible	Likely
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making			Likely	Likely	Likely	Unlikely	Unlikely	Possible
Activity funding needs analysis indicator		Grants and subsidies, General Funds							

FUNDING POLICY						
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range		Reason for change
Operating Expenditure	Rotorua Catchments	Staged implementation* towards a funding split by 2027/28 of: 15% Grants and subsidies 85% General Funds	0% - 20% Grants and Subsidies 80% - 100% General Funds (staged implementation*) 0-20% Reserves	Catchment general 0% - 20% Grants and Subsidies 40% - 60% Targeted Rates 40% - 60% General Funds	Sustainable water 40% - 60% Grants and Subsidies 0% - 20% Targeted Rates 0% - 20% General Funds	Change from targeted rates to general rates as main benefits are for the whole catchment ecosystem (including the Kaituna and Tarawera rivers) and the regional community. Causes are historical and intergenerational.
		* Staged implementation starting in 2025/26. For 2024/25 the 2021-2031 policy will apply. From 2025/26 the changes will ramp in, evenly over three years, with full implementation in 2027/28.				
Capital Expenditure	Rotorua Catchments	100% Borrowing	Up to 100% Borrowing, reserves, grants and subsidies	Up to 100% Borrowing, reserves, grants and subsidies		-

ACTIVITY: Climate Change Programme Coordination**GROUP OF ACTIVITIES: Healthy Catchments**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none"> Whole community Identifiable part Individuals 	<i>Who are they:</i> <ul style="list-style-type: none"> Location Land use Specific users 	<i>How much do they benefit:</i> <ul style="list-style-type: none"> High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none"> Evenly vs variably (on what basis) 	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none"> Short term (same year) Recurring (ongoing every year) Long term (later years) 	<i>Who else has created the need:</i> <ul style="list-style-type: none"> Who Action / inaction Can they be charged Will it change their behaviour 	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none"> Cost / benefit Transparency Accountability
Implementation of Climate Change Action Plan	Whole community: Yes	Everyone in the region	High	Recurring	Human activities across the whole region have helped cause climate change	No reason to fund separately
	Identifiable part: No	-	-	-		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Future Ready Communities	Communities are aware of and prepared for the impact of natural hazards and climate change			Likely	Likely	Likely	Likely	Likely	Unlikely
Future Ready Communities	We will empower communities to make sustainable choices and transition towards a low carbon economy			Likely	Likely	Likely	Likely	Likely	Unlikely
Sustainable Development	Enable and advocate for climate resilient spatial plans that take a sustainable development approach			Likely	Likely	Likely	Possible	Possible	Unlikely
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Climate Change Programme Coordination	100% General Funds	Up to 100% General Funds	New Activity	Not applicable
Capital Expenditure	Climate Change Programme Coordination	100% Borrowing	Up to 100% Borrowing	New Activity	Not applicable

ACTIVITY: **Biosecurity**

GROUP OF ACTIVITIES: **Healthy Catchments**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Implementation of the Regional Pest Management Plan Supporting MPI in delivery of biosecurity programmes Supporting community biosecurity initiatives	Whole community: Yes	Everyone in the region	High	Short term	Human activities have caused climate change which has increased the likelihood of new pest incursions. People who don't control pests on their properties.	No reason to fund separately
	Identifiable part: No	-	-	-		
	Individuals: Yes	Property owners	Medium	Short term		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal							
		General Funds				Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies	
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted			
Healthy Environment	The region's diverse range of physical environments and natural ecosystems are in a healthy state		Likely	Likely	Likely	Possible	Possible	Likely	Likely
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem		Likely	Likely	Likely	Possible	Possible	Likely	Likely
Future Ready Communities	We seek to provide nature based solutions as appropriate to enhance the environment and protect our communities		Likely	Likely	Likely	Likely	Likely	Unlikely	Likely
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Biosecurity	89% General Funds 11% Grants and Subsidies/ Other income	80% - 100% General Funds 0% - 20% Grants and Subsidies/ Other income	80% - 100% General Funds 0% - 20% Grants and Subsidies 0% - 20% Other	
Capital Expenditure	Biosecurity	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

ACTIVITY: Coastal Catchments

GROUP OF ACTIVITIES: Healthy Catchments

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Catchment management	Whole community: Yes	Everyone in the region	High	Short term	Industry sectors whose actions compromise water quality and biodiversity, and people whose actions degrade the environment	No reason to fund separately
Biodiversity outcomes	Identifiable part: Yes	Local groups	Medium	Short term		
Regional Parks	Individuals: Yes	Property owners Users	Low	Short term		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Healthy Environment	The region’s diverse range of physical environments and natural ecosystems are in a healthy state			Likely	Likely	Likely	Possible	Possible	Likely
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem			Likely	Likely	Likely	Possible	Possible	Likely
Te Ara Poutama	Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations			Possible	Possible	Possible	Possible	Possible	Possible
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Coastal Catchments	98% General Funds 2% Grants and Subsidies, other income	80% - 100% General Funds 0% - 20% Grants and Subsidies	80% - 100% General Funds 0% - 20% Grants and Subsidies	
Capital Expenditure	Coastal Catchments	Borrowing 100%	Up to 100% Borrowing, reserves, grants and subsidies	Up to 100% Borrowing, reserves, grants and subsidies	

ACTIVITY: **Freshwater Programme**

GROUP OF ACTIVITIES: **Healthy Catchments**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">• Whole community• Identifiable part• Individuals	<i>Who are they:</i> <ul style="list-style-type: none">• Location• Land use• Specific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">• High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">• Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">• Short term (same year)• Recurring (ongoing every year)• Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">• Who• Action / inaction• Can they be charged• Will it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">• Cost / benefit• Transparency• Accountability
Maintain and improve water quality	Whole community: Yes	Everyone in the region	High	Recurring	People and industries whose actions compromise water quality	No reason to fund separately
Set key environmental policies and rules	Identifiable part: No	-	-	-		
Scientific research and monitoring	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem			Likely	Likely	Likely	Possible	Possible	Likely
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations			Likely	Likely	Likely	Possible	Possible	Unlikely
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Freshwater Programme	100% General Funds	Up to 100% General Funds	-	New Activity
Capital Expenditure	Freshwater Programme	100% Borrowing	Up to 100% Borrowing	-	New Activity

ACTIVITY: Regulatory Compliance

GROUP OF ACTIVITIES: Regulatory Services

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Compliance monitoring of resource consents	Whole community: Yes	Everyone in the region	High	Recurring	Industries and individuals whose actions cause environmental harm	No reason to fund separately
Responding to environmental complaints	Identifiable part: Yes	Local groups	Low	Recurring		
Enforcing compliance with RMA, Regional Plans and national regulations and standards	Individuals: Yes	Consent holders; Complainants	Medium	Recurring		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal						
		General Funds			Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted		
Healthy Environment	The region’s diverse range of physical environments and natural ecosystems are in a healthy state	Likely	Likely	Likely	Possible	Possible	Likely	Likely
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem	Likely	Likely	Likely	Possible	Possible	Likely	Likely
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations	Likely	Likely	Likely	Possible	Possible	Unlikely	Possible
Activity funding needs analysis indicator		Fees and charges for consent holders and enforcements General Funds (for operating costs excluding Clean Heat Loans and Grants);						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy range	Reason for change
Operating Expenditure	Regulatory Compliance (Overall activity)	28% Fees and Charges 72% General Funds	20% - 40% Fees and Charges 60% - 80% General Funds	20% - 40% Fees and Charges 60% - 80% General Funds	-
	Regulatory Compliance (Rotorua Air sub-activity)	100% General Funds (costs excl. Clean Heat loans and grants) 100% Targeted Rates (for Clean Heat loans and grants)	100% General Funds (costs excl. Clean Heat loans and grants) 100% Targeted Rates (for Clean Heat loans and grants)	100 50% Targeted Rates 50% General Funds	Recognition of wider community benefit (excludes Rotorua clean heat loans and grants) and achieves consistency of funding of air quality services.
Capital Expenditure	Regulatory Compliance	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

ACTIVITY: Maritime Operations

GROUP OF ACTIVITIES: Regulatory Services

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Implementation and enforcing compliance of the Navigation and Safety Bylaw	Whole community: Yes	Everyone in the region	Medium	Short term	Vessel operators that create the need for enforcement action	No reason to fund separately
	Identifiable part: Yes	Local groups	High	Short term		
	Individuals: Yes	Users	Medium	Short term		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Healthy Environment	The region’s diverse range of physical environments and natural ecosystems are in a healthy state			Likely	Likely	Likely	Possible	Possible	Likely
Connected Communities	We foster strong communities through engagement in decisions that are important to them			Likely	Likely	Likely	Unlikely	Unlikely	Possible
Te Ara Poutama	Supporting Māori capacity and capability building to empower proactive relationships			Likely	Likely	Likely	Unlikely	Unlikely	Possible
Activity funding needs analysis indicator		Fees and charges for mooring licence owners and enforcement actions General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Maritime Operations	29% Fees and Charges 73% General Funds	20% - 40% Fees and Charges 60% - 80% General Funds	20% - 40% Fees and Charges 60% - 80% General Funds 0% - 20% Grants and Subsidies	Not expecting to receive any Grants and Subsidies
Capital Expenditure	Maritime Operations	100% Borrowing	Up to 100% Borrowing, reserves	Up to 100% Borrowing, reserves	-

ACTIVITY: **Emergency Management**

GROUP OF ACTIVITIES: **Regulatory Services**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
A combination of directly provided Emergency Management services and the co-ordination of services provided by a range of parties.	Whole community: Yes	Everyone in the region	High	Short term	Development taking place in areas of known high risk of earthquake, flood, tsunami etc	Is currently ringfenced for transparency because Council manages it on behalf of the CDEM Group
	Identifiable part: Yes	Wider Community	Medium	Short term		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Future Ready Communities	Communities are aware of and prepared for the impact of natural hazards and climate change			Likely	Likely	Likely	Likely	Likely	Unlikely
Connected Communities	We have a diverse and supported network of volunteers			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Activity funding needs analysis indicator		Differentiated targeted rates for communities that receive different levels of service General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Emergency Management	97% Targeted Rates 3% Other income	100% Targeted Rates 0-20% Reserves 0-20% Other income	0% – 20% Other 80% - 100% Differentiated Targeted Rate	Recognition of the regional and national benefits of emergency management services, as well as the differing local benefits which depend on the relative levels of service provided. Should be considered in the context of governance arrangements with the Bay of Plenty CDEM Group Joint Committee where the current funding is noted in a multi-party agreement.
Capital Expenditure	Emergency Management	100% Borrowing	Up to 100% Borrowing, reserves	Up to 100% Borrowing, reserves	-

ACTIVITY: Resource Consents

GROUP OF ACTIVITIES: Regulatory Services

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Process resource consent applications in compliance with the Resource Management Act (RMA) and provide consenting advice to customers Provide input into plan changes and legislative changes and policies	Whole community: Yes	Everyone in the region	Medium	Recurring	None	Yes – consent applicants should be allocated the cost of processing their consent
	Identifiable part: No	-	-	-		
	Individuals: Yes	Consent applicants	High	Recurring		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal							
		General Funds				Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies	
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted			
Healthy Environment	The region’s diverse range of physical environments and natural ecosystems are in a healthy state	Likely	Likely	Likely	Possible	Possible	Likely	Likely	
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem	Likely	Likely	Likely	Possible	Possible	Likely	Likely	
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations	Likely	Likely	Likely	Possible	Possible	Unlikely	Possible	
Activity funding needs analysis indicator		Fees and charges for consent applicants General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Resource Consents	47% Fees and Charges 53% General Funds	20% - 50% Fees and Charges 50% - 80% General Funds	40% - 60% Fees and Charges 40% - 60% General Funds	In practice, the amount of fee recoverable is governed by legislation
Capital Expenditure	Resource Consents	100% Borrowing	Up to 100% Borrowing	100% Borrowing	-

ACTIVITY: Governance Services

GROUP OF ACTIVITIES: Democracy, Engagement and Community Participation

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Support the democratic structure and processes of Council Assist the Council in decision-making processes and support elected members in providing good governance in an open and transparent manner	Whole community: Yes	Everyone in the region	High	Recurring	None	No reason to fund separately
	Identifiable part: Yes	Local Groups	Medium	Recurring		
	Individuals: Yes	LGOIMA requesters	Low	Recurring		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Connected Communities	We foster strong communities through engagement in decisions that are important to them		Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making		Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Activity funding needs analysis indicator		General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Governance	100% General Funds	Up to 100% General Funds	0% - 20% Fees and Charges 80% - 100% General Funds	New assumption that Fees and Charges are not expected
Capital Expenditure	Governance	100% Borrowing	Up to 100% Borrowing	100% Borrowing	Up to 100% Borrowing

ACTIVITY: Community Engagement

GROUP OF ACTIVITIES: Democracy, Engagement and Community Participation

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Enabling our diverse communities to help shape decisions about our proposed plans and actions, through designing and implementing informal and formal engagement processes and funding	Whole community: Yes	Everyone in the region	High	Recurring	None	No reason to fund separately
	Identifiable part: No	-	-	-		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal							
		General Funds			Other				
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies	
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted			
Connected Communities	We foster strong communities through engagement in decisions that are important to them	Likely	Likely	Likely	Unlikely	Unlikely	Unlikely	Possible	
Healthy Environment	We support communities to nurture our environment	Likely	Likely	Likely	Possible	Possible	Unlikely	Likely	
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making	Likely	Likely	Likely	Unlikely	Unlikely	Unlikely	Possible	
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Community Engagement	9% Differentiated Targeted Rates 91% General Funds	0% - 20% Differentiated Targeted Rates 80% - 100% General Funds 0-20% Reserves	0% - 20% Differentiated Targeted Rates 80% - 100% General Funds	
Capital Expenditure	Community Engagement	100% Borrowing	Up to 100% Borrowing	100% Borrowing	

ACTIVITY: **Transport Service Deliveries**

GROUP OF ACTIVITIES: **Transportation**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Public Transport Operations including network optimisation, bus contract management, providing customer information, community engagement and performance monitoring of bus services	Whole community: Yes	Everyone in the region	Medium	Recurring	Single passenger vehicle occupancy increasing congestion, inappropriate sited developments, increased transport emissions impacting the environment and regional economic productivity	No reason to fund separately
	Identifiable part: Yes	Wider Community	Medium	Recurring		
	Individuals: Yes	Bus users	High	Recurring		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Connected Communities	Communities are connected through an effective transport system, land use and urban design that improves wellbeing, liveability and environmental outcomes			Likely	Likely	Likely	Likely	Likely	Likely
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations			Likely	Likely	Likely	Possible	Possible	Unlikely
Future Ready Communities	We will empower communities to make sustainable choices and transition towards a low carbon economy			Likely	Likely	Likely	Likely	Likely	Unlikely
Activity funding needs analysis indicator		Fees and Charges for bus users, Grants and Subsidies, Targeted Rates General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Transport Services Deliveries: Urban Public Transport	6% Fees and Charges and Other Revenue 5% General Funds 44% Grants and Subsidies 44% Differentiated Targeted Rate 1% Reserves	0% - 20% Fees and Charges and other revenue 0% - 20% General Funds 40% - 60% Grants and Subsidies (Tauranga, Rotorua, Western Bay) 30% - 50% Grants and Subsidies (Whakatāne) 30% - 50% Differentiated Targeted Rate (Tauranga, Rotorua, Western Bay) 40% - 60% Differentiated Targeted Rate (Whakatāne) 0-20% Reserves	0% - 20% Fees and Charges 40% - 60% Grants and Subsidies 40% - 60% Differentiated Targeted Rate	The opportunity for communities to be more connected, the reduced congestion, reduced carbon emissions and improved economic activity that public transport provides to everyone in the region, have been considered.
	Regional Public Transport	2% Fees and Charges and other revenue 74% General Funds 23% Grants and Subsidies	0% - 20% Fees and Charges and other revenue 60% - 80% General Funds 20% - 40% Grants and Subsidies	0% - 20% Fees and Charges 60% - 80% General Funds 20% - 40% Grants and Subsidies	
Capital Expenditure	Transport Services Deliveries	100% Borrowing	Up to 100% Borrowing, reserves, grants and subsidies	100% Borrowing, reserves, grants and subsidies	-

ACTIVITY: **Transport Planning**

GROUP OF ACTIVITIES: **Transportation**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
The delivery of integrated regional land transport planning and public transport network planning to create liveable communities supported by a convenient and sustainable transport system	Whole community: Yes	Everyone in the region	High	Recurring	Faster growing communities need more frequent review and depth of planning. We are required to meet our statutory obligations under the Land Transport Management Act	No reason to fund separately
	Identifiable part: Yes	Wider Community	Medium	Recurring		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Connected Communities	Communities are connected through an effective transport system, land use and urban design that improves wellbeing, liveability and environmental outcomes			Likely	Likely	Likely	Likely	Likely	Likely
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations			Likely	Likely	Likely	Possible	Possible	Unlikely
Future Ready Communities	We will empower communities to make sustainable choices and transition towards a low carbon economy			Likely	Likely	Likely	Likely	Likely	Unlikely
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Transport Planning	93% General Funds 7% Grants and Subsidies	0% - 20% Grants and Subsidies Up to 100% General Funds	0% - 20% Grants and Subsidies 80% - 100% General Funds	No Grants and Subsidies expected (activity has been separated out from urban planning)
Capital Expenditure	Transport Planning	100% Borrowing	Up to 100% Borrowing	100% Borrowing	-

ACTIVITY: Policy and Planning

GROUP OF ACTIVITIES: Regional Planning and Development

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Development of strategies, policies and plans to identify how the natural and physical resources in the region are to be managed. Providing input on district consent applications, district plans and other policy from Central and local government	Whole community: Yes	Everyone in the region	High	Long term	Legislation, RMA and NPS requirements mean plans need to be reviewed and developed	No reason to fund separately
	Identifiable part: No	-	-	-		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations		Likely	Likely	Likely	Possible	Possible	Unlikely
Healthy Environment	The region’s diverse range of physical environments and natural ecosystems are in a healthy state		Likely	Likely	Likely	Possible	Possible	Likely
Healthy Environment	Enabling te mana o te wai through healthy and improving waterways and their ecosystem		Likely	Likely	Likely	Possible	Possible	Likely
Activity funding needs analysis indicator		General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Policy and Planning	100% General Funds	Up to 100% General Funds	Up to 100% General Funds	-
Capital Expenditure	Policy and Planning	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

SUB-ACTIVITY: Regional Development (Economic)

GROUP OF ACTIVITIES: Regional Planning and Development

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Council participation in initiatives to achieve economic outcomes for the region.	Whole community: Yes	Everyone in the region	High	Short term		No reason to fund separately
	Identifiable part: Yes	Local Groups	Medium	Short term		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal						
		General Funds			Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted		
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations	Likely	Likely	Likely	Possible	Possible	Unlikely	Likely
Future Ready Communities	We will empower communities to make sustainable choices and transition towards a low carbon economy	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely
Te Ara Poutama	Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations	Possible	Possible	Possible	Possible	Possible	Possible	Possible
Activity funding needs analysis indicator		General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Regional Development (Economic)	52% General Funds. 48% Reserves	50% - 100% General Funds 0% -50% Reserves	Up to 100% General Funds	-
Capital Expenditure	Regional Development (Economic)	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

SUB-ACTIVITY: Regional Development (Infrastructure)

GROUP OF ACTIVITIES: Regional Planning and Development

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Provides funding for infrastructure projects delivered and owned by third parties in the Bay of Plenty. Council considers funding projects that deliver outcomes more effectively than Council could deliver directly	Whole community: Yes	Everyone in the region	High	Recurring	Third party organisations who request finding assistance with infrastructure projects within the region	Need to establish ringfenced reserves for future capex
	Identifiable part: Yes	Local Groups	Medium	Recurring		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Sustainable Development	Regional infrastructure is resilient, efficient and integrated		Likely	Likely	Likely	Likely	Likely	Unlikely
Activity funding needs analysis indicator		Regionally Consistent Targeted Rate						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Regional Development (Infrastructure)	100% Reserves	Up to 100% Regionally Consistent Targeted Rate 0-100% Reserves	Up to 100% General Funds	Recognises that depending on projects funded, there may be a need to establish ring-fenced reserves for future expenditure
Capital Expenditure	Regional Development (Infrastructure)	100% Borrowing	Up to 100% Borrowing, reserves, grants and subsidies	Up to 100% Borrowing	-

ACTIVITY: Spatial Planning

GROUP OF ACTIVITIES: Regional Planning and Development

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Identifying issues and challenges facing areas / districts within the region	Whole community: Yes	Everyone in the region	High	Long term	Legislation, SPA, NBEA and NPS requirements mean plans may need to be reviewed and developed	No reason to fund separately
Integrated approach to urban land use, infrastructure and planning within the region with a 30 year horizon	Identifiable part: No	-	-	-		
Promoting wellbeing outcomes	Individuals: No	-	-	-		
Managing tensions and conflicts between land use and coastal marine activities						

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal						
		General Funds			Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted		
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations	Likely	Likely	Likely	Possible	Possible	Unlikely	Likely
Connected Communities	Communities are connected through an effective transport system, land use and urban design that improves wellbeing, liveability and environmental outcomes	Likely	Likely	Likely	Likely	Likely	Likely	Likely
Sustainable Development	Enable and advocate for climate resilient spatial plans that take a sustainable development approach	Likely	Likely	Likely	Possible	Possible	Unlikely	Likely
Activity funding needs analysis indicator		General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Spatial Planning	100% General Funds	Up to 100% General Funds	Up to 100% General Funds	-
Capital Expenditure	Spatial Planning	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

ACTIVITY: **Te Amorangi**

GROUP OF ACTIVITIES: **Partnerships with Māori**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Provision of strategic advice and leadership on Māori outcomes, partnerships and organisation integration of Te Ao Māori, to support Councils statutory responsibilities and key priorities	Whole community: Yes	Everyone in the region	High	Recurring	Overarching responsibilities under our key legislative frameworks (LGA, NBEA (and RMA)) to recognise and provide for the principles of the Treaty of Waitangi	No reason to fund separately
	Identifiable part: No	Local Groups	Medium	Recurring		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Supporting Māori capacity and capability building to empower proactive relationships			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations			Possible	Possible	Possible	Possible	Possible	Possible
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Te Amorangi	100% General Funds	Up to 100% General Funds	Up to 100% General Funds	-
Capital Expenditure	Te Amorangi	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

ACTIVITY: **Te Pae Tawhiti**

GROUP OF ACTIVITIES: **Partnerships with Māori**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Support and strengthen Māori capacity/capability to meet key statutory obligations under the Local Government Act (LGA), Resource Management Act (RMA), and other relevant legislation	Whole community: Yes	Everyone in the region	High	Recurring	Overarching responsibilities under our key legislative frameworks (LGA, NBEA (and RMA)) to recognise and provide for the principles of the Treaty of Waitangi	No reason to fund separately
	Identifiable part: No					
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to				Suitable Operating Expenditure Funding Sources by Outcome and Goal					
				General Funds			Other		
				General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
				General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Te Ara Poutama	Partner with Māori to enhance delivery and share decision making			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Supporting Māori capacity and capability building to empower proactive relationships			Likely	Likely	Likely	Unlikely	Unlikely	Unlikely
Te Ara Poutama	Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations			Possible	Possible	Possible	Possible	Possible	Possible
Activity funding needs analysis indicator		General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Te Pae Tawhiti	100% General Funds	Up to 100% General Funds	n/a	New activity
Capital Expenditure	Te Pae Tawhiti	100% Borrowing	Up to 100% Borrowing	n/a	New activity

ACTIVITY: Rivers and Drainage Schemes

GROUP OF ACTIVITIES: Flood Protection and Control

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Protection of communities from river flooding through the provision of flood protection and drainage infrastructure	Whole community: Yes	Everyone in the region	Medium	Long term	Human activities have helped cause climate change which has increased the frequency of extreme weather events and high rainfall	No reason to fund separately
Administration of the Flood Protection and Drainage Bylaws and alignment with new regulations (NPS Freshwater) and improved environmental outcomes i.e. transitioning to a ‘Making Room for the Rivers’ and ‘Nature-based Solutions’ approach to river management.	Identifiable part: Yes	Wider community	Medium	Long term		
	Individuals: Yes	Property owners	High	Long term		

COMMUNITY OUTCOMES									
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal							
		General Funds				Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies	
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted			
Future Ready Communities	Communities are aware of and prepared for the impact of natural hazards and climate change	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely	
Sustainable Development	Regional infrastructure is resilient, efficient and integrated	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely	
Connected Communities	Communities are connected through an effective transport system, land use and urban design that improves wellbeing, liveability and environmental outcomes	Likely	Likely	Likely	Likely	Likely	Likely	Likely	
Activity funding needs analysis indicator		Differentiated Targeted Rates, General Funds							

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Rivers Schemes & Minor Rivers Schemes (Ōpōtiki)	77% Differentiated Targeted Rate 20% General Funds 3% Reserves	60% - 80% Differentiated Targeted Rate 0% - 20% General Funds 0-20% Reserves	60% - 80% Differentiated Targeted Rate 0% - 20% General Funds	-
	Minor Rivers Schemes (excluding Ōpōtiki) Rangitāiki Drainage Scheme Minor Drainage Schemes	91% Differentiated Targeted Rates 9% Reserves	100% Differentiated Targeted Rates 0-20% Reserves	100% Differentiated Targeted Rates	-
	Non Rivers scheme works	100% General Funds	100% General Funds		
Capital Expenditure	Rivers & Drainage Schemes	100% Borrowing	Up to 100% Borrowing, reserves, grants and subsidies	Up to 100% Borrowing, reserves, grants and subsidies	-

ACTIVITY: Flood Protection and Control

GROUP OF ACTIVITIES: Flood Protection and Control

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Protection of people, property, and livelihoods from flooding through our Rivers and Drainage schemes as well as our flood risk coordination activity. Carrying out flood forecasting, floodplain monitoring, and river and engineering surveys to support the development of floodplain management strategies.	Whole community: Yes	Everyone in the region	High	Short term	Human activities have helped cause climate change which has increased the frequency of extreme weather events and high rainfall	No reason to fund separately
	Identifiable part: No	-	-	-		
	Individuals: No	-	-	-		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal						
		General Funds			Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted		
Future Ready Communities	Communities are aware of and prepared for the impact of natural hazards and climate change	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely
Sustainable Development	Regional infrastructure is resilient, efficient and integrated	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely
Future Ready Communities	We seek to provide nature based solutions as appropriate to enhance the environment and protect our communities	Likely	Likely	Likely	Likely	Likely	Unlikely	Likely
Activity funding needs analysis indicator		General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Flood Protection and Control	100% General Funds	Up to 100% General Funds	Up to 100% General Funds	-
Capital Expenditure	Flood Protection and Control	100% Borrowing	Up to 100% Borrowing	Up to 100% Borrowing	-

ACTIVITY: **Data Management**GROUP OF ACTIVITIES: **Support and Technical Services**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none"> Whole community Identifiable part Individuals 	<i>Who are they:</i> <ul style="list-style-type: none"> Location Land use Specific users 	<i>How much do they benefit:</i> <ul style="list-style-type: none"> High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none"> Evenly vs variably (on what basis) 	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none"> Short term (same year) Recurring (ongoing every year) Long term (later years) 	<i>Who else has created the need:</i> <ul style="list-style-type: none"> Who Action / inaction Can they be charged Will it change their behaviour 	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none"> Cost / benefit Transparency Accountability
Provision of accessible, relevant and trusted engineering, environmental and regulatory data delivered directly to the community and as support to other Council activities. Provides technical reviews required for resource consents and responding to flood level information requests. The activity also includes an operational IANZ laboratory supporting both Regional and Territorial Councils	Whole community: Yes	Everyone in the region	Medium	Recurring	None	Yes – consent applicants should be allocated their consent costs
	Identifiable part: No	-	-	-		
	Individuals: Yes	Consent applicants	High	Short term		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
Sustainable Development	We support development and growth that takes into account the four Well-beings of people and communities the need to maintain and enhance the quality of the environment and the reasonably foreseeable needs of future generations		Likely	Likely	Likely	Possible	Possible	Unlikely
Activity funding needs analysis indicator		Fees and charges for consent applicants and holders General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Data Management	19% Fees and Charges 81% General Funds	0% - 20% Fees and Charges 20% - 100% General Funds	0% - 20% Fees and Charges 80% - 100% General Funds	
Capital Expenditure	Data Management	100% Borrowing	Up to 100% Borrowing, reserves	100% Borrowing, reserves	-

ACTIVITY: **Science**GROUP OF ACTIVITIES: **Support and Technical Services**

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
Describe key parts of the activity: Note any sub activities that may require separate funding	Who benefits: <ul style="list-style-type: none"> Whole community Identifiable part Individuals 	Who are they: <ul style="list-style-type: none"> Location Land use Specific users 	How much do they benefit: <ul style="list-style-type: none"> High, medium, low How is benefit / access distributed: <ul style="list-style-type: none"> Evenly vs variably (on what basis) 	When do the benefits occur (vs investment): <ul style="list-style-type: none"> Short term (same year) Recurring (ongoing every year) Long term (later years) 	Who else has created the need: <ul style="list-style-type: none"> Who Action / inaction Can they be charged Will it change their behaviour 	Should the activity be funded separately: <ul style="list-style-type: none"> Cost / benefit Transparency Accountability
Provision of timely and high-quality science advice, co-ordinate and enable science direction, and use sound scientific tools and methods	Whole community: Yes	Everyone in the region	High	Recurring	Central Government monitoring requirements	Yes – consent applicants should be allocated their consent costs
	Identifiable part: Yes	Local Groups	Low	Recurring		
	Individuals: Yes	Consent applicants and holders	Low	Short term		

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to		Suitable Operating Expenditure Funding Sources by Outcome and Goal						
		General Funds			Other			
		General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges	Grants and Subsidies
		General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted		
Healthy Environment	We use evidence-based decision making - all work is informed by the best available science and mātauranga Māori	Likely	Likely	Likely	Unlikely	Unlikely	Possible	Likely
Healthy Environment	The region's diverse range of physical environments and natural ecosystems are in a healthy state	Likely	Likely	Likely	Possible	Possible	Unlikely	Likely
Te Ara Poutama	Supporting enhanced Māori participation in operational activities, and progressing new opportunities where they arise within existing operations	Possible	Possible	Possible	Possible	Possible	Possible	Possible
Activity funding needs analysis indicator		Fees and charges for consent applicants and holders General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Science	25% Fees and Charges 75% General Funds	0% - 40% Fees and Charges 60% - 100% General Funds	0% - 20% Fees and Charges 80% - 100% General Funds	Range expansion to allow for an increase in fees and charges
Capital Expenditure	Science	100% Borrowing	Up to 100% Borrowing, reserves	100% Borrowing, reserves	-

ACTIVITY: Corporate

GROUP OF ACTIVITIES: Support and Technical Services

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
<i>Describe key parts of the activity:</i> <i>Note any sub activities that may require separate funding</i>	<i>Who benefits:</i> <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	<i>Who are they:</i> <ul style="list-style-type: none">LocationLand useSpecific users	<i>How much do they benefit:</i> <ul style="list-style-type: none">High, medium, low <i>How is benefit / access distributed:</i> <ul style="list-style-type: none">Evenly vs variably (on what basis)	<i>When do the benefits occur (vs investment):</i> <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	<i>Who else has created the need:</i> <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	<i>Should the activity be funded separately:</i> <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
The Corporate activity provides support services to enable delivery of all Regional Council activities. Includes - Communications, People & Capability, Internal Services, Facilities, Digital Services, Risk and assurance, Commercial and Legal, Rates Collection, Finance and Treasury	Whole community: Yes	Everyone in the region	High	Recurring	Legislative changes affecting corporate services (e.g. financial planning and reporting, health and safety, employee relations and wellbeing, information management)	
	Identifiable part: No					
	Individuals: No					

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
All outcomes	The Corporate activity provides support services to enable delivery of all Regional Council activities, thereby contributing indirectly to all community outcomes							
Activity funding needs analysis indicator		Internal overhead recoveries (i.e. reflecting the distribution of the public-facing activities)						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Corporate	7% General Funds 93% Internal recoveries	0-20% General Funds 80-100% Internal recoveries	100% Internal recoveries	
Capital Expenditure	Corporate	100% Borrowing	Up to 100% Borrowing, reserves	100% Borrowing, reserves	-

ACTIVITY: Collaboration and Shared Services

GROUP OF ACTIVITIES: Support and Technical Services

ACTIVITY ANALYSIS						
Description	Distribution of benefits			Period of Benefit	Exacerbators	Separate Funding
Describe key parts of the activity: Note any sub activities that may require separate funding	Who benefits: <ul style="list-style-type: none">Whole communityIdentifiable partIndividuals	Who are they: <ul style="list-style-type: none">LocationLand useSpecific users	How much do they benefit: <ul style="list-style-type: none">High, medium, low How is benefit / access distributed: <ul style="list-style-type: none">Evenly vs variably (on what basis)	When do the benefits occur (vs investment): <ul style="list-style-type: none">Short term (same year)Recurring (ongoing every year)Long term (later years)	Who else has created the need: <ul style="list-style-type: none">WhoAction / inactionCan they be chargedWill it change their behaviour	Should the activity be funded separately: <ul style="list-style-type: none">Cost / benefitTransparencyAccountability
Savings resulting from efficiency and effectiveness in service delivery, for example through regional collaboration, shared services and innovation.	Whole community: Yes	Everyone in the region – Yes	High	Recurring		
	Identifiable part: No					
	Individuals: No					

COMMUNITY OUTCOMES								
Community Outcomes and Goals the Activity contributes to			Suitable Operating Expenditure Funding Sources by Outcome and Goal					
			General Funds			Other		
			General Rates		Interests and dividends from investment	Targeted Rates		Fees and Charges
			General Rates LV/CV	UAGC		Targeted on LV/CV	Flat Targeted	
All outcomes potentially	Depends on collaboration opportunities identified		Likely	Likely	Likely	Possible	Possible	Unlikely
Activity funding needs analysis indicator		Internal overheads or expenditure savings; alternatively, 100% General Funds						

FUNDING POLICY					
		2024-34 draft LTP Funding Sources (average over 10 years)	2024-34 draft Policy settings range	2021-2031 LTP Policy settings range	Reason for change
Operating Expenditure	Collaboration and Shared Services	Up to 100% General Funds Up to 100% Internal recoveries / overheads	Up to 100% General Funds Up to 100% internal recoveries / overheads	N/a	New activity
Capital Expenditure	Collaboration and Shared Services	100% Borrowing	Up to 100% Borrowing	N/a	New activity