



SUPPLEMENTARY AGENDA

**Ordinary Council meeting
Tuesday, 20 October 2026**

Date: Tuesday, 20 October 2026

Time: 9:00 am

**Location: Tauranga City Council Chambers
L1, 90 Devonport Road
Tauranga**

**Gareth Green
Acting Chief Executive**

Order of Business

11 Business..... 4

11.9 2027 - 2037 Long-term Plan - Revenue and Financing Policy Framework -
Funding Needs Analysis..... 4

11 BUSINESS

11.9 2027 - 2037 Long-term Plan - Revenue and Financing Policy Framework - Funding Needs Analysis

File Number: A20982680

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PURPOSE OF THE REPORT

1. To outline Council's statutory obligations relating to the review of its Revenue and Financing Policy.
2. To seek Council adoption of the draft Funding Needs Analysis (**Attachment 1**) as completion of Step 1 of the Revenue and Financing Policy review required under section 101(3)(a) of the Local Government Act 2002.
3. To enable preparation of the draft Revenue and Financing Policy for Council consideration as part of the 2027-37 Long-term Plan process.

RECOMMENDATIONS

That the Council:

- (a) Receives the report "2027 - 2037 Long-term Plan - Revenue and Financing Policy Framework - Funding Needs Analysis".
- (b) Adopts the draft Funding Needs Analysis (**Attachment 1**), completing Step 1 of the Revenue and Financing Policy review required under section 101(3)(a) of the Local Government Act 2002, and informing the preparation of a draft Revenue and Financing Policy for Council consideration in December 2026.
- (c) Notes that the draft Funding Needs Analysis may require amendment through the Long-term Plan process and that any proposed amendments will be presented to Council for decision.

EXECUTIVE SUMMARY

4. Council is required to adopt a Revenue and Financing Policy as part of the 2027-37 Long-term Plan. The Funding Needs Analysis (FNA) is the first step in the statutory review process and assesses the most appropriate funding sources for each Council activity.
5. The review generally confirms the funding approaches in the current Revenue and Financing Policy. It has been updated to reflect Council's organisational reset, legislative changes, the proposed transfer of water services to a future Water Services Entity, and changes to Council's activity structure. New and restructured activities have been assessed and funding bands developed where required.
6. The review includes a revised capital funding framework that prioritises external funding, followed by reserves and growth-related revenue. Borrowing, rates and user charges are used where other sources are unavailable or insufficient. The principle that growth-related infrastructure should be funded by growth has been retained.

7. The review has also identified opportunities to improve cost recovery and diversify Council's revenue sources. These include reviews of community lease and land-use charges, boat ramp parking charges, Baycourt fees and charges, alcohol licensing fees, active reserve fees, and a targeted rate for community-funded asphalt retention. These matters will be considered separately through the Long-term Plan process.
8. The proposed funding bands are based on first-cut Long-term Plan budgets. As Council considers activity plans, efficiency opportunities, fees and charges, levels of service and capital expenditure through the Long-term Plan process, the funding bands will be reviewed and updated where necessary. While amendments may be required as these decisions are made, the broad nature of the proposed funding bands means substantial changes are not currently expected.
9. Adoption of the FNA will complete Step 1 of the Revenue and Financing Policy review and enable Council to progress to Step 2. This will consider the cumulative effect of the proposed funding arrangements across all Council activities, including affordability, equity, sustainability and the overall impact on the community. The results will inform the draft Revenue and Financing Policy for Council consideration in December 2026.

BACKGROUND

Legal Requirements

10. The Local Government Act 2002 (LGA) requires Council to adopt a Revenue and Financing Policy as part of its Long-term Plan (LTP). The policy sets out how Council intends to fund its activities and the rationale for those funding decisions. It informs the setting of rates, development contributions, and fees and charges. Failure to meet the statutory requirements, or adoption of an unreasonable policy, may undermine the validity of decisions made in reliance on the policy.
11. Section 101(3) of the LGA establishes a two-step process for developing the Revenue and Financing Policy. Step 1 requires Council to assess the funding needs of each activity. Step 2 requires Council to consider the cumulative effect of the proposed funding arrangements across all activities and their overall impact on the community, including:
 - a) rating differentials;
 - b) the proportion of rates set on a uniform basis; and
 - c) the matters used to determine targeted rates.
12. The draft Funding Needs Analysis (FNA) in **Attachment 1** documents the Step 1 assessment. Its adoption will complete Step 1 and enable Council to consider the cumulative impact of the proposed funding arrangements through workshops and reports in November and December 2026.
13. The proposed transfer of water supply, stormwater and wastewater services to the Water Services Entity will affect the allocation of funding responsibilities across Council activities. Step 2 will consider the implications of the transfer. In the meantime, the preliminary activity financial information prepared for Council workshops is based on assumptions about the funding of shared services because the relevant agreements have not been finalised.

Changes reflected in the Funding Needs Analysis

14. The draft FNA generally retains the funding approaches in the current Revenue and Financing Policy. It has been updated to reflect:
 - a) Council's 2026 organisational reset;
 - b) changes arising from the Local Government (System Improvements) Amendment Act 2026;
 - c) changes to the capital funding hierarchy; and

- d) potential changes to fees, charges and other revenue sources.

Capital Funding

- 15. The revised capital funding framework reflects current practice and Council's preferred funding hierarchy. The principal change is that asset sales move from the second to the third level of preference.

Operating Funding

- 16. The Local Government (System Improvements) Amendment Act 2026 introduced a more standardised approach to local government planning and performance reporting. It also amended the statutory purpose of local government and requires councils to have particular regard to core services when making financial management decisions.
- 17. Council has revised the activity structure used in the FNA to align with its current service delivery arrangements and the new reporting framework. Changes include the creation of activities such as City Operations and the separation of the former Venues and Events activity into Baycourt, The Historic Village and Events.
- 18. All funding bands have been reviewed since adoption of the 2024 Revenue and Financing Policy. This included reassessing existing activities and establishing funding bands for activities that are new, significantly restructured, or now assessed separately. These include:
 - (a) Museum and Arts;
 - (b) Baycourt;
 - (c) The Historic Village;
 - (d) Climate and Resilience;
 - (e) Waste;
 - (f) Events;
 - (g) City Operations;
 - (h) Community Development;
 - (i) Funding Services and City Partnerships; and
 - (j) the activities included in support services.
- 19. The review considered the appropriate balance between rates, fees and charges, subsidies, grants and other revenue. It also considered opportunities to increase contributions from those who directly benefit from, or create demand for, Council services.
- 20. The following revenue opportunities are being considered and progressed through separate reports or presentations:
 - a) reviewing community lease and land-use charges, including lease discounts and charging structures, to improve cost recovery while considering affordability, public access and community outcomes;
 - b) reintroducing parking charges for vehicles and trailers using the deep-water boat ramps at Marine Park, Whareroa and Pilot Bay (Waikorire), to contribute to the operation and maintenance of those facilities;
 - c) reviewing Baycourt Community and Arts Centre fees and charges, including community venue-hire discounts, operational service charges and other revenue opportunities;
 - d) reviewing alcohol licensing fees following adoption of the Alcohol Fees Bylaw, with the aim of increasing cost recovery from licence holders and reducing rates funding;

- e) reviewing active reserve fees, including charging for all booked hours and matches, to improve cost recovery and equity between organised sports field users and other users of Council facilities; and
- f) considering a targeted rate for community-funded asphalt retention.

21. The draft funding bands reflect current assumptions about these opportunities. They will be reviewed and, where necessary, updated following Council decisions to ensure they remain consistent with the approved funding arrangements.

STATUTORY CONTEXT

22. Section 102 of the Local Government Act 2002 (LGA) requires Council to adopt a Revenue and Financing Policy and include it in its Long-term Plan.
23. In developing the policy, Council must undertake the funding needs analysis required by section 101(3) of the LGA and consider the appropriate funding sources for each activity.
24. The Funding Needs Analysis attached to this report represents the first stage of this statutory process. The second stage involves considering the cumulative impact of funding decisions across all activities and will inform the draft Revenue and Financing Policy.
25. The ongoing transfer of Water Supply, Stormwater and Wastewater services to the Water Services entity may affect future funding arrangements. The implications of these arrangements will be considered as part of the second stage of the Revenue and Financing Policy review.
26. In addition, the Local Government (System Improvements) Amendment Act 2026 amended the purpose of local government and introduced a requirement for councils to have particular regard to core services when making financial management decisions. The implications of these changes are being considered through the current review of Council's Revenue and Financing Policy.

STRATEGIC ALIGNMENT

27. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	✓
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

28. The policy sets out how Council will fund its activities. These activities help deliver our community outcomes.

FINANCIAL CONSIDERATIONS

29. The Funding Needs Analysis assesses the proposed funding sources for each Council activity but does not determine the overall financial impact of those funding decisions on ratepayers or the community.
30. The cumulative financial impact of the proposed funding arrangements, including affordability, rating impacts, funding equity, and the balance between rates, fees and charges, targeted rates and other revenue sources, will be considered as part of Step 2 of the Revenue and Financing Policy review and reflected in the development of the 2027-37 Long-term Plan.

31. The funding bands included in the draft Funding Needs Analysis are based on first-cut Long-term Plan budgets and current assumptions regarding service delivery, fees and charges, capital expenditure, and water services arrangements. These assumptions may change through the Long-term Plan process, and the funding bands will be reviewed and updated where necessary.

RISKS AND LEGAL IMPLICATIONS

32. Adoption of the Funding Needs Analysis will complete Step 1 of the statutory Revenue and Financing Policy review. Final funding decisions will be made following consideration of the cumulative impacts through Step 2.
33. The proposed transfer of water services to the Water Services Entity creates uncertainty about future funding responsibilities and shared-service arrangements. These matters will be considered through Step 2 and the wider Long-term Plan process as the arrangements are confirmed.
34. Council must comply with the requirements of the Local Government Act 2002 and ensure that its funding decisions are reasonable and supported by appropriate analysis. Failure to do so may expose Council to legal challenge and affect the validity of rates, fees, charges, or other decisions that rely on the Revenue and Financing Policy.
35. Delays in completing the review may affect preparation, audit and adoption of the 2027-37 Long-term Plan. This risk will be managed by progressing the review alongside activity planning and bringing any proposed amendments to the Funding Needs Analysis back to Council for decision.

TE AO MĀORI APPROACH

36. Adoption of the draft Funding Needs Analysis completes the first stage of the statutory funding review and does not, by itself, determine final funding arrangements. The potential effects of proposed funding approaches on tangata whenua, including affordability and access to Council services, will be considered during Step 2 and through the development and consultation phases of the Revenue and Financing Policy.

CONSULTATION / ENGAGEMENT

37. No external consultation has been undertaken on the draft Funding Needs Analysis because it represents the first stage of the statutory review process and does not determine final funding arrangements. The community, including tangata whenua, will have an opportunity to provide feedback on the proposed funding arrangements when the draft Revenue and Financing Policy is consulted on as part of the 2027-37 Long-term Plan.

SIGNIFICANCE

38. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
39. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural needs of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
40. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.

ENGAGEMENT

41. Taking into consideration the above assessment, officers consider that no additional engagement is required before Council makes a decision on the draft Funding Needs Analysis.
42. The Funding Needs Analysis forms part of the statutory process for reviewing the Revenue and Financing Policy and does not determine final funding arrangements, rates, fees and charges, or levels of service. The draft Revenue and Financing Policy and Funding Needs Analysis are expected to be adopted as supporting information to the 2027-37 Long-term Plan consultation process in March/April 2027.
43. The proposed funding arrangements for all types of services, in line with the changes to the Local Government Systems Improvement Act, will be consulted on with the community as part of the Long-term Plan consultation process in accordance with section 93A of the Local Government Act 2002.

NEXT STEPS

44. Once Council provides direction on the draft FNA, the funding decisions can be applied to calculate the aggregate impact on the community.
45. Council will consider this impact in December 2026. In considering the impact on the community, Council can make changes to the draft Revenue and Financing Policy.
46. After any changes have been made, a revised policy will be approved for legal review. This may result in changes to wording in the policy and will be noted in future reports.
47. The draft Revenue and Financing Policy will be subject to an audit as part of the LTP process.
48. The revised draft Revenue and Financing policy will form the supporting information to the LTP consultation document, with public consultation planned for March 2027. During consultation Council can receive feedback from the community on its funding decisions.

ATTACHMENTS

1. **DRAFT Funding Needs Analysis 2026 - A21274913** [↓](#) 



FUNDING NEEDS ANALYSIS

FOR THE REVENUE AND FINANCING POLICY 2027-37

Purpose and Scope

1. The Funding Needs Analysis provides the background and analysis to explain the funding decisions made by Council. It is guided by the principles in the Revenue and Financing Policy.
2. Council must comply with section 101(3) of the Local Government Act 2002 (LGA) which results in a two-step process to identify funding sources for each activity.
3. This Funding Needs Analysis has also been prepared having regard to the purpose of local government under the Local Government Act 2002, as amended by the Local Government (System Improvements) Amendment Act 2026, which focuses on the cost-effective provision of local infrastructure, public services and regulatory functions, while supporting local economic growth and development. This analysis focuses on how activities help meet the current and future needs of the community through the provision of infrastructure, public services and regulatory functions.
4. Step one involves assessing the funding needs of an activity, identifying who benefits from and creates the need for the activity, and considering how those needs and benefits may be funded.
5. Having completed the step one analysis Council must then consider 'the overall impact of any allocation of liability for revenue. In undertaking this assessment, Council will have regard to its role in meeting the current and future needs of the community through the provision of infrastructure, public services and regulatory functions.'
6. This funding needs analysis documents step one of this process.

Types of Expenditure

Broadly speaking there are two types of Council expenditure:

Operating expenditure (Opex): is the money spent on the ongoing day to day activities and services of the Council. This includes contributions to the wear and tear on assets used (depreciation), interest charges on borrowing for capital projects and corporate overheads.

Capital expenditure (Capex): is the money spent on creating assets such as property, plant and equipment that provide benefits and enable council to deliver goods and services over a number of years.

Operating expenditure and capital expenditure are funded differently. Council may choose to fund operational expenditure through borrowing in certain circumstances including when the expenditure provides benefit significantly beyond one year and therefore is more like capital expenditure – for example a one-off grant to another organisation to build a facility available for public recreation use.

Council must consider the funding for each activity after considering the 5 criteria of section 101(3)(a) step one (see Table 1: Legal requirements for expenditure needs).

Table 1: Legal requirements for expenditure needs

Step one reference	Considerations
Community outcomes - s.101(3)(a)(i)	Determine which of the Council's community outcomes an activity primarily contributes to. It is useful to describe how the activity contributes to the community outcomes.
Distribution of benefits - s.101(3)(a)(ii)	Consider who (individual and groups) benefits from the activity, and how the benefit of an activity applies to households, businesses, and the community as a whole. Determining this involves the exercise of judgement by Council. It is inherently subjective. Where Council considers there is a clearly identified relationship between users and the services provided then Council will consider fees and charges or targeted rates. Where Council considers the services provide a benefit to the community as a whole; or where Council is not able to identify a strong or direct relationship between users and the service the Council will consider general rates.
Period of benefit – s.101(3)(a)(iii)	For most operational expenses the benefit is received in the year the expense is incurred. For most capital projects the benefit is received over the life of the asset. For most activities Council funds depreciation (an operating expense) from revenue sources and this is recorded in reserves for the future renewal of assets. Some operational expenses (provisions) may have a benefit over multiple years and so Council may choose to fund the activity over that period.
Who creates the need - s.101(3)(a)(iv)	Some services Council must do because the actions or inactions of individuals or groups create the need to undertake the activity or increase the cost or frequency of a service being provided. Council may choose to target these people or organisations through fines, charges or rates.
Separate funding - s.101(3)(a)(v)	Council must consider the practicalities of separate funding along with transparency and accountability. When doing this it is prudent to consider matters such as the financial scale of the activity, administrative cost, legal requirements, and promotion of value. In some cases, while it may be desirable to charge individuals there may be no practical way of doing so. For all activities Council must identify what proportion of operational expenses is recovered from each funding source.

Funding Bands

1. After considering the section 101(3)(a) components, Council considers how much of each funding source is allocated to fund each activity.
2. This Funding Needs Analysis is intended to inform the Revenue and Financing Policy, which will be in place for the next three years before it is reviewed. Because things change over time, it is not possible to precisely determine the percentage allocated. Therefore, Council has decided to band the percentage into the categories listed in Table 2.

Table 2: Funding Bands

Name	Symbol	Range
Unlikely	*	0
Low	✓	0-30%
Medium	✓	30-70%
High	✓	70-100%
Potential to be used	*	*

The assessment in Table 4 identifies which of the funding sources Council plans to use in budgeting to fund the operating costs of each activity.

Funding Sources for operating expenditure

1. The Local Government Act 2002¹ sets out the funding sources that Council must consider in developing a Revenue and Financing Policy. The funding needs analysis considers all of these funding sources.
2. The available funding sources for operating expenditure under the LGA include:
 - User charges
 - Grants, sponsorship, subsidies, and other income
 - Proceeds from asset sales
 - Lump sum contributions
 - Investment income
 - Financial contributions
 - Reserve funds
 - Borrowing
 - Rates
 - General rates
 - Targeted rates
3. Tauranga City Council may use all of the above sources to fund operating costs, the most common are outlined below. Table 4 documents Council's section 101(3)(a) consideration for each activity.

Fees & Charges

Where Council considers there is a clearly identified relationship between users and the services provided, particularly with an immediate benefit, it will implement fees and charges for that activity. The use of fees and charges may be balanced with other funding sources. We set our fees and charges annually to reflect increases in costs or changes to charging structures.

Rates

Rates cap treatment

From July 2029 the rates cap applies in full. General rates, the uniform annual general charge, targeted rates and rates penalties are included in the rates-price calculation for the purposes of the proposed rates target range. Rates, or portions of rates, used to fund drinking water, wastewater or stormwater services, and rates set under section 115 of the Local Government Act

¹ Section 103(2) Local Government Act 2002.

2002, are excluded from that calculation. Compliance with the target range is assessed at the whole-of-Council level rather than separately for each activity or rate.

General Rates

The base for the general rate is Capital Value. Council is setting this differentially which will mean that commercial ratepayers will have a higher general rate in the dollar than residential ratepayers. This is to balance the overall impact of rates allocation for revenue needs on the whole community

The uniform annual general charge is a fixed charge on each separately used or inhabited part of a rating unit. Every rating unit will make a minimum contribution to Councils' costs.

Targeted Rates

We use targeted rates to appropriately charge those who directly benefit from or use a service or have created a need or cost, where this can be determined. Targeted rates are chosen where the services provided are specific to a particular community or area and it is not considered fair to charge all ratepayers.

Grants, Subsidies, Interest Revenue, Borrowing & Other

Grants, sponsorship, other subsidies and external funding will be used where they are available. In activities where there is a surplus, we may earn interest revenue on that surplus.

Overheads

Overheads are internal charges (overhead expenditure charged by allocation to other activities). For example, Support Services activities are primarily funded through the other activities. The majority of this expenditure (85-90%) is funded by rates.

Funding Sources for Capital Expenditure

1. There are 3 types of capital expenditure
 - a) **Level of Service:** capital expenditure that is not growth related – shifts level of service
 - b) **Growth:** growth related capital expenditure required to provide additional capacity
 - c) **Renewals:** capital expenditure that either replaces or continues the life of an existing asset with no increase in service level
2. A capital project is expected to contribute to community outcomes in the same way as the activity in which it is funded unless Council resolves otherwise.
3. Capital expenditure benefits the same groups as the operating expenditure for each activity.
4. Council may choose to target specific groups through use of financial and development contributions, lump sum contributions or targeted rates. When financial and development contributions are used the distribution of benefits and rationale regarding funding sources is discussed within the Development Contributions Policy.
5. For most capital projects the benefit is received over the life of the assets. Council will have regard to the equitable distribution of costs over time for the building and renewal of the assets.

6. Some capital costs are due to the actions or inactions of individuals or groups that create the need to undertake the activity. Council may decide to target these people or groups to help fund the capital expenditure.
7. Renewal expenditure is generally funded from depreciation reserves accumulated over the life of an asset. Depreciation reserves are the preferred internal funding source for renewals as they promote intergenerational equity by spreading the cost of asset replacement across those who receive the benefit of the asset during its life. Where depreciation reserves are insufficient to meet renewal requirements, Council may also utilise rates funding, or other available funding sources to ensure renewal programmes can be delivered and levels of service maintained.
8. Council will also consider the practicalities of separate funding along with transparency and accountability.
9. Council's preferences when considering the funding of capital projects are set out in

Funding pathway	New capital not growth related	Renewals	Growth-related capital
EXTERNAL FUNDING FIRST Preferred pathway.	Grants and external partners NZ Transport Agency Waka Kotahi grants → TECT grants → national / regional / subregional funding.	Third-party support NZ Transport Agency Waka Kotahi grants.	Growth supported externally NZ Transport Agency Waka Kotahi grants → national / regional / subregional funding/developers.
RESERVES AND GROWTH REVENUE Secondary pathway.	Use accumulated reserves Draw on reserves built up from prior years' revenue such as a funded risk reserve.	Use depreciation reserves While depreciation reserves have available funds, use these reserves to fund renewals.	Use growth revenue Development / financial contributions → accumulated reserves.
DEBT, RATES AND USER CHARGES Fallback pathway.	Borrow and recover costs Loans funded by rates, user fees, activity surpluses, asset sales or other funding such as Infrastructure Funding and Financing (IFF).	Borrow for intergenerational equity Loans → asset sales → IFF.	Fund wider benefit growth costs Loans → depreciation reserves → targeted / general rates → user fees → IFF → asset sales.

10. below.

Table 3: Capital Expenditure Funding Framework-preferred funding hierarchy by capital expenditure type.

Funding pathway	New capital not growth related	Renewals	Growth-related capital
EXTERNAL FUNDING FIRST Preferred pathway.	Grants and external partners NZ Transport Agency Waka Kotahi grants → TECT grants → national / regional / subregional funding.	Third-party support NZ Transport Agency Waka Kotahi grants.	Growth supported externally NZ Transport Agency Waka Kotahi grants → national / regional / subregional funding/developers.
RESERVES AND GROWTH REVENUE Secondary pathway.	Use accumulated reserves Draw on reserves built up from prior years' revenue such as a funded risk reserve.	Use depreciation reserves While depreciation reserves have available funds, use these reserves to fund renewals.	Use growth revenue Development / financial contributions → accumulated reserves.
DEBT, RATES AND USER CHARGES Fallback pathway.	Borrow and recover costs Loans funded by rates, user fees, activity surpluses, asset sales or other funding such as Infrastructure Funding and Financing (IFF).	Borrow for intergenerational equity Loans → asset sales → IFF.	Fund wider benefit growth costs Loans → depreciation reserves → targeted / general rates → user fees → IFF → asset sales.

Reading the hierarchy: preference 1 sources are prioritised before preference 2; rates and debt are applied last.

Next steps

Step two might include considering the following:

- Does the outcome from step one support the strategic direction and priorities or initiatives of Council including Council's obligations relating to core services.
- Are there any legal or other constraints
- What are the affordability implications for ratepayers, including households on fixed or lower incomes?
- Would the funding approach create barriers to accessing services?
- Are there any implications for particular communities or cultural groups?
- What are the size and materiality of any shifts in funding and how do these affect the community?
- Is the mix of funding sources sustainable in the long-term?
- What are the current and projected future economic conditions?

In determining the appropriate mix of funding sources, Council will consider the matters identified in section 101(3) of the Act, together with affordability, value for money, long-term sustainability, and the cost-effective delivery of infrastructure, public services and regulatory function.

Table 4: Funding Needs Analysis by Activity - Operating Expenditure

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies , grants, etc	Overhead s	
Roading and Transportation												
Transportation	Provides and maintains Tauranga's transport network, improves road safety, manages parking, and supports access to a range of transport modes for the movement of people and goods. Supports network resilience and responds to the impacts of growth and development.	Tauranga Tātai Whenua A well planned city that is easy to move around; Tauranga a te kura A city that supports business and education.	The community as a whole benefits from access to the transport network, parking, and the movement of people and goods. Businesses and industry benefit from the movement of freight and employees. Road users benefit from road access and convenient parking. Other beneficiaries include cyclists, developers, public transport users and providers, and users of the road corridor.	Benefit is expected to arise in the year funding is sourced. Benefits from economic activity and commercial and industrial activity are short to long term, benefitting future generations.	All road and road corridor users create the need for this activity. Heavy vehicle users, commercial and industrial users, and utility providers increase costs through their use of the transport network. Congestion on roads and in parking areas can create the need for additional investment. Other users of the road corridor include pedestrians and cyclists.	There are no transparency benefits to funding the community portion of this activity separately to general rates. Identifying separate fees and charges for parking, corridor use and infringements assists in the accountability and transparency of Council's expenditure on this activity. Targeted rates may also be used where there is a direct relationship between beneficiaries and expenditure.	LOW	HIGH	LOW	LOW	UNLIKELY	General rates recognise the broad community benefits of a safe and efficient transport network, including supporting efficient transport and parking management. While all users benefit, some users, including heavy vehicles, commercial and industrial properties, and utility providers, may contribute greater costs to, and receive greater benefits from, the transport network. Differential or targeted rates may therefore support a fair and equitable allocation of costs. Parking management is funded through user charges to reflect the direct benefits received by users, while targeted rates may be used to fund specific transport infrastructure or resilience projects.
Airport	Provides a facility for air transport services to connect Tauranga with the rest of the country and the world.	Tauranga a te kura A city that supports business and education Tauranga Tātai Whenua A well planned city that is easy to move around.	Users of the airport, lessees of Airport land, business community, recreational aviators, commercial aviation industry, taxi and rental car operators.	Benefit is expected to arise in the year funding is sourced. Economic, connectivity and aviation training benefits may continue in the short to long term.	Individuals using the airport as passengers, to transport goods and for aviation education. Those who lease Airport land to operate their businesses.	Identifying separate fees, charges and lease revenue assists in the accountability and transparency of Council's expenditure on this activity and reflects the direct benefits received by airport users and tenants.	HIGH	UNLIKELY	UNLIKELY	LOW	UNLIKELY	Fees and charges recognise that the benefits of the airport activity occur to individual users of the airport, lessees of land. These are well established methods for charging airport users. A small portion of interest revenue contributes to the funding of this activity.
Community and Recreational Facilities												
Museum and Arts	Provides opportunities for the community to engage with Tauranga's heritage, arts and culture through Tauranga Museum (opening in 2028), museum education and outreach programmes, public art, and the management of museum and civic art collections. The activity also supports cultural and educational programmes that strengthen learning and community connections.	Tauranga Matarauui An inclusive city Tauranga a te kura A city that supports business and education Tauranga a te ihi A vibrant city that embraces events.	The community benefits from access to cultural and heritage facilities, museum programmes, public art and collections. Museum visitors, educational users, artists and the creative sector also benefit through exhibitions, learning opportunities, collection access and public programmes.	Benefit is expected to arise in the year funding is sourced. Longer-term benefits include increased cultural understanding, preservation of heritage, stronger community identity, support for the creative sector and a vibrant city where people want to live, work and visit.	Community interest in preserving and celebrating Tauranga's heritage, arts and culture create demand for museum facilities, cultural programmes, collections management and public art. Residents, visitors, schools, community groups, artists and the creative sector all contribute to this demand. Population growth is expected to increase demand for these services over time.	There are no transparency benefits to funding the community portion of this activity separately to general rates. Limited user charges may apply where there is a direct and identifiable benefit.	LOW	HIGH	UNLIKELY	LOW	UNLIKELY	This activity provides a high level of public benefit through access to cultural, heritage, arts and educational services. The benefits are widely shared across the community and cannot readily be attributed to individual users. General rates are therefore the most appropriate funding source, and the costs of funding the activity separately would outweigh any transparency benefits.

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
Baycourt	Provides performing arts, community, conference and event facilities through Baycourt Community & Arts Centre and The Cargo Shed. Supports arts, culture, entertainment, education and community events.	Tauranga Mātauranga An inclusive city Tauranga a te kura A city that supports business and education. Tauranga a te ihi A vibrant city that embraces events.	Event organisers, attendees, performers, artists, creative organisations, community groups, businesses, hospitality and accommodation sectors, and the wider community.	Benefit is expected to arise in the year funding is sourced, with longer-term social, cultural and economic benefits arising over time.	Venue hirers, event organisers, attendees, performers and creative organisations that directly use the venue and services.	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges assist in the accountability and transparency of Council's expenditure where venue hirers and event organisers receive a direct benefit.	LOW	HIGH	UNLIKELY	LOW	UNLIKELY	General rates recognise the substantial community benefits of arts, culture, community connection and city activation. Fees and charges recognise the direct benefits received by venue hirers, event organisers and attendees through venue hire, ticketing and support services. External funding, including sponsorship, grants, donations and philanthropic contributions, may support specific projects and programmes but is not a reliable source of ongoing funding.
The Historic Village	Manages and operates The Historic Village as a community, heritage and visitor destination, providing heritage buildings, public spaces, events, markets, tenancies and community facilities.	Tauranga Mātauranga An inclusive city Tauranga a te kura A city that supports business and education. Tauranga a te ihi A vibrant city that embraces events.	Community organisations, visitors, event organisers, tenants, local businesses, artists, cultural groups, social enterprises and the wider community.	Benefit is expected to arise in the year funding is sourced, with long-term benefits through heritage preservation and community development.	Commercial tenants, event organisers, venue hirers, visitors and community organisations using facilities and services.	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges, venue hire fees and lease revenue assist in the accountability and transparency of Council's expenditure where direct beneficiaries can be identified.	LOW	HIGH	UNLIKELY	LOW	LOW	General rates recognise the community benefits arising from heritage preservation, community facilities, public spaces, events and cultural activation. Fees, venue hire charges and commercial leases recognise the direct benefits received by users and tenants. External funding, including sponsorship, government heritage and tourism funding, charitable and gaming trusts, donations, fundraising and partnership funding, may support specific projects but cannot be relied on for core activity funding.
Libraries & Community Hubs	Provide places for community connection, learning, access to information and council services. They support literacy, lifelong learning, digital inclusion, cultural identity and heritage preservation, while providing programmes, events and community spaces that help meet social and community needs.	Tauranga Mātauranga An inclusive city Tauranga Tātai Whenua A well planned city that is easy to move around; Tauranga a te kura A city that supports business and education.	Library members, community hub users, educational organisations and residents benefit from access to library resources, facilities and services. The wider community benefits through improved access to information, learning, community connection and cultural enrichment.	Benefit is expected to arise in the year funding is sourced. Educational and community belonging benefits are short to long term, benefitting future generations.	Community expectations for access to information, learning opportunities, community spaces, digital services and Council services create demand for this activity. Residents, visitors, community groups, educational organisations and businesses contribute to the use of library resources, programmes, events and community hub facilities. Population growth and changing technology are expected to increase demand over time.	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges assist in the fair and equitable recovery of Council's expenditure where there is a direct and identifiable benefit.	LOW	HIGH	UNLIKELY	POTENTIAL	UNLIKELY	User charges recognise the direct and identifiable benefits received by library users. Extensive user charging would reduce accessibility and undermine the broad community benefits provided by libraries and community hubs. General rates recognise the significant public benefits of improved access to information, learning, community connection and cultural preservation. External funding may be available from time to time to support specific activities and projects.
Cemeteries	The provision of cemetery and cremation services, a place to preserve history of the deceased and a place for remembrance and connection.	Tauranga Tātai Whenua A well planned city that is easy to move around; Tauranga Mātauranga An inclusive city.	Those using the services of the cemetery and crematorium. The Community also benefit through the protection of public health and the maintenance of cemeteries and	Benefit is expected to arise in the year funding is sourced. Some benefits continue into the future, including those	The need for this activity arises from the community's requirement for burial, cremation and memorial services. Legislative requirements under the Burial and Cremation Act also	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity, as there is a direct and identifiable benefit to individuals and families using cemetery and cremation services.	HIGH	LOW	UNLIKELY	UNLIKELY	UNLIKELY	User charges recognise the direct and identifiable benefits received by individuals and families using cemetery and cremation services. Fees and charges are applied to services such as burials, cremations, memorials and the use of cemetery facilities.

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
			cemetery records for future generations to locate their ancestors' burial plots or sites.	for future generations.	create a need for Council to provide and manage cemetery services. Population growth may increase future demand for cemetery and cremation facilities.							
Governance, Planning and Performance												
City Planning and Growth	Promotes the sustainable management of Tauranga's natural and physical resources through strategic land use, growth, infrastructure and transport planning. Supports coordinated growth, environmental protection and future infrastructure provision.	Tauranga Taurikura A city that values, protects and enhances our environment; Tauranga Tātai Whenua A well planned city that is easy to move around Tauranga a te kura A city that supports business and education.	Council, residents and homeowners, the community as a whole, developers, and the development industry.	Benefits arise both in the year funding is sourced and over the long term. Long-term benefits include managing growth, protecting environmental values, and planning infrastructure for current and future generations.	The actions of individuals and businesses that are planning, facilitating, or attracting growth to the city create demand for this activity. Government policy changes and growth-related planning requirements can also increase costs and demand for services.	There are no transparency benefits to funding the community portion of this activity separately from general rates, as the benefits are broadly shared across the community. Identifying separate user charges assists in the accountability and transparency of Council's expenditure where direct beneficiaries can be identified. User charges also support appropriate cost sharing for services such as private plan changes and other development-related planning processes.	LOW	HIGH	UNLIKELY	UNLIKELY	UNLIKELY	Fees and charges recognise the direct benefits received by people or organisations instigating private plan changes and other growth-related planning processes. General rates recognise the whole-of-community benefits of a well-planned city, managed growth, environmental protection and planned infrastructure. The costs of this activity can be spread across the city because the benefits are widely shared.
Support Services Activities include: Democracy Services, Customer Services, Communications, Te Pou Takawaenga Māori Unit, Finance, Legal Risk and Procurement, Commercial, Digital Services, Strategy and Corporate Planning.	Provides governance, strategic planning, financial management, communications and engagement, programme governance and assurance, legal and risk management, procurement, workforce support, organisational capability, digital services and information management. These activities support effective governance, decision-making, regulatory compliance and the efficient delivery of Council services and infrastructure.	Supports all community outcomes through enabling democratic decision-making, effective governance, strategic planning, financial sustainability, organisational capability and the delivery of Council services and infrastructure.	Council, elected members, staff, Council-controlled organisations, contractors and the wider community benefit from effective governance, financial management, strategic planning, risk management, digital services, community engagement and organisational support that enables the delivery of Council services.	Benefits are generally realised in the year funding is sourced, with longer-term benefits arising through improved organisational performance, resilience and community outcomes.	The need for these activities is driven by legislative and regulatory requirements, democratic governance, organisational operations, growth, increasing service delivery complexity, technology and cyber security requirements, and community expectations regarding transparency, accountability and engagement.	There are no transparency benefits to funding the community portion of this activity separately to general rates. General rates and internal cost allocations are the most practical and efficient funding mechanisms for these organisation-wide support services.	LOW	LOW	LOW	LOW	HIGH	Operating costs are allocated as overheads across Council activities where appropriate, helping to ensure costs are attributed to the services that benefit from these support functions and promoting accountability and transparency. Limited fees and charges may be appropriate where there is a direct and identifiable benefit to an individual or organisation, such as requests for information, training services or shared service arrangements. There is potential for external funding to be available from time to time, including contributions from other organisations, government-funded programmes, election cost recoveries, cadetship funding and shared service arrangements. However, these are not considered a primary funding source for the activity.

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies , grants, etc	Overhead s	
Parks and Reserves												
Marine Facilities	Provides recreational and commercial marine facilities, including wharves, pontoons, boat ramps and marine land leases. Supports recreational boating, fishing, tourism and commercial marine activities.	Tauranga Mataaraunui An inclusive city Tauranga Taurikura A city that values, protects and enhances our environment Tauranga a te kura A city that supports business and education.	The community as a whole benefits from access to marine facilities, recreational opportunities and marine-related economic activity. Commercial and recreational wharf users, Boat Park users, Tauranga Marina and its users benefit from berthing, storage, parking and access to marine facilities.	Benefit is expected to arise in the year funding is sourced. Recreational, social and economic benefits may continue in the short to long term.	Commercial and recreational wharf users, Boat Park users and marina users create the need for this activity. Users who abandon vessels or other property attached to Council facilities can increase costs.	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges assist in the accountability and transparency of Council's expenditure where direct beneficiaries can be identified.	LOW	HIGH	UNLIKELY	POTENTIAL	UNLIKELY	User charges recognise that the need for this activity is created by commercial and recreational users. Benefits received include vessel berthing, recreation opportunities, convenient parking, boat storage, and access to marine facilities. Businesses benefit from convenient locations for commercial marine activities, including cruises and boat tours. General rates recognise the public availability of marine facilities for community use, as well as the wider social and economic benefits of marine activities.
Spaces and Places	Provides and maintains a network of reserves, open spaces and community facilities that support recreation, sport, play, community connection, environmental enhancement and community needs.	Tauranga Mataaraunui An inclusive city Tauranga Tātai Whenua A well planned city that is easy to move around.	Users of facilities and spaces, and the wider community through access to recreation and community facilities. Businesses benefit from commercial use of spaces, while visitors benefit from access to facilities, open spaces and parking.	Benefit is expected to arise in the year funding is sourced. Recreational, environmental and community benefits may continue in the short to long term.	Individuals and groups requiring spaces and facilities for recreation, sport and community activities create the need for this activity. High performance sports users may require a higher level of service. Businesses, community groups and visitors using spaces and facilities also contribute to demand for this activity.	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges and targeted rates assist in the accountability and transparency of Council's expenditure where direct beneficiaries or specific communities of benefit can be identified.	LOW	HIGH	LOW	LOW	UNLIKELY	User charges recognise that the need for this activity arises from individuals and groups using the spaces and places for both recreation and commercial activity. Paying users have the use of spaces and places to the exclusion of others. Targeted rates acknowledge the higher level of service for some areas and can also ring fence revenue for investment on particular amenities over time General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the social, physical, and mental benefits of passive and active recreation.
City Operations	Maintains and cares for Council-owned assets, parks, reserves, facilities and public spaces to ensure they are safe, clean, accessible and well maintained for the community.	Tauranga Mataaraunui An inclusive city; Tauranga A vibrant city that embraces events Tauranga Taurikura A city that values, protects and enhances our environment.	The community as a whole, businesses, community groups, not-for-profit organisations, tourists and visitors benefit from safe, attractive and well-maintained public spaces, facilities and amenities.	The benefit is expected to arise in the year the funding is sourced. Benefits relating to asset preservation, environmental enhancement, and community needs are expected to continue over the short, medium, and long term.	The community, tourists and visitors create the need for this activity. The frequency and type of use, including sport and recreation activities, can increase maintenance and renewal requirements. Events may increase maintenance and servicing requirements.	There are no transparency benefits to funding this activity separately from general rates. The benefits are broadly shared across the community and opportunities for separate cost recovery are limited.	LOW	HIGH	UNLIKELY	LOW	UNLIKELY	General rates recognise that the benefits of City Operations are broadly shared across the community through safe, attractive and well-maintained public spaces, facilities and amenities.
Beachside	Provides accommodation and an onsite visitor information centre at the base of Mauao. Encourages tourism and a social atmosphere in the Mount North area.	Tauranga a te kura A city that supports business and education.	Visitors benefit from use of the facility; businesses benefit from visitor spending and information services. The wider community also benefits from economic activity.	Occurs in the year funding is sourced.	People requiring accommodation and visitor support create the need for this activity. The actions of individuals and business attracting visitors to the city have an	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity and reflects the direct benefits received by users of the accommodation and visitor services.	HIGH	UNLIKELY	UNLIKELY	LOW	UNLIKELY	User charges recognise that the need for this activity is from people who require accommodation and visitor information services, and they are largely the ones who benefit. External funds are available from time to time such as the Tourism Infrastructure Fund.

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							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
					impact on this activity.							
Waste Management and Minimisation												
Solid Waste	Delivers kerbside collection and public waste services and facilities, enables waste minimisation and diversion from landfill, manages waste assets including closed landfills, and develops and implements relevant bylaws and programmes to protect public and environmental health.	Tauranga Taurikura A city that values, protects and enhances our environment.	Households receiving kerbside services, transfer station users, businesses, organisations, Western Bay of Plenty communities, contractors, the wider community and future generations benefit from improved waste services, waste minimisation, environmental protection and reduced long-term waste management costs.	Benefits arise in the year funding is sourced with some benefits extending into the future through waste minimisation, environmental protection, management of legacy assets, and reduced future landfill and disposal costs.	The actions of individuals and groups create the need for this activity through waste generation. Large waste generators, such as industry, commercial operators, and the construction and demolition sector, increase demand for this activity. The actions of individuals and businesses influence the volume of waste requiring management and minimisation.	User charges support accountability and transparency where users can be identified. Targeted rates recognise direct benefits from kerbside collection services. General rates support wider community benefits, while waste levy funding contributes to waste minimisation initiatives.	LOW	MEDIUM	MEDIUM	LOW	UNLIKELY	Waste management and minimisation provides both direct user benefits and wider community benefits. User fees and charges and targeted rates are appropriate where services are provided directly to identifiable users. General rates recognise the broader benefits of waste minimisation, environmental protection, public health outcomes and management of legacy waste assets. Waste levy funding supports waste minimisation activities that reduce future system costs. A mixed funding approach promotes fairness, transparency and efficient cost recovery.
Other												
Community Development Funding Services and City Partnerships	Empowers communities to actively participate, make decisions and work towards self-reliance. Supports community needs, resilience, inclusion, safety, social cohesion and connectedness. Invests in community organisations, community-led initiatives, and partnerships that strengthen communities and support vibrant, safe and inclusive centres.	Tauranga Matarauui An inclusive city Tauranga a te kura A city that supports business and education.	Community organisations, charitable trusts, community members, businesses, Mainstreet organisations, vulnerable individuals, visitors, Tauranga City Council, and the wider community.	Benefit is expected to arise in the year funding is sourced. Some benefits are short to long term, including stronger community resilience, participation, connectedness and social outcomes.	Community organisations, Mainstreet organisations, businesses and communities requiring funding, advocacy, collaboration, community safety and partnership support create the need for this activity. Demand for improved participation, inclusion, safety, housing support and social cohesion also increases demand for services.	There are no transparency benefits to funding the community portion of this activity separately to general rates. Mainstreet targeted rates provide accountability and transparency where there is a direct relationship between beneficiaries and services delivered.	UNLIKELY	HIGH	LOW	LOW	UNLIKELY	General rates are the appropriate funding source as they are easy to administer and recognise the broad community benefits of community development, community funding and city partnerships. Mainstreet targeted rates recognise the direct benefits received by businesses within Mainstreet areas. External funding may be available from government agencies, philanthropic trusts and other funding partners.
Events	Events deliver broad social, cultural and economic benefits. They activate spaces and places, celebrate local identity and culture, enhance community pride and connection, support participation and inclusion, attract visitors, stimulate economic activity, and strengthen Tauranga's reputation as a place to live, visit and invest.	Tauranga a te ihi A vibrant city that embraces events Tauranga Matarauui An inclusive city Tauranga a te kura A city that supports business and education.	The community as a whole, event organisers, event attendees and participants, mana whenua, businesses and industry suppliers, not-for-profit and community groups, tourism operators, recipients of event funding, and key city stakeholders.	Benefit is expected to arise in the year funding is sourced. Social, cultural, community and economic benefits may continue in the short to long term, including benefits for future residents, businesses and visitors.	Community expectations for a vibrant city, together with demand from event organisers, community groups, businesses, cultural organisations and sports clubs, creates demand for this activity. Population growth and visitor demand are expected to increase the need for event support,	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges assist in the accountability and transparency of Council's expenditure where event organisers receive a direct and identifiable benefit from Council services and facilities.	LOW	HIGH	LOW	LOW	UNLIKELY	The use of the general rate to fund Events recognises the benefits to the whole community. Fees and charges recognise the immediate benefit to event organisers accessing Council event services and approvals. External funding is available for some events through sponsorship, grants and other funding organisations. Other funding may be available from time to time.

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							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
	Council also provides an important public safety, coordination and regulatory function to support safe and well-managed events.				coordination and approvals over time.							
Economic Development	Economic development facilitates economic growth, business development, skills and employment opportunities, visitor attraction and investment, helping to create a competitive, resilient and sustainable local economy.	Tauranga a te kura A city that supports business and education Tauranga Matarauui An inclusive city.	Businesses, visitors, investors, educational institutions, and the community as a whole from the efforts to grow the economy.	Benefit is expected to arise in the year funding is sourced. Economic and education benefits are short to long term, benefitting future generations.	The actions of individuals, businesses, investors, visitors and educational institutions influence demand for this activity. Economic growth, investment and development opportunities increase the need for economic development initiatives and support.	Targeted rates provide accountability and transparency by funding those who receive the most direct and identifiable benefits from economic development activities.	UNLIKELY	UNLIKELY	HIGH	LOW	UNLIKELY	A targeted rate acknowledges that businesses receive a significant share of the direct benefits from economic development activities. The wider community also benefits through increased employment opportunities, economic resilience and sustainable growth.
Adaptation and Emergency Management												
Emergency Management	Reduces risks from natural and human-made hazards through emergency preparedness, resilience building, response and recovery activities. Supports communities, businesses and partner agencies to better prepare for, respond to and recover from emergencies.	Tauranga Taurikura A city that values, protects and enhances our environment Tauranga Matarauui An inclusive city.	The wider community, businesses, partner agencies and stakeholders (including NZ Police, Fire and Emergency NZ and community organisations), and Tauranga City Council benefit from improved resilience, preparedness, emergency response capability and recovery planning.	Benefit is expected to arise in the year funding is sourced. Emergency management activities provide short to long-term benefits through more resilient communities and businesses.	The actions of all individuals and groups create a need for this activity. Population growth, development, changing risks and legislative requirements influence demand for emergency management services.	There are no transparency benefits to funding the community portion of this activity separately to general rates. A targeted rate may be used where Council considers a separate funding mechanism would improve transparency and accountability for resilience initiatives.	UNLIKELY	HIGH	LOW	POTENTIAL	UNLIKELY	The use of the general rate recognises that the whole community benefits from emergency preparedness, resilience, response and recovery activities. A targeted resilience rate provides accountability for funding resilience initiatives that help make the city more resilient to natural hazards, emergencies and climate change. External funding may be available for specific resilience and emergency management projects.
Climate and Resilience	Supports a low-emissions and climate-resilience Tauranga through adaptation and resilience planning, provision of natural hazard and climate risk information, emissions reduction initiatives, community and mana whenua engagement, and integration of climate considerations into Council decision-making, infrastructure planning, and service delivery.	Tauranga Taurikura A city that values, protects and enhances our environment Tauranga Tātai Whenua A well planned city that is easy to move around Tauranga Matarauui An inclusive city.	The community, future residents and ratepayers, mana whenua, residents in high risk areas, businesses, infrastructure providers, developers and Council activities benefit from reduced climate risk, improved resilience, lower emissions, better-informed decisions, and enhanced preparedness for climate change and natural hazards. Future generations benefit through avoided costs, protection of assets and infrastructure,	Benefits arise immediately through access to climate information and informed decision-making. Significant benefits accrue over the medium to long term through reduced exposure to climate and natural hazard risks, avoided future costs, lower emissions, improved infrastructure	The need arises from impacts of climate change, natural hazards, population growth, development pressures, community expectations, national climate policy requirements, and the need to improve the city's resilience. Some specific work programmes are triggered by development activity, infrastructure investment decisions or the need to support	There are no transparency benefits to funding the community portion of this activity separately to general rates. User charges may be appropriate where climate and resilience advice is provided directly to development or growth-related activities. A targeted rate could be considered in the future where Council establishes specific resilience or adaptation programmes that provide identifiable benefits or require dedicated investment. External funding opportunities may be available for specific climate action,	LOW	HIGH	LOW	LOW	UNLIKELY	General rates are the most appropriate funding source because the activity delivers broad public, strategic and intergenerational benefits. Climate change, natural hazards and resilience affect the whole city, and the benefits of improved adaptation planning, emissions reduction, risk-informed decision-making, community preparedness and resilient infrastructure are widely shared across current and future residents, businesses and ratepayers. Limited fees and charges may be applied where growth or development creates additional costs. External funding may contribute to specific programmes and projects. Examples include government resilience funding, research partnerships, philanthropic grants, climate-related lending products, and co-funding from other agencies. While these funding sources can support delivery, they are

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
			and a more sustainable and resilient city.	resilience, and strengthened community preparedness and adaptation capacity.	adaptation in high-risk areas.	adaptation, resilience and community engagement initiatives.						generally time-limited, project-specific and cannot be relied upon as a primary ongoing funding source.
Public Regulatory Services												
Animal Services	Promotes responsible animal ownership and helps create an environment where people and animals can interact safely. Protects public safety, minimises animal nuisance, and supports environmental and ecological outcomes.	Tauranga Mataraunui - An inclusive city Tauranga Taurikura A city that values, protects and enhances our environment.	Dog owners and owners of other animals, such as poultry and bees. Schools and workplaces receiving animal safety education. The community as a whole benefits from an environment free from animal nuisance and from protection against dangerous animals.	Benefit is expected to arise in the year funding is sourced. Public safety, education and responsible animal ownership benefits may continue in the short to long term.	The actions of most individuals and groups have a minor impact on this activity. Owners and keepers of animals create the need for this activity. People who allow animals to roam, breach the Keeping of Animals Bylaw, or create animal nuisance increase demand for monitoring, education and enforcement services.	Identifying separate fees and charges for dog registration assists in the accountability and transparency of Council's expenditure on the dog control component of this activity. There are no transparency benefits to funding the wider public benefit component separately from general rates.	HIGH	LOW	UNLIKELY	POTENTIAL	UNLIKELY	User charges recognise that dog owners create the need for this activity, and irresponsible ownership behaviours result in infringements. General rates are the appropriate funding source for the public safety, protection from nuisance reduction, and protection of wildlife and the environment There is external funding available from time to time depending on national direction and strategies, e.g. dog neutering campaigns.
Building Services	Provides services to ensure buildings are safe and compliant through building consents, inspections, technical advice, compliance investigations, and swimming pool barrier inspections. The activity also supports quality building design and development across the city.	Tauranga Tātai Whenua A well planned city that is easy to move around. Tauranga Taurikura A city that values, protects and enhances our environment Tauranga Mataraunui An inclusive city.	Building consent applicants, owners, future owners, commercial owners benefit from safe and sanitary buildings. The community benefit from assured safety of buildings, (public and private), fenced swimming pools.	Benefits are primarily realised in the year funding is sourced through safer buildings, improved compliance and public safety. Long-term benefits include healthier buildings, protected property values and improved environmental outcomes for current and future owners.	The need for this activity arises largely from building owners and developers undertaking building work, and property owners requiring swimming pool barrier inspections to meet legislative requirements.	Separate user-pays funding supports the accountability and transparency of Council's expenditure on this activity. Targeted rates for swimming pool inspections promote fairness and are simple to administer. There are no transparency benefits to funding the wider public benefit component separately from general rates.	HIGH	LOW	LOW	LOW	UNLIKELY	User charges recognise that the need for building services is created by people carrying out building work, and it being required to be certified legally compliant. A targeted rate for private swimming pool inspections recognises the benefits owners receive by having safely fenced pools. General rates are an appropriate funding source for the community to recognise the benefits of undertaking compliance functions associated with safe and sanitary buildings. It also covers compliance matters relating to Pools, Building Warrant of Fitness processes and public access to making queries and complaints. Subsidies for building consents relating to the installation of solar panels are completely funded by general rates, given the environmental benefit.
Environmental Planning	Enables sustainable growth and development throughout the city and ensures that infrastructure associated with subdivision and land development is designed and constructed to appropriate standards. It also supports appropriate land use, environmental protection, and	Tauranga Tātai Whenua A well planned city that is easy to move around. Tauranga a te kura A city that supports business and education.	Individuals who apply for resource consents and use the other services of this activity such as accessing information relating to planning issues. Affected parties benefit from having views considered in relation to land use and subdivision activities. The whole community benefits	Benefit is expected to arise in the year funding is sourced. Longer term sustainable growth and protection of amenity benefits future generations.	The actions of most individuals and groups have a minor impact on this activity. People undertaking land use, subdivision and development activities create the need for this activity. The actions of developers and those carrying out activities requiring resource consent increase demand for	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity. There are no transparency benefits to funding the community portion of this activity separately to general rates.	MEDIUM	MEDIUM	UNLIKELY	UNLIKELY	UNLIKELY	User charges recognise that the need for this activity largely arises from those undertaking activities requiring resource consents and related planning services. General rates recognise the wider community benefits of sustainable growth, protection of amenity, and ensuring that adverse effects of development are appropriately managed.

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overhead \$	
	compliance with planning requirements.		from sustainable growth, protection of amenity.		planning, monitoring and compliance services.							
Environmental Health and Licensing	Protects public health through education, registration, licensing and monitoring of food, health and alcohol-related businesses, and by addressing public health risks and nuisances. Supports compliance and reduces alcohol related harm.	Tauranga Matarauui An inclusive city Tauranga a te kura A city that supports business and education Tauranga a te ihi A vibrant city that embraces events.	The community as a whole benefits from improved public health, reduced nuisances and reduced alcohol related harm. Businesses benefit from registration, licensing, compliance support, education, and public confidence in licensed and registered premises.	Benefit is expected to arise in the year funding is sourced. Long term public health and education benefits future generations.	The actions of most individuals and groups have a minor impact on this activity. Premises requiring registration, licensing and monitoring create the need for this activity. The actions of businesses requiring registration and licensing, and those who breach regulatory requirements, have an impact on this activity.	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity. There are no transparency benefits to funding the community portion of this activity separately to general rates.	MEDIUM	MEDIUM	UNLIKELY	UNLIKELY	UNLIKELY	User charges recognise that the need for this activity largely arises from businesses requiring registration, licensing, monitoring and compliance services. General rates recognise the wider community benefits of protecting public health, reducing alcohol-related harm, and ensuring food and health-related businesses operate safely and hygienically.
Regulation Monitoring	Ensures and encourages compliance with the city's bylaws and land transport legislation. Protects public health and safety, reduces nuisance and offensive behaviour, supports road safety, and helps ensure the efficient use of public spaces and transport networks.	Tauranga Matarauui An inclusive city Tauranga a te kura A city that supports business and education Tauranga a te ihi A vibrant city that embraces events Tauranga Tātai Whenua A well planned city that is easy to move around.	The whole community benefits from the efficient monitoring of bylaws, some groups benefit from specific bylaw monitoring relevant to their business, activities, or personal circumstance.	Benefit is expected to arise in the year funding is sourced. Enforcement and education activities provide immediate benefits, while improved compliance, safety and protection of public spaces provide ongoing benefits.	The actions of most individuals and groups have an impact on this activity. People who do not comply with rules create a need for monitoring and enforcement activities. Changes in legislation and increasing demand on public spaces and transport networks can also increase the need for this activity.	There are no transparency benefits to funding the community portion of this activity separately to general rates. Identifying separate user charges and infringement revenue assists in the accountability and transparency of Council's expenditure on this activity.	MEDIUM	MEDIUM	UNLIKELY	LOW	UNLIKELY	User charges and infringements recover costs from those using the services and breaching the bylaws. General rates recognise the community-wide benefits of monitoring and enforcing bylaws, improving safety, reducing nuisance, protecting public spaces, and supporting efficient transport and parking management. No subsidies or grants are currently available, although funding opportunities may become available in the future.
Regulatory Services	Supports safe, compliant and sustainable development through specialist engineering advice, land information services, infrastructure standards, development approvals, inspections and account management services. The activity helps ensure developments meet Council standards, legislative requirements and industry best practice.	Tauranga Tātai Whenua A well-planned city that is easy to move around Tauranga a te kura A city that supports business and education.	The community as a whole, property owners and future property owners, developers and subdivision applicants, building consent applicants, the construction and development industry, Council departments and account management customers.	Benefit is expected to arise in the year funding is sourced. Safe development, quality infrastructure and informed planning decisions provide short to long-term benefits.	The actions of most individuals and groups have a minor impact on this activity. Developers, property owners and applicants requiring engineering assessments, land information and regulatory services create the need for this activity. Complex developments, incomplete applications and legislative requirements can increase demand for services.	Identifying separate user fees and charges assists in the accountability and transparency of Council's expenditure on this activity. There are no transparency benefits to funding the wider community benefit component separately from general rates.	HIGH	LOW	UNLIKELY	UNLIKELY	LOW	User charges recognise that many services provide direct benefits to identifiable users, including developers, property owners, consent applicants and account management customers. General rates recognise the wider community benefits of safe development, resilient infrastructure and informed planning decisions. A mixed funding approach provides an equitable and efficient method of funding the activity.