Current and proposed Funding Needs Analysis

LTP Activity Group: Community Service & Facilities

LTP Activity: Community Partnerships and Grants

The purpose of this activity is to build thriving, safe and resilient communities across Queenstown Lakes by strengthening partnerships, supporting community-led initiatives and administering grants and community investment that lift social, cultural and community wellbeing. It also delivers events, welcoming and creativity/culture/heritage programmes, and a responsible camping programme that manages visitor impacts on the community and environment; together working toward sustainable, intergenerational wellbeing outcomes.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanism**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
Community Partnerships and Grants	Low	Low	Low	Low	0%	0%	100%	0%	The activity delivers community-wide wellbeing and resilience benefits, making general-rate funding appropriate	**Operational** General Rate, Crown Grants **Capital** Grants, reserves, borrowing, or external funding

LTP Activity: Sport, Recreation, & Community Facilities

The purpose of this activity is to help provide community halls, indoor aquatic and swimming facilities, and other multi-use sport and recreation venues across the district; including the Queenstown Events Centre, Wānaka Recreation Centre, Alpine Aqualand, the new Wānaka Aquatic Centre, Arrowtown Pool, and community venues such as Lake Wānaka Centre, Memorial Hall, Lake Hayes Pavilion and Arrowtown Hall. This assessment identifies the operating and capital funding needed to keep these facilities safe, accessible and fit for purpose while responding to population growth, rising costs and planned developments at the Queenstown Events Centre, Wānaka Recreation Centre and Ballantyne Road.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanism**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
Sport, Rec, Community Facilities	High	High	Low	Med	70%	0%	30%	0%	Fees reflect direct user benefit, while general rates maintain affordability and access to facilities with wider community wellbeing benefits	**Operational** Fees & Charges 25-50% General Rate 50-75% **Capital** DCs, Borrowings, Grants

LTP Activity: Libraries

The purpose of this activity is to meet the information, cultural, educational and recreational needs of our users in a timely, convenient and cost-effective manner, supporting equitable and inclusive access to professionally curated information, Mātauranga Māori, recreational and cultural resources. This is delivered through eight QLDC libraries — Arrowtown, Frankton, Glenorchy, Hāwea, Kingston, Makarora, Queenstown and Wānaka — and shared access to Central Otago libraries, offering collections in all formats, digital and online resources, community hubs, and literacy and learning programmes that strengthen wellbeing, education and community cohesion.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanism**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
									Libraries provide direct benefit to users while supporting broader	**Operational** Fees & Charges 2-5% General Rate 95-98%

Libraries	Med	Low	Low	Low	65%	0%	35%	0%	community access, learning and wellbeing.	**Capital** DCs, Borrowing, Reserves/Depreciation funding, Grants

LTP Activity: Parks & Reserves

The purpose of this activity is to provide affordable, accessible and well-maintained parks, reserves, trails, playgrounds, public toilets and cemeteries throughout the district — protecting the public environment and supporting the recreation, amenity and cultural needs of locals and visitors.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Fees reflect direct use of parks and facilities, while general rates recognise broader community and visitor benefits.	**Operational** Fees & Charges 20-30% General Rate 70-80% Leases
Parks and Reserves	Low	Med	Low	Low	20-60%	0%	40-80%	0%		**Capital** DCs, Borrowing, Reserves/Depreciation Funding, Grants

LTP Activity Group: Environmental Management

LTP Activity: Strategic Growth, Spatial Plans, and District Plan Planning and Policy

This activity provides the statutory tool for what, when and how development can occur across the District. The objectives of the District Plan are set out in the Resource Management Act: "The establishment, implementation and review of the objectives, policies and methods of achieving integrated management of the effects of the use, development or management of land and associated natural and physical resources of the district."

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Planning policy provides district-wide benefits by guiding sustainable growth and managing land-use effects.	**Operational** Fees & Charges 1-5% General Rate 95-99%
Strategic growth, spatial plans, and district plan planning policy	Low	High	Med	Low	5-15%	0%	85-95%	0%		**Capital** N/A

LTP Activity: Resource Consents

This activity ensures well designed, safe, and sustainable development across the district by providing fair, timely and technically robust statutory approvals that protect community outcomes, infrastructure investment, and environment values. This includes all aspects of the resource consent process, including receiving and processing the applications, managing files, monitoring consents and responding to public enquiries.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Fees reflect direct applicant benefit, while general rates fund public enquiries, statutory obligations and wider planning outcomes.	**Operational** Fees & Charges 80% General Rate 20%
Resource Consents	Low	High	Med	Low	80%	0%	20%	0%		**Capital** N/A

LTP Activity: Resilience & Climate Action

This funding needs analysis assesses the resourcing required to deliver the Resilience & Climate Action activity including strategic leadership, cross-council coordination and partnership management that strengthen district resilience, reduce emissions, drive energy transition, protect biodiversity and embed climate adaptation into Council planning and investment.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanisms
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
Resilience	Med	Med	Low	Low	0%	0%	100%	0%	Resilience and climate action provide community-wide benefits by reducing risk and supporting long-term adaptation.	**Operational** General Rate 100% **Capital** Grants, Borrowing

LTP Activity Group: Infrastructure

LTP Activity: Transport

The transport activity provides and maintains the district's local road, footpath, cycleway and public transport infrastructure so people and goods can move safely and reliably, supporting economic productivity, community wellbeing and sustainable urban form.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanisms
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
Transport	Med	High	High	Low	30-40%	0%	20%	40-50%	Parking and transport costs are shared between direct users, network impact drivers and the wider community.	**Operational** **Parking** - Fees & Charges 100% **Roading** - Subsidies 45-55% General Rate 20% Targeted Rate 25-35% Reserves **Capital** NZTA / Petrol Tax, Reserves, Borrowing, DCs

LTP Activity: Waste Management

The purpose of this activity is to provide kerbside recycling and residual waste collection for residential properties in Queenstown, Arrowtown, Glenorchy, Kingston, Wānaka, Hāwea, Albert Town, Luggate and Makarora, together with facilities for recycling, hazardous waste and solid waste disposal; including one sanitary landfill, transfer stations in Queenstown and Wānaka, and the ongoing monitoring and rehabilitation of disused landfill sites at Hāwea, Tuckers Beach, Wānaka, Kingston, Glenorchy and Makarora.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanisms
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**		
Waste Management	High	Med	Med	Low	80%	0%	10%	10%	Development contributions cannot be used for this activity, so strong user fees are justified where construction waste drives costs	**Operational** **Non-Refuse -** Fees & Charges 70-80% General Rate 20-30% **Refuse -** Targeted Rate 100% **Capital** Borrowing, Grants, Fees & Charges, QAC Dividend

LTP Activity: Property

The purpose of this activity is to provide and manage fit-for-purpose property, land and waterways assets that meet the district's operational, administrative, regulatory, community and commercial needs, from vertical buildings and Council workplaces through to residential and commercial holdings, campgrounds, Wānaka Airport, forestry, rental and elderly person housing, and publicly accessible ramps, jetties and marinas. It seeks the maximum sustainable return and utilisation from these assets while keeping undeveloped land maintained at a minimum level until its final use is decided and excludes third-party or leased facilities such as yacht club structures and the Queenstown Main Town Pier.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanism**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Property costs reflect user benefit, while general rates support strategic property holdings and wider community outcomes	**Operational** Fees & Charges 25-35% General Rates 65-75% Waterways Concession Leases
Property	High	Low	Low	Low	80-90%	0%	10-20%	0%		**Capital** Borrowing, Reserves, Grants, Depreciation Funding

LTP Activity Group: Economic Development

LTP Activity: Economic Diversification

The purpose of this activity is to support locals to build a long-term future for themselves and their families in the district. Economic Futures helps by fostering a more productive, vibrant, and diversified local economy that provides meaningful work and healthy incomes.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Economic diversification benefits the wider business community and district economy, supporting a mix of commercial differential and general rate funding	**Operational** General Rate 45% Targeted Rate 55%
Economic Diversification	Low	Low	Low	Low	10%	45%	45%	0%		**Capital** N/A

LTP Activity: Events

The purpose of this activity is to encourage events that strengthen community wellbeing while being safe, well managed, and aligned with community expectations.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Film activity is fully recoverable through fees, while events provide both direct participant benefit and wider economic and community value, supporting third-party funding and targeted rates.	**Operational** **Film -** Fees & Charges 100% **Events -** 3rd Party Funding Targeted Rate 100%
Events	Med	Med	Low	Med	80%	0%	20%	0%		**Capital** Grants, Sponsorship / Third Party

LTP Activity: Destination Management

Council services and infrastructure are strongly impacted by visitors and the tourism industry. This activity helps Council balance the needs of visitors, locals, the tourism industry, and the environment.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanism
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Primarily benefits the individual visitors and the business community, supporting a targeted-rate funding approach.	**Operational** Targeted Rate 100%
Destination Management	Low	Low	Low	Low	95%	0%	5%	0%		**Capital** N/A

LTP Activity Group: Regulatory Functions & Services

LTP Activity: Regulatory & Enforcement

The purpose of this activity is to provide effective and proportionate education, enforcement and control that minimises harm to the public, protects public health and the environment, and safeguards animal welfare — covering consent monitoring, bylaw and District Plan enforcement, alcohol licensing, environmental health, animal and noise control, litter, freedom camping, waterways regulatory services and parking. This funding needs analysis identifies who benefits from, and whose actions create the need for, these services so costs can be fairly recovered through fees, user charges, infringement revenue and rates.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanisms
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Fees recover direct compliance and enforcement costs, while general rates support wider public safety and regulatory outcomes.	**Operational** **Parking -** Fees & Charges 100% **Other -** General Rate 30% Fees & Charges 70% Waterway Concessions
Regulatory & Enforcement	High	Low	High	High	70%	0%	30%	0%		**Capital** Borrowing, Depreciation / Reserves

LTP Activity: Building Services

This activity ensures the District's built environment is safe, durable and of compliant quality. This includes all aspects of the building consent process, including receiving and processing applications, managing files, inspecting building work, issuing PIMS and LIMs, and responding to public enquiries.

Funding Principles					Benefit Assessment				Rationale	Funding Mechanisms
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Fees recover direct applicant benefit and compliance costs. General rates recognise the wider public benefit of a safe and compliant built environment, including public enquiries, statutory oversight, education and residual regulatory costs that are not practical or efficient to	**Operational** Fees & Charges 80% General Rate 20%
Building Services	High	Med	Med	High	80%	0%	5%	15%		**Capital** N/A

									recover from individual applicants or exacerbators.	

LTP Activity Group: Local Democracy & Emergency Management

LTP Activity: Democracy Services: Elections, Elected Representatives & Committees

This activity includes strategic planning and the setting of the overall direction by the Council, Community Board and various committees. This also includes all activities undertaken in relation to public involvement in the democratic process including elections, the holding of public meetings as well as the preparation of the statutory plans and reports, including the Council Long Term Plan, Annual Plan and Annual Report

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Provide district-wide benefit by supporting representation, decision-making and civic participation for all residents and ratepayers.	**Operational** General Rate 100%
Democracy services	Low	Med	Low	Low	0%	0%	100%	0%		**Capital** N/A

LTP Activity: Emergency Management

The purpose of this activity is to anticipate, prepare for, respond to, and recover from emergencies. This is primarily achieved by the development of a Civil Defence Plan and the establishment and maintenance of required communications and other infrastructure. There are also arrangements in place to ensure additional trained resources are available when required

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Provides community-wide benefit by preparing for, responding to and reducing the impacts of emergencies. If grants available, they will offset the general rate component.	**Operational** Targeted Rate 70-100% Grants 0-30%
Emergency Management	Low	Low	Med	Low	0%	0%	100%	0%		**Capital** N/A

LTP Activity Group: Enabling Services

LTP Activity: Corporate Services

Policy Category: Communications

The purpose of this activity is to ensure clear, timely and accessible information is provided across traditional, digital and community channels to help people understand Council services, decisions and projects. It is also designed to keep residents informed via social media, the Council newsletter 'Scuttlebutt' and the website.

Funding Principles						**Benefit Assessment**			**Rationale**	**Funding Mechanism**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Communications to the community benefits the whole community. Any direct charge to an individual will be covered by a fee & charge.	**Operational** Fees & Charges 0-5% General Rate 95-100%

Communications	Low	Low	Low	Low	0-5%	0%	95-100%	0%		**Capital** N/A

LTP Activity: Strategic Functions

The purpose of this activity is to align long-term direction, priorities, and investment across the organisation to deliver integrated outcomes for the district.

Funding Principles					**Benefit Assessment**				**Rationale**	**Funding Mechanisms**
Activity	**Distribution of Benefit (User Pays)**	**Period of Benefit (Intergenerational Equity)**	**Extent of Action/Inaction (Exacerbator Pays)**	**Cost/Benefit of Separate Funding**	**Individual**	**Groups**	**Community**	**Exacerbator**	Strategic functions benefit the whole community	**Operational** General Rate 100%
Strategic Functions	Low	Med	High	Med	0%	0%	100%	0%		**Capital** N/A