



Long Term Plan

October schedule update for the LTP 2021/2031

Schedule

Phase three and four

Phase three -Mid 2020

April

- Prepare engagement strategy
- Activity review (Session 1)√
- LoS review/ Performance Measures ✓
- Infrastructure Strategy ✓
- Policy review ✓
 - Ratings
 - Revenue and Financing
 - Significance and Engagement

May

- Maori contribution to decision making ✓
- Strategic Assets ✓
- Revenue and Financing Policy ✓
- Growth Assumptions ✓
- Engagement concepts Deferred June
- Remission Policies Deferred Aug
- Financial Strategy Deferred July

June

- Asset Management Plans (AMPs) including priorities
- S&E Policy ✓
- Climate Change ✓
- Engagement concepts ✓

Phase four - Late 2020

July

- Activity profiles (Session 2) ✓
- Infrastructure projects / AMPs
- Financial Strategy 🗸
- Treasury policy ✓ (Seen by ARF Proposed adoption at August Meeting)

August

- Council workshop Direction and priorities (New)
- Draft Infrastructure strategy ✓ (Deferred to September)



Schedule

Phase three and four

September

- Activity Profiles (Session 4 -additional) ✓
- AMPs/ Infrastructure Strategy ✓
- Financial Strategy Final (Deferred to October)
- Revenue and Financial Policy Final (Deferred)
- Remissions Policies (Deferred to October)
- Comms update ✓
- Climate change ✓

October

- CD concepts
- Financial forecasts
- Rating How we rate
- Remissions policies
- Development of a Civic Facilities Strategy
- CDEM

November

- Adopt Ratings policies (tbd)
- Adopt Revenue and Financing policies (tbd)
- Adopt Infrastructure Strategy (tbd)
- Adopt Financial Strategy (tbd)
- DC Policy (moved from Sept)
- Financial Contributions (moved from July)
- Significant Forecasting Assumptions
- Financial Strategy
- R&F Policy
- Update on pre engagement results
- Infrastructure Strategy update

December (Normal Briefing)

- Adopt Significance and Engagement policy (Council Meeting)
- CD concepts and draft

Phase five -Early 2021

January

Audit CD and source documents

February

- Council decision making
- Adopt source documents
- Adopt CD for consultation

March

Formal consultation

April

Submissions and Hearings

Phase six -Mid 2021

May

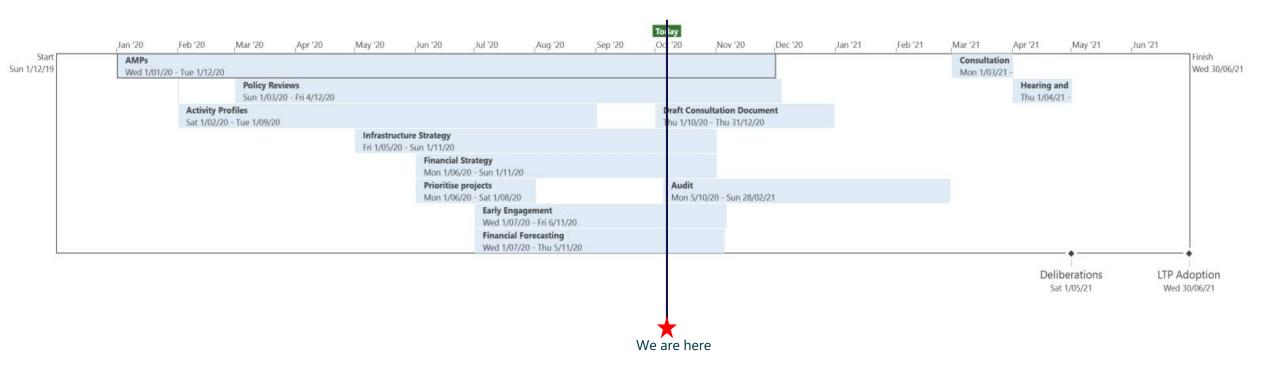
- Review budgets and update from consultation
- Formal audit

June

Final LTP adopted



Timeline



Source Documents

Documents	Reviewed
Infrastructure Strategy	Υ
Financial Strategy	November
AMPs	Υ
Activity Profiles	Υ
R&F Policy	Υ
Remissions Policy	Υ
Treasury Policy	Y - Adopted
Civic Building Strategy (TBC)	Υ
Significant Forecasting Assumptions	November
FIS and Prospective Financial Statements	February
DC Policy	November
FC Policy	November



Long Term Plan Schedule 2021/2031







Rates review

Revenue and Financing Policy Part 2



Local Govt Rating Act

RATES ARE A TAX ASSESSED ON RATING UNITS BUT CAN'T BE APPLIED TO ALL PROPERTIES AS SOME LAND IS NON RATEABLE

The Rating Act has the following purposes:

- It provides local authorities with (relatively)flexible powers to set, assess and collect rates ie a set of funding tools
- It ensures rates are set in accordance with a transparent and consultative decision making process that sets out local authorities' spending proposals, what people get for their rate sand details of the rates themselves Take into account intergenerational equity.
- It provides processes and information to ratepayers so they can understand their liability for rates Improved transparency

Revenue and Financing Policy

This is the policy that tells the community the assessments Council has made in determining the tools they have used, and Council has had one discussion on this.

Council has to consider:

- The objectives the local authority has in undertaking the activity
- Intergenerational equity
- Any exacerbators (those where actions or failures to act give rise to the need for expenditure)
- The practical implications of funding the activity separately from other activities
- The impacts on the community.

SO NOT STRICTLY USER PAYS



Tools for Rating



General rate



UAGC and **SUIP**



Differentials Commercial, etc types of land



Differentials



Targeted rate and SUIP-fixed dollar or land value



Targeted rate forestry (difficulties carbon farming)



Water by meter - fixed charge/ per cm



Equalisation of Water and Wastewater

General Rate

Can apply part as a UAGC on all properties and the balance based on the chosen Valuation system

- The land value the value of the land without improvements
- The capital value the value of the land and improvements
- The annual value either five percent of the capital value or the value the rating unit would fetch if it were rented (whichever is the greater).

Councils UAGC is \$764 This was increased in 2020

Council does not apply this to each SUIP

Landowners can apply to be treated as one property(contiguous)

Councils valuation rating system is land value

UAGC is included in maximum fixed charges under Sec 21

Differentials

- Use these when a sector is getting a benefit- has to relate to a degree of benefit that these properties would enjoy from Council services (linkage between rates and benefit)
- Use of land eg commercial, farming
- Activities of the land per district plan
- The area of land within each rating unit.
- The provision or availability to the land of a service provided by, or on behalf of, the local authority.
- Where the land is situated.
- The land or capital value or annual value of the land



Differential - Mangawhai Community Plan Capital Costs



It was agreed by Council for the 2018 LTP that the general rate costs (interest and loan repayment) of this project should be funded by



80% Mangawhai Community and 20% general rate



There was an insignificant amount of Parks and Open Spaces capital expenditure in the current LTP assigned to MCP but continuation needs to be discussed



Staff recommend this isn't used in the LTP 2021-31 as there are other community projects being funded by the general rate or loan and most of the MCP will be able to be funded by Development Contributions

Targeted Rates

Used to allocate the rates where the incidence falls and considered equitable

- Wastewater by rating unit including SUIP and also by pan for commercial
- Stormwater by land value (can be by capital, annual or improvement)
- Land Drainage by land value
- Ruawai Hall
- New rates next year
 - CCTV
 - Raymond Bull Road
- Targeted rates could have a differential on them eg catchment protection

Targeted Rates- Consider Capable of Connecting Charge

- Biggest questioning of our rates system that ratepayers don't see value for
- Currently Council charge 75% of the operating cost of the sewerage systems for those capable of connecting (currently \$1018 MWWS)
- Rationale- There is a benefit to a property being capable of connecting to Council wastewater system, the assumption being that the sales value of any property is maximised if there are facilities available
- Other Councils charges
 - Whangarei Nil
 - Far North –Nil
 - Taupo, Western Bay of Plenty, Stratford, Whakatane -50%
 - How is Council thinking now about sections able to be connected?



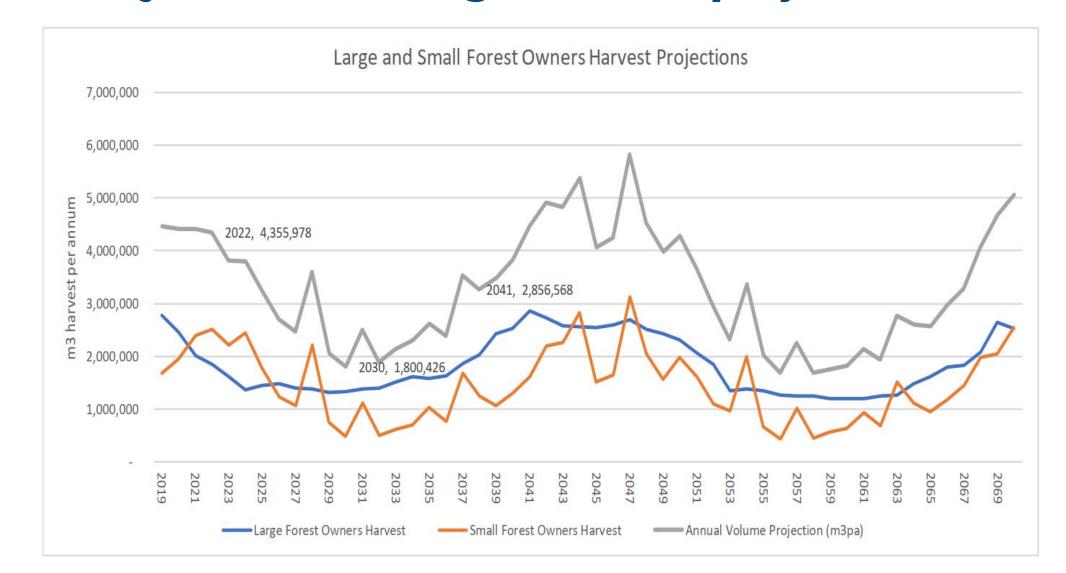
Targeted Rates - Forestry Rate

- Forestry industry want this rate reviewed \$390,000 revenue over 108 properties, levied on a land basis
- Introduced as extreme damage done to roads over short periods by forestry trucks. Last year to rate 2027, another 6 years then the costs reverts back to whole community
- 188 acres of forestry land in Northland with 34 acres in Kaipara
- Issues for Council
 - Carbon foresting
 - Once harvested as implementation based on use

Targeted Rates - Forestry Rate

- Forme Consulting Group Ltd (Forme) was commissioned by MPI to carry out an assessment of opportunities to increase the catchment area for mills and the efficiency of transporting logs between regions.
- Log supply in Northland is expected to decline from current levels of approximately 4.4 4.6 million m³ pa, noticeably from 2023/2024. The decline will occur sooner if "early" harvesting continues.
- The trend is forecast to bottom-out around 2030, providing demand remains stable in the preceding period and current harvest patterns prevail. Availability will not commence recovery again until 2037/2038.
- Forestry Assn have approached Council and argue
 - Primarily adjacent to State Highway 14 so limited use of local roads
 - Dairy doing as much or more damage
 - There has been a significant reduction in harvesting over previous years

Forestry rate continuing to 2027 - projections lower?



Water by Meter

Fixed charge levied for properties

Charge for use

DIA target 200 litres per person per day

Two smaller schemes at Glinks Gully and Mangawhai (predominantly the Campground)

Maungaturoto	297	Includes Fonterra
Dargaville	323	Includes Silver Fern Farms
Ruawai	114	Achieved

Equalisation of Water / Wastewater charges

• Current system is to share operating costs but identified capital costs are charged to each scheme.

This is not recommended as

- Most complex accounting and therefore more costly in resources
- Desludging is high value operating expense and more like a capital expense eg \$1.5m for Dargaville shared by all
- Not common system-only Far North using

Equalisation of Water / Wastewater charges

Recommend looking at communities bearing their separate operational and capital costs

Benefits	Disadvantages
Equitable method of allocating the costs to those directly benefitting	Costs go up and down depending on whether any capital works done
	Communities may not want upgrades/renewals because their rates directly increase

Equalisation of Water / Wastewater charges

Recommend looking at communities sharing all operational and capital costs

Benefits	Disadvantages
Can justify you pay for the Service(eg flushing toilet) and that's why the costs are equalised	Cross subsidisation
Costs tend to be smoothed as capital works occur at different periods for each scheme so smoothes cost combining all costs	
One community supporting the whole community they live in	

Equalisation of Water / Wastewater charges

No figures available yet

Penalties

- The Rating Act sets a maximum penalty of 10 percent of the unpaid rates at the date on which penalties are applied
- Local authorities may set the following types of penalty:
- a) Penalty on any rates that were assessed during the current financial year and which remain unpaid after the due date (for example, for each instalment)
- b) A penalty on rates overdue from a previous year, i.e a penalty on any rates assessed on rates levies in a previous year and which are unpaid on whichever day is the latter of the first day of the year for which a resolution is made or five working days after the date on which the resolution is made.
- c) A further penalty on rates in 2, that remain unpaid six months after the penalty was added

Penalties

- Councils current practice is
 - A)10% quarterly (Feb, May, Aug, Nov)
 - B) 10% further penalty every 6 months
- Other Councils
 - Reviewed a few and for B) Taupo, Nelson and Rotorua District Councils provide for a 5% penalty twice a year.
- The most common is 10%
 - New Plymouth = 10% Sept and March
 - Rotorua = 10% July and Jan
 - Ruapehu = 10% July and Jan
- Then others
 - Christchurch = 7% April and Oct
 - Whakatane = 10% October

How do we allocate costs

Activities example	Funding Fees and Charges	Funding General Rates	Funding Targeted Rates	Total
Resource Consents	X	X		x
Democracy		X		x
Sewer Operational & capital			X	X
Water Operational Capital	X Fonterra	Fixed charge for ??	Water by meter	X
Roading		x	X Forestry	x
Interest on Development Contributions MWWS 50%		X		
Other activities	x	x	x	x
Total	\$x	\$x	\$x	\$x needs to reconcile to costs

Rates Examples

	Examples of rates for different a	reas of Kaipara Distric	t. 2019-20 vs 2020-	21 yrs			
	Assumptions						
	Land value	100,000)				
	Connected to Wastewater - where	service is available					
		Dargaville	Mangawhai	Te Kopuru	Paparoa	Glinks	Baylys
	UAGC	728.00	728.00	728.00	728.00	728.00	728.00
	General Rate	264.80	266.90	264.80	264.80	264.80	264.80
2019-20	Stormwater	275.60	82.10	142.00	-	-	174.00
	Wastewater (connected)	1,012.90	1,285.90	636.90	-	1,253.90	-
	Mangawhai Harbour Restoration	-	80.00				
Total Rates 2019-20 year		2,281.30	2,442.90	1,771.70	992.80	2,246.70	1,166.80
	UAGC	764.00	764.00	764.00	764.00	764.00	764.00
	General Rate	277.73	281.51	277.73	277.73	277.73	277.73
2020-21	Stormwater	280.83	90.40	135.77	-	-	224.23
	Wastewater (connected)	920.07	1,356.99	667.86	-	1,298.99	-
	Mangawhai Harbour Restoration		80.00				
Total Rates 2020-21 year		2,242.63	2,572.90	1,845.36	1,041.73	2,340.72	1,265.96
Rates Movement 2019-20 vs 2020-21							
	UAGC	36.00	36.00	36.00	36.00	36.00	36.00
	General Rate	12.93	14.61	12.93	12.93	12.93	12.93
	Stormwater	5.23	8.30	-6.23	0.00	0.00	50.23
	Wastewater (connected)	-92.83	71.09	30.96	0.00	45.09	0.00
	Mangawhai Harbour Restoration	0.00	0.00	0.00	0.00	0.00	0.00
	Total Rates change	-38.67	130.00	73.66	48.93	94.02	99.16

So why did these differences happen to 2020 rates?

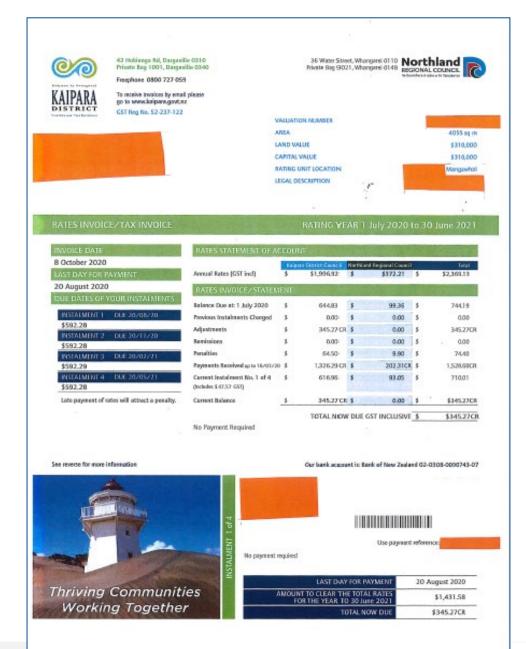
- The UAGC increased across the district for everyone, that contributes to a \$36 increase for all.
- The average land value for residential properties within the Mangawhai area is \$423k
- The average land value for residential properties outside the Mangawhai area is \$109k
- Both the general and stormwater rates are calculated on land value.
- Both the general and stormwater rates increased slightly more in the Mangawhai area than in the areas outside of Mangawhai.
- Wastewater charges in Mangawhai increased whilst they decreased in the Dargaville area.

KDC Rates





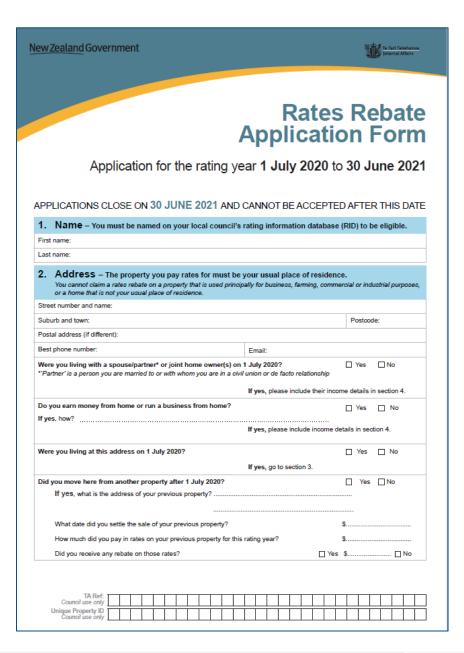
KDC Rates





Rates Rebate

The Government operates a rates rebate scheme that provides low income homeowners with a subsidy towards the cost of their rates. This is administered by Councils. This is \$655pa





Valuations



•Our property valuations are completed every 3 years by Quotable Value



•They are next due 1 September 2020



•These occur in the same year as our LTP and will impact on the incidence of rates (could exacerbate rates increases)



•QV will present to Council later in the financial year on the results of the revaluation





Kaipara te Oranganui

KAIPARA

DISTRICT Two Oceans Two Harbours



Provisions of Local Government Act 2002

- A Council <u>must</u> adopt a policy on the postponement and remission of rates on Māori freehold land - Section 102 (2)
 - A Council <u>may</u> adopt a rates remission policy and/or a rates postponement policy Section 102 (3)



Understanding Rates Postponement and Remission

No mandatory requirements to waive rates, nor any statutory limitations on them

Rates Postponement

- Delay/defer payment until either a specified time or event
- May allow for all or part of a rate
- Policies must state conditions and criteria
- A fee may be charged
- May be registered as a charge on the rating unit
- Ratepayer must apply, no power for local authority to postpone rates of its own accord
- Less common than remissions

Rates Remission

- Permanently foregoing payment
- Shifts the burden of rates between rating units
- Policies must have clear objectives, criteria and conditions
- Council has final discretion to decline a remission, but this should not be exercised arbitrarily

Good Practice

For Rates Postponement and Remission Policies

SOLGM Advise that policies should be:

- Linked to one or more of the community outcomes and other strategic priorities
- Complementary to other programmes provided by the local authority
- Generic should be phrased in terms of categories of rating units rather than referring to a particular rating unit

- Frequently reviewed
- Clear in their criteria
- Clear in who takes what decision



Kaipara District Council

Existing Rates Postponement and Remission Policies

Categories

- Māori Freehold Land Rates Postponement and Remission Policy (RPRP)
- Financial Assistance and Support
- Addressing Anomalies
- Addressing Matters Related to Wastewater Charges
- Other Schemes

Māori Freehold Land RPRP

No proposed changes at last review

Local Government (Rating of Whenua Māori Amendment Bill) has been through the Select Committee stage.

Incoming Parliament to vote to reinstate

Only two properties receiving relief under the policy currently

Additional resourcing providing focus and increased remissions expected



Existing Rates Postponement and Remission Policies

Financial Assistance and Support

- Rates Postponement for Financial Hardship
- Rates Remission for Financial Hardship
- Rates Remission of Penalties Only

Addressing Anomalies

- Rates Remission of Multiple Uniform Annual General Charges and Other Uniform Charges on Rating Units
- Rates Remission for Community, Sporting and Other Organisations
- Rates Postponement or Remission for Miscellaneous Purposes



Existing Rates Postponement and Remission Policies

Addressing Matters Related to Wastewater Charges

Rates Remission for School Sewerage Charges

Other Schemes

 Water Supply Rates Remission for Excessive Water Rates due to a Fault

Other Councils with Similar Policies

(This table was included in Rates Remission Review paper and identifies other Councils that have similar policies to Kaipara District Council)

Kaipara DC Policies	Akld	Far Nth	Stratfd	Tararua	Taupo	Western BOP	Whktne
Postponement for Financial Hardship	YES				YES	YES	YES
Remission for Financial Hardship							YES
Remission of Penalties	YES	YES	YES	YES	YES	YES	YES
Remission of UAGC & Other Uniform Charges	YES	YES				YES	YES
Community, Sporting & Other		YES	YES	YES	YES	YES	YES
Miscellaneous Purposes	YES						
School Sewerage Charges		YES		YES			
Water Leak		YES	YES	YES		YES	YES

Remission Provided during 2019/2020 year (this table was included in Rates Remission Review paper)

	Criteria	Conditions	Delegation of decision- making		\$
Postponement for Financial Hardship	Owner & resident for at least 5yrs; No other significant investments or interests; Financial Hardship		GM CE		-
Remission for Financial Hardship	Owner & resident for at least 5yrs; No other significant investments or interests; Financial Hardship	Statutory declaration; Eligible for rates rebate	GM CE	-	-

Remission Provided during 2019/2020 year

	Criteria	Conditions	Delegation of decision- making	#	\$
Remission of Penalties	Payment arrangement for rates arrears; Annual rates paid by 20 November; Extenuating circumstance; Only remission in last 2 yrs	If stops paying rates, remission can be reinstated	GM CE RM		222k
Remission of UAGC & Other Uniform Charges	Residential or farming; Contiguous and jointly used as one unit	Properties subdivided for sale not eligible; Similar conditions to Section 20 of LGRA, however ownership not necessarily the same	GM CE RM	786 (inc s20 properties)	751k (inc s20 properties)
Community, Sporting & Other	Public hall, library, museum or other similar institution; Games or sports club (not animal racing); Creche, healthcare; Community purposes and non-profit	100% for public halls, libraries, buseums; 50% sports clubs and other; Excludes targeted rates (water and wastewater)	GM CE RM	69	101k

Remission Provided during 2019/2020 year

	Criteria	Conditions	Delegation of decision- making	#	\$
Miscellaneous Purposes	Special circumstances; Disproportionate rates; Comparable circumstances to similar rating units with remission; Exceptional circumstances	Discretionary; Postponed rates = Statutory land charge and fees	CE	-	-
School Sewerage Charges	School	Lesser of actual or 20 pupils/staff per pan	GM CE RM	11	100k
Water Leak	Immediate action to repair or minimise water loss; Details of location and repairs to reticulation submitted; "one-off"	Partial or total write- off	GM CE RM	35	37k

Remission Provided during 2019/2020 year

	Criteria	Conditions	Delegation of decision- making	#	\$
Postponement or Remission for Māori Freehold Land	Owner, trustee, Council or authorised occupier; Māori freehold land; Written application	Undeveloped and inaccessible; or To facilitate development or use of the land	GM CE	2	3,438
		Total Remissions			463k
		Including s20 contigu	ous properti	es	1.2m

Discussion about Current Policies

	General Observations
Postponement for Financial Hardship	Criteria makes it difficult to qualify for. The ratepayer must make acceptable arrangements for payment of future rates. A fee will apply. Postponement will be registered as a statutory charge on the record of title. All or part of the postponed rates may be paid at any time.
Remission for Financial Hardship	Criteria makes it difficult to qualify for. The difference between postponement and remission is that for remission a ratepayer must apply for and be eligible for the Government rates rebate scheme. The only other Council (of those reviewed) with a remission policy for financial hardship is Whakatane where ratepayer must have owned the property for 10 years. There too, no applicants qualified.
Remission of Penalties	Similar to other Council policies, with some variations regarding criteria.
Remission of UAGC & Other Uniform Charges continued over	Historically properties that qualify for this remission have been processed in the Rating Information Database in the same manner as those that meet the criteria of s20 LGRA. This makes it challenging to report. Going forward remissions will be processed in a way that they will be easily identifiable.

Discussion about Current Policies

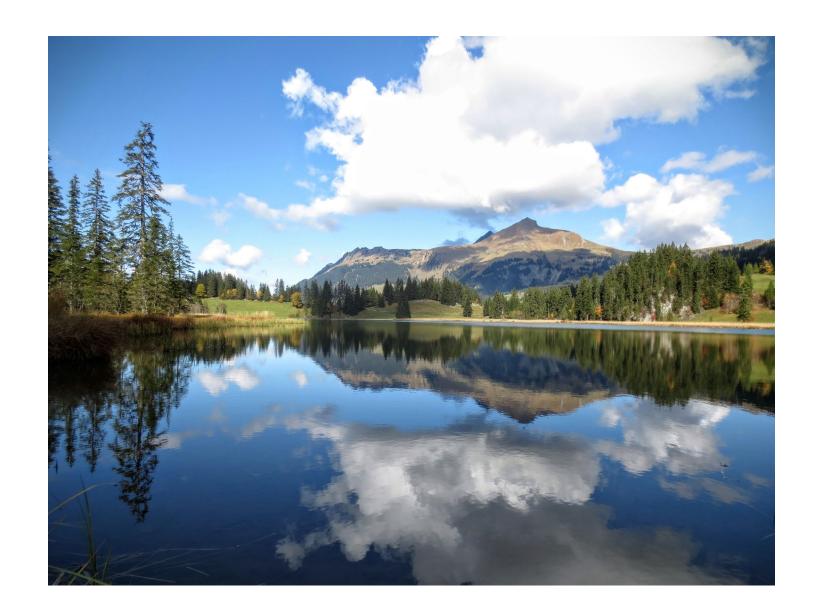
	General Observations
Remission of UAGC & Other Uniform Charges continued	Some Councils extend this remission to encourage development. Eg Whakatane where if the original developer remains the owner of more than 5 rating units they qualify for this remission, and Far North where residential or commercial developments can be included for a maximum of 3 yrs. Other Councils make it clear that subdivision (whether for sale or not) disqualifies the property from receiving this remission.
Community, Sporting & Other	This policy is similar to other Councils policies
Miscellaneous Purposes	Not used very often
School Sewerage Charges Requires school role information annually, but not too administratively time consuming. Provides rates relief for schools.	
Water Leak	Applications vary from year to year. This remission applies when leaks happen on the private side of the water meter.



Climate Smart

Should Council consider rates remission policies in situations where people are demonstrating climate smart behaviours, carbon farming for example?

- shifting the burden
- level of remission vs cost of administration



Celebrating Diversity

Should Council consider postponement or remission policies that would assist with celebrating diversity? What would they look like?

- shifting the burden
- level of remission vs cost of administration



Vibrant Communities

Should Council consider rates remission policies that could encourage vibrant communities? What could these be?

Stratford have a remission policy for promoting business development which sees industrial, commercial, administrative properties with development costs of more than \$500k receiving remission for up to three years.

- shifting the burden
- level of remission vs cost of administration



Healthy Environment

Should Council consider rates remission policies in situations where land is subject to protection due to covenants, land that is set aside for historic or ecological purposes, or perhaps indigenous biodiversity?

- shifting the burden
- level of remission vs cost of administration



Prosperous Economy

Should Council consider postponement or remission policies that would assist with a prosperous economy? What would they look like?

- shifting the burden
- level of remission vs administration



Trusted Council

Kaipara District Council rates postponement and remission policies should support the community outcome of a trusted Council.





Thank You

Christine Toms 🚨



09 439 1231



ctoms@kaipara.govt.nz



Kaipara District Council





Discussion paper-Civic facilities Strategy











STRATEGY MEANS?

- a plan of action designed to achieve a long-term or overall aim.
- strategy determines the direction and scope of an organization over the long term.
- They say that it should determine how resources should be configured to meet the needs of the Community and stakeholders.



THE FOUR COMPONENTS OF STRATEGY

It could be said that a good **strategy** consists of four **components** that form it's framework

- 1. Organisation vision and mission
- 2. a diagnosis,
- 3. a guiding policy,
- 4. and a set of coherent actions.



THE CIVIC FUNCTIONS

These are:

- 1. Library & Digital services
- 2. Elected member engagement with the Community
- 3. Council meeting & ceremonies(e. g Citizenship)
- 4. Administration & management



Where are we at:

- 1. Town Hall and Current Dargaville offices have significant issues and costs will be in the order of \$??? million to remediate/upgrade.
- 2. Still need larger libraries in Mangawhai and Dargaville
- 3. We currently don't have a Council chamber and consequently Council meets in Community facilities across the district.
- 4. Mayors Office /Elected member engagement space needs to be provisioned in the long term.
- 5. Offices are leased or will be and adequate for medium term -5-6 years





POLICY/PRINCIPLES a diagnosis,

Currently are:

- 1. Library and Digital connectivity are important for the Community.
- 2. Offices are(or will be leased) leased for medium to long term
- Halls with the exception of Dargaville are already Community owned and managed.
- 4. Council is restrained in its ability to access capital as it wants to reduce debt.
- 5. Only retain Property/buildings where they have a purpose/meet a need. Council must review its portfolio regularly to confirm the above.
- 6. Council ownership versus other options: The decision whether to own property must be considered against other options (e.g. partnerships and/or joint ventures, leasing etc
- 7. Agile/flexible working is our preference going forward with a distributed workforce Workspace quality of status



COHERENT ACTIONS

diagnosis,

Possible Actions

- Council will continue to hold its meetings in community facilities (outside of Dargaville e.g. Mangawhai) and will support and encourage community organisations to obtain investment to allow for improved digital functionality.
- Implement an enhanced maintenance programme for the Northern Wairoa War Memorial Town Hall complex and continue to utilise its meeting room for civic functions
- Consider the future use or otherwise of the building at 42 Hokianga Road and current library building situated at 71 Normanby Street.
- Investigation into the establishment of mid-Kaipara service centre/library/community hub.
- Northern Wairoa War Memorial Town Hall to be handed over to a community organisation.
 The community organisation, with Council's support, will lead redevelopment/funding of the
 complex which will include a library/community hub (similar to the Te Ahu Centre). Once
 completed Council will lease a library and other space from community organisation.
- In later part of the LTP 2021-2031 Council will seek partner(s) (community, iwi or local government) to develop new library and Council offices in Mangawhai, which it will lease once completed from the development partner(s).



ANY QUESTIONS?



We welcome your feedback! 0800 727 059 | www.kaipara.govt.nz