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## The past to present / Te wā o mua ki ēnei rā

Kaipara has changed. Since our last Long-Term Plan (LTP) we have established a new, democratically elected, Council and delivered significant projects for our community. We have grown in size, reputation and confidence which is shown in the significant Provincial Growth Fund (PGF) investments we have attracted to the district in the last two years. Our small Council has the same challenges as many other mid-sized councils and some additional challenges resulting from a previous lack of investment in infrastructure.

### Vision

In 2019 Council adopted a new vision to set the tone for Kaipara District Council moving forward “Growing a better Kaipara”. This builds the holistic wellbeing of our district; our social, economic, cultural and environmental wellbeing that will enable our district and our communities to thrive.

Kaipara is an attractive place where more and more people want to establish their homes. A key part of our vision is to enable growth in a way that is sustainable, and retain what’s special about our two harbours, two coasts and everything in between.

{Insert Graphic}

## Our Future and a path forward / Te tirohanga me te ara whakamua

Our district has moved on from its chequered past. Although the memory of what happened may still be fresh for some of you, we can report that Kaipara District Council has been steadily building its reputation within Northland and nationally as one that punches well above its size.

We are attracting support from government, and a capable team of staff who have the necessary skills to deliver on our work programme. The benefit of offering great work in a beautiful district!

Although those times are well and truly behind us, we still carry a legacy from that extended period when there was little investment in infrastructure. However, we cannot address many years of underinvestment all at once.

For the next three years we're proposing to focus on getting the basics right. We want to commit to investing in maintenance and infrastructure so we can rely on our services without risk of failure.

You've told us roading is a priority. Already we have invested in establishing best practice standards for maintaining our unsealed roads. This will enable us to maintain roads more quickly, at lower cost and to a higher, more reliable standard than previously. We will get back on track, regularly maintaining priority roads.

Next we want to tackle some of the big challenges that feel like they are on the horizon, but could be closer than we anticipate. Climate change, water resilience and waste minimisation are all critical issues that need to be addressed. The sooner we can make progress on these issues, the better prepared we will be to face the future.

All of this builds on our investments of the last three years, creating safe, clean spaces to support sustainable growth.

And finally, the big question is who should pay for this? Every service carries a cost and many individuals and businesses in our community have been affected by COVID-19. We are exploring with you how we should balance user pays with the public good of, and care for, the community. Should communities pay the full cost of the services they receive, placing higher burdens on small communities, or should the cost be shared by all who receive a comparable service? We look forward to your feedback.

Our plan for the next 10 years is to;

- Delivering the planned work on unsealed network, bridges and footpaths,
- Maintain and renew all other current aging infrastructure,

- Continue to find / seek additional sources of income enabling us to keep rates affordable through grants and dividends, partnerships,
- Where possible, spread the impacts of financial decisions

Climate change is the biggest environmental challenge and one of the most significant issues we face today. Kaipara is already feeling the effects of a changing climate. We have experienced cyclones and heavy rainfall, flooding, coastal inundation and erosion, and seasonal rainfall changes and drought. Extreme weather events and natural hazards impact our homes, villages and towns, our amenities and infrastructure, our work and our primary industries, our health and wellbeing, and the nature, land and water that surrounds us. These impacts are projected to become more severe and more frequent as the climate continues to change and as sea levels rise.

Here are the main changes and their impacts and implications.

**{Infographics here}**

Through the Long Term Plan 2021-2031 we seek to become a Climate Smart District. This means setting the foundation for communities to adapt and thrive in a changing climate. We are seeking your input on how Council can best build this foundation over the next ten years. Page X reviews a proposed climate change work programme and outlines different options to develop Council's climate change response.

Our plan for the next 10 years is to;

- Delivering the planned work on unsealed network, bridges and footpaths,
- Maintain and renew all other current aging infrastructure,
- Continue to find / seek additional sources of income enabling us to keep rates affordable through grants and dividends, partnerships,
- Where possible, spread the impacts of financial decisions

## The Money / Te Pūtea

### Rates/Income

*We're proposing to cap increases on our income from rates at X% for each year of the plan.*

The graph shows our increase in revenue from rates over the last five years. We forecast we'll need to increase our revenue from rates by 6.37% to deliver the first year of our plan, and increase every year after.

Our strategy --- {Sue to fill}

A 6.37% increase in rates revenue doesn't mean everyone will receive a 6.37% increase on their rates bill. An increase in rates may affect properties differently, depending on their location and changes in land value. For example, a property where the increase in land value is higher than the average for the district may pay more in rates than others where the increase in land value is lower.

So, the increase you receive will depend on the rates and services your property is charged for, the type, and value of your property, and the recent revaluation that was done in 2020. There are also Regional Council rates included on your invoice.

{Insert What makes up rates graphic}

The following decisions are areas we'd like to focus on but include financial implications for rates increases. Each package includes the impact it would have on your rates bill for next year.

- See page XX for more info on Rates and sample property impacts

For more information on this see our draft Financial Strategy at [kaipara.govt.nz/ltp](http://kaipara.govt.nz/ltp)

{Include more info on QV and property revaluation and it's impacts once that has been decided}

### Revenue and Financing policy changes

{Words to come from Paul/Sue}

### Debt

All council's set debt limits, which caps total borrowing. The limit is benchmarked by comparing the total debt to total income.

{Debt limits graph}

In the graph here you can see the projected debt tracking over the next 10 years, and it's ratio to the debt limit. As you can see, we plan to remain well within our limits, being prudent is important so we have capacity for a emergencies a or a rainy day.

{Debt Graph over 10 years}

{Comparative debt graph – other councils}

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## Key Decisions / Ngā Whakataau

### Waste minimisation

Two years ago we sought feedback from the community about the way we collect rubbish and recycling and found there is appetite for a change.

We're looking at ways we can make recycling easier across the District. Every household would get a crate for recycling, that would be collected kerbside in urban areas (for rural users there'd be a collection point) and we are proposing a targeted rate across all rating units. Kaipara ratepayers would also be able to take recycling to Kaipara transfer stations without additional charge.

Providing bins for recycling has proven impacts in reducing the amount of household waste that goes into the blue general waste bags, as having a more regular collection of recyclables makes it easier and more accessible for people to recycle.

There is a wider global issue around recycling, and how we deal with our waste. Central government is looking at creating a set of standards for every Council to follow around what materials must be collected, there are also changes proposed to the total tonnage cost of rubbish to landfill.

The proposed targeted rate would be a yearly cost of \$XX.XX, which will include two supplied crates, one for glass and one for other recycling.

#### How should Council continue to manage its waste collection?

1. Funded by a targeted rate across the Kaipara District (Preferred). A weekly collection of user-pays bags for normal household waste and a single council-provided recycling bin (picture included for size comparison), free recycling service at transfer station.
2. Status Quo, user pays for bags (both recycling and waste), and charges at the transfer station for recycling.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE	\$141.XX			
OPTION TWO				

{Key Documents Icon}

For more information on this visit [kaipara.govt.nz/ltp](http://kaipara.govt.nz/ltp)



- Infrastructure strategy
- Waste Minimisation Plan

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## Water rates equalisation

The Council provides drinking and wastewater systems to parts of the district. We're proposing to equalise the costs of operating water supply and waste water across those who are connected to the networks (by rights, this would also affect the capable to connect fees charged to those users within connection of various networks across Kaipara). This would allow for a more even share of expenses and benefits and reduce 12 targeted rates to two.

{Infographic

There are XX connection to the 6 water supply networks of Kaipara.

There are XX connections to the 6 wastewater networks of Kaipara.}

Currently, the users connected to the service, or capable of being connected to them, are liable for operating and maintenance costs, which can result on a significant rates burden for a small number of people. For example, if a pump needs to be replaced in Glinks Gully, then the 26 people who pay those water rates would be charged the full cost of replacement.

What we're proposing is a single fixed cost for anybody connected to, or capable of being connected to, our council supplied network for drinking water or wastewater. Everyone gets the same service, and they turn on the taps and treated water comes out. Paying the same connected yearly rate (which pays for the plant and overhead costs) and paying a uniform supply amount (based on how much water you use as a household) keeps the service level the same across those connected to the networks.

There will be some financial impacts to align everyone. Smaller networks will have a larger cost jump, but will enjoy greater benefit when renewals and maintenance are costed across the wider pool of people. This proposal spreads the increase of these initial changes for the smaller networks over a three-year period.

The alternative option is to entirely ringfence every network. Ringfencing would put all connected users of a network, either water supply or waste, being financially responsible for the work needed to maintain the system.

The users connected would have to front any costs needed to bring a system up to standard to meet it's consents or for any materials that need to be repaired or replaced.

While the council would manage the plant, all associated costs, both from the overheads of the system and the metered supply costs of water, would be paid for by the users. This means, in some years, expenses could jump, depending on what needs to be repaired and replaced or what work is needed to meet the standards.

## Water Supply

### How Should Council charge for water supply to networked houses?

1. Option One (Preferred) – All connected users across the district pay an equal amount.
2. Option Two – Ring fence every network, where connected users pay the full cost of all operating expenses for that specific scheme.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

## Wastewater

Having clean rivers and waterways is part of the attraction of Kaipara. Maintaining our waterways benefits all our communities. As part of the public good we propose to include X% of the cost of wastewater into the general rate. In addition, those that are connected to the wastewater network would pay an additional x% to cover their costs of enhanced service.

For those who are capable to connect to a service, e.g. 30m within a wastewater or water supply network, the current council policy sets a charge of 75% of the fixed fee is payable. Harmonising the charged would make the capable to connect fee equal across the district.

### How should users of Council's wastewater system be charged?

1. Option One (Preferred) – All connected users across the district, or users capable of being connected, pay an equal amount
2. Option Two – Ring fence every network, where connected users pay the full cost of all operating expenses for that specific scheme.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

### Should X% of the wastewater charge be shared by the community as whole?

1. Option One (Preferred) – Yes, Wastewater should be partially funded by the general rate
2. Option Two – No, there should be no wastewater in the general rate

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

{Key Documents Icon}

For more information on this visit [kaipara.govt.nz/ltp](http://kaipara.govt.nz/ltp)

- Infrastructure strategy

## Water security

We want to ensure our future generations have access drinking water even during drought. To do this we are looking at partnering with the Tai Tokerau Water Trust project planned for Kaipara.

This proposal involves connecting to the raw water supply from a water storage dam created by the Tai Tokerau Water Trust. The Council would build and connect a small scale water treatment plant near Te Kopuru, and connect the treated water to the existing water network across Dargaville and Baylys Beach. Connecting this supply would cost \$2m.

Ability to access a supplementary water source during the summer drought months would help to keep Dargaville residents and business supplied with water. It wouldn't end the restrictions but would allow us to stretch the time we have between levels.

There is also a public good element to this plan. Dargaville services a broad range of people in the District with larger style shops and businesses. Providing secure water supply and treatment is attractive for business and provides opportunities that would otherwise not be available. Sharing the costs of maintaining these networks keeps businesses operating and makes it attractive for new places to open.

For water carriers, Dargaville could continue to provide water for servicing our rural areas where other water options become increasingly unavailable. Due to the demand on water, Auckland and Whangarei have set a direction that to keep their water supplies secure, they may refuse out of district water carriers from collecting from their supplies. This will affect Kaipara residents should a drought like 2019/2020 come again.

### **Should users of Council's water supply system pay for a connection to the Tai Tokerau Water Storage solution, and the development of a water treatment plant in Te Kopuru?**

1. Option One (Preferred) – Yes.
2. Option Two – No.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

{Key Documents Icon}

For more information on this visit [kaipara.govt.nz/ltp](http://kaipara.govt.nz/ltp)

- Infrastructure strategy

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## Climate change

As Council, we are committed to doing what we can to understand, respond to and planning for climate change within our financial and legal limits. We are committed to understanding, reducing and addressing risks and to taking advantage of opportunities to adapt and increase resilience. This is our adaptation response. We are also committed to measuring and reducing our emissions footprint and reporting on our mitigation response.

To ensure Council meets its climate change responsibilities, we propose a series of climate change works. This work will enable Council to understand impacts on a local level and to provide strong leadership to address these impacts. It will develop over the next three to five years and includes:

- **Climate Smart Policy:** Setting clear direction and standards on how we identify, understand and consider climate change throughout Council.
- **Climate Action Plan/s:** Real actions across Council to address climate change and support community. Created with Mana Whenua partners, communities and district wide stakeholders
- **Regional Adaptation Strategy:** Facilitate decisions on adaptation with communities, stakeholders, Mana Whenua and businesses and work together to increase resilience and our ability to adapt to change.
- **Communications Platform:** Improved communications around climate change projections, impacts, risk and response.

There are three different options for this climate change work, and we need to hear from you. How strong the Council's climate change response should be.

Currently in the plan is a **Baseline** that meets our legislative requirements with a single Climate Action Plan, a Climate Smart Policy, and by facilitating adaptation decision-making with two prioritised localities in the district (locations will be determined in 2021), the costs of this are set out at \$1.5m over 10 years. This work is meets our statutory responsibilities and is the minimum we are required to do.

### Should Council increase its financial contribution to climate adaptation?

1. Yes, increase to Option One **Climate Smart** –Stronger action on adaptation, mitigation and sustainability with communities by developing three action plans instead of one. \$1.8m over 10 years
2. Yes, increase funding to Option Two **Climate Smart Plus** – Strongest action on adaptation by expanding the adaptation decision-making process across the district to three locations instead of two (locations will be determined in 2021). Increased staff dedicated to climate change planning and action. \$3m over 10 years.
3. No, stay with the **Baseline** amount currently included in the budgets.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE			Substantial increase in mitigation and adaptation planning and response services. Will help Council respond to and plan for climate change with our roads, water supply, wastewater, stormwater and flood protection and drainage services.	
OPTION TWO			Substantial increase in mitigation and adaptation planning and response services. Will help Council respond to and plan for climate change with our roads, water supply, wastewater, stormwater and flood protection and drainage services.	
OPTION THREE			Substantial increase in mitigation and adaptation planning and response services. Will help Council respond to and plan for climate change with our roads, water supply, wastewater, stormwater and flood protection and drainage services.	

{Key Documents Icon}



The table below shows the possible financial impacts based on property value resulting from to Climate Change.

For more information on this visit [kaipara.govt.nz/tp](http://kaipara.govt.nz/tp)

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## Dargaville Civic Precinct

There are four Council-operated buildings within the Dargaville Town centre: the main Council building, the Municipal Chambers, the War Memorial Hall, and the Dargaville Library. The condition of these buildings ranges from decent to poor. Regardless of the condition of the buildings themselves, it has become evident that some of their uses have outgrown the building capacity. For example, while the library is in good condition, it is in urgent need of space for expansion.

For clarity, the key moves of the Dargaville Civic precinct are

- Onus on protecting the Municipal building
- Short term location for library required

Under the preferred option;

1. 42 Hokianga Road would be demolished once Council staff have moved to the Kaipara Service Centre (at 32 Hokianga Road, owned by NRC), the resulting area is turned into green space (temporary park) with the land retained for some future use.
2. 37 Hokianga Road - 1990's leaky addition will also be demolished and the necessary repairs/ reinstatement made to the two older buildings (War Memorial Hall & Municipal).
3. Council will consult with the Community about forming a trust to construct a new building adjacent to the War Memorial Hall and Municipal Building to house the Library and a community Hub. This facility will be multi-use and therefore also be suitable for holding Council meetings/ceremonies.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

## Regional Economic Development CCO

One of Council's strategic priorities is to enable the sustainable economic development of the District.

A proposed option we are considering is to invest in our regional economic development agency, Northland Inc. This will inject renewed energy and resource into the economic development of the district in order that appropriate initiatives are taken forward.

The Kaipara District has an opportunity to provide funds to the Investment and Growth Reserve (IGR). This reserve is used to fund Northland Inc's operations and supports wider regional economic development. Currently, Northland Regional Council is the 100% shareholder of Northland Inc (a Council-controlled organisation (CCO)).

Under this proposal, Northland Inc will become a regional Council-controlled organisation jointly owned by Northland Regional Council, Kaipara District Council and the Far North District Council. Whangārei District Council will be able to join the initiative later if they choose.

The benefits of the proposal are better representation and improved access to expertise and resources to support the sustainable development of the region's economy.

Northland's Inc's regional mandate will be reinforced when discussing matters that affect us all, especially with central government.

There are some costs involved and our contributions to the Investment and Growth Reserve will be \$XXXX in year 2021/22, the first year of the Long Term Plan 2021-31. This will increase to \$XXXX in year two, \$XXX in year three, and incrementally increase to \$XXX in year 2026/27.

There are benefits to the proposed joint CCO;

- Working together improves Northland Inc's work across the whole region, such as having representation and joint resourcing arrangements in each district.
- Efficiently deliver services across Northland Inc and councils, and improve engagement with Māori/iwi organisations, for economic development.
- Increase the amount of money we can use to support projects and businesses.
- Reinforce Northland Inc's regional mandate when discussing matters that affect us all, especially with central government.
- Ensure all councils have a say in strategic priorities.

Disadvantages include some costs are involved in switching to this new model along with new increased costs on some participating councils (e.g. committee involvement and servicing, possible resourcing).

**Should Council increase its financial contribution to become part owner of the joint CCO?**

1. Yes, become a shareholder in Northland Inc and contribute to the wider Investment and Growth Reserve Fund.
2. No, do not become a shareholder in Northland Inc but continue to fund Northland Inc for projects/initiatives on a case by case basis.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

**Closed Circuit Television (CCTV)**

As part of it's role, Council looks to support community led action. The Dargaville Community Development Board (DCDB) approached Council asking for us to act as a conduit for the collection of a targeted rate to pay for the ongoing costs and expansion and maintenance to the close circuit television network in Dargaville and expanding to Ruawai.

The DCDB has proposed a targeted rate of \$10 per rating unit per annum for the Dargaville, West Coast/Central wards and for 529 units of the Otamatea ward around Ruawai/Tokatoka.

The Ruawai local business association has asked that Ruawai be included in this project.

The DCDB advise that this project will improve safety and reduce crime in Dargaville and Ruawai. It will also improve business confidence and provide social and emotional benefits to the wider community. Having a secure funding source will reduce reliance on grant funding (that won't pay for operational expenses) and provide longevity to the current network in place for Dargaville. If this proposal is supported by the community, the funding collected will be provided to the DCDB to install the cameras and deliver the service.

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

## Targeted Rates

### Mangawhai Community Plan

{Sue to update}

OPTION	IMPACT ON RATES	IMPACT ON DEBT	IMPACT ON LEVELS OF SERVICE	OTHER IMPACTS
OPTION ONE				
OPTION TWO				

## Where are we spending? / Ka whakapau pūtea tātou ki hea?

{Insert graphic from Infrastructure Strategy}

### **The below will be summaries of Activity Profiles**

Community Activities

District Leadership, Finance and Internal Services

Flood protection and Control works

Planning and Regulatory management

Roads and Footpaths

Solid Waste

Stormwater

Wastewater

Water Supply

What will it all cost? / He aha ngā utu?

10-year expenditure

Revenue sources 10 years

What does it mean for you and your rates?

Sample properties

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## Auditor opinion / Whakaaro a te Kaiarotake

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