

# Securing our future

What matters most, Kāpiti?

**Our proposed investment in infrastructure and facilities**

**Our big issues**

**Key decisions – should we:**

- take a bigger role in housing?
- renew the Paekākāriki seawall a different way?
- set up a CCO (council-controlled organisation)?
- explore ways to have a role in the airport?

**Impact on rates**

**Tell us what you think**

# What's in this document

This consultation document is about the big issues our district is facing; what we as your elected members are planning to do about them in the next three years; the important projects under way; and the four key decisions we want your views on.

It builds on our previous plans and the community input we've had through the *What matters most* engagement. The work proposed is based on the most recent information we have about likely ongoing impacts of the global pandemic – including how that's affected costs – and new requirements on councils.

There's a lot going on – globally, nationally (with changes the Government is making), and locally with what we want to do in our district; so there's a lot of information to cover.

**To make it easy to find your way around, we've organised the document into five sections.**

## SECTION 1: Introduction

PAGE 4

- Welcome
- Outline of the plan process
- Message from Mana Whenua
- Introduction from the Mayor

In the **Introduction** section the Mayor and Mana Whenua share their perspectives

## SECTION 2: Our direction and key strategies

PAGE 10

- Our kaupapa
- Our vision
- Our community outcomes
- Our proposed development of infrastructure and facilities

**Our direction and key strategies** explains the work Council has done to look at the district's needs and the community outcomes developed to help us contribute to our community's wellbeing. That includes how we propose to manage our finances and assets for the benefit of the district

## SECTION 3: Main topics for feedback

PAGE 32

### OUR BIG ISSUES

- COVID-19 response and recovery
- Access to housing
- Responding to climate change
- Managing growth
- Strengthening our resilience
- Government changes impacting Council

### KEY DECISIONS

- Should Council take a bigger role in housing?
- Should we renew the Paekākāriki seawall a different way?
- Should we set up a CCO (council-controlled organisation)?
- Should Council explore ways to have a role in the airport?

### MAJOR PROJECTS AND INITIATIVES

- Waikanae Library
- Te Newhanga Kāpiti Community Centre
- Town centres
- Link road
- Water safety and resilience
- Stormwater upgrades
- Waste minimisation
- Footpaths
- Ōtaki community facilities
- Indoor sports centre
- Ngā Manu Nature Reserve
- Playgrounds
- Ōtaki Pool upgrade stage 2
- Maclean Park
- Kāpiti Gateway – Te Uruhi
- Community Board proposals

The **Main topics for feedback** sets out the big issues we're focusing on, the main work we want to do and our four key decisions for consultation

## SECTION 4: Costs and rates

PAGE 74

- What rates help pay for
- Proposed changes to rating system
- User fees and charges
- Policies
- Impact on rates

The key part of the **Costs and rates** section is what makes up our rates increase and how it affects different properties

## SECTION 5: Your feedback

PAGE 90

- Summary of topics
- How to find out more and tell us what you think
- Feedback form

The last section is for **Your feedback** (or you can go online)



# Welcome

## How is the plan developed?

Our long-term plan is the overarching 20-year plan for what Council will deliver for our district. We produce it every three years consulting with the community on priorities.

The proposed plan has been prepared by Council looking at our future needs, the challenges we are facing and the outcomes we want to achieve. It takes into account priorities already agreed with the community and views shared throughout

the year and in the *What matters most* engagement in late 2020. The final long-term plan is decided by Council as the community's elected representatives after consultation with the community. That's what this document is about.

## What are we dealing with?

- Our district's rebuild from COVID-19 and being ready for future impacts
- Priority issues like housing and climate change which have become more urgent
- Helping stimulate our local economy and preparing well for expected growth
- Sharp rises in replacement and maintenance costs for key district assets
- Higher inflation and insurance costs
- Government changes for councils and how we respond

## What's the process?

### GATHER VIEWS, SET STRATEGIC PRIORITIES AND PREPARE PROPOSED PLAN

July 2020 – March 2021

### SHARE AND CONSULT

April 2021

### CONSIDER FEEDBACK, REFINE AND FINALISE

May – June 2021

### DELIVER AGREED PLAN

From July 2021

### COUNCIL ROLE

#### Our legislative responsibilities

- consider all issues facing the district, community concerns and priorities, and requirements on Council
- present proposed plan to community through consultation document
- review and consider all feedback
- refine and decide final plan
- adopt plan and set rates

### COMMUNITY ROLE

#### Your opportunity to have a say

- give input to early preparation (*What matters most* engagement)
- review proposed plan through this *Securing our future* community consultation document
- check out supporting information, ask questions, talk with councillors
- give views on key decisions and comment on any other aspects



Kāpiti Coast District Councillors

# Message from Mana Whenua



# Introduction from the Mayor



Tēnā koutou katoa

On behalf of your elected members, I'm pleased to share with everyone in our community this consultation document for our Long-term Plan for 2021-41.

The plan we are consulting on reflects the many challenges we are facing including responding to COVID-19. This document has a lot of information because we want to share with you the complexities we are dealing with and ensure you have the context for telling us your views. Also, one of the recommendations from our organisation review was that we need to improve understanding of Council planning and operations and share more information about our progress.

### Our proposed community outcomes

We are sticking with the vision agreed with the community in the last long-term plan. We have developed community outcomes to help keep our focus on the big issues we face. Thank you to everyone who contributed to our thinking including all the conversations and engagement over the past months and the ideas shared through *What matters most*. We know people are passionate about our wonderful district. We have worked hard to distil the best ways Council can support our community's aspirations and fulfil our responsibilities to contribute to wellbeing.

You will see that our outcomes reflect our big issues in strengthening our community, environment and economy. I am very proud that we have an outcome to focus on our Council–Mana Whenua relationship. As Rupene Waaka said, on the previous page, our strong partnership is key to the future of our district's development.

### Our proposed programme to invest in good growth and resilience

This plan has a strong focus on our response to the COVID-19 pandemic. We have a specific recovery plan which we will keep monitoring and reviewing. We have also determined the biggest contribution Council can make to recovery is to ramp up our projects and activities to stimulate our local economy and reduce the negative impacts.

So, this is a stimulus plan and budget for the next few years. We have used the title *Securing our future* because our proposed plan – especially our expanded capital works programme – is about delivering projects that support recovery and provide the infrastructure renewals and upgrades we need to maintain core services and be ready for our district's expected growth.

### What are the key decisions?

- We're inviting your views on four key decisions. Two of them are projects and two are proposals to explore new activity.
- **Housing:** we want to know if you agree we should take a bigger role in improving the supply of housing – which your Councillors are conscious is an area of high concern for many in our community and becoming more urgent.
  - **Paekākāriki seawall:** we need to ask your views on how we proceed now with the Paekākāriki seawall. We appreciate that looking again at the wall will be disappointing for some, but we have to do the right thing for the whole district. The costs have increased so much that it would not be responsible to proceed without further consideration and consultation.

- **CCO:** we recommend we set up a CCO – council-controlled organisation – for future activities. CCOs operate commercially and can generate a profit for our district which we as Council can't do, so this may be a way to reduce our dependence on rates income. They are used by many councils very effectively. We would consult with you separately in the future about any activities proposed for the CCO.
- **Airport:** our fourth decision is to ask your views on if we should investigate how there might be a role for the Council in the airport to keep services going. Again, your elected members are aware this is of high public interest. Looking at a potential role in the airport will be complex and we need to keep in mind that the airport is privately owned so this is just about taking the first step to explore possibilities.

### ***Our big issues***

You will see that we are asking questions about our direction on our big issues too – including climate change, growth, and resilience. Your feedback will help us prioritise our actions. In this way, we see this as a 'conversation document' as well as a consultation one. For some of these big issues there is also specific consultation coming up in the future, and this is highlighted.

### ***Costs and proposed average rates increase***

We are facing rising costs on all fronts – including flow-on effects from the pandemic to material prices. This has meant some hard discussions. As you know, for the current year we limited the rates increase in response to the impacts

of the pandemic. Now, like a number of councils, we are looking at a higher rates increase. For 2021/22, we are proposing an average rates increase of 7.8%. We have a high dependence on rates income and, as I mention above, the document signals how we might look to reduce this dependency in the future and ease the rates burden.

### ***Deciding on our long-term plan***

Please take time to review what's proposed and share your views. You can do this online (link) or in the feedback section at the back of this booklet. As your Council, we undertake to review all the comments we receive before we decide the final plan.

Toitū te whenua, toitū te wai, toitū te tāngata, toitū Kāpiti.

Ngā mihi



K Gurunathan  
Mayor, Kāpiti Coast District



*Caption to come*

# Our Mana Whenua–Council partnership to sustain our community

Our native flax plant – pā harakeke – is used as a metaphor for whānau, and a model of protection for children, whānau structure and wellbeing. As a philosophy it is about strengthening the whānau at the centre.

We are adopting this image to show the enduring relationship between Mana Whenua and Council at the heart of our activities for the community and the wider relationships that surround us. It is a metaphor for the 'eco-system' that nurtures and supports the wellbeing of hāpori whānui (the wider community), which this long-term plan aims to contribute to.

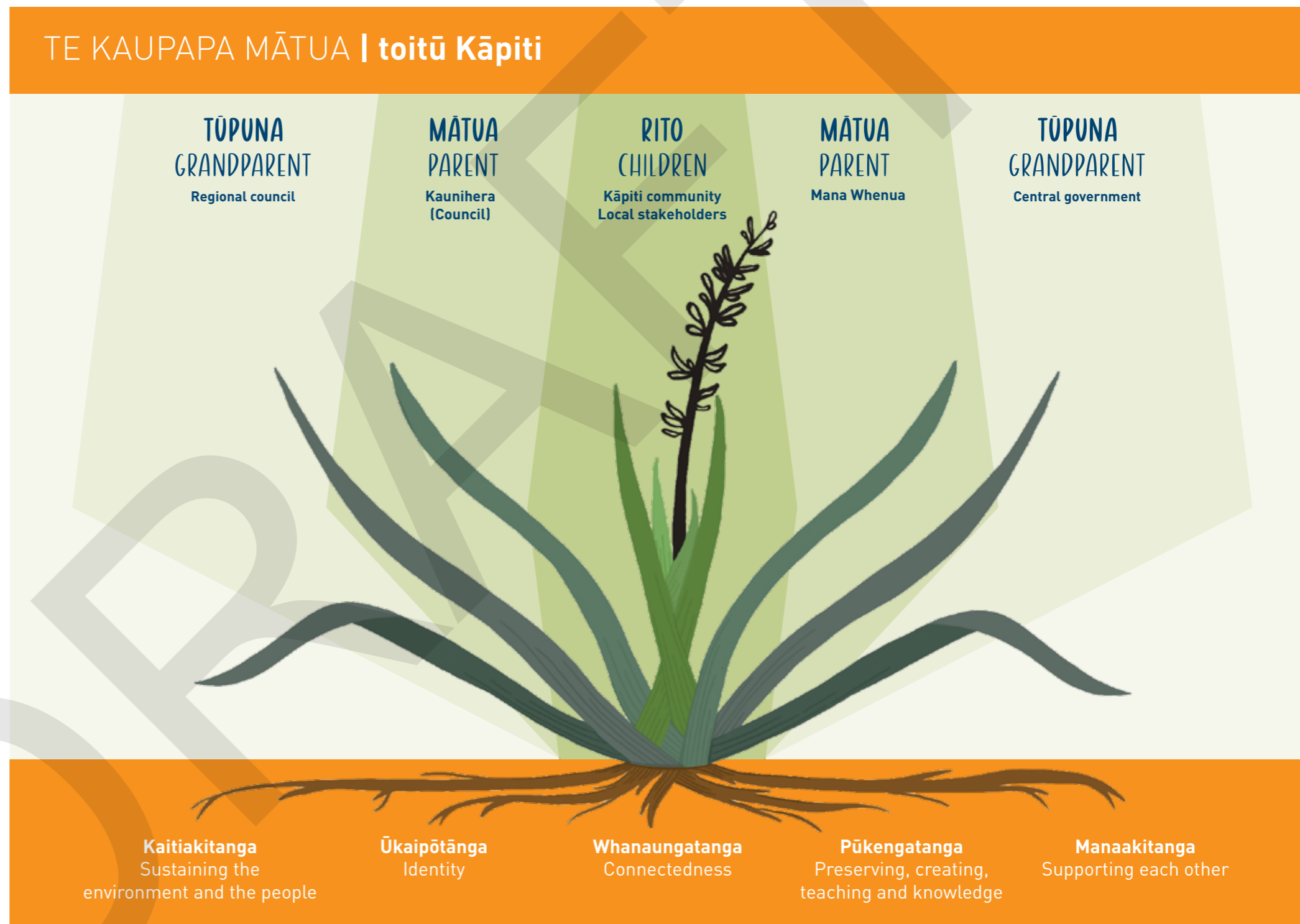
The roots of pā harakeke are the principles and values agreed by iwi representatives and Councillors to guide our work together.

## Pā harakeke whakatauki

This traditional saying, which may be familiar, reflects the strength of relationships, but also their vulnerability if they are not nurtured and sustained.

*Hutia te rito o te harakeke,  
Kei whaea te kōmako o ko?  
Ki mai ki ahau; He aha te mea nui o te Ao?  
Maku e ki atu, he tāngata, he tāngata,  
he tāngata!*

*If the heart of the harakeke is removed,  
where will the bellbird sing?  
If I was asked; what was the most important  
thing in the world? I would be compelled to  
reply, it is people, it is people, it is people!*

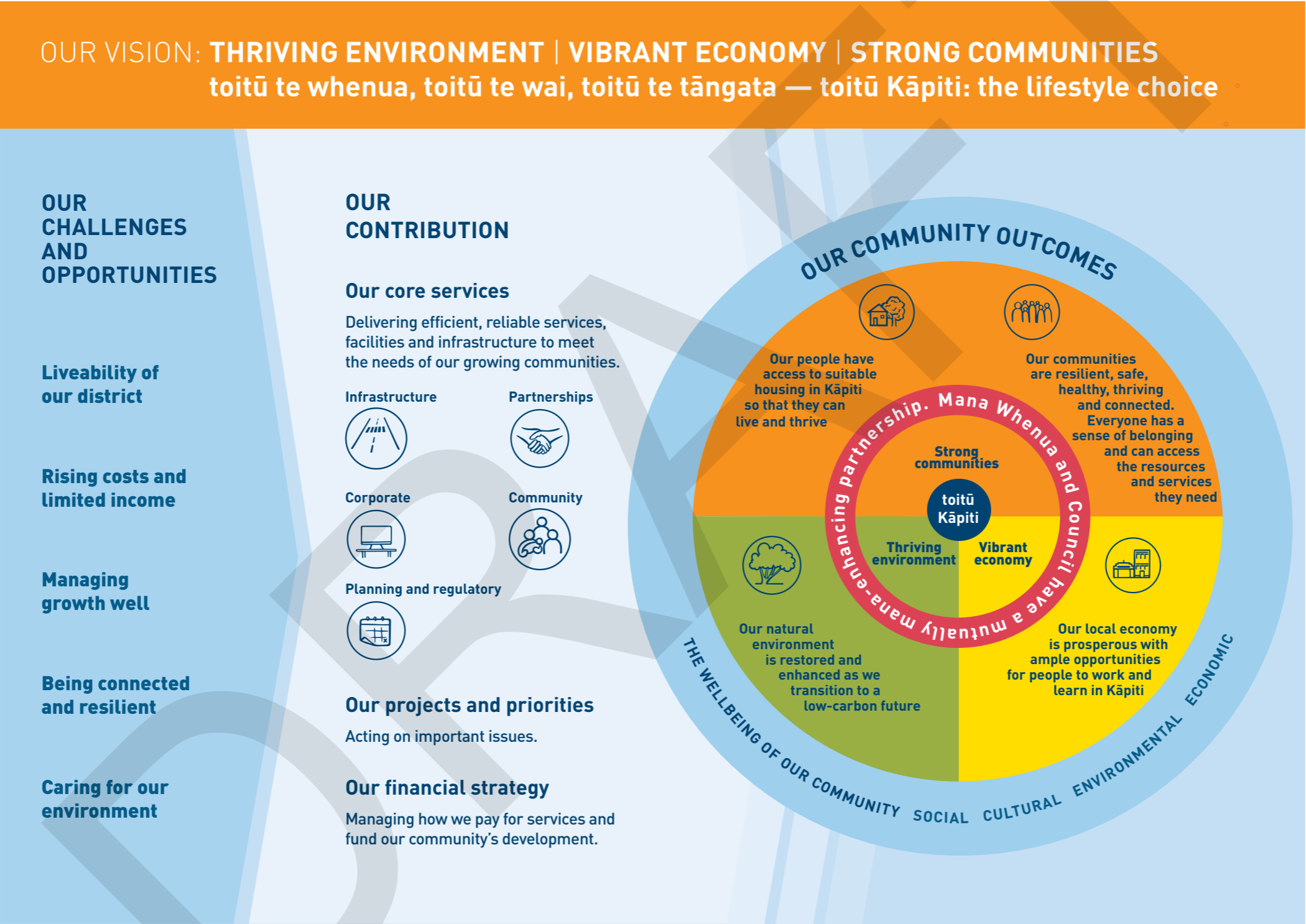


# Our vision

We have kept the overall **vision** agreed with the community in the last long-term plan.

Our **challenges and opportunities** reflect our big issues including what the community said through the *What matters most* engagement.

Our **services** to the community cover all the activities we are responsible for. It includes all our infrastructure such as our water supply and local roads and all our facilities like our pools and libraries.



# Our community's concerns and aspirations

Developing our strategic direction draws on engagement and interaction between the community and elected members and Council staff throughout the year. This covers a range of situations from special events like our Takutai Kāpiti climate summit, to public input at Council meetings and service requests responded to by our Council teams.

In the lead-up to development of this long-term plan, in November and December 2020, we asked the community to share what mattered most for our district's future, our neighbourhoods, COVID-19, and the growth we are experiencing. We received over 400 comments from more than 200 people. You can read them all here: [haveyoursay.kapiticoast.govt.nz/what-matters-most](https://haveyoursay.kapiticoast.govt.nz/what-matters-most)

A wide range of issues and ideas was raised with key themes across the four questions.

## ***Libraries are more than just books***

Libraries are important to our communities. As well as books, they provide an essential space for people to meet and connect. There is strong demand for a new community library in Waikanae.

## ***A smart and savvy Council that works with the community for the community***

It is important that Council is cautious with spending, especially given the growth the district is experiencing. There is a desire for Council to be more transparent and open, and to communicate and consult more meaningfully with iwi, stakeholders and the wider community through multiple channels.

## ***Our environment needs help, we need to act now***

Protecting our environment and wildlife is top of mind for many, with some wanting to see Council make a greater effort especially in its response to climate change.

## ***Connected communities***

There is a real sense of community connectedness and pride in our district and it's clear through responses that people care for each other. People are looking to Council to help strengthen and foster this connectedness, as well as build community resilience.

## ***Infrastructure matters***

From providing clean drinkable water, to better roading and more accessible footpaths, people feel maintaining, managing and improving infrastructure is what matters most, especially as our population grows.

## ***Plan for quality growth***

It is important that Council plans for quality growth, particularly in relation to increasing housing stock and climate change. This needs to be balanced with ensuring our existing infrastructure is effectively maintained, managed and expanded as we grow.

## ***The airport is an asset***

Many commented on the importance of keeping our airport. There was a plea for Council to do more to ensure it remains open for business.

## ***People can no longer afford to live here***

A lack of affordable housing is a concern for many. There is particular concern for those residents who can no longer afford to live here, forced to leave the district. People feel Council could be playing a more active role in working with central government, iwi and other parties in finding solutions.

## ***Parks, playgrounds and open spaces***

Our parks and open spaces are appreciated and well used. There is a desire for new spaces, as well as improvements, maintenance and protection of existing parks and open spaces.



Caption to come

# Our challenges and opportunities

Our plan recognises that we have some significant challenges which also present opportunities and these are shown in our vision diagram.

- Liveability of our district
- Rising costs and limited income
- Managing growth well
- Being connected and resilient
- Caring for our environment


The challenges and opportunities build on what we have identified together with the community through the development of the past two long-term plans so there is strong continuity. They combine the concerns and aspirations of our community and issues Council sees as key to tackle in this plan. Our response to COVID-19 and support for the community's recovery and rebuilding sits alongside as an additional focus.

Over the course of the plan, and in the next three years in particular, we aim to help address the challenges and work hard to do what's in our scope to use the opportunities to benefit our district.

# Our community outcomes

The vision diagram on pages 12-13 shows the community outcomes Councillors have drafted for this long-term plan to guide our response to our challenges and opportunities and contribute to our community’s wellbeing. We’ll use the community outcomes to help prioritise our activities and spending.


The outcomes reflect input from our iwi partners and the community – through a range of conversations during 2020 and particularly in the *What matters most* engagement. The community outcomes connect to our vision of a thriving environment, vibrant economy and strong communities which are underpinned by the principles presented in Te Kaupapa Mātua (our harakeke image on pages 10-11).



**Mana Whenua and Council have a mutually mana-enhancing partnership**

*Pūkengatanga/Whanaungatanga      Strong communities – Thriving environment – Vibrant economy*

- The Council contributes by:
- supporting knowledge-sharing between Te Ao Māori and Te Ao Pākehā
  - partnering with local iwi to identify and achieve Mana Whenua community wellbeing goals
  - strengthening capacity of Māori to work within government frameworks
  - adequately resourcing Mana Whenua to engage with Council as partners.



**Our communities are resilient, safe, healthy, thriving and connected. Everyone has a sense of belonging and can access the resources and services they need**


*Manaakitanga/Whanaungatanga      Strong communities*

- The Council contributes by:
- partnering with iwi, local organisations, and central government to coordinate and facilitate equitable distribution of resources
  - advocating for better facilities and services on behalf of our communities
  - using and improving our local knowledge of our communities to identify their needs
  - facilitating connectivity across the community (groups and individuals) and between communities
  - funding locally-led initiatives.

Working with our iwi partners, we have developed a comprehensive framework which embraces a Te Ao Māori perspective (Māori world view) with a whakatauki (proverb) for each outcome. The descriptions in the framework are summarised here – highlighting the underpinning Te Ao Māori concepts/principles supporting our achievement of the outcomes, and what the community can expect from Council in each area.

The first outcome highlighting the importance of the Mana Whenua–Council relationship supports and contributes to all the other outcomes.


You can see the full framework at [URL...](#)



**Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti**

*Pūkengatanga/Whanaungatanga      Vibrant economy*


- The Council contributes by:
- seeking government investment/development of regional hubs
  - improving our transport connections such as rail and air
  - partnering with iwi, local organisations and others to actively promote existing local business and facilitate and encourage new businesses to establish
  - funding local events, and promoting the district as a destination
  - ensuring the local economy benefits our communities’ wellbeing
  - growing skills and capability, and potential for jobs, especially for young people
  - supporting the growth and promotion of sectors that provide the most potential for economic wellbeing.



**Our natural environment is restored and enhanced as we transition to a low-carbon future**

*Kaitiakitanga/Pūkengatanga      Thriving environment*

- The Council contributes by:
- leading by example through reducing Council’s carbon emissions to zero within the term of the plan
  - embedding sustainable practices within Council service delivery
  - facilitating and empowering community projects and initiatives
  - educating and promoting sustainable practices in the community to see a reduction in carbon and waste
  - restoring our environment through dune restoration and native planting
  - ensuring our freshwater quality and protection through our stormwater network.



**Our people have access to suitable housing in Kāpiti so that they can live and thrive**

*Ūkaipōtānga      Strong communities – Housing*

- The Council contributes by:
- partnering with iwi, local organisations, central government and others to deliver housing solutions
  - using the regulatory powers available to it to facilitate increased supply
  - providing social housing for older persons.

**Do you think these community outcomes are the right priorities for Council at this time?**  
**Tell us your views: go to the feedback section page 94 or online**

# Our contribution to the wellbeing of our community

By working towards the community outcomes we contribute to the wellbeing of our community.

Council’s focus on wellbeing has been reinforced with the Government’s reintroduction of the four wellbeings into the Local Government Act 2002 – our governing legislation. This means that contributing to the social, cultural, environmental and economic wellbeing of our community is highlighted as a core purpose of Council, which we welcome.

- **Social wellbeing** involves individuals, their families, whanau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.
- **Cultural wellbeing** looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities.
- **Environmental wellbeing** considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.
- **Economic wellbeing** looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social wellbeing, such as health, financial security, and equity of opportunity.

Our focus on responding to the effects of the COVID-19 pandemic in this plan links to all the facets of wellbeing and particularly social and economic wellbeing.

For this long-term plan we are drawing on the broad definitions of wellbeing prepared by Taituarā (formerly the NZ Society of Local Government Managers) which many councils are using.



Caption to come

# Investing for resilience and growth

## Our proposed development of infrastructure and facilities

This section sets out how we propose to manage the big issues facing our district. It includes an overview of our financial and infrastructure strategies. It explains our financial position, the gains we have made in recent years and the approach we propose to take in this long-term plan to meet the needs of our district for infrastructure and services in the coming years. It outlines how we intend to build on what we have achieved to date and secure a strong future for our whole community.

### Responding to our big issues including COVID-19

As noted by the Mayor, we have a number of big issues to deal with – and these are discussed in more detail in the next section. We have identified these issues as: rebuilding from COVID-19; improving access to housing; responding to climate change; managing growth; and strengthening our resilience. There are also significant Government changes impacting Council.

Our response to the pandemic is obviously a more recent focus, but all the other issues have been high in our considerations and planning for several years. Though the pandemic has brought additional pressures, it has also confirmed our focus on improving resilience in terms of our district’s physical and social infrastructure.

### Successful management of our finances

In recent years, our approach to our work programme and the management of our finances has been driven by needing to improve our financial position and prepare for the future. To do this, we managed our finances tightly, limited our capital spending, stabilised our borrowings and worked hard to keep rates increases manageable for our community. Our objective was to ensure that we were in a strong financial position to be able to borrow to invest in infrastructure when it was needed.

In our last long-term plan consultation document, *Building a stronger Kāpiti together*, we described our financial strategy as ‘living within our means’. Our approach focused on reducing borrowings by limiting capital spending and funding more depreciation. This was in response to

previous long-term plans where the Council at that time had opted not to fully fund depreciation.

Our strategy has been successful as was endorsed by our credit rating being increased two grades to AA by international credit rating agency Standard & Poors in 2018/19 and maintained in 2019/20.

In 2020/21, in response to the pandemic Councillors agreed on a lower rates increase than had been projected to recognise the pressures that households and businesses were experiencing. We also slowed down our funding of depreciation. This means we have some ‘catching up’ to do, however, overall, we have maintained our core approach and our financial position is sound.

### Investment focus in this plan

We are now at the point where we need to increase our investment in our infrastructure and facilities as we have been preparing for. We also need to respond to the impacts of the pandemic on our community. A substantial part of our contribution to our district’s rebuilding is to ‘keep our spending up’ especially our capital spending, to stimulate the economic rebound locally.

### Managing growth and protecting our environment

We know we are mostly likely to experience accelerated growth in our district in the period of this long-term plan. This is exacerbated by COVID-19, and the ability for people to work from home potentially increasing the desirability of our district. This means we need to have the infrastructure in place to accommodate a larger population. The level of asset upgrades we have planned in the first five years reflect this.



Caption to come

We want ‘growth to pay for growth’ so our development contributions policy is designed to ensure that developers help fund the additional infrastructure needed, but the complete infrastructure of the district remains the overall responsibility of Council. We also want to ensure our district has a mix of housing that addresses the housing pressures people are experiencing and we will do what we can to help increase the housing supply.

We know people want to see ‘good growth’, and that we build into our activities care for our environment and action on climate change. Council formally declared a climate emergency in 2019 and we have been integrating focus on climate change adaption and mitigation into our work. We want to extend this further across our work programme.

Our response to these combined issues – and the opportunities they also present – is to invest in a comprehensive work programme in this long-term plan particularly focused on the next 10 years.

Right now, we can also take advantage of the historically low cost of borrowing (continuing to source our funds from the Local Government Funding Agency). This means we will increase our borrowings, however, this is ‘good debt’ – being used to invest in infrastructure that our district needs.

### Increased work programme

We propose a substantial increase in our work programme.

In the last three years we have spent, on average, \$23.2 million on capital works. For the first three years of this plan, we propose a capital expenditure programme of \$221.5 million – an average of \$73.8 million in each year. Increasing investment in our assets will deliver renewals of aging infrastructure, plus preparation for growth and investment in the facilities that contribute to the liveability of our district.

This also reflects Council’s intention to make a strong contribution to stimulating the local economy now as it rebuilds from the impacts of the pandemic and to take advantage of the low cost of borrowing.

### Making the most of our investment

Many of these projects are in our current plan and with our proposed increased work programme we will be able to deliver more, sooner. Our increased investment also reflects that as part of our response to the pandemic, and considering the importance of resilience, we want to 'build back better' and future proof our community facilities as much as we can.

For example, our project for Waikanae Library provides an opportunity to consider wider use of the facility. The site we ultimately decide on could even accommodate housing and commercial space. Likewise, the replacement for the Te Newhanga Kāpiti Community Centre is an opportunity to think creatively about how a centre can best serve the wider community.

### Moving on key projects to benefit the district

Fast-tracking other work such as the east-west link road in Paraparaumu will also deliver our district gains in return for our investment. The design process for the link road is under way, and we want to move on it to ensure our community can benefit from the significant private sector development happening, including the Paraparaumu office precinct. This will generate significant retail activity to support business and population growth.

Our programme to provide stimulus in the first three years of this plan includes other major capital works projects that we discuss later in the document, including:

- town centres projects, to increase vibrancy and attract visitors and investment
- Waikanae water treatment plant upgrade which will increase water safety and resilience, and
- Hautere and Ōtaki water treatment plant upgrades.

### Funding our investment

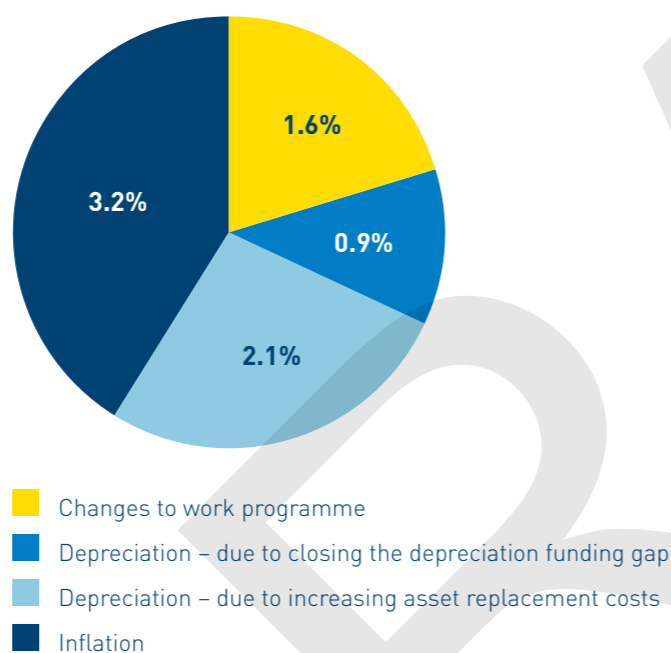
Council has looked closely at how we fund our expanded work programme as we need to borrow more to fund the proposed capital works. We want to take advantage of the low cost of borrowing but remain within clear limits. The next section on our financial strategy explains more about this.

### Impact on rates

The proposed increased borrowing impacts on rates because we need rates income to pay for interest and depreciation.

As the Mayor has outlined, we are looking at a higher average rates increase – 7.8%. Some of this increase is related to our proposed increased spending, however, the Council is also facing higher costs that we have no choice but to pass on. For example, as you can see in the following chart, inflation accounts for 3.2% (on average) of the proposed increase. When we consulted on our last long-term plan in 2018, inflation accounted for 2.1% (on average) of the proposed rates increase for year one of that plan.

Composition of the proposed rates increase for 2021/22



Council's view is that, while we would absolutely prefer to have a lower rates increase, the district's key need at this time is for investment to help stimulate recovery and prepare for the future. Through our rates remission policy, we will continue to do what we can to assist those households who have significant affordability issues.

Note: there is detailed information about the proposed rates increase and the impact on properties on page 86.

### Finding alternative sources of income

At the same time, we are looking at how we can reduce our dependence on rates income and ease the rates burden on the community. Our decision about setting up a council-controlled organisation (CCO) is part of that. If we had a CCO – in the form of a council-controlled trading organisation – we could explore opportunities to generate income which at the moment Council can't do. (How a CCO would work is discussed in detail in *Key decisions* page 58.)

### Delivering this big work programme

Council acknowledges that we are proposing an ambitious work programme. We are aware of the challenge around 'doability' and the specific risks that we will need to mitigate. To deliver the expanded programme we will need to manage all aspects closely and do some things differently. We are gearing up to enable that.

Our infrastructure strategy identifies that we are in a challenging environment for completing infrastructure work with pressures on availability of materials and specialist contractors. To mitigate the risks we are taking a multi-faceted approach.

### Strategies to manage delivery

We have recently set up a dedicated project management office within Council and that will be key in managing work across our multiple projects. Our project management office will expand to manage certain key projects and maintain an overview of the entire capital works programme.

We already have in place multi-year contracts that ensure contracting resources are available if we need to increase our programme. Bundling multiple projects into consolidated packages of work is another strategy that we will be using. This approach provides Council and suppliers with certainty and means we can resolve any adjustments required as work is undertaken. It also means we can move contractors across projects within a programme of work, with no overall slippage.

We have contracts set up for major pieces of work which are ongoing such as town centres, and roading maintenance, and we are well progressed in setting up for delivery of key projects like the Waikanae water treatment plant. Not all of the increased spending involves building things, for example some is for land purchase.

We will explore opportunities to partner with neighbouring local authorities to ensure we are not competing at the same time for the same contractor resource and, if possible, we will look to combine work programmes.

### Prioritising key work

Although we are confident that our approach to managing delivery is robust, in the event that it becomes apparent we are not able to deliver any work to the timeframes proposed, we will review other work and re-prioritise. Our approach of partnering with contractors and letting multi-year contracts for packages of work will give us flexibility to ensure time-critical work can be prioritised.

When considering delivery risk, we look at the impact of projects not progressing in the programmed timeframes and for projects like our new east-west link road, the new Waikanae Library or the new community centre this would mean potentially operating at a lower level of services until these projects are completed.

For other projects like the Paekākāriki seawall, we have contingency plans that include emergency rock supply stored at our operational depot to respond to any failures in the current wall if the replacement programme is delayed.

### Implications for our community

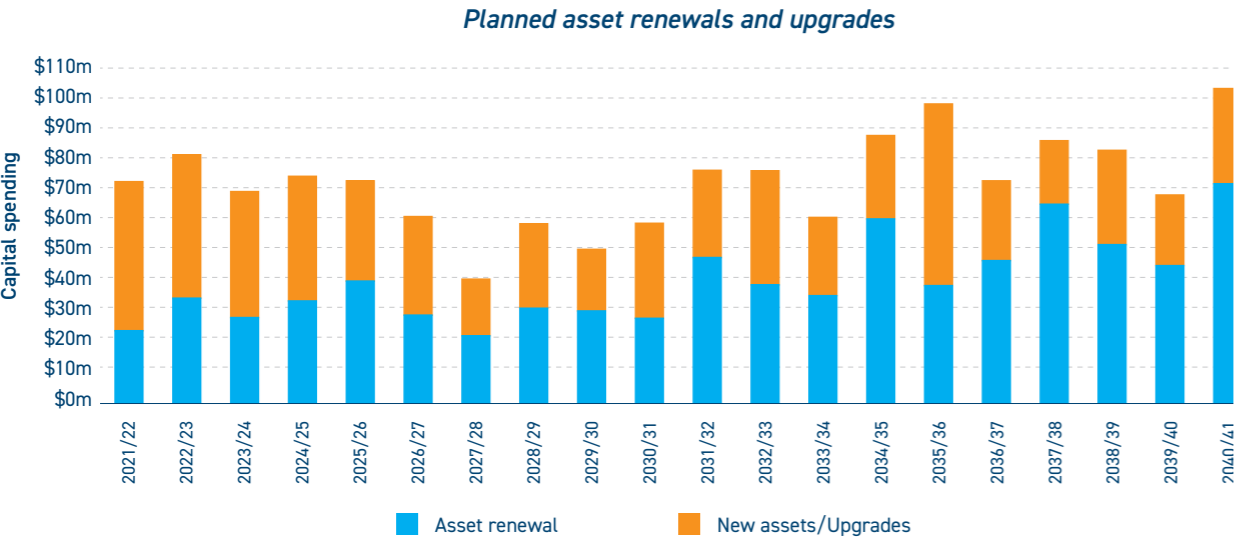
If we are not able to deliver the programme as proposed, there are implications for costs and levels of service which we will manage.

Our level of borrowings is directly linked to our capital works programme. Our proposed investment in infrastructure and facilities is the key driver for the proposed increase in borrowings and rates in this plan. The increases in both areas would be lower if delivery of the expanded capital programme was delayed. This is reflected in the table in the financial strategy (on the following pages) where the limits we are proposing for each of the areas of borrowings, capital spending and rates increases are set out.

From a financial perspective, we won't borrow for a project until we have the certainty that works can be delivered. Note, the rates impacts of borrowing are linked to the depreciation of the new or upgraded assets once they are completed over future years and to the finance costs only once they are incurred.

If we found we couldn't deliver the full investment programme proposed, we would prioritise renewals to ensure we could maintain levels of service to the community. New work would be deferred.

The chart below shows the mix of work planned for the next 20 years between renewal of existing assets and upgrades and development of new assets.



### What would happen if we didn't expand our work programme?

In proposing this substantial increase to our work programme, Council has considered the consequences of not significantly increasing investment in our district.

Our first consideration has been our response to COVID-19. We have committed to supporting our community to recover and the best way we can do this is to increase our work to help stimulate the local economy. This is consistent with the approach the Government is taking nationally and that local authorities are being encouraged to follow.

We are growing. Our current population is around 55,500, projected to reach around 85,000 by 2050, a higher level of growth than anticipated in our last long-term plan. Even if we take a conservative view of how quickly our district will grow, we know we need to prepare. We want to manage our growth, not have it 'happen' to us. We have heard strongly from the community that we want 'good growth' and that means being proactive.

To act on our declaration of a climate emergency in 2019, we want to address climate change as comprehensively as we can. By investing more capital in work that needs doing we can do it more sustainably and with greater confidence that it will serve us into the future, taking account of climate change impacts.

Our district's experience with the pandemic and the increasing effects of climate change putting pressure on our infrastructure – such as our stormwater network – means we would be irresponsible not to accelerate our work to strengthen our resilience.

We have worked hard in recent years to manage our finances closely so we are able to afford to increase our capital spending now. The current financial climate also means that the cost of borrowing is very low so Council considers that borrowing for investment in our future is a sound strategic approach.

## Our financial strategy – *Investing for growth*

Our financial strategy enables our investment and development in the district and our delivery of core services. We review our financial strategy every three years as part of developing the long-term plan. With the substantial investment programme we have planned, we are proposing some significant adjustments to the main elements of our financial strategy – our rates; borrowings; and capital spending, to support our programme.

This section explains the influences we consider in determining our strategy and our proposed changes to the main elements of rates, borrowings and capital spending.

### Influences on our financial strategy

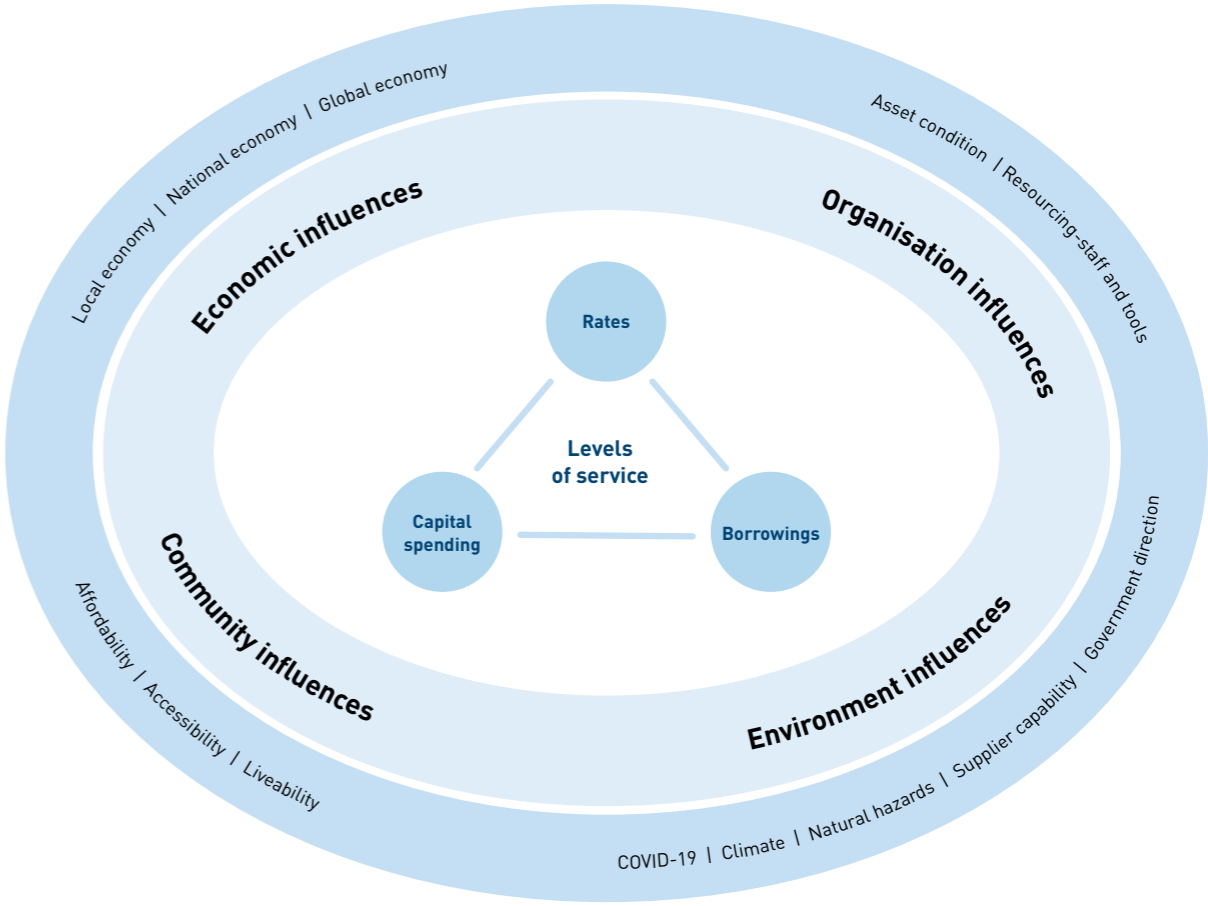
This diagram shows the main influences we consider. You can see detailed information about these factors online... and in the full draft financial strategy document. (You can see the draft strategy online and in hard copy at our libraries and service centres.)

These influences surround our triangle in the centre of the diagram which shows the relationship between the three core elements of our strategy – rates, borrowings and capital spending. These are the 'levers' we can adjust to deliver the desired levels of service to the community.

The Government has asked councils to do their bit for the economy, through their work programmes – such as increasing capital spending. At the same time, we have a number of significant projects – such as the Waikanae Library, the Paekākāriki seawall, the link road and strengthening our water resilience. We are fortunate that the financial environment, with low interest rates for borrowing, makes this a good time to borrow and invest in development.

### Balancing the core elements

Our financial strategy aims to achieve a balance of the three elements – managing the affordability of rates, borrowing well and strategically, and making the best use of our capital spending.



We set targets and limits for each of these elements according to the Council’s financial position and direction. For this plan, given the gains we have made in recent years, and our intention to invest to stimulate our

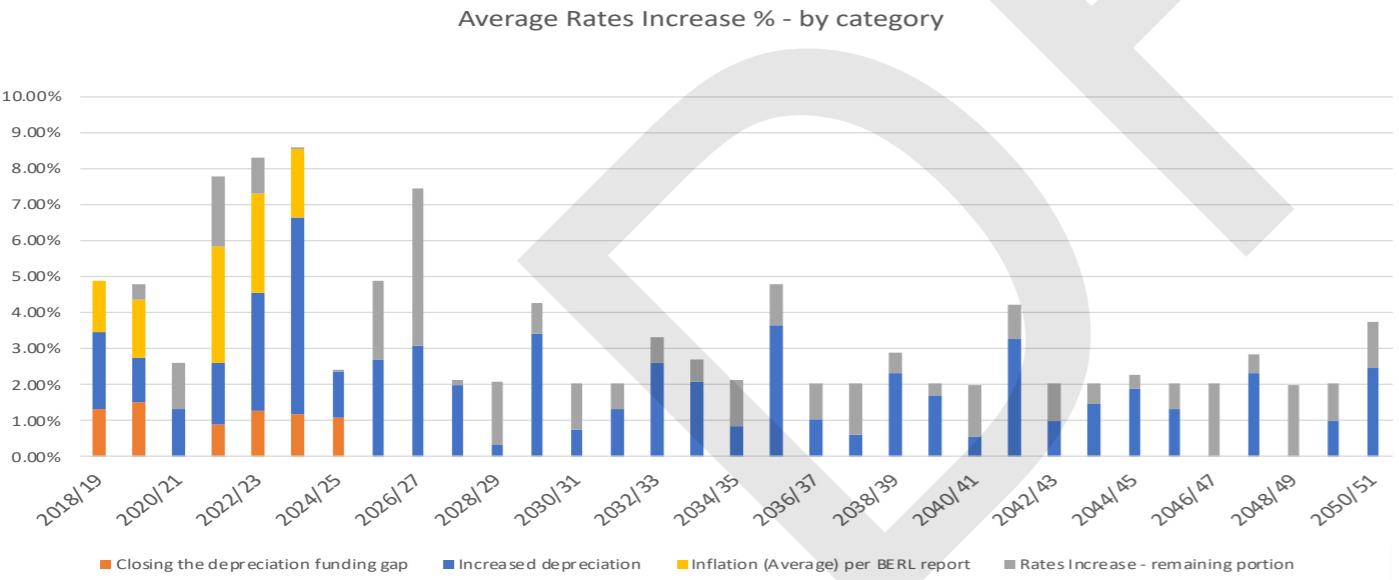
| Measure          | 2021-41 Long-term Plan |                                  |                                | 2018-38 Long-term Plan |                                  |   |
|------------------|------------------------|----------------------------------|--------------------------------|------------------------|----------------------------------|---|
|                  | Lower limit            | Preferred limit                  | Upper limit                    | Lower limit            | Preferred limit                  | Upper limit   |
| Rates increases  | 3%                     | 4.50% – 6.90%                    | 9%                             | 2.90%                  | 3.90% – 4.70%                    | 5.50%   |
| Borrowings       | \$Nil                  | < 250% of total operating income | 280% of total operating income | \$Nil                  | < 200% of total operating income | The lesser of \$200m and 240% of total operating income |
| Capital spending | \$30m                  | \$40 – 60m                       | \$80m                          | \$15m                  | \$25 – 35m                       | \$38m   |

The proposed changes show that each ‘lever’ would increase but would be restrained by our limits.

Rates income

The proposed rates increases for the next three years are higher than in recent years. The Council is very mindful that affordability of increasing rates is a concern. We recognise that where rates are more than 5% of the median household income this is an indicator for financial hardship. We will continue to help people access the Government’s rates rebates and use our own rates remission tools in a targeted way to assist with affordability.

In this plan, Council is proposing to increase the rates remission fund by an additional \$50,000 per year. In household terms, this increase to our fund could potentially provide rates assistance to a further 167 households on top of the current level of uptake.



\*Projected rates increases beyond year three include inflation and the impact of increasing asset costs, offset by growth

local economy, we propose to increase the limits. The table below shows the proposed limits compared with the current strategy set through the 2018-38 Long-term Plan.

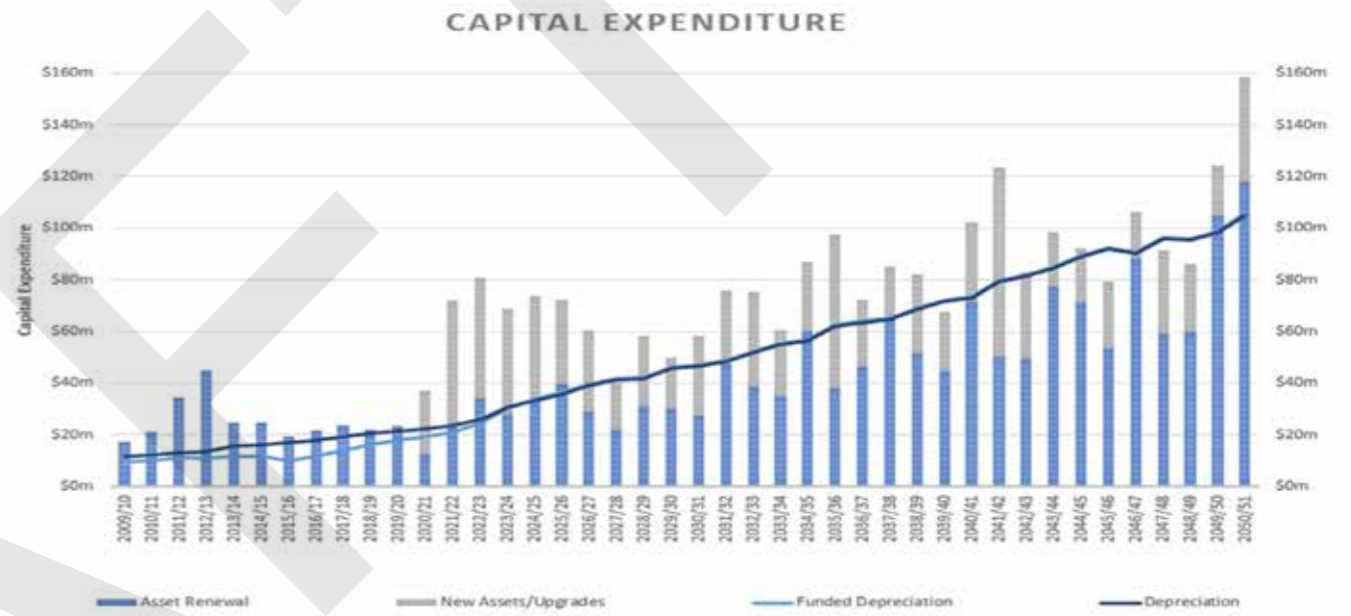
As noted, we have a high dependence on rates income and we want to look seriously at how we can generate other income and ease the rates burden in the future.

Over the next three years we are projecting proposed increases of 7.8% in year one, 8.3% in year two and 8.6% in year three. The rates increase for year one will be set at the same time as this plan is adopted. For years two and three, the proposed increase will be reviewed as part of developing the annual plans for those years.

The average rates increase over the full 20 years is 3.8%, compared with 2.6% in the previous long-term plan. If we can, in coming years, we will try to smooth out the impacts of rates increases.

Capital spending

Our proposed capital spending would significantly increase as we deliver our expanded work programme. It will be a challenge to manage this, but we have a range of strategies to achieve this as noted. We have retained a conservative amount of headroom. We will continuously monitor our spending and, as we have done in other years, we will reprioritise work if necessary. That will also enable us to respond quickly if other urgent needs arise or there is a resurgence of COVID-19 affecting our district.



This is a 30-year view of our capital spending, and it shows the high levels of expenditure required for renewals in later years. This is the water infrastructure that we have talked about for the last few years, that we have ensured we are on a sound financial footing to accommodate. (You can see the specific work in the table of major infrastructure projects proposed on page 30.)

Borrowings

We propose to borrow more, however, we see this as ‘good debt’ as we are using it to invest in infrastructure and facilities our district needs. We are also proposing a level lower than the Local Government Funding Agency limit, which is 300% and, as noted, the cost of borrowing is currently very low. We will ensure we keep some ‘headroom’ for future shocks or opportunities; and we will look at future years with the aim to return to under 200% more quickly than is budgeted. Even with the larger capital programme proposed, our borrowings would return to sustainable levels through those later years.



# Our infrastructure strategy

The infrastructure strategy and the financial strategy both feed into the long-term plan and help enable it. While the long-term plan covers a 20-year timeframe, our infrastructure strategy covers the next 30 years so it provides a long view of our core infrastructure needs that we must plan for.

The strategy identifies the challenges that are most significant across infrastructure services including:

- growth and development
- natural hazards, many of which are predicted to increase in frequency and intensity due to climate change
- the impact of COVID-19, particularly on the global supply chain, and
- the changing legislative and regulatory context.

The strategy provides comprehensive information about how these challenges apply to our core infrastructure. The following examples illustrate some of what we need to plan for and build into our work in these areas.

- **Water** – we need to consider how we meet and measure against new legislative drinking water standards and reporting to the new regulator



Caption to come

- **Wastewater** – as with drinking water, we need to step up performance of our operations and assets to meet the new regulatory regime. We also need to manage emissions in accordance with Government climate change targets
- **Stormwater** – we recognise that growth, including new developments, increases stormwater runoff and we need to allow for increased downstream capacity
- **Roading** – we need to ensure the new roads transferred to us from Waka Kotahi NZ Transport Agency are fit-for-purpose once we take ownership of them. Also, new roads to service growth are necessary.
- **Coastal** – we will likely face increasing frequency and severity of weather events causing damage to Council assets and we will need to find affordable, sustainable solutions.

Note: The Government is currently reviewing the delivery mechanism for local authorities’ three waters services and proposing significant potential future changes. However, no decision has been made yet, so this plan is based on our current operating model continuing with no change. (The changes proposed for three waters services are outlined in the section *Government changes impacting Council*, page 46.

## Challenges in completing infrastructure work

The infrastructure strategy highlights the challenges in delivering major infrastructure in the current environment such as shortages in certain specialist contractors used in civil projects, and the ways this can be managed, for example, using alternative contracting models, as discussed earlier.

The development of a dedicated project management office with a focus solely on capital project delivery will provide the capacity within the organisation to effectively manage this increased work programme.

Dedicated support systems are also proposed to enable a programme approach to better manage multiple projects. This will include dedicated financial and procurement resources.

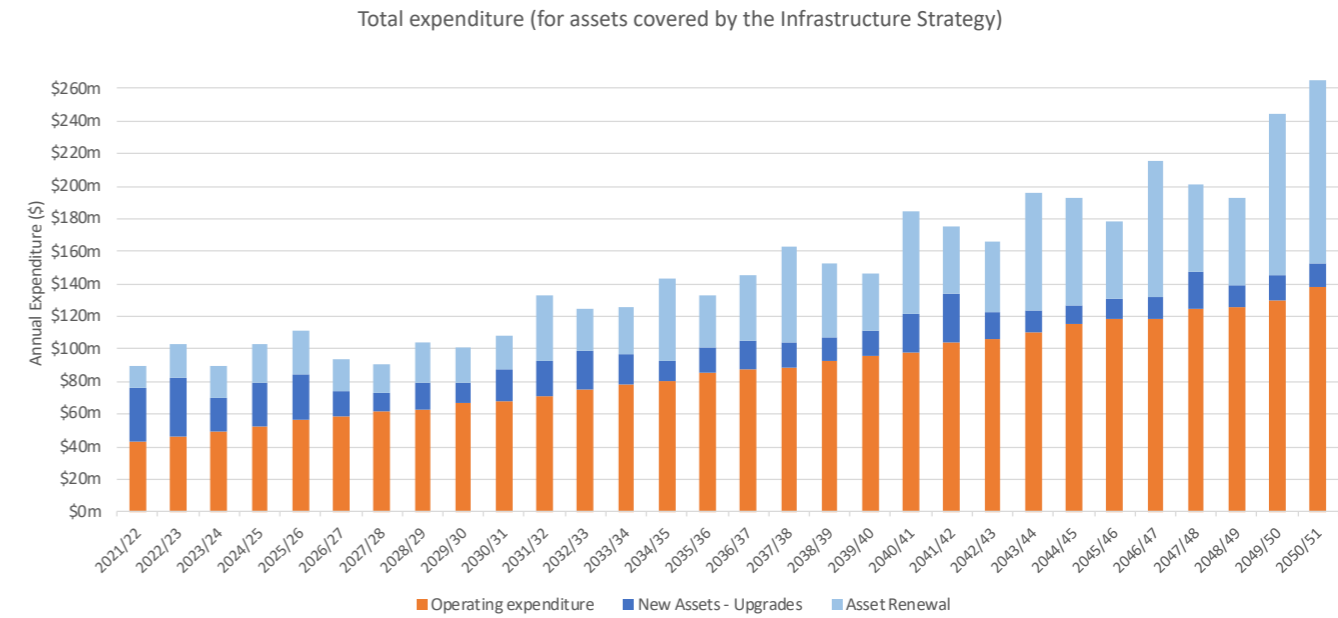
## How we will manage our infrastructure

We will:

- renew assets based on their condition and importance
- build more capacity in key areas such as Ōtaki and Waikanae water supply networks
- ensure climate change is considered in all our asset management plans and proposed future upgrades. This is especially critical in our stormwater and coastal assets
- build resilience into our critical networks such as water and wastewater
- stage expenditure increases over several years to lessen the impacts on borrowing.

## Total infrastructure costs 2021-2051

The chart below shows our planned spending over the course of this strategy across operating spending, asset renewals (replacing existing assets), upgrading of existing assets, and new assets needed to support population growth.

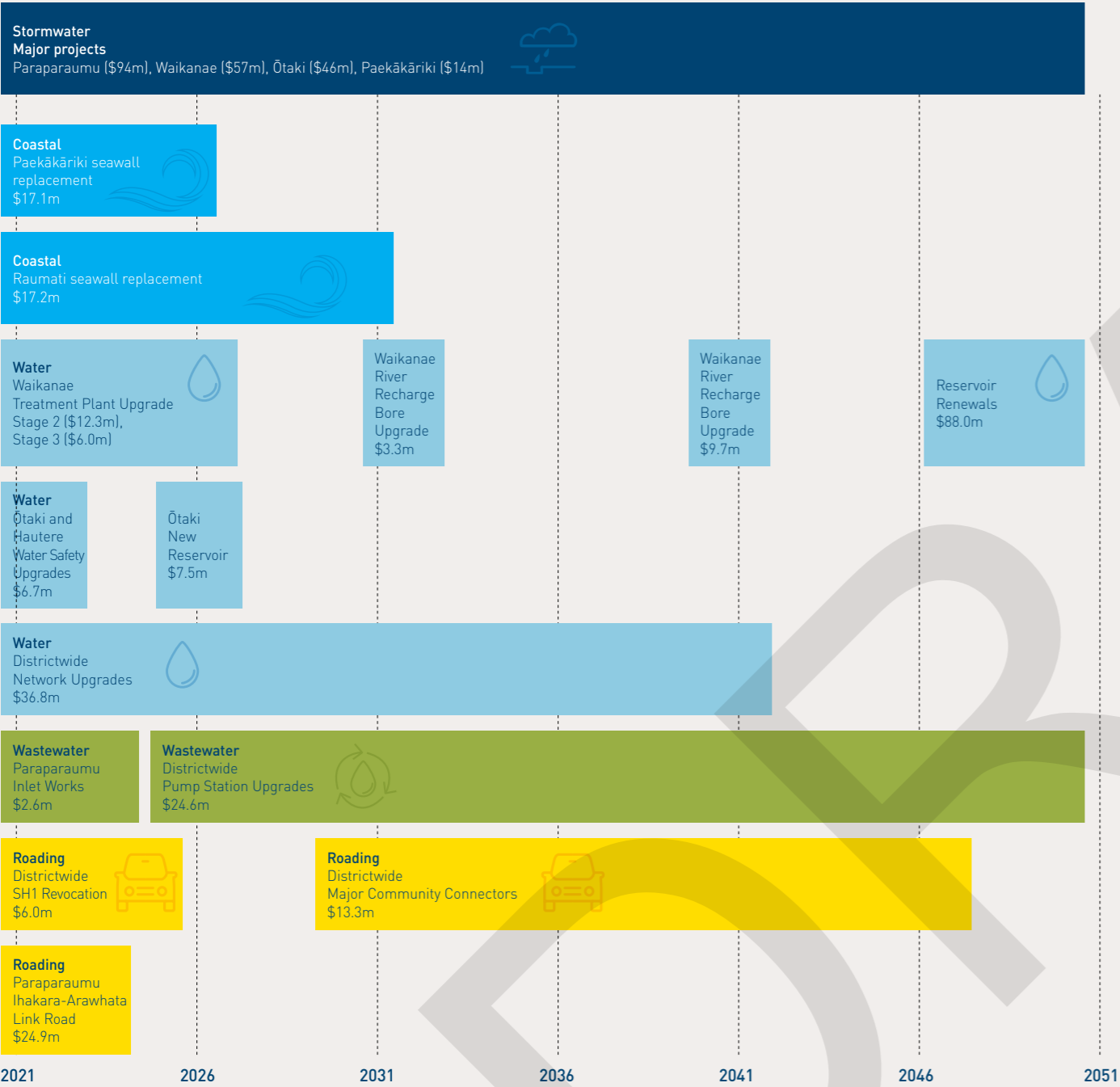


The chart shows the significant investment in asset upgrades in the first five years of this plan to reflect additional capacity needed for growth.

Our big infrastructure projects

The diagram below shows the main work that is required across our core infrastructure broken down into projects and the costs of those at this time. As the diagram indicates, there is significant work in the early years of this long-term plan.

Major infrastructure projects proposed



We are confident about the information we hold on the type and location of assets that we have. Ongoing condition assessments and network modelling mean we have a good understanding of the condition of our roading, water and wastewater assets. Recent audits by Waka Kotahi NZ Transport Agency also confirm we are managing our roading assets well.

You can see the draft infrastructure strategy at (weblink) or in hard copy at one of our libraries or service centres.



Caption to come

TELL US YOUR VIEWS

*Do you think investing for resilience and growth, as outlined in this section, is the right approach for Council to take at this time?*

*Council has determined that it is appropriate to change the limits for rates, capital spending and borrowing for the 2021-41 Long-term Plan given the extra costs that need to be met and the challenges the district is facing – particularly to be able to replace vital infrastructure in the future. What do you think?*

**Tell us your views: go to the feedback section page 94 or online...**

# Topics for feedback

## What's planned for the next three years?

This section is about the main activities the Council will focus on in this Long-term Plan to support the community outcomes.

There are four decisions for consultation, an overview of the big issues our district is facing and a summary of key projects in our proposed work programme. Many of the items continue work already begun and links are given to where you can find more information.

You are welcome to give feedback on any of the topics.

This section is organised into three parts.

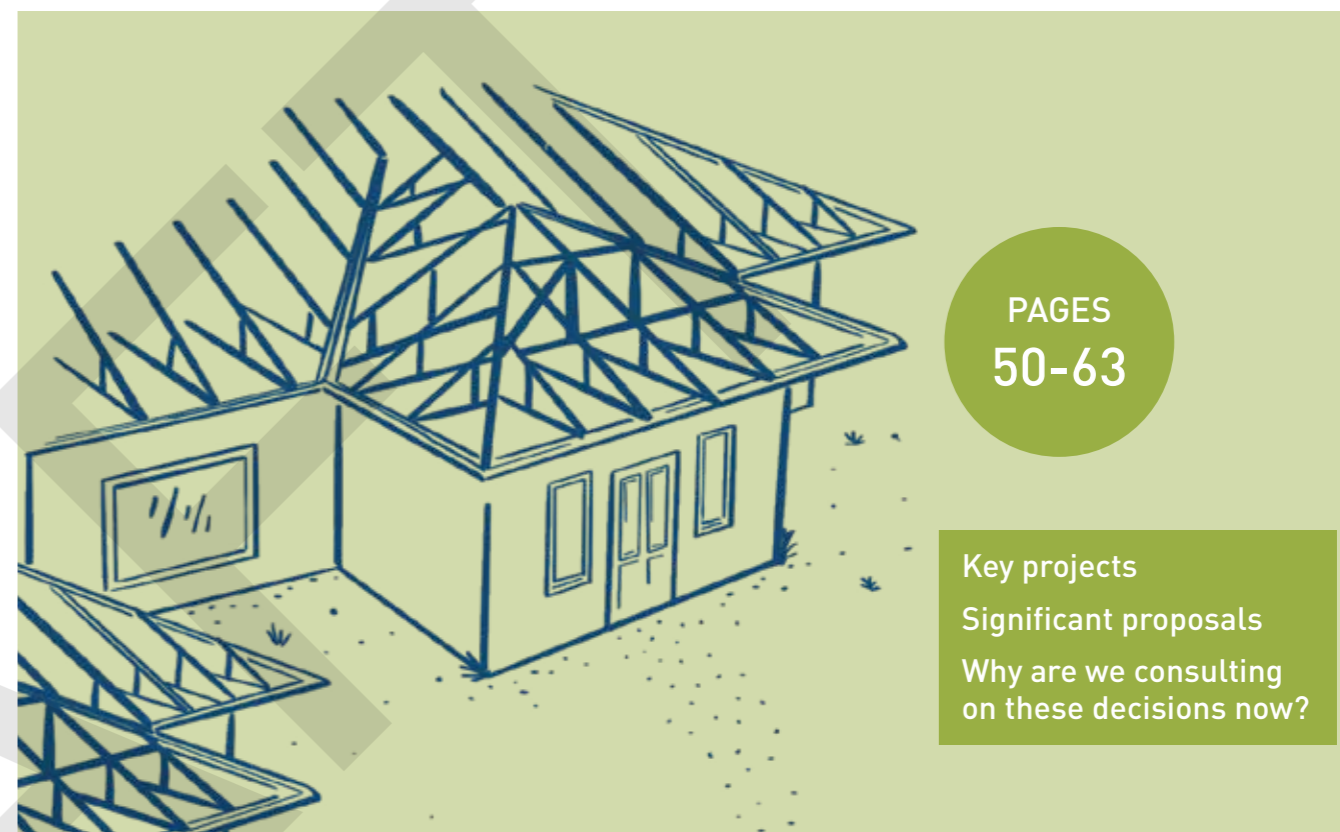
## Our big issues



PAGES  
34-49

COVID-19 response and recovery  
Access to housing  
Responding to climate change  
Managing growth  
Strengthening our resilience  
Government changes impacting Council

## KEY DECISIONS



PAGES  
50-63

Key projects  
Significant proposals  
Why are we consulting on these decisions now?

## Major projects and initiatives



PAGES  
64-73

Waikanae Library  
Te Newhanga Kāpiti Community Centre  
Town centres  
Link road  
Drinking water safety and resilience  
Stormwater upgrades  
Waste minimisation

Footpaths  
Ōtaki community facilities  
Indoor sports centre  
Ngā Manu Nature Reserve  
Playgrounds  
Ōtaki Pool upgrade stage 2  
Macleay Park  
Kāpiti Gateway – Te Uruhi  
Community Board proposals

# Our big issues

As outlined in the *Our challenges and opportunities* section (page 15), Kāpiti is facing some complex issues which have a big impact on our priorities for this Long-term Plan.

We have identified the six big issues as:

- COVID-19 response and recovery
- Access to housing
- Responding to climate change
- Managing growth
- Strengthening our resilience
- Government changes impacting Council.

These six issues are interlinked. As well as being significant in their own right, together they form a key part of the context for our planning.

These issues link strongly to our community outcomes (page 16) and are major contributors to wellbeing. They are priorities Council has identified as the most critical at this time, and which reflect concerns and ideas raised through earlier consultation and the *What matters most* engagement. The quotes on these pages highlight key themes voiced by our community about these issues.

In the following pages, we discuss these six issues and for each area we have some questions. We are not consulting on specific initiatives, but we want to know your views to guide our direction.



We have highlighted the community outcomes that are most relevant for each issue. All are supported by our first outcome: Mana Whenua and Council have a mutually mana-enhancing partnership.



## COVID-19 response and recovery

WHAT MATTERS MOST?

“Help keep people in jobs and create new opportunities”

“Council leadership that encourages support to our vulnerable”

## Access to housing

WHAT MATTERS MOST?

“A range of different housing...to enable people to get the home that suits them and their whanau”

“Affordable housing so that everyone has somewhere to live...our community is more diverse”

## Responding to climate change

WHAT MATTERS MOST?

“Looking at how we can do things differently to ensure better outcomes, for people, the environment”

“Building climate change mitigation into everything Council does”

## Managing growth

WHAT MATTERS MOST?

“A strong but realistic plan that looks at the environment and a growing and younger population”

“That we are equipped to deal with growth”

## Strengthening our resilience

WHAT MATTERS MOST?

“Safety and security, both for people and the environment”

“Greater resilience and connectivity to be able to adapt and cope with not just the pandemic, but the ongoing impacts of climate change”

# COVID-19 response and recovery

## Contribution to community outcomes

- Our COVID-19 recovery work links strongly to our outcomes, particularly:
- Our communities are resilient, safe, healthy, thriving and connected: *Manaakitanga/Whanaungatanga – Strong communities*
  - Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti: *Pūkengatanga/Whanaungatanga – Vibrant economy*



The COVID-19 pandemic continues to dominate headlines. In New Zealand, we have been very fortunate, however, as a small nation we are affected by the situation in the rest of the world and may still be directly affected by the pandemic again in the future.

Our response to the pandemic – both the impacts it has had on our district, and what we need to do to rebuild and prepare for future impacts – is a critical element of this long-term plan.

The most valuable thing we can do as Council is focus on our core roles because the work we do helps stimulate the economy and support resilience. Our COVID-19 recovery efforts build on existing work, so we make the most of our knowledge and skills, and our relationships with partners, stakeholders and suppliers.

Our economic stimulus for this plan is substantial. In recent years, our capital expenditure programme has averaged \$23.2 million per year. In the next three years, we’re proposing to spend \$221.5 million on a range of infrastructure. As outlined in our financial strategy (page 27), this investment does require us to borrow more, but we will keep this within manageable levels that still allow for us to respond to urgent needs.

## Our plan for recovery

The scope of the pandemic continues to change so we have to plan using the best information we have. Council has developed an initial plan – *Kāpiti Recovery Plan* – which you can find on our website at [X](#) and in our libraries and service centres.

We’ve talked to a range of people, businesses and organisations in our community to understand their experiences through COVID-19 and their concerns for the future. Our recovery plan shows how we can work together to rebuild our communities to be more sustainable, prosperous and resilient. We’ll continue to work with our iwi partners, community organisations and businesses as we know we can’t do this alone.

We are particularly concerned about looking after our most vulnerable as the pandemic exacerbated existing social inequalities. We will keep working with our partners to ensure there is appropriate and tailored support so that all in our district have the opportunity to thrive.

We will be reviewing our recovery plan in mid-2021 to ensure we are still focusing on the right things.

## Rebuilding our local economy

As explained in the preceding section – *Investing for resilience and growth* – right now, we’re in rebuild mode and aiming to stimulate our local economy so we can build back ‘better’. Based on what we know at the moment, we’re anticipating a two-year impact for COVID-19 and have made spending assumptions based on recovery in three years.

We expect the New Zealand economy to remain sound, but the global economy to be more fragile. For Kāpiti, we should see jobs growth rebound and our GDP return to pre-COVID-19 levels. However, certain sectors such as tourism will continue to find things tough. Borders will at some point open, though likely only to a limited extent, meaning international tourism to New Zealand and Kāpiti will be limited.

As well as our major investment in infrastructure, our priority work in the next few years includes a wide range of initiatives. In our recovery plan, there are 42 short- and medium-term actions already under way such as:

- support and encourage ‘buy local’ campaigns
- build on existing promotions and events to enliven our town centres
- promote new commercial investment opportunities across the district, and
- explore opportunities to use surplus land (Crown, Council or iwi land) for affordable housing development.

## QUESTIONS TO HELP GUIDE COUNCIL'S DIRECTION

We had good feedback about the support package we provided in May 2020 (you can see a summary at [X.....](#)). As well, people shared ideas in *What matters most* about how we can navigate through the pandemic.

- If we experience a resurgence of COVID-19, are there particular things you would like Council to do in response? The same things we did previously? Other things?
- What are the positives that have come out of the pandemic you would like us to keep doing or support in the community?

Tell us your views: go to the feedback section page 95 or online...

Your input will contribute to the ongoing review and updating of our recovery plan.



Caption to come

# Access to housing

## Contribution to community outcomes

Our housing programme directly supports our outcome:

- Our people have access to suitable housing in Kāpiti so that they can live and thrive: Ūkaipōtānga – Strong communities



Housing is so important it has been prioritised by Council as one of our community outcomes. Housing accessibility is a significant and worsening problem in the district. It is also harder for people in our community to afford to rent or buy compared to the rest of the Wellington region and nationally. There is also increasing demand in the district for both social and emergency housing.

Council’s role in housing is the focus of one of our key decisions for this long-term plan, see page 52. Irrespective of the outcome of the decision, housing will remain a priority for Council and this section highlights how it connects to our other big issues.

### Housing access and affordability links with other major issues

Over the past year, Council has been exploring what can be done to increase the supply of affordable homes in the district and make it easier for people to access housing. For some in our community, the challenge of securing housing is severe – a situation that has been exacerbated by COVID-19. As part of our recovery plan, Council is exploring opportunities to use surplus land for affordable housing.

### TELL US YOUR VIEWS

See our Key decisions, Key project 1: Should Council take a bigger role in housing? (page 52)

If you have other comments about housing, go to the feedback section page 95 or online...

Our work in planning for growth, such as reviewing our growth strategy, responding to the National Policy Statement on Urban Development and contributing to the Regional Growth Framework is also key to improving the opportunities for appropriate development that includes more affordable housing. (See *Managing growth*, page 42.)

As part of its regulatory role, the Council has certified 654 new lots since June 2018, the majority of which will be developed for housing. This number needs to be a lot higher in coming years, so we need to encourage landowners to do their bit.

We also need to explore partnering with organisations in the community as a way to deliver more housing options.

Adapting to climate change includes considering where our future development of housing is best placed to support sustainable living, for example, to include some medium density housing with good access to transport hubs.

### Key decision

How Council could contribute further to addressing housing access and affordability is set out in our first key decision: Should Council take a bigger role in housing?

# Responding to climate change

## Contribution to community outcomes

Our efforts on climate change support our outcome:

- Our natural environment is restored and enhanced as we transition to a low-carbon future: Kaitiakitanga/Pūkengatanga – Thriving environment



Acting on climate change is a key driver for this long-term plan. How we mitigate and adapt to a changing climate was one of the main issues raised in response to the increasing impacts of climate change on our district – particularly flooding and coastal erosion. In 2019, Council declared a climate emergency and set a goal for Council to be carbon neutral by 2025, building on our existing plan adopted in 2012.

### What have we achieved so far?

As an organisation, we’ve made encouraging progress – we’re a leader in emission reductions in local government (and the country for organisations our size) – and now is a good time to assess where our ongoing efforts within the community are best directed.

Last year, we set up a sustainability and resilience team that focuses on carbon and energy management, waste management and minimisation. It has an overview of climate change adaptation and mitigation across Council, helping our teams embed good practices and find alternative ways to get things done.

Some of our key contributions to climate change mitigation and adaptation don’t come directly under the ‘climate’ heading, for example, our massive stormwater programme which we consulted on in the last long-term plan. This recognises that climate change is resulting in more storms and heavy rains, increasing the risk of flooding to homes and businesses. Our improvements to the stormwater network reduce that risk.

We have been working hard to reduce all our emissions, from street lighting to our community and leisure facilities. We’ve implemented changes that conserve energy, reduce fossil fuel use, increase use of renewable energy, and improve how we dispose of waste.

This work has reduced our carbon emissions by 77% from 2009/10 to 2018/19.

We are under way on our community-led coastal adaptation programme – Takutai Kāpiti – to help prepare us for changes to our coastline. We are increasing our work in waste minimisation by creating resource recovery options in the district (such as timber recycling) as we know this is an area the community is looking for support on. We remain focused on preserving and conserving our natural environment, with much of this work done in partnership with community groups such as dune planting and restoration of native bush.

### Where to next?

Responding to climate change is part of all Council programmes.

Our key areas for action are:

- further reducing Council’s carbon emissions
- preparing for coastal change
- minimising waste
- supporting sustainable transport options, and
- increasing our work with the community to reduce our district’s carbon footprint.

In each of these areas, we need to weigh up all costs and impacts to ensure we use our limited resources thoughtfully. It’s important to consider how much we focus on Council as an organisation, where we have most control, versus our activities in the district, where our role is more in facilitating and influencing.

As noted, we have reduced Council’s emissions 77% over the past 11 years. We could reduce them further, but it would mean changing the way we do certain things, which would be more expensive. For example, we could replace our fleet of vehicles with lower-emitting options more rapidly than currently planned, but this would cost more.

We also need to consider how we spread the costs of climate change mitigation and adaptation to ensure equity across our district where the impacts of climate change will be felt in different ways. This is particularly apparent in our coastal communities and those in flood-prone areas.

Council can be a strong advocate and deliver education and support to drive behaviour change towards decarbonisation. For example:

- We worked with Energise Ōtaki, a community organisation focused on clean energy production, to support the group's installation of solar panels for the Ōtaki wastewater treatment plant.
- We support renewable energy initiatives that are consistent with our direction such as the wind turbine proposal for Paekākāriki.
- We have leased land to Zero Waste Ōtaki for a building recycling initiative next to the transfer station in which they divert wood waste from landfill.



Caption to come

Similarly, we can facilitate and support initiatives in our community, as well as continuing our regular Council work such as planning for growth in the right places and building climate change adaption into our infrastructure projects.

**Strategic framework to guide Council decision making**

To ensure we consistently embed consideration for climate change mitigation and adaptation into all our work, we have developed a strategic framework to guide our decision making.

The framework is based on a set of principles which reflect the feedback we have received in past years from iwi, residents, businesses, and other stakeholders. (The principles are set out in the panel on the facing page.) We intend to actively apply this framework to all our planning as well as our projects and delivery of core services.

**Strategic framework principles**

1. Council demonstrates strong and effective leadership on climate change mitigation and adaptation to support Toitū Kāpiti and give effect to the climate change emergency; this includes a commitment to act in the face of uncertainty using the best scientific information available.
2. Council honours Te Tiriti o Waitangi and its partnership with mana whenua, and acknowledges the significant value of māramatanga (lessons learned through centuries of kaitiakitanga, manaakitanga, and whanaungatanga).
3. Council will meet all of its climate change-related statutory obligations.
4. Decision making is inclusive, transparent, and based on ongoing collaboration and consultation with the wider community, businesses, social service organisations, and key sectors from industry and science.
5. Decision making will consider:
  - a. Best practice guidance and recommendations;
  - b. Costs and benefits, including broader co-benefits to the four wellbeings;
  - c. Level of risk, particularly if an action is not taken;
  - d. Urgency of any issues at hand;
- e. How effectively a proposed action will address any issues at hand;
- f. A desire to avoid any actions that might worsen inequity or compromise future generations;
- g. Mana whenua advice, community feedback, and potential alignment with neighbouring councils; and
- h. Long-term effectiveness of proposed actions, regardless of current or future trends or pressures.
6. Sustainability, resilience, and climate change-related work is integrated and coordinated across Council.
7. Council takes opportunities to participate in government reforms of national policy and legislation – particularly in relation to climate change mitigation, adaptation and the Resource Management Act (RMA).
8. Council advocates for policies and programmes that support the Toitū Kāpiti vision, and actively canvasses for funding opportunities.
9. Council looks for and takes opportunities to lead, facilitate and empower community projects and initiatives that aim to build sustainability, resilience, and green innovation.

You can see the full framework online at...

**QUESTIONS TO HELP GUIDE COUNCIL'S DIRECTION**

*We have made good progress on reducing Council's emissions, however, achieving further gains will cost more. Should we continue to prioritise emissions reduction for Council?*

*The effects of climate change are being experienced in different ways across the district, for example, for our coastal communities and infrastructure such as the seawall in Paekākāriki. As climate change impacts become more severe and costs to respond increase, how do we ensure equity across the district?*

*We have developed a strategic framework to guide our decision making and we want to know if you think we've got it right. (See framework principles above.)*

**Tell us your views: go to the feedback section page 95 or online...**

Your input will help us determine how things are funded and how we make decisions.

Note, we would continue to consult with the community on any substantial proposals relating to climate change as we are doing in this plan for the Paekākāriki seawall.

# Managing growth

## Contribution to community outcomes

Planning and managing how our district grows well contributes to all our outcomes:

- Our communities are resilient, safe, healthy, thriving and connected: *Manaakitanga/Whanaungatanga – Strong communities*
- Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti: *Pūkengatanga/Whanaungatanga – Vibrant economy*
- Our natural environment is restored and enhanced as we transition to a low-carbon future: *Kaitiakitanga/Pūkengatanga – Thriving environment*
- Our people have access to suitable housing in Kāpiti so that they can live and thrive: *Ūkaipōtānga – Strong communities*



Our district has been growing steadily and we are poised for more growth. We need to plan for that and manage how it happens so growth is sustainable and the benefits are shared across the community.

### Increasing population

Our population has more than doubled over the past 40 years. In 1981, it was just over 26,000 and today it is around 55,500. That’s an average of about 3% per year, although it’s been lower in recent times. Now, population growth in the whole region is accelerating again and our district is projected to reach around 85,000 by 2050 – a higher level of growth than anticipated in our last long-term plan.

The development of the expressway, including the forthcoming Peka Peka to Ōtaki section, as well as the Transmission Gully motorway will bring Kāpiti closer to Horowhenua to the north and Wellington to the south. This, and our attractive lifestyle, will help our district grow.

As our population increases, we will see greater demand for all Council infrastructure and services, and growing pressure on our environment. Our expanded investment in infrastructure and our focus on preserving and restoring our environment are both part of achieving ‘good growth’.

### Growing sustainably

The shape and form of future growth for the district is being reviewed as part of our growth strategy, which we will consult on in July-August 2021.

Managing growth the right way will help maintain what people value about Kāpiti as well as how we can benefit from growth. This is a core role of Council and involves all our services from future-proofing infrastructure to processing building permits.

Council can influence the nature of growth through its policies and plans, which means an ongoing conversation with the community about what we want to see.

We also need to respond to the National Policy Statement on Urban Development that requires councils to plan for well-functioning urban environments, including providing for the district to grow ‘up and out’. This will help us in our efforts to support affordable and accessible housing to provide homes for this growing population.

### Wellington Regional Growth Framework

We’re working with other districts in the region to ensure what we do ties in with changes throughout the region. The Wellington Regional Growth Framework is a plan for growth across the Wellington, Wairarapa and Horowhenua districts. It has been developed by councils and iwi in the region – our partners north and south – alongside Government, to deliver on the Government’s objectives for urban growth. This aims to remove barriers to the supply of land and infrastructure and create room for cities to grow.

As well as infrastructure and transport links, the framework aims to help provide a greater choice of housing to make it more affordable and liveable, and explore suitable areas for development. In Kāpiti, along with allowing for greater intensity amongst existing housing and around our town centres and transport hubs, there are two greenfield areas where the potential for new houses would be investigated – south of Waikanae and in the broader Te Horo and Peka Peka areas. So, our plan for growth is key to our aim to increase access to affordable housing.

Community consultation on the draft Wellington Regional Growth Framework will happen in the first half of 2021. For more information and to view the draft framework, visit [wrgf.co.nz](http://wrgf.co.nz)

The Government’s reform of the Resource Management Act will be key for our management of good growth. The scope of the reform is summarised in our big issue discussion *Government changes impacting Council*, page 47.

### Upcoming consultation on Council’s growth strategy – July-August 2021

We’re reviewing the shape and form of future growth for our district. We’ll be consulting on this from mid-July to mid-August this year.

### QUESTIONS TO HELP GUIDE COUNCIL’S DIRECTION

*As our district grows, what do you think good growth looks like?*

**Tell us your views: go to the feedback section page 96 or online...**

**Your input will contribute to our growth strategy.**



Caption to come

# Strengthening our resilience

## Contribution to community outcomes

Our focus on strengthening resilience links across our outcomes particularly:

- *Our communities are resilient, safe, healthy, thriving and connected:*  
*Manaakitanga/Whanaungatanga – Strong communities*
- *Our natural environment is restored and enhanced as we transition to a low-carbon future:*  
*Kaitiakitanga/Pūkengatanga – Thriving environment*



Our experience of the pandemic demonstrated the need for resilience in a way we haven't encountered before. We came together and adapted to deal with the pandemic. However, it was hard for the most vulnerable in our community and that experience showed there are things we can strengthen.

## Importance of community resilience

Our COVID-19 recovery plan, which sets out 42 short- and medium-term actions for the Council and our partners, emphasises resilience across our district – whether we're working to reactivate our economy through our Love Local campaign or supporting events that help the community reconnect. (For more, see the *COVID-19 recovery* section on page 36.)

Partnering with others is vital. Again, the pandemic confirmed that iwi and community organisations play a key role in fostering community resilience, including in very practical ways of reaching out to people, making connections and being able to respond to needs quickly.

And, the themes of connection, looking out for each other and building neighbourhood and community resilience came through strongly in the *What Matters Most* engagement.

We worked closely with central government agencies as part of our pandemic response and this is another area we want to strengthen, particularly in relation to health, housing and education which we know are key issues for our community and where our district has some significant needs.

## Being ready for emergencies

Overall, we have good levels of preparedness for emergency in our community (based on our 2019/20 residents' opinion survey 80% of households have an emergency plan and kit), but we want to help all residents to be ready. While individuals and households need to prepare directly, Council has a role in educating, for example, ensuring there is clear information about tsunami zones.

## Considering how we protect our assets in the face of climate change

We're also working hard on our climate change resilience. (You can read more about this on page 39.)

As well as the impacts to our environment, climate change has a flow-on effect to our assets. This will mean we need to make some decisions as we plan for the future.

With the increasing number of events such as extreme weather damage, it is becoming more expensive to insure assets such as our infrastructure so we have to look at different options for protecting our district's assets.

Future options:

- One way could be to self-insure more, by setting aside some reserves and having a higher excess. A reserve would likely need to be at least \$10 million which we could only put in place gradually over a long period.
- We can also construct Council buildings to a higher resilience level so they are designed to withstand a significant earthquake and still be usable. However, that would cost more.
- We could choose not to insure some assets, such as walls or footpaths in our parks and reserves. The experience in Christchurch post-quake showed these were not a priority for reinstatement and the redevelopment of those areas could be done in different ways.

## QUESTIONS TO HELP GUIDE COUNCIL'S DIRECTION

- What else can Council do to help build community resilience?*
- How can Council encourage households' emergency preparedness?*
- Should we explore different options for how we insure our assets? We could:*
- *reduce our cover/increase our excess?*
  - *self-insure more/increase our reserves?*
- Tell us your views: go to the feedback section page 96 or online...**



Caption to come

# Government changes impacting Council

Central government is making some major changes in the local government sector which will have a significant impact for communities and the role of councils. The big areas of change are summarised here with the most recent information available.

## Changes to three waters services

The Government is changing regulation and supply arrangements for what are known as the ‘three waters services’ – drinking water, wastewater and stormwater. Although services in our district are in good shape, other councils have faced issues with water services infrastructure so the Government is aiming to raise the standard. The Havelock North event, and subsequent enquiry, was the catalyst for this change.

### What’s proposed?

Instead of individual councils managing their own water supply arrangements, neighbouring councils will be part of multi-regional groups (for example lower North Island). These groups would manage water as well as holding the assets and debt for those services. There is a preference that entities will be in shared ownership of local authorities; privatisation has been ruled out. This new approach is designed to improve capacity and capability and help make services more affordable, especially for smaller communities, by sharing the costs across large numbers of consumers.

The Government review, which began in 2017, has already resulted in legislation and the creation of a water services regulator, Taumata Arowai, to enforce a regulatory framework for drinking water, with oversight of wastewater and stormwater networks. We have been working to ensure compliance with the drinking water standards.

### 2020 developments

In July 2020, Government announced a funding package for local authorities to maintain and improve three waters infrastructure, and to explore further reform of arrangements for water services delivery.

Councillors agreed that we will participate in the initial, non-committal stage of the programme. This gives us a ‘seat at the table’, together with Government and regional partners, to explore the local impacts of the Government’s proposal. In exchange for participation, we were granted \$6.26 million for water, wastewater and stormwater infrastructure and services.

### What happens next?

The Government plans to make policy decisions in April/May 2021 and both central government and local authorities – including our Council – will engage with the community in late 2021 to advise everyone as to what the Government has decided and what the next steps will be.

### What would these changes mean for Kāpiti?

The three waters reform programme has the potential to significantly change the way water infrastructure and services are delivered in our district.

We have invested heavily in our water management, security and infrastructure on behalf of – and for the benefit of – our community and our environment. Over the last 10 years, we’ve spent over \$90 million on capital projects. Our water-related assets together have a value of \$342 million, which is around 38% of Council’s total assets (excluding land under roads). Our average annual operating expenditure for the three waters is \$36 million over the period of this plan, which is about 24% of our total expenditure.

Because of this investment, we are well positioned for the future. A 2018 Auditor-General’s report *Managing the supply of and demand for drinking water* shows that the Council is setting a good example in our strategic, future-focused approach to supplying drinking water.

Amalgamation could remove our responsibility for maintaining three waters infrastructure and services. For example, Council may no longer be responsible for delivering drinking water supplies to households. Increasing standards for water services, and the inputs on our freshwater catchments, are a Government focus area. All across the country, there will be cost increases to meet these standards and the Government believes these would best be delivered by large, multi-region water organisations.

### Find out more

[dia.govt.nz/three-waters-reform-programme](https://dia.govt.nz/three-waters-reform-programme)  
[kapiticoast.govt.nz/your-council/projects/three-waters-reform-programme](https://kapiticoast.govt.nz/your-council/projects/three-waters-reform-programme)

### Upcoming consultation – late 2021

There will be engagement by both the Government and Council in 2021 on water reform. This may include consulting with the community on whether Council should continue participating in the reform process.

### Council responsibilities continue

For now, all councils are obliged to continue with business as usual – including planning and budgeting for these services – so in this long-term plan we are progressing our significant programme of work across the three waters.

## Resource Management Act reform

The Government has committed to replacing the Resource Management Act (RMA) after a Government-commissioned review of the Act proposed repealing the RMA and starting again.

For years there have been concerns the system is too costly, takes too long and has not adequately protected the environment. To address this, the Government proposes two pieces of legislation:

- a regulatory Natural and Built Environments Act – by mid-2021 the Government intends to release a draft of key elements, and
- a Strategic Planning Act, in which each region would put forward a combined 30-year development plan, consolidating councils’ local plans.

The RMA review also recommends a new law to oversee climate change adaptation and managed retreat from at-risk areas. A National Māori Advisory Board is also suggested, to advise on resource management from a mana whenua perspective.

## Future of local government

In addition to these specific changes, the Government’s expectations of local authorities are increasing. The local government sector is seeking to widen the conversation with central government about how the expectations can be sustained. We believe central government funding for our activities, especially infrastructure, needs to be an important part of the conversation. Support for our capacity to deliver on Government’s increased expectations for our response to the social needs of our communities also needs to be considered.

## QUESTIONS TO HELP GUIDE COUNCIL’S DIRECTION

**With the changes the Government is making to regulation and supply for three waters services (drinking water, wastewater and stormwater):**

- *What’s important for you about Council’s role?*
- *What should we advocate for?*

**Note:** Council is continuing to provide and plan for the three waters services until such time as any national changes are made.

**Tell us your views: go to the feedback section page 96 or online...**

Your input will help us plan how we respond to the Government’s reforms.

# Our big issues – summary of questions

We want to know the community’s views as we determine our direction on the big issues facing our district. This is an opportunity to help shape how we respond to the challenges and opportunities these issues present. Our questions are summarised below. Check out the issues on pages 34-47 and tell us your views. Go to the feedback section page 95 or online...



As highlighted below, our community outcomes link strongly to our big issues. All of the issues are supported by our first outcome: Mana Whenua and Council have a mutually mana-enhancing partnership.

## COVID-19 response and recovery (page 36)

- If we experience a resurgence of COVID-19, are there particular things you would like Council to do in response? The same things we did previously? Other things?
- What are the positives that have come out of the pandemic you would like us to keep doing or support in the community?



## Access to housing (page 38)

- See Key decisions, Key project 1, page 52.
- Any other comments.



## Responding to climate change (page 39)

- We have made good progress on reducing Council’s emissions, however, achieving further gains will cost more. Should we continue to prioritise emissions reduction for Council?
- The effects of climate change are being experienced in different ways across the district, for example, for our coastal communities and infrastructure such as the seawall in Paekākāriki. As climate change impacts become more severe and costs to respond increase, how do we ensure equity across the district?
- We have developed a strategic framework to guide our decision making and we want to know if you think we’ve got it right. What are your views?



## Managing growth (page 42)

- As our district grows, what do you think good growth looks like?



## Strengthening our resilience (page 44)

- What else can Council do to help build community resilience?
- How can Council encourage households’ emergency preparedness?
- Should we explore different options for how we insure our assets? We could:
  - reduce our cover/increase our excess?
  - self-insure more/increase our reserves?



## Government changes impacting Council (page 46)

With the changes the Government is making to regulation and supply for three waters services (drinking water, stormwater, wastewater):

- What’s important for you about Council’s role?
- What should we advocate for?



Caption to come

# Key decisions

In this long-term plan we are asking your views on four decisions – two key projects and two significant proposals.

## Key projects

### Should Council take a bigger role in housing?

### Should we renew the Paekākāriki seawall a different way?

The first two decisions involve capital spending and the costs and rates impacts are set out.

## Significant proposals

### Should we set up a CCO (council-controlled organisation)?

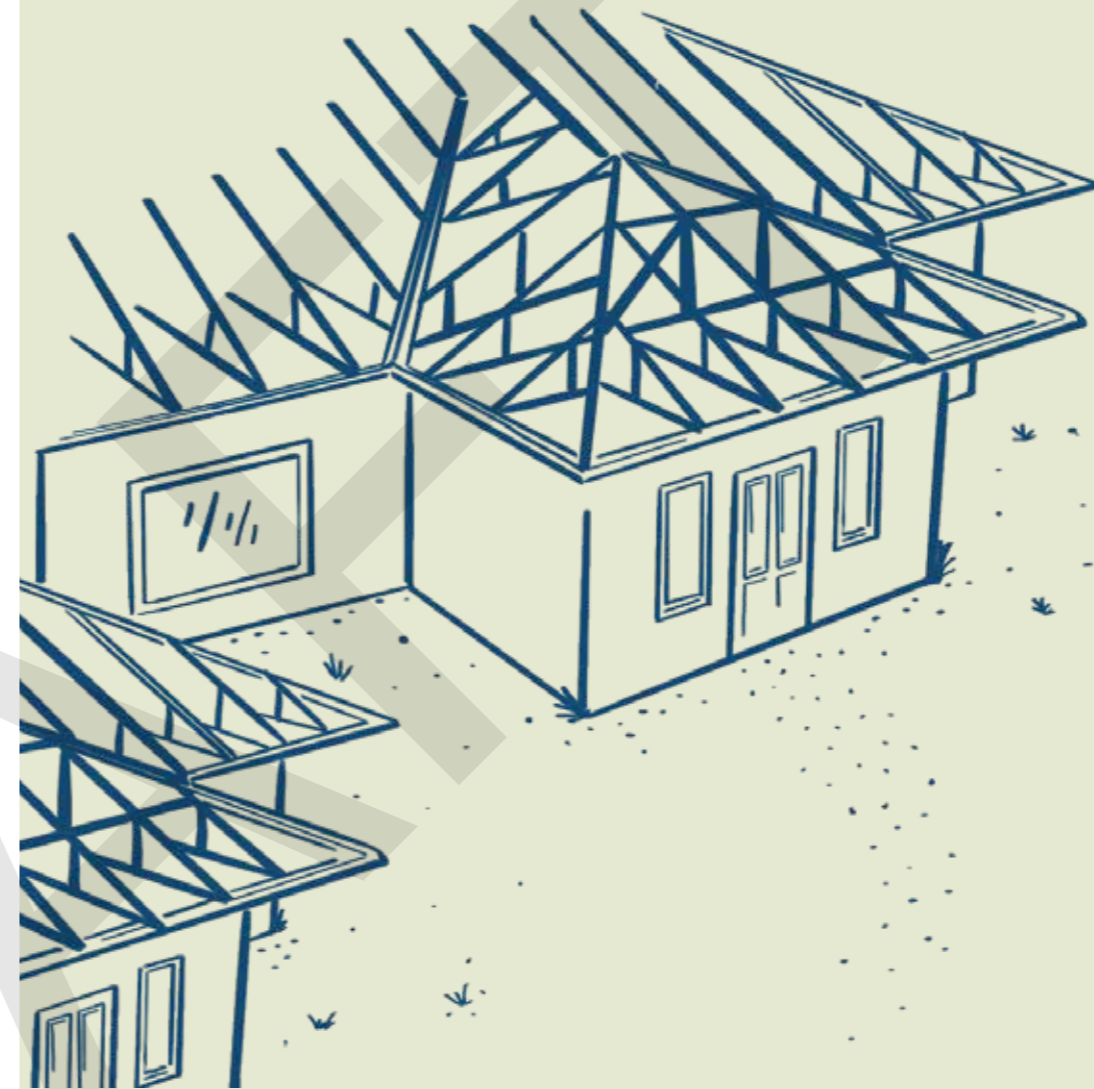
### Should Council explore ways to have a role in the airport?

The second two decisions involve only operational spending from existing budgets as they are decisions to explore activities.

Over the following pages, we explain these issues. For each one there are options and a recommendation from Council. Your elected members will consider all the input received before deciding how to proceed on these matters.

#### Why are we consulting on these decisions now?

- **Housing:** we know how concerned people are about housing pressures in the district. We have increased our activity already, but we want to know if you think we should get more actively involved.
- **Seawall:** we have to repair the wall, but the costs for the current plan have increased significantly and we need to review our approach.
- **CCO:** we want to set up a structure now to be able to manage activities for the district in the future, including initiatives that could generate income to reduce our dependence on rates.
- **Airport:** we know the airport is of high interest to our community and we need to know if you would like Council to explore how we could potentially have a role.



# Should Council take a bigger role in housing?

## What's the issue?

There are significant and growing housing access and affordability issues in the district, as well as rising rents. As our population continues to grow, there will be more pressure on existing housing. This is already being felt and some of our families are having to move out of the district, and increasingly people in our community are seeking government support to access housing. The numbers on the public housing waiting list are 169 as at October 2020.

New government requirements are likely to result in increased intensification, including higher buildings in and around our town centres and transport hubs. This may help provide more and different kinds of homes for the diverse population in our district in the longer term/medium term, but there is also a more pressing need in the shorter term.

The Government has set some recent direction, such as the removal of residential parking requirements for new dwellings which will expand the scope for affordable housing. There may be further ways we can amend our district plan and our development contributions policy to encourage development of affordable homes. This would require specific consultation.

## Council activity

In the past, Council has not had a significant role in housing other than our current provision of older persons' housing, and our regulatory roles with our district plan and issuing consents for building.

We have increased our focus and over the past year developed a housing work programme that includes a range of initiatives such as:

- assessing the residential land we hold to see if there's potential for redevelopment
- engaging with our iwi partners to explore development on Māori-owned and other land
- looking into opportunities with the public housing sector to get more social housing built
- seeing if there's suitable land that could be used for temporary relocatable housing.

While there are multiple factors affecting the supply of housing and it is an issue facing the entire country; if Council took an even more active role, and increased spending, it could help address the pressures being experienced now in our district.

## How could we approach it?

We could take a bigger role. In addition to the actions we have already committed to, we could increase our activity in two key areas:

- we could increase our role in social housing
- we could increase our role in influencing the supply of affordable housing.

## Increasing our role in social housing

We could expand our role in older persons' housing and look at providing wider social housing.

Our existing housing portfolio is 118 units for older people in 10 locations across the district. We have been increasing our maintenance and refurbishment of this housing over the last couple of years to ensure they are of a good standard for tenants.

## Review of older persons' housing

We propose to review all our older persons' housing to see if – while maintaining the current number of units that we have for older persons – we could potentially redevelop the housing to expand the number of units in total – either for additional older persons' housing or other social housing.

In this long-term plan, we have budgeted \$158,000 to carry out this review in year two (2022/23). If, after we have conducted the review, we were to consider redeveloping the older persons' housing we would consult with the residents and community on a detailed proposal.

## Partnering opportunities

We could also look at providing increased housing through a partnership, for example, with iwi or community housing providers.

We have budgeted \$631,000 over the first three years of this plan (as part of our research and advisory budget), to explore potential housing partnerships and investigate in detail how they could work. If we identified suitable partnership opportunities, depending on the nature of the proposed role for Council, we would consult with the community about this. This would likely be through an annual plan or the next long-term plan.

## Increasing our role in influencing the supply of affordable housing

### Opening up more land for housing

We could help enable growth by expanding land supply and incentivising higher-density development in suitable areas. If we did this, Council would need to work closely with developers to ensure the growth is sustainable, and that there is appropriate infrastructure and facilities for new developments. It may be that partnering on housing developments is an effective option to boost supply of homes. We have been reviewing the land Council holds, however, it is possible there may be few suitable opportunities for housing development. A more active role, therefore, may involve Council acquiring land for the purpose of providing housing.

In this plan, we are proposing to increase our budget for strategic land purchases by \$1 million per year for the first 10 years of the plan. A higher budget increases our scope to consider land that could be suitable for housing.

## Review of district plan

We could further review the rules and policies in the district plan. For example, we could add or change provisions to support and incentivise a wider range of housing – including affordable housing – in the right places. Our scope to do this will be enhanced by the Government's policy changes including the proposed changes to the Resource Management Act (see page 47.)

## Review of development contributions policy

We could look at whether we could review our development contributions policy to incentivise more affordable housing without unduly increasing the burden on ratepayers.

## We could maintain our current role

Alternatively, we could keep our role as currently. This means we would:

- maintain our existing older persons' housing
- do a more moderate review of our district plan to meet national policy direction and reflect the need for more scope for housing development and more flexibility for developers
- continue to advocate to central government about the housing challenges in Kāpiti
- continue to endorse and support the work of our iwi partners and community organisations promoting housing solutions.



Caption to come

## KEY POINTS

### Taking a bigger role in housing

#### *Increasing our role in social housing – we could:*

- expand our role in older persons' housing and look at providing wider social housing. We propose reviewing our older persons' units to see if we could expand this for additional older persons' housing or other social housing (\$158,000 budgeted for this review)
- look at providing social housing through a partnership, for example, with iwi or community housing providers (we have budgeted \$631,000 to identify and investigate partnerships).

We would consult on any proposals arising from this work.

#### *Increasing our role in influencing the supply of affordable housing – we could:*

- do more to expand land supply and incentivise higher-density development in suitable areas
- partner on housing developments
- acquire land for housing (we are proposing to increase our budget for strategic land purchases by \$1 million per year for the first ten years of this plan)
- review our district plan to support a wider range of housing, including affordable housing
- review our development contributions policy to incentivise more affordable housing.

## What are the options?

**YES**

Council should take a bigger role in housing:

- increase our role in social housing (as described), and
- increase our role in influencing the supply of affordable housing (as described)

**NO**

Council should not take a bigger role in housing

**Cost** – We have budgeted \$158,000 to review our older persons' housing for further development opportunities and \$631,000 to identify potential housing partnerships and investigate in detail how they could work. This plan also includes an increase to our budget for strategic land purchases of \$1 million per year for the first ten years of this plan.

**Rates impact** – \$158,000 and \$631,000 are operating spending. The rates impact is: year 1, 0.29%, year 2, 0.48%, year 3, 0.26%. Note: The \$158,000 is not incurred until year 2.

- \$1 million for land purchase is capital spending. This is funded from borrowings; that will result in <0.1% rates increase for year 1, and 0.06% rates increase in year 2. There will be no rates impact on depreciation from year 2 as the \$1 million is land purchase.

**Timing** – our initial work to review our social housing and investigate partnerships would take place in the first three years of this plan: 2021/22 to 2023/24.

## What do we recommend?

**We recommend: Yes – Council should take a bigger role in housing, exploring how we could:**

- increase our role in social housing, and
- increase our role in influencing the supply of affordable housing.

Access to housing and affordability of housing have been identified as matters of serious concern in our district and it is timely for Council's role to be strengthened.

**Tell us your views: go to the feedback section page 97 or online...**

**YES**

## Key project 2

# Should we renew the Paekākāriki seawall a different way?

### What's the issue?

Since consultation was undertaken with the community for the 2018-38 Long-term Plan about the Paekākāriki seawall, and a plan developed for replacing the wall, costs and conditions have changed.

The estimated cost of the concrete and rock option currently planned has increased substantially and Council considers it necessary to explore how the wall can be renewed at a more reasonable cost to the district. Increased costs in other areas across Council also mean we need to look closely at the relatively high cost of this project and the impact it would have on our debt.

We know the impacts of climate change will be experienced in different ways in different parts of the district. How we deal with the Paekākāriki seawall needs to be considered more widely to ensure equity across our communities and to provide an approach for assessing similar future needs in the district. At the same time, we need to provide improved access to Paekākāriki Beach and ongoing protection for Council assets such as the water piping beneath the Parade. We also want to ensure that as far as possible, we retain the core elements of the concrete design option worked on with the Paekākāriki Seawall Design Group and the Community Board in consultation with the Paekākāriki community.

### Why do we need this?

Council is committed to renewing the almost 1 kilometre (930 metre) seawall in some way. The seawall protects community infrastructure on the Paekākāriki foreshore such as roads and water assets for which the Council is responsible.

The existing wall is in extremely poor condition and requires significant ongoing maintenance. The seawall failed badly in the July 2016 storm surge and again during Cyclone Gita in early 2018. The wall was originally built in the 1970s with a 25-year design life, though some sections have lasted longer.

Council is also committed to improving access to the beach and along the Parade for all users. We also need to consider traffic calming for the Parade. This is funded separately, but can be done alongside work on the wall.

The beach at Paekākāriki is a feature of the village both for locals and visitors. When Transmission Gully opens, the village will be bypassed so an improved beach frontage will be a drawcard and help the economic stability of businesses in the village centre.

### How did we get here?

There has been extensive community engagement and consultation since 2013 on replacement options. Council had planned to replace the seawall and had been granted both resource and building consents for the project. However, since then construction costs have escalated.

Council has explored other options to progress the project. In April 2020, the Council applied for funding support from the Government's 'shovel ready' projects scheme, part of the Government's COVID-19 response. In May 2020, the application was shortlisted, but ultimately the Government chose not to support it.



Caption to come

## What are the options?

### *Concrete and rock wall with a 50-year life*

This is the existing planned option, which would be a full replacement of the seawall built with concrete and rear raised rock revetment, and designed to have a 50-year life. Interlinking concrete and rock is complex construction and costs are now projected to be \$27 million. This has increased from \$17.7 million in 2018 when we first consulted on the seawall.

The increased cost is due to a number of factors. The scale of roading projects in the region has put pressure on supplies – rock is now a scarce resource – and placed significant pressure on market rates.

Finding a contractor available for a project this size may also be a challenge. The scale and complexity of the works make this option a greater construction risk, however, we do already have resource and building consents for this option.

**Cost** – \$27 million funded from borrowings.

**Rates impact** – year 1, 0.31%; year 2, 1.11%; year 3, 1.51%.

**Timing** – we would tender physical works and start construction in 2021/22, with work through to 2022/23.

### *Timber (like-for-like replacement) with a 25-year life*

We would rebuild the seawall mainly with timber as it is currently, though with a higher specification, that is, longer, more deeply-set posts and palings. The timber option has a shorter life – 25 years – but is more affordable. (It could also last longer than 25 years, as the current wall has.)

Council is aware of how important it is to maintain and improve access to the beach, so this option could use timber for the bulk of the wall and concrete for steps and ramps. We would also ensure safe access along the Parade for walking and biking.

We would involve the community to ensure we got the best outcome we could for improving access to the beach for all users. We would also continue to work with the design group and look at how we could incorporate the art and cultural elements which are part of the current plan.

The work involved in this option is much simpler and lower risk providing more certainty of delivery. There are many contractors with the right expertise who could carry out the work including local contractors.

**Cost** – \$17 million funded from borrowings.

**Rates impact** – year 1, 0.04%; year 2, 0.17%; year 3, 0.34%.

**Timing** – we would propose to deliver this as a 5-year programme starting in 2021/22. To ensure completion, a contract would be let for the entire project, to be delivered in stages. The advantages of this approach are that work could be done at the best time of the year and potentially use a local contractor.

## What do we recommend?

### **We recommend:**

#### **Like-for-like replacement with a 25-year life, in a 5-year programme starting in 2021/22.**

This is the more affordable option and the most realistic given the already significantly-increased cost of the existing planned option. The wall would be rebuilt as is, with a 25-year life, and beach access would be improved. We have a number of local contractors that have the capability to deliver this project.

Climate change is also an important part of our considerations and a shorter design life gives some flexibility in the future to reconsider the nature and extent of further coastal hazard management options for the Parade.

**Tell us your views: go to the feedback section page 97 or online...**

## KEY POINTS

### Options for renewing the Paekākāriki seawall

#### *Concrete and rock wall* – current plan

- 50-year life
- \$27 million (funded from borrowings)
- 2-year programme starting in 2021/22
- Finding a contractor may be a challenge
- Access to the beach improved
- Shared path for walking and biking
- Artwork as part of the project as agreed with community working group

#### *Timber (like-for-like replacement)* – recommended

- 25-year life
- \$17 million (funded from borrowings)
- 5-year programme starting in 2021/22
- Opportunity to use local contractor
- Access to the beach improved
- Improvements for walking and biking
- Further involvement of design group to see how we could include art and cultural elements



Caption to come

# Should we set up a CCO (council-controlled organisation)?

## What's the issue?

CCOs are used by councils throughout the country to independently run activities from housing and transport to economic development and events. They are used particularly to run services where a more commercial focus is required. They can also hold assets and generate income. A CCO with a profit objective is known as a council-controlled trading organisation (CCTO).

CCOs have been part of the local government sector for almost 20 years, and about half of all local authorities have a CCO. Sometimes councils set up CCOs for a particular activity and sometimes they are set up for the future.

Sometimes they are an 'umbrella' for several activities. For example, Greater Wellington Regional Council has a holding company that includes ownership of their interests in Centreport, rail rolling stock (trains); and their commercial property (office buildings).

## How can a CCO be used?

A CCO can be useful to manage services or leverage opportunities for delivering major projects. This can be in areas such as housing (if the community wants that) or to combine resources, for example with another local authority, to deliver services such as infrastructure projects.

Christchurch City Council uses a CCO to manage its extensive social housing portfolio. The city's social

housing is managed, under lease, by the Ōtautahi Community Housing Trust. The Christchurch City Council's policy requires that social housing be financially self-supporting and not funded from rates.

The Far North District Council has had a successful CCO for the past 20 years focused on high-priority infrastructure. It has been instrumental in delivering new and improved community facilities for their district.

A CCO is used to run Whangarei District Airport, a joint venture between Whangarei District Council and the Ministry of Transport. The Council has overall responsibility for management and governance, while operational management of the airport is controlled through a contract with Northland Aviation Limited.

The hospital in the Waitaki District is part of a CCO.

## How could a CCO work for Kāpiti?

We're proposing the establishment of a CCO in the form of a holding company. It would have an independent board of directors reporting to Council and would operate to Council requirements.

If, and when, we had specific activities that we consider could be managed by this company, we would undertake a specific consultation with the community on that proposal before any action was taken.

This decision now is about setting up a structure that we could use in the future subject to consultation.

## How a CCO works

A council-controlled organisation (CCO) is at least 50% council-owned or controlled. The council has at least 50% of the voting rights and can appoint at least half of the directors or trustees. Each year a council sets out expectations for a CCO and the CCO reports to it.

CCOs can bring expertise that a council may not be able to easily access otherwise. It can attract funding from sources other than ratepayers and a council-controlled trading organisation can generate a profit from its activities that is returned to the council. (Under its governing legislation, a council itself is not allowed to generate a profit.)

CCOs are accountable to the community. All CCO financial accounts are required to be consolidated into the council's accounts in its annual report and audited as part of the usual independent process.

There are specific legal requirements for CCOs in the Local Government Act 2002.

About half of New Zealand's councils have CCOs:

- 27 of 53 district councils have one or more CCOs (51%)
  - 16 of 34 district councils in the North Island have one or more (47%)
  - 11 of 19 district councils in the South Island have one or more (57%)
- 38 of all 67 territorial authorities (district and city, excluding regional councils) have one or more (57%).

Note: the numbers of CCOs don't include shared services agencies or the Local Government Funding Agency, in which many local authorities participate.

## Find out more

You can find out more about CCOs at [oag.parliament.nz/2015/cco-governance](https://oag.parliament.nz/2015/cco-governance)

## What are the options?

**YES**

We should set up a CCO

**NO**

We should not set up a CCO

**Cost** – the costs involved in setting up the legal structure of a CCO are minor as it is only an administrative process. It would be funded from the Council's existing operational budget.

**Timing** – If Council decides to establish a CCO, we would aim to start the process in 2021/22.

## What do we recommend?

**We recommend: Yes – We should set up a CCO.**

A CCO could be used for a range of activities. It would be the best way to run commercial assets in the most efficient and cost-effective manner. The accountable legal structure of a CCO would also give us a secure way to explore opportunities for generating other income to reduce our dependence on rates.

**Tell us your views: go to the feedback section page 97 or online...**



## KEY POINTS

### Setting up a CCO (council-controlled organisation)

- Goal is to set up a structure now that we could activate in the future
- A CCO could be in the form of a holding company
- It would have an independent board of directors reporting to Council
- A CCO with a profit objective – a council-controlled trading organisation – could be used for activities that generated income for the district
- We would consult with the community on any activities that could be managed by the CCO

# Should Council explore ways to have a role in the airport?

## What's the issue?

Kapiti Coast Airport is an important asset in our community, and a thriving airport would contribute strongly to the social and economic wellbeing of our district. However, the future of the airport is uncertain.

Ownership of Kāpiti Coast Airport changed in late 2019, and after taking time to assess things, the new owners concluded that the airport operations are not sustainable for them. The vulnerability of the ongoing provision of air services has also been heightened in the immediate-term by the lower levels of travel due to the COVID-19 pandemic.

**Responding to community support**

There is widespread community support for retaining air services in Kāpiti. Surveys completed in 2018 and 2020, and feedback received through *What matters most*, show strong support for the airport to remain an important asset in our district.

There is significant economic benefit in having the airport in our region. A study undertaken in 2018, conservatively estimated the benefits to the district to be \$4.3 million per year, primarily due to travel time savings compared with flying from Wellington.

Our Council has been active in keeping air services and we remain committed to doing what we can to ensure the airport remains in operation.

There may be a role for the Council and government in Kapiti Coast Airport. As representatives of their communities, local and central government are best placed to capture the economic benefits that flow from airports.

**What we need to consider**

The airport in Kāpiti is privately owned. Private ownership is unusual in New Zealand, particularly with small, regional airports such as ours. All similar airports have to supplement air traffic services with other income streams, much as Kapiti Coast Airport has done in the past by developing Kapiti Landing as a retail hub to subsidise the airport operations.

Generally, regional airports are owned by councils, in some cases in partnership with government. Examples include the Far North, Whakatane, Taupo, Whanganui, Marlborough and Timaru.

Because the airport is privately-owned, any future role for Council could only happen with the owners' support. The current owners have engaged with the Council and have expressed a desire to work collaboratively with us, whatever the future of their asset may be.

At this stage, we don't have sufficient information to be able to consider all the options robustly. That's why we're looking for community guidance on whether we should explore ways to have a role in the airport in order to ensure its ongoing operation.



Caption to come

## What would exploring a role in the airport entail?

If we did explore having a role in the airport, we would investigate various options and how these could work for Kāpiti. We would need to understand the costs, risks and opportunities for various scenarios.

The sorts of options we could explore are:

- not take a role (status quo)
- operate the airport, for example under a lease
- own the airport (potentially in partnership), and
  - operate it, or
  - outsource the operations.

There may be other options that emerge if we do go ahead and explore options. Exploring how we could have a role would need to include discussions with the owners about the Kapiti Landing retail area.

In exploring options, we would look to set principles that would guide future decisions. These could include:

- operation should be self-funding, requiring little or no ratepayer funding
- operating risks should be clearly identified and of an acceptable type and scale
- iwi aspirations and historical rights are fulfilled to the extent possible
- options should focus on longer-term outcomes, particularly the growth prospects for both Kāpiti Coast and the region, and how the airport contributes
- the desirability of partnering such as with iwi, government, the private sector.

### KEY POINTS

#### Exploring ways to have a role in the airport

- Council would investigate how various scenarios could work for Kāpiti
- Need to understand the costs, risks and opportunities
- Council would set principles to guide any future decisions
- Aim to start this process in 2021/22
- Any future steps would need the agreement of the airport's owners and full consultation with the community

## What are the options?

**YES**

Council should explore ways to have a role in the airport

**NO**

Council should not explore ways to have a role in the airport

**Cost** – costs involved in exploring options would come from the Council's existing operational budget.

**Timing** – If we were to explore options, we would aim to start this in 2021/22 noting that it could be a lengthy process.

**Future consultation on detailed proposal**

If we identified an option that we believed could work, any future steps would be reliant on the agreement of the owners of the airport. We would consult with the community providing full information about any proposal including costs.

## What do we recommend?

**We recommend: Yes – Council should explore ways to have a role in the airport.**

This recognises the significant support that has been expressed over the last three years by our community to retain air services and the range of benefits that could be achieved for our district.

**Tell us your views: go to the feedback section page 97 or online...**



# Key decisions – summary of options

We want to know the community's views on four key decisions for this long-term plan. The decisions and options – including Council's recommendations – are summarised below. Read the full presentation of options on pages 50-61 and tell us your views. Go to the feedback section page 97 or online...

## Should Council take a bigger role in housing? (page 52)

### What are the options?

**YES**

Council should take a bigger role in housing

**NO**

Council should not take a bigger role in housing

### Cost and rates impact

We have budgeted \$158,000 to review our older persons' housing for further development opportunities and \$631,000 to identify potential housing partnerships and investigate in detail how they could work. This plan also includes an increase to our budget for strategic land purchases of \$1 million per year for the first ten years of this plan.

\$158,000 and \$631,000 operating spending. The rates impact is: year 1, 0.29%, year 2, 0.48%, year 3, 0.26%. Note: The \$158,000 is not incurred until year 2.

\$1 million land purchase is capital spending. This is funded from borrowings; that will result in <0.1% of rates increase for year 1, and 0.06% rates increase in year 2. There will be no rates impact on depreciation from year 2 as the \$1 million is land purchase.

### What do we recommend?

**We recommend: Yes – Council should take a bigger role in housing.**

**YES**

## Should we renew the Paekākāriki seawall a different way? (page 55)

### What are the options?

Rebuild with a concrete and rock wall with a **50-year life**

Renew with a like-for-like replacement with a **25-year life**

### COST AND RATES IMPACT

**Cost** – \$27 million funded from borrowings

**Rates impact** – year 1, 0.31%; year 2, 1.11%; year 3, 1.51%

Note: both options include retaining the usable beach area and improving access.

### COST AND RATES IMPACT

**Cost** – \$17 million funded from borrowings

**Rates impact** – year 1, 0.04%; year 2, 0.17%; year 3, 0.34%

### What do we recommend?

**We recommend: Renew with a like-for-like replacement with a 25-year life**

## Should we set up a CCO (council-controlled organisation)? (page 58)

### What are the options?

**YES**

We should set up a CCO

**NO**

We should not set up a CCO

### What do we recommend?

**We recommend: Yes – We should set up a CCO.**

**YES**

## Should Council explore ways to have a role in the airport? (page 60)

### What are the options?

**YES**

Council should explore ways to have a role in the airport

**NO**

Council should not explore ways to have a role in the airport

Note: If Council proceeds to explore a role in the airport, we would prepare a detailed proposal on any viable option identified, including costs, and consult with the community separately on that before any final decisions were made. It would be subject to the agreement of the airport owners.

### What do we recommend?

**We recommend: Yes – Council should explore ways to have a role in the airport.**

**YES**

# Major projects and initiatives

In this long-term plan, we'll do more work on projects we know are high priority for the community – like Waikanae Library and our stormwater upgrades. And we'll get started on some new initiatives.

As outlined in the section *Investing for resilience and growth*, page 20, we have developed a substantial work programme so it will help stimulate our local economy as it rebuilds from the impacts of the pandemic. It includes work already identified as high priority and some new projects.

You are welcome to comment on any of the items. As well, some projects, like the Waikanae Library and town centres, already have dedicated community input processes which will continue. If you'd like to know more about any of this work, we highlight where you can find information.



Waikanae Library

Ōtaki community facilities

Te Newhanga Kāpiti Community Centre

Indoor sports centre

Town centres

Ngā Manu Nature Reserve

Link road

Playgrounds

Drinking water safety and resilience

Ōtaki Pool upgrade stage 2

Stormwater upgrades

Maclean Park

Waste minimisation

Kāpiti Gateway – Te Uruhi

Footpaths

Community Board proposals



### Waikanae Library

Our four district libraries are highly valued by our communities and we know how important a library is for Waikanae people. We're prioritising a long-term solution for the Waikanae Library and service centre, in Mahara Place.

Engagement and consultation is already under way to broadly determine the future purpose of libraries with further detailed consultation on scope and design of this facility to be undertaken in year one of the project. We do know that users have already expressed they want a generous, flexible space and we want to take the opportunity to consider if the facility could have a broader use.

This new, multi-use space could become an anchor facility in Mahara Place contributing to the regeneration of Waikanae town centre by encouraging greater community connection with local businesses and acting as a social hub for the community. Potentially, it also provides an opportunity to support commercial activity and housing.

We will develop a detailed proposal for consultation with the community.

We have budgeted \$13.8 million for 2021/22 to 2024/25.

**To find out more...**

### Te Newhanga Kāpiti Community Centre

Our role in supporting community connectedness and resilience was highlighted in the response to the pandemic.

Our Te Newhanga Kāpiti Community Centre in Paraparaumu is a hub for a range of community services and activities. Unfortunately, the building is no longer fit for purpose and is unable to provide for the future needs of the community. It has significant issues with water coming in and mould. We need to rebuild or replace it.

This project will see Council begin the design process for a new community centre in 2021/22. We need to consider how a centre can best contribute to our community's wellbeing, what this means, and what it might include.

We have budgeted \$5 million over 2021/22 and 2022/23.

### Town centres

We're half-way through our 14-year, \$41 million transformation of Paraparaumu and Waikanae town centres. This investment is a key contribution to our community's social and economic wellbeing.

For the past seven years, we've been working with our communities, our iwi partners and Kāpiti businesses to create vibrant, diverse and thriving centres that are accessible, and reflect the unique flavour of each area. The focus of this work has been to attract visitors and investment, and more higher-paid jobs.



Caption to come

With State Highway 1 becoming a local road, Transmission Gully nearing completion, and our focus on economic recovery from COVID-19, as well as our work on the Paraparaumu Link Road and developing plans for a new Waikanae Library, this is a great time to talk to our communities again to review our future priorities, and look at other town centre improvements for the longer term.

**To find out more go to** [kapiticoast.govt.nz/town-centreskapiticoast.govt.nz/your-council/projects/town-centres-transformation/](https://kapiticoast.govt.nz/town-centreskapiticoast.govt.nz/your-council/projects/town-centres-transformation/)

### Link road

Along with our investment in town centres, we've been working on making it easier for people to get around the district, and move between the expressway, our business and shopping centres and bus and train stations. This has been a priority action regionally for a number of years.

Over the next three years, we've budgeted \$25 million to link Arawhata Road and Ihakara Street in Paraparaumu, to provide a strong east-west connection for the town centre, and respond to growth in the area.

This will reduce congestion on Rimu Road and take traffic off residential streets, as well as providing extra future-proofing for Kāpiti Road, which we widened in 2020 to deal with increased traffic. Easier connections will help revitalise and grow our community's businesses in Paraparaumu and towards Paraparaumu Beach.

The road aligns with commercial development plans, so Council can work with those private investors to get the best outcome for the community.

We have an opportunity to build this link road in a creative and sustainable way to provide for cycling and pedestrians, and make this road and the town centre safer for vulnerable users.

Council applied for funding support from the Government's 'shovel-ready' fund, with an estimated start date of six months from funding being granted, but the project was unsuccessful. Subject to a successful business case, the link road project will be jointly funded by Waka Kotahi NZ Transport Agency.



Caption to come

Drinking water safety and resilience

Supplying safe drinking water is one of Council’s most important services to our community. It’s a core Council responsibility, and will continue alongside the Government’s planned changes for supply of the three waters (see page 46).

To make sure we can maintain a reliable and resilient water supply, we’re upgrading and renewing water treatment infrastructure in Waikanae, Ōtaki and Hautere. Progressing this is a focus for the first three years of this plan.

We will continue our upgrade of the Waikanae Water Treatment plant and will spend a further \$12 million in 2021/22 to bring the total investment to \$21 million. This includes replacing aging equipment, bringing the clarifier plant up to modern standards and building a new clarifier. We’ll end up with two fully functioning clarifiers, which will decrease our risk in an earthquake. We’re also renewing and upgrading pumps and dosing equipment that are getting to the end of their useful life.

We’ll drill new bores for the Hautere water supply, to increase the plant’s resilience and ensure it can consistently provide high-quality water.

The Ōtaki Water Treatment Plant’s equipment is also nearing the end of its operational life and needs upgrading. We’ll drill one new bore to improve resilience, and give us confidence it can consistently provide high-quality water.

To find out more...



Caption to come

Stormwater upgrades

Flooding affects a significant number of properties in the district, and the risks are increasing with climate change impacts. How we should deal with stormwater flooding was one of the key issues in the last long-term plan. We decided then to take a comprehensive approach to upgrade or renew our stormwater assets to minimise street flooding and protect homes, commercial buildings, garages and properties. We developed a long-term programme comprising 240 projects.

Over the last three years, we have completed about 15 projects of the programme, including the upgrade of stormwater asset capacity in William Street, Margaret Road and major asset renewals in Kena Kena catchment. Some major projects, including Ōtaki Beach stage 2 and Riwai Street stormwater upgrades are due to start in March 2021. The increased capacity of stormwater assets to better cope with heavy rain has resulted in a substantial reduction in flooding complaints (from 709 in 2015/16 down to 344 in 2019/20).

In this plan, we have further increased the amounts we are spending to reflect cost pressures. Based on the delivery over the past three years, we now have a better understanding of the scale and costs of stormwater upgrade projects. Previously, we expected to spend around \$3.6 million each year for the next three years, and we have increased this to \$6.4 million per year. The total investment proposed for this long-term plan is \$178 million over 20 years. We applied for funding as part of the Government’s ‘shovel-ready’ projects fund, but were not successful.

To deliver this programme effectively and efficiently for the district, we are looking at different procurement approaches including term contracts and work being done in stages to minimise delays.

To find out more...

Waste minimisation

Minimising waste helps reduce emissions, use resources efficiently and protect our environment, so it’s a high priority for us.

Council has a key role to play in providing information and education, and in 2020/21 we increased our budget to expand this work over the next three years. This means we can spend more time in the community and with schools and businesses, helping people work out ways they can reduce waste, reuse and recycle.

We have to consider affordability and cost-efficiency when delivering our services and ensure consistent services across the district. This led us to look at the Waikanae green waste and recycling site. Most users of this recycling station also have kerbside recycling services, so we’re proposing to close this site from 1 August 2021. This would make levels of service for Waikanae residents similar to other urban areas of the district and allow us to invest in more waste minimisation initiatives.

We’re committed to making a 30% reduction in our district’s waste to landfill by 2026, with a focus on how we can improve resource recovery and reduce organic waste to landfill.

Construction and demolition waste, including clean fill, accounts for a significant proportion of our waste. In Kāpiti, it’s estimated that half to three-quarters of the district’s waste is of this type. We will be investigating and supporting resource recovery alternatives, including the development of the transfer station site at Otaihangā, to provide the community with options for diverting materials from landfill.

Food and garden waste also make up a significant proportion of our waste to landfill and we will continue to offer incentives and education to encourage behaviour change through subsidies for home composting and green bin services.

Community programmes recently supported through the Waste Levy Grants fund include Zero Waste Ōtaki recovering waste timber, PaeCycle and Maoriland composting initiatives, and containers for electronic waste recycling. For the next three years, our focus on education, better options for resource recovery and encouraging composting will help meet the recommendations from the Waste Minimisation Taskforce review and support our community to reduce waste.

To find out more...

Footpaths

Maintaining and renewing footpaths and shared paths is an ongoing investment for Council, and each year we renew thousands of metres. Our community has not been as satisfied with the state of our footpaths as we would like, reflecting the low level of investment previously.

In 2019/20, we increased our budget, and at the same time Waka Kotahi NZ Transport Agency changed its policy to begin co-funding. This saw our footpath investment almost treble, and in 2019/20 we renewed 3,475 metres of footpaths and shared paths.

As part of this plan, we’re changing our approach to do less patching, and complete longer stretches of full renewals which will be more cost effective. In 2021/22, we expect to renew a similar length of footpaths as we did in 2019/20 (3,475m); and to maintain improvements for the next three years at the same rate as the last three.

Our proposed investment in path renewals and maintenance over the first three years of this plan is \$4.6 million. We expect to continue to secure 51% of that from Waka Kotahi NZ Transport Agency.

To find out more...



Caption to come

Ōtaki community facilities

Ōtaki is growing, and good quality local facilities are important for the community. This means we need to reshape our current community facilities in Ōtaki. Our main focus is the library and memorial hall, but we need to understand what facilities are needed in the community and this will be included in our planning.

We want to start exploring options in the first three years of this plan, though any major work is likely to be done later in the term of the plan. Work agreed would start in year four.

We have set aside budget of \$9.9 million over three years from 2024/25.

Indoor sports centre

Over the years, various ideas have been discussed for an indoor sports venue in Kāpiti, to complement our outdoor facilities. We'll be exploring how we could team up with the Ministry of Education and Paraparaumu College to redevelop the college's hall into a sports centre for both school and community use – a similar model to our contributions to the community venue Te Raukura ki Kāpiti Performing Arts Centre at Kāpiti College.

Council is already involved with the Paraparaumu College hall, and we are currently a long way through a 50-year commitment to co-fund maintenance of this facility. We hope to update this arrangement for the future, potentially allowing us to develop an indoor sports facility of an appropriate scale (say 2–3 courts) much earlier than

we could manage alone. The Ministry of Education is keen to see school assets better used by the community.

This venue would be in addition to a multi-purpose sport and recreation facility further north, in Otaraua Park. With the growth Kāpiti is experiencing, these two facilities will complement each other and provide excellent amenities for our growing community.

Our focus for the next three years would be to consult with our community on what they believe we need, and how the ongoing operating costs might be funded. We would then work with the Ministry and the College to develop a specific proposal to include in our long-term plan in 2024.

Ngā Manu Nature Reserve

Kāpiti's Ngā Manu Nature Reserve is a superb conservation initiative and visitor drawcard for our district. The 14-hectare reserve is one of the largest remnants of coastal lowland swamp forest on our coast, and provides a haven for native birds, and a link for birds flying between Kāpiti Island and the Tararuas.

The trust that runs the reserve has plans to develop a visitor centre. With Council's support, they applied to the Provincial Growth Fund in 2020, but unfortunately were not successful.

Ngā Manu makes a unique contribution to our environmental and economic development outcomes, and we've budgeted \$266,000 to contribute to their visitor centre development, spread over years two and three of this plan.

Playgrounds

Part of the Kāpiti lifestyle revolves around enjoying our outdoor spaces – our parks and reserves and playgrounds. We currently maintain 49 playgrounds across our district, and costs for maintenance and replacing equipment keep rising. We want to look at how we can best manage this for the future.

We want to consider how we could provide better value for money, while allowing for best practice, and replacing equipment to allow for age and safety. Should we keep the same number of playgrounds and incur increasing costs, or do we consider reducing the number and investing more in those? And what are the best ways to consult and communicate with the areas of our community most affected?

There will be specific opportunities for the community to give input throughout the process. This is likely to be in 2022/23.

Ōtaki Pool upgrade stage 2

After the opening of the very successful stage one upgrades to the Ōtaki Pool in 2017, it's time to move to stage two. This will include increasing the heat efficiency of the building, reducing its carbon footprint, and upgrading the changing rooms.

The heat efficiency upgrade was planned as a result of the stage one rebuild. To enable us to get the full benefit of the heat recovery, the changing rooms also need to be upgraded.

These activities support our climate change emergency declaration response. The work will cost \$3.4 million spread over years two and three. This includes \$1 million to help deliver emissions reductions in the building's operation.

Maclean Park

We'll be continuing to improve Maclean Park as a destination for all, an intergenerational park that is a point of pride for our district.

Over the next two years, we will be spending \$2 million on stage two of the development plan implementation. We will upgrade the toilets to provide modern accessible facilities including more toilets and new showers, while the much-loved skate park, that has served generations of Kāpiti Coasters, will also be improved in consultation with the community.

We'll also be preparing the ground for future upgrades to the play spaces (including an older persons' area and water plaza in years to come).

Council had already budgeted to improve the skate park. The Paraparaumu-Raumati Community Board proposal strongly promoted the value of advancing the development of the park and Council agreed to include the upgrade of the toilet and shower facilities.

To find out more...



Caption to come



Caption to come

## Kāpiti Gateway – Te Uruhi

Improving the departure point to Kāpiti Island and providing an iconic visitor experience has been a discussion point for our community for many years. It was consulted on during the 2017 Maclean Park Development Plan and funding for a gateway was signalled in the 2018–38 Long-term Plan.

The project involves the development of a small multi-purpose and accessible gateway facility with expansive decking at the northern-most end of Maclean Park on the south side of the Tikotu Stream. It would enhance the ecology and biodiversity of the area, restoring the stream and providing public access to and from the beach. The name Te Uruhi has been generously gifted by Mana Whenua as the name for the building.

Te Uruhi will enable us to tell the Kāpiti Island story, as well as those of the many other attractions and activities in our district, and to protect the island from biosecurity threats such as myrtle rust and Argentinian ants.

Following a Council decision in February 2021 to proceed with the Gateway, work is now under way on completing the design and the resource consent. Engagement will continue with key stakeholders. The estimated project cost is \$4.46 million of which Council has budgeted half with the Government committed to providing the other half.

**To find out more...**

## Community board proposals

As part of preparing the proposed plan, our community boards submitted proposals. A number of the proposals supported work already prioritised such as Waikanae Library, the community centre, Maclean Park and more action on housing. New work proposed was considered by Council in terms of the overall work programme priorities and budget. The following projects have been included in the proposed plan so the costs are reflected in the proposed rates increase.

**Community board funding** – \$20,540 per year for each Board to put towards local initiatives and engagement and communication with their communities.

**Paekākāriki Surf Club replacement building** – seed funding for the Club's project to develop a new clubhouse (\$51,600 in year 1, and \$52,993 in year 2).

**Maclean Park** – upgrade of the toilet and shower facilities (as part of \$2 million of development over the next two years) as detailed on page 71.

**Waikanae Park** – funding to redevelop the park as a destination park (\$444,000 in year 3 and \$578,000 in year 4).

**Ōtaki Beach pavilion toilets** – a full upgrade of these facilities (\$1 million in year 1. \$500,000 was already budgeted for earthquake strengthening and a further \$500,000 has been added to enable a full upgrade.) In this plan, there is also \$570,000 in year 5 for development of the beach park.

**Haruatai Park** – signage to promote all that the park offers (\$15,000 in year 1).



Caption to come



Caption to come

# Costs and rates

This section provides information about Council’s proposals for changes to our rating system, user fees and charges and policies for this long-term plan.

It outlines what makes up the proposed rates increase for 2021/22 and how it affects different properties.

You are welcome to comment on any of the items and you will find them listed in the feedback section (pages 98-100).



Caption to come

# What rates help pay for

Each day people in our district use a range of Council services from libraries and swimming pools and parks, through to dog registration and building consents, as well as infrastructure such as water and roading.

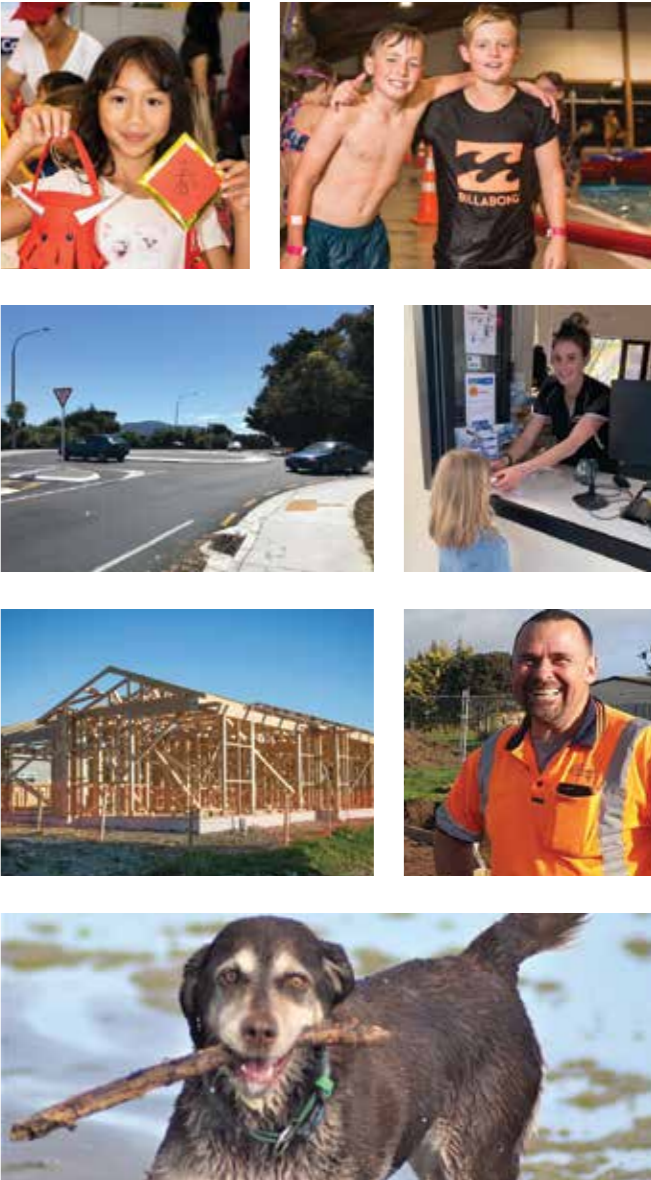
We check throughout the year how people feel about our services. In 2020, our main survey found residents’ satisfaction with Council services overall was 80%, up on the previous year. Our surveys ask residents to rate their satisfaction with a range of services from water quality to footpaths, and from street lighting to access points for beaches. It also asks about awareness of services such as community support and waste minimisation advice and education.

You can see the latest resident opinion survey results online at [URL...](#)

## Costs of services

This table shows the costs of providing services per resident based on our current estimated population of approximately 55,500.

| Activities and services we provide to our community | Average cost per resident per week |
|---|------------------------------------|
| Access and transport                                | \$ 5.91                            |
| Coastal management                                  | \$ 0.80                            |
| Community facilities                                | \$ 2.12                            |
| Community wellbeing                                 | \$ 0.91                            |
| Corporate   | \$ 1.13                            |
| Districtwide planning                               | \$ 1.08                            |
| Economic development                                | \$ 0.97                            |
| Governance  | \$ 1.26                            |
| Parks and open spaces                               | \$ 2.67                            |
| Recreation and leisure                              | \$ 4.11                            |
| Regulatory services                                 | \$ 3.44                            |
| Stormwater management                               | \$ 1.49                            |
| Sustainability and resilience                       | \$ 0.65                            |
| Tangata whenua                                      | \$ 0.28                            |
| Wastewater management                               | \$ 3.18                            |
| Water management                                    | \$ 3.22                            |
|   | \$ 33.21                           |



# Proposed changes to rating system

This section explains what changes Council proposes to ensure that our rating system is equitable and affordable for ratepayers.

## Impact of increased property values

In August 2020, all properties in the district were revalued by Quotable Value (this happens every three years) and owners will have received notices of their new valuations in early November 2020. Along with the rest of the country, our properties have risen significantly in value.

Rising property values in the district don't affect the total amount of rates we collect, however they do affect how rates contributions are shared. If the value of your property has increased by more than the average across the district, then your 'share' of the rates will go up, and vice versa.

## Rating system review

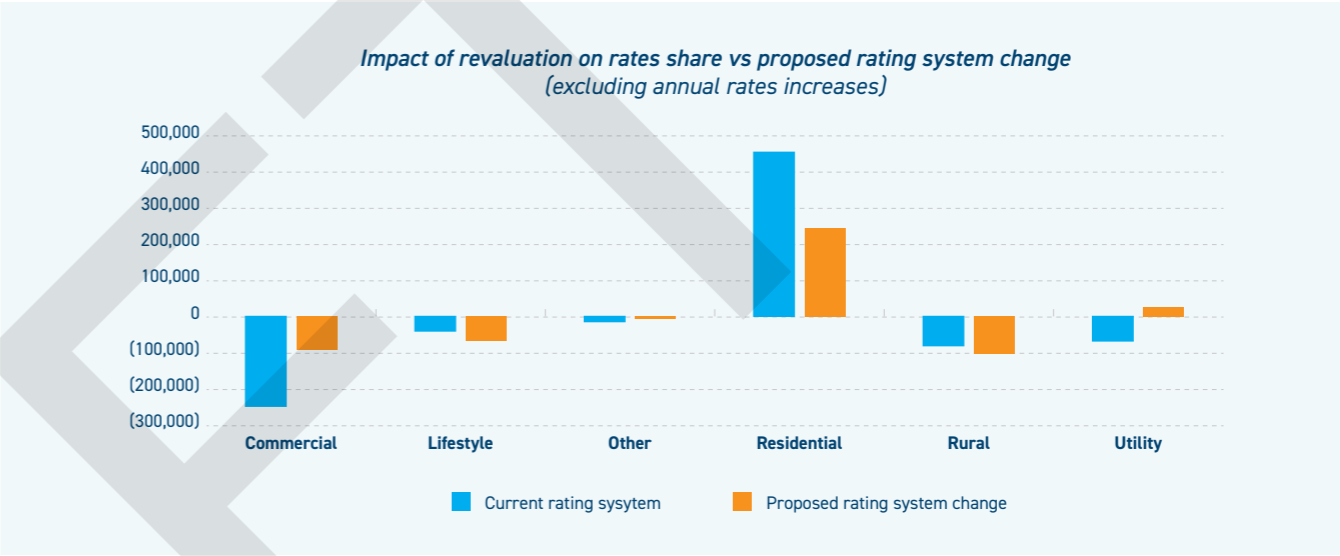
Our rating system is about how rates are allocated across different types of ratepayers, for example residential and commercial, and between capital and land values, and fixed and variable charges. How the rates are allocated doesn't change the total amount of rates income required and collected by Council each year.

We have reviewed our rating system to ensure it is equitable to all ratepayers, aligned with Council's strategic vision and simple to understand and administer.

Currently, our rating system is made up of 15 rating mechanisms and, as the chart below shows, is heavily land-based with 37% of rates set on land value and 43% on fixed charges.

Changes made as part of the last rating review in 2017/18 moved the fixed charge districtwide roading rate to a capital value based targeted rate and a new targeted commercial rate was also introduced based on capital value.

Council has considered the impacts of the districtwide revaluation in 2020. If we left the rating system as currently, the effect of the revaluation would mean residential ratepayers would pay an additional \$450,000, with commercial, lifestyle, rural and utility properties paying \$450,000 less – not including any annual rates increases from Council and Greater Wellington Regional Council (GWRC).



## Changes proposed to rating system

As a result of its review, the Council is proposing some small changes to improve equity. The key changes are to:

- Transition a further \$225,000 from the districtwide general rate to the commercial targeted rate (total \$650,000). The recent revaluation of properties saw a shift in rates with some \$450,000 moving from other property types to residential. We're proposing to reduce this impact, by transitioning a further \$225,000 from the land value based districtwide general rate to the commercial rate.
- Increasing the proportion of Council's economic development costs to be funded from the commercial targeted rate, reflects the level of benefits received by the commercial sector from the activity. Commercial will still be paying slightly less overall.
- Transition the remaining 20% land value roading rate (\$2.513 million for 2021/22) to capital value. Council recognises that it's confusing to have our roading costs collected through two separate rates so we're proposing to transition it all to the one rate based on the capital value of a property.
- With the proposed changes, recovering the 2020/21 rates requirement using the 2020 values would result in residential ratepayers paying an additional \$250,000 compared to \$450,000 if no changes were made (before annual rates increases including GWRC rates).

This would help to alleviate some affordability issues and move closer to the target rating system proposed in 2017, by reducing rates collected through land value charges from 37% to 34% and increase rates collected through capital value charges from 15% to 18%.

We want to hear the community's views on the proposed changes to the rating system.

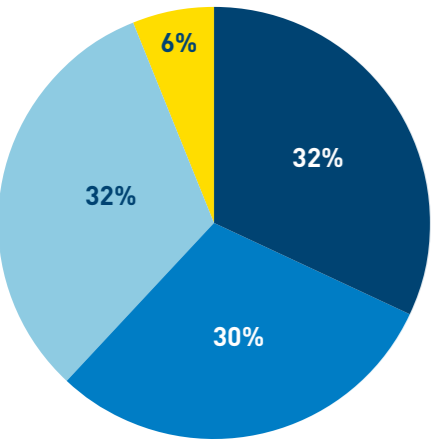
## What are the options?

- Status quo – based on 2020/21 rates requirement and new rating valuations, residential ratepayers would pay \$450,000 more in rates; commercial, lifestyle, rural and utility properties would pay \$450,000 less in rates
- Change proposed
  - transition a further \$225,000 from the districtwide general land value rate to the commercial rate to promote economic development in the district
  - transition the remaining 20% (\$2.513 million for 2021/22) land value roading rate to capital value.
- The combined impacts of both proposed changes (based on the 2020/21 rates requirement and new rating valuations) would see residential ratepayers paying \$250,000 more in rates compared with \$450,000 under the current rating system.

Tell us your views: go to the feedback section page 98 or online...

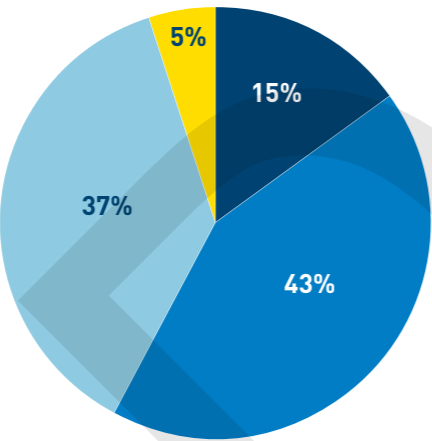
## Target rating system mix

In 2017, a fair and equitable rating system for Kāpiti was deemed to be as follows:



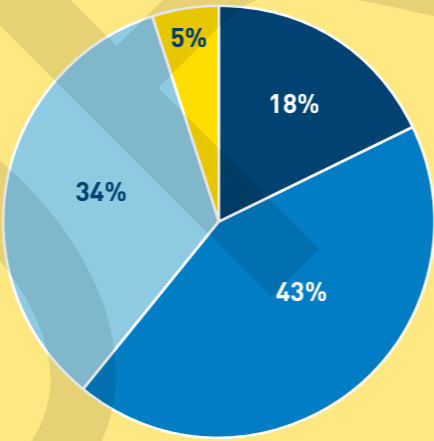
- Capital value-based rates
- Fixed charges
- Land valued-based rates
- Variable

## Current rating system mix



- Capital value-based rates
- Fixed charges
- Land valued-based rates
- Variable

## Proposed rating system mix



- Capital value-based rates
- Fixed charges
- Land valued-based rates
- Variable

## Change proposed to commercial targeted rate

The commercial targeted rate pays for activities where a higher proportion of the benefits are received by the business sector (identified in the Council's revenue and financing policy).

We propose increasing the commercial targeted rate by \$225,000. This means we would be collecting a total of \$650,000 per annum through this rate (instead of \$425,000). This rate contributes to:

- 100% of economic development costs related to developing workforce skills and capability, and business/industry support and attraction (for example, business capability support, pop-up business school, visitor attraction); and
- 50% of economic development costs related to events and sponsorships, marketing and promotion activities, and the provision of an economic development strategy for the district.

This change ensures that a fair proportion of costs are funded by commercial ratepayers for activities that benefit the business sector.

The specific rates individual businesses pay will be impacted by changes in their property valuations as described at the beginning of this section.

## Concerns about affordability

According to the 2007 Shand report into local government rates, rates shouldn't be more than 5% of household income. Council looks at affordability as part of its considerations.

The latest affordability statistics provided by economic consultancy firm Infometrics indicate some areas – Waikanae West, Ōtaki and Paraparaumu Central – are still more likely to have rates over 5% of household income than households elsewhere in the district.

To help address affordability, both the Government and Council offer support for lower-income ratepayers on a case-by-case basis through the government rates rebate scheme and Council's rates assistance (remission) policy discussed in the next section.

## Help with rates

Our rates remission policy includes a number of individual policies which allow for rates relief for different situations. Depending on individual circumstances, ratepayers may qualify for rates assistance (remission) or rates postponement in extreme financial circumstances.

Council is proposing some changes to the policy to expand the help provided and an increase of \$50,000 per year for the rates remission fund. See *Our policies* page 82.

In household terms, this increase to our fund could potentially provide rates assistance to a further 167 households on top of the current level of uptake.

**You can see the current policy in our existing Long-term Plan (LTP 2018-38 Part 2, pages 83-92 and on our website at [kapiticoast.govt.nz/rates-remission-policy](http://kapiticoast.govt.nz/rates-remission-policy)**

Council also helps residents access government rates rebates which apply for many in our community on lower incomes.

If you own and live in your own home and your income is below around \$45,000, you may qualify for assistance towards your rates through the government scheme. For the 2020/21 rating year, the rates rebate is up to \$655. To be considered, applications for the rebate have to be received by Council by 30 June 2021.

If you haven't already applied, and think you might qualify, go online to [www.govt.nz](http://www.govt.nz) and search 'getting a rates rebate' or you can pick up a form at one of our service centres.



Caption to come

# User fees and charges

The Council receives about 11% of its income from fees and charges. Fees and charges cover everything from building consents to hall hire.

Many services we provide, such as our swimming pools, are subsidised so users only pay some of the full cost. We also offer reduced rates for popular facilities, like our pools, for people on limited incomes. The rest is paid for out of the Council budget and is part of what rates income is used for. Making it affordable for people to use facilities is a major way we contribute to our community's wellbeing.

However, the costs of providing services increase each year and as part of developing our plans, every year we review our fees and charges. This includes looking at the real cost of delivering services as well as any changes to how the services are provided, such as extended hours. We also want to make sure that any special rates remain reasonable for holders of Community Services and SuperGold cards.

We aim to have a balance between making it easy for people to participate in the life of the community and 'user pays'. Generally, each year we increase fees and charges in line with the Local Government Cost Index (LGCI). We use this rather than the CPI (Consumer Price Index) because the LGCI refers specifically to costs councils face. In the 2020/21 year, we made no increases to user fees and charges in recognition of the impacts of COVID-19.

## Changes proposed for 2021/22

To reflect increased costs of providing services, we are proposing a general increase of 3.6% (which is the Local Government Cost Index (LGCI). Examples of how this applies are:

- the cost of an adult swimming pool entry fee would change from \$5.20 to \$5.40
- dog registration would change from \$97 to \$100 for a neutered/speyed standard dog
- a building consent would change from \$2,003 to \$2,075 for a residential new building/alteration between \$250,000 and \$500,000
- minor building work between \$5,000-\$10,000 would change from \$783 to \$811, and
- a LIM request would change from \$323 to \$335.

There are some new fees and specific changes proposed.

### Housing for older persons

Our rents for older persons' housing are low and for a long time they have not reflected the costs of providing this housing. Council proposes that rents are increased to cover 80% of our costs which would equate to increases in the range of \$16-\$76 per week.

How the proposed increase would apply to individual tenancies would be worked out on a case-by-case basis if a decision is made to proceed with this proposal.

We have contacted all tenants to explain the proposed change and will continue to talk with them about their individual circumstances. We are also advising community organisations who support older people in our community to ensure they are aware of the proposed change.

### Swimming pools

- A new spectator charge of \$1.00 for all swimming pools (except for club and learn-to-swim parents/caregivers and non-swimming parents/caregivers of children under eight). This is similar to some other Wellington region aquatic centre charges.
- An additional swimming pool charge of \$1 per swimmer attending club or group activities that hire lanes.

### Building consents

- A new hourly charge for LIMs for additional time required to complete the application after five hours.
- *GoCouncil* building consent online application fee of \$51.75 per application and *GoGet* building consent online application processing fee of \$23 per application. It is proposed that *GoCouncil* and *GoGet* fees are passed on to the applicant, rather than funded by ratepayers which is the case currently. This approach is consistent with other councils.

### Resource consents

- A new fee for administration time related to coordinating and attending pre-application and business start-up meetings. First two hours no fee, \$108 per hour thereafter.
- A new fee for planner/engineer time related to preparing for and attending pre-application and business start-up meetings. First two hours no fee, \$163 per hour thereafter.

### Laboratory services

- An increase in laboratory fees of between 5% to 10% to reflect the higher costs of chemicals and overseas shipping, for example, for private drinking water testing.

### Across-organisation charges

- New fee for easements – new/changes/cancellations (landowner approval/non-regulatory) applications. The application fee will be \$326 which includes the first two hours, and then charged at \$163 per hour thereafter.
- Additional external costs associated with easement processes will be charged at cost.

The proposed adjustments to fees and charges would generally apply from 1 July 2021. (Some are adopted earlier, such as dog registration fees, to fit with the registration process.)

**You can see our full list of proposed fees and charges on our website at [kapiticoast.govt.nz/kapiti2041](https://kapiticoast.govt.nz/kapiti2041)**

### Levels of service

For this long-term plan, we are intending to maintain our levels of service to the community, such as swimming pool opening hours and frequency of roadside mowing, with only one specific change. As explained in our Major projects section (page 69), we propose to close the Waikanae Greenwaste and Recycling site from 1 August 2021. This would make levels of service for Waikanae residents similar to other parts of the district.

Overall, we will be lifting our levels of service as we increase our resources for the bigger work programme we propose and respond to the recommendations of the organisation review.

**Tell us your views: go to the feedback section page 99 or online...**



Caption to come

# Policies

All councils are required to have specific policies for key aspects of their activities. These policies ensure that how we work is consistent with local government laws and that our actions are clear and transparent for our communities.

Our main policies (described below) are: revenue and financing; rates remission; development contributions; and significance and engagement.

We review these policies at least once every three years and for this long-term plan we are proposing some changes to the following policies.

## Revenue and financing

This policy describes how our spending – operating and capital – is funded (where the money comes from). For example, most of our capital expenditure (CAPEX), such as work on our stormwater network, is partly funded by borrowing. Operating expenditure (OPEX), for services such as our parks and libraries, is largely funded from rates income.

The policy also looks at who benefits from an activity and therefore who should contribute to paying for it. For example, does the whole community benefit – such as from supply of drinking water – or is it a single user such as a homeowner applying for a building consent.

The main changes we are proposing to the policy are:

- Increasing the proportion of Council's economic development costs to be funded from the commercial targeted rating system, which reflects the level of benefits received by the commercial sector from the activity. This means an additional \$225,000 (including GST) per annum will be funded through the rates income received from commercial ratepayers rather than from residential and rural ratepayers across the district.
- Updating the private (fees and user charges and other income) and public (rates) funding targets for all activities, to reflect changes in how our Council activities are structured. For example, we have created a new sustainability and resilience activity, which comprises solid waste, emergency management and environmental sustainability activities.

While there are some changes to funding targets, no significant changes have been proposed to the proportion of costs that are currently recovered from private versus public income sources.

- Expressing funding targets in ranges of 5-10% where appropriate, rather than specific % targets. This is in line with local government best practice guidelines.

## Rates remission

Our rates remission policy sets out how Council provides assistance to people who face significant difficulty paying their rates.

We have reviewed our remission policy and propose some changes:

- Increasing the income threshold to ensure that people who have rates bills greater than 5% of their income can still apply for a rates remission.
- Introducing a new remission policy for excess volumetric water rates charges resulting from a private water leak where the leak has been repaired.

We also propose increasing the rates remission fund by \$50,000 per year.

## Development contributions

The development contributions policy provides the Council with a means of recovering the costs of specific growth infrastructure that is required for new development, where the development results in an increase in demand on the district's infrastructure.

Development contributions are a key component of Council's strategy for funding growth-related capital work.

The main changes we are proposing to the policy are:

- Adjustments to reflect forecast changes in household occupancy and size based on BERL's Kāpiti Coast District population and dwelling projections, September 2020, specifically to:
  - increase the 'household unit equivalent' (HUE) calculation to 2.5 people per household (from 2.3)
  - reduce the HUE slightly for retirement, visitor, supported living, and shared and group accommodation, and
  - increase the size for non-residential units to 500m<sup>2</sup> gross floor area (from 450m<sup>2</sup>).
- Updates to ensure that the Council's development contribution charges and catchment maps are based on the capital expenditure forecasts and assumptions in the draft 2021-41 long-term plan.

## Significance and engagement

Council is committed to engaging with communities and increasing community participation in its work. Our significance and engagement policy sets out how and when our communities can expect to be engaged in decisions about different issues, assets, or other matters, depending on their level of significance. It also helps ensure Council is informed at the beginning of a decision-making process about the extent of any public engagement that is expected before a particular decision is made, and the form and type of engagement that is required.

We have recently reviewed our significance and engagement policy and have proposed some minor changes to make the policy more accessible and better reflect and clarify our engagement framework, which reflects the IAP2 model considered best practice here and overseas. How we assess the significance of a proposal or decisions in relation to issues, assets and other matters remains unchanged.

Your views are important to us and we invite you to tell us what you think about the draft policy.

- *Do you agree with our criteria for assessing significance?*
- *Do you agree with the thresholds we apply to help determine if a matter may be significant?*
- *Do you understand our framework for determining how and when we seek community feedback on key activities?*

**Tell us your views: go to the feedback section page 99 or online**

**You can see our full draft policies on our website at [kapiticoast.govt.nz/longtermplan](https://kapiticoast.govt.nz/longtermplan)**

**The policies are published in the second part of our long-term plan.**



*Caption to come*

# Impact of proposed long-term plan on rates

This section outlines how Council uses rates income and what the proposed long-term plan would mean for rates in 2021/22.

## Why rates income is needed to fund services

Our costs for providing services (our operating costs/operating expenditure) mainly come from our rates income.

Kāpiti has many natural advantages, but we don't have the income-generating assets that other local authorities have to draw on. For example, some councils have ports or funds set up from the sale of local power suppliers. Unfortunately, we don't have other substantial income streams such as these so our district is heavily dependent on rates.

In recent years, some areas in the country have grown faster so their rating base has increased more quickly. As our district grows, we will need more infrastructure, but there will also be more ratepayers – residential and commercial – to contribute to the rates income required to provide services.

For this long-term plan, we have taken a conservative view of growth in the number of ratepayers for the first three years of this plan (0.9% in year one, 1% in year two, and 1.3% in year three, rising to 1.5% in year four and every year thereafter for this plan period). This is because growth patterns can be hard to predict, particularly with the uncertainty caused by the pandemic.

We review growth projections as part of confirming the rates required each year so growth – and the share of rates contributed by each ratepayer – might look different during this long-term plan.

## How capital spending and borrowing affect rates

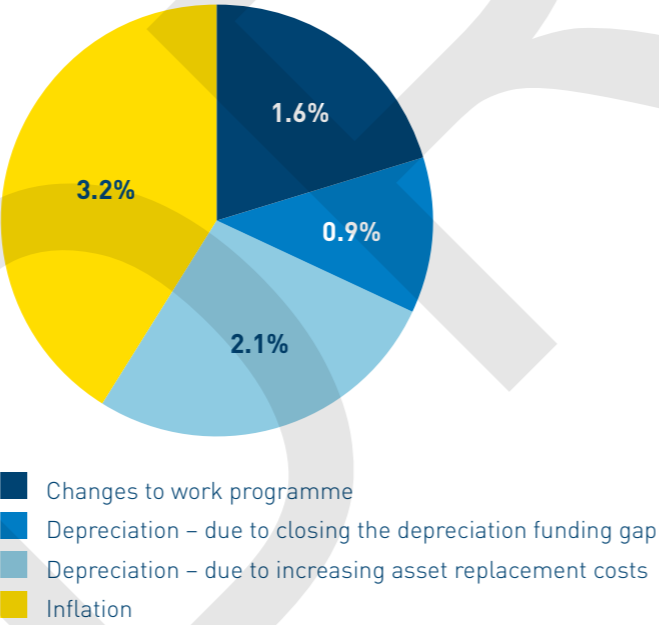
As outlined, we are proposing to invest more in capital works in this plan to help stimulate our local economy. The cost of the assets created is spread over their estimated lives – which may be 40 years or more for infrastructure assets – through depreciation. Depreciation, plus interest on debt taken on to fund the capital works programme, is paid for by rates income.

## What makes up the proposed rates increase

One of the significant issues facing us in this long-term plan is the increase to our base costs including inflation, insurance premiums and depreciation. These costs have been increasing in recent years.

For example, as you can see in the following chart, inflation accounts for 3.2% of the proposed rates increase of 7.8% for 2021/22. When we consulted on our last long-term plan in 2018, inflation accounted for 2.1% (on average) of the proposed rates increase for year 1 of that plan.

Composition of the proposed rates increase for 2021/22



## What options are there for reducing our dependence on rates?

- We could reduce spending by cutting back on the services we provide. However, when this has been raised previously, we've received strong feedback from our communities that while people would prefer lower rates increases, they do not wish to see services and facilities cut in order to reduce rates.
- We're consistently identified as having the second lowest cost for our service delivery, of all 67 territorial authorities in the country – so we're already cost-effective. That won't stop us looking for better ways, but it will be hard to find significant improvements.

- We could increase user fees and charges. (Generally, we increase them only to reflect cost increases.) Like the levels of service, there has been strong community feeling that we should continue to subsidise facilities like our pools because of the contribution they make to wellbeing in our community.
- We could seek other forms of income. The Council recommendation to set up a CCO (council-controlled organisation) – one of the four key decisions in this plan (page 58) – would give us a way to explore potential income-generating activities.

**Do you support Council exploring other ways to generate income?**  
**Tell us your views: go to the feedback section page 100 or online...**



Caption to come

# How the proposed rates increase would affect properties

As explained, Council is proposing an average rates increase of 7.8 percent for 2021/22.

However, the rates increase will vary for different properties across the district. This is because of:

- differences in properties – value, type and location
- the changes in your property’s value after last year’s revaluation by Quotable Value (done every three years)
- the proposed changes to our rating system outlined on pages 76-78
- the proposed increase in rates from Greater Wellington Regional Council (GWRC).

The new rates for 2021/22 are decided by Council when they adopt the Long-term Plan 2021-41 in June 2021 after they have considered all the feedback received on the proposed changes. The first rates instalment of the new rates will be sent out in August 2021.

We’re sending letters to all ratepayers explaining this and putting the information on our website.







### Details of proposed rates for your property

You can see the proposed rates for your property along with the difference that your property revaluation has made and the proposed changes for the coming year.

Visit [kapiticoast.govt.nz/proposedrates](https://kapiticoast.govt.nz/proposedrates)

### Proposed rates increase impacts across the district

This table shows how the proposed average rates increase would apply to median properties across the district.

|                            |  |  |  |  |  |  |
|----------------------------|---|---|---|--|---|---|
| Median Property Values     | Paekākāriki   | Paraparaumu/<br>Raumati   | Waikanae  | Ōtaki  | Rural   | Commercial  |
| Capital Value              | 755,000   | 670,000   | 690,000   | 485,000  | 1,010,000   | 850,000   |
| Land Value                 | 430,000   | 370,000   | 365,000   | 240,000  | 560,000   | 500,000   |
| Current Rates              | 3,042   | 3,167   | 3,298   | 2,552  | 1,963   | 3,671   |
| Proposed Rates             | 3,278   | 3,418   | 3,426   | 2,889  | 2,098   | 3,959   |
| Increase/(Decrease)        | 236   | 251   | 128   | 337  | 135   | 288   |
| Increase/Decrease per week | \$4.53  | \$4.83  | \$2.46  | \$6.48   | \$2.60  | \$5.54  |
| % Change                   | 7.7%  | 7.9%  | 3.9%  | 13.2%  | 6.9%  | 7.9%  |

For **urban properties**, figures include water rates for typical water usage (fixed and volumetric) of 255m³ per year.

For **commercial properties** figures include fixed water charge.

Note: All rates figures include GST. They do not include GWRC rates.

**Tell us your views: go to the feedback section page 100 or online**



Caption to come

## Independent auditor's report

DRAFT

# Summary of topics for feedback

There's a lot happening for our district in the next three years and there's a lot in this long-term plan. We need to move on the big challenges facing us – and make good use of the opportunities. At the same time, we want to keep delivering the things that people value in their communities and are important to wellbeing.

There are four key decisions we are consulting on: taking a bigger role in housing, the best way now to renew the Paekākāriki seawall, the possibility of setting up a CCO and exploring a role in the airport. We are also asking your views on specific questions about the big issues our district is facing. You are welcome to comment on any of the content. Here's a summary of all the topics for feedback.

## Our direction and key strategies

PAGES 12-31

|                                     |   |   |
|-------------------------------------|---|---|
| ➤ Our vision and community outcomes | Our proposed development of infrastructure and facilities | Our financial strategy<br>Our infrastructure strategy |
|-------------------------------------|---|---|

## Our big issues

PAGES 34-49

|                                  |                              |                                      |
|----------------------------------|------------------------------|--------------------------------------|
| ➤ COVID-19 response and recovery | Access to housing            | Responding to climate change         |
| Managing growth                  | Strengthening our resilience | Government changes impacting Council |

## Key decisions for consultation

PAGES 50-63

|   |  |   |  |
|---|--|---|--|
| ➤ Should Council take a bigger role in housing? | Should we renew the Paekākāriki seawall a different way? | Should we set up a CCO (council-controlled organisation)? | Should Council explore ways to have a role in the airport? |
|---|--|---|--|

## Major projects and initiatives

PAGES 64-73

|                            |                                      |                            |
|----------------------------|--------------------------------------|----------------------------|
| ➤ Waikanae Library         | Te Newhanga Kāpiti Community Centre  | Town centres               |
| Link road                  | Drinking water safety and resilience | Stormwater upgrades        |
| Waste minimisation         | Footpaths                            | Ōtaki community facilities |
| Indoor sports centre       | Ngā Manu Nature Reserve              | Playgrounds                |
| Ōtaki Pool upgrade stage 2 | Maclean Park                         | Kāpiti Gateway – Te Uruhi  |
| Community Board proposals  |                                      |                            |

## Costs and rates

PAGES 74-86

|                                     |                       |          |                 |
|-------------------------------------|-----------------------|----------|-----------------|
| ➤ Proposed changes to rating system | User fees and charges | Policies | Impact on rates |
|-------------------------------------|-----------------------|----------|-----------------|

# How to find out more and tell us what you think

## Want more information?

We have put together supporting information about most of the topics in this document. *See our website*

➤ [kapiticoast.govt.nz/kapiti2041](https://kapiticoast.govt.nz/kapiti2041)

or you can view copies at our libraries and service centres.

## Have a question?

If you have a question about the proposed plan, or want to clarify something in this document, *email us at*

➤ [longtermplan@kapiticoast.govt.nz](mailto:longtermplan@kapiticoast.govt.nz)

*or phone*

➤ **04 296 4700 or 0800 486 486**

## Want to chat?

You can talk with councillors and community board members about the plan.

We'll be hosting 'pop ups' in different parts of the district.

|  |                        |               |
|--|------------------------|---------------|
| <b>Waikanae Community Market</b>                     | Saturday 10 April 2021 | 8am – 12pm    |
| <b>Paekākāriki (outside St Peter's Village Hall)</b> | Saturday 10 April 2021 | 10am – 12pm   |
| <b>Paraparaumu Beach Saturday Market</b>             | Saturday 17 April 2021 | 8am – 12:30pm |
| <b>Ōtaki (outside library)</b>                       | Saturday 24 April 2021 | 10am – 12pm   |

## What are your views?

You can give us feedback on all the topics, or just the key decisions, or things that interest you most.

### Online

Go to [kapiticoast.govt.nz/kapiti2041](https://kapiticoast.govt.nz/kapiti2041) and use the online form

### On paper

Fill out the form at the back of this booklet and either:

- drop it in to one of our libraries or service centres
- post it to: Long-term plan submissions, Kāpiti Coast District Council, Private Bag 60601, Paraparaumu 5254
- scan and email it to [longtermplan@kapiticoast.govt.nz](mailto:longtermplan@kapiticoast.govt.nz)

### In person

Talk to an elected member at one of our chat stops – see facing page for dates and places.

You can also arrange to speak to a Council meeting – tick the box at the end of the feedback form.

## Proposals and requests

If you have a separate proposal or request for Council to consider, please email it to [longtermplan@kapiticoast.govt.nz](mailto:longtermplan@kapiticoast.govt.nz)

Please note, with the challenges the district is facing there is limited scope to include additional proposals without further increases to rates.

## Other consultation

As noted in the document, there is other consultation coming up for some of our big issues and major projects:

- Regional growth strategy: July-August 2021
- Three waters services reform: late 2021

Engagement will continue for specific work as highlighted in *Major projects and initiatives* page 64.

# Your feedback on our proposed plan

Give your feedback online at [kapiticoast.govt.nz/kapiti2041](https://kapiticoast.govt.nz/kapiti2041) or fill out the form below and get it to us – see previous page for options.

We need to receive your feedback by 5pm Monday 10 May 2021

## OUR DIRECTION PAGES X-X

Council has developed community outcomes to contribute to our community’s wellbeing:

- Mana Whenua and Council have a mutually mana-enhancing partnership
- Our communities are resilient, safe, healthy, thriving and connected. Everyone has a sense of belonging and can access the resources and services they need
- Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti
- Our natural environment is restored and enhanced as we transition to a low-carbon future
- Our people have access to suitable quality housing in Kāpiti so they can live and thrive.

Do you think these are the right priorities for Council at this time?

## INVESTING FOR RESILIENCE AND GROWTH: OUR PROPOSED DEVELOPMENT OF INFRASTRUCTURE AND FACILITIES PAGES X-X

Do you think investing for resilience and growth is the right approach for Council to take at this time?

## OUR FINANCIAL AND INFRASTRUCTURE STRATEGIES PAGES X-X

Council has determined that it is appropriate to change the limits for rates, capital spending and borrowing for the 2021-41 long-term plan given the extra costs that need to be met and the

challenges the district is facing – particularly to be able to replace vital infrastructure in the future.  
What do you think?

Do you have any comment?

## OUR BIG ISSUES PAGES X-X

We want to know your views to guide our direction on these big issues.

### COVID-19 response and recovery

If we experience a resurgence of COVID-19, are there particular things you would like Council to do in response? The same things we did previously? Other things?

What are the positives that have come out of the pandemic you would like us to keep doing or support in the community?

### Access to housing

For comments on our plans to address housing, see *Key decisions, key project 1* (page X)  
If you have any views on access to housing generally, please comment here:

### Responding to climate change

We have made good progress on reducing Council’s emissions, however, achieving further gains will cost more. Should we continue to prioritise emissions reduction within Council?

The effects of climate change are being experienced in different ways across the district, for example, for our coastal communities and infrastructure such as the seawall in Paekākāriki. As climate change impacts become more severe and costs to respond increase, how do we ensure equity across the district?

We have developed a strategic framework to guide our decision making and we want to know if you think we've got it right. What are your views?

**Managing growth**

As our district grows, what do you think good growth looks like?

**Strengthening our resilience**

What else can Council do to help build community resilience?

How can Council encourage households' emergency preparedness?

Should we explore different options for how we insure our assets? We could:

- reduce our cover/increase our excess?
- self-insure more/increase our reserves?

**Government changes impacting Council: three waters services**

With the changes the Government is making to regulation and supply for three waters services (drinking water, wastewater and stormwater):

What's important for you about Council's role?

What should we advocate for?



CHANGES TO USER FEES AND CHARGES PAGES 80-81

As part of managing increased costs, we are proposing some changes to fees and charges.  
If you have any views on these, please comment here:

CHANGES TO LEVELS OF SERVICE PAGES XX-XX

We are proposing one change to service levels.  
If you have any views on this change, please comment here:

CHANGES TO POLICIES PAGES 82-83

We are proposing some changes to four of our policies:  
*Revenue and financing   Rates remission   Development contributions   Significance and engagement*  
If you have any views on these, please comment here:

Significance and engagement policy specific questions

Do you agree with our criteria for assessing significance?

Do you agree with the thresholds we apply to help determine if a matter may be significant?

Do you understand our framework for determining how and when we seek community feedback on key activities?

RATES FOR 2021/22 PAGES 84-86

If the long-term plan is adopted by Council with the work programme and proposals recommended, this would mean an average rates increase of 7.8% for 2021/22.

Which of the below best indicates your views? *(Please tick one)*

☐ I accept it and I support the proposals

☐ I accept it, but I will find it hard to manage

☐ I don't accept it and I think that Council should find a different way to deal with cost increases

If you have any views on this, please comment here:

Do you support Council exploring other ways to generate income? *(Please tick one)*

☐ Yes

☐ No

If you have any views on this, please comment here:

OTHER FEEDBACK

If you have any other feedback about the proposed long-term plan, please comment here:

Need more space? You can send us extra pages if you wish.

We need to receive your feedback by 5pm Monday 10 May 2021

YOUR DETAILS

First name .....

Last name .....

Address .....

.....

Email .....

**Iwi affiliation** *(optional)*

If you identify as Māori, would you like to state the iwi with which you identify?  
*If so, please tick all that apply.*

☐ Ngāti Raukawa ki te Tonga    ☐ Te Ātiawa ki Whakarongotai    ☐ Ngāti Toa Rangatira

☐ Other iwi or hapū *(please state)* .....

**Individual or organisation feedback** *(please tick one)*

Are you providing feedback:

☐ as an individual    ☐ on behalf of an organisation or group

Please state organisation name .....

**Publishing feedback**

The feedback – or a summary – may be published on the Council website and provided in hard copy in our libraries.

If you are providing feedback as an individual and you do not wish to have your name included when feedback is published, please tick below.

☐ I do not want my name published with my feedback.

If the feedback is from an organisation, the organisation name will be included.

**Speaking at a Council meeting (hearing)** *(optional)*

If you wish to speak to a Council meeting about your feedback, please provide your contact details so we can arrange a time on the **17th, 18th or 19th of May 2021**.

Phone .....

Email .....

Or, you can come along and hear what others are saying.

**WHAT HAPPENS TO MY FEEDBACK AND PERSONAL DETAILS?**

Your feedback will be reviewed by Councillors and considered as they make final decisions on the content of the long-term plan and on setting the rates for 2021/22.

Personal information will only be used for administration of the consultation process such as providing a response or notifying you about decisions.

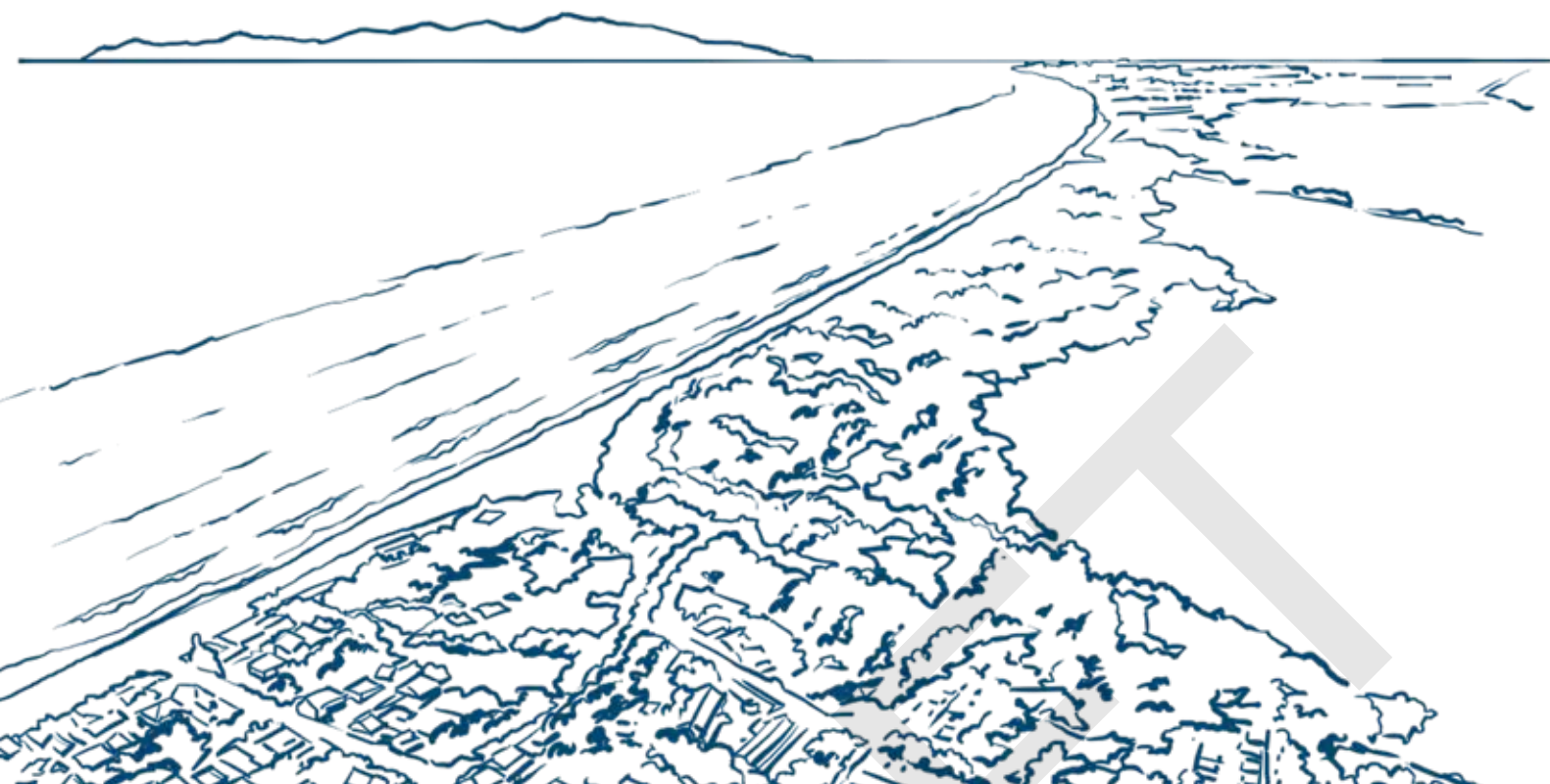
Te Reo Māori in our consultation document

Kāpiti is rich in Māori heritage and we are proud that we have a high number of speakers of Te Reo Māori in our district. The Council shares our iwi partners’ aspirations to promote Te Reo Māori to everyone in the community, so we are using more Te Reo Māori words and names and phrases in our activities and documents.

The list below provides meanings and information about terms we’ve incorporated in the document – some of which are familiar, and some less so.

|  |   |
|--|---|
| <p><b>Iwi</b></p> <p>Extended kinship group, tribe, nation, large group of Māori descended from a common ancestor and associated with a distinct territory. We have three iwi in our district considered as Mana Whenua: Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Ngāti Toa Rangatira.</p>   | <p><b>Te Ao Māori principles/values in our Te Kaupapa Mātua (pā harakeke illustration) and community outcomes framework</b></p> <p><b>Kaitiakitanga</b></p> <p>Sustaining the environment and the people</p> <p><b>Manaakitanga</b></p> <p>Supporting each other</p> <p><b>Pūkengatānga</b></p> <p>Preserving, creating, teaching and knowledge</p> <p><b>Ūkaipōtanga</b></p> <p>Identity</p> <p><b>Whanaungatanga</b></p> <p>Connectedness</p> |
| <p><b>Mana Whenua</b></p> <p>The local tribes which have authority over the land. Territorial rights associated with possession and occupation of tribal lands.</p>  |   |
| <p><b>Tangata whenua</b></p> <p>People of the land, a general term given to the indigenous people of Aotearoa New Zealand.</p>   |   |
| <p>The whakatauki that is part of the Council logo:</p> <p><i>Me huri whakamuri, ka titiro whakamua</i></p> <p><i>Drawing from our past to inform our future</i></p> <p>The phrase the Council has chosen to describe the vision of our long-term plan:</p> <p><i>Toitū te whenua, toitū te wai, toitū te tangata, toitū Kāpiti</i></p> <p><i>Permanence of the land, water, people, Kāpiti district</i></p> |   |

As part of our contribution to sustainability, this document is produced on paper from well managed New Zealand forests. Knowing that many people in our community prefer to access information online, we have limited the number of copies printed. Designed and printed in Kāpiti.



## Long-term plan 2021-2041 community consultation document

### What do you think?

- Is a bigger role in **housing** something the Council should pursue?
- Considering costs and climate change impacts, how should we renew the **Paekākāriki seawall**?
- Does it make sense to set up a **CCO** (council-controlled organisation)?
- Do you want Council to explore how it could have a role in **the airport**?

See a summary of all the topics for feedback on **page X** or go to [kapiticoast.govt.nz/kapiti2041](https://kapiticoast.govt.nz/kapiti2041)

### Want to chat?

You can talk to Councillors and Community Board members directly, see **page XX**.

### Got a question?

Email us at [longtermplan@kapiticoast.govt.nz](mailto:longtermplan@kapiticoast.govt.nz) or phone 04 296 4700 or 0800 486 486