

19 February 2021

Ms Bridget Mather
Chief Executive Officer
Coorong District Council
PO Box 399
TAILEM BEND SA 5260

Dear Bridget

As Presiding Member of Council, I wish to call a Special Meeting of Council on Tuesday 23 September 2021 at 1:00pm at the Coorong Civic Centre Chambers, Tailem Bend (and by electronic means via Zoom and YouTube).

The Special Meeting is being called for the express purpose of Council considering the following items:

1. Adoption of the 2021-2025 Community Vision Plan
2. Section 151(5) Rating Review

Please make the necessary arrangements for this meeting to be held.

Yours sincerely



Cr. Paul Simmons
MAYOR

NOTICE OF SPECIAL MEETING

You are hereby advised that the Mayor has called a Special Meeting of the Coorong District Council to be held at the Coorong Civic Centre Chambers, 95 – 101 Railway Terrace, Tailem Bend (and by electronic means via Zoom and YouTube) on Tuesday 23 September 2021 commencing at 1:00pm to discuss the following items:

1. Adoption of the 2021-2025 Community Vision Plan
2. Section 151(5) Rating Review

An agenda for this meeting appears as follows.



Bridget Mather
CHIEF EXECUTIVE OFFICER

A G E N D A

Tuesday 23 February 2021
Coorong Civic Centre Chambers, Tailem Bend
(and by electronic means via Zoom and YouTube)
2:00pm

Civic Affirmation

We gather today to duly and faithfully carry out our duties to the best of our judgement and ability for the advancement of this district and the benefit of all of our community and fellow citizens.

Acknowledgement of Country

Coorong District Council Members acknowledge and pay respect to the Traditional Custodians of the land and waters, the Ngarrindjeri People whose ancestral lands are on which we meet today.

We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country and pay our respects to Elders past and present. We also extend that respect to all First Nation People.

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2. ADOPTION OF THE 2021-2025 COMMUNITY VISION PLAN

SMP Objective 4 Collaborative and respectful relationships amongst community, Elected Members and Council staff.	Strategy 4.1 - Build a strong relationship between Elected Members and staff, working together on the behalf of the community, to meet our legislated requirements and to meet the aspirations of our communities where funding permits.
Other Document Reference	Service Range Policy Community Engagement Policy Disability Access and Inclusion Plan The Murray and Mallee Regional Public Health Plan
Statutory Requirement	Local Government Act 1999
Financial Implications	\$42,000 allocated in 2020-21 budget for development of Community Vision Plan
Author of Report	Senior Community & Tourism Officer
Officers Consulted	Chief Executive Officer, Director Community & Corporate, Acting Director Infrastructure & Assets, Organisational Development Coordinator, Works Coordinator Community Facilities, WHS & Risk Officer, Development & Environmental Services Coordinator
<u>Recommendation</u> That Council adopt the 2021-2025 Community Vision Plan as tabled.	

REPORT

Purpose

Council to consider adoption of the 2021-2025 Community Vision Plan.

Background

The Local Government Act 1999 requires councils to have strategic management plan(s), of not less than four years duration, to manage its area and to review these annually. The plan(s) need to identify the objectives for the local government area, the principal activities that each council intends to undertake to achieve its objectives, provide assessments on financial performance and position, inform of each council's services (specifically identifying those that are regulatory), address infrastructure management and identify anticipated changes that will affect operations.

In addition to addressing these aspects, Council must also adopt a long-term financial plan for a period of at least 10 years and adopt infrastructure and asset management plans of at least 10 years duration.

Coorong District Council's strategic management plan will:

- help set a clear vision and objectives for the district, in consultation with the community, and builds a framework on how it will work towards these;
- address issues of importance for Coorong District Council;
- manage Council's resources, people and assets in a sustainable way;
- align Council's efforts with the vision of the South Australian and Australian Governments.

The Coorong District Council Community Vision Plan 2021-2025 replaces the 2016 – 2020 Strategic Management Plan and is the lead document in Council's Strategic Planning Framework.

Discussion

State legislation requires the planning, development and implementation of processes which fulfil Council's legal and moral obligations to provide access to all citizens and visitors of the Council area.

The development of Council's Community Vision Plan 2021-2025 sets the direction for Council's work over the next four years. It provides a framework for meeting legislative requirements and achieving balanced, effective outcomes for this community.

The Community Vision Plan will replace the Strategic Management Plan developed in 2015 and will set a direction that reflects the community's long-term visions, values, aspirations and priorities for the region.

The Plan aims to ensure that this district remains a great place for communities to live, work and play. It sets a vision and mission for the district as well as strategic objectives and outcomes that reflect how Council will bring its vision and mission to life.

Council develops and adopts an overarching four-year Strategic Management Plan to inform its asset management plans, capital works program, workforce development plan, annual business plans and associated budgets for a four-year period. The Plan also considers, and influences, other regional plans and strategies.

Development of the Community Vision Plan

In September 2020 preparations commenced for the development of Council's Community Vision Plan and appointed BDO Industrial & Organisational Psychology Pty Ltd to undertake professional services for the development of Council's Strategic Management Plan (Community Vision Plan 2021 -2025).

In accordance with Council's Community Engagement Policy, initial community consultation was undertaken over a six (6) week period.

During this time community members, stakeholder and Council staff were invited to participate and contribute to the development of the plan through either completing a submission form, providing feedback direct via email or phone, face to face or by attending a community workshop.

The workshops and submission form were developed around the themes of Infrastructure, Environment, Economy, Community and Leadership. The survey also sought and encouraged additional feedback.

Six community workshops were conducted across the district with 97 community members attending and providing valuable input and putting forward their thoughts and ideas.

Council developed two (2) versions of the submission form which included an online version, and a printed version. Access to these forms were made available via Council's website, through links via electronic and social media distribution, as well as printed copies located at all Council offices and local post offices.

The findings and feedback obtained from 250 participating community members and stakeholders has been used to guide and assist in the development of the strategies outlined in this plan.

Community participation

Over 249 people took part in the consultation:

- 97 people participated by contributing to community discussions held during 6 workshops held across the district
- 19 people completed the online submission form
- 93 people completed a printed copy of the submission form
- 2 people made written submissions
- 23 Council Staff and Elected Members participated in workshop presentations

- 17 key stakeholders, community groups and service providers were consulted over the phone

The findings from the survey and workshops informed the development of the draft Community Vision Plan. The draft Plan supports several strategies identified under five (5) key themes including Infrastructure, Environment, Economy, Community and Leadership.

The Community Vision Plan and subsequent Corporate Plan will provide the vehicle through which Council can fulfil legislative requirements whilst delivering the values of the Community Plan that acknowledges the desires and aspirations of the community.

Phase 2 community consultation commenced with the release of the Draft Community Vision Plan to the community on Wednesday 20 January 2021 and concluded on Friday 12 February 2021. The aim of this consultation was to ensure that the Plan considered and had taken into account community aspirations and key stakeholder feedback.

During Phase 2 of the community engagement process, community members, stakeholders and Council staff were invited to provide feedback on the plan through either completing an online feedback form, providing feedback direct via email or phone, face to face or by attending a community workshop.

Three community workshops were conducted across the district with ten community members attending and providing their feedback, additional feedback was submitted via the online feedback form, email and in writing. This feedback appears as a separate attachment titled Community Vision Plan 2021-2025 phase two community engagement feedback.

Upon completion of the consultation period, all submissions were reviewed, and the draft Community Vision Plan was amended accordingly in preparation for endorsement of the final document.

Budgetary requirements for the Plan's implementation will be progressed through the normal budget process and included in Council's long-term financial plan.

Attachments

2021-2025 Community Vision Plan (final)

Community Vision Plan 2021-2025 Phase 2 community engagement feedback report

[Go to index](#)

VERSION 6 18 FEBRUARY 2021



COMMUNITY VISION PLAN 2021 – 2025

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ACKNOWLEDGEMENT OF COUNTRY

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We acknowledge the deep feelings of attachment and relationship of Aboriginal people to country and pay our respects to Elders past and present. We also extend that respect to all First Nation People.



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A WORD FROM THE MAYOR

The region that makes up the Coorong District Council area is one of the most diverse in South Australia.

Spread over 8,832 square kilometres, it comprises three distinctively different zones; the tourism and grain gateway of Taillem Bend, wetlands and waterways of the lower lakes and Coorong and the food-bowl of the Upper South East. Each is connected to the other but is unique in its character, and together they combine to present opportunity for current and future generations.

This community spans a diverse age range, with approximately 25% of our residents aged 19 years or younger, a similar percentage above 65 and a median age of 46 years. A third of households have young children, and 28% are sole occupants across a 50:50 split of male and female. This balance is better than the Australian average.

Our region's environment highlights world-class diversity, covering 883,500 hectares of land and 46,800 hectares of lakes. The district is home to a number of significant areas including:

- Murray River, Lakes and Coorong – Australia's greatest waterway linked by a mixture of wide open spaces
- Coorong and Lower Lakes Ramsar sites – both considered nationally and internationally significant
- Ngarrindjeri Ruwe (land) which includes Raukkan and areas of cultural and historic significance

The region displays economic diversity across 720 businesses covering tourism, service, motorsports and agriculture contributing to over 2,400 jobs and a gross regional product of \$326 million. Agriculture, Forestry and Fishing employs 39% of the 5,429 residents and generates \$220 million for the region.

I invite the community and beyond to build on these prized assets and continue to create a vibrant district that will generate success through diversity.



Mayor Paul Simmons

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“Success through Diversity”

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SNAPSHOT OF OUR COMMUNITY

Coorong District Council comprises of three Ward areas, covering diverse aspects of our district. Each area has its own unique strengths and attractions, which Council seeks to maximise in its Community Vision Plan, to deliver success through diversity.



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OUR COMMUNITY



8,832

square
kilometres



5,429

population
(ABS 2019)



6%

of our population
are Aboriginal
or Torres
Strait Islander
People



35.5%

of our
population
volunteer



4,537

rateable
properties



720

registered
businesses



2,292

employed



\$326M

gross regional
product



5

libraries



106

kilometres of
coast line



369

kilometres sealed
roads



1,518

kilometres
unsealed
roads

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SERVICES AND FUNCTION OF COUNCIL

Councils have responsibilities under the Local Government Act and other relevant legislation, including:

- Regulatory activities exemplified by maintaining the voters' roll, property ownership data and supporting the elected Council.
- Setting rates, preparing an annual budget and determining longer-term strategic management plans for the area.
- Management of infrastructure, including civic buildings, roads, footpaths, parks, public open spaces, street lighting and stormwater drainage.
- Street cleaning, refuse collection and recycling.
- Development planning and control, including building fire safety assessment.
- Environmental health services, including health standards inspections and waste control application assessment.
- Protection of natural resources including parks, reserves, the River Murray, Lower Lakes and Coorong.

In response to community needs, Council provides or supports additional services and programs, including:

- Environmental and economic programs, particularly the Local Action Plan (Landcare) Program.
- Community programs, including the Commonwealth Home Support Program.
- Community Wastewater Management Schemes (CWMS).
- Aged Care and Youth Services.
- On-street parking management to maximise use of kerbside space.
- Increased support and development of tourism-related activities and facilities.
- Community grant funding programs.
- Community art galleries, plus arts and culture programs.
- Community libraries.
- Tourism and economic development.

The Council operates a number of facilities on behalf of the community. These provide important community benefits including recreation, tourism, infrastructure and property management.

- Coonalpyn Caravan Park.
- Recreation and facilities including the Coonalpyn Swimming Pool and town halls.
- Visitor Information Outlets

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VITERRA™



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WHAT IS A COMMUNITY VISION PLAN?

Coorong District Council's Community Vision Plan 2021-2025 sets the direction for council's work over the next four years. It provides a framework for how council will meet legislative requirements and achieve balanced, effective outcomes for our community.

Council's Community Vision Plan will replace the Strategic Management Plan developed in 2015 and will set a direction that reflects the community's long-term visions, values, aspirations and priorities for the region.

The Plan aims to ensure that our district remains a great place for our communities to live, work and play. It sets a vision and mission for the district as well as strategic objectives, strategic outcomes and measurable actions that reflect how Council will bring its vision and mission to life.

Through this Plan, Council enables the delivery of community, economic, infrastructure and environmental leadership outcomes that will help to enable a sustainable future for Council and the community.



*“Achieving balance and
community outcomes”*

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COUNCIL'S STRATEGIC MANAGEMENT PLANS

COMMUNITY VISION PLAN 2021-25

- Overview of Council, region and community
 - Council's role and services
- Council's goals, objectives and priorities
 - Success measures

Length: 4 year plan

ASSET MANAGEMENT PLANS

What's in it? Details the management and development of Council assets and infrastructure

Length: 4 year plan

LONG TERM FINANCIAL PLAN

What's in it? A long term view of Council finances, that shows how we remain financially sustainable over the 10 year period.

Length: 10 year plan



SPECIFIC COUNCIL STRATEGIES, PLANS AND FRAMEWORKS

Council has 10 plans, strategies and frameworks under infrastructure, community, economy, environment, organisation.



ANNUAL BUSINESS PLAN AND BUDGET

What's in it?
Details of how Council will deliver the Strategic Management Plans for the financial year.



THE ANNUAL REPORT

What's in it?
Shows Council's performance against Annual Business Plan targets.

DEVELOPING THE PLAN

Council is required under the Local Government Act 1999 to develop a strategic management plan.

Coorong District Council has developed a four-year Community Vision Plan which will inform its asset management plans, capital works program, workforce development plan and annual business plans. The Plan also considers and influences other regional plans and strategies.

Coorong District Council's Community Vision Plan aims to:

- set a clear vision and objectives for the district, in consultation with the community, and build a framework on how it will work towards these;
- address issues of importance for Coorong District Council and acknowledge the community's contribution to the planning process;
- manage its resources, people and assets in a sustainable way;
- align its efforts with the vision of South Australian and Australian Governments.

In accordance with Council's Community Engagement Policy, initial consultation was undertaken over a six week period. During this time community members, service providers and Council staff were invited to participate and contribute to the development of the Plan through either completing a submission form, providing feedback direct via email, phone and face to face or attending a community workshop.

The workshops and submission form were developed around the themes of Infrastructure, Environment, Economy, Community and Leadership. The survey also sought and encouraged additional feedback.

Six community workshops were conducted across the district with 97 community members attending and providing valuable input and putting forward their thoughts and ideas.

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The findings and feedback obtained from 251 participating community members and stakeholders has been used to guide and assist in the development of the strategies outlined in this Plan.

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*“Your community,
your vision, your plan”*

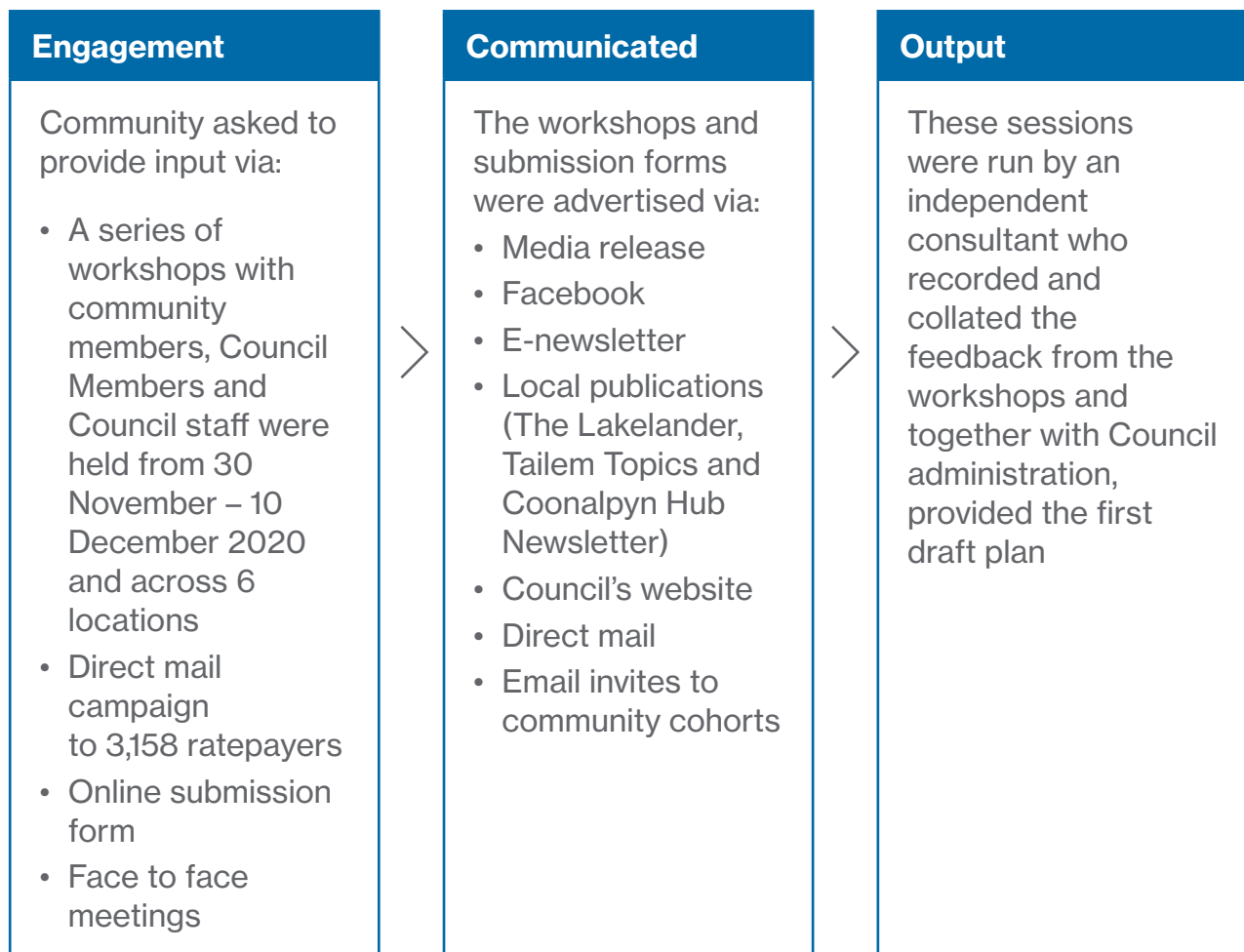


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Stage 1

Community engagement

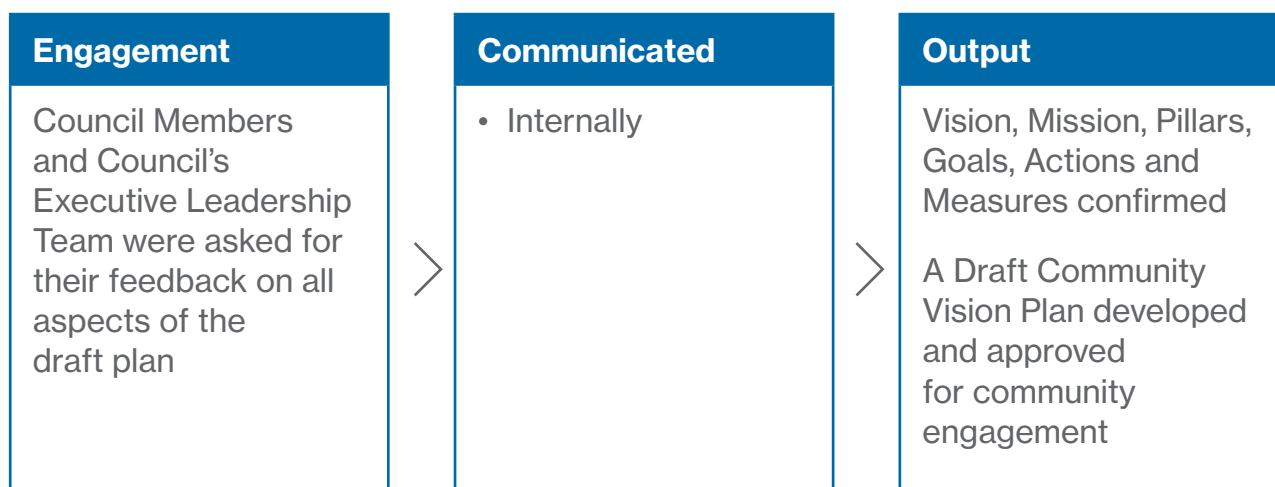
13 November 2020 – 24 December 2020



Stage 2

Council review

January 2021



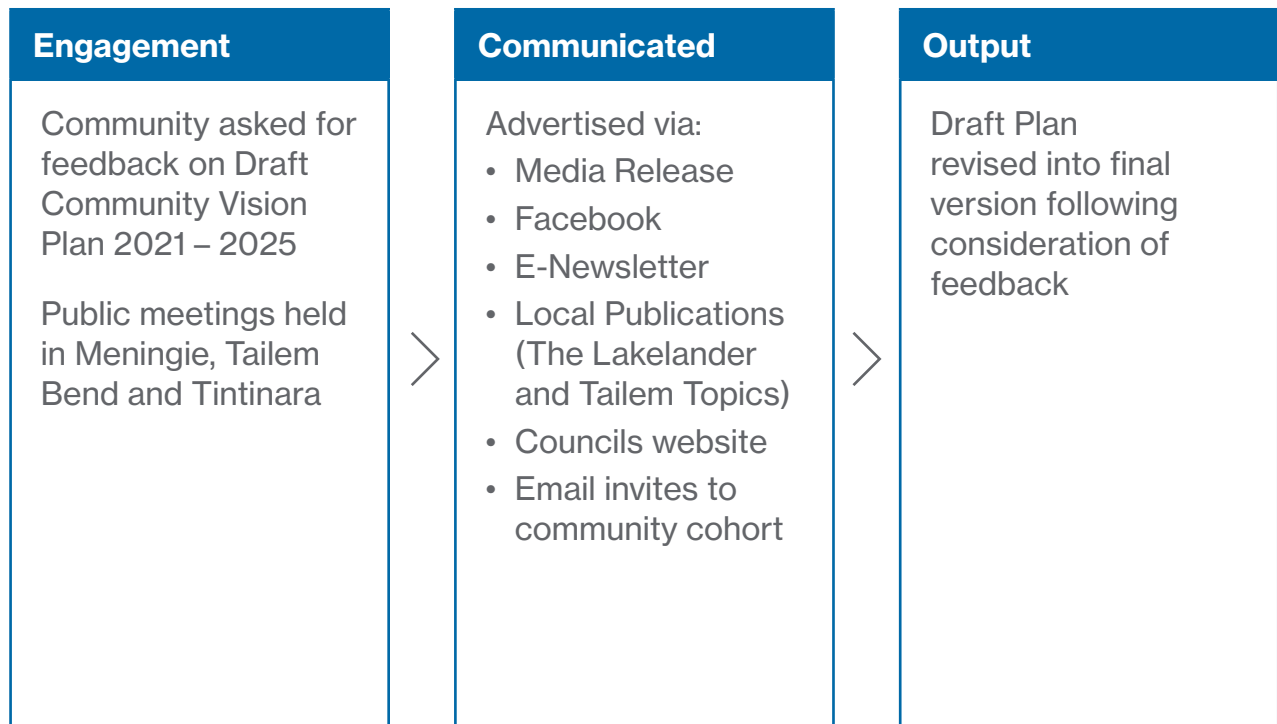
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Stage 3

Draft plan adopted for community engagement
19 January 2021

Stage 4

Community engagement
20 January – 12 February 2021



Stage 5

Adoption of 2021-2025 Community Vision Plan
February 2021





VISION

Providing unanimity of purpose, the following vision is where we intend the district will be in four years time.

“A district that has pride in its communities, has a prosperous economy and lives in a valued environment. Our success comes from our diversity”

Our slogan:

“Room to Work, Room to Move and Room to Play”



MISSION

Council’s mission statement not only establishes our core identity, but provides a basis for effective decision making into the future.

Working with the community, industry and key stakeholders:

We will *responsibly* manage the natural and built environment

We will *encourage* economic growth for long term sustainability

We will *enhance* community wellbeing and a sense of community

We will *demonstrate* leadership for the benefit of residents and ratepayers



VALUES

Organisations use principles and behaviours to guide how they work with the community, their colleagues and partners. The resultant values that Council will uphold across the district include:

- *Integrity*
- *Responsibility*
- *Collaboration*
- *Balance*

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COMMUNITY PRIORITIES

Over two months, six community forums were held and 251 submissions received from the members of the community, key stakeholders such as representative groups and government agencies, businesses and community groups. From this input, themes were analysed to develop an understanding of the direction the community wishes to take.

The input from this far reaching community engagement has been collated into a findings report available on Council's website.






GUIDING THEMES

The Community Vision Plan 2021 – 2025 outlines Council's vision and objectives over a four-year period and focuses on five key themes, all with many intersecting components:



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OVERVIEW

1.	2.	3.	4.	5.
ECONOMY	INFRASTRUCTURE	COMMUNITY	ENVIRONMENT	LEADERSHIP
				
Strengthening industry and business to create employment, opportunity and prosperity	Enhancing our roads, footpaths, buildings, parks and gardens	Strengthening the fabric of the community to enhance the quality of life of residents	Recognised for our unique native flora, fauna, habitat, water and land use	Our district will be recognised as a leader

STRATEGIC OUTCOMES

Growth Strategy	Our Roadways and Footpaths	Health and Wellbeing	Native Vegetation	Recognised for our Natural and Built Environment
Business Development	Community Character	Social Connections	Pest Plant and Feral Animal Control	Celebratory
Tourism Development	Built Environment	Community Development	Parks and Reserves	Business Excellence
	Being Connected	Community Safety	Sustainable Agriculture	
			Water Security	
			Climate Change	

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1. ECONOMY

Capitalising on the district's innovation and business and community confidence will build a positive future for exploring new economic opportunities.

Strategic Outcomes	Actions	
1. Tourism Development	1.1	Work with our communities, businesses and key stakeholders to develop and promote the district's active, attractive and vibrant places
	1.2	Ensure tourism related infrastructure needs are understood and prioritised
	1.3	Partner with neighbouring councils and key tourism stakeholders, leverage communications and marketing opportunities
	1.4	Improve access to the district's waterways including the Murray River, Lakes, Coorong and wetlands
	1.5	Promote the district's agricultural industry through agri-tourism opportunities
2. Business Development	2.1	Develop a Tourism & Economic Development and District Growth strategy
	2.2	Develop an attractive and informative investment prospectus
	2.3	Promote the district as being 'business ready' to community and government
	2.4	Support and grow our region's existing and emerging industries
	2.5	Partner with industry leaders to educate youth about business start-ups
3. Growth Strategy	3.1	Prepare a district wide Growth Strategy investigating economical sustainability, infrastructure and land use policy constraints and opportunities
	3.2	Develop a five-year action plan arising from Growth Strategy prioritising infrastructure and land use related actions which will stimulate growth
	3.3	Preparation of an Affordable Housing Strategy

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2. INFRASTRUCTURE

Continued capital investment in road infrastructure, recreational facilities and the tourism landscape will support delivery of essential services to the community.

Strategic Outcomes	Actions	
1. Our Roadways and Footpaths	1.1	Enhance Council's heavy vehicle road network to accommodate the growth in primary production
	1.2	Maintain our unsealed road network in line with emerging and changing needs
	1.3	Improve Council footpath network within its townships based on changing community and demographic needs
2. Community Character	2.1	Enhance town pride through improving streetscapes
	2.2	Develop community spaces through improving Council parks and gardens
3. Built Environment	3.1	Review, update and deliver Asset Management Plans for Council's major assets classes
	3.2	Complete review of Council tourism assets and facilities
	3.3	Support improved access to water for firefighting, engaging with CFS and landholders
4. Being Connected	4.1	Advocate with other agencies for improved telephone and internet coverage across the district

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3. COMMUNITY

Maintaining strong and active communities as the foundation for future growth and wellbeing.

Strategic Outcomes	Actions	
1. Health and Wellbeing	1.1	Contribute to public health planning, accessible and inclusive communities and the implementation of strategies that support and enhance community health and wellbeing
	1.2	Support the provision of formal and informal sport, recreation and play-spaces for the community to enjoy
	1.3	Work with the community to foster art and cultural activities
	1.4	Support volunteering as an essential element in delivering community outcomes and building wellbeing
2. Social Connections	2.1	Provide welcoming spaces and places for the community through our libraries, community centres and council and community facilities
	2.2	Work with communities to provide and promote a range of programs and opportunities to connect and engage around shared interest
	2.3	Continuous improvement in communications and engaging the community
3. Community Development	3.1	Establish a youth advisory forum to Council
	3.2	Encourage a community youth mentoring program
	3.3	Continue to strengthen our relationships with the district's Aboriginal and Torres Strait Islander communities
	3.4	Contribute to the development of active ageing programs and events
4. Community Safety	4.1	Work with the Country Fire Service and emergency services to facilitate a Community Fire Safe action plan to improve fire safety for townships
	4.2	Work with key stakeholders including State departments to provide safe communities

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4. ENVIRONMENT

Council will consider the likely impacts of climate variability for our current and planned activities, whilst applying principles of sustainability and adaption in decision making.

Strategic Outcomes	Actions	
1. Native Vegetation	1.1	Work with community and relevant State departments to identify opportunities to protect and manage native vegetation
	1.2	Promote opportunities to landholders to establish perennial vegetation through the Local Action Plan
2. Pest Plant and Feral Animal Control	2.1	Undertake a consistent approach to weed control across the district through the implementation of Council's weed management strategy
	2.2	Work in partnership with community/agencies to control introduced plant and feral animal species
3. Parks and Reserves	3.1	Work with other agencies to optimise awareness of and access to existing parks and reserves
	3.2	Work with other agencies to optimise environmental and sustainable management of existing parks and reserves
4. Sustainable Agriculture	4.1	Work with landholders to identify opportunities to establish and manage perennial vegetation across the landscape including native species
	4.2	Access government funding streams that support economic growth, agriculture and environmental sustainability, water security innovation, and respond to climate change and carbon challenges
	4.3	Work with Coorong landholders to tackle existing and arising land management issues
5. Water Security	5.1	Advocate with other agencies to ensure adequate water flows
	5.2	Work with agricultural producers to advocate in regard to high mains water prices
	5.3	Promote adoption of water security technologies and innovations
6. Climate Change	6.1	Maintain knowledge and awareness of scientific based climate change issues applicable to the district
	6.2	Share climate change information with the community and encourage conversation and feedback
	6.3	Continue to identify and deliver actions which address or mitigate the impacts of climate change

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5. LEADERSHIP

Through collaborative leadership, Council will take a unified approach to its community's aspirations, interests and legislative requirements.

Strategic Outcomes	Actions	
1. Recognised for our Natural and Built Environment	1.1	We promote our waterways, river, lakes and internationally recognised Coorong as world class
	1.2	We recognise the contribution our primary production make to the State economy
	1.3	We recognise the world class motorsport facilities at "The Bend"
2. Celebratory	2.1	Council welcomes all new citizens and marks the abundance of nationally significant events
	2.2	We embrace all diverse groups that make up our community
	2.3	We encourage visitors to stay, work and play
3. Business Excellence	3.1	Council is an organisational leader, reinforcing our position as a leading local government body
	3.2	Council takes a responsible approach to financial sustainability
	3.3	Council Members are strong advocates for the community
	3.4	Council reports openly and transparently on its performance
	3.5	Council staff and elected members act with integrity and accountability
	3.6	Council Members and Council staff work cooperatively
	3.7	Council Members demonstrate 'good governance' in their roles
	3.8	Council Members actively communicate and consult with the community
	3.9	Utilise our connection with regional bodies (Regional Development Australia, Murraylands and Riverland Local Government Association etc) to maximise outcomes for the district
	3.10	Recognise the valuable contribution of volunteers to the district
	3.11	Recognise staff in their contribution to business excellence

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IMPLEMENTATION

Implementation of the Community Vision Plan requires working in partnership with community, private industry, government and not-for-profit groups.

Implementation of the Plan will occur over a four-year period, with a progress review to be undertaken annually. As the economy and community continues to evolve, the following strategic goals will steer Council's investment for the latter period of the Plan and beyond. These include, but are not limited to:

An affordable district with active, engaged residents

- Attracting more businesses and employment opportunities to the district
- Supportive housing options for those working in new industries
- Fostering a more diverse population
- Maintaining viability of community and sporting hubs
- Enhance the identity and reputation of the district

Effective planning and wayfinding

- Enhanced access and connection to the Lakes and Coorong
- Further development of nature parks
- Enhanced linkages across towns

An environmentally sustainable district

- Tackling rising salinity and salt affected soil

An activated tourism landscape and visitor economy

- Improve the on-ground visitor experience in the district
- Capitalise on agri-tourism and nature based tourism experiences

This vision will be incorporated into all aspects of Council's subsequent annual business plan, which will be the linking plan between the strategic goals and objectives identified and associated budgetary considerations.

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room to move

room to play

Coorong Civic Centre - Tailem Bend
95 – 101 Railway Terrace, Tailem Bend

Meningie Information Hub
49 Princes Highway, Meningie

Tintinara Customer Service Centre
37 Becker Terrace, Tintinara

Phone: 1300 785 277

Email: council@coorong.sa.gov.au

www.coorong.sa.gov.au

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Community Vision Plan 2021 – 2025



Phase 2 community engagement feedback report

Following the development of the Draft Community Vision Plan, phase 2 of the community engagement process commenced on Wednesday 20 January 2021 and concluded on Friday 12 February 2021. During this time a range of community engagement activities were undertaken to further engage the community and seek feedback on the draft plan. The engagement activities included the following:

- 3 Community engagement / workshops held
 - Tintinara – Tuesday 2nd Feb
 - Meningie – Wednesday 3rd Feb
 - Tailem Bend Thursday 4th Feb
- Media Release - distributed
- Website content updated and included copies of the plan, findings report and link to the online feedback form
- E-newsletter to over 1400 subscribers
- Facebook promotion and links to the website
- In Touch with the Community E-newsletter
- E-newsletter – Reminder to over 1400 Subscribers

Consultant feedback

In attendance at the community workshops were Council representatives and the consultant engaged to develop the plan. The following is the report provided by the consultant.

Overview

A second round of community consultation was arranged as part of the development of the Community Vision Plan. The intention was to present an overview of the plan at three workshops across the district namely Tintinara, Meningie and Tailem Bend. It was hoped that those who attended the first round of workshops and contributed their ideas would be able to see a draft of the resulting plan and in-turn offer their feedback.

Similar communication and promotion channels were used to alert the various communities to the workshops and to invite their attendance. Those who attended the first round of workshops received a draft electronic copy of the plan as well as being alerted to its presence on the council website.

Workshop 1 – 2 February 2021 – Tintinara

Apart from Deputy Mayor Cr. Jeff Arthur and several senior council staff (Chief Executive Officer and Director Community & Corporate), no one attended the session.

On the one hand this could be seen as disappointing, however, on the other it could have indicated that residents from Tintinara and Coonalpyn were 'happy' with the draft plan.

Workshop 2 – 3 February 2021 – Meningie

On this occasion three residents attended the workshop. Two of those attending had not participated in the initial workshop. Deputy Mayor Cr. Jeff Arthur and Cr. Tracy Hill attended along with CEO.

Scott Way spoke to the attached presentation and then invited questions and feedback. Overall, the feedback regarding the plan was positive. It was suggested that more could have been said about the RAMSAR sites close to Meningie.

Workshop 3 – 4 February 2021 – Tailem Bend

This session attracted seven (?) residents along with Deputy Mayor Jeff Arthur, Councillor Brenton Qualmann Hill and CEO, Bridget Mather.

For consistency Scott Way spoke to the attached presentation and then invited questions and feedback. Again, most general feedback was positive regarding the draft plan however specific suggestions were made to enhance planning approvals to facilitate business start-ups, as well as council securing grants for particular projects. A question was raised regarding Council's role in relation to affordable housing.

Summary

Although attendance at the second round of workshops was well below expectations, in many respects the real litmus test will be the reaction and feedback from residents over the next 2 years as they see and experience tangible 'improvements' to their towns and the district as a whole.

Draft Community Vision Plan – Feedback

During the workshops held the following notes were captured:

Wednesday 3rd February – Meningie (5 community members in attendance)

- Group understands the diversity side of the plan.

Guiding themes

- queried environmental side; community engagement re native veg and Ramsar side of things; potential for continuing highlighting to local community to Ramsar
- Cr Hill - we have people on committee; it could be included in prospectus, even bought up at progress association.
- CEO - even easy as to put story board in the parks.
- people come here and see amazing shore birds.
- Cr Hill– there is business opportunity for someone to undertaken walks to the wetlands.
- suggestion to meet with state holders of Coorong natural parks; idea re migratory bird workshop in Meningie.
- Cr Hill- advised council could help facilitate this and funding available

- CEO - if there is a conference around migratory birds, let Council know, gives opportunity to visit where it all happens.
- Cr Hill – there is a wetlands day, maybe we can participate in that.
- Scott – it is progress association and council to work together; if see opportunity, its about working out how to work together. Point 2 and 3 doesn't state Ramsar but could.
- encourage interaction with groups e.g. if going to put walkway in consult with local groups, then everyone on the same playing field instead of surprising people.
- queried if there a safeguard for maintenance, emergency, flexibility.
- CEO - if COVID comes in again in 6 months will review the plans. There is a built safe guard in for 2 years. If something catastrophic were to happen have to review. It's a budgetary challenge.
- Was there mention about sustainability, united nations ???
- Cr Arthur - people think council responsible for things but are not; eg roadside is landowner responsibility not council, declared weed is not council responsibility.
- 4 - need message out there where the community can go for these types of things.
- Response - Council can advocate but if no one listens

Thursday 4th February 2021 – Taillem Bend (7 People in attendance)

- Interested in how Council are going to grow the community?
 - IDEA - Sub divide Council's land, allow couples to build homes on council land and then the land is the rented to Council and have an additional income line?
 - Community Enterprise - Coomandook Store closing losing their fuel station?
 - Commercial Businesses also struggle to continually jump through help
Need somebody in Council to help the community when they hit the hurdles, they need to be encouraged to continue and be helped.
 - Industrial Corridor into and out of Taillem Bend?
 - Small business supporter within the Coorong District Council to help residents
 - Development - Active aging - Grants? \$40,000. Aging Well Grants?
 - Taillem Bend Progress Association - Happy to work with Council re Grants.
 - When the nitty gritty documents are complete will the documents be made available?
 - Progress review to be undertaken annual ABP works alongside the CVP. We keep checking in with how we are moving forward.
 - SMP - This is what we have done. Then move into the CVP. Community want to see what Council have done!
 - How can council keep updating the community on how we are tracking with ABP.
Keep a copy in the council offices for community to pop in a read.
 - Rates Notices - More feel-good documents outlining what Council is doing. Once a year?
 - Need to remind the community that we are able to give them hard copies of documents.
 - Bridget confirmed that we are getting more active in getting Council topics into the Taillem topics, Coonalpyn hub, Lakeland
 - When we have finalised a project a small article to be included into the Taillem Topics.
-

Feedback forms

In addition to providing feedback during the workshop's community members were provided the opportunity to complete the feedback forms provided and their responses are below.

- Taillem bend Progress Association would be willing to work with Council on projects regarding grants.
- I look forward to seeing the more in-depth plans details. Taillem Bend Progress Association would be happy to assist in whatever way we can
- Someone within the Council with knowledge to actively support small business establishment also housing development – affordable housing
- Commit to advocate for better deals to purchase regional housing through banks
- Look at rezone residential / commercial land
- Encourage new business into town, help and assist with advice and paperwork
- Is there a “safeguard” for unforeseen events e.g. events/ maintenance
- Clean up streets – e.g. cars on footpath/ workshop at residence
- Encourage groups to be included with Council on town planning (Progress / Lions / Rotary)

Online feedback forms

An online feedback form was developed and accessible via Council's website, this form was also promoted via Social Media and various newsletters

- This document is well presented a more professional presentation than previous efforts (consultant involved)
 - Too many colour photographs it is not a photo album but a master working document.
 - Function of Council -also provide a reliable supply for non-potable supply
 - And the infrastructure for the supply
 - Strategies should align to mission statements
 - Also vision should align to mission statement i.e. promoting diversity
 - Values= “Balance” of balance sheet or outcomes to revenue
 - Our district will be a recognised leader of “environmental initiatives or business excellence (how measured)
 - What are the major asset classes, roads, paths, buildings, pipe work - what are critical to community and financial impact, identify
 - List facilities and outsource maintenance to improve efficiency and costs
 - Community - the management of health in particular virus
 - Climate change what is council actively doing, smart lighting, solar input for major buildings
 - Leadership rephrase from we promote to we will further promote, don't agree that Council Members NOW reports openly or an organisation leader should state we will
 - A good DRAFT starting working document
-

Written correspondence

The following written correspondence was received by Council

The CE officer and Council Members,

I would like to commend the Council for their vision to maintain the viability of the Council area.

It is very difficult given the deficient soils of the “90 Mile desert” which has changed with trace elements into an oasis. The inherent lack of potable stock water is also a problem that is being addressed by the L.A. Program.

Of equal importance is the Road Networks that give the area a viable cost to freight the produce to Interstate Markets and the necessary inputs for the farming community.

There is no doubt that without a viable primary production industry, then there would not be a need for the townships that service the needs of the district.

To this end, farmers have had to maximise their land holdings into much larger land parcels to remain viable.

Unfortunately the unviable farms are taken up by the viable farmers which leave to a population decline.

In my 50 years in the District I have witnessed the Livestock Transport Industry change from 10 metre single deck cattle crates to 25 metre by 2 decks high Road Trains or B-Triple trailers. This equates to a 5 times increase in load carrying capacity with still 1 driver, one insurance policy, one vehicle registration.

The Meningie Township has enormous tourist and district recreational potential.

However this potential is jeopardised by the heavy haulage sector having to use the Main Street as part of the Princes Highway. My submission is twofold (1) to procure land for a future By-pass of the town.

(2) a vision to ultimately revamp the main street so that the parking for the shopping area is provided behind the shops and allow a pedestrian only access in front of the shops to the foreshore /lakeside area. i.e. The shops would have double access for clients, one for people requiring car proximity for goods with the other entrance for visitors primarily requiring food /drinks etc to be consumed on the lawned lakeside common community land.

The current situation is a Safety issue as cars and kids don't mix.

Trust that you can find a solution for the future.

Draft Community Vision Plan Version 4 13th January 2021

I seek to make comment on the Draft Community Vision Plan

Under “Service and Functions of Council” 2nd column the plan states.

“In response to the community needs, Council provides or supports additional services and programs, including:

At 5th dot point

“• On-street parking management to maximise use of kerbside space.”

I note that neither in this introduction nor in the detail of the plan is there reference to “Off Street Parking”, and I suggest that this should be added.

Council already provides and continues to maintain off street parking in Taillem Bend and this is a much needed and used facility. There is also the appearance of off-street parking in Coonalpyn and Tintinara, although in those towns that parking may be within the road reserve, however it is not ‘On-street parking’ in the usual sense.

In addition to the need to maintain the existing Off-Street Parking as indicated, I suggest that there is a need to provide off street parking in Meningie. The recent major works program by Council to generally upgrade the general facility of Princess Highway through Meningie has provided an opportunity for an improved visitor experience of the town, however at busy times adequate parking particularly for vans and trailers is simply not available. The locals can manage by changing their shopping times etc, but the visitor passing through is looking for a park ‘now’.

I suggest that there is a demonstrated community need for Off Street Parking and that this should have a place in the plan. Further that Council should be actively servicing that need in Meningie, but that this is unlikely to occur when it is not recognised as a service supported by the Council.

I am not aware of any current moves to facilitate additional parking in Meningie, however the area of the ‘old CFS shed’ with possible acquisition of adjoining land could be considered for car parking. The land to the rear of the X Holden agency could be acquired and could be configured for parking vehicles with trailers or vans. An area of underutilized land lies at the rear of the Laundromat and butcher shop. The opportunities that currently exist may not be available in 4 years’ time.

The sixth dot point under “Service and Functions of Council” is “Increased support and development of tourism-related activities and facilities.” I suggest that the provision of Off-Street Parking when needed is supported by this dot point.

Community

Council is to be congratulated on undertaking wide ranging community consultation and providing the record of points made in that consultation.

I note that one of the points often made is the need for community transport, and on this issue, I can only underline the situation that exists in Meningie; however, the situation may well be similar in other communities.

Up until recent times residents in and around Meningie have benefitted from the use of the “Hospital bus”, a 25-seater light bus with a wheelchair lift. The bus while owned by the hospital was used largely for the benefit of older residents for local shopping, with very occasional trips further afield and was operated by volunteer drivers. The wheelchair lift became unserviceable and I understand that the bus itself is no longer considered serviceable.

Meningie does not have any other form of public transport, there is no taxi, and the town is rapidly becoming a town for retirees, and the need for some form of community transport will only grow. This is an area of service where the Council may be able to encourage other agencies to participate in the provision of services, however the provision of Community Transport does not appear to be a strong point in the plan.

Council may be able to satisfy the need for basic community transport in Meningie by working with the health sector thus not requiring capital or maintenance costs. The provision of the current Medical Clinic in Meningie was encouraged by an initiative of the Coorong Council, with the Council contributing site preparation and no building or ongoing costs.

General Comment Mayors introduction.

It may be advisable to check on the situation with Camp Coorong and Coorong Wilderness Lodge before highlighting them in the introduction. Coorong Wilderness Lodge no longer has a sign at the entrance, and I understand that the Camp Coorong is no longer offering training services.

A sound document...

I do appreciate the emphasis being drawn to climate change but appreciate that it can still be contentious so well done. As an adjunct to climate change and so many other aspects of the document consider introducing the concept of "shade-scapes" which have implications for public health, tourism sites etc in addition to environment. Also it is easily understood and accepted as an adaptation to hotter weather.

Also in addition to addressing salinity as a problem, consider soil acidification which has greater potential impact for farmers in the district.

Again - well done Happy to discuss further if required

Ps. Typo in infrastructure 3.3

Phase 1 community engagement submission forms received after the closing date

A further 7 feedback submission forms were returned to Council after the initial Phase 1 closing date on 24 December 2020, therefore these responses were not collated and included in the initial findings report.

The response from these submissions are collated and provided below.

Infrastructure

- Seven Mile Road both ends dirt roads corrugated. Need more repair.
- When moving grass areas perhaps stop the mower and removed obstacles like fallen branches to a point where they can be picked up rather than mow around them letting weeds grow up thru them.
- "Increase size and fence eight of dog park to utilise full grass area by railway line to cater for larger dogs.
- Disabled public toilet and baby change room/parent and child toilet.
- Stop letting people put up ugly fences along the highway, they are eye sores.
- Ramp at the post office for elderly, disabled and pram use. "
- Footpaths - tripping hazards from Bridgestone, in front of motel at old fuel pumps, sharp rock 6" from road sticking up between Bridgestone & P/Office, in front of CWS; in front of old hardware and corner of Hotel, path between Foodworks and Institute. Walk thru in front Foodworks to public toilets on highway side.
- None of the above in my area that I know of.
- "Footpath needs to be finished from West Tce to the Medical Centre.
- Footpath and bike track from West Tce to oval entrance badly needs repair (very dangerous for walking and bike riding)."

Environment

- More signs on roads where dogs not allowed such as Seven Mile Road Meningie SA
- Allowing camping at the rear of the Hotel is damaging to the caravan park not to mention unhealthy/unhygienic with campers urinating in gardens across the street and emptying caravan toilet canisters along the side fence of Dent's property, running generators through the next etc etc. "
- "Provide pipeline from stormwater run off holding dams to bowling club and football oval so they can keep greens and oval in far better condition over summer at lower costs. The oval goes to seed and when mown without a catcher is then not child or pet friendly over the warmer months.
- Who is meant to mow area between oval and boundary fence on the road? Area not maintained."
- "Keep the corella's population down. They do a lot of harm to our town.
- Control the cats in council area."

Economy

- More space parking, when caravans park in town its hard to find a parking spot.
- Making it financially easier to live in the area will encourage more people to move live or purchase in the area thus growing the population.
- "Employ more locals. Buy locally."

Community

- The bitumen road from Tailem Bend to Meningie is dreadful, patches, dips, bad bends, not enough notice of dips, rough road patches. Fix the road (tourism).
- I believe Council could employ an extra person in my community to work at the pool/caravan park/township encompassing pool chemical checks, cleaning amenities at pool/caravan park/town toilets, assisting with pool blankets, qualified as a life guard to help through swim season, maintenance of pool/caravan park grassed areas and in town maintenance after pool season. A detailed job spec should be offered and advertised locally not just on council website/facebook.
- Increase small children appropriate play equipment at the swimming pool/caravan park play ground. Most equipment is school age. Somethings are needed for 6 months-5 years.
- I quite often hear elderly say that the library is closed, or they have walked to pay council rates only to find the council office closed; one case travelled from Coonalpyn. Keep our local office open at least 4 times a week so that we can go in and use enquire face to face; not some voice on the end of the phone.

Leadership

- I travelled recently where there were 100 caravan in a row and had to go slow because of road damage.
- Council's communication with communities/ratepayers/volunteers needs improvement. A list in your office of what days/times various managers are in the office would be handy. I also get confused about who looks after what aspect of council business.

Are there any services Council provides that you believe it should not?

- All service people notices easily available. Hard to search for tradesman. Staff at council reluctant to advice or recommend anyone.
- Encourage local doctors to have services at the Health Centre. Make the Health Centre more open to the public.
- Don't receive any services from the council

Are there any additional services that you would like to see Council provide that it currently doesn't?

- A list of local tradies and supply people eg water carter road makers electrician carpenters.
- A hard rubbish pickup once a year in each town and a green pickup for large items prior to the fire season in each town.
- "Please consider the elderly who have limited social activities.
- A pedestrian safety island on the highway opposite the walk thru from Foodworks to the public toilet."
- New croquet courts, as there are more older players wanting to play than the courts can hold safely.

Taking a long-term view, what do you consider to be the 3 most important things for the Community to focus on over the next 10 years?

- Improving the public perception of our town, disparaging comment about the towns appearance effect the mental health of current residents. Comments about how 'unloved Coonalpyn looks', 'the town has gone to rack and ruin', 'I used to live here what has happened to this town'. Bad for morale, and not encouraging town pride when nothing changes despite letters and calls to council.
- "Cleaning up the town/removal of fences.
- Improving facilities and the function of. Weed control/mowing plan."
- To have purified water in Wellington East.
- "To keep upgrade of rural roads.
- Bitumise roads when funds are available.
- Keep council debt under control.
- Have minimal office staff (less expenses)."
- Remembering there are people within its area that live rurally and not in the town.
- Encourage tourism, which brings money into the town.

Council's current vision statement is "A progressive and proactive Council recognised for its diverse communities, prosperous economy and unique and highly valued environment."

Appreciating this vision will change through the Community Vision planning process, do you have any feedback about issues or priorities important to you within this vision?

- Fix the roads
- With regards to the untidy properties around Coonalpyn, the question to be asked when deciding if the appearances are acceptable should be 'would this property pass scrutiny in Tailern Bend'. Tailern Bend and Meniniegie always are much neater and well maintained than Coonalpyn. We pay the same rates, so not fair I say.
- Making sure that all the towns are beautified so that travelling thru public can remember a neat tidy area and stop.
- Sounds good, as long as it is done.

Are there any further comments you would like to provide?

- I realise the time pressure on the crew who look after Coonalpyn and would like to suggest they use chemicals to areas around council assets and footpaths to help with grass/weed control. This might cut back the amount of mowing required.
- Provide more footpaths on both sides of the highway to cater for locals and it would help motivate people to increase their daily fitness if paths were improved. Safer than walking on the edge of roadways especially with pets and/or prams or walking frames
- The water quality in Wellington East gets so bad at times that our WC cisterns have mud in them; the HW heaters are full of settled mud and having a bath is awful at times with muddy water. I believe these issues with muddy water being supplied can be resolved by filtered water. I am enclosing two (2) photos which show the color of water in my bath and also in my laundry sink. I believe this issue of muddy water needs to be resolved urgently.

- "Any important projects and forward plans be voted on by ratepayers ie yes or no.
 - One employee to live in town for instant call for any problems and to do lawns, bins, branches, so as travel time to-from mis deleted.
 - The cemetery is still a disgrace on the headstones: a recent visitor who has grandparents, parents, husband was disgusted. Headstones can't be read because of water (which was being rectified 18 months ago). The old section needs new rubble on pathways.
 - Please send these out a lot earlier than right on Xmas and allow for postage delays."
-

Conclusion

Council has reviewed the feedback provided by the community and has undertaken minor changes to the draft Community Vision Plan, which included grammatical changes and edits, aesthetic changes including improvements to font and font sizes for ease of reading.

Feedback and commentary obtained during the workshops provided further insights into community aspirations and confirmed that the strategic directions presented in the plan were aligned to what the community wanted and saw as the future priorities for the district.

3. SECTION 151(5) RATING REVIEW

SMP Objective 1 A caring, healthy and resilient community.	Strategy 1.7 – Achieve or implement the statutory and core responsibilities of Council.
Other Document Reference	Nil
Statutory Requirement	Local Government Act 1999
Financial Implications	Yes, see attached 'Coorong District Council Rating Review – Section 151(5) Report'
Author of Report	Director Community & Corporate
Officers Consulted	Chief Executive Officer, Rating Consultant – Mr D Hope, Finance Officer - Rates
<u>Recommendation</u> That: 1. The Section 151(5) Rating Review report be received; and 2. The 'Coorong District Council Rating Review – Section 151(5) Report' be endorsed for community engagement between Monday 1 March 2021, and Monday 22 March 2021.	

REPORT

Purpose

Seeking Council ratification to commence public consultation in relation to the proposed updated rating system.

Background

Council has been in discussion and held several workshops to review the current rating system in place with consultant David Hope from Skilmar Systems Pty Ltd.

Various scenarios were presented to ensure Council was adequately informed of the likely impact of proposed changes on its ratepayers etc.

Workshops were held on:

- 8 December 2020, Rates Modelling Workshop
- 19 January 2021, Rating Review Workshop
- 9 February 2021, Rating Review Workshop

In accordance with Section 151(5) of the Local Government Act 1999, a report must be prepared of any proposed changes to the basis of rating, and Council must address reasons for the proposed change, including relationship of the proposed change to Council's overall rates structure and policies; as far as may be reasonably practicable, the likely impact of the proposed change on ratepayers e.g. assumptions, rate modelling and levels of details as Council thinks fit, and issues concerning equity within the community.

Discussion

The attached report written by Mr David Hope addresses all requirements in accordance with the Local Government Act 1999 to enable community consultation to commence.

Dates have been scheduled for David Hope and key staff to attend three public meetings across the district and be available to answer any questions ratepayers may have in relation to the proposed review of the rating system of Coorong District Council.

The public meetings are scheduled to take place from 1 – 3 March 2021 (with locations yet to be confirmed).

Attachments

Coorong District Council Rating Review – Section 151(5) Report



Coorong District Council

Rating Review

Section 151(5) Report

February 2021

Prepared by:

David Hope

Principal Consultant

Skilmar Systems Pty. Ltd.

Office: 20 Katoomba Road BEAUMONT SA 5066

Phone: 08 8379 0677 Mobile: 0417 876 499

Email: david@skilmar.com.au

Executive Summary

It is proposed that Coorong District Council adopt a rating system that:

- Continues using land use as the basis for differential rates, using the land use definitions set out in Regulation 14 of the Local Government (General) Regulations 1999.
- Continues to provide a reduction in the rate in the dollar for primary production properties.
- Introduces differential rates for Commercial and Industry properties of plus 20% of the general rate. This may be subject to change as council assesses the short- and long-term impact of the COVID pandemic on those categories of ratepayer.
- Approximately maintains the amount of rate revenue from Vacant Land properties with an appropriate differential added to the current differential that is in place to discourage land banking.
- Retains a fixed charge, at a significantly lower amount.
- Introduces the changes over two financial years, with the fixed charge reducing to \$250 in the first year and to \$150 in the second year.

The proposed rating structure is:

<i>Rate Category</i>	<i>Full Implementation</i>	<i>Interim Implementation</i>
Residential	General rate	General rate
Commercial – Shop	120% of general rate	120% of general rate
Commercial – Office	120% of general rate	120% of general rate
Commercial Other	120% of general rate	120% of general rate
Industry – Light	120% of general rate	120% of general rate
Industry - Other	120% of general rate	120% of general rate
Primary Production	85% of general rate	85% of general rate
Vacant Land	165% of general rate	145% of general rate
Other	General rate	General rate
Bulk Handling Zone	285% of general rate	285% of general rate
Fixed Charge	\$ 150	\$ 250

The broad impact of the changes, **if this rating structure had been in place for the current rating year**, is:

For full implementation

<i>Property Type</i>	<i>Decrease/ No Change</i>	<i>Increase</i>	<i>\$ change in rates raised</i>	<i>% change in rates raised</i>
Residential	1,989	88	-265,963.23	11.3%
Commercial - Shop	44	52	9,254.95	9.8%
Commercial - Office	-	2	552.89	19.6%
Commercial - Other	61	39	48,743.05	20.1%
Industry - Light	8	6	-342.69	3.7%
Industry - Other	12	4	79.32	0.5%
Primary Production	550	958	207,016.72	4.2%
Vacant Land	337	263	8.06	0.0%
Other	100	16	-7,083.10	20.8%
Bulk Handling	2	6	7,734.03	7.7%
No. of properties	3,103	1,434		
% of properties	68.4%	31.6%		

\$ Change in Fixed Charge raised	%Change in Fixed Charge raised
-\$790,440.00	-58.33%

	% Change in rate in \$
Residential	9.18%
Commercial - Shop	31.02%
Commercial - Office	31.02%
Commercial - Other	31.02%
Industry - Light	31.02%
Industry - Other	31.02%
Primary Production	9.19%
Vacant Land	50.15%
Other	9.18%
Bulk Handling	9.20%

A more detailed analysis of the impact of the full implementation changes is provided in Appendix 1. **Importantly, more ratepayers receive a decrease than receive an increase.**

The decreases predominantly fall on lower valued properties reversing the adverse impact of the fixed charge on those properties.

For each category of property, the 'crossover point', the valuation below which ratepayers receive a decrease and above which ratepayers receive an increase, is:

	<i>Crossover Point*</i>	
	<i>Full implementation</i>	<i>Interim implementation</i>
<i>Residential</i>	\$ 586,900	\$ 643,800
<i>Commercial & Industry</i>	\$ 173,400	\$ 111,600
<i>Primary Production</i>	\$ 688,300	\$ 755,300
<i>Vacant Land</i>	\$ 89,400	\$ 89,800
<i>Other</i>	\$ 585,900	\$ 643,800
<i>Bulk Handling Zone</i>	\$ 205,300	\$ 225,200

Background

Provisions in the Local Government Act relating to strategic plans, long-term financial plans and annual business plans either implicitly or explicitly require a council to assess the impact of its rate structure on the community. Two issues were of particular concern - the amount of the fixed charge, currently \$360, and whether this was an appropriate level to apply and the level of differential rates for the various rating categories. Generally, it was considered that a review of the rating system was required.

In late April 2020 Coorong District Council commissioned Skilmar Systems Pty Ltd to conduct a rating review, with its Principal Consultant, David Hope, to perform the review.

David Hope met with Bridget Mather (CEO) and Deb Brokenshire (Director, Community and Corporate) to initiate the project, set timelines and arrange the provision of current rating information to Skilmar Systems to facilitate modelling potential changes to the rating system.

Rating Workshops

Skilmar Systems provided a briefing paper to be distributed to elected members prior to a rating workshop to be held on 5 May 2020, that outlined information on the nature of taxation, the legislative framework for local government rates, rating systems, comparative information on rating levels of Coorong's neighbouring councils and Rural Agricultural Large councils.

At the workshop a rating model was available for elected members to suggest various rating scenarios and look at the results of suggested changes.

It was agreed at the workshop that the broad structure of Coorong District Council's rating structure was sound. A reduction in the level of fixed charge was debated, along with the introduction of differential rates for Commercial and Industry properties. However, the unknown impacts of the COVID-19 pandemic decided the members against making any changes for the ensuing 2020/21 rating year and further consideration of proposed changes was deferred to the 2020/21 financial year.

A rating workshop was held with elected members on 8 December 2020, with a rating model that had been revised to include 2020/21 valuation and rating data. After a good discussion between elected members six specific rating scenarios were requested for consideration at a further workshop.

The six specific rating scenarios were considered at a rating workshop held on 19 January 2021 and further discussion ensued. The outcome was a request for further rating scenarios to be prepared for a future workshop.

A further workshop was held on 16 February 2021 resulting in elected members expressing preference for a model where the fixed charge was reduced to \$150, Commercial and Industry properties have a differential of plus 20% of the general rate applied and that the differential for Vacant Land be adjusted to maintain the amount of rates from those properties and re-affirm council's policy to discourage land banking.

Proposed Rating Structure

It is proposed that Coorong District Council adopt a rating system that:

- Continues using land use as the basis for differential rates, using the land use definitions set out in Regulation 14 of the Local Government (General) Regulations 1999.
- Continues to provide a reduction in the rate in the dollar for primary production properties.
- Introduces differential rates for Commercial and Industry properties of plus 20% of the general rate. This may be subject to change as council assesses the short- and long-term impact of the COVID pandemic on those categories of ratepayer.
- Approximately maintains the amount of rate revenue from Vacant Land properties with an appropriate differential added to the current differential that is in place to discourage land banking.
- Retains a fixed charge, at a significantly lower amount.
- Introduces the changes over two financial years, with the fixed charge reducing to \$250 in the first year and to \$150 in the second year.

The proposed rating structure is:

<i>Rate Category</i>	<i>Full Implementation</i>	<i>Interim Implementation</i>
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Vacant Land	165% of general rate	145% of general rate
Other	General rate	General rate
Bulk Handling Zone	285% of general rate	285% of general rate
Fixed Charge	\$ 150	\$ 250

Reasons for Proposed Change

The implementation of land use as the basis for differential rates means that ratepayers in the same land use category pay the same rate in the dollar. The equity principle of taxation encourages the application of similar tax rates to similar categories of ratepayer.

Most non-metropolitan councils in South Australia have a differential rate for Primary Production properties that is less than the general rate. The historical basis for this is that all levels of government in Australia have had tax policies that minimise the input costs to primary producers. While local government rates are a tax and not a fee for service, there is merit in the argument that primary producers do not have full access to all the services council provides. To some extent this argument is offset by the significant costs to council to provide and maintain a large rural road network.

Most SA councils have differential rates for Commercial and Industry properties on the basis that these properties consume a disproportionate amount of council resources in planning, parking, increased road maintenance from heavy vehicle traffic and environmental issues (pollution etc.). There is also a perception that properties of this nature have a greater ability to pay rates in relation

to other properties – the ‘ability to pay’ principle of taxation. To some extent this is offset in rural areas by the capacity of such properties to support the local economy and provide employment for locals. There may be the need in the future, when COVID-19 pandemic effects have ‘washed through’ the council area to review the level of differential rates to Commercial and Industry properties.

Council has concerns that the practice of land banking vacant land is adversely affecting development in the council area. It has previously adopted a higher differential rate to minimise this practice. However, it became obvious from the modelling that the reduction in the fixed charge would have the effect of significantly reducing the rates paid by vacant land. To offset this potential impact and to maintain the policy of discouraging land banking council decided to implement a differential rate for vacant land equivalent to 165% of the general rate, with an interim differential of 145% in the first year of introduction of changes to the fixed charge, providing approximately the same rate revenue from Vacant Land properties.

It is recognised that the use of a fixed charge distorts the application of the equity principle of taxation and council has been concerned that the current fixed charge, at \$360, is too high. The adoption of a \$150 fixed charge reduces the distortion to a minimum level, focusing rate raising on the property valuation and reducing the impact of rates on lower valued properties as these are disproportionately adversely affected by the current fixed charge, but retaining the capacity to use the fixed charge as a lever in setting rates. In the first year of implementation the fixed charge will be reduced to \$250.

Introducing the change over two financial years lessens the immediate impact on those properties that will receive an increase in rates. This does not prevent the council from providing further relief from rate increases as provided in the Local Government Act.

Relationship of the Proposed Change to Council’s Overall Rates Structure and Policies

Council’s current rating structure uses land use (and 1 zone) as the basis for differential rates; raises its rate revenue through a fixed charge and the application of a rate in the dollar to the value of a property; provides reduced differential rates to primary producers; imposes a higher differential rate on vacant land to discourage the practice of land banking and imposes a higher differential on bulk handling facilities to counter the increased cost to council of bulk handling operations, with consideration of the cost of maintaining the road network to facilitate bulk haulage.

The introduction of a differential rate for Commercial and Industry properties maintains council’s position on the use of differential rates. This differential is relatively modest, but when the full impacts of COVID-19 are known there will be scope to modify the differential.

To ensure that council’s policy on Vacant Land, discouraging land banking and encouraging development of vacant land, the current differential needs to be increased to offset the reduction in rates from a reduction in the fixed charge.

The reduction in the fixed charge reduces council’s reliance on this lever for raising rates and focuses rate raising more on the property value.

Impact of the Proposed Changes on Ratepayers

The broad impact of the changes, if this rating structure had been in place for the current rating year, is:

For full implementation

Property Type	<i>Decrease/ No Change</i>	<i>Increase</i>	<i>\$ change in rates raised</i>	<i>% change in rates raised</i>
Residential	1,989	88	-265,963.23	11.3%
Commercial - Shop	44	52	9,254.95	9.8%
Commercial - Office	-	2	552.89	19.6%
Commercial - Other	61	39	48,743.05	20.1%
Industry - Light	8	6	-342.69	3.7%
Industry - Other	12	4	79.32	0.5%
Primary Production	550	958	207,016.72	4.2%
Vacant Land	337	263	8.06	0.0%
Other	100	16	-7,083.10	20.8%
Bulk Handling	2	6	7,734.03	7.7%
No. of properties	3,103	1,434		
% of properties	68.4%	31.6%		

\$ Change in Fixed Charge raised	%Change in Fixed Charge raised
-\$790,440.00	-58.33%

	% Change in rate in \$
Residential	9.18%
Commercial - Shop	31.02%
Commercial - Office	31.02%
Commercial - Other	31.02%
Industry - Light	31.02%
Industry - Other	31.02%
Primary Production	9.19%
Vacant Land	50.15%
Other	9.18%
Bulk Handling	9.20%

A more detailed analysis of the impact of the full implementation changes is provided in Appendix 1. **Importantly, more ratepayers receive a decrease than receive an increase.**

The decreases predominantly fall on lower valued properties reversing the adverse impact of the fixed charge on those properties.

A summary of the range of the full implementation impacts of the changes is:

	No. of Properties	\$ change			% change		
		Maximum Decrease	Maximum Increase	Increase greater than \$500	Maximum Decrease	Maximum Increase	Increase greater than 25%
Residential	2,077	-202.65	515.85	1	-46.05%	9.18%	None
Commercial - Shop	96	-200.24	2,484.33	8	-51.15%	31.02%	28
Commercial - Office	2	n/a	324.42	None	n/a	31.02%	1
Commercial - Other	100	-209.76	44,503.73	9	-58.14%	31.02%	16
Industry - Light	14	-342.69	298.59	None	-33.65%	31.02%	4
Industry - Other	16	-207.21	1,243.12	1	-56.16%	31.02%	1
Primary Production	1,508	-210.00	3,885.67	151	-58.33%	9.19%	None
Vacant Land	600	-210.00	1,105.46	7	-58.33%	50.15%	140
Other	116	-209.83	40.91	None	-57.98%	9.18%	None
Bulk Handling Zone	8	-189.54	3,958.59	4	-32.54%	9.20%	None
Total properties	4,537			181			190
		% of total with increase > \$500		3.99%	% of total with increase > 25%		4.19%

For each category of property, the ‘crossover point’, the valuation below which ratepayers receive a decrease and above which ratepayers receive an increase, is:

	<i>Crossover Point*</i>	
	<i>Full implementation</i>	<i>Interim implementation</i>
<i>Residential</i>	\$ 586,900	\$ 643,800
<i>Commercial & Industry</i>	\$ 173,400	\$ 111,600
<i>Primary Production</i>	\$ 688,300	\$ 755,300
<i>Vacant Land</i>	\$ 89,400	\$ 89,800
<i>Other</i>	\$ 585,900	\$ 643,800
<i>Bulk Handling Zone</i>	\$ 205,300	\$ 225,200

A broad impact of the changes for **interim implementation** is:

<i>Property Type</i>	<i>Decrease/ No Change</i>	<i>Increase</i>	<i>\$ change in rates raised</i>	<i>% change in rates raised</i>
Residential	1,996	81	-146,429.62	6.2%
Commercial - Shop	33	63	11,314.48	12.0%
Commercial - Office	-	2	511.08	18.1%
Commercial - Other	51	49	44,681.82	18.4%
Industry - Light	8	6	330.66	3.6%
Industry - Other	10	6	979.05	6.2%
Primary Production	580	928	89,009.98	1.8%
Vacant Land	337	263	-239.33	0.1%
Other	101	15	-3,792.02	11.1%
Bulk Handling	2	6	3,633.90	3.6%
No. of properties	3,118	1,419		
% of properties	68.7%	31.3%		

Further detail of the impact of the interim implementation is shown in Appendix 2.

Equity Within the Community

Equity will be improved in the community through the adoption of this rating policy.

1. The reduction in the fixed charge will reduce the impact of rates on lower valued properties. Studies have shown there is a high correlation between property value and income. Property value, in a property tax system, stands as a surrogate for income. Ratepayers with lower valued properties are likely to have lower incomes and this change will provide them some relief from local government rates.

2. The significant impact on council's ability to raise rate revenue by contiguous properties and single farm enterprises receiving only one fixed charge will be ameliorated by the reduction in the fixed charge from \$360 to \$150.
3. The additional revenue raised from Commercial and Industry properties, while relatively small, provides further relief for other ratepayers, particularly residential and primary production properties.

Public Consultation on the Proposed Changes

Coorong District Council will apply its public consultation policy in seeking comments from the community on the proposed changes. In addition to the elements set out in this policy, this will be augmented by the provisions of Section 151(7) and (8) of the Local Government Act 1999.

Proposed Timeline for Action

23 February 2021	Council adopts this report with or without amendment.
1 March 2021	Public consultation period begins.
Week of 1-5 March 2021	Three public meetings (Tintinara, Meningie and Tailem Bend).
22 March 2021	Close public consultation period.
20 April 2021	Council receives report on public consultation.

Appendix 1 – Full Impact of Implementation

Full Implementation is:

- Commercial and Industry properties – plus 20% of general rate.
- Vacant Land – plus 65% of general rate.
- Fixed Charge - reduced to \$150.

Important Note:

The following calculations are based on what the impact would be if this rating system was in use for the 2020/21 rating year (the current period).

It is not possible to determine the impact on future years for two specific reasons:

- 1. Council decisions on revenue required for a particular year's operations affecting the amount of rates to be raised.**
- 2. Changes to property valuations.**

Coorong District Council - Rates Modelling - 2020/21									
	Current Rate Regime					Capital Value	Fixed Charge (\$360);		
						Differential Rates for Primary Production (- 15%),			
						Vacant Land (+ 20%), Bulk Handling (+ 185%)			
Property Type	No. of Properties	Total Capital Value	Rate in \$	Fixed Charge Revenue	Ad Valorem	Total Rates	Rate Rebates	Net Rates	
Residential	2077	\$ 429,330,417	0.003904	\$ 725,040.00	\$ 1,676,105.95	\$2,401,145.95	\$ 41,177.84	\$ 2,359,968.10	
Commercial - Shop	96	\$ 22,714,772	0.003904	\$ 24,840.00	\$ 88,678.47	\$ 113,518.47	\$ 19,384.96	\$ 94,133.51	
Commercial - Office	2	\$ 630,000	0.003904	\$ 360.00	\$ 2,459.52	\$ 2,819.52	\$ -	\$ 2,819.52	
Commercial - Other	100	\$ 55,012,684	0.003904	\$ 31,320.00	\$ 214,769.52	\$ 246,089.52	\$ 3,907.38	\$ 242,182.14	
Industry - Light	14	\$ 1,451,200	0.003904	\$ 3,600.00	\$ 5,665.48	\$ 9,265.48	\$ -	\$ 9,265.48	
Industry - Other	16	\$ 2,666,800	0.003904	\$ 5,400.00	\$ 10,411.19	\$ 15,811.19	\$ -	\$ 15,811.19	
Primary Production	1508	\$ 1,371,736,560	0.003318	\$ 362,520.00	\$ 4,551,421.91	\$4,913,941.91	\$ -	\$ 4,913,941.91	
Vacant Land	600	\$ 41,635,916	0.004684	\$ 167,040.00	\$ 195,022.63	\$ 362,062.63	\$ 1,488.84	\$ 360,573.79	
Other	116	\$ 9,944,051	0.003904	\$ 32,760.00	\$ 38,821.58	\$ 71,581.58	\$ 37,544.12	\$ 34,037.46	
Bulk Handling	8	\$ 8,792,100	0.011125	\$ 2,160.00	\$ 97,812.11	\$ 99,972.11	\$ -	\$ 99,972.11	
	4537	\$ 1,943,914,500		\$ 1,355,040.00	\$ 6,881,168.35	\$8,236,208.35	\$ 103,503.14	\$ 8,132,705.21	
		Fixed Charge	\$ 360.00	16.45%					
							Net C & I	\$ 364,211.85	

Full Implementation of Proposed Changes Model								
Capital Value		Fixed Charge (\$150);						
Differential Rates for:		Commercial & Industrial (+20%)						
Primary Production (-15%),		Vacant Land (+ 65%), Bulk Handling (+185%)						
Property Type	Rate in \$	Fixed Charge Revenue	Ad Valorem	Total Rates	Rate Rebates	Net Rates	\$ Inc/Dec	% Inc/Dec
Residential	0.004262	\$ 302,100.00	\$ 1,829,997.19	\$ 2,132,097.19	\$ 38,092.32	\$ 2,094,004.87	-265,963.23	11.27%
Commercial - Shop	0.005115	\$ 10,350.00	\$ 116,184.55	\$ 126,534.55	\$ 23,146.09	\$ 103,388.46	9,254.95	9.83%
Commercial - Office	0.005115	\$ 150.00	\$ 3,222.41	\$ 3,372.41	\$ -	\$ 3,372.41	552.89	19.61%
Commercial - Other	0.005115	\$ 13,050.00	\$ 281,386.23	\$ 294,436.23	\$ 3,511.04	\$ 290,925.19	48,743.05	20.13%
Industry - Light	0.005115	\$ 1,500.00	\$ 7,422.79	\$ 8,922.79	\$ -	\$ 8,922.79	-342.69	3.70%
Industry - Other	0.005115	\$ 2,250.00	\$ 13,640.51	\$ 15,890.51	\$ -	\$ 15,890.51	79.32	0.50%
Primary Production	0.003623	\$ 151,050.00	\$ 4,969,908.63	\$ 5,120,958.63	\$ -	\$ 5,120,958.63	207,016.72	4.21%
Vacant Land	0.007033	\$ 69,600.00	\$ 292,826.81	\$ 362,426.81	\$ 1,844.96	\$ 360,581.85	8.06	0.00%
Other	0.004262	\$ 13,650.00	\$ 42,385.97	\$ 56,035.97	\$ 29,081.61	\$ 26,954.36	-7,083.10	20.81%
Bulk Handling	0.012148	\$ 900.00	\$ 106,806.15	\$ 107,706.15	\$ -	\$ 107,706.15	7,734.03	7.74%
		\$ 564,600.00	\$ 7,663,781.23	\$ 8,228,381.23	\$ 95,676.02	\$ 8,132,705.21	-0.00	
	\$ 150.00	Fixed Charge	6.86%					
					Net C & I	\$ 422,499.36		
					Increase	\$ 58,287.52	16.00%	

\$ Variation																		
Property Type	Decrease \$1000 +	Decrease \$500.01 to \$1000	Decrease \$400.01 to \$500	Decrease \$300.01 to \$400	Decrease \$200.01 to \$300	Decrease \$100.01 to \$200	Decrease \$50.01 to \$100	Decrease \$0.01 to \$50	No Change	Increase \$0.01 to \$50	Increase \$50.01 to \$100	Increase \$100.01 to \$200	Increase \$200.01 to \$300	Increase \$300.01 to \$400	Increase \$400.01 to \$500	Increase \$500.01 to \$1000	Increase \$1000 +	
	Residential	-	-	-	7	1,575	274	130	3	61	19	7	-	-	-	1	-	
	Commercial - Shop	-	-	-	-	2	19	6	9	8	9	20	12	2	1	-	6	2
	Commercial - Office	-	-	-	-	-	-	-	-	-	-	-	1	1	-	-	-	
	Commercial - Other	-	-	-	-	10	30	6	10	5	7	4	11	3	4	1	5	4
	Industry - Light	-	-	-	-	-	5	3	-	-	2	2	1	1	-	-	-	-
	Industry - Other	-	-	-	-	1	7	3	1	-	-	1	2	-	-	-	-	1
	Primary Production	-	-	-	-	20	345	107	78	-	133	130	210	159	117	58	124	27
	Vacant Land	-	-	-	-	9	236	66	22	4	85	32	80	43	12	4	5	2
	Other	-	-	-	-	14	25	1	-	60	16	-	-	-	-	-	-	-
Bulk Handling	-	-	-	-	-	2	-	-	-	2	-	-	-	-	-	-	4	
	-	-	-	-	63	2,244	466	250	80	315	208	323	209	135	63	141	40	
								3,023	80	1,434								

Percentage Variation													
Property Type	<i>Decrease >50%</i>	<i>Decrease <=-50% to >40%</i>	<i>Decrease <=-40% to >30%</i>	<i>Decrease <=-30% to >20%</i>	<i>Decrease <=-20% to >10%</i>	<i>Decrease <=-10% to >0%</i>	<i>No Change</i>	<i>Increase >0% to <=10%</i>	<i>Increase >10% to <=20%</i>	<i>Increase >20% to <=30%</i>	<i>Increase >30% to <=40%</i>	<i>Increase >40% to <=50%</i>	<i>Increase >50%</i>
Residential	-	15	116	408	849	598	3	88	-	-	-	-	-
Commercial - Shop	2	1	5	9	8	11	8	14	5	7	26	-	-
Commercial - Office	-	-	-	-	-	-	-	-	1	-	1	-	-
Commercial - Other	10	8	5	12	10	11	5	8	11	6	14	-	-
Industry - Light	-	-	2	1	4	1	-	1	1	-	4	-	-
Industry - Other	1	2	2	-	5	2	-	1	1	1	1	-	-
Primary Production	15	6	28	58	174	269	-	958	-	-	-	-	-
Vacant Land	11	23	19	37	195	48	4	63	50	15	2	-	133
Other	11	4	6	10	7	2	60	16	-	-	-	-	-
Bulk Handling	-	-	1	-	1	-	-	6	-	-	-	-	-
	50	59	184	535	1,253	942	80	1,155	69	29	48	-	133
						3,023	80	1,434					

Appendix 2 – Interim Impact of Implementation

Interim Implementation is:

- Commercial and Industry properties – plus 20% of general rate.
- Vacant Land – plus 45% of general rate.
- Fixed Charge - reduced to \$250.

Important Note:

The following calculations are based on what the impact would be if this rating system was in use for the 2020/21 rating year (the current period).

It is not possible to determine the impact on future years for two specific reasons:

- 1. Council decisions on revenue required for a particular year's operations affecting the amount of rates to be raised.**
- 2. Changes to property valuations.**

Coorong District Council - Rates Modelling - 2020/21								
	Current Rate Regime					Capital Value	Fixed Charge (\$360);	
						Differential Rates for Primary Production (- 15%),		
						Vacant Land (+ 20%), Bulk Handling (+ 185%)		
Property Type	No. of Properties	Total Capital Value	Rate in \$	Fixed Charge Revenue	Ad Valorem	Total Rates	Rate Rebates	Net Rates
Residential	2077	\$ 429,330,417	0.003904	\$ 725,040.00	\$ 1,676,105.95	\$2,401,145.95	\$ 41,177.84	\$ 2,359,968.10
Commercial - Shop	96	\$ 22,714,772	0.003904	\$ 24,840.00	\$ 88,678.47	\$ 113,518.47	\$ 19,384.96	\$ 94,133.51
Commercial - Office	2	\$ 630,000	0.003904	\$ 360.00	\$ 2,459.52	\$ 2,819.52	\$ -	\$ 2,819.52
Commercial - Other	100	\$ 55,012,684	0.003904	\$ 31,320.00	\$ 214,769.52	\$ 246,089.52	\$ 3,907.38	\$ 242,182.14
Industry - Light	14	\$ 1,451,200	0.003904	\$ 3,600.00	\$ 5,665.48	\$ 9,265.48	\$ -	\$ 9,265.48
Industry - Other	16	\$ 2,666,800	0.003904	\$ 5,400.00	\$ 10,411.19	\$ 15,811.19	\$ -	\$ 15,811.19
Primary Production	1508	\$ 1,371,736,560	0.003318	\$ 362,520.00	\$ 4,551,421.91	\$4,913,941.91	\$ -	\$ 4,913,941.91
Vacant Land	600	\$ 41,635,916	0.004684	\$ 167,040.00	\$ 195,022.63	\$ 362,062.63	\$ 1,488.84	\$ 360,573.79
Other	116	\$ 9,944,051	0.003904	\$ 32,760.00	\$ 38,821.58	\$ 71,581.58	\$ 37,544.12	\$ 34,037.46
Bulk Handling	8	\$ 8,792,100	0.011125	\$ 2,160.00	\$ 97,812.11	\$ 99,972.11	\$ -	\$ 99,972.11
	4537	\$ 1,943,914,500		\$ 1,355,040.00	\$ 6,881,168.35	\$8,236,208.35	\$ 103,503.14	\$ 8,132,705.21
		Fixed Charge	\$ 360.00	16.45%				
							Net C & I	\$ 364,211.85

Interim Implementation of Proposed Changes Model								
Capital Value		Fixed Charge (\$150);						
Differential Rates for:		Commercial & Industrial (+20%)						
Primary Production (-15%),		Vacant Land (+ 45%), Bulk Handling (+185%)						
Property Type	Rate in \$	Fixed Charge Revenue	Ad Valorem	Total Rates	Rate Rebates	Net Rates	\$ Inc/Dec	% Inc/Dec
Residential	0.004075	\$ 503,500.00	\$ 1,749,465.99	\$ 2,252,965.99	\$ 39,427.50	\$ 2,213,538.49	-146,429.62	6.20%
Commercial - Shop	0.004890	\$ 17,250.00	\$ 111,071.71	\$ 128,321.71	\$ 22,873.72	\$ 105,447.99	11,314.48	12.02%
Commercial - Office	0.004890	\$ 250.00	\$ 3,080.60	\$ 3,330.60	\$ -	\$ 3,330.60	511.08	18.13%
Commercial - Other	0.004890	\$ 21,750.00	\$ 269,003.50	\$ 290,753.50	\$ 3,889.54	\$ 286,863.96	44,681.82	18.45%
Industry - Light	0.004890	\$ 2,500.00	\$ 7,096.14	\$ 9,596.14	\$ -	\$ 9,596.14	330.66	3.57%
Industry - Other	0.004890	\$ 3,750.00	\$ 13,040.24	\$ 16,790.24	\$ -	\$ 16,790.24	979.05	6.19%
Primary Production	0.003464	\$ 251,750.00	\$ 4,751,201.88	\$ 5,002,951.88	\$ -	\$ 5,002,951.88	89,009.98	1.81%
Vacant Land	0.005909	\$ 116,000.00	\$ 246,008.42	\$ 362,008.42	\$ 1,673.96	\$ 360,334.46	-239.33	0.07%
Other	0.004075	\$ 22,750.00	\$ 40,520.72	\$ 63,270.72	\$ 33,025.28	\$ 30,245.44	-3,792.02	11.14%
Bulk Handling	0.011613	\$ 1,500.00	\$ 102,106.01	\$ 103,606.01	\$ -	\$ 103,606.01	3,633.90	3.63%
		\$ 941,000.00	\$ 7,292,595.22	\$ 8,233,595.22	\$ 100,890.01	\$ 8,132,705.21	-0.00	
	\$ 250.00	Fixed Charge	11.43%					
					Net C & I	\$ 422,028.93		
					Increase	\$ 57,817.09	15.87%	

\$ Variation																	
Property Type	Decrease \$1000 +	Decrease \$500.01 to \$1000	Decrease \$400.01 to \$500	Decrease \$300.01 to \$400	Decrease \$200.01 to \$300	Decrease \$100.01 to \$200	Decrease \$50.01 to \$100	Decrease \$0.01 to \$50	No Change	Increase \$0.01 to \$50	Increase \$50.01 to \$100	Increase \$100.01 to \$200	Increase \$200.01 to \$300	Increase \$300.01 to \$400	Increase \$400.01 to \$500	Increase \$500.01 to \$1000	Increase \$1000 +
	-	-	-	-	-	95	1,587	311	3	74	6	-	1	-	-	-	-
	-	-	-	-	-	2	14	9	8	18	18	15	3	1	-	6	2
	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-
	-	-	-	-	-	12	20	14	5	12	9	10	4	4	2	5	3
	-	-	-	-	-	-	3	5	-	2	2	1	-	1	-	-	-
	-	-	-	-	-	1	4	5	-	1	2	2	-	-	-	-	1
	-	-	-	-	-	38	366	176	-	270	213	252	109	37	25	19	3
	-	-	-	-	-	22	226	85	4	117	77	58	6	2	1	2	-
	-	-	-	-	-	21	18	2	60	15	-	-	-	-	-	-	-
Bulk Handling	-	-	-	-	-	1	1	-	-	2	-	-	-	-	1	2	1
	-	-	-	-	-	192	2,239	607	80	511	327	339	123	46	29	34	10
								3,038	80	1,419							

Percentage Variation													
Property Type	<i>Decrease >50%</i>	<i>Decrease <=-50% to >40%</i>	<i>Decrease <=-40% to >30%</i>	<i>Decrease <=-30% to >20%</i>	<i>Decrease <=-20% to >10%</i>	<i>Decrease <=-10% to >0%</i>	<i>No Change</i>	<i>Increase >0% to <=10%</i>	<i>Increase >10% to <=20%</i>	<i>Increase >20% to <=30%</i>	<i>Increase >30% to <=40%</i>	<i>Increase >40% to <=50%</i>	<i>Increase >50%</i>
Residential	-	-	-	29	595	1,369	3	81	-	-	-	-	-
Commercial - Shop	-	-	-	2	10	13	8	21	13	29	-	-	-
Commercial - Office	-	-	-	-	-	-	-	-	1	1	-	-	-
Commercial - Other	-	-	6	10	11	19	5	15	17	17	-	-	-
Industry - Light	-	-	-	-	3	5	-	1	1	4	-	-	-
Industry - Other	-	-	-	2	3	5	-	2	2	2	-	-	-
Primary Production	-	-	4	20	91	465	-	928	-	-	-	-	-
Vacant Land	-	-	1	36	65	231	4	111	19	133	-	-	-
Other	-	-	4	11	16	10	60	15	-	-	-	-	-
Bulk Handling	-	-	-	-	2	-	-	6	-	-	-	-	-
	-	-	15	110	796	2,117	80	1,180	53	186	-	-	-
						3,038	80	1,419					