

**Part Two**  
**Te Wahanga Tuarua**  
**Council Priorities And**  
**Direction**  
**2009 – 2019**

**Nga whainganga o te kaunihera**

**This section describes how Opotiki District Council will help Opotiki District further its Community Outcomes.**

***He aha te mea nui o te ao? He tangata, he tangata, he tangata.  
What is the most important thing in the world? It is people, it is people, it is people.***

Like the 2006 plan, this ten year plan begins by clearly identifying what the community wants for their future. The following sections of the plan focus on the Council determining how it will contribute to the achievement of those community aspirations or outcomes. Council's first response is to state it's vision which highlights the importance of a strong community to secure a positive future for the district and reflects the importance of the above whakatauki or proverb: "Through people issues will be addressed and substantial goals will be achieved".

The review of the ten year plan has confirmed that while Council's strategic direction established in 2006 should remain, there is a need to modify the means of achieving this direction. Council has always sought to balance affordability issues with the need to add value to grow the district. The current economic recession emphasises the need to approach the future cautiously, particularly over the short term. In that regard a number of new capital works projects have been deferred and/or modified as a result of the review. Notwithstanding, a number of initiatives in the ten year plan continue to seek to create an environment for sustained economic growth to occur – without losing the things we value in the process.

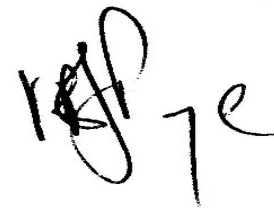
The review also highlighted that a key challenge over the next ten years is to manage increasing operational costs. In this regard increasing compliance costs arising from central government regulations and laws, as well as the underlying cost of doing business, need to be kept in check. Strategies to reduce operational costs will continue to include central government advocacy through representatives such as Local Government NZ, increasing shared services with neighbouring councils, and reducing levels of service in traditional 'non-core' Council activities.

Due to the deliberate focus on reducing debt over the last few terms, Council is well placed to borrow to advance key capital projects at appropriate times over the next ten years. While Council has been able to advance its capital works programme for a number of years without borrowing, Council proposes to significantly increase the capital works programme over the next ten years from \$2.3 million (currently) to an average of \$7.4 million per year. Projects that Council currently anticipates to fund through borrowing include the library upgrade, and the Sports and Events Centre. The ten year plan proposes that by 2019 Council's debt will have increased by \$3.9 million, from \$3.1 million to \$7 million. Additional borrowing to implement the harbour resource consents would increase Council's debt to \$11.5 million. Both scenarios are well within Council's debt to revenue ratio policy.

Since the 2006 ten year plan was adopted, the marine farm and harbour development projects have progressed significantly in terms of consent approvals, research, and relationships between key stakeholders. Significant social and economic benefits locally continue to be anticipated from these projects. The realisation of these benefits will require a common vision and strong working relationships between the key stakeholders.

Council received 157 submissions to the draft ten year plan. Many people passed positive comment and many provided options and alternatives for Council to consider. The level of thought and perception shown by submitters and the community at large was appreciated by council and staff and helped the decision making process at a very difficult time.

Each submission has been reviewed and Council has responded by making some amendments before adopting the final Opotiki District Community Ten Year Plan on 30 June 2009.



Vaughan Payne  
Chief Executive Officer



# How Council Will Contribute To The Community Outcomes

Having worked with the community to develop community outcomes, Council now has to make decisions about how it will contribute to achieving those outcomes.

The following framework has been adopted to determine Council's priorities and future direction:

- Vision – a clear statement on what Council aspires to achieve
- Values – the foundation for policies and actions
- Strategy – a future scenario to help set priorities for Council action

**Council's vision for the district is:**

**'Strong Community – Strong Future'**

**Council holds and promotes the following values:**

## **Ngakau- tapatahi me te Pononga**

Kaore matou a marie i a matou uaratanga a, ka mahi i roto i te huatanga matatika i nga wa katoa.

## **Integrity and Honesty**

We will not compromise our values and will act in a trustworthy manner at all times.

## **Manakuratanga**

Ka kakama matou i roto i nga take e pa ana ki to tatou iwi whanui ma te whakahaere tikanga, ma te kanohi, kai tautoko arahitanga me te whakaaro.

## **Leadership**

We will take an active role in issues that affect our community by providing governance, representation, advocacy, guidance and opinion.

## **Mahorahora me nga Herenga**

Ka whakahaeretia a matou mahi i roto i te aria kia kitea ai e te iwi whanui a, kia mohiotia a matou mahinga me nga tutukitanga me te whakaae ano mo aua kawenga.

## **Openness and Accountability**

We will conduct our affairs in a way that allows the community to see and understand our actions and achievements, and we will accept responsibility for them.

## **Tokeke me te Ture o te Tika**

Ka mahi matou ia hua ai ka orite te whiwhi mea angitu o te katoa me te noho tokeke i roto i iaga whakatinanatanga o uga kaupapa.

## **Fairness and Equity**

We will act to ensure that all have equal opportunities and we will be unbiased in the implementation of policies.

## **Whakatutukitanga Whakawaiatanga**

Ka whiwhi hua i roto i te auaha me te ngawaritanga.

## **Achievements Orientated**

We will gain results in a timely, innovative and economic manner.

## **Tikanga Tutohungatanga**

Ka manako matou i te wahi motuhake o te Tangata Whenua i roto i te iwi whanui a me te whakarite ano i nga kitenga rereketanga, me nga uaratanga o to tatou iwi whanui.

## **Relationships**

We will acknowledge the special place of Tangata Whenua in our community, and respect the different views and values of our community.

## **Tumanako Manawareka**

Ka ahei tonu matou kia mohio ki nga tumanako o to tatou iwi kainga me te whakamatau kia taea te tairanga teitei o te whakanatanga o te iwi whanui.

## **Satisfying Expectations**

We will always look to understand our community's expectations and try to achieve a high level of community satisfaction.



## How Council Will Contribute To The Community Outcomes

In 2005 the community considered their desired outcomes in terms of the present and future social, cultural, economic and environmental well-being of the community. They identified and prioritised seven outcomes which reflect their concerns and aspirations and they also contribute to achieving those outcomes.

Opotiki is a close community and it is not surprising that the district strategy which is defined by the Opotiki District Council aligns very closely with the four well-beings and also the community outcomes.

The District Strategy identifies the most important projects and those projects that will take this district forward and give the best return for the ratepayer's dollar? These are the areas Council will focus on for at least the next three years, these are the priorities for Council action.

### There are four distinctive focus areas to the district strategy

#### Economic Growth

While the Opotiki District comprises 3% of the Bay of Plenty population, our economy only contributes 1.7% to the gross domestic product of the region. Economic growth that creates sustainable employment and respects environmental qualities is the district's highest priority. Economic growth will be secured through diversification. At present the district economy is mainly driven by the primary industries of agriculture and horticulture.

The primary sector will grow through increased kiwifruit production, particularly in the Coast Ward, and through new value-added industries being created.

The proposed Opotiki Harbour entrance will be constructed within the life of this ten year plan, enabling the landing and processing of mussels and other products from the Opotiki marine farm. This will provide a platform for sustained economic growth in the district, as businesses develop to take advantage of this new infrastructure. Operations such as charter boats, commercial fishing, retail and accommodation will increase as a result of improved access and demand.

Tourism will also be a growth industry for the district as the benefits of a number of initiatives bear fruit. Regional and district promotions, events, and an increasing number and quality of attractions, including the branding and development of the town centre as an historic precinct, will create a new level of interest in our District.

##### Priorities for Council action

- Opotiki Harbour development
- Providing visitor and business investment information and support
- Supporting local and regional business growth and workforce development
- Promotion of facilities and activities to increase visitors, including historic precinct development
- Advocating for the economic independence and wellbeing of those under the age of 25 years.

#### Quality of Life

The quality of life of individuals must continue to improve if a community is to be sustainable. The quality of life for Opotiki residents will be underpinned by Council's core services such as water, stormwater, sewerage, roads and solid waste management. These services will be complemented by facilities that promote community well-being, including park and recreation facilities and libraries.

Council will also work with other relevant agencies to ensure that their services enhance the quality of life for residents. This includes policing, health, education, housing and other social service providers.

Quality of life will be enhanced by the lifestyle opportunities provided by the district's beautiful natural environment. The outstanding Ohiwa Harbour and numerous river systems, beautiful beaches, stunning coastal views, extensive indigenous vegetation, strong communities and cultural richness will continue to attract residents and visitors alike.

The development of the economy and employment opportunities will also bring about improvements in the quality of life for residents.

##### Priorities for Council action

- Provision of infrastructure; e.g. roads, water, stormwater, sewerage, waste management
- Increasing the quality of parks and recreation facilities
- Advocacy with and on behalf of Opotiki communities to central government
- Upgrading library services
- Walkways and cycleway enhancements
- Support initiatives for developments in the Coast ward.

# How Council Will Contribute To The Community Outcomes

## Strong Community Spirit

An existing strength of the Opotiki district is the strong community spirit. This is often reflected in the high levels of volunteerism on marae, organising events or running local clubs and community initiatives. However, Opotiki is not immune to global trends such as declining volunteerism, increasing disconnection of individuals and families, and increasing crime. A sustainable community requires a strong community spirit.

Opotiki will be known for its strong community spirit. Communities will retain their own distinctive identities whilst undertaking activities that support and enhance the collective wellbeing of the district's community. Overall, Opotiki will continue to have communities that care for themselves and others.

Council will continue its role in fostering strong communities by sponsoring community initiatives, organising the awards for achievers and volunteers every 2 years, and enhancing the quality of life of residents. With economic growth there will be an increased number of community events and activities to foster community spirit.

The harbour development, marine farm and settlement of outstanding Treaty of Waitangi claims will increase the vitality of the community. Opotiki will be a place where people feel good living, working, shopping or enjoying recreational activities.

There will be a greater appreciation amongst visitors and the general public about the cultural richness of the district through increased cultural tourism, with marae stays and cultural tours. The historic values of the town centre will also be highlighted with the creation of an historic precinct and the revitalisation of historic buildings. The historic precinct will become a major visitor attraction that residents will be proud of.

Council will continue to implement its Recreation Strategy, creating new recreation facilities for both residents and visitors.

### Priorities for Council action

- Bi-annual community awards event
- Promotion and support for community events

## Environmental Quality

Another major strength of the Opotiki district is the high quality of its environment. Over 80% of the district is in native vegetation and there are 13 major rivers and 160km or over half the Bay of Plenty coastline within the council's boundaries.

We are proud of our natural environment. The maintenance and enhancement of environmental quality is therefore an important part of the district's future and a key focus area for the district strategy.

Our unique harbour, bush, rivers, beaches, landscapes and associated activities such as swimming, fishing, diving, hunting, walking, biking and kayaking, are major attractions for residents and visitors.

Priorities will be the creation of facilities and infrastructure to optimise the use and enjoyment of natural resources while protecting the natural environment. The Opotiki Harbour Development project and implementation of the recreation strategy will continue. Council will also, with the community, continue to identify and action environmental enhancement projects.

### Priorities for Council action

- District Plan review and implementation
- Creation of the town centre as an historic precinct
- Maintenance and enhancement of parks and reserves
- Partnership with community groups and Environment BOP and DOC to undertake environmental restoration projects

## Strategic Projects

Council will ensure an integrated view is taken on decisions about the allocation and management of resources. Council will seek connections between projects and partnerships with other agencies to maximise value for money from its activities.

Council has considered a range of strategic projects for inclusion in the Ten year plan and will undertake those listed below during the next 10 years. Some of these are also considered to be 'significant activities' as defined by Council's significance policy.

This section lists strategic projects and/or projects with long term impacts.

### Strategic Projects (\$000)

		09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19
<b>Sport and Events Centre</b>	Capex						9184				
<b>Memorial Park Pavillion</b>	Capex			535							
<b>Library Upgrade</b>	Capex	400									
<b>Coast Initiatives</b>	Capex	30	31	32	33	34	34	35	37	37	38
<b>Opotiki Sewerage Upgrade</b>	Capex	490	81	485	72	282					
<b>Walkways</b>	Capex		26	80	27	28	29	29	30	31	31
<b>Te Kaha Water Supply</b>	Capex	230									

**The Table above does not include the Harbour Development Project. When Council has gained resource consents required for the project and funding has been secured the project will cost some \$42.75 million spread over 2010/11 to 2013/14 financial years. Current details on this project can be found within the economic development group of activities in part two of the plan.**

# Strategic Projects

## The Opotiki Harbour Development

The development of the Opotiki Harbour has been proposed for some time and an Eastern Seafarms proposal for the development of a marine farm off shore of Opotiki has highlighted the economic potential this resource has for the Eastern Bay of Plenty. Significant progress has been made since the 2006 ten year plan was adopted. The resource consents for the harbour groynes have been lodged and a hearing is likely before the ten year plan is adopted. The marine farm is now fully consented and steps to commercialise the space are currently underway. The community has indicated that this is a high priority outcome for the district and the Eastern Bay of Plenty.

## Library Upgrade

A major upgrade of the library will be carried out in 2009/10. This follows an independent review of district library services in 2008 and consultation on the review's findings.

## Sports and Events Centre

Previous plans have identified a sport and events centre at Memorial Park. Following an independent review in 2008 it has been decided to locate the centre at the Opotiki College in conjunction with the existing gymnasium and swimming pool. However, due to other funding commitments the projects implementation has been delayed to 2014/15.

## Memorial Park Pavilion

As a result of the sports and events centre no longer being planned for Memorial Park, a pavilion is now planned at this location. This will service tennis and netball, among others. A new playground is also planned for Memorial Park in 2012/13.

## Coast Initiatives

It has been identified through the Coast Community Board that more facilities are needed on the Coast, particularly with regard to sport and Council reserves. An annual fund has been established for this purpose.

## Te Kaha Water Supply

Public health risks and requests for extensions require that the treatment plant is upgraded. Given the current availability of drinking water assistance programme funding from the Ministry of Health, Council has shifted the upgrading work from 2010/11 to 2009/10. The cost of the work is \$230,000.

## Opotiki Sewerage upgrade

There are some parts of the Opotiki sewerage reticulation that need upgrading to overcome stormwater infiltration. The upgrade will be implemented over 5 years from 2009/10.

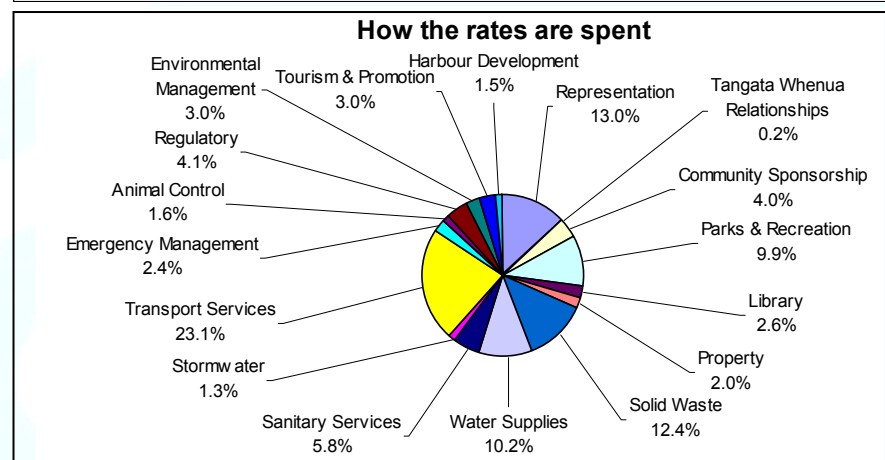
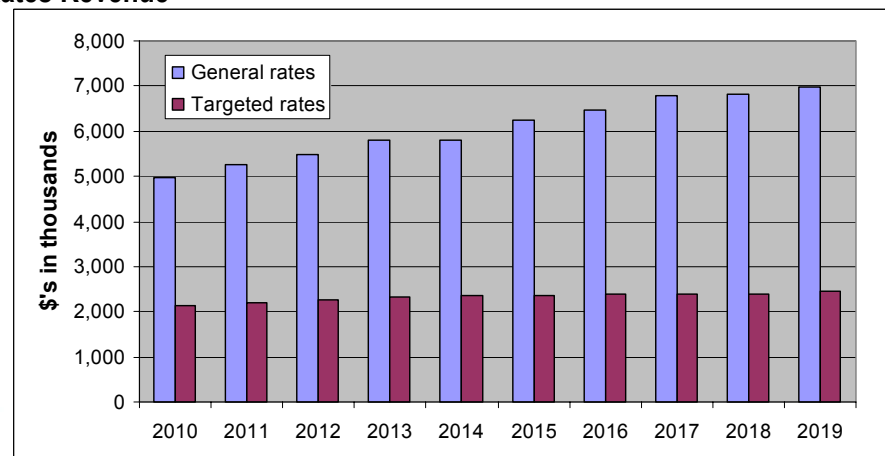
## Walkways

While a major town to beach walkway is no longer planned before 2019, upgrades to existing popular walkways in urban and rural areas are planned from 2010.

## Seal Extension Programme

It has been decided that the seal extension programme be continued. The extent of work completed annually will be dependent on the level of NZ Transport Agency funding, development contributions (roading) that are received and on the depreciation funds available to council.

## Rates Revenue



Average total rate increase 4.66 (including growth)  
Part Two

## Assumptions

In order to make appropriate plans for the future we must assume that some things will change. This plan is based on a number of assumptions that have been made about our district for the next ten years. The key assumptions are:

### Population growth

The resident population of the Opotiki District will increase from 9200 to reach 9,900 by 2019 (7.7%). This is based on the Statistics NZ “high” projections for the district and takes into account ‘strategic projects’ identified in this Ten Year Plan.

There will be different growth rates for the resident population in different parts of the District. The following are the projected ten year growth rates for each Ward within the district:

- Wairoeka-Waiotahi 274 people (8%)
- Opotiki 267 people (6%)
- Coast 166 people (10%)

### Household growth

The total number of existing households is estimated to be 4,233, of which occupied and unoccupied (e.g. holiday homes) comprise 79% and 21% respectively. The total number of households is expected to increase by 17% to reach 4,945 households by 2019. The proportion of unoccupied houses is expected to increase to 25%. This will see a seasonal demand placed on infrastructure that must be met and does not contribute as much to building community spirit as would a permanent resident base.

### Rating Unit Growth

The number of rating units in the district will continue to increase by 1% per annum (based on Council’s Strategy).

### Visitor Growth

Growth in the Visitor Information Centre visits is expected to increase by 5% to 11,550 visitors per year.

### Harbour Development

The development of the Opotiki Harbour entrance has not been included in the Prospective Financial Statements as prospective costs funding sources are uncertain at this time and therefore fail to meet the requirement of FRS 42. The development is based on several major assumptions including:

- resource consent approval
- cost of the development
- substantial funding by way of grant or contribution from various external funding sources.

### Infrastructure

Where the infrastructure lacks the capacity to cope with population growth, capacity will be increased.

### Climate Change Impacts

New Zealand’s climate will be warmer with more frequent and intense flooding, landslides, droughts and storm surges. This poses challenges to council in relation to landuse, infrastructure and economic planning. The district is likely to experience a high level of vulnerability by 2050.

### Natural disasters

There will be no natural disasters requiring emergency work that cannot be funded from budgets.

### Levels of service

Changes in customer expectation and regulations will gradually increase levels of service impacting on asset requirements and operating costs.

### Shared services

Collaborative arrangements with other entities will continue to increase, particularly with other Bay of Plenty local authorities, through the shared services company BoPLASS

### Renewal of resource consents

Conditions of resource consents will be increased, leading to increased costs.

### New Legislation or government policy change

There will be no unexpected changes to legislation or policy that alters the nature of services provided by council.

### Emissions trading scheme

The governments emissions trading scheme encourages industries and business to reduce greenhouse gas emissions. It is assumed that the scheme will continue in some form, and council has not made provision within this plan assuming adequate warning will be provided to enable response to directives from central government.

### Societal changes

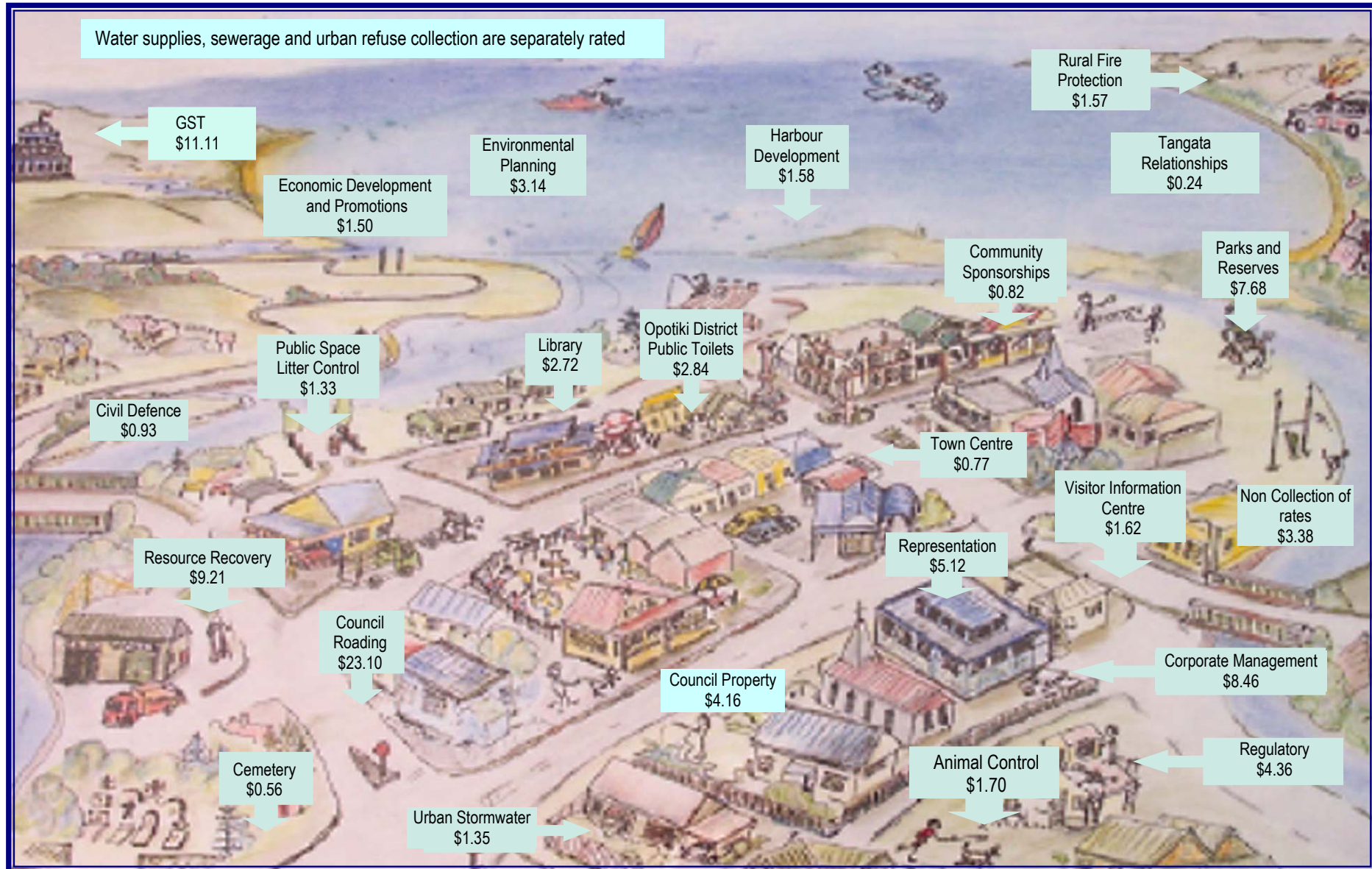
There will be no unexpected changes in society that alter the nature of services provided by council. Council will focus on its core functions of providing primarily infrastructure and will rely on central government to respond to societal changes including aging population and increasing crime.

**Financial Assumptions are detailed on page 70 of Part Three.**

# Rates

## Where your rates dollars go

### Dollars for every \$100 Year 2009



## The Role of Council

The role of Council is to promote the social, economic, environmental and cultural wellbeing of the community that it serves.

A Mayor and Councillors are elected to the Council by the community every three years. These members of the Council are usually chosen because they understand what the community wants and they are good at making things happen. This is the **political arm** of local government.

The political arm of a local authority is one of the main sources of communication between the community and Council. It sets the policies and direction of Council, makes bylaws and has a regulatory role, determines the expenditure and funding requirements of Council, monitors the performance of the organisation, represents the interests of Opotiki District outside the area, and employs the Chief Executive who in turn employs all other staff.

The Mayor is elected by the district as a whole and has additional responsibilities including presiding over Council meetings, promoting and representing the interests of the community, acting as the ceremonial head of Council, and providing leadership and feedback to other elected members.

The scope of activities that a council is involved in is large. Often issues are highly technical or complex, so the Council appoints a chief executive who in turn appoints a range of skilled staff to carry out the activities the council undertakes on behalf of the community. This is the **organisational arm** of local government.

In effect the Council employs someone with a “tool box” who allocates the tools to specific projects, keeps the tool-box appropriately stocked and the tools sharp and in good condition. They work together to plan and help to make the community outcomes a reality.

The organisational arm, through the Chief Executive, implements the decisions of Council, provides advice to Council on managing the activities of the organisation effectively and efficiently, plans and provides accurate reports on the financial and service performance of Council, employs staff and provides leadership.

Opotiki District Council currently has six councillors elected from three wards and a mayor elected from the whole district. A Coast Community Board consisting of five members represents the area from Hawaii to Whangaparaoa. Meetings currently take place on a six weekly cycle. A Tourism and Promotions, Sport and Recreation and an Audit Committee meet six weekly and/or as required.



## Opotiki District Council Elected Members

Opotiki District Council 2007 to 2010		
	Address	Ward
 <b>Mayor</b> John Forbes	9 Paerata Ridge Road, OPOTIKI 07 315 7362 Home 029 255 7702 Mobile <a href="mailto:johnf@odc.govt.nz">johnf@odc.govt.nz</a> <a href="mailto:JonRobForbes@xtra.co.nz">JonRobForbes@xtra.co.nz</a>	District
 <b>Deputy Mayor</b> Selby Fisher	P O Box 125, OPOTIKI 07 315 7624 Home 027 636 9077 Mobile <a href="mailto:sjfish@ihug.co.nz">sjfish@ihug.co.nz</a>	Waioeka/Waiotahi
 <b>Councillor</b> Alex Dobie	166 Wellington St. OPOTIKI 07 315 8009 Home <a href="mailto:adobie@xtra.co.nz">adobie@xtra.co.nz</a>	Opotiki
 <b>Councillor</b> Robert Petersen	15 Fromow Rd, OPOTIKI 07 315 6580 Work 07 315 7361 Home 07 315 6582 Fax <a href="mailto:Robbie@waiotahi.co.nz">Robbie@waiotahi.co.nz</a>	Opotiki
 <b>Councillor</b> Douglas Leeder	Gabriel's Gully Rd, RD2, OPOTIKI 07 315 4839 027 292 8048 Mobile 07 315 4849 Fax <a href="mailto:armourdale@xtra.co.nz">armourdale@xtra.co.nz</a>	Waioeka/Waiotahi
 <b>Councillor</b> Barry Howe	20 Albert Street, OPOTIKI 07 315 6003 Home 07 315 6335 Work <a href="mailto:bazzshazz@xtra.co.nz">bazzshazz@xtra.co.nz</a>	Opotiki
 <b>Councillor</b> Haki McRoberts	7231 SH35, RD3 OPOTIKI 0272 636 9077 07 325 2833 Phone & Fax <a href="mailto:Mcrobert833@msn.com">Mcrobert833@msn.com</a>	Coast

Coast Community Board Members	
<b>Chairperson</b> Haki McRoberts	7231 SH35, RD3, OPOTIKI 0272 636 9077 07 325 2833 Phone & Fax <a href="mailto:Mcrobert833@msn.com">Mcrobert833@msn.com</a>
Rikirangi Gage	C/- Omaio Postal Agency, Te Kaha, OPOTIKI 07 325-2670 Home 07 325-2726 Business <a href="mailto:riki.gage@apanui.co.nz">riki.gage@apanui.co.nz</a>
Edward Matchitt	RD 3 OPOTIKI 07 325-3663
Tiaki (Jack) Parata	State Highway 35, RD 3, OPOTIKI 07 325-2772 Home 07 325-2726 Business 07 325-2739 Fax 0274 989-213 Mobile <a href="mailto:jack.parata@apanui.co.nz">jack.parata@apanui.co.nz</a>
Adelaide Waititi	RD3, Opotiki CAPE RUNAWAY 07 325-3803 <a href="mailto:waitanghia@xtra.co.nz">waitanghia@xtra.co.nz</a>

### Opotiki District Council Organisational Structure

