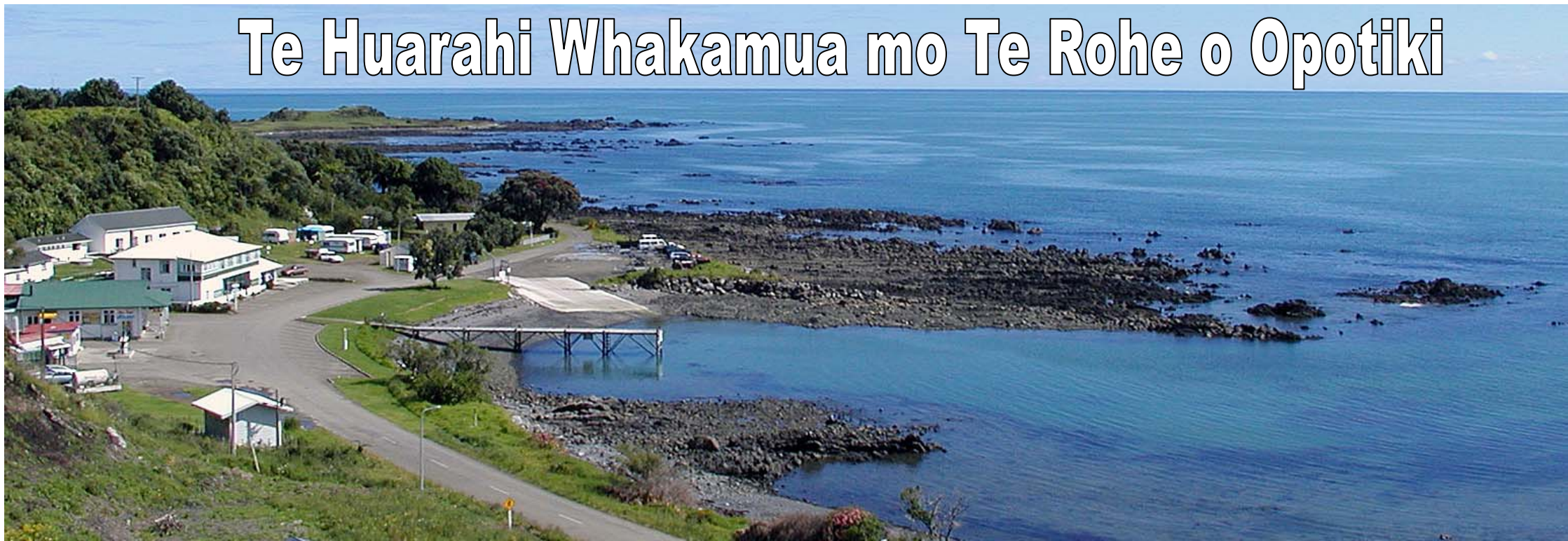


Opotiki District Community Plan

Te Huarahi Whakamua mo Te Rohe o Opotiki



A Ten Year Plan From 2009 to 2019

Executive Summary - Whakarapopotonga

Managing our district is a responsibility we all have, not just for ourselves but for future generations. To do this effectively we require a long term vision and a plan we can all work towards.

The Opotiki District Community Plan, 2009 – 2019 (ten year plan) is an ever changing document. During 2004/05 the focus was consulting the community on future outcomes, while the focus over 2005/06 was on identifying how Council will further these outcomes.

Every three years we review the ten year plan to ensure it is still appropriate to the current environment in which Council and the community operates.

The 2009 review resulted in a number of changes being made to the draft ten year plan including delaying some key capital works projects such as the sports and events centre, office upgrade and some public toilet facilities and adding sewerage and library upgrades, Memorial Park pavilion and play ground. The relocation of the planned sports and events centre to the Opotiki College, removing the town to beach walkway project from the current planning period and amendments to some key planning and financial assumptions including a reduction in household growth from 21% to 17% also resulted from the review.

The draft ten year plan received a pleasing response with 157 submissions being received and 21 of these being heard. A number of the submissions lodged raised multiple submission points. Most related to community sponsorship (70), parks and recreation (46), environmental management (31) and transport (24). The standard of the submissions made was high with many offering carefully considered comment and suggestion. This was greatly appreciated and assisted council in decision making at what is acknowledged to be one of the most difficult budgeting periods for some time. Some residents made submissions on the beach bylaw and it was agreed that this issue would be dealt with outside of the ten year plan process.

The main changes made as a result of submissions include a net increase of \$14,500 for the upgrade of the Te Kaha water supply. This upgrade will now occur a year earlier in 2009/10. An additional \$21,500. for community sponsorship and an increase of \$5 in the registration fees of urban dogs to assist the Opotiki SPCA in implementing an animal welfare programme are also key changes to the plan.

This ten year plan outlines the vision the people of Opotiki have identified through the community outcomes consultation process and, in line with this, a ten year focus for the Council to work towards.

There are four parts to the plan. Part One provides the Introduction and Community Outcomes, Part Two explains how Council will contribute to those outcomes and the specific activities it will undertake. Part Three provides detailed financial information for the ten year period, and Part Four lists key policies of Council, a glossary and appendix.

Introduction

In the overview of the Opotiki District you will notice that Council recognises the changes occurring within the district. The planning assumptions identify the changes we anticipate as a result of strategic initiatives such as the opening of the Opotiki Harbour entrance, household growth of 1.7% a year and visitor growth of 5%.

Community Outcomes

The planning assumptions dictate the type of facilities and level of service we will need, while the community outcomes provide a guide to the level of effort we need to put into the various aspects of our district in order to create the future we desire.

Council's Strategic Direction

This plan also states Council's vision of a "strong community and a strong future", and the values that council will adhere to.

The four strategic focus areas of Council are economic growth, quality of life, strong community spirit and environmental quality.

The challenges facing the Council include: our ability to meet community expectations for increased services and facilities; ensuring value for the rates dollar; the increasing financial burden of central government policy and regulation; our ability to advocate effectively for our district on a regional and national stage; attracting levels of skill and enthusiasm to move the district forward; reducing the risk of natural hazards; and meeting the demands of rapid growth with the development of the harbour.

There are a number of strategic projects which support the district's progress toward 2019 and beyond. These include the Opotiki Harbour development, a new pavilion at Memorial Park, and improving local walkways, playgrounds and other amenities.

Council will continue to focus on the infrastructure of the district. The urban area already has modern water and sewerage systems and the capacity to service the projected growth. This means Council is able to continue its programme of improving roads, including the sealing of rural roads, and provision of public toilet facilities, water supply upgrades, and improvements to Opotiki township sewerage reticulation.

Specific projects

Part Two highlights a number of initiatives which have a high level of public interest.

Executive Summary - Whakarapopotonga

The Development Contributions Policy

Over many years, the residents of Opotiki have invested in the development of the facilities and services we already have. The Development Contributions Policy sets the contribution to be made by developers or building consent applicants toward roading and recreation facilities at \$1165 excl. GST and \$2381 excl. GST per unit of development, respectively, and allows the amount to be reviewed annually against inflation and rate uptake.

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 mussel and / or 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. 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 is planned 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 sports 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 sport and events centre no longer being planned for Memorial Park, a pavilion is now planned at this location. This will service tennis and netball. 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. It is planned to implement this upgrade 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.

Service Levels

Like any prudent household, Council constantly struggles with the question "Is what we want, what we can afford?" And, like any large family, the priorities and needs of individuals differ. It is not possible to meet everyone's expectations when allocating resources, however, Council continually strives to provide fair and equitable levels of service and to consider the overall good of the collective community.

In striving to reduce the cost of our rates we sometimes reduce the level or standard of service. Current levels of service for each Council activity are detailed throughout this ten year plan, and goals and targets for future years.

Removal of Rating Differentials

To address the variance in the level of rates, Council resolved to phase out differentials. As from July 2009 differentials are no longer applied to rates.

Financial Implications

The impact that Council's current and planned future activities will have on rates is detailed in the funding impact statement. A total rate take of \$7,178,000 is required for the 2009/10 financial year. Excluding growth of approximately 1%, the total rate will increase 3.66% for 2009/10 and average 3.82% per annum over the ten year period. The average increase for the general rate will average 4.75% per annum over the ten years.

Opotiki District is one of the smallest local authorities in terms of population. It will require a collective will and collaborative effort to achieve the outcomes we want for the future. The ten year plan describes that collective will and over the next few years, our strong community will begin to see the benefits that collaborative effort brings about.

The plans and projects contained in this document help set the course for the future of our district. We are the ones that make it happen.

Message From The Mayor

The current global economic downturn will present challenges to this district that only add to those already present. Opotiki continues to struggle to overcome the issues presented by economic disadvantage and social dysfunction. Statistics that indicate deprivation remain all too high.

Chronic social dysfunction fueled by drugs and alcohol is impacting a number of 'families' and this can have impacts in the wider community that are difficult to come to terms with. Social cohesion can be closely tied to economic performance and a positive future for the Opotiki District will be closely linked to improving opportunity.

The land based industries; agriculture, horticulture and forestry form the economic backbone of the area but are carried out on only a small proportion of the district's land area. The businesses that support the primary sector together with the Ministry of Social Development, keep the district afloat.

Increased plantings of kiwifruit, particularly the 'gold' variety, on the coastal land largely between Omaio and Waikawa auger well for the future economy of the 'coast'. The support services required by high production kiwifruit will provide opportunity and employment beyond anything coming from forestry and this will give a much needed boost to the 'coast' economy.

The period of our first ten year plan from 2006 to 2009 has seen the Opotiki District Council take a very prudent view of funding and significantly reduce its level of debt. It has taken the opportunity to financially strengthen its balance sheet. This puts us in a position to undertake a major capital work in the future including the development of the harbour entrance, if resource consents are obtained and the prospects for aquaculture continue to justify the project.

The prospects for aquaculture remain an important consideration for the future of Opotiki. The Regional Economic Strategy, being developed for the entire Bay of Plenty, has identified it as

one of the top three opportunities and has singled out the oceans of the Eastern Bay as the area of future development.

Enhancing the prospects for aquaculture is the interest being shown by various commercial interests including those currently farming in South Australia and a large Chinese company. Opotiki has had delegations visiting both places and the conclusion is that there are major economic gains to be made from the aquaculture industry.

The Chinese have had two visits to the district and are keen to sign up to a 'joint venture' in the area. Research is currently on the books to further determine the best returns from the best 'mix' of species. The granting of the resource consent for three thousand eight hundred hectares of off shore water space was welcomed by the district.

We look forward to creating our own positive future.



A handwritten signature in black ink that reads "John Forbes". The signature is written in a cursive, flowing style.

John Forbes
Mayor of Opotiki

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Part One
Te Wahanga Tuatahi

Introduction
Te Whakatuwheratanga

This section provides an overview of the Opotiki District and the factors considered in planning for the future.

Creating our Future



Introducing the Opotiki District Community Plan

Our community is made up of many partners, including tangata whenua, government ministries, private organisations and individuals who have an interest in our district and provide us with the services, facilities and support we need.

Opotiki District Council, as a representative of our community, plays an important part in bringing together the different partners to make things happen. It also has a responsibility to ensure that progress is in line with our community's vision for the future. That is the reason this Opotiki District Community Plan (or ten year plan) has been brought together.

This plan covers the next ten years and has four different sections. It takes into account the many other strategies and documents that relate to our district and impact on our social, environmental, economic and cultural wellbeing. It is an ever changing document. During 2004/05 the focus was consulting the community on future outcomes, while the focus over 2005/06 was on continuing to work with groups and agencies, experts and the wider community to find new ways to further the outcomes and improve all four aspects of our wellbeing.

The first part of the plan describes the type of place that we, the people of Opotiki District, would like in the future. It outlines some of the outcomes we want for the future, the ways we can get what we want and some ways we can measure how well we are progressing toward our goals.

The second part of the plan explains how Council will work with the community and others, how it will focus on and monitor its efforts and achievements over the next ten years.

The third part of the plan provides information on Council finances and the fourth part of the plan provides the policies that guide how the Opotiki District Council operates.

The Community Outcomes belong to all people in Opotiki District. Council helps to promote them and does what it can to help us achieve them. Our community partners also do what they can to help, and we will work collectively and as individuals to achieve the outcomes we have set.

Every three years Council helps us measure our progress. This was done in 2008 and the Community outcomes report is available on Councils web site:www.odc.govt.nz or by contacting Council. Every six years we check to see we are still on track to creating the sort of future we want for ourselves. This will be done in 2011.

Never before have we had such opportunity to influence the way our district develops in years to come, to be involved, and to ensure that what we really want happens. This ten year plan sets out the ways we intend to create our future. It is up to us to find new ways to get involved in the progress of our district.

Overview of Opotiki District

Environment

With the miles and miles of open sea, 160 kilometres of coastline, 13 clean, fast flowing rivers and 2,500 square kilometres of native bush and scrubland, the Opotiki District is the perfect place for a community that appreciates and enjoys outdoor activities and a natural environment.

Population

A little over 9,000 people live in the Opotiki District. Each year more than 30,000 visitors experience the environment that we are lucky enough to call home. Approximately one-half of the resident population lives in the Opotiki township with the remainder of the population living in smaller outlying communities. There are twenty marae in the district. These are a focal point for local communities, along with a number of strong farming, lifestyle and coastal settlements.

Ethnicity

In the 2006 Census 59% of people in the Opotiki District said they belong to the Maori ethnic group and 48% identified with the European ethnic group. There was a small proportion of Pacific Islanders, 2.6%, and 0.9% of Asians in the community.

Labour Force Participation

In the 2006 Census 9.6% of working age people were unemployed compared with 5.1% nationally.

Income

The median income for working age people in the Opotiki District was \$17,400 in 2006 compared with \$24,400 nationally. In 2006 nearly 57% of working age people have an annual income of \$20,000 or less, compared with almost 70% in 2001.

Housing

A high proportion of residents (52%) own the homes that they live in which is slightly less than the national figure. Almost a third of the district population lives in accommodation they do not own and, according to statistics, this trend is likely to increase.

Economy

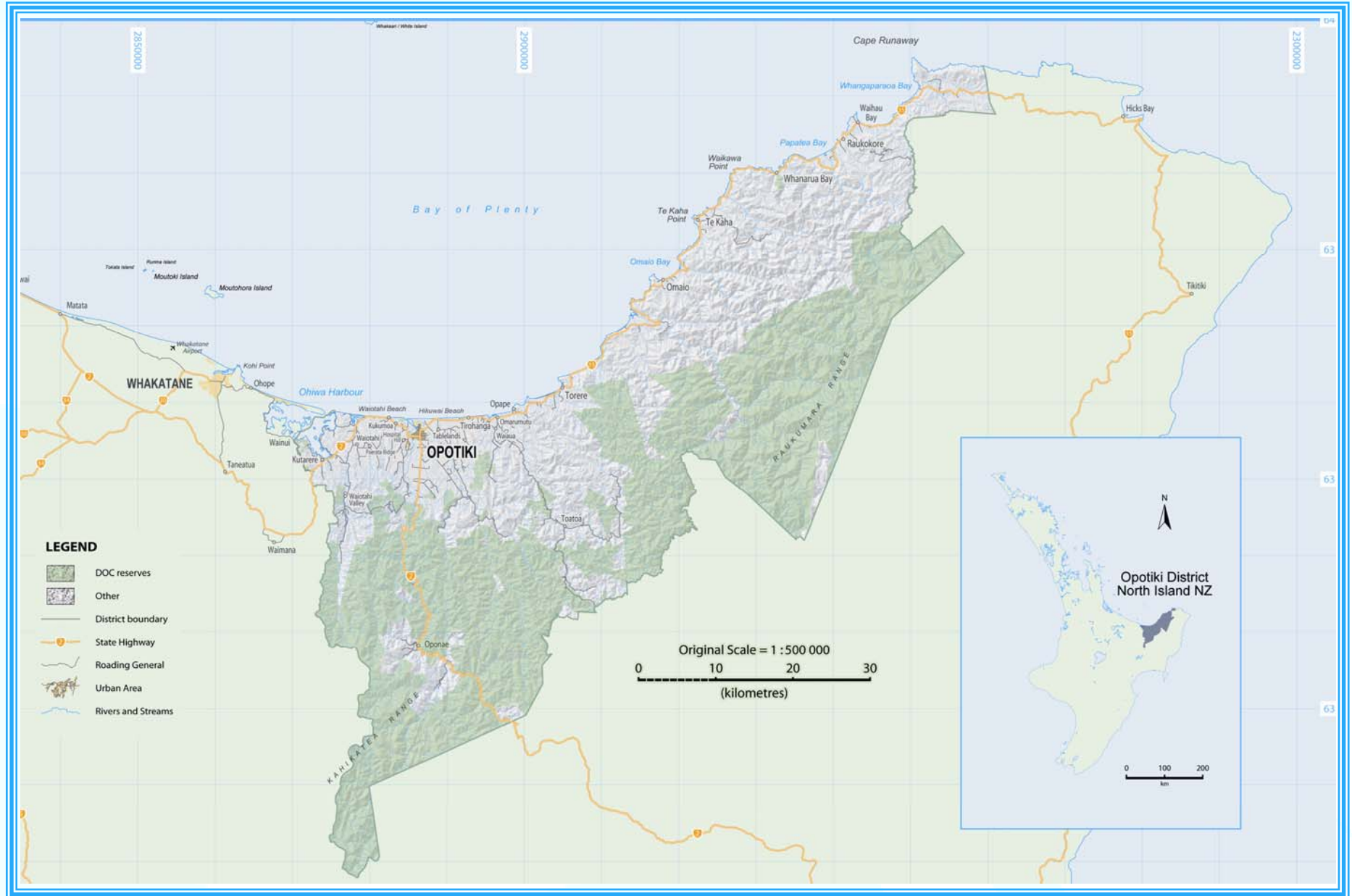
The economy of the Opotiki District is driven primarily by agriculture with 410 farms amounting to a total area of 75,660ha. 38% of this area is in beef and dairy farms, 29% in planted forests and 1% in horticulture units. The majority of horticultural land is planted in kiwifruit with the most recent plantings being in the Coast Ward.

Development

Over the past five years there has been a steady increase in both the number of consents issued by the council and the value of the building consents. The average number of consents issued per year has increased by 8% and the average value has increased by 42%.



Map Of Opotiki District



**Report to the readers of
Opotiki District Council's
Long-Term Council Community Plan
for the ten years commencing 1 July 2009**

The Auditor-General is the auditor of Opotiki District Council (the District Council). The Auditor-General has appointed me, Ben Halford, using the staff and resources of Audit New Zealand, to report on the Long-Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

Opinion

Overall Opinion

In our opinion the LTCCP of the District Council dated 30 June 2009 provides a reasonable basis for long-term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

Opinion on Specific Matters Required by the Act

In our view:

- **the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;**
- **the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information; and**
- **the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the**

actual levels of service provision, reflects good practice for a council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 30 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the District Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the District Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the District Council have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;

- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the District Council's service delivery and performance; and
- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The District Council is responsible for preparing an LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the District Council.

Ben Halford
Audit New Zealand
On behalf of the Auditor-General
Tauranga, New Zealand



Opotiki District Community Outcomes Nga whainganga o te iwi



Creating the future

This section describes the vision the Opotiki District community has for the future and the way it will go about creating it.

Introduction To Opotiki District Community Outcomes

Introduction to the Community Outcomes

The Local Government Act 2002 endeavours to strengthen local democracy and ensure the ongoing well-being of communities. In a nutshell, it changes the way we have been deciding our future. It makes it easier for all people to have a say in how their district develops and it ensures that the powers that be are listening.

What is a community outcome?

The Community Outcomes were created by the people of Opotiki District with the help of Opotiki District Council. There are seven clear goals that when combined, create a picture of how we, the community, want our district to be in the year 2016 and beyond. Our outcomes embrace all aspects of life in Opotiki District – social, environmental, cultural and economic issues have been discussed and considered by all those who contribute to the wellbeing of our district. They create a picture of what we are aiming for, an idea of how we will achieve it, and a plan for measuring our progress.

The outcomes shape the future and form a basis of how all the major players in the Eastern Bay of Plenty, including Opotiki District Council, conduct their business in Opotiki in the future. Every three years, Council will engage the community in a review process where progress toward achieving the outcomes will be monitored. Every six years, through consultation meetings and surveys, Council and the community will review the outcomes to ensure they are still the goals we wish to achieve.

How were they developed?

Throughout February 2005 the community held a series of meetings throughout the district and a postal survey to collect all the thoughts and ideas of people in our communities. We also joined forces with Kawerau, Whakatane and Environment Bay of Plenty to collect thoughts from the wider Eastern Bay of Plenty and we worked with government agencies, iwi and community groups to develop our plan for the future.

As a community we considered the four well-being areas which are defined by the Local Government Act as social, cultural, economic and environmental. We discussed the impacts the future could have on these well-beings using media and advertising campaigns, stakeholder meetings, public presentations, workshops and hui, Eastern Bay and Opotiki District surveys and person-to-person contact.

During this period we found that generally, people had similar levels of interest in all four wellbeing areas. They wanted to know that the culture would be preserved through sport, art, historic preservation, cultural interchange and acknowledgment of the community spirit. They wanted to see the economy develop and supported initiatives that increased employment, training, spending and investment in the district and they expressed concern for the preservation and enhancement of the district, national and global environment.

The social well-being of the district is of great concern to most residents. People wanted to see strong families, active and involved young people, the elderly happy and well cared for and improvements in basic facilities for such things as health, education and community amenities.

Opotiki District Council gathered the community comment and endeavoured to encapsulate the wishes of the community in seven draft community outcomes. These were then amended, approved and prioritised by district survey then launched at a special event in June 2005.

Measuring Progress

If we are to keep up a steady pace toward our goals, we need to keep track of our progress. Some of the ways we measure our progress are listed under each outcome. More methods will become clear as we continue to work together to achieve the same goals.

There are a number of measurement methods already available to us. Government agencies can provide data and statistics on a wide range of issues; and Council also measures various aspects of the district through meetings, focus groups, resident surveys and activity monitoring. Statistics New Zealand is able to provide vital information from the five year census.

We will continue to look for new measurement methods and are working with other agencies and authorities in the Bay of Plenty to develop a monitoring plan that will help keep us on track to creating a future that we have designed.

The first monitoring report was produced in June 2008 using facts and figures gathered by the regional monitoring group and feedback from a community survey.

The results of the community survey undertaken in 2008, show that most people agree that progress is being made towards achieving the community outcomes.

National Research Bureau, Communitrac Survey 2008.

Community Outcome	Agree %	Disagree %	Other %
History and culture is treasured and promoted	80%	12%	8%
The spirit and character of the Opotiki Coast community remains strong and distinctive	79%	10%	11%
The potential of the natural environment is developed and protected	77%	12%	11%
Innovative development involves and supports the community	66%	11%	23%
Leadership is visionary, community focused, efficient and representative	64%	15%	21%
Facilities and services meet current and future needs and are accessible to all	59%	28%	13%
People derive pride and purpose from a variety of work and learning opportunities	56%	20%	23%

Opotiki District Community Outcomes



Development and protection of the natural environment

What does this mean?

We appreciate our natural environment and wish to participate in its protection on both a local and a global level. We recognise that the environment has the potential to generate economic growth for the district. We are willing to explore and develop that potential if we are sure it will not adversely affect, or if it restores or improves, the environment of the future.

What do we want to see?

- The potential of the natural environment developed and protected.
- Harbour entrance opened.
- The aquaculture potential of the district developed.
- Pollution and refuse/ litter issues addressed.
- Environmental tourism promoted.
- Planning and controls which reflect the environment.
- Advocation on global issues.
- Foreign and Maori land ownership issues managed with care.
- Coastal development managed.
- Education as part of environmental management.

How will we achieve this?

We will support and encourage environmentally friendly development, carefully manage land ownership, growth and development and support initiatives that tackle environmental issues and improve understanding of the environment.

Council

Measuring Progress

Harbour Entrance opened by 2012	In 2012
Water quality within acceptable standards	Annually
Gross Domestic Product of Region	Every 3 yrs



Services and facilities meet our needs

What does this mean?

We want to ensure that we all have access to modern and efficient public facilities and services which are designed to meet the needs of our community.

What do we want to see?

- Facilities and services that meet current and future needs and are accessible to all.
- Facilities and services that meet or surpass national standards.
- Vital services and facilities are available to all.
- Both civic and community facilities are created and maintained for the future.
- Facilities and services that meet diverse expectations of the community.
- The needs of youth and the elderly are met.
- That services and facilities are integrated into the community and are a source of pride to the people of the district.
- Full hospital facilities provided.
- Roads and transport networks appropriate to traffic requirements and district growth needs.

How will we achieve this?

We will help agencies and organisations to identify our specific needs and support and encourage effective planning for the future.

Measuring Progress

Increase in services and facilities	Every 3 yrs
Index of Deprivation Ranking	Every 5 yrs
Community survey	Every 3 yrs



Fair and efficient leadership

What does this mean?

It is important to us that our leaders consider the social needs of our community as well as the need for a businesslike approach. We want them to work together towards the future and communicate in ways we understand.

What do we want to see?

- Leadership that is visionary, community focused, efficient and representative.
- Leaders have a social conscience.
- Community leaders are efficient, fair and businesslike.
- Leaders understand and work towards the “big picture”.
- Leaders who are non-partisan and able to work with others for a common purpose.
- Community representatives who are honest and open and use communication that is easily understood.

How will we achieve this?

We will have positive involvement in the day-to-day affairs of our community and encourage and support those leaders who show the attributes and values described above.

Measuring Progress

Survey of public satisfaction with elected representatives	Every 3 yrs
Councillor attendance at public meetings and hui	Annually



A strong and distinctive community spirit

What does this mean?

Our rural community is friendly and supportive and works together to achieve common goals. We want to ensure that the strong and distinctive spirit and character of our community does not change over time. This is who we are and we are proud of it.

What do we want to see?

- The spirit and character of the Opotiki Coast community remaining strong and distinctive.
- Events and activities providing opportunity to work and play together.
- Opportunities to learn about the community made available.
- People being proud to be involved in collective efforts.
- People being encouraged, and having the capacity to give to their community.
- The open, friendly character of the people remaining unchanged.

How will we achieve this?

We will value and promote this aspect of our community. We will support and encourage positive community activities where people work and play harmoniously together.

Measuring Progress

Number of community events each year	Annually
Community Contribution Awards Held	Every 2 yrs

Opotiki District Community Outcomes



Purposeful work and learning opportunities

What does this mean

We understand that people can derive pride and purpose from a variety of work and learning opportunities. We want to ensure that all opportunities in the Opotiki District provide pathways to personal growth, as well as to financial independence.

What do we want to see?

- People deriving pride and purpose from a variety of work and learning opportunities.
- Programmes that tackle unemployment as an option available in the district.
- Businesses and agencies caring about people and their needs.
- Stable year- round employment available.
- Skills- based learning opportunities that are appropriate to the district.
- Innovation and endeavour being supported by the government and the community.
- People in difficulty being encouraged and supported.

How will we achieve this?

We will be involved in the development of employment programmes and promote the development of career pathways within the private sector.

Measuring Progress

Labour force participation	Annually
Qualification levels	Annually



Development supports the community

What does this mean?

We want to encourage and ensure development that respects and supports the community's values and goals.

What do we want to see?

- Innovative development that involves and supports the community.
- The community as a major partner in development.
- Support being provided based on community needs.
- Practical and resourceful solutions are always available.
- Tourism potential being developed with a focus on the natural qualities.
- The town centre developed and maintained as an enjoyable meeting place for all people.

How will we achieve this?

We will work positively with organisations and individuals to promote those values and to find innovative solutions.

Measuring Progress

Visitor numbers	Annually
Number of businesses	Annually

History and culture is treasured



What does this mean?

Sport, art and culture are enjoyable and valuable ways to increase our appreciation of each other and provide for our own health and wellbeing. Our history is also a part of who we are, and its preservation is seen as a way to increase understanding of our community.

What do we want to see?

- History and culture treasured and promoted.
- Art and culture valued as an enjoyable part of our culture.
- Opportunities for artistic and cultural expression increasing.
- People deriving pleasure and knowledge from learning.
- People feeling welcome and comfortable within different cultural and creative environments.
- Historic sites, stories and traditions being preserved and respected.
- Community groups being supported in their efforts to provide facilities, activities and events for the community.

How will we achieve this?

We will be involved in activities which support our historic values, and work together to promote our own and the interests of others.

Measuring Progress

Number of community events	Annually
Number of protected buildings and sites	Every 3 yrs



The outcome depends on the input.

Working Together to Further Community Outcomes

Working together to further community outcomes

Community outcomes belong to the people of the Opotiki District. A number of organisations, groups, government departments and individuals will assist in progressing outcomes over the next ten years.

Council has identified key partners for the achievement of each community outcome and will work with these groups to make sure outcomes are progressed.

We all contribute to achieving the community outcomes

FUTURE



C o m m u n i t y O u t c o m e s

Opotiki District Council

provides strategic direction and undertakes activities such as the Harbour Development, road sealing and recreation facilities.

Community groups

work on projects and events which enhance our environment and our community wellbeing.

Government organisations

develop and implement strategic plans which focus on the needs of our community.

Others

such as private companies and individuals contribute to our district in many different ways.

The following table identifies the key stakeholders that we will work with to further each community outcome.

Community Outcome	Key Stakeholders
Development and protection of the natural environment	Environment Bay of Plenty Department of Conservation Iwi Authorities
Services and facilities meet our needs	Eastern Bay of Plenty Road Safety Committee Bay of Plenty District Health Board New Zealand Police Ministry of Social Development NZ Transport Agency Housing New Zealand Corporation
Fair and efficient leadership	Local Government New Zealand
A strong and effective community spirit	Iwi Authorities Tourism Eastland Ministry of Social Development
Purposeful work and learning opportunities	Toi Economic Development Agency Education and Training Providers Business
Development supports the community	Toi Economic Development Agency Ministry of Economic Development
History and culture is treasured	Iwi Authorities Sport Bay of Plenty New Zealand Historic Places Trust

Strategic Planning Documents Important To Community Outcomes








Strategic planning documents important to community outcomes

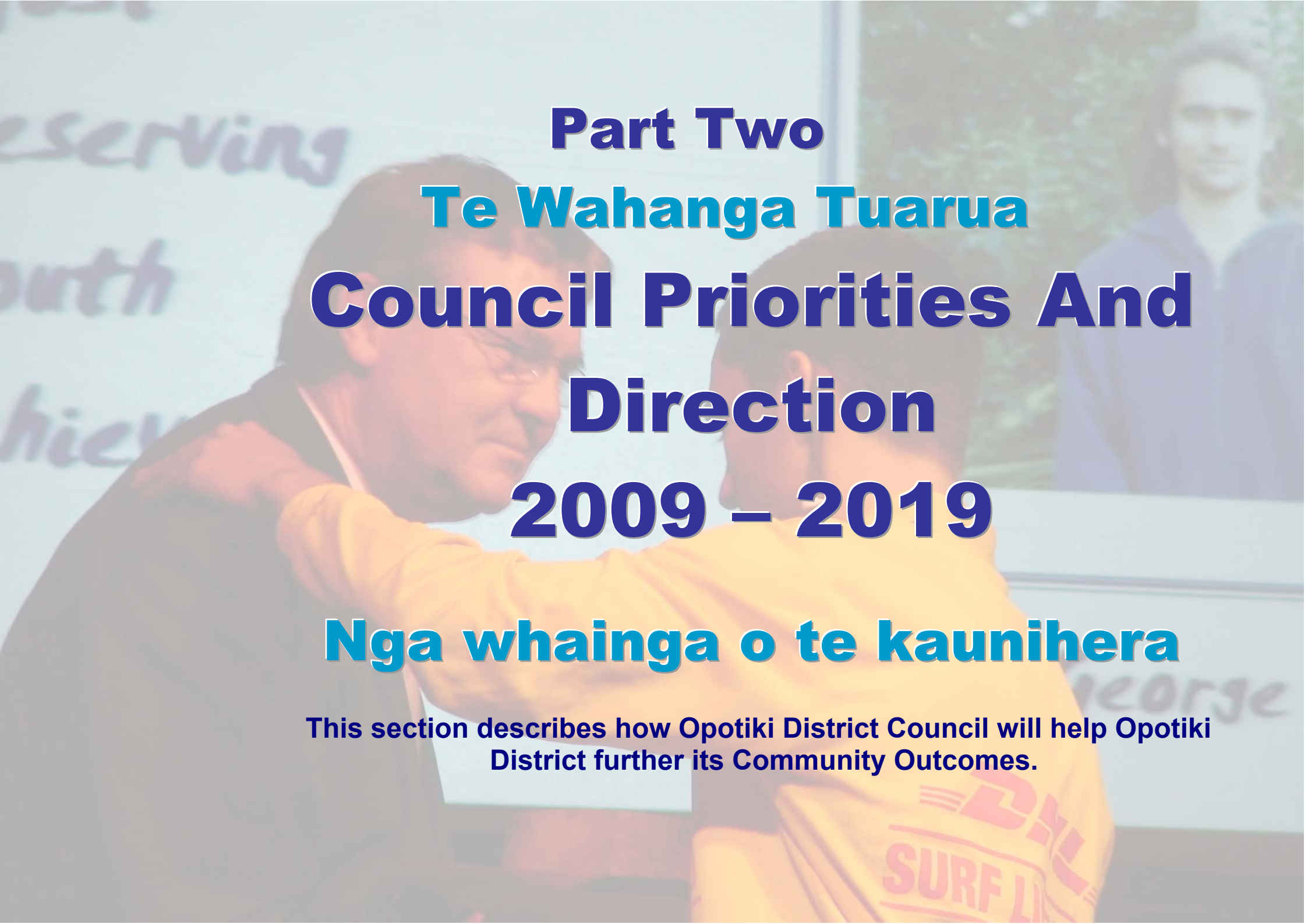
There are a number of key strategic planning documents that will assist in progressing the community outcomes. These are briefly explained in the table below.

Strategic Document	Relationship to Ten Year Plan
Annual Plan	Council will produce an annual plan in the two out of three years that a ten year plan is not compiled. The annual plan will explain any changes that may be made to the ten year plan for the coming year.
Asset Management Plans	Support the ten year plan and provide the in-depth detail of how the council's assets will be managed over the next ten years.
District Plan	The regulatory tool that assists in achieving community outcomes via the protection of the district's natural and physical environment.
Recreation Strategy	Supports the community desire for sport and recreation facilities and services.
Tourism Eastland Strategy	As a key partner in the promotion of Opotiki District as a visitor destination, our own activities will be aligned and complement the Tourism Eastland Strategy for regional tourism promotion and economic development.
Bay of Plenty Regional Land Transport Strategy	At a regional level, the transport strategy provides a guidance document that ensures integrated planning, management and operation of the regions state highways and various district roading works.
Walking and cycling	The BoP Regional and Opotiki District Walking and Cycling Strategies provide an integrated vision and targets for the promotion of these activities.
Eastern Bay of Plenty Road Safety Strategy	At a district level, the road safety strategy takes into account and promotes community aspirations, particularly in the area of transport and safety.
Economic Development Strategy	The long term plans of joint Bay of Plenty and Eastern Bay of Plenty Trusts established to promote sustainable economic growth.
District Strategy	Forms part of the Opotiki District's ten year plan and identifies the most important projects Council will focus on over the next three years.

Council works with other local authorities and agencies to monitor progress made against the community outcomes. Opotiki District Council's community outcomes report is available by viewing the Council web site www.odc.govt.nz or you can obtain a copy from Council offices on (07) 315 3030.

How Council contributes to the community outcomes

Refer to Community Outcomes Report 2008. www.odc.govt.nz	
	Council has a primary role in development and protection of the natural environment and works as a promoter, a regulator and advocate. Council also works with other agencies to support this outcome
	Council has a primary role in providing services and facilities as provider of community infrastructure and works as an advocate and with other agencies and the community.
	Council has a primary role in ensuring fair and efficient leadership acting as governing body, in providing example to others and in an advocacy role
	Council plays a significant role in promoting a strong and distinctive community spirit as advocate and as a partner in community activities.
	Council plays a secondary role in promoting purposeful work and learning opportunities in supporting other groups and agencies. It provides some learning opportunities and supports aquaculture development which promotes employment.
	Council plays a primary role in promoting development that supports the community inacting as an advocate, regulator, promoter and facilities provider
	Council plays an secondary part in ensuring history and culture is treasured and works with Iwi, community group and agencies to promote this outcome.
	High level of water quality Increased visitor numbers. Increased number of events. Harbour development progress ing. 20.4% of region in indigenous forest. Solid waste reduced by 600 tonnes.
	Increase in recorded offences. 97% in early childhood education. 26.3% attain UE level on leaving school 45% excellent /very good policing perception.
	Consultation on 7 issues in 2007 Increased LA voter turnout 2007 10% decrease satisfaction with Councillor performance.
	Increased volunteer participation Participation in community awards up. Increased media coverage Majority agreement in community.
	Ranks 10 on MSD Deprivation index Unemployment 19.3% 2007 Total personal income lowest in BOP
	Increased visitor numbers Development contributions decreased Business numbers increase
	Increased number of community events Increased number of Creative Communities projects. Historic sites protected



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.

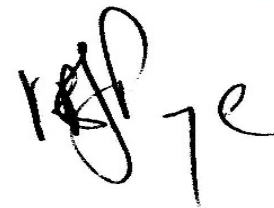
The review also highlighted that a key challenge over the next ten years is to manage increasing operational costs. In this regard increasing compliance costs arising from central government regulations and laws, as well as the underlying cost of doing business, need to be kept in check. Strategies to 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
Sport and Events Centre	Capex						9184				
Memorial Park Pavillion	Capex			535							
Library Upgrade	Capex	400									
Coast Initiatives	Capex	30	31	32	33	34	34	35	37	37	38
Opotiki Sewerage Upgrade	Capex	490	81	485	72	282					
Walkways	Capex		26	80	27	28	29	29	30	31	31
Te Kaha Water Supply	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.

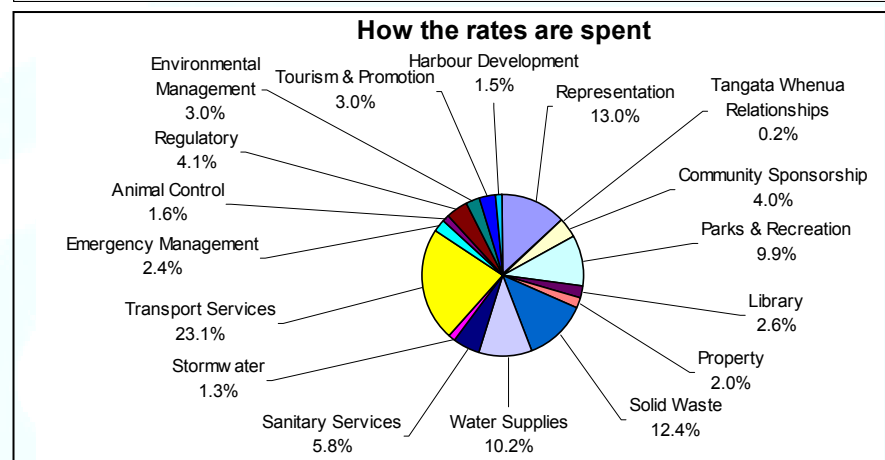
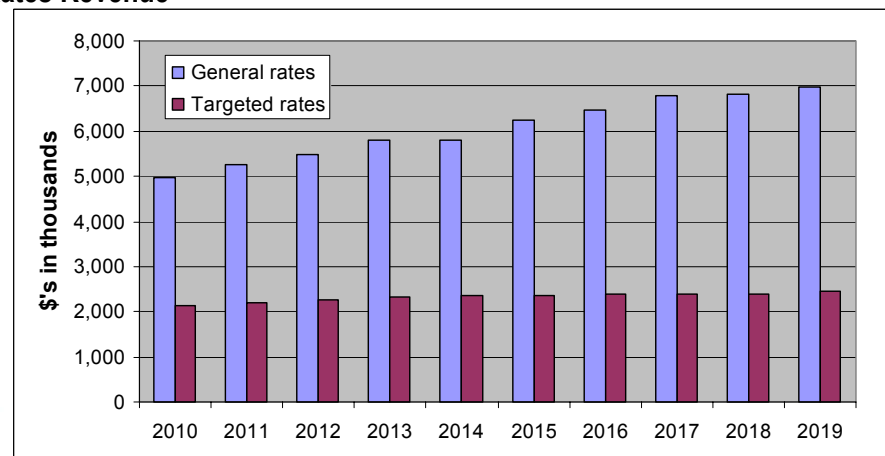
Walkways

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

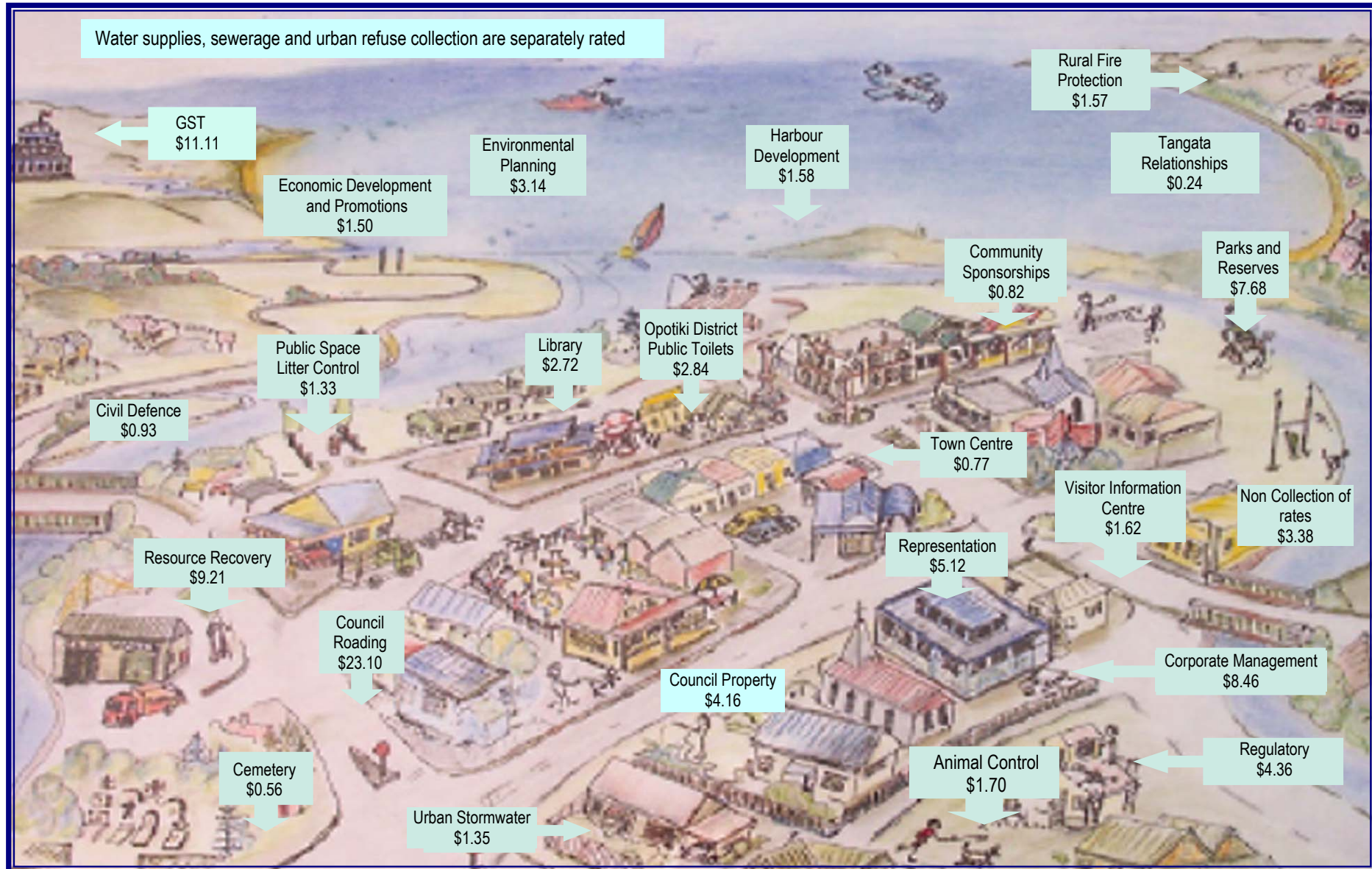
There will be no unexpected changes in society that alter the nature of services provided by council. Council will focus on its core functions of providing primarily infrastructure and will rely on central government to respond to societal changes including aging population and increasing crime.

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

Coast Community Board Members	
Chairperson Haki McRoberts	7231 SH35, RD3, OPOTIKI 0272 636 9077 07 325 2833 Phone & Fax Mcrobert833@msn.com
Rikirangi Gage	C/- Omaio Postal Agency, Te Kaha, OPOTIKI 07 325-2670 Home 07 325-2726 Business riki.gage@apanui.co.nz
Edward Matchitt	RD 3 OPOTIKI 07 325-3663
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Opotiki District Council Organisational Structure

