

Part Two

Te Wahanga Tuatahi

Introduction and Community Outcomes

This section provides an overview of the Ōpōtiki District and full information on the District's Community Outcomes



Introducing the Ōpōtiki District Long Term 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.

Ōpōtiki 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 Ōpōtiki District LTP has been brought together.

This plan covers the next ten years and has five 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.

The first part of the plan explains Council's priorities and direction while the second part describes the type of place that we, the people of Ōpōtiki 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 third part shows how Council will work with the community and others and how it will focus on and monitor its efforts and achievements over the next ten years.

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

The Community Outcomes belong to all people in Ōpōtiki 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 we measure our progress. Every six years we check to see we are still on track to creating the sort of future we want for ourselves.

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.



Image: Setting the net at Ōhiwa Harbour summer 2015.

Overview of the Ōpōtiki District

Environment

With the miles and miles of open sea, 160 kilometres of coastline, 13 clean, fast flowing rivers and 11,200 hectares 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. The district comprises 25% of the Bay of Plenty region and contains 50% of the Bay of Plenty coastline.

Population

A little under 8,500 people live in the Opotiki District. Each year more than 30,000 visitors experience the environment that we are lucky enough to call home. Just under 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, which are a focal point for local communities, along with a number of strong farming, lifestyle and coastal settlements.

Our Ethnicity

In the 2013 Census approximately 53% of people in the Opotiki District said they belong to the Maori ethnic group and 46% identified with the European ethnic group. There was a small proportion of Pacific Islanders, 2.1%, and 0.9% of Asians in the community.

The Economy

The economy is driven primarily by agriculture with over 400 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 plans for further development within this industry.

Labour Force Participation

In the 2013 Census 5.9% of working age people were unemployed which compares with the national average.

Income

The median income for working age people in the Opotiki District was \$20,700 in 2013 compared with \$28,500 nationally. In 2013 nearly 38% of working age people have an annual income of \$20,000 or less, compared with almost 57% in 2006.

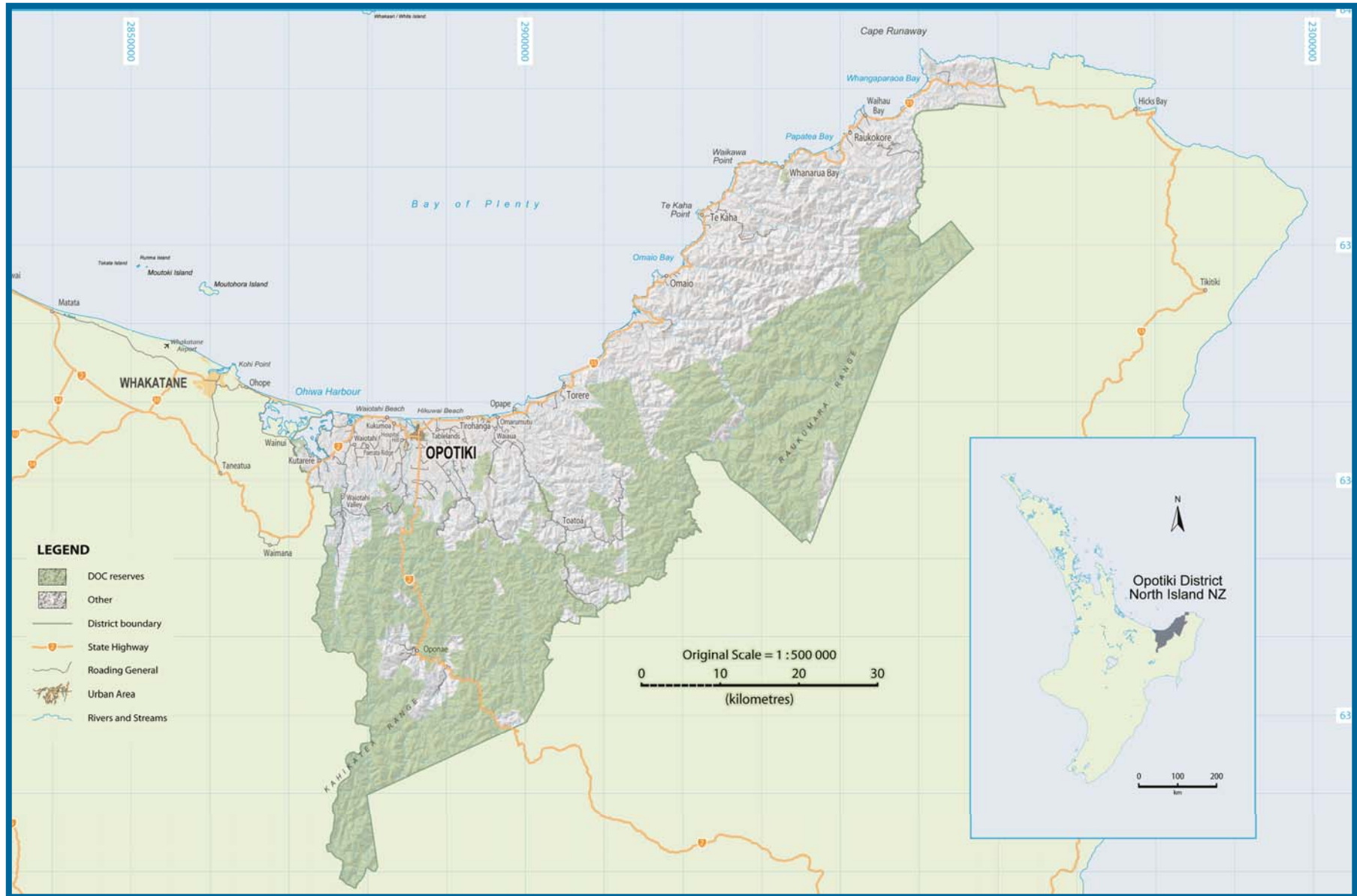
Development

Although a high proportion of residents (51%) 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.

Over the past three years there has been a steady increase in the value of house sales in the district.



Image: Enjoying the water park at Ōpōtiki wharf – summer 2015



Introduction to Ōpōtiki District Community Outcomes

The Local Government Act 2002 endeavours to strengthen local democratic decision-making and ensure that local infrastructure, public services and regulatory functions are delivered in a manner that is appropriate to the present and future community needs.

The purpose of local government (below) is provided by section 10 of the Local Government Act 2002.

- 1) The purpose of Local Government is
 - a) To enable democratic local decision-making and action by, and on behalf of, communities; and
 - b) To meet the current and future needs of communities for good-quality infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.
- 2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are
 - a) Efficient; and
 - b) Effective; and
 - c) Appropriate to the present and anticipated future circumstances

This purpose of Local Government was introduced by Central Government in 2012 and largely removed the then focus of Local Government Act on what was traditionally known as the ‘four well-beings’ social, economic, environmental and cultural well-being.

At the same time the requirement for Council to develop and implement a process for identifying community outcomes and similarly, reporting against community outcomes were removed. It can be argued that the amendments to the Local Government Act in 2012 removed the focus away from overall community well-being (represented by Community Outcomes) and places more emphasis in what might be popularly described as the ‘core business’ of Local Government, that being local public infrastructure and services.

However, Council is of the view that Community Outcomes play a critical role in its strategic and medium term planning processes. Community Outcomes assist Council by providing an understanding of what the community wants for the future. They help Council strategically align its efforts and resources to the community’s needs, wants and associated priorities.

Further, whilst the revised purpose of Local Government and focus appears too moved away from overall community well-being and associated community outcomes they are still required to be considered by legislation.

Community outcomes must be included in any Long Term Plan developed by Council. Council needs to identify how any group of activities contributes to community outcomes, consider the community outcomes in any Annual Report developed by Council, ensure that funding decisions consider the link between activities and community outcomes and be sure they are considered in decision-making processes.

What is a community outcome?

The Community Outcomes were created by the people of Ōpōtiki District with the help of Ōpōtiki District Council. There are seven clear goals that when combined, create a picture of how the community want our district to be in the year 2025 and beyond. The outcomes embrace all aspects of life in Ōpōtiki District – social, environmental, cultural and economic. Together the community outcomes create a picture of what the community is aiming for in to the future. This Long Term Plan seeks to explain what and how Council will contribute to those community outcomes over the next decade.

How were they developed?

Several years ago a series of meetings were held 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 Bay of Plenty Regional Council 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 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.

Ōpōtiki 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. The seven Community Outcomes approved and used by Council and the community for planning purposes since that time are outlined here:

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
- Environmental hazard management
- 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.

Relevant group of Council activities

- Leadership and Cultural Sustainability
- Environmental Sustainability
- Economic Sustainability

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 national standards
- Both civic and community facilities are created and maintained for the future
- 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 health services are provided
- Roads and transport networks appropriate to traffic requirements and district growth needs.
- Emergency management services are provided

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.

Relevant group of Council activities

- Leadership and Cultural Sustainability
- Environmental Sustainability
- Economic Sustainability

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 business-like 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.

Relevant group of Council activities

- Leadership and Cultural Sustainability
- Economic Sustainability

A strong and effective community spirit

What does this mean?

Our rural community is friendly and supportive and works together to achieve common goals. We want to retain our strong and distinctive community spirit and character of our community. This is who we are and we are proud of it.

What do we want to see?

- The spirit and character of the Ōpōtiki 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 is encouraged.

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

- Leadership and Cultural Sustainability
- Economic Sustainability

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 Ōpōtiki 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.
- Businesses and agencies caring about people and their needs.
- Stable year- round employment available.
- Skills- based learning opportunities that are available in and 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 advocate for the development of employment programmes and promote the development of career pathways within the private sector.

Measuring Progress

- Leadership and Cultural Sustainability

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 and promoted 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

- Leadership and Cultural Sustainability
- Environmental Sustainability
- Economic Sustainability

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 community
- 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.
- Promotion of active recreational lifestyle and provision of appropriate facilities.

How will we achieve this?

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

Measuring Progress

- Leadership and Cultural Sustainability



Image: Strong swells along Ōpōtiki coast during Cyclone Pam – 2015.

How Council contributes 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'

<p>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.</p>	<p>Integrity and Honesty We will not compromise our values and will act in a trustworthy manner at all times.</p>
<p>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.</p>	<p>Leadership We will take an active role in issues that affect our community by providing governance, representation, advocacy, guidance and opinion.</p>
<p>Mahorahora me nga Herenga Ka whakahaeretia a matou mahi i roto i te ariā kia kitea ai e te iwi whanui a, kia mohiotia a matou mahinga me nga tutukitanga me te whakaae ano mo aua kawenga.</p>	<p>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.</p>
<p>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.</p>	<p>Fairness and Equity We will act to ensure that all have equal opportunities and we will be unbiased in the implementation of policies.</p>
<p>Whakatutukitanga Whakawaiatanga Ka whiwhi hua i roto i te auaha me te ngawaritanga.</p>	<p>Achievements Orientated We will gain results in a timely, innovative and economic manner.</p>
<p>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.</p>	<p>Relationships We will acknowledge the special place of Tangata Whenua in our community, and respect the different views and values of our community.</p>
<p>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.</p>	<p>Satisfying Expectations We will always look to understand our community's expectations and try to achieve a high level of community satisfaction.</p>

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.

Ōpōtiki is a close community and it is not surprising that the district strategy which is defined by the Ōpōtiki 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 Ōpōtiki 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, throughout the Ōpōtiki District, new PSA resistant varieties are expected to perform exceptionally well, with major kiwifruit packhouses in the district projecting major expansion over the first 3 years of the LTP.

The proposed Ōpōtiki 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 Ōpōtiki 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, the Mōtū Trails cycleway, 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

- Ōpōtiki 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 and Mōtū Trails cycleway.

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 Ōpōtiki 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, renewal of Ōpōtiki Township wastewater reticulation network
- Advocacy with and on behalf of Ōpōtiki communities to central government
- The development of the Technology and Research Centre
- Walkways and cycleway maintenance
- Support initiatives for development in the Coast ward.

Environmental Quality

Another major strength of the Ōpōtiki 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 Ōpōtiki 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
- Maintenance and enhancement of parks and reserves
- Partnership with community groups and BOPRC and DOC to undertake environmental restoration projects
- Continuing the partnership with Gisborne District Council, Whakatōhea, DOC and Mōtū Trails Charitable Trust in maintaining and enhancing the Mōtū Trails cycleway.

Strong Community Spirit

An existing strength of the Ōpōtiki 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, Ōpōtiki 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.

Ōpōtiki 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, Ōpōtiki 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 3 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, recovery and growth of the kiwifruit industry and settlement of outstanding Treaty of Waitangi claims will increase the vitality of the community. Ōpōtiki 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.

Priorities for Council action

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

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 Plan	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.
District Strategy	Forms part of the Ōpōtiki District's ten year plan and identifies the most important projects Council will focus on over the next three years.
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 Strategy	The BoP Regional and Ōpōtiki 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.



Image: Dale Butler (Library work experience volunteer) and Jo Hunt (Ōpōtiki District Library Manager) cut the cake at the launch of the Kotui Library Management system.