



Section 3 - The LTCCP

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What is the LTCCP?

The Long-term Council Community Plan (LTCCP) is now the main planning document the Council will produce. The LTCCP sets out the Council's priorities over a ten-year period. It outlines how the Council intends to contribute to the social, economic, environmental and cultural wellbeing of the community over the life of the plan. The purpose of the LTCCP is to:

- describe the activities of the Council,
- describe the community outcomes desired by the district,
- provide integrated decision-making between the Council and the community and coordination of the Council's resources,
- provide a long-term focus for the decisions and activities of the Council,
- provide a basis of accountability of the Whakatane District Council to its community, and
- provide an opportunity for community participation in decision-making on activities undertaken by the Council.

Many of the decisions and actions contemplated by the Council can be undertaken only if they have been identified and included in the LTCCP.

The Annual Plan will become an annual budget which is linked to the rate-setting process and will be produced only in the years when an LTCCP is not produced.

For the 2004/05 financial year the LTCCP is the Annual Plan.

The only way the Council may adopt or amend an LTCCP is through the Special Consultative Procedure outlined in the Local Government Act 2002.

Transitional Plan

Under the Local Government Act 2002 (the Act) all territorial authorities are required to adopt their first LTCCP by 1 July 2004. The Whakatane District Council has prepared this first plan using the transitional provisions of the Act. This means that for the purposes of this plan, community outcomes have been identified using existing information, and any additional information the Council was able to gather in the time available.

When will the LTCCP be reviewed?

This first plan will be in place until 30 June 2006. The Council will prepare a second LTCCP to take effect on 1 July 2006. That LTCCP will meet all of the requirements of the Act (including those relating to community outcomes). From 2006, the LTCCP will be reviewed every three years.

How will the Council work with others?

The Council has a number of existing partnerships for the delivery of services as outlined in section 5 of this plan. Council will be looking to work collaboratively with others in preparation for the 2006 LTCCP. Through working together to identify outcomes, it is anticipated that other agencies will use the community outcomes identified in the next LTCCP to guide their planning processes.

The Council will work to enhance and establish relationships with other local authorities and central government, Māori, and other stakeholder groups to achieve community outcomes. More detailed information about these relationships will be included in the 2006 LTCCP.

Measuring progress

The Council undertakes a number of activities that each contributes towards at least one community outcome. Section 5 of the plan provides details of the activities of the Council. The activities have been aggregated into nine groups:

- Access Networks and Systems
- Water-related services
- Solid Waste Management
- Community Services
- Community Facilities
- Environmental Controls
- Community Safety
- Development
- Community Leadership and Governance

There are a number of service levels and performance targets identified for each group of activities. These will be used to assess the Council's performance over the life of the LTCCP.

The Council will be reviewing the measures used to ensure that they reflect how effectively groups of activities are contributing to the achievement of community outcomes. These new ways of measuring progress will be detailed in the 2006 LTCCP.

SUSTAINABLE DEVELOPMENT

The Local Government Act 2002 requires councils to play a broad role in promoting the social, economic, environmental and cultural wellbeing of the community, taking a sustainable development approach.

Sustainable development is defined as “*development which meets the needs of the present without compromising the ability of future generations to meet their own needs.*”

A sustainable development approach recognises:

- The finite reserves of non-renewable resources and the importance of using them wisely and, where possible, substituting them with renewable resources.
- The limits of natural life-supporting systems (ecosystems) to absorb the effects of human activities that produce pollution and waste.
- The linkages and interactions between environmental, social, cultural and economic factors when making decisions, emphasising that all these factors must be taken into consideration if we are to achieve sustainable outcomes, particularly in the long term.
- The wellbeing of current and future generations as a key consideration.

The Council is committed to adopting a sustainable development approach for decision-making and modelling new actions and behaviours in order to achieve sustainable outcomes.

The Council is aware it cannot achieve sustainable development by working alone and will be focusing on developing new ways of working with others on this issue.

Sustainable development must be at the core of all Council policies. The Council will take account of the economic, social, environmental and cultural consequences of its decisions by:

- considering the long-term implications of decisions;
- seeking innovative solutions that are mutually reinforcing, rather than accepting that gain in one area will necessarily be achieved at the expense of another;
- using the best information available to support decision-making;
- addressing risks and uncertainty when making choices and taking a precautionary approach when making decisions that may cause serious or irreversible damage;
- working in partnership with central and local government and other sectors and encouraging transparent and participatory processes;
- considering the implications of decisions from a regional/national/global as well as a District perspective;
- balance economic growth and pressures on the environment;
- respecting environmental limits, protecting ecosystems and promoting the integrated management of land, water and living resources;
- working in partnership with appropriate Māori authorities to empower Māori in development decisions that affect them; and
- respecting human rights, the rule of law and cultural diversity.

The aim is to ensure the use of these operating principles in policy development. Infusing this way of thinking into our District will require a concerted effort. It will also require the Council to invest in capability building to ensure that integrated policy development occurs across social, economic, environmental and cultural spheres.

The Council is currently undertaking several initiatives to improve sustainability in the way it works, as follows.

- The Council contracted an energy consultant and, working alongside Bay of Plenty Electricity, installed an energy management system at the Civic Centre in July 2003. Already the Council has made 30-40% savings in energy consumption since the introduction of the new system. The Council is monitoring the performance of this system with the intention that further energy saving initiatives will be adopted at other Council sites.
- The Council is currently investigating other areas of Council activities where further energy savings may be made with the help of expert advice.
- A new paper recycling initiative was recently implemented within the Civic Centre. The results to date are a significant increase in the amount of paper being recycled and a decrease in costs to the Council for the new recycling service.

The Council intends to construct a Recycling Park to facilitate the sorting and processing of the district's solid waste. The Recycling Park will be commissioned in April 2005.

There are still a number of areas to be addressed in the future in regard to sustainable disposal of assets that the Council will be working towards resolving as it develops the LTCCP for 2006.

THE DEVELOPMENT OF MĀORI CAPACITY TO CONTRIBUTE TO THE DECISION-MAKING PROCESSES OF THE COUNCIL

The Local Government Act 2002 requires the Council to outline any steps to be taken to foster the development of Māori capacity to contribute to Council decision-making processes in the LTCCP.

The Iwi Liaison Committee is a standing committee of the Council. The Iwi Liaison Committee works for the social, economic, environmental and cultural wellbeing of the whole community.

The Committee brings a Māori perspective to the Council's decision-making processes within the following contexts:

Mana Atua – spiritual dimension
Mana Tipuna – ancestral dimension
Mana Whenua – land dimension – landmarks of cultural and/or historical importance
Mana Tangata – community (social input) at waka, iwi and hapu levels

In order to be able to do this well, the representation will reflect the Māori/iwi communities of interest. The Council has resolved the following representation:

Ngāti Awa	3
Tuhoe	3
Ngāti Manawa	1
Ngāti Whare	1
Ngāti Rangitahi	1
Tuwharetoa ki Oniao	1

This representation applies for the 2004-2007 triennium and will be reviewed every three years.

A Tūtohunga (Memorandum of Understanding) between the Iwi Liaison Committee and the Whakatane District Council was signed on 8 October 2003. The essence of this document is to formalise the commitment of both parties to work together in good faith and gain an understanding and respect for one another's needs. This is a living document that will be reviewed on a triennial basis, shortly after each election. The Tūtohunga (Memorandum of Understanding) will be reviewed following the local body elections in October 2004.

The Council employed a Kaitakawaenga (Māori Liaison Officer) in 2004. This position has been established to provide a bridge between the Whakatane District Council and Māori and ensure that both parties understand each other and that good relationships are developed. The officer will also work with Māori to encourage their participation in Council affairs and provide advice and guidance to the Council and staff on issues of significance to Māori.

The Council will consult widely in order to determine further initiatives that will develop the capacity of Māori to contribute to decision-making. The Council will be undertaking this work as it develops the next LTCCP, which is required to be adopted by the Council from 1 July 2006.

WATER AND SANITARY SERVICES ASSESSMENT

The Council intends to undertake an assessment of the water and sanitary services for the whole district in the 2004/05 financial year, as a project using qualified in-house staff and consultants. The Council has developed and updated Asset Management Plans (AMPs) where water, wastewater and stormwater services are currently provided by the Council. Most of the information required for the assessment are contained in these AMPs. This information will be extracted and used for the assessment project.

WASTE MANAGEMENT PLAN

The Whakatane District Council's underlying philosophy for Waste Management is the vision behind "Zero Waste". The Council has, with the adoption of the revised Whakatane District Council Waste Management Plan, April 2002, enshrined the principles of the New Zealand Waste Strategy in its waste management policies. The Plan now incorporates trade, sewer, stormwater and gaseous waste management objectives.

The Waste Management Plan identifies the required, measurable steps necessary for the Council to achieve the goals identified in the Plan. The Plan allows for critical evaluation of both the effectiveness and community benefits of the policies.

The Council shall, through the use of services and facilities it controls, provide the mechanisms for achieving the goals identified in the Waste Management Plan.

The Council shall modify its current kerbside refuse and recycling collection service to reduce residual waste volumes for landfilling and increase the volume of recyclable items processed.

The establishment of a new Recycling Park to operate in parallel with the Whakatane landfill will provide the facility to sort and process items for re-use and recycling.

Modifications to the operation of both the Whakatane and Murupara landfills will provide improved efficiency in waste management and the ability to maximise waste reduction practices.

Stormwater, sewerage and trade waste services shall be monitored, assessed and modified as necessary, in line with community needs and legislative requirements.

Education has been recognised as an essential element in the success of the Waste Management Plan and the Council shall promote through education:

- waste avoidance and reduction,
- recycling,
- re-use,
- composting,
- vermiculture.

The Waste Management Plan shall be revised by April 2007 to incorporate, where necessary, appropriate strategies to achieve the community outcomes identified by the community.

Policy amendments, if any, will incorporate central government legislation, community needs and aspirations (identified through consultation), environmental outcomes and economic sustainability.

The wellbeing of the community as a whole will remain the focus of the waste management philosophies of the Council.

The goals the Council has set itself to reach over a programmed period are aimed primarily at educating and providing the necessary mechanisms for the community to adopt and implement the doctrine of sustainable waste minimisation. Environmental and economic benefits have been recognised as outcomes attainable as a result of the "zero waste" philosophy.

KEY ISSUES

Introduction

The LTCCP contains many projects and proposals for the next ten-year period. All these are outlined in the Plan and were open to public comment through the submission process.

In the draft LTCCP, key issues were outlined in a separate section. Decisions were made on some of the issues and included in the LTCCP. Others have not reached the stage where final decisions can be made.

The information in the following paragraphs summarises the status of the key issues and matters at the time the LTCCP was adopted by the Council.

Sale Of Harbour Endowment Land

The Council is reviewing its policy in regard to the sale of harbour endowment land. The Council is aware that the harbour land portfolio may be under-performing in purely commercial terms and the leasehold nature of the land may also be a deterrent to commercial development in the Whakatane Central Business area. The Council is cognisant that the views of the community must be considered when deciding on any programme of divestment.

What is planned

That the Council will obtain the required legal opinion and information as to what Ministerial approval is a necessary prerequisite of any divestment along with the process and implications of divesting. If Ministerial approval is not required, then the Council may determine in principle and, subject to community consultation, consultation with local iwi and statutory approval, consider:

- divesting up to 15% of harbour endowment land;
- in managing the divestment use its commercial strength and planning authority to ensure that any approved developments preserve the special character of the Whakatane township and reinforce the Council's cultural, economic, social and environmental stewardship of the area; and
- use the proceeds of any capital realisation for harbour purposes.

Improving Service Delivery

The Council must seek to deliver the services it provides in the most efficient and effective way.

What is planned

The Council will be reviewing the way all services are delivered over the period of this plan. It may change the way that services are delivered from in-house to external providers where there are clear benefits to do so. Benefits may take the form of improved services, lower costs, greater security of service or a combination of these. Existing initiatives currently under consideration include:

- Along with Kawerau and Opotiki District Councils, the Council is participating in a shared services committee for the Eastern Bay of Plenty. This Committee is charged with the responsibility of investigating options for the three Councils to share functions, resources and services, and to identify where advantages exist for all parties to do so. As this Committee is still reviewing the options and opportunities, it is not yet possible to indicate what changes may be made in terms of service delivery arrangements as a result. Any changes proposed will be subject to a separate consultation process.
- As a result of the anticipated changes from the review of the Building Act, the Council is investigating the advantages (or otherwise) of shared services arrangements for building control services with other Councils from throughout the Bay of Plenty. Options under consideration include a change from the Council being the direct service provider for building control services to the

provision of these services on the Council's behalf by another organisation. This could involve the creation of a Council-Controlled Organisation in which this Council is a shareholder. These investigations will be ongoing during the currency of the LTCCP and, if at any stage they indicate that there is merit in changing the way in which the Council delivers its building control activity, then it is intended that those changes be implemented.

- As a part of the ongoing review of the way in which it delivers all of the services it provides to the residents and ratepayers of the District, the Council will be reviewing its arrangements for the management and the maintenance of its parks and reserves. This review will include consideration of the use of external contractors for parks and reserves maintenance and development. These investigations will be on-going during the currency of the LTCCP and, if at any stage they indicate that there is merit in changing the way in which the Council provides for the maintenance of its parks and reserves, then it is intended that those changes be implemented.
- The Council will also be reviewing the way in which it provides business and economic development services with the intention of investigating the merits of engaging another organisation to provide these services on its behalf. This organisation could be an existing Council-Controlled Organisation, a Council-Controlled Organisation that has yet to be created or a private enterprise company, any of which would be contracted to the Council to provide the required services on its behalf. If it is found that there is any merit in changing the way in which business and economic development services are provided then it is intended that those changes will be implemented.

Other initiatives also being investigated and potentially implemented during the term of this Plan include streamlining the structure of the organisation, contracting out the provision of Information System Management Services and contracting out the provision of Professional Engineering Services.

The goal for the Council is to ensure that its structure is as efficient and as effective as possible, while still being attuned and responsive to the needs and expectations of the District.

Improving Access Networks and their Safety within and to Places Outside the District

The Council has responsibility for:

- *developing and maintaining safe roading networks;*
- *promoting pedestrian and cycle ways.*

What is planned

- The Plan makes provision for extending seal pavement on gravel roads throughout the district. The Council is investigating options for funding this activity that could see an accelerated programme of sealing. The Council is to review the policy and criteria used to develop the seal extension priority list. The list will then be subsequently assessed, based on outcome of the review.
- Congestion issues on main linkage routes into and through the Whakatane township are being assessed. Whilst some solutions are outlined in the LTCCP, others will be developed. In particular, the Council has identified the need to consider whether another bridge is required and where such a bridge should be located.
- National legislation requires the Council to promote walking and cycling as alternative methods of moving about. An integrated plan will be developed. The Council will be undertaking this work in accordance with the Regional Land Transport Strategy, which is currently being developed, and to be completed by June 2005.
- The Eastern Bay of Plenty including the Whakatane District, has road safety statistics and traffic offences that exceed the national average. The Council recognises that there must be strong community awareness of road safety. The LTCCP indicates the Council's commitment to this by a continuation of support to the Land Transport Safety Authority's programme.

Sewage Treatment

Following extensive studies, the Council has provisionally approved the retention of oxidation pond treatment systems for Whakatane, Murupara, Taneatua and Edgecumbe, and has made provision for \$1.76 million worth of improvements to the Whakatane treatment system in the LTCCP.

What is planned

Prior to the improvement plan being implemented, the Council has requested a further study to consider the relocation of the Whakatane treatment site away from the town's entrance and further expansion area. The study is to also give consideration to replacing the existing ocean outfall with an alternative disposal system.

Water Supply

Traces of arsenic, antimony content, intermittent bacterial contamination and expansion limitations are key concerns for the Plains Water Supply.

What is planned

The LTCCP includes provision for a new source intake at Lake Matahina, and to reticulate all areas of the current supply area east of the Rangitaiki River, Te Teko and Edgecumbe townships. The existing sources and western reticulation will be retained to supply the western area with point-of-use filters for domestic consumers.

Port Development

The harbour is widely recognised as the town's main attraction and the ongoing development of the port and associated public facilities is provided in the LTCCP.

What is planned

The LTCCP includes projects such as the expansion of the wharf area and western training wall. It also includes funding for the expansion and ongoing development of public amenity along the port area. The Council will also investigate issues and options to realign the Whakatane River.

New Marina

The Whakatane Marina Society is proposing to lodge a resource consent for a 180-berth marina in the upper reach of the Whakatane port zone.

What is planned

The Society has invited the Council to consider obtaining the occupation rights to the reclamation area of the marina and thereby leasing the land to the marina operator. If the Council decides to take up the invitation, it will be required to provide \$1.8 million to meet reclamation and road formation costs.

Provision of Recreation and Leisure Facilities and Strategies

A number of projects are intended over the ten-year period of the plan to improve the facilities in the District. This will be in part, a result of the increased population and also the need to provide an increased range of amenities.

What is planned

Substantial projects included in the budget include:

- An indoor multisports centre which will cater for the growing diversity in indoor recreation activity. It is planned for the 2010/2011 financial year.

- Extensions to the Whakatane District Library and Museum planned for the 2009/2010 financial year.
- Public conveniences and family facilities will be provided in the centre of the Whakatane commercial area. Such provision will be incorporated in a complementary development or facility upgrade. The public amenities programme includes reconstruction and refurbishment of existing toilets.

The promotion of active living initiatives is important, particularly as our population ages. Strategies will pursue active participation through the provision of amenities and the development of the interconnected reserve network.

Funding Proposal for the All-Weather Hockey Turf (Proturf Eastern Bay)

The Central Bay of Plenty Hockey Association have been working towards the development of an artificial hockey turf to be located on Warren Park in Whakatane. The total cost of the project is \$1.5 million.

What is planned

The Council will contribute \$400,000 towards the project. The funding will include a grant of \$300,000 in the 2004/05 financial years and a further \$100,000 in the 2005/06 financial year.

Improving Safety in our District

The Council has had a partnership with the Crime Prevention Unit of the Department of Justice to develop strategies and undertake activities to address the main crime issues in the community. A Safer Community Council was established to oversee this work. This year the Crime Prevention Unit has advised that the basis of funding has changed and that the Council must bid for specific projects.

What is planned

Two applications have been lodged to the Crime Prevention Unit for projects to address criminal offending. One relates to children in the 10-13 year age group and the other to those in the 16-17 age group. In addition to these specific projects, the Council needs to ensure that it is adequately resourced to address its obligations under the Local Government Act 2002, and the community's aspirations in terms of the safety of their living environment. The budget has been increased by \$20,000, due in part to the uncertainty of continued government funding and the need to be able to address community needs.

Development Pressure

It is anticipated that coastal parts of the District will experience considerable development pressure. The Council needs to be proactive in planning for that development.

What is planned

To complete, and then keep up to date, the Proposed Whakatane District Plan that identifies how land within the coastal environment can be developed and subdivided.

Provision has been included in the Plan to complete the review of the District Plan.

Commercial and Business Development

Commercial and other business development provides economic wellbeing to the residents of the District. Sufficient land must be available to allow business activities to establish. There is a current demand for larger floor retailers to establish in Whakatane or to increase the floor area for existing retailers.

What is planned

The Council is to complete a retail strategy to consider where further retail business can establish. The strategy may lead to a change to the Proposed Whakatane District Plan to rezone land for this purpose. The strategy may lead to other investigations to determine whether sufficient residential and industrial land then exists in the District.

Proposed Divestment of Council-Owned Property

The Council has recently reviewed its ownership of property throughout the District.

What is planned

The properties listed below have been identified as having merit for investigation for possible sale:

- 4 Miro Drive, Murupara (residential house)
- 17 Kowhai Avenue, Murupara (residential house)
- 25 Kowhai Avenue, Murupara (residential house)
- 325, 333 and 335 Harbour Road, Ohope (residential block land)

The Council is reviewing ways of realising the development of the Council owned residential land at Piripai. The Council has called for proposals from the private sector to participate in the development of the land and may decide to complete the development in conjunction with another party. The Council is planning to have the project begin in 2004/05.

Proposed Divestment of Council Reserve Property

The Council has recently completed a review of the ownership of all reserve property throughout the District. As a result of this process it has identified that a number of properties may no longer need to be held in the Council's ownership.

What is planned

The properties listed below have been identified as having merit for investigation for possible sale.

- 32 Waiewe Street, Whakatane
- 213 Valley Road, Whakatane
- 35A Riverside Drive, Whakatane
- 2 Otakiri Road, Whakatane
- 6-16 Centennial Drive and 4931-4943 Galatea Road, Galatea
- 17 Koromiko Street, Murupara
- 5 Miro Drive, Murupara
- 5 Harakeke Road, Murupara
- 1 Te Mahoe, Village Road, Te Mahoe
- Various power transformer reserves

Roundabout at Te Teko

The Council will provide funding towards the construction of a roundabout in Te Teko.

What is planned

The Council will provide funding of up to \$95,000 towards constructing a roundabout on State Highway 30 at its junction with Tahuna and Te Teko Roads in Te Teko in 2004/05.