

Mā tō tātou takiwā  
**For our District**

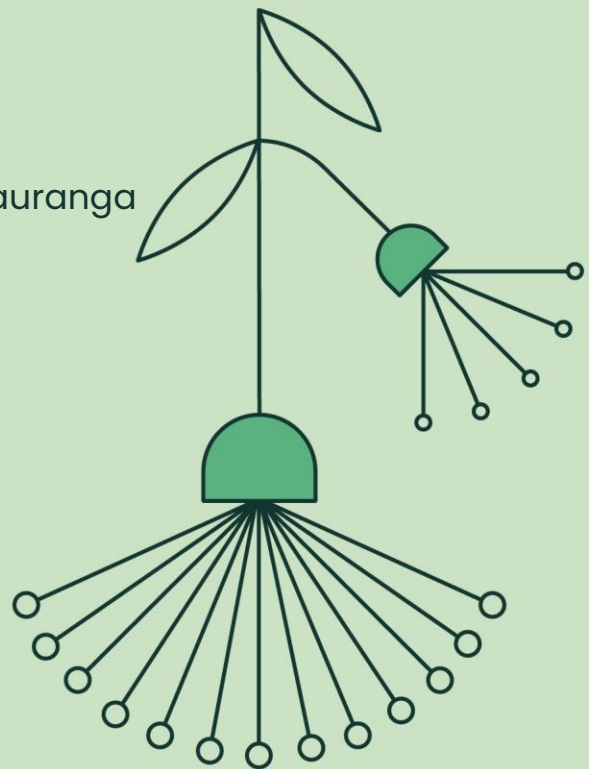
## **Annual Plan and Long Term Plan Committee**

Komiti Kaupapa Tiro Whakamua

APLTP23-5

Tuesday, 25 July 2023, 9.30am

Council Chambers, 1484 Cameron Road, Tauranga



# Annual Plan and Long Term Plan Committee

## Membership:

<b>Chairperson</b>	Deputy Mayor John Scrimgeour
<b>Deputy Chairperson</b>	Cr Rodney Joyce
<b>Members</b>	Cr Tracey Coxhead Cr Richard Crawford Cr Grant Dally Mayor James Denyer Cr Murray Grainger Cr Anne Henry Cr Margaret Murray-Benge Cr Allan Sole Cr Don Thwaites Cr Andy Wichers
<b>Quorum</b>	Six (6)
<b>Frequency</b>	As required

## Role:

To manage the process of development of the Annual Plan, Long Term Plan and amendments, including the determination of the nature and extent of community engagement approaches to be deployed.

## Scope:

To undertake on behalf of Council all processes and actions precedent to the final adoption of the Annual Plan, Long Term Plan and any amendments including, but not limited to:

- The development of consultation documents and supporting information,
- Community engagement approaches and associated special consultative processes (if required), and
- The review of policies and strategies required to be adopted and consulted on under the Local Government Act 2002 including the financial strategy, treasury management strategies and the infrastructure strategy.
- In relation to the Annual Plan and Long Term Plan, listen to and receive the presentation of views by people and engage in spoken interaction in relation to any matters Council undertakes to consult under the Local Government Act 2002.

Receive audit reports in relation to the Long Term Plan and any amendments (prior to adopting a Consultation Document).

### Power to act:

- To make all decisions necessary to fulfil the role and scope of the Committee subject to the limitations imposed, including the adoption for the purposes of consultation under the Local Government Act 2002 of the Consultation Document and Supporting Information.
- Receive audit reports in relation to the Long Term Plan and any amendments (prior to adopting a Consultation Document).

### Power to recommend:

To Council and/or any Committee as it deems appropriate.

### Power to sub-delegate:

The Committee may delegate any of its functions, duties or powers to a subcommittee, working group or other subordinate decision-making body subject to the restrictions on its delegations and provided that any sub-delegation includes a statement of purpose and specification of task.

Notice is hereby given that an Annual Plan and Long Term Plan Committee Meeting will be held in the Council Chambers, 1484 Cameron Road, Tauranga on: Tuesday, 25 July 2023 at 9.30am

## Order Of Business

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<b>3</b>	<b>In Attendance.....</b>	<b>5</b>
<b>4</b>	<b>Apologies .....</b>	<b>5</b>
<b>5</b>	<b>Consideration of Late Items.....</b>	<b>5</b>
<b>6</b>	<b>Declarations of Interest .....</b>	<b>5</b>
<b>7</b>	<b>Public Excluded Items .....</b>	<b>5</b>
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<b>9</b>	<b>Presentations .....</b>	<b>5</b>
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10.1	Receipt of Tō Wāhi Your Place Feedback.....	6
10.2	2024-2034 Long Term Plan – Strategic Framework .....	24
<b>11</b>	<b>Information for Receipt .....</b>	<b>36</b>

**1 KARAKIA**

Whakatau mai te wairua	Settle the spirit
Whakawātea mai te hinengaro	Clear the mind
Whakarite mai te tinana	Prepare the body
Kia ea ai ngā mahi	To achieve what needs to be achieved.
Āe	Yes

**2 PRESENT****3 IN ATTENDANCE****4 APOLOGIES****5 CONSIDERATION OF LATE ITEMS****6 DECLARATIONS OF INTEREST**

Members are reminded of the need to be vigilant and to stand aside from decision making when a conflict arises between their role as an elected representative and any private or other external interest that they may have.

**7 PUBLIC EXCLUDED ITEMS****8 PUBLIC FORUM**

A period of up to 30 minutes is set aside for a public forum. Members of the public may attend to address the Board for up to five minutes on items that fall within the delegations of the Board provided the matters are not subject to legal proceedings, or to a process providing for the hearing of submissions. Speakers may be questioned through the Chairperson by members, but questions must be confined to obtaining information or clarification on matters raised by the speaker. The Chairperson has discretion in regard to time extensions.

Such presentations do not form part of the formal business of the meeting, a brief record will be kept of matters raised during any public forum section of the meeting with matters for action to be referred through the customer contact centre request system, while those requiring further investigation will be referred to the Chief Executive.

**9 PRESENTATIONS**

## 10 REPORTS

### 10.1 RECEIPT OF TŌ WĀHI YOUR PLACE FEEDBACK

**File Number:** A5561722

**Author:** Matthew Leighton, Policy and Planning Manager

**Authoriser:** Rachael Davie, General Manager Strategy and Community

#### EXECUTIVE SUMMARY

1. Tō Wāhi/Your Place is Council's overarching community engagement campaign for a number of projects and reviews being undertaken in 2023/24, including the development of the Long Term Plan.
2. Engagement for this tranche ran from 30 May – 30 June 2023. It involved a community-led engagement process across 12 neighbourhoods in the district.
3. Over 30,000 pieces of feedback were received. Initial analysis has been undertaken and the results presented for receipt.

#### RECOMMENDATION

1. That the Policy and Planning Manager's report dated 25 July 2023 titled 'Receipt of Tō Wāhi Your Place Feedback' be received.
2. That the report relates to an issue that is considered to be of **low** significance in terms of Council's Significance and Engagement Policy.
3. That the feedback as presented via 'Tō Wāhi Your Place – What we learnt' (**Attachment 1**) and 'Tō Wāhi Your Place – Summary Overview' (**Attachment 2**) be received.
4. That it be noted that the feedback received will continue to be analysed to a neighbourhood and topic level and will be used to inform a number of future processes.

#### BACKGROUND

4. Your Place/Tō Wāhi is Council's overarching community engagement campaign for a number of projects and reviews in 2023-24 including the Long-Term Plan, Representation Review, Climate Change Action Plan and Te Puke Spatial Plan. It builds off the same campaign and platform used for District Plan pre-engagement last year.
5. This tranche of engagement took place from 30 May until 30 June. It involved a community-led engagement process across 12 neighbourhoods in the district. From the beginning, we knew we wanted this consultation to be community-led. We

know people are busy with their own lives and only want to hear about and connect with what is happening in their community.

#### Community led topics and events

6. Council partnered with community leaders in each neighbourhood to shape the community topics and questions, as well as to provide support to design and run free community engagement events.
7. This approach enabled the community to set the agenda and how they wanted to engage and provide feedback. It enabled reach into communities that we traditionally hear from less through using community group's own networks.
8. Events were held across the district in each neighbourhood. There was a high level of positivity and support from community leaders for these events with Council attending in a support capacity collecting feedback and answering questions when necessary. A summary of these events is outlined below:

<b>Date</b>	<b>Neighbourhood</b>	<b>Type of event</b>
28 April	Omanawa/Lower Kaimai	Kaimai school annual golf day
3 June	Katikati/Aongatete	Katikati Festival of Cultures
10 June	Waihi Beach/Athenree	Waihi Beach Action Arvo
10 June	Te Puna/Minden	Te Puna Kindergarten whānau morning
14 June	Te Puke	COLAB Partners workshop
16 June	Ōmokoroa	Ōmokoroa Point School high tea and magic show
18 June	Maketu	Maketu Surf Club whānau fun day
24 June	Paengaroa	Eastern District's Rugby and Sports Club family fun day
26 June	Oropi/Ohauti/Pyes Pa	Oropi School community workshop
28 June	Matakana Island	Matakana Island Day visit
28 June	Pongakawa/Pukehina	Pongakawa School Matariki show and tell evening
29 June	Whakamarama	Whakamarama School morning drop off session

New engagement approaches

9. Alongside the website and kanohi ki te kanohi / face to face events, we also tried to engage through new community communication channels and platforms. This included posting to community Facebook pages, getting feedback through social media, advertising on Spotify (both audio and artwork) and advertising through google ads and YouTube video.
10. A summary of the feedback received, and high-level analysis is included as Attachment 1 and summarised in Attachment 2 to this paper.

Feedback received

11. Partnering with the community and trying new ways of engaging has been a success and has resulted in a high level of feedback being received. A summary of how many pieces of feedback have been received is set out below:

<b>Pieces of feedback on Council topics</b>	
Climate change	7046
Economic development	3624
Waste minimisation	2291
Transportation	1397
Representation	1254
Speed management	810
Dog exercise areas	628
<b>TOTAL</b>	<b>17,050</b>
<b>Pieces of feedback on neighbourhood topics</b>	
Waihi Beach / Athenree	5427
Maketu	1459
Te Puke	1313
Pongakawa / Pukehina	1301
Te Puna / Minden	1160
Paengaroa	1137
Whakamarama	924
Ōmokoroa	696
Katikati / Aongatete	692
Oropi / Ohauti / Pyes Pa	597
Matakana Island	186



Omanawa / Lower Kaimai	95
<b>TOTAL</b>	<b>14,987</b>

Summary of feedback from across the District for Council topics

12. We sought feedback on seven Council issues that will inform our work programme going forward, details of these are set out below:

Topics	Key themes	Where to next?
Economic Development	<ul style="list-style-type: none"> <li>Improving job/career opportunities for young people</li> <li>Raising the income level of the district</li> <li>Sustainability</li> <li>Ensuring there is sufficient infrastructure (Wi-Fi, roading, stormwater etc)</li> </ul>	This information will help inform the review of the Economic Development Activity Plan as part of the Long-Term Plan 2024-2034 process.
Waste minimisation	<ul style="list-style-type: none"> <li>Transfer station and inorganic waste collections</li> <li>Increased recycling initiatives and locations</li> <li>Kerbside green waste collection service</li> <li>Illegal dumping in rural areas.</li> </ul>	These themes will feed into the review of the Waste Management and Minimisation Plan, which will be publicly consulted on.
Transportation	<ul style="list-style-type: none"> <li>Support for safety improvements (including road widening and speed reduction)</li> <li>Road maintenance is a key issue in every neighbourhood (potholes)</li> <li>Congestion (SH2, Katikati and Te Puke Urban)</li> <li>Walkway/Cycleways</li> <li>Support for more public transport options across the district.</li> </ul>	This information will help inform the review of the Transportation Activity Plan as part of the Long-Term Plan 2024-34 process.

Speed Management	<ul style="list-style-type: none"> <li>• Mixed views on whether speed reductions are required.</li> <li>• Most people who are against changing speed limits think that the issue is a lack of enforcement and because roads aren't maintained or designed well.</li> <li>• General consensus around schools having speed limit reductions.</li> <li>• Support for speed reductions on state highways where they run through towns.</li> <li>• Matakana support for speed reductions throughout.</li> <li>• Wilson Rd north and south had the most support for speed reductions.</li> </ul>	<p>This feedback will help inform development of the Speed Management Plan for Western Bay District, which will be publicly consulted on.</p> <p>Feedback on state highways can be referred to Waka Kotahi for consideration in the State Highway Speed Management Plan.</p>
Representation	<ul style="list-style-type: none"> <li>• Support for representatives to be more diverse and from a range of different background.</li> <li>• A lot of support for increased communication from elected members/Council including more local meetings.</li> <li>• Support for more representation at a localised level e.g., rural areas feel 'forgotten'.</li> </ul>	<p>This information will help inform Council's representation review scheduled for 2024.</p>
Climate change	<ul style="list-style-type: none"> <li>• Hazards and impacts of concern to the community.</li> <li>• Understanding of risks</li> </ul>	<p>This helps to plan future communications about hazards and risks and ensure it is targeted correctly. It will also</p>

	<ul style="list-style-type: none"> <li>• Key information that Council can provide</li> </ul>	inform planning through the LTP 2024-34.
Dog exercise areas (Katikati and Ōmokoroa only)	<ul style="list-style-type: none"> <li>• Location car parking</li> <li>• Litter bags/bins feature</li> <li>• Water stations feature</li> <li>• Fencing feature</li> <li>• Public toilets</li> </ul>	This information will inform the development of final concept plans for both dog exercise areas.

#### Summary of feedback by neighbourhood for community topics

13. As outlined above Council partnered with the Community Leaders from each neighbourhood to understand what matters most to their communities and to help shape the community topics and questions.
14. A high-level analysis of these community topics has been undertaken with a summary of the key themes identified so far set out below.
15. A more in-depth review of this information will be undertaken including confirmation of what the next steps will be. This will be made publicly available.

#### **Waihi Beach/Athenree**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Transport</li> <li>• Climate change</li> <li>• Facilities and infrastructure</li> <li>• Destination Waihi Beach</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Walkways/cycleways</li> <li>• Speed limits</li> <li>• More destination events</li> <li>• Options for green waste collection/disposal</li> </ul>

#### **Katikati/Aongatete**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• The Big issues</li> <li>• Our Community Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Congestion + Katikati bypass to improve town centre</li> <li>• Community facilities (skate park, playgrounds, public toilets, courts)</li> <li>• Support for environmental initiatives</li> </ul>

**Matakana Island**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Transport</li> <li>• Supporting local</li> <li>• Panepane Wharf</li> </ul>	<ul style="list-style-type: none"> <li>• Transport affordability</li> <li>• Roadside maintenance</li> <li>• Improvements at wharves including parking, shelters, pontoon, and signage</li> <li>• Rubbish collection</li> </ul>

**Ōmokoroa**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Housing development</li> <li>• Road safety</li> <li>• Natural Environment</li> <li>• Public Transport</li> </ul>	<ul style="list-style-type: none"> <li>• General support for green spaces to be developed and funded by those developing area</li> <li>• SH2 safety improvements including roundabout</li> <li>• SH2 congestion</li> <li>• General support for more public transport options</li> <li>• Pest management</li> </ul>

**Whakamarama**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Road safety and public transport</li> <li>• Natural environment</li> <li>• Community Facilities</li> <li>• Rural Internet</li> </ul>	<ul style="list-style-type: none"> <li>• SH2 safety improvements</li> <li>• More readily available public transport</li> <li>• Pest management</li> <li>• Internet generally unreliable but some now using Starlink with good results</li> </ul>

**Te Puna/Minden**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Public Transport</li> <li>• Industrial Zone</li> <li>• Natural Environment</li> </ul>	<ul style="list-style-type: none"> <li>• More readily available public transport</li> <li>• Impact of industrial zone on environment and infrastructure</li> <li>• Spray drift/air quality and Pest Management</li> <li>• Roading infrastructure</li> </ul>

**Omanawa/Lower Kaimai**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Maintaining the area</li> <li>• Accident bypass route</li> <li>• Indoor facilities</li> <li>• Hydro-electric Heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Road safety improvements including SH29 interface with local roads</li> <li>• Greater reflection of Mandeno's achievements at Omanawa Falls.</li> </ul>

**Oropi/Ohauti/Pyes Pa**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Rural roads</li> <li>• Community resilience</li> <li>• Growth and development</li> </ul>	<ul style="list-style-type: none"> <li>• Weather event resilience, maintaining access and reliable infrastructure</li> <li>• Impact of heavy vehicles on roads</li> <li>• Impacts of population growth</li> </ul>

**Te Puke**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Food security</li> <li>• Sustainable housing</li> <li>• Supporting local</li> </ul>	<ul style="list-style-type: none"> <li>• Support for more localised and community-led initiatives, but people wary around increased costs</li> <li>• Increased spaces and opportunities for youth</li> <li>• Lack of affordable housing and transport are barriers</li> <li>• More frequent public transport needed</li> <li>• Support for varied cultural festivals and events.</li> </ul>

**Paengaroa**

<b>Community topics</b>	<b>Key themes</b>
<ul style="list-style-type: none"> <li>• Getting around</li> <li>• Thriving businesses</li> <li>• Recreation facilities</li> <li>• Housing our community</li> </ul>	<ul style="list-style-type: none"> <li>• Eastern Link should be toll free (Waka Kotahi)</li> <li>• Concerns with safety of Paengaroa intersection</li> <li>• Safer access to playgrounds</li> <li>• Playground at Conway Road reserve</li> <li>• Sports fields and facilities</li> <li>• Enable new residential areas and affordable housing options</li> </ul>

**Maketu**

Topic	Key themes
<ul style="list-style-type: none"> <li>• Our Whānau</li> <li>• Our Infrastructure</li> <li>• Our footprint</li> <li>• Our Identity</li> </ul>	<ul style="list-style-type: none"> <li>• Support for the Te Arawa monument restoration with appropriate consultation</li> <li>• Main playground and sportsground/netball court upgrades</li> <li>• Concern for the type of rocks within the rock wall.</li> </ul>

**Pukehina/Pongakawa**

Topic	Key theme
<ul style="list-style-type: none"> <li>• Growth</li> <li>• Housing</li> <li>• Community Facilities</li> <li>• Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping the character of your area</li> <li>• Resilience and preparation for weather events and natural disasters</li> <li>• More community facilities near schools</li> <li>• Indoor facilities – surf club and community hall</li> <li>• Road sealing and more regular maintenance</li> </ul>

**ENGAGEMENT, CONSULTATION AND COMMUNICATION**

16. Details of the engagement undertaken are given above.
17. Following receipt of the feedback, the results will be made available on the Tō Wāhi – Your Place website and circulated to the community leaders involved.
18. Further analysis will be undertaken to understand and communicate the results at a neighbourhood level.

**STATUTORY COMPLIANCE**

19. The recommendations of this report meet the legislative requirements of the Local Government Act.

**FUNDING/BUDGET IMPLICATIONS**

20. There are only minor budget implications for the publishing of material on Council websites. All costs are met within current planned budgets.

**NEXT STEPS**

21. Staff will continue to analyse all feedback received to further understand each neighbourhood's priorities and the relevant processes to address these.
22. More specific neighbourhood level data will then be released after that point to the community groups and via the Tō wāhi website.
23. The feedback received will inform a number of processes including (but not limited to) the Long Term Plan, the Waste Management and Minimisation Plan, the Speed Management Plan, the Representation Review, and dog exercise area development.

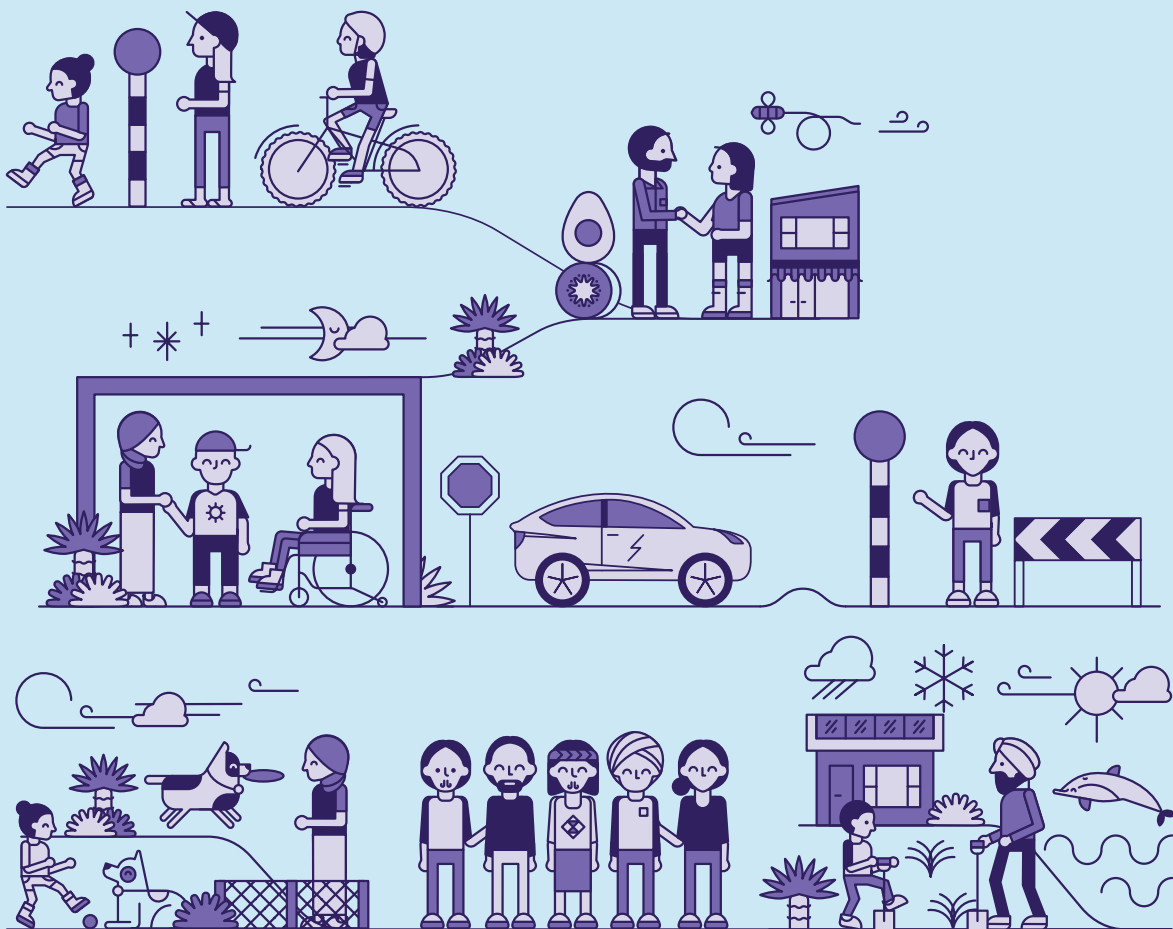
**ATTACHMENTS**

1. **Tō Wāhi Your Place – What we learnt**  
2. **Tō Wāhi Your Place – Summary overview**  



**your  
place**  
Tō wāhi

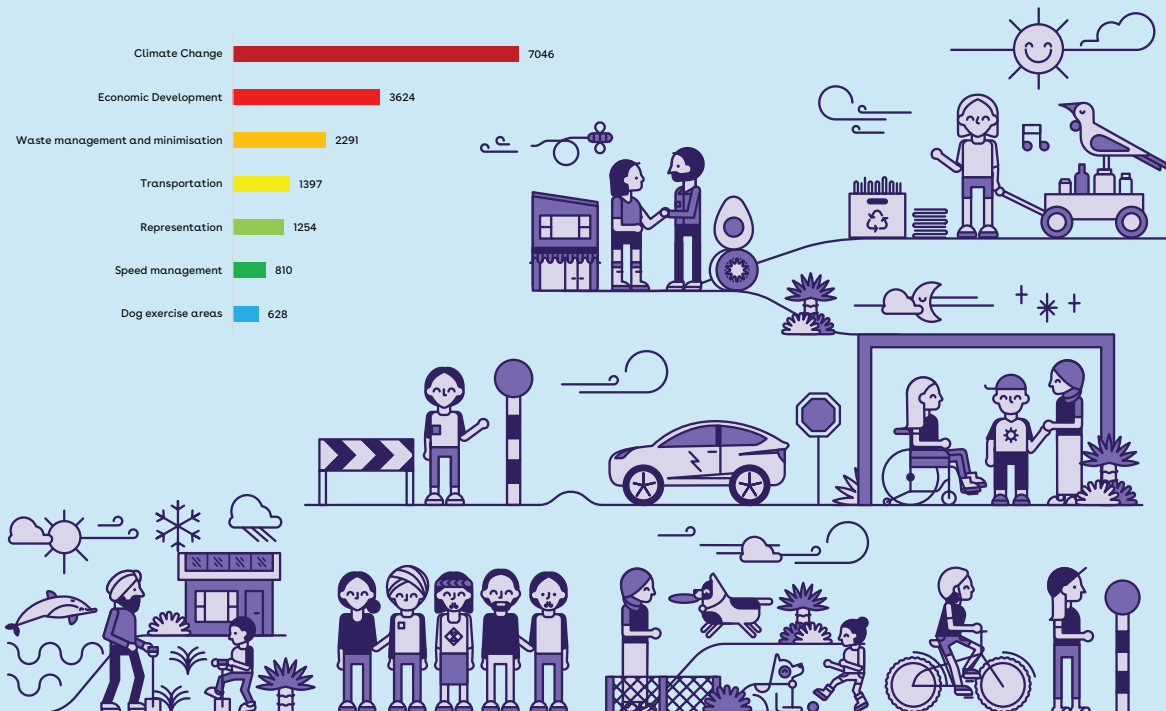
## What we learnt



Yourplace.nz

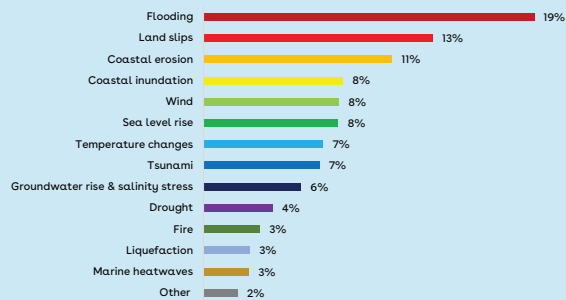


## Council topic response numbers

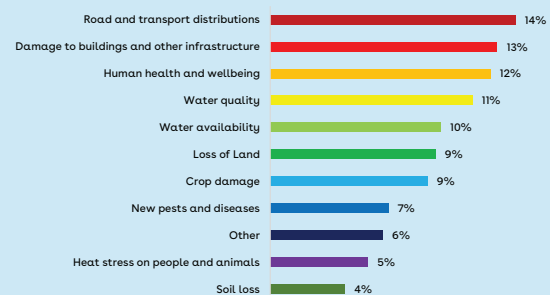


# Climate Change

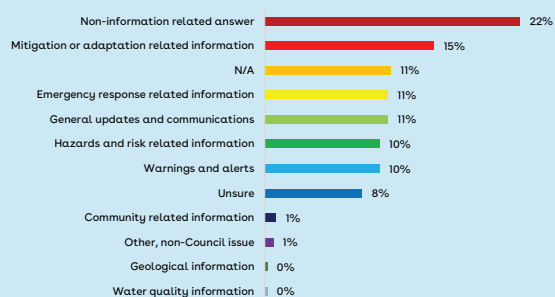
## What hazards does your community face from climate change and severe weather events?



Which of the following impacts of climate change and severe weather events concern you the most?

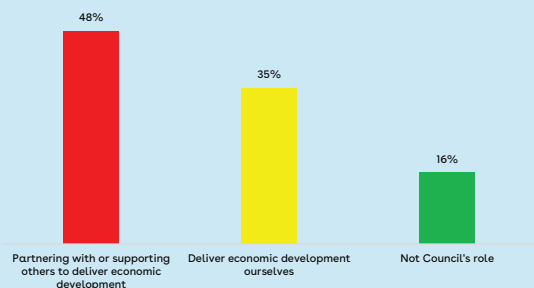


What information would help you in planning to reduce future weather-related risks?

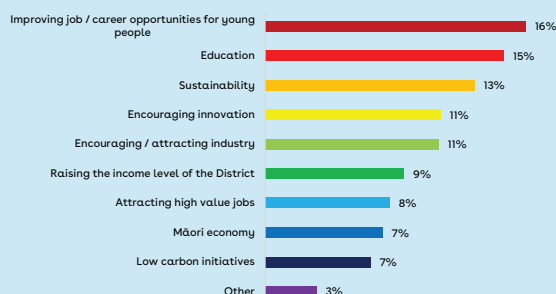


## Economic Development

What do you think our role is in providing economic development?



What areas of economic development should we focus on?

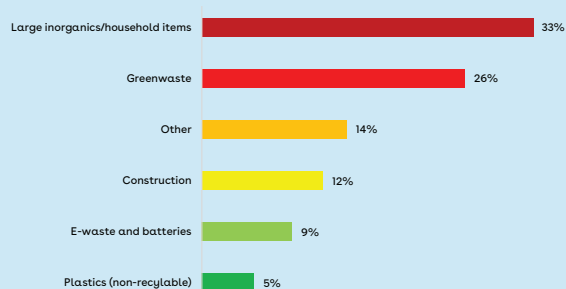


## Waste Minimisation

Is there rubbish you need to get rid of that isn't covered by your kerbside collection?

**65%** of respondents answered 'Yes'

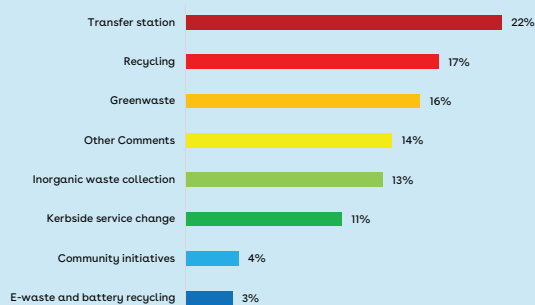
**35%** responded 'No'.



Are there other services or facilities that we could provide to support waste management and minimisation?

**63%** of respondents answered 'Yes'

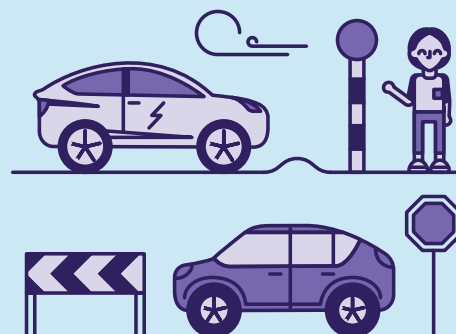
**37%** responded 'No'.



## Speed Management

Which road(s) in your community would benefit from a reduction of the speed limit?  
These are the top answers from each of our neighbourhoods:

Waihi Beach/Athenree	Wilson Road (Waihi Beach Village)
Katikati/Aongatete	Main Road/State Highway 2
Matakana Island	Opureora Road
Ōmokoroa	Ōmokoroa Road
Whakamarama	Whakamarama Road
Te Puna/Minden	Snodgrass Road
Omanawa/Lower Kaimai	State Highway 29 (Kaimai School to The Lakes)
Oropi/Ohauiti/Pyes Pa	State Highway 36/Pyes Pa Road
Te Puke	Te Puke Highway/Jellicoe Street
Maketu	Wilson Road North
Paengaroa	State Highway 33 (Paengaroa township)
Pukehina/Pongakawa	Pukehina Beach Road



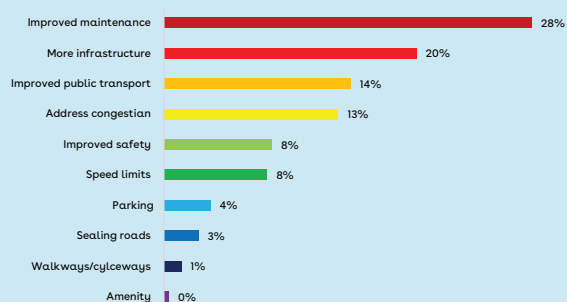
## Transportation

Does our transport network meet your community's needs and support economic development?

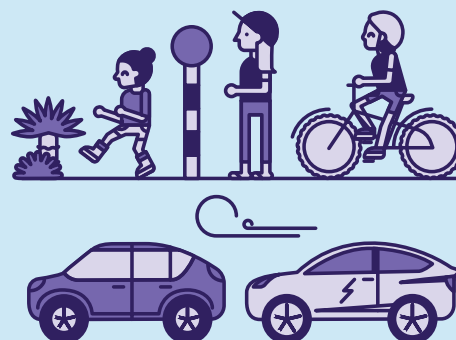
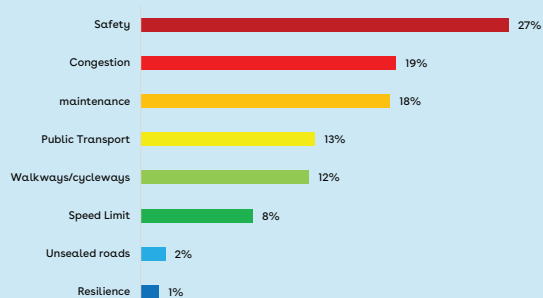
**64%** of respondents answered 'No',

**36%** responded 'Yes'.

How can the transport network in your community be improved?



What is the key transport concern in your community?



## Representation

Does our Council represent the diversity of your community now?

**56%** of respondents answered 'Yes',

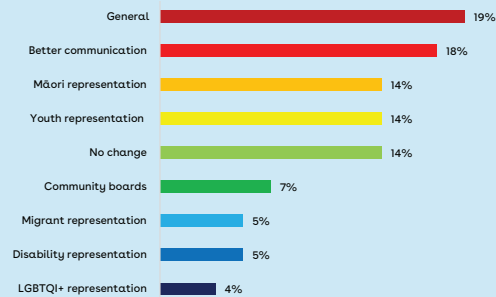
**44%** responded 'No'.

Do you feel like your community is effectively represented by Council and Community Boards?

**53%** of respondents answered 'Yes',

**47%** responded 'No'.

How can your community be better represented?



## Dog exercise areas

Donegal Place Reserve, Katikati - Do you agree with this location?

**81%** of respondents answered 'Yes',

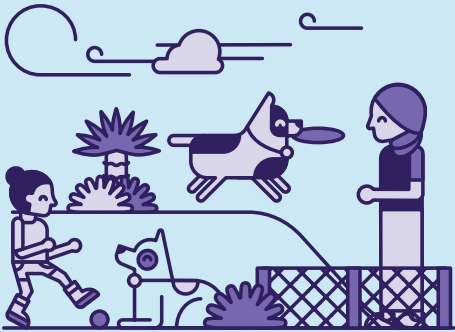
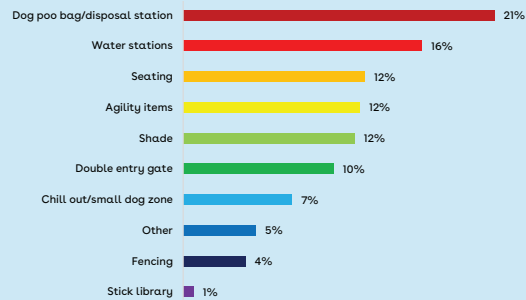
**19%** responded 'No'.

Links View Reserve, Ōmokoroa - Do you agree with this location?

**64%** of respondents answered 'Yes',

**36%** responded 'No'.

What features would you like to see included in the dog exercise park?



In the meantime, why not sign up for our e-newsletter to stay in the loop with everything  
Your Place Tō wāhi - [www.yourplace.nz](http://www.yourplace.nz)

your  
place  
Tō wāhi



Thanks for  
sharing what's  
important to you  
and your community!



### How we worked together

- 30 May - 30 June
- 12 neighbourhoods
- Priorities set by your community
- Plus, some questions we needed your thoughts on
- 48 grocery voucher winners

### How you connected with us

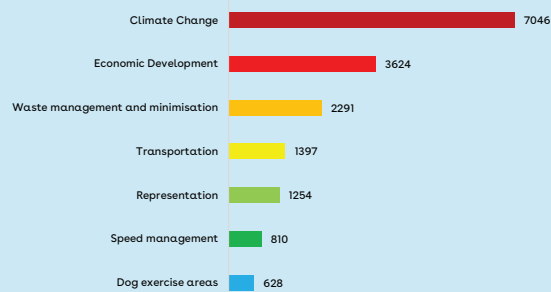
- 14,333 Website feedback
- 3921 Social media feedback (quick polls and comments)
- 13,783 Printed feedback comments received

32,037

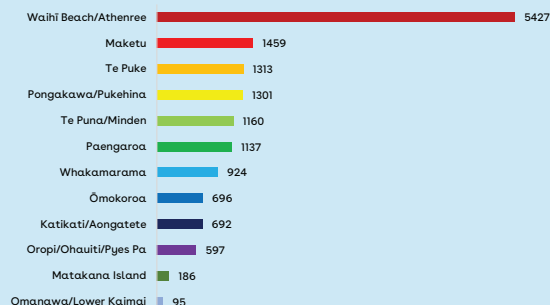
total pieces  
of feedback

## The breakdown:

### Council topics



### Neighbourhood topics



## Neighbourhood topics

Feedback numbers in brackets.

### Waihi Beach/Athenree (5427)

- Transport (1641)
- Climate change (338)
- Facilities and infrastructure (1382)
- Destination Waihi Beach (2066)

### Katikati/Aongatete (692)

- The big issues (309)
- Our community plan (383)

### Matakana Island (186)

- Transport (49)
- Supporting local (38)
- Panepane Wharf (99)

### Ōmokoroa (696)

- Housing development (148)
- Road safety (188)
- Natural environment (155)
- Public transport (205)

### Whakamarama (924)

- Road safety and public transport (202)
- Natural environment (167)
- Community facilities (222)
- Rural internet (333)

### Te Puna/Minden (1160)

- Public transport (441)
- Industrial zone (220)
- Natural environment (171)
- Community facilities (328)

### Omanawa/Lower Kaimai (95)

- Maintaining the area (26)
- Accident bypass route (6)
- Indoor facilities (46)
- Hydro-electric heritage (17)

### Oropi/Ohauti/Pyes Pa (597)

- Rural roads (92)
- Community resilience (412)
- Growth and development (93)

### Te Puke (1313)

- Inclusion (407)
- Food security (110)
- Sustainable housing (442)
- Supporting local (354)

### Paengaroa (1137)

- Getting around (436)
- Thriving businesses (126)
- Recreation facilities (211)
- Housing our community (364)

### Pukehina/Pongakawa (1301)

- Growth (293)
- Housing (221)
- Community facilities (427)
- Transport (360)

### Maketu (1459)

- Our whānau (355)
- Our infrastructure (423)
- Our footprint (430)
- Our identity (251)



**10.2 2024-2034 LONG TERM PLAN – STRATEGIC FRAMEWORK****File Number:** A5567643**Author:** Cheryl Steiner, Senior Policy Analyst – Consultant**Authoriser:** Rachael Davie, General Manager Strategy and Community**EXECUTIVE SUMMARY**

1. The starting point for development of the Long Term Plan (LTP) is providing clarity on the Strategic Framework used to drive decision-making processes. This includes the community outcomes for the district and Council's strategic priorities.
2. Understanding elected member priorities from the start helps to focus efforts where it is needed the most. This will also help 'tell our story' to the community throughout the LTP process so we are clear about what we are doing and why.
3. Community outcomes reflect what was previously called the 'Council vision', developed with the community in 2009. Two amendments to the outcomes aim to better reflect cultural wellbeing and inclusivity within our community.
4. Strategic priorities reflect what elected members identified as the key issues of importance to our community. An explanation of each priority along with what we are already doing in this space is also provided.
5. The LTP process will help identify what else needs to be done under each priority and what measures we will use to assess progress.

**RECOMMENDATION**

1. That the Senior Policy Analyst report dated 25 July 2023 titled '2024-2034 Long Term Plan – Strategic Framework' be received.
2. That the report relates to an issue that is considered to be of **high** significance in terms of Council's Significance and Engagement Policy.
3. That the Committee adopt the revised Strategic Framework (**Attachment 1** of this agenda) for inclusion in the 2024-2034 Long Term Plan.

**BACKGROUND**

6. A strategic framework is something that reflects the different layers of direction that influence Council's decision-making processes. There are lots of different things in place already that contribute to Council's Strategic Framework, so there is a need to understand how they all fit together, what influences what, and what is still relevant.



7. It is also important that elected members set in place clear direction on their strategic priorities for the 2024–2034 Long Term Plan (LTP) and for the organisation.
8. Understanding elected member priorities from the start will help to focus efforts where it is needed the most and ensure that the most pressing matters facing our community are being responded to.
9. There are already some aspects of strategic direction in place. These are now called our ‘community outcomes’. They are largely retained with proposed Strategic Framework.

### PROPOSED STRATEGIC FRAMEWORK

10. The Strategic Framework is made up of our community outcomes, strategic priorities and activity plans for each area of Council’s operations.
11. Community outcomes represent what our community has told us they want for the future of the Western Bay of Plenty District, based on community conversations held over the last 10–20 years. This was previously called the Council vision.
12. Community outcomes are what we collectively aim to achieve to promote the social, economic, environmental and cultural well-being of our district now and for the future.
13. There are lots of different people and organisations responsible for getting us to this future state, and Council is just one of them.
14. The community outcomes are enduring in that they are things that we will collectively work towards achieving over time.
15. The proposed community outcomes are outlined below with changes made in bold. Additions/amendments aim to better reflect the importance of our tangata whenua partnerships and of inclusivity in our communities.

#### COMMUNITY OUTCOMES

- We can all enjoy a healthy and safe lifestyle.
- Our communities are vibrant and welcoming **to all**.
- Leaders are effective, informed and inclusive.
- Our environment is clean, green and valued.
- Our economy is thriving.
- **We have authentic Te Tiriti based relationships with tangata whenua.**

16. Strategic priorities are the key matters that elected members want to focus on for this coming LTP and the organisation over the next 3-10 years.

### **STRATEGIC PRIORITIES**

This is what we consider to be the most important issues facing our community, and are a key focus of our 2024-2034 Long Term Plan and other work we do:

1. Enabling housing.
2. Empowering communities.
3. Growing authentic Te Tiriti based relationships.
4. Well maintained and efficient infrastructure.
5. Responding to climate change.

17. Council will continue to work in partnership with tangata whenua and a range of organisations including Central Government, local authorities and community groups.
18. There is no hierarchy to these priorities; they are all important to achieve our community outcomes, and they all influence each other to an extent.
19. The Financial Strategy is the key document used to ensure these strategic priorities are achieved in an affordable way for our community.
20. Attachment 1 provides further detail on each strategic priority in terms of what we want to achieve, Council's role and what is currently being done in this space. The LTP process will help firm up this plan, identify any new actions required and appropriate performance measures to track progress. These will then be reported on through the Annual Report.
21. Activity plans are what Council will do at an activity level to give effect to community outcomes and strategic priorities. They are included in the LTP document and identify what outcomes they primarily contribute to, goals, levels of service, project budgets and performance measures for each activity.

### **SIGNIFICANCE AND ENGAGEMENT**

22. The Local Government Act 2002 requires a formal assessment of the significance of matters and decision in this report against Council's Significance and Engagement Policy. In making this formal assessment there is no intention to assess the importance of this item to individuals, groups, or agencies within the community and it is acknowledged that all reports have a high degree of importance to those affected by Council decisions.

23. The Policy requires Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities.
24. In terms of the Significance and Engagement Policy this decision is considered to be of high significance because it affects a large part of the community and is likely to have a high degree of community interest.
25. Community engagement on the Strategic Framework will occur through the 2024-2034 LTP process.

### ISSUES AND OPTIONS ASSESSMENT

<b>Option A: Adopt Strategic Framework for inclusion in the 2024-2034 LTP (with or without amendments identified at the Committee meeting)</b>	
<b>Assessment of advantages and disadvantages including impact on each of the four well-beings</b> <ul style="list-style-type: none"> <li>• Economic</li> <li>• Social</li> <li>• Cultural</li> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Provides clear direction on what we want to achieve and priorities for the LTP and organisation's work programme.</li> </ul>
<b>Costs (including present and future costs, direct, indirect and contingent costs).</b>	<ul style="list-style-type: none"> <li>• Cost of delivering on the Strategic Framework determined through the LTP process.</li> </ul>
<b>Option B: Do not adopt Strategic Framework</b>	
<b>Assessment of advantages and disadvantages including impact on each of the four well-beings</b> <ul style="list-style-type: none"> <li>• Economic</li> <li>• Social</li> <li>• Cultural</li> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for work to be done that is not required.</li> <li>• Can make it difficult to tell our LTP story.</li> <li>• Get into detail without understanding how it all fits together into the bigger picture, and the 'why' we are doing things.</li> <li>• Unclear on relevance of our vision and community outcomes.</li> <li>• No clear parameters or understanding of elected member expectations – may require lots of rework later down the track when we are stretched for time to meet LTP deadlines.</li> </ul>

<b>Costs (including present and future costs, direct, indirect and contingent costs).</b>	<ul style="list-style-type: none"><li>• Cost of delivering without any Strategic Framework in place determined through the LTP process.</li></ul>
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### STATUTORY COMPLIANCE

26. The Local Government Act 2002 (LGA) provides for local authorities to play a broad role in promoting the social, economic, environmental and cultural well-being of their communities, taking a sustainable development approach. A Strategic Framework is a good way of bringing together how Council will achieve this.
27. Schedule 10 of the LGA requires that an LTP must, to the extent determined appropriate by the local authority, describe the community outcomes for the local authority's district or region. It also requires the identification of the community outcomes to which each activity of Council primarily relates to.

### FUNDING/BUDGET IMPLICATIONS

<b>Budget Funding Information</b>	<b>Relevant Detail</b>
	Cost of delivering Strategic Framework determined through the LTP process.

### ATTACHMENTS

1. **Strategic Framework and Strategic Priorities – 25 July 2023 LTP Committee** 

## WBOPDC Strategic Framework

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### Our community outcomes (across 30 + years)

These are the outcomes that we collectively aim to achieve to promote the social, economic, environmental, and cultural well-being of our district now and for the future:

- We can all enjoy a healthy and safe lifestyle.
- Our communities are vibrant and welcoming **to all**.
- Leaders are effective, informed and inclusive.
- Our environment is clean, green and valued.
- Our economy is thriving.
- **We have authentic Te Tiriti based relationships with tangata whenua.**

### Our strategic priorities (focus for the next 3 –10 + years)

This is what we consider to be the most important issues facing our community, and are a key focus of our 2024–2034 Long Term Plan and other work we do:

- 1. Enabling housing.**
- 2. Empowering communities.**
- 3. Growing authentic Te Tiriti based relationships.**
- 4. Well maintained and efficient infrastructure.**
- 5. Responding to climate change.**

We can't do this alone. We need to work in partnership with tangata whenua and a range of organisations including Central Government, local authorities and community groups.

There is no hierarchy to these priorities; they are all important for us to achieve our community outcomes, and they all influence each other to an extent with some consistent themes running across each one such as community resilience.

The Financial Strategy is the key document we use to ensure these strategic priorities are achieved in an affordable way for our community.

We have developed the start of a plan for each strategic priority and will use the LTP process to firm up this plan, identify any new actions required and identify appropriate performance measures to track our progress.

## 1. Enabling housing

### What we want to achieve

Housing that is affordable, accessible, habitable with security of tenure, and appropriate to our life stages and differing needs.

### What we see our role being

- Leader – The lead agency for facilitating local housing strategies and action plans to deliver local housing outcomes.
- Enabler – Providing opportunities for housing through land use zoning, infrastructure to support housing development, accessing Central Government funding and streamlining the consent process.
- Provider – Specific housing projects delivered that align with community needs identified in local housing plans and making use of opportunities Council can provide with its elder housing portfolio.

### What we are already doing in terms of systems, planning and processes

- SmartGrowth Strategy
- Housing System Plan (subregional)
- District Plan review
- Te Puke Spatial Plan
- Ōmokoroa Stage 3 Plan Change
- Western Corridor Specified Development Project
- Papakāinga Toolkit
- Dedicated project structure and staff resource in place for housing including operational project team focused on identifying time savings in the consenting process, removing barriers, and assisting people to work through the process.

### What we are already doing in terms of people and places

- Provision of elder housing to provide much needed affordable accommodation for older people in the district who have limited financial means.
- Development of Local Housing Action Plans with the community.
- Committed funding to the Katikati elder housing development.
- Part of the Te Arawa collective working on development plans for housing on Māori land. Committed funding to support this programme of work.
- Committed funding to support three communities with the highest priority housing needs, to develop marae based housing development plans.
- Part of 20 Degrees which is a collaborative healthy housing programme in the Bay of Plenty, dedicated to helping our community and our whānau achieve warmer, drier and healthier homes that can reach 20°C on a cold winters night.
- Infrastructure provision to provide capacity for housing development.

## 2. Empowering communities

The knowledge of what makes a great community, sits within that community”

“Ma te hapori ano te oranga o te hapori”.

### What we want to achieve

Empowering communities to grow stronger, embracing their differences and building on their strengths across the four wellbeings. In doing this we:

- Understand that some communities might be starting further behind others, and we may need to provide extra support and resources so they can advance (Oritetanga – equal opportunity), and
- Recognise that good relationships are the key to success in any project or initiative (Whakawhanaungatanga – relationships).

### What we see our role being

- Enabler – Identifying the best ways for Council to support communities with their endeavours. This could be through a variety of roles including provider of infrastructure, funding support, facilitation, connections and advocacy to name a few.

### What we are already doing in terms of systems, planning and processes

- Partnerships and relationships with funders and key organisations.
- Using place-based plans and Tō wahi local priorities to set priorities for council service and infrastructure delivery.
- Support with place based planning e.g. community plans.
- Determining what is required for our organisational systems to better support community led outcomes e.g. role of Council in implementation of community plans.

### What we are already doing in terms of people and places

- Tō wāhi place-based engagement to understand local community priorities.
- Mayors Taskforce for Jobs.
- Funding for implementation of local priorities.
- Community relationships and connections.
- Events delivery.
- Welcoming Communities programme
- Safer Communities programme
- Community Matching Fund and Facilities in the Community Fund
- Service Delivery Contracts with local organisations best placed to deliver in their community, across the four wellbeings and with specific deliverables to improve social cohesion, economic development, arts and culture and natural environment activities.
- Specific support for volunteer organisations operating and delivering on council land so they can successfully navigate council processes e.g. for events delivery, for community planting and pest control projects in reserves.
- Provision of social infrastructure to support existing and future communities.

### **3. Growing authentic Te Tiriti based relationships**

#### **What we want to achieve**

We need to understand what this means for us and how we can best work with Māori to achieve an authentic Te Tiriti based relationship.

#### **What we see our role being**

Council is committed to the importance of this kaupapa, and need to determine how we give effect to it.

#### **What we are already doing in terms of systems, planning and processes**

- Tangata Whenua Partnership Forums – Te Arawa and Tauranga Moana with Te Ara Mua setting the work programme for these forums.
- Relationship agreements with iwi and hapū. Two are currently in place with a number in train. All reflect the same desire from those iwi and hapū to have a close working relationship with Council and to be clear about what this looks like in practice.
- Te Keteparaha Mō Ngā Papakāinga – Māori Housing Toolkit to assist Māori to develop papakainga proposals on multiple owned Māori land.
- Support for Papakāinga housing development.
- Supporting tangata whenua to engage and input into policy development and projects.
- A dedicated Kaupapa Māori Team to improve the confidence and capability to engage with each other in an effective and valued way.
- Rates Remission on Māori Freehold Land Policy.
- Financial Contribution reductions for Papakāinga developments subject to criteria.

#### **What we are already doing in terms of people and places**

- Funding support to assist with Marae sustainability.
- Funding and support for iwi and hapū management plan development and implementation
- Relationships and ongoing engagement in the work we do.
- Building staff and political capacity and understanding of Māori e.g. Treaty training, The Wall Walk.



#### **4. Well maintained and efficient infrastructure**

##### **What we want to achieve**

Infrastructure that responds to community needs, is fit for purpose and future proofed.

The infrastructure in our communities underpins much of our wellbeing – social, economic, environmental and cultural. The decisions we make as a community on infrastructure investment have a huge influence on shaping the future of our District.

##### **What we see our role being**

- Provider – stormwater, water supply and wastewater (until 2026), transportation, solid waste, recreation and open space, cemeteries, community infrastructure (libraries and service centres, land and support for community halls, community buildings).
- Manage assets with an aim to minimise whole of life cost while providing agreed levels of service

##### **What we are already doing in terms of systems, planning and processes**

- Infrastructure Strategy
- Strategic Asset Management Plan
- Activity Asset Management Plans
- Structure Plans for growth areas
- Accessing funding to support infrastructure delivery.
- Financial Strategy so we can balance what we need to do from an affordability perspective.
- Financial contributions so that growth pays for growth infrastructure.
- Review of Transport Activity.
- Exposure and risk assessments for our assets.
- Regular condition assessments, renewals and upgrades are undertaken to ensure infrastructure continues to meet the needs of our community.
- Joint transport planning with Tauranga City Council and Bay of Plenty Regional Council.
- Asset revaluations.

##### **What we are already doing in terms of people and places**

- The Long Term Plan determines where, when and what infrastructure we provide and maintain.
- Wastewater Treatment Plan advisory groups.
- Travel Safe.

## **5. Responding to climate change**

### **What we want to achieve**

To work with communities to build understanding and knowledge and decide together how to respond. We know climate change will have significant social, economic, environmental and cultural consequences. But when and how these changes will affect us is difficult to predict and plan for.

We want to build community resilience across all our strategic priorities, so that the community is in a better position to adapt and manage the impacts of any changes.

### **What we see our role being**

- Leader – as a large organisation in the district, demonstrate our approach to carbon emission reduction, and climate change mitigation and adaptation.
- Collaborator and informer – build understanding and knowledge and share with the community.
- Enabler – be agile and responsive to climate change impacts in our community.

### **What we are already doing in terms of systems, planning and processes**

- Climate Change Action Plan
- Strategic assumption on climate change to inform our planning
- Incorporation of climate change as a key challenge in our Infrastructure Strategy and Asset Management Plans
- Providing capacity in our budgets to respond to unforeseen events.
- Measuring our operational emissions and setting corporate emission reduction targets for Council to assist with climate change mitigation.
- Developed infrastructure exposure and risk assessments for our assets (see Figure 1 below) to inform climate change adaptation actions as a next step.
- Sub-regional collaboration through our Natural Hazards Programme with Tauranga City and Bay of Plenty Regional Council, which includes looking at different scenarios for climate change, the impacts of these scenarios and how they will affect natural hazards.
- Emergency preparedness and Civil Defence.

### **What we are already doing in terms of people and places**

- Support development of local climate change action plans.
- Immediate and ongoing response to local extreme events such as the recent flooding in Waihi Beach, in collaboration with local response networks.
- Deliver services in a way that supports people and businesses to make choices that reduce emissions e.g accessible walking and cycling networks.

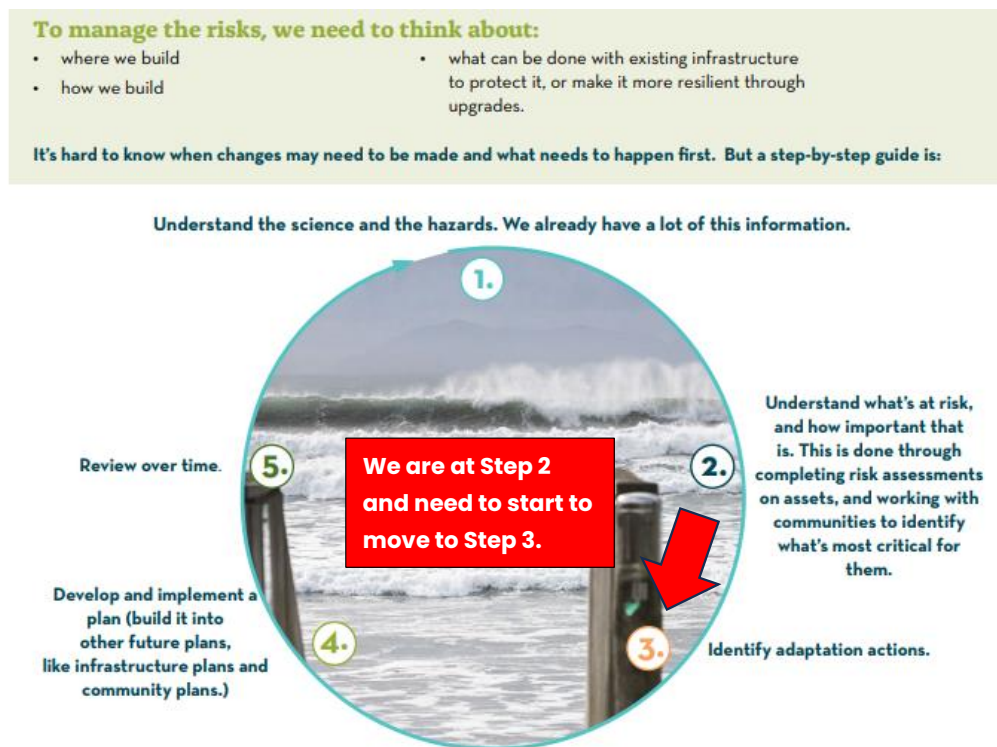


Figure 1: WBOPDC Climate Change Action Plan – step by step guide to climate change adaptation.

**11      INFORMATION FOR RECEIPT**