



**I, Fergus Power, Chief Executive Officer, hereby give notice that an Economic Development Committee Meeting will be held on:**

**Date:** Tuesday, 27 June 2017  
**Time:** 1.30pm  
**Location:** Council Chamber, Wairoa District Council,  
Coronation Square, Wairoa

# **AGENDA**

## **Economic Development Committee Meeting**

**27 June 2017**

The agenda and associated papers are also available on our website: [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

For further information please contact us 06 838 7309 or by email [info@wairoadc.govt.nz](mailto:info@wairoadc.govt.nz)



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- 1 KARAKIA**
- 2 APOLOGIES FOR ABSENCE**
- 3 DECLARATIONS OF CONFLICT OF INTEREST**
- 4 CHAIRPERSON'S ANNOUNCEMENTS**
- 5 LATE ITEMS OF URGENT BUSINESS**
- 6 PUBLIC PARTICIPATION**

A maximum of 30 minutes has been set aside for members of the public to speak on any item on the agenda. Up to 5 minutes per person is allowed. As per Standing Order 14.14 requests to speak must be made to the meeting secretary at least one clear day before the meeting; however this requirement may be waived by the Chairperson.

**7 MINUTES OF THE PREVIOUS MEETING**

Ordinary Meeting - 16 May 2017

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**MINUTES OF WAIROA DISTRICT COUNCIL  
ECONOMIC DEVELOPMENT COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBER, WAIROA DISTRICT COUNCIL, CORONATION SQUARE, WAIROA  
ON TUESDAY, 16 MAY 2017 AT 1.30PM**

**PRESENT:** Cr Denise Eaglesome-Karekare (Deputy Mayor), Mr Paul Kelly

**IN ATTENDANCE:** G Borg, K Tipuna, E Guzman, C Knight, Cr Bird, A King, L Taylor (Tuhoe), R Thomas (TMOTW), K Bowen (TMOTW)

**The Meeting closed at 1:35 PM due to lack of quorum.**

**The minutes of this meeting were confirmed at the Economic Development Committee Meeting held on 27 June 2017.**

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**CHAIRPERSON**

## 8 GENERAL ITEMS

### 8.1 ECONOMIC DEVELOPMENT & ENGAGEMENT MANAGER'S REPORT

**Author:** Kitea Tipuna, Economic Development and Engagement Manager

**Authoriser:** Fergus Power, Chief Executive Officer

**Appendices:** Nil

#### 1. PURPOSE

- 1.1 This report provides information for the Economic Development Committee on Council and community activities. No decisions are required by the Economic Development Committee at this stage.

#### RECOMMENDATION

*The Economic Development & Engagement Manager RECOMMENDS that the Economic Development Committee receive the report.*

#### 2. JMP CONSULTING BUSINESS WORKSHOPS

Te Puni Kokiri has funded JMP Consulting to undertake a series of business workshops across the district. Particularly targeted at Māori business development, JMP Consulting, lead by Wairoa local Jody Hamilton, are currently undertaking business fundamentals workshops, business clinics and tailored coaching across the Wairoa District. JMP Consulting are working with a range of start-up and existing businesses including those in tourism, health and wellbeing, hospitality, beauty, retail, consultancy services, food and beverage, aquaculture, environmental services, horticulture, agriculture, arts and culture, hydro, security and accommodation. To date workshops and clinics have been held at Nūhaka, Māhia and Wairoa township with a total of approximately 30 business owners taking up the opportunity to participate in the series of workshops and clinics. This work will be completed by 30 June 2017, however there is support for ongoing delivery which will be explored with Te Puni Kokiri.

Jody and her team have seen an incredible amount of innovation and commitment in the business ideas across the District and look forward to be able to continue to work with these whanau enterprises on their business development journey.

#### 3. ROCKET LAB TEST LAUNCH (1)

Rocket Lab's first test launch was accomplished on Thursday, 25th of May. High level of local, regional and national media attention throughout the week May 22-25. Blucks Pit in Nuhaka was established as a viewing area and was well patronised. Of particular interest was 40 vehicles and approximately 70 individuals were counted at Blucks Pit viewing area on the 23rd of May. Inclement weather meant following days were less patronised. Visitors from Auckland, Wellington, Napier, Tauranga and locals were recorded at Blucks Pit. There was also

a report of two (2) tour buses (approx 50 seater each) stopping at the Mahia Beach Cafe, the buses did not stop at Blucks Pit and the Wairoa District Council notes that Blucks Pit is not designed for tour buses (access and turning bay). If Blucks Pit is to become a semi-permanent viewing area, additional financial support is required to further improve Blucks Pit for visitors (i.e. tour/charter bus access). Given that the Wairoa District Council agreed not to actively promote the test launch phase, visitor numbers during the week 23-25 May suggest visitor numbers are likely to increase. There is a need to organise a community meeting in Nūhaka to inform the local community of any developments going forward and to keep the local community informed and involved. The Wairoa District Council will continue to work with local operators to capitalise on the increase number of visitors in time for commercial launch phase. Wairoa Airport also received three (3) charter planes with Rocket Lab staff. The Wairoa District Council will seek to have the Wairoa Airport and the work related to its upgrades (as a viable regional transport option and asset) added as an action item onto Matariki – the Hawke’s Bay Regional Economic Development Strategy to encourage central government support to improve transport infrastructure.

#### **4. UFB2 ROLLOUT**

Wairoa has been re-prioritised for the Government’s Ultrafast Broadband Extension (UFB2) rollout. Eighteen towns will have their UFB builds fast-tracked to be complete by the end of 2020. These are towns in Northland, Bay of Plenty, Gisborne, Hawke’s Bay, Manawatu-Whanganui and the West Coast. Work in Wairoa was initially scheduled to begin in July 2021, which would have meant a three year wait. Following that announcement by Chorus, his Worship the Mayor lobbied both Chorus and Crown Fibre Holdings to have Wairoa re-prioritised recognising the district's demographic profile was ample justification for the community to be elevated on the list. Mayor Craig Little has welcomed the announcement by Chorus to have Wairoa re-prioritised, saying high-speed internet access is an essential component in making necessary advancements for our region in a new age of technology and economic development. *"Economic development is a matter of priority in the Wairoa district, and thanks to this announcement, we can now take the next step into the 'new economy'"*. UFB2 rollout in Wairoa is set to begin next year (June 2018) and is scheduled to be completed in May 2019.

#### **5. SOCIAL INCLUSION STRATEGY**

Work from throughout the region looking at social inclusion strategies continues with the intent to have this body of work intertwined and aligned within Matariki – The Hawke’s Bay Regional Economic Development Strategy. Good economic development inevitably means good social inclusion outcomes for the region. A regional group has been established to set out the social inclusion outcomes and it is intended that this group will meet seek to meet with and consult with the Wairoa District Council. Tentative date will be at the Council Forum scheduled for July 11<sup>th</sup>.

#### **6. SIGNAGE**



Work continues to install boundary and other signage. These should be installed week beginning 26<sup>th</sup> of June. They include the Northern and Southern Boundary signs, a new sign for Blacks Beach and a new sign for War Memorial Park. The Wairoa District Council is currently developing a signage strategy for the district so that a comprehensive and cohesive approach to signage is developed and implemented.

- Why is a signage strategy needed:
  - Creation of bilingual signage (where appropriate).
  - Signage plays a big role in tourism as way-finding and storytelling for tourism.
  - Signage plays a significant role in conveying community identity.


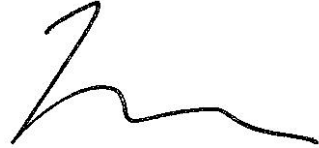
There is a desire to implement new signage as a result of the above drivers. There is a risk that implementation of signage without a coherent strategy could result in ad hoc, incohesive sign design and placement.

What the Signage Strategy could potentially cover

- Identify the signage types covered by the strategy (road, parks and reserves, walkway, street, community facility). Presumably Council controlled signage rather than private signage?
- Identification of relationships with other strategies (existing parks or tourism strategies).
- Themes and objectives sought by the various types of signage (i.e what is the message).
- List of all signage in the district (Council controlled signage only).
- Guidelines for the placement, design and content, legal requirements.
- Potentially determining where signage will be located or location selection criteria.
- Programme and priorities for implementation (potentially including costings).
- The process/steps before decision to install signage. (i.e decision flow chart – consistency with strategy, appropriate translation into te reo).

The Signage Strategy will be presented to Council for approval once developed.

**Signatories**

	
Author Kitea Tipuna	Approved by Fergus Power

**8.2 CHAIR OF TE MATARAE O TE WAIROA TRUST REPORT**

**Author:** Kitea Tipuna, Economic Development and Engagement Manager

**Authoriser:** Fergus Power, Chief Executive Officer

**Appendices:** 1. Chair's Report [↓](#)



**1. PURPOSE**

1.1 This report provides information for Committee on the Trust’s recent activities. No decisions are required by Committee at this stage.

**RECOMMENDATION**

*The Chair of Te Mātārae o Te Wairoa Trust RECOMMENDS that the Committee receive the report.*

**Signatories**

	
Author Kitea Tipuna	Approved by Fergus Power



## Wairoa District Council ED committee meeting- June update

### 1) Maori Land Development

This project is rapidly gathering momentum and progress is being hampered because of need for a dedicated Project Manager. The Trust is seeking funding support for this position. The Trust has been in conversations with Shayne Walker (REDS) and he stressed that ED projects need to encompass social, cultural and environmental aspects as well to ensure 'social inclusion' element of REDS is addressed. The Maori Land Development work the Trust has been working in involves all these aspects.

### Horticultural opportunities.

Seeka (BoP) have visited Wairoa to review the horticultural potential of the district. They believe the potential is significant for kiwifruit and avocados and in fact too big for Seeka alone to manage. Seeka have subsequently progressed the opportunity with central government (NZTE) re possibility of setting up a PGP.

As a result, the Trust focus has extended to 'Marae Sustainability' with Trustee Richard Allen contributing at meetings held with the Iwitea Marae committee looking at a 20 year plan for Iwitea Marae as a pilot exercise. The model will be able to be utilised for any of the other Marae's in the district with similar resources. There are huge opportunities for Maori owned land to be developed in conjunction with local Marae, with financial returns and social, environmental and cultural benefits.

Additionally, Cedenco are seeking 800 hectares in Wairoa for planting. It is important to ensure the current land assets aren't undervalued as they have clearly identified Wairoa as a significant horticultural opportunity.

### - Fresh water koura opportunities.

Koura – site analyses has been carried out on 8 sites and property owners are awaiting reports. The opportunity here is to create a Koura industry in the district and there are several interested parties who are already considering opportunities to add value to the industry within the district through tourism activities and a restaurant for example. There are several more parties who have expressed interest in exploring the koura opportunity, and we will need 20-30 players to make an industry, so there is a lot more involvement needed from Trust. The initial eight parties will need further support to make the opportunity a reality. The Project Manager position is essential in enabling this to happen.

### Trust Actions:

The Trust continues to source funding to engage a project manager to continue the progress already underway in all the above areas and will apply for grants to get this position in place.

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**2) The Gaiety Theatre.**

The Wairoa Maori Film Festival was the main event for the month attracting a large crowd at Saturday evening’s awards ceremony. Attendance of the films held at the theatre during the weekend was not as well supported this year.

The Gaiety held it’s first comedy act GISH since being under the Trust banner which was a success and well attended with many people requesting more comedy shows to be held in the future. The next scheduled comedy show is “Freakin Dangerous Bro” to be held in August.

The reggae band “Tomorrow People” will play this month to an expected crowd of 300.

**Trust Actions:**

Bringing in new events for the theatre remains a key focus.

**3) Business Mentoring**

Michaela has been inundated with new business enquiries and has 12 appointments already diarised for July 2017.

**4) Great Business Great People**

The trust continues to facilitate this advertorial in The Wairoa Star supporting new businesses and existing businesses which offer a new service or expansion. This month’s article featured “Inflatable Bouncy Castles” owned by Jamie and Joseph Tollison.

**Trust Actions:**

The Trust is preparing to run four, quarterly Wairoa Business Seminars with guest speakers aligning with this advertorial promotion from the Trust.

<p><b>Purpose:</b> The Wairoa Horizon Trust supports regional economic development by supporting local businesses. We will focus on business growth and improving business resilience, utilisation of support agencies and creating sustainable employment opportunities for the social benefit of Wairoa (now and in the future).</p>	<p><b>Goals:</b> Increased employment. Increased capability and resilience in the business community. All businesses that the Trust engages will show growth. Facilitate exposure &amp; access to expertise.</p>
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### 8.3 DRAFT WDC ECONOMIC DEVELOPMENT PLAN

**Author:** Kitea Tipuna, Economic Development and Engagement Manager

**Authoriser:** Fergus Power, Chief Executive Officer

**Appendices:**

1. Draft ED Vision [↓](#)
2. Draft ED Actions 2017 [↓](#)

#### 1. PURPOSE

1.1 To present to the committee the draft WDC Economic Development Plan

#### RECOMMENDATION

The Economic Development & Engagement Manager RECOMMENDS that the Committee receives the draft WDC Economic Development Plan and provide feedback.

#### EXECUTIVE SUMMARY

The draft WDC Economic Development Plan provides a draft vision and actions for economic development across the district.

#### 2. BACKGROUND

- 2.1 Following the launch and implementation of Matariki – the Hawke’s Bay Regional Economic Development Strategy (HBREDS), (launched July 2016) and He Huarahi Hei Whai Oranga - the Tairāwhiti Economic Development Plan (launched February 2017), the draft WDC Economic Development Plan has been developed ensuring appropriate alignment.
- 2.2 Following a Council meeting (24 November 2015) it was resolved “*THAT a workshop on the Draft Economic Development Strategy be included on the next Forum agenda.*” This workshop was held and Councillors asked that a plan be developed following the launch and implementation of regional ED strategies.
- 2.3 The draft WDC Economic Development Plan now takes into account regional strategies and provides direction for the economic development vision and activities going forward.
- 2.4 This plan will be an organic document with the intent that it be adjustable subject to local, regional and national priorities, funding streams that become available, and partnership opportunities as they arise.
- 2.5 This draft plan will go through an iterative process before being tabled at the next Council meeting.
  - 2.5.1. Feedback sought from the Economic Development Committee (27 June 2017);
  - 2.5.2. Updated draft to be tabled at the 13 July 2017 Māori Standing Committee meeting and feedback sought from members.
  - 2.5.3. Final draft to be tabled at the 1 August 2017 Council meeting.

#### 3. OPTIONS

3.1 The options identified are:

- a. Do nothing
  - b. To receive the draft WDC Economic Development Plan and to provide feedback
- 3.2 The preferred option is to receive the draft WDC Economic Development Plan and to provide feedback, this meets the purpose of local government as it will help 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.

#### 4. CORPORATE CONSIDERATIONS

##### What is the change?

- 4.1 No changes as the draft WDC Economic Development Plan will provide direction for the district in terms of economic development.

##### Compliance with legislation and Council Policy

- 4.2 Annual Plan 2017 -2018
- 4.3 Long Term Plan 2015 - 2025

##### What are the key benefits?

- 4.4 The plan sets out the direction for the district as it relates to Economic Development and is aligned to regional ED strategies.

##### What is the cost?

- 4.5 As noted in the draft plan

##### Who has been consulted?

- 4.6 This is the first step in rolling out the district's Economic Development Plan.
- 4.7 Actions being led by Te Mātārae o Te Wairoa Trust have also been included where appropriate.
- 4.8 This draft plan will go through an iterative process before being tabled at the next Council meeting.
- 4.8.1. Feedback sought from the Economic Development Committee (27 June 2017);
  - 4.8.2. Updated draft to be tabled at the 13 July 2017 Māori Standing Committee meeting and feedback sought from members.
  - 4.8.3. Final draft to be tabled at the 1 August 2017 Council meeting.
- 4.9 Tangata whenua views are important and it is intended that this plan will include appropriate tangata whenua views. The WDC Māori Standing Committee will be a primary mechanism for ensuring that these views are sought.

##### Māori Standing Committee

- 4.10 An updated draft WDC Economic Development Plan will be tabled at the July 13 Māori Standing Committee meeting and views of members and tangata whenua will be sought and incorporated.

**Further Information**


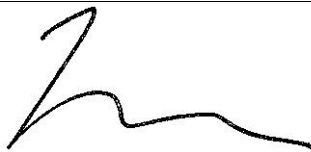
- Matariki – Hawke’s Bay Regional Economic Development Strategy  
<http://www.hbreeds.nz/matariki/action-plan.pdf>
- He Huarahi Hei Whai Oranga – Tairāwhiti Economic Action Plan  
<http://www.activatetairawhiti.co.nz/assets/Uploads/He-huarahi-hei-whai-oranga-tairawhiti-economic-action-plan-.pdf>
- Kimihia He Oranga – Tairāwhiti Māori Economic Development Report  
<http://www.tpk.govt.nz/en/mo-te-puni-kokiri/our-stories-and-media/tairawhiti-maori-economic-development-report#.WUhCh-uGNEZ>

**Confirmation of statutory compliance**

In accordance with section 76 of the Local Government Act 2002, this report is approved as:

- containing sufficient information about the options and their benefits and costs, bearing in mind the significance of the decisions; and,
- is based on adequate knowledge about, and adequate consideration of, the views and preferences of affected and interested parties bearing in mind the significance of the decision.

**Signatories**

	
Author Kitea Tipuna	Approved by Fergus Power

## Vision:

*To work together to grow and develop a robust, sustainable economy so that every household and every whānau is actively engaged in, contributing to and benefiting from a thriving Wairoa District economy.*

## Principles:

The principles behind this document are drawn from Matariki's seven-star framework used in the Hawke's Bay Regional Economic Development Strategy.

Principle	Explanation
<b>Partnership by co-design</b>	Values and worldview underpinning the strategy and its actions are an expression of co-design, and the implementation and monitoring are an inclusive collaboration. A treaty principle.
<b>Outcomes for every household and every whānau</b>	All actions, initiatives and projects in the Action Plan must provide outcomes in line with this vision.
<b>Build our people's capability</b>	There must be an emphasis on developing our people alongside infrastructure, assets and businesses.
<b>Equality</b>	A treaty principle, this requires reflection on who the intended audience and beneficiaries are, and a commitment to that being inclusive and equitable.
<b>Business Growth Agenda 2015 He kai kei aku ringa</b>	Our actions are designed to be as consistent as possible with both national economic strategies.
<b>Whai rawa</b>	Optimising assets in a full, holistic and sustainable way.
<b>Potikitanga</b>	Developing an enterprise mindset. Driving the thinking that goes behind business growth.

## SWOT Analysis of the District's economic profile

(from old draft – tidy up and ensure is up to date)

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Relatively consistent year round rainfall [Appendix 1: Hawke's Bay fresh water volumes]</li> <li>• Large rivers with unallocated water</li> <li>• Fertile river and coastal flats in the Wairoa district with good access to water that can support intensive horticulture</li> <li>• Location and coastal geomorphology that suits a rocket launch site</li> <li>• Quality regional transportation and distribution infrastructure</li> <li>• Climate supports intensive horticulture and lifestyle</li> <li>• Close access to Te Urewera</li> <li>• Māhia peninsula with surfing, fishing,</li> </ul>	<ul style="list-style-type: none"> <li>• Distance to markets and main centres</li> <li>• Higher proportion of population without formal qualifications and fewer with post school qualifications than national averages</li> <li>• Some labour shortages across unskilled, semi-skilled, skilled and professional categories, particularly during the peak of the growing season</li> <li>• Historic high unemployment, lower incomes and high rates of benefit dependency</li> <li>• A low wage economy (which impacts business attraction)</li> <li>• Loss of talented, well-educated young people overseas and to larger metropolitan centres</li> </ul>



<ul style="list-style-type: none"> <li>diving and other recreational activities</li> <li>• Regional agriculture and food processing – existing infrastructure and knowledge base offer a comparative advantage</li> <li>• The District offers good quality lifestyle and amenities</li> <li>• EIT is a robust and credible education centre for skills development</li> <li>• The region is an affordable place to live with comparatively low cost of housing</li> <li>• The region has quality health services</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts of drug and alcohol abuse on the potential labour force</li> <li>• Percentage of youth ‘Not’ in Employment, Education or Training (NEET)</li> <li>• Lack of tourist focused infrastructure</li> </ul>
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Opportunities	Threats
<ul style="list-style-type: none"> <li>• Promotion of low land and house prices</li> <li>• Tourist potential waiting to be developed</li> <li>• Drawcard of outstanding outdoor recreation potential</li> <li>• Capitalising on the economic value of the region’s living environment for attracting new migrants and businesses.</li> <li>• Capitalising on the Rocket Lab launch site initiative on the Māhia Peninsula in Wairoa</li> <li>• Strengthening the already positive image of the region’s tourism attributes and unique heritage.</li> <li>• Settlements and investment opportunities arising from Treaty of Waitangi claims.</li> <li>• More employment from local people replacing RSE workers</li> <li>• Creating stronger strategic partnerships with central government agencies to resource and implement agreed initiatives</li> <li>• Consistent rainfall and river flows in the Wairoa district provides ample water for agriculture</li> <li>• The large protected, temperate rain</li> </ul>	<ul style="list-style-type: none"> <li>• Bigger, competitive, neighbours in Hawke’s Bay and Gisborne</li> <li>• Official population projections indicate slow/low growth, which makes the District less attractive and harder to gain the economies of scale needed for service provision</li> <li>• Working age population is forecast to reduce 10% between 2011 and 2031</li> <li>• With 23% of the District’s GDP tied up with primary production, disease outbreaks and/or extremes of weather have the capacity to seriously impact the economy</li> <li>• Perception of high crime rates and personal security risk as a barrier to migration attraction</li> <li>• The risk of centralisation of government and private sector services</li> <li>• Potential for flood and slip damage to transport infrastructure in the hill country</li> </ul>

<p>forest of Te Urewera for outdoor activities and tourism.</p> <ul style="list-style-type: none"> <li>• Increased primary exports with the advent of trade agreements</li> <li>• Development of a visual identity that creates community pride and cohesion</li> </ul>	
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## Tourism SWOT Analysis - Key area focus

(from draft Tourism strategy draft)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Geographically beautiful and culturally rich and varied district – potentially lots for tourists to see/experience. Eg. <ul style="list-style-type: none"> <li>▪ Māhia Peninsula – surfing, fishing, diving and other recreational activities</li> <li>▪ Te Urewera and Lake Waikaremoana - fishing, Great Walk, Onepoto Caves, rich in cultural history</li> <li>▪ Mōrere – hot pools, native bush walks</li> </ul> </li> <li>• Friendly, welcoming people</li> <li>• Fertile land which produces great products including quality Angus Beef, lamb and venison, fruit and vegetables</li> <li>• Abundance of kaimoana (seafood) – crayfish, paua, kina, fresh fish</li> <li>• Whitebaiting in season</li> <li>• Hunting/fishing/outdoor recreation paradise</li> <li>• Gaiety Theatre</li> <li>• Rocket Lab operations in Māhia</li> <li>• Equi-distant between Napier and Gisborne on the coastal touring road.</li> </ul>	<ul style="list-style-type: none"> <li>• Low tourist numbers</li> <li>• Limited number of (quality) accommodation providers</li> <li>• Few tourist activity operators, transport providers</li> <li>• Limited publicity/awareness of accommodation/activities on internet (HBT web, WDC web, NZT web, promo brochures etc).</li> <li>• Wairoa District doesn't have a positive, known identity (although this is underway)</li> <li>• Little known about tourism numbers/profiles/spends/needs</li> <li>• Little collaboration amongst operators/providers</li> <li>• Lack of authentic cultural tourist activities/products (which tourists want)</li> <li>• Limited communication/promotion of our district to neighbouring districts (Gisborne, Hawke's Bay, Rotorua, Taupo).</li> <li>• I-Site lacks WOW factor</li> <li>• Lack of tourist-focussed infra-structure</li> <li>• Lack of skilled service industry workforce</li> </ul>
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> <li>• Maximise potential for outdoor recreation tourist activities</li> <li>• Encourage new business – accomm and activity providers, including authentic cultural activities.</li> <li>• Increase visibility/presence of the Wairoa district as a tourist destination through websites/i-sites/promo brochures</li> <li>• Support and promote new businesses</li> <li>• Create job opportunities</li> <li>• Word of mouth promotion – great experiences will be shared</li> <li>• Work closely with RTO's and neighbouring District Councils</li> <li>• Create an I-site with BIG WOW factor!</li> <li>• Identify opportunities for WDC to invest in tourism related infrastructure. Eg. Blue Bay, Clyde Hotel, Artist/Market space Have a dedicated focus on sustainable tourism (responsible camping, provision of recycling stations etc)</li> <li>• Develop short stay packages for independent travellers, offering eco-tourism opportunities/farmstays etc.</li> <li>• Attract international tourists with small scale, targeted packages.</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disasters</li> <li>• Increased gang activity damages Wairoa's reputation</li> <li>• Population decline → reduced rate take → reduced \$ available for tourism support</li> <li>• Damaged environments, polluted waterways reduces attraction of Wairoa as a destination.</li> <li>• Bigger, competitive neighbours in Hawke's Bay and Gisborne</li> <li>• Working age population forecast to reduce by 10% between 2011-2031.</li> <li>• Unwarranted perception of high crime rates and personal security risk as a barrier.</li> </ul>
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### Strategic Outcomes:

The future actions undertaken by Council will be based on eight key strategic outcomes aimed to improve the economic profile of the district.

Outcome	Breakdown
<b>1. Population decline is halted or reversed by [year?]</b>	<ul style="list-style-type: none"> <li>- Natural growth</li> <li>- New businesses</li> <li>- New residents</li> <li>- Increased staffing numbers for existing businesses</li> </ul>
<b>2. Wairoa increases its share of the national tourism GDP by [year?]</b>	<ul style="list-style-type: none"> <li>- Grow our network of tourism industry operators and support organisations</li> <li>- Support tourism operators to grow their existing businesses</li> <li>- Create full-time employment opportunities in this sector of our economy</li> <li>- Actively market our district to domestic and international visitors</li> <li>- Ensure a focus on sustainable tourism is adopted wherever possible and appropriate</li> <li>- Celebrate our local culture, character, stories and geographical beauty and diversity of the district and</li> </ul>

	share these with our visitors
<b>3. Increase the Wairoa district's Maori Economy by [year?]</b>	<ul style="list-style-type: none"> <li>- Opportunities for marae-based business</li> <li>- Opportunities for under-utilised multiple-owned Maori land</li> </ul>
<b>4. Support existing businesses and community organisations</b>	<ul style="list-style-type: none"> <li>- Funding</li> <li>- Business Support</li> <li>- Business-friendly Council processes</li> <li>- 'Green Carpet' approach to new and existing businesses</li> <li>- Networking</li> <li>- Business forums and workshops</li> </ul>
<b>5. Regional collaboration to achieve better outcomes for our district</b>	<ul style="list-style-type: none"> <li>- Matariki</li> <li>- Tairāwhiti Economic Action Plan</li> <li>- Networking</li> <li>- Upstream Wairoa</li> <li>- Te Matarāe o Te Wairoa Trust</li> <li>- RTO</li> </ul>
<b>6. Decrease in the percentage of our working population that are unemployed [by year?]</b>	<ul style="list-style-type: none"> <li>- Increased training opportunities</li> <li>- Increase in total job numbers</li> <li>- Expansion of existing businesses</li> </ul>
<b>7. Increase our share of the national GDP by [year?]</b>	
<b>8. Provision of sustainable, high quality infrastructure to meet our current and future needs</b>	<ul style="list-style-type: none"> <li>- Wifi and broadband access</li> <li>- Mobile phone black spots</li> <li>- Transport network</li> </ul>

## Actions:

## Māori Economic Development

Issue	Initiative	Timeframe	Funding	Responsibility
Response to Treaty settlement process	Collaborate with and assist Post Settlement Entity Groups	Ongoing	Within current budget	Māori Standing Committee, Economic Development & Engagement (ED&E)
Māori community support and consultation	Develop relationships with, and support where able: <ul style="list-style-type: none"> <li>•Te Wairoa Taiwhenua</li> <li>•Te Uru Taumatua</li> <li>•Ngati Pahauwera</li> <li>•Ngai Tāmanuhiri</li> <li>•Rongomaiwahine</li> <li>•Tatau Tatau o Te Wairoa</li> <li>•et al</li> </ul>	Ongoing	Within current budget	Māori Standing Committee, Economic Development & Engagement (ED&E)
Māori business development	Collaborate with relevant partners to identify business development and land utilisation opportunities	Ongoing	Within current budget, discrete projects may require grant funding	WDC and Te Mātārae o Te Wairoa Trust <sup>1</sup>

## Infrastructure

Issue	Initiative	Timeframe	Funding	Responsibility
Road transport	Seal SP38/Lake Road to Aniwanuiwa	Ongoing	NZTA application process	Engineering
Road transport	Upgrade of SH2, Napier to Wairoa	Ongoing	NZTA project	NZTA
Road transport	Access to Mahia – coastal and roadworks at Black's Beach	Ongoing	NZTA application process	Engineering
Rail transport	Continue to collaborate with HBRC on the future of the Napier to Wairoa rail line	Ongoing	Consultation covered within current budget	Lead by HBRC with WDC
Rail transport	Collaborate with Activate Tairāwhiti	Ongoing	Consultation covered	WDC and Activate Tairāwhiti

<sup>1</sup> Consultation is required between the Council and Te Mātārae o Te Wairoa Trust to further develop and agree this action plan and respective responsibilities.

	and Railbike Adventures on the future of the Wairoa to Gisborne rail line		within current budget	
Wairoa Airport	Collaborate with regional and central government to ensure support for the Wairoa Airport runway extension	2017 Onwards	External funding to be sourced to supplement WDC 2017/2018 Annual Plan contribution	WDC, Matariki REDS, External partners
Water supply	Replacement reservoir for the Wairoa and Frasertown water supply network	2016	Included in the current LTP	Engineering
Sewage system	Upgrade and re-consenting of the Wairoa urban sewerage system to improve the water quality at the outlet and in the estuary	2019	Included in the current LTP	Engineering
Broadband access	Collaborate with the Region's councils and government agencies to improve connectivity to, and within Wairoa	UFB 2 rollout June 2018 – July 2019	Central Government funded programme	WDC, Crown Fibre and Chorus
Broadband access	Continue to develop the proposal for the Wairoa Township Wi-Fi initiative	Ongoing	No funding beyond 2017	Corporate Services (Russell)
Broadband access	Continue to develop the Marae WiFi project	2017 onwards	Seeking government and Civil Defence funds	Economic Development and Engagement
Pedestrians and cyclists	Continuation/creation of the Wairoa Riverbank, Whakamahia and Mahia/Opoutama walkways	2017 onwards	Combination of existing budget, grant funding and other sources	Engineering

#### Location Developments

Issue	Initiative	Timeframe	Funding	Responsibility
River development	Landscaping of the Wairoa River bank	Ongoing	Grants and HBRC/WDC budgets	HBRC, WDC

	and adjoining reserve			
Coastal development	Landscaping of the Whakamahia area and adjoining wetland	Ongoing	Grants and HBRC/WDC/DoC budgets	WDC, DoC
CBD Enhancement	Develop CBD Enhancement programme	2017	Investigation phase – 2017 Annual Plan	WDC, Te Mātārae o Te Wairoa Trust, Upstream Wairoa

### Facilities

Issue	Initiative	Timeframe	Funding	Responsibility
Community entertainment	Continue to operate the Gaiety Theatre	2017 Onwards	Wairoa Economic Development Strategy	Te Mātārae o Te Wairoa Trust
Community recreation	Destination Playground	2017 Onwards	Funds secured, work to begin	Engineering, Economic Development & Engagement, Wairoa Young Achievers Trust
Community arts and recreation	Develop a market and arts space	2017 Onwards (Summer)	To be found	Economic Development & Engagement
Community health & wellbeing	Support the delivery of rural health initiatives by collaborating with NZ medical schools	2017 Onwards	To be found	WDC, Medical schools
Housing	Deliver the Affordable Housing Initiative	2017 Onwards	Budgets in the 2017/2018 Annual Plan	WDC and partners

### Business support

Issue	Initiative	Timeframe	Funding	Responsibility
Business resilience	Continue introduction of existing and new business owners to The Icehouse to help create a stronger business community and connected alumni	Ongoing	Within existing budget	Te Mātārae o Te Wairoa Trust and the Icehouse
Business resilience	Establish an agreed schedule with regional business partners to enable business people	Ongoing	To be found	ED&E, Te Mātārae o Te Wairoa Trust,



	to book time in advance and supplement this with a virtual branch of Hawke's Bay Business Hub in Wairoa			Business Hawke's Bay,
Business resilience	Work with relevant partners to develop appropriate business clusters throughout the district	Ongoing	To be confirmed	ED&E, Te Mātārae o Te Wairoa Trust
Agribusiness and Agricultural training	Work with relevant partners to establish an agricultural training academy in Wairoa	2017 Onwards	To be confirmed	ED&E, Wairoa College and Kura, EIT and Lincoln University
Business-Council relationships	Establish regular engagement opportunities between Council and major employers	Ongoing	Within existing budget	Office of the CEO
Business-Council relationships	Establish business breakfast meeting series with visiting speakers	Ongoing	Within existing budget	Office of the CEO, ED&E

#### Business attraction

Issue	Initiative	Timeframe	Funding	Responsibility
Lead identification	Participate at the Business Hub one day a week to build and sustain relationships and also to identify opportunities that make sense for the Wairoa district	Ongoing	Budget provision for a 'one-day-a-week' seat and the Hub	WDC and Business Hawke's Bay
Identification of district strengths and opportunities	Continue to work with Matariki REDS an Activate Tairāwhiti to develop a stronger relationship and also to transfer knowledge about the Wairoa district and the opportunities of the district	Future, to be determined	Future, to be determined	Te Mātārae o Te Wairoa Trust and WDC
Agricultural lead identification	Develop relationships with relevant commercial sector influencers in the Hawke's Bay and Tairāwhiti agribusiness space and host district tours to highlight	Ongoing	Within existing budget	ED&E Te Mātārae o Te Wairoa Trust, Business Hawke's Bay, Activate Tairāwhiti



	opportunities in Wairoa district			
Regional collaboration	Participate in region-wide opportunities as appropriate	Ongoing	Within existing budget	All councils, Business Hawke's Bay, Activate Tairāwhiti

### Tourism

Issue	Initiative	Timeframe	Funding	Responsibility
'Rocket tourism'	Research the tourism opportunity related to Rocket Lab and launches at Mahia	2017 Onwards	Within existing budget, Action 6.1 in Matariki REDS	ED&E
Development of Māori Tourism Opportunities	Work with land owners, trusts, marae and iwi and other relevant partners to explore Māori Tourism opportunities for the district	2017 Onwards	Within existing budgets	ED&E
Walking, mountain biking and horse riding	Work with land owners, Iwi and the Department of Conservation to develop existing trails and establish new ones	2017 Onwards	Within existing budget	ED&E
Tourism strategy	Work in conjunction with Tourism Hawke's Bay and Activate Tairāwhiti, to develop and implement a Wairoa Tourism Strategy	2017 Onwards	Within existing budget	ED&E

### District Promotion

Issue	Initiative	Timeframe	Funding	Responsibility
Increase knowledge of the Wairoa district outside of the district	Proactively provide imagery and information resources to relevant partners on Wairoa opportunities	2017 Onwards	Within existing budgets	ED&E
Increase knowledge of the Wairoa district outside of Wairoa	Take advantage of opportunities to increase and develop the district's reach through social media	Ongoing	Within existing budgets	ED&E
Promotion to the farming community	Work with the A & P Society on promotional opportunities at the	2017 Onwards	Within existing budgets	ED&E

	Wairoa Show and East Coast Farming Expo			
Business promotion	Support the launch and celebration of new businesses in the district including media coverage – “Better Business, Better People	Ongoing	Within existing budgets	Te Mātārae o Te Wairoa Trust with ED&E
Signage	Develop Signage Strategy	2017 Onwards	Within existing budgets	Engineering, ED&E

### Leverage

Issue	Initiative	Timeframe	Funding	Responsibility
Rocket Lab Ltd	Establish an agreed relationship management process with Rocket Lab to identify shared goals and to support the opportunities for partnership with the Council and community	2017 Onwards	Within existing budget	Office of the CEO, ED&E
Gaiety Theatre	Work with relevant partners to identify and pursue opportunities that arise from the redevelopment of the Gaiety Theatre and the choice of the Wairoa district for their location	2017 Onwards	Grants, sponsorship and existing budget	Te Mātārae o Te Wairoa Trust, ED&E
Dairy	Leverage off Wairoa’s dairy heritage and suitable land resources to establish local processing and farm conversion where appropriate	Ongoing	External funding to be found	WDC with relevant partners

### Events

Issue	Initiative	Timeframe	Funding	Responsibility
Event calendar	Develop and maintain a calendar of district events	Ongoing	Within current budget	ED&E
Event attraction and scheduling	Develop a Wairoa district events strategy	Ongoing	Within current budget	ED&E

## Regulation

<b>Issue</b>	<b>Initiative</b>	<b>Timeframe</b>	<b>Funding</b>	<b>Responsibility</b>
District plan	Review the current District Plan and seek where possible and practical alignment with neighbouring councils	3+ years	In the current budget	Regulatory
Bylaws	Ensure that the Council's bylaws are regularly updated and fit for purpose	Ongoing	As budgets allow	Regulatory