

Wairoa Business Survey

Final Report



November 26, 2012

Acknowledgements

This report was prepared by independent consultant Dr Terrence Loomis for Vision Projects, who have been commissioned by the Wairoa District Council to undertake a programme of economic development planning and action for the district. Information for this report came from a mail survey of district businesses carried out between August and October 2012. For further information, contact Roz Thomas or Alex Powdrell at:

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Business sample profile

84 business owners returned questionnaires out of 406 contacted.

A third of the sample were retail operators, 21% in commerce and 18% involved in agriculture/forestry.



75 of the 84 businesses were locally owned.

20% had been in business five years or less.

36% had been in business over 30 years.

The businesses sampled employed a total of 943 workers, of whom 88% were full time and 12% part time.



Executive Summary

Barriers to business success

Approximately a quarter of business people surveyed felt the district's declining population was the biggest barrier to operating a successful business in Wairoa.

Other significant barriers were the difficulty in finding qualified staff, people shopping outside the town, and the district's logistical isolation.

Positive factors contributing to business success

Respondents rated loyal customers as the single most important factor in maintaining a successful business in Wairoa (31% of responses).

Other important factors were loyal and valued employees (21%), the fact that many local businesses enjoyed a niche market (15%), and the summer tourist trade (11%).

Education and training needs

Two thirds of respondents indicated they were likely to benefit from additional education or training for themselves or their staff. Most of the remainder did their own in-house training.

Among those who identified a need for upskilling, 29% listed marketing and advertising. Over a third were interested in learning how to utilise new communication technologies in their business.

Quality of life indicators

Positive quality of life indicators can enhance a community's sense of wellbeing, promote population growth and encourage business development.

Main reasons given for feeling unsafe in the town centre were the 'youth problem' (23%); alcohol and drug problems (16%); and dangerous people, crime and vandalism (16%).

Main reasons for pride in Wairoa were lifestyle and being a good place to live (44%); helpful, friendly people (33%); and the area's good climate (28%).

Main reasons for lack of pride in Wairoa were high rates and a poorly performing/obstructive District Council (18% of 214 responses), the need for better maintenance and town centre improvements (17%), and the community's poor national image (17%).

Organisational interest

A **retail association** is generally dedicated to promoting the interests of retail businesses in a particular locality.

32% of survey respondents would be interested in joining a Wairoa retail association.

A **round table-style organisation** usually involves a wider range of businesses interested in keeping abreast of trends and developments, carrying out research, sharing information and pursuing issues of importance to them with government and the community.

45% of survey respondents would be interested in being involved in a business round table type of organisation.

In light of the survey findings, the newly-formed **Upstream Wairoa** group may want to consider broadening its scope beyond retail/community promotion and events organising to include business round table-type functions in order to cater for businesses across the whole district.

Main reasons contributing to a sense of community were good community facilities (23% of 204 responses), strong club activities (18%) and plenty of community events (7%).

Main reasons for lack of a sense of community were a lack of spare time (20% of 174 total choices), people being busy (17%) and a lack of scheduled community events (10%).

Growth and economic development

Main reasons given for District population decline were considered to be a lack of business, employment and career opportunities (31% of 182 responses); and the attraction of amenities, wages and lifestyles elsewhere (14% of responses).

Biggest issues stalling economic growth were the District Council's inadequate performance, high rates and lack of leadership (13% of 132 responses); lack of stable, full-time, well-paid employment (18%); and inadequate/costly transport systems (10%).

The District Council could send a positive signal by taking such feedback as a challenge to do better and find ways of working more closely with the business sector to promote economic development in the district.

The most promising economic growth area was tourism (29% of 165 responses). Respondents highlighted a number of existing and proposed tourism-oriented ventures such as converting the Napier-Gisborne railway to a cycleway, a new boat ramp, the upgrading of Highway 38 to Lake Waikaremoana, and the greater role tangata whenua will play in managing Te Urewera.

Magic wand ideas to improve Wairoa fell under three main categories:

- *Improving infrastructure, amenities and safety* were most frequently mentioned by respondents (approximately 25% of 115 responses),
- *Community and tourism promotion* made up a further 20% of responses, and
- *Encouraging and facilitating new business development* (21% of responses).

Survey Overview

A survey of Wairoa businesses was undertaken between August and October 2012 by Roz Thomas and Alex Powdrell of Vision Projects to provide a guide to their economic development activities on behalf of the Wairoa District Council over the next 12 months. The purpose was not to simply compile another statistical profile, but to gather business people's views about the community, how they feel about doing business here, the hurdles they may be facing and the opportunities they see for future growth. Questionnaires were sent to all commercial ratepayers and available for downloading by businesses on the District Council's website.

The survey report is intended to help the economic development team better understand the local business environment and business aspirations, and get strong plans in place to benefit businesses and the District as a whole. The information will be of particular interest to the Wairoa District Council, the newly-formed "Upstream Wairoa" business organisation in their promotional activities, and the Wairoa Economic Development Agency.

The survey questionnaire covered four main topics:

- Barriers and positive factors in business success
- Education and training needs
- Safety and quality of life
- Growth and economic development

For most questions, respondents were given a list of items and asked to choose three that they considered most important to them. They were also given an 'Other' option to indicate their factors or issues that were not on the list.

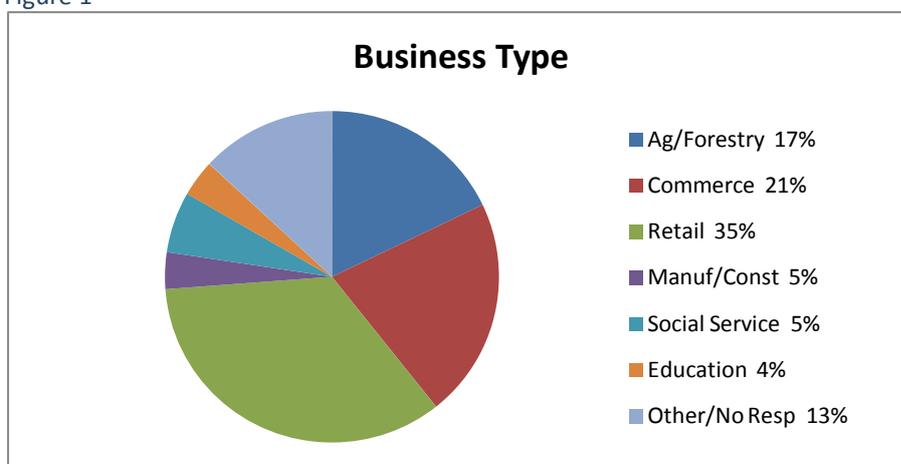
Wairoa Business Sample Profile

A total of 406 questionnaires were distributed by mail or downloaded from the Council’s website. Out of these, 84 businesses actually returned completed questionnaires which is a response rate of 21%. The following information provides a profile of the survey sample only. It is not a profile of all business activity in the Wairoa District.

Type of business

More than a third (35%) of the 84 businesses surveyed were retail operations (see Figure 1). The other main types were commerce (21%) and agriculture/forestry (18%). The sample profile is proportionately less representative of businesses in the rural sector than District profiles compiled by Statistics NZ.

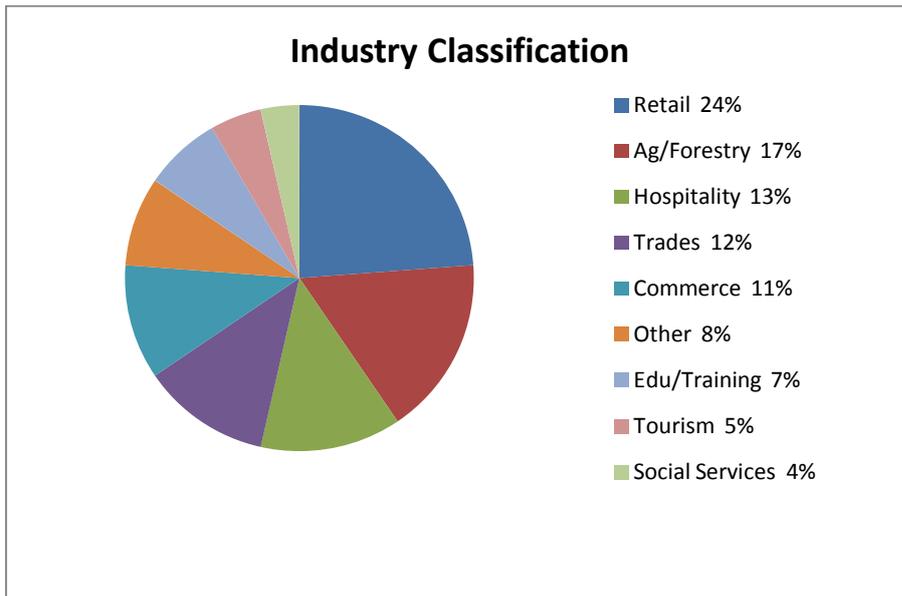
Figure 1



Industry classification

A breakdown by industry classification, as identified by respondents, illustrates the diversity of business activities that take place in the community (see Figure 2). Although retail (24%) and agriculture/forestry (17%) still comprise the largest component, the sample suggests Wairoa also has substantial tourism and tourism-related (hospitality) activities.

Figure 2



Ownership and length of operation

Most of the businesses in the survey sample (89%) were locally owned (see Table 1). There were a few instances of people owning more than one business, but the survey focused on individual businesses.

Table 1

Locally owned	75	89%
Wholly or partly non-local	9	11%
Total	84	100%

Around 20% of businesses surveyed had been in operation five years or less. At the other extreme, 36% of businesses in the survey had been in existence more than thirty years and 10 of these had been in operation for over 50 years. Most of these were farming businesses though two were commercial businesses in Wairoa township.

Table 2

Less than 1 year	2	2%
1-2 years	4	5%
3-5 years	10	12%
6-10 years	12	14%
11-20 years	22	26%
More than 20 years*	30	36%
No response	4	5%
Total	84	100%

Employment and size of business

The sample of Wairoa District businesses in the survey employed close to a thousand workers, of whom 88% were full time and 12% part time (see Table 3). This compares with about 20% of the national workforce being employed less than full time in the 2006 Census.

Table 3 **Total number of employees**

Full time	830	88%
Part time	113	12%
Total	943	100%

On the basis of this sample, businesses in the Wairoa District tend to be self-employed or relatively small operations (see Table 4). Slightly less than a third of those surveyed were self-employed, and 86% had 10 or fewer employees. There are only a handful of large employers in the District, for example AFFCO.

Table 4

Size of workforce

Self-employed	26	31%
2-5 employees	34	40%
6 – 10 employees	12	15%
11-25 employees	9	11%
26 - 50 employees	2	2%
More than 50 employees	1	1%
Total	84	100%

Barriers and positive factors in business success

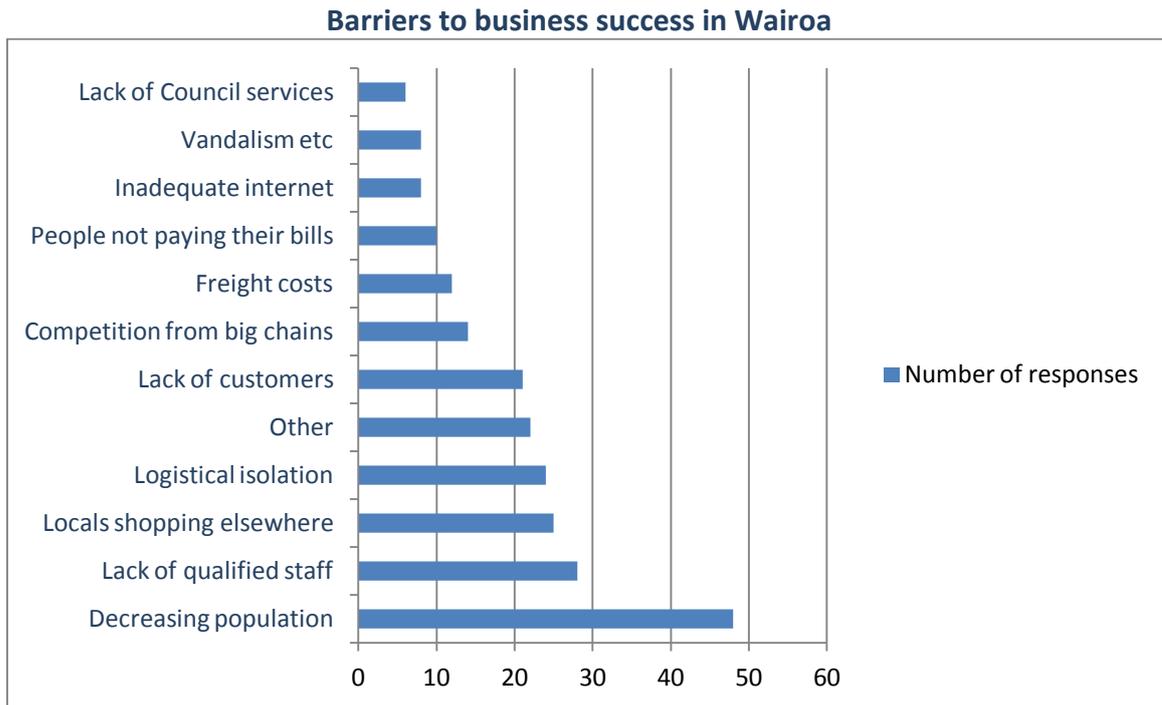
Respondents were first asked about their own business operation. They were asked (a) what they considered to be the barriers to successful business in Wairoa, and (b) the factors that were 'positives' to doing business in Wairoa.

Barriers to business success in Wairoa

Out of a total of 226 responses, Wairoa's declining population was the barrier respondents mentioned most often (21%). Setting aside 'Other' responses, approximately a quarter of business people surveyed felt that the declining population was the biggest barrier to running a successful business in Wairoa. This was followed by the difficulty in finding qualified staff, people choosing to shop outside the town, and the district's logistical isolation.

There were a number of additional issues raised under 'Other' (see Appendix A), the most significant being high rates and District Council's perceived unhelpful attitude toward business growth and development. This was in addition to those who mentioned lack of Council services as a barrier. Altogether some 6% of the survey responses identified the District Council as a barrier to business.

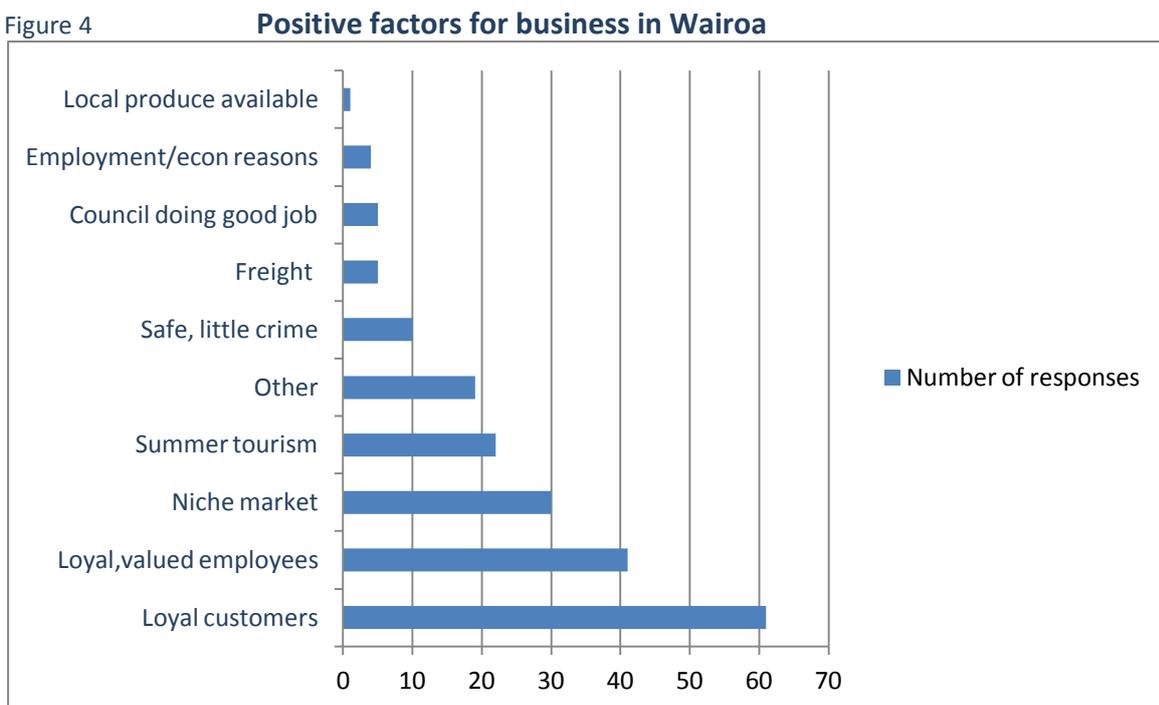
Figure 3



Positive factors in business success

While a decline population and people shopping out of town were barriers to business, respondents rated loyal customers as the single most important factor (31%) to successful business operations in Wairoa. This was followed by loyal and valued employees (21%) and the fact that many (15%) enjoyed a niche market for their products or services (see Appendix B). Approximately 11% of business operators cited the summer tourist trade as another contributing factor to their business operations.

Figure 4



Among the factors listed in the 'Other' category, many respondents (8 or 5%) noted that the district's location and climate were important pluses for their business activities. In responding to this question, 3% of the sample suggested the District Council was doing a good job which helped their business.

Education and training needs

Only 54 (65%) of respondents indicated they had some need for education or training for themselves or their staff (see Table 5). A few of the larger businesses noted that they did training in-house. Of those who did identify a need for upskilling, 31 (29%) listed marketing and advertising. However, if we combine those who wanted training in the use of social media with use of online systems, then more than a third of respondents (36%) were interested in learning how to utilise new communication technologies in their business.

Table 5

Training services that would most benefit your business

Type of training	# of responses	%
Marketing and advertising	31	29.0
Using social media	20	18.7
Online systems	19	17.8
Customer service	17	15.9
Kiwihost	10	9.4
Retail display	5	4.7
Other*	5	4.7
Total	107	100%

*Trade training (3); website maintenance (1); small business course (1)

Quality of life

Research has shown that positive quality of life factors can be important for attracting people to a community, just as negative factors can drive people away. Similarly, they can influence whether a company chooses to locate in a community, whether entrepreneurs decide to undertake new developments, and whether businesses feel they are 'part of the community'. Quality of life factors are also an important measure of the community's cohesiveness. They can be an indicator of citizens' sense of collective 'ownership', and their willingness to work together to improve their community.

Crime and safety

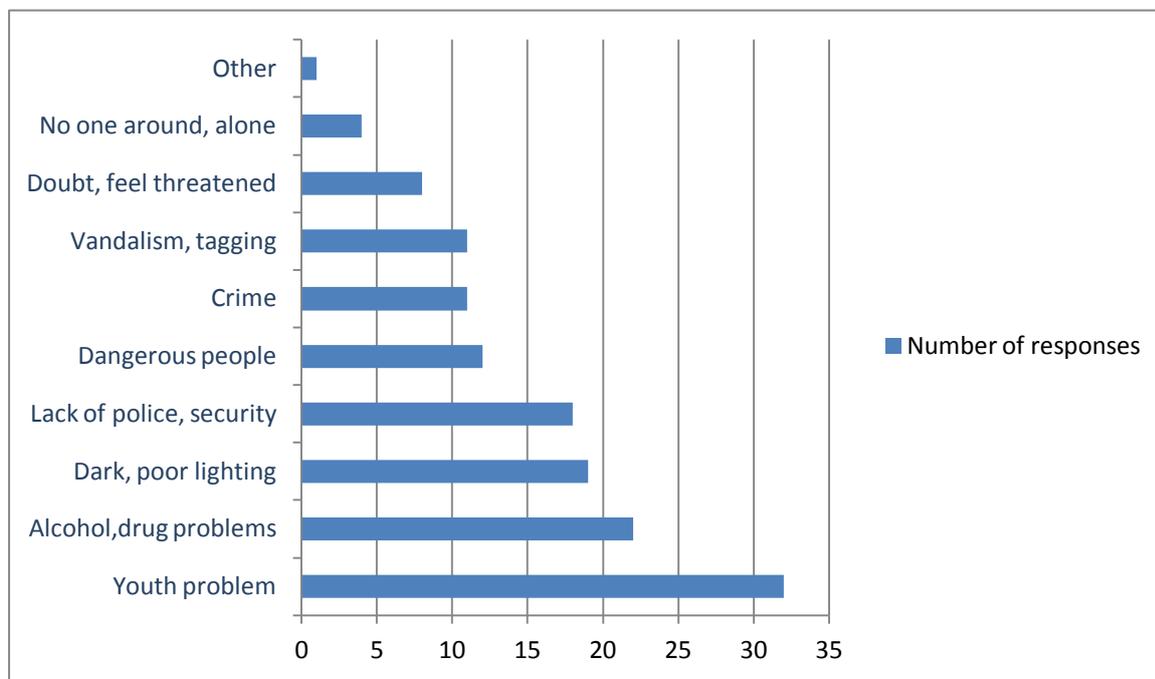
Feeling safe and secure in one's home and community can be important to people's sense of wellbeing and their willingness to continue living there. These can also be important reasons for feeling confident about running a business in that community.

Respondents to the business survey were asked about reasons they may have felt unsafe in the town centre. No doubt some would have considered that some of these same reasons were likely to affect their customers shopping habits. Out of 138 responses, almost 40% rated the 'youth problem' (23%) and/or alcohol and drug problems (16%) as the main reasons for feeling unsafe in the town centre (see Appendix C). Another 16% were concerned about dangerous people, crime and vandalism. Only one person mentioned the gang problem specifically.

In addition to problems and activities related to people, 16% of respondents also pointed to amenity issues like lack of adequate lighting (see Figure 6)

Figure 6

Reasons for feeling unsafe in the town centre



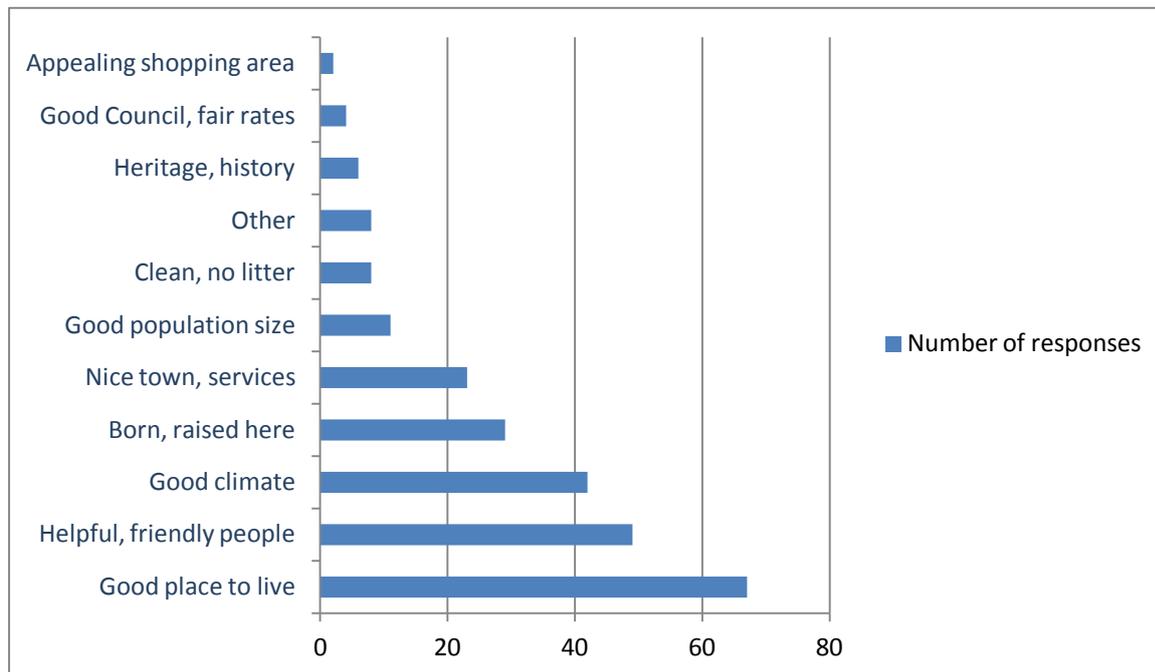
Business Survey respondents were asked about reasons for feeling proud of Wairoa as well as reasons for a lack of pride, as well as about the sense of community in Wairoa.

Reasons for feeling proud of Wairoa

Over half the responses (44%) cited Wairoa’s lifestyle and being a good place to live as the main reasons to feel proud of the community and district (see Appendix D). Helpful, friendly people (33%) and the area’s good climate (28%) were the other reasons mentioned most often. Several people also mentioned Wairoa’s proximity to natural resources like the river and Lake Waikaremoana. District Council performance and the shopping area were least mentioned (see Figure 6 below).

Figure 7

Reasons for pride in Wairoa



Reasons for a lack of pride in Wairoa

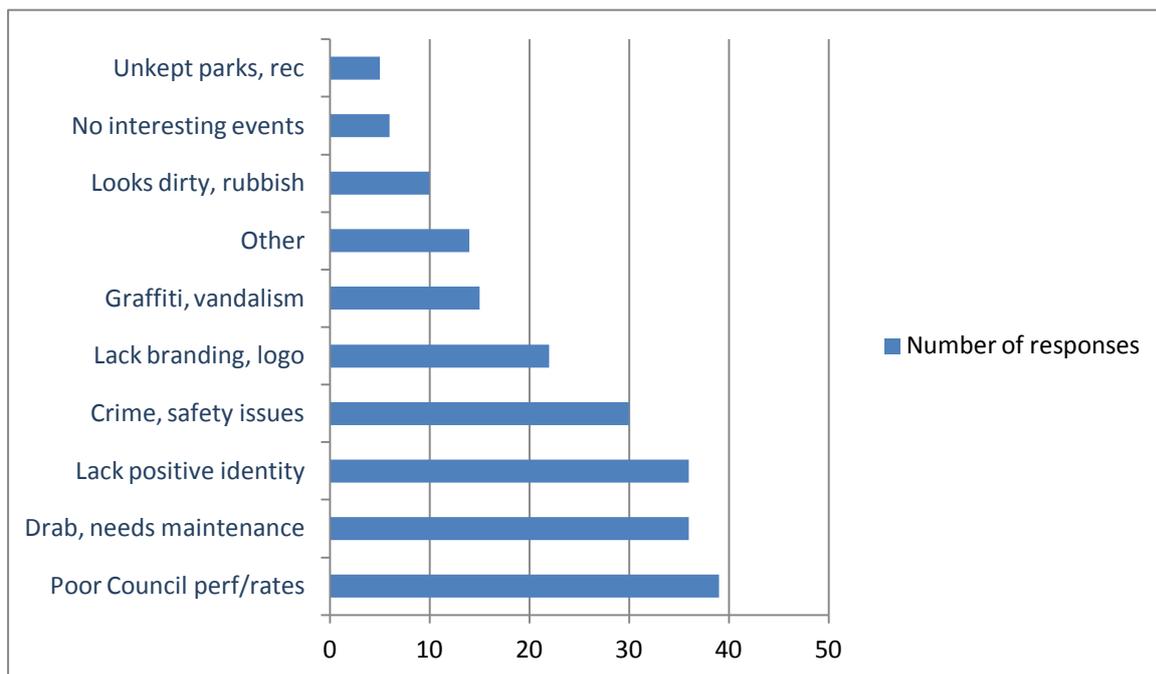
Conversely, business owners most often mentioned poor District Council performance, high rates and obstructive regulations (18% of 214 responses) as the main reason for a lack of pride in Wairoa (see Appendix E). This was followed closely by the need for better maintenance and improvements to community and town centre (17%), which relates to the area looking dirty with rubbish (5%), unkempt recreational areas (2%) and concerns about graffiti and vandalism (7%). In general this set of concerns was about infrastructure, public services and security.

The findings regarding Council’s performance, lack of leadership and high rates are not unique to the Wairoa District.¹ Rather than rejecting such feedback (which would simply compound the problem), Council could send a positive signal by taking this as a challenge to do better and find ways of working more closely with the business sector.

Another set of factors had to do with the community and district’s poor image nationally (17%) as well as locally, and the lack of positive promotional efforts (see Figure 8). In the ‘Other’ category, a further 8 responses out of 15 mentioned Wairoa’s negative portrayal in the media.

¹ A KiwiHost survey released in early November 2012 found local councils and government agencies rated below zero in customer satisfaction. More people thought they provided bad service than good service.

Figure 8 **Reasons for lack of pride in Wairoa**

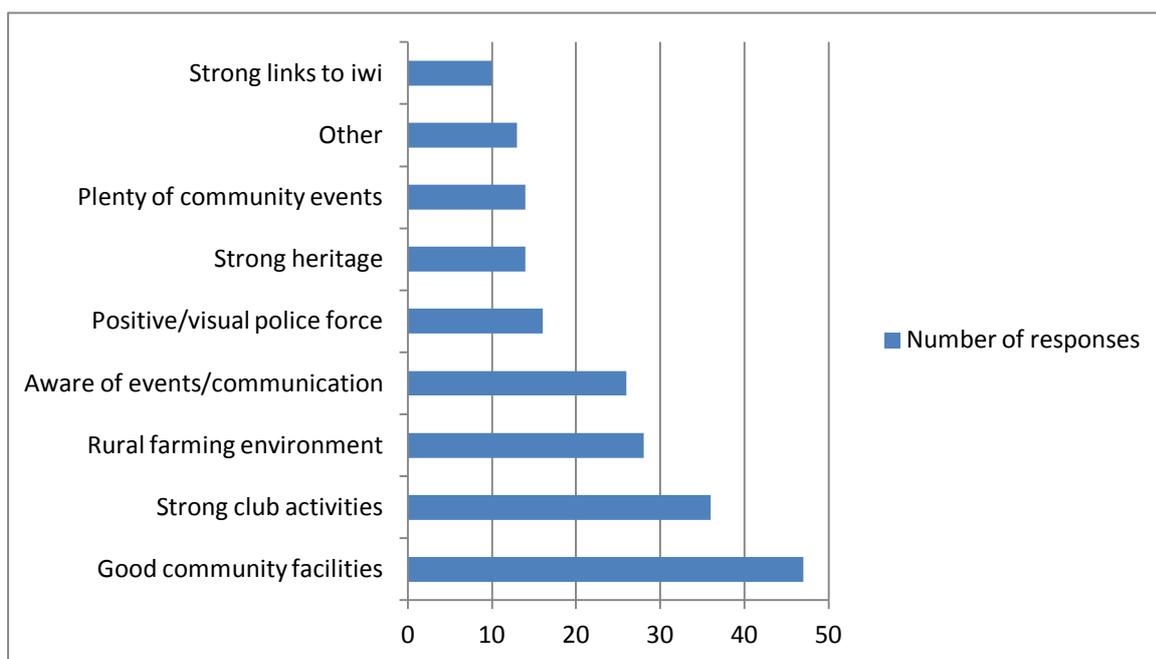


Reasons contributing to your sense of community

Although respondents thought a drab, poorly maintained town centre was a main reason for lack of pride in Wairoa, they also felt that good community facilities were the most important factor contributing to a sense of community (23% of 204 responses). Strong club activities (18%) and plenty of community events (7%) were other significant reasons (see Figure 9).

Figure 9

Reasons Contributing to your sense of community



In the 'Other' category, 6 respondents mentioned people caring for one another as a factor contributing to a sense of community (see Appendix F).

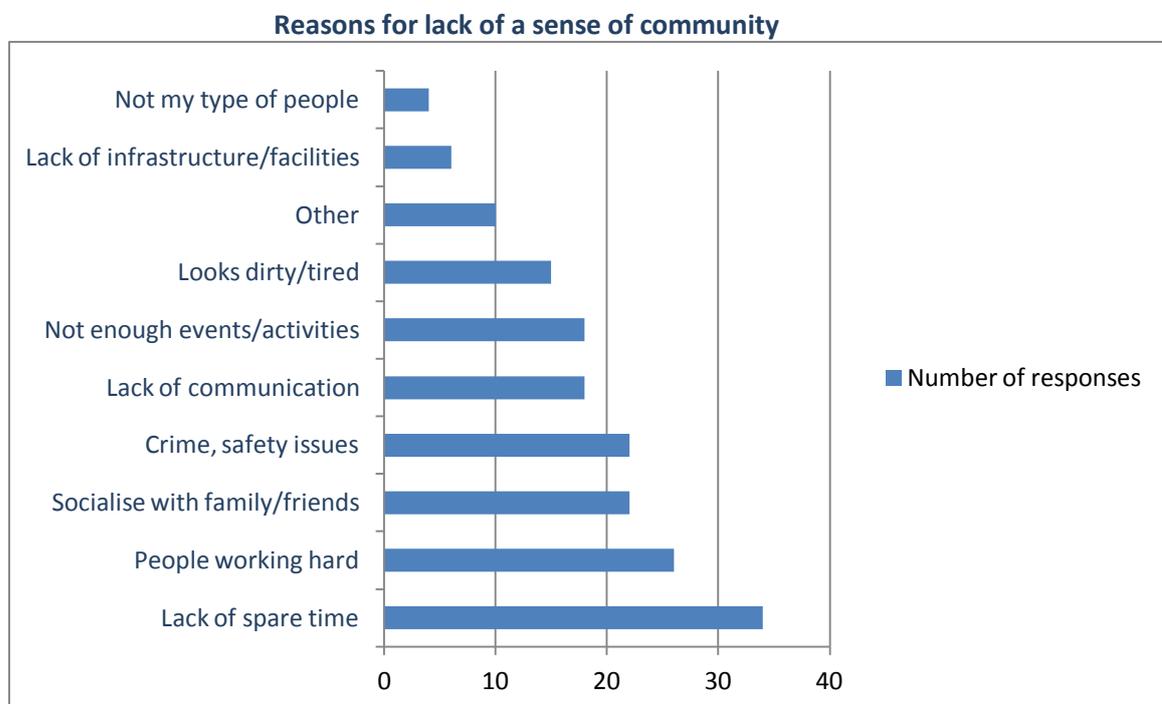
At the same time, business owners mentioned the district's rural farming environment and associated activities as the second most important factor contributing to a sense of community. This has the potential to become a double-edged sword when planning for development and encouraging business growth. Assuming survey respondents are correct, it will be important to ensure that any future development projects or new industries future do not detract from this important aspect of community vitality and cohesiveness.

Reasons for a lack of a sense of community

Conversely, asked about reasons that detracted from a sense of community in Wairoa, business owners surveyed pointed to a lack of spare time as the primary factor (almost 20% of 174 total choices). They were presumably explaining their own lack of involvement as well as people working hard (i.e. being busy), which was that second most frequently noted factor (17%) (see Appendix G).

There was another cluster of reasons having to do with a lack of scheduled community events (10%), a lack of adequate facilities (4%) and lack of communication about events and activities (10%) (see Figure 10). A further grouping of reasons was about people's insularity and attitudes, ranging from people choosing to socialise more with family and friends (13%) to people 'not my type' (2%). Also 5 responses under 'Other' were about people being negative and/or unwilling to get involved.

Figure 10



Growth and development

Business owners in the district were asked their views on the main factors contributing to population decline and the barriers to economic growth.

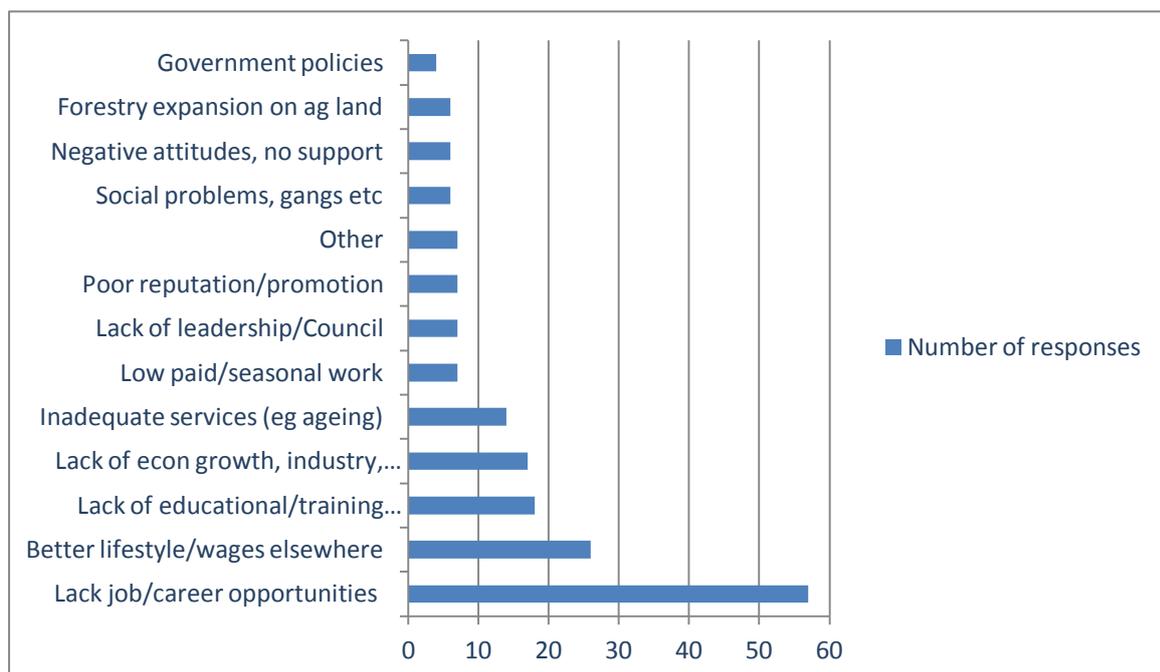
Reasons for population decline

Population decline has been seen as both a reason for, and a response to, a lacklustre local economy and lack of opportunities for employment and business growth. Survey respondents were asked what they thought the main reasons were for Wairoa's population decline (Note: these are the opinions of survey respondents. They are not necessarily the factors that would emerge from an objective economic/demographic study).

Those surveyed identified two key factors, one being a 'push' and the other being a 'pull'. By far and away, the most important reason (31% of 182 responses) respondents gave for people leaving the district was a lack of business, employment and career opportunities (see Appendix H). The 'pull' factor they cited was the attraction of amenities, wages and lifestyles elsewhere (14% of responses). No doubt most people were thinking of places like Auckland or Australia. Lack of advanced educational opportunities and lack of growth and new industry were rated the next most important (see Figure 11).

Figure 11

Reasons for Wairoa's population decline



Respondents also pointed to a group of factors involving inadequate services, the district's poor reputation (lack of positive promotion), and a lack of District Council leadership ... each of which comprised around 4% of responses. Another 4% of total responses pointed to outside factors like government policies and the global recession.

Issues stalling economic growth

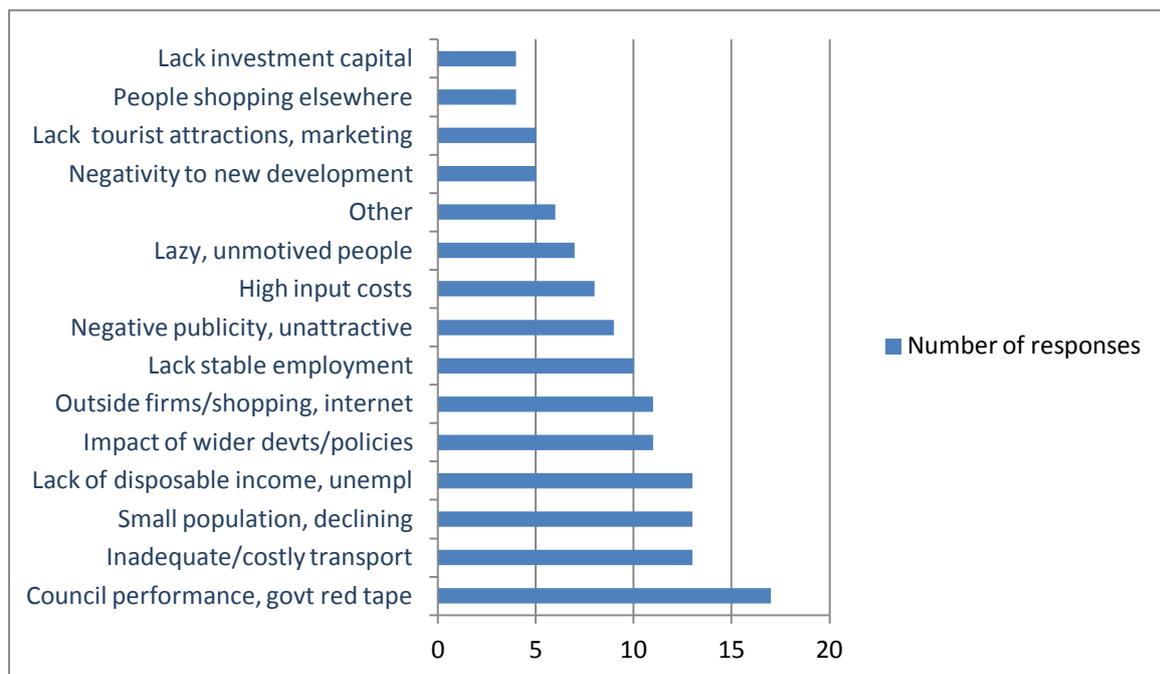
Business owners surveyed cited the District Council’s poor performance, high rates and lack of leadership as a significant barrier to economic growth (13% of 132 responses). Council has a key role to play and a portion of the sample obviously feel the Council is not measuring up to expectations. Some of respondent’s comments were mentioned in particular what they perceived to be a lack of leadership and bureaucratic obstruction. These findings will no doubt be cause for concern and reflection by the Council.

Respondents also noted the significant impact that inadequate/costly transport systems (10%) and wider economic policies and developments (8%) had on the potential for economic growth in the district (see Appendix I).

The declining population (10%) and lack of stable/full-time/well-paid employment (18%) opportunities were also seen as reasons stalling economic growth. On the pro-active side, some respondents felt that risk aversion and a lack of investment capital were also inhibiting business development (see Figure 12).

Figure 12

Issues stalling economic growth in your industry



Potential economic growth areas in Wairoa

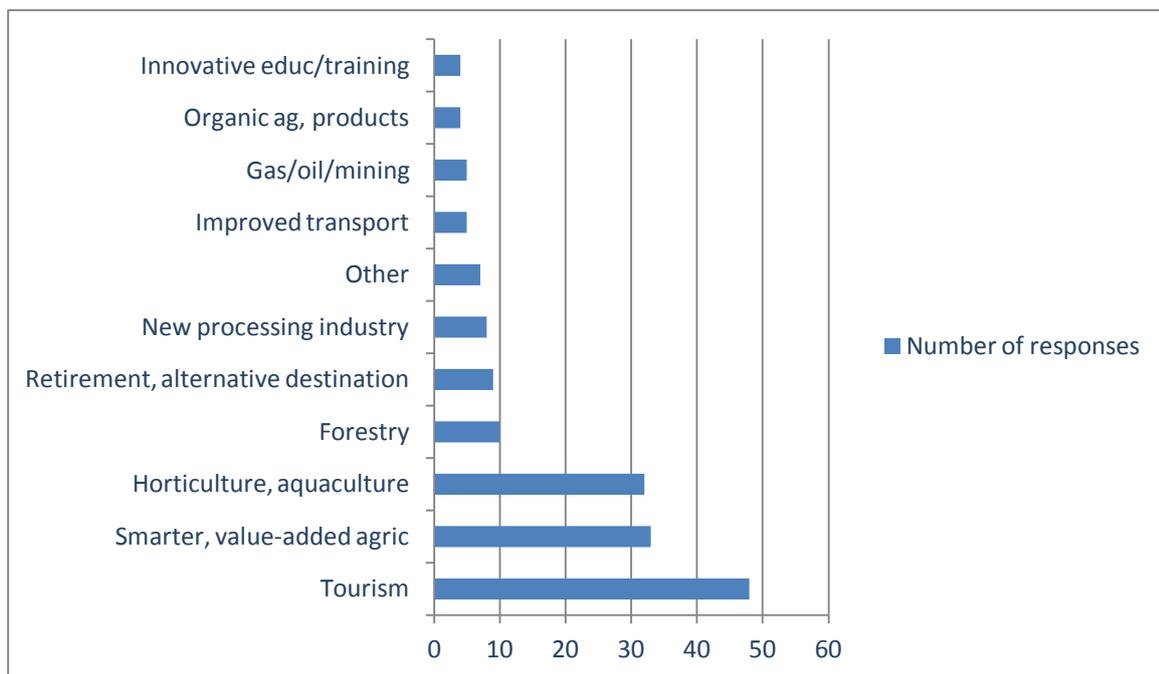
On the positive side of the ledger, business people who responded to the survey suggested a number of existing and new tourism-oriented ventures and projects (29% of 165 responses) that they felt would boost economic growth (see Appendix J). These included converting the defunct Napier-Gisborne railway to a cycleway, a new boat ramp, the upgrading of Highway 38 to Lake Waikaremoana, and the greater role tangata whenua will play in managing Te Urewera.

The other two significant growth areas respondents pointed to were an expanded, value-added agricultural production sector (20%) and an increasing role for horticulture (19%), including organics.

Somewhat out of the mainstream, several people mentioned the potential for promoting the district as a destination for retirement living and alternative lifestyles (6%) (see Figure 13). With the ageing Baby Boomer generation and projections of significant growth in the retirement living/health sector in coming years, this seems an area worth further investigation. Others mentioned the expanding organic agriculture sector, and (although controversial) oil & gas exploration as having potential to add to the district’s growth.

Figure 13

Potential economic growth areas in Wairoa

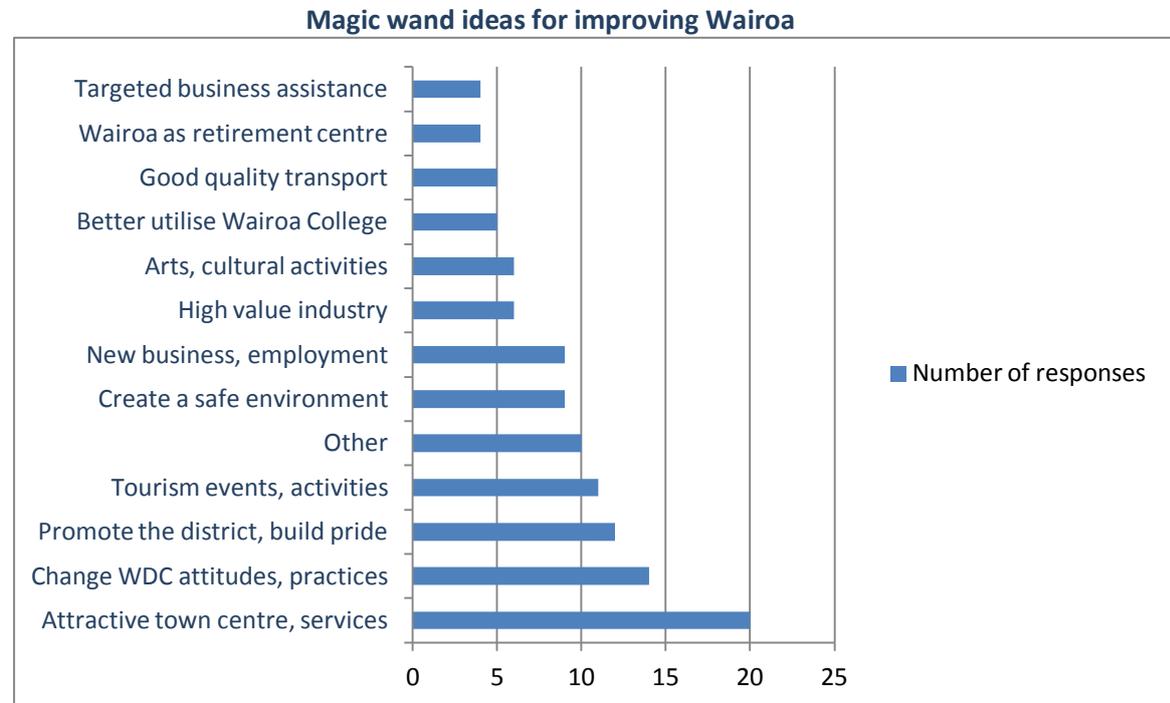


A magic wand: what would you improve in Wairoa?

Given the barriers and opportunities for economic growth identified previously, survey respondents were asked if they had a magic wand what one thing they would improve in Wairoa (see Appendix K). Many of the suggestions were quite specific, like encouraging the development of a cutting edge retirement industry (see Figure 14). However, taken as a whole the suggestions seemed to fall into a few broad categories like improving amenities and safety, community and tourism promotion, and encouraging and facilitating new business development.

The suggestions that grouped under the theme of *improving infrastructure, amenities and safety* were most frequently mentioned by respondents (approximately 25% of 115 responses). Ideas included transport improvements, better public services, creating a more attractive town centre (e.g. a themed mall), fixing the gang problem, a more visible police presence, and helping troubled youth.

The various recommendations around *community and tourism promotion* together made up a further 20% of responses. The emphasis here was on having an ongoing, pro-active promotional effort to counter the community’s negative image, highlight positive aspects, and target events and activities for tourists. Respondents suggested a number of existing or



new ventures that could be promoted, including several based around the river and water sports. Some argued that effective promotion would not happen without employing a full-time promoter/events organiser or PR agency.

Closely linked to improving amenities/safety and promoting the community/tourism were a set of suggestions about Wairoa District Council needing to change its attitude toward business, become more visionary, actively support and facilitate business development, and operate more efficiently (rates). These recommendations, some of which were quite pointed, made up 12% of responses.

Under the heading *encouraging and facilitating new business development* (21% of responses), there were various suggestions about the types of business that could be helped to get established and/or grow. For example, actively targeting medium to large businesses or industries involved in high-value production and research activities in order to provide stable, better paying career opportunities for young people. Several business respondents pointed to the need for targeted business assistance (e.g. affordable finance, rates adjustments) as a tool to encourage new businesses.

Organisational interest

Business organisations have existed in Wairoa in the past, but at the time of this survey none were active. The last part of the questionnaire sought to assess people’s interest in being involved in some kind of new business organisation. Two different types of organisation were suggested: a retailers association and/or a business round table. A

retailers association is generally dedicated to promoting the interests of retail businesses in a particular locality, e.g. annual sales or lobbying local government. A round table-style organisation usually involves a wider range of business representatives interested keeping abreast of business trends and developments, carrying out research, sharing information and pursuing issues of particular importance to them with government and the community.

Fewer people surveyed were interested or would possibly join a retailers association (32%) than a business round table organisation (45%) (see Table 6). Put another way, respondents as a whole were less likely to support a retail association than a business round table. This probably reflects the fact that Wairoa retailers per se made up only around ¼ of the sample.

Table 6

Interest in joining a retailers association			Interest in joining a business round table		
Response	Number	Percent	Response	Number	Percent
Yes	23	27.4	Yes	32	38.1
Possibly	4	4.8	Possibly	6	7.1
No	43	51.2	No	34	40.5
No reply	14	16.7	No reply	12	14.3
Total	84	100%	Total	84	100%

This information is likely to be of interest to the recently-formed “Upstream Wairoa,” which initially at least gives the impression of being more of a retailers association. It intends focusing on promotion, events coordination, and addressing issues facing local businesses (see 24 October 2012 news release on the Wairoa District Council’s website www.wairoadc.govt.nz). Based on the survey, it is worth considering whether the purpose and activities of Upstream Wairoa should be broadened beyond simply retail/community promotion and events organising to include a wider range of business round table functions in order to appeal to business people/owners across the whole district. There is also a question, given the ‘magic wand’ comments about needing a **full-time** coordinator/events organiser (or a professional firm), whether to achieve its goals Upstream Wairoa may need to direct its fundraising to establishing such a role.

Summary

The survey findings represent the opinions and ideas of a significant sample of business owners, managers and operators across the Wairoa District. As such, they are not meant to substitute for objective economic research and development planning. They do indicate the factors the business community sees as important to successful business, the issues and barriers hindering growth, and what respondents suggest are potential areas for economic development. This report therefore can be a useful guide to the Wairoa District Council’s thinking, planning and actions to promote long-term sustainable development (c.f. Wairoa District 10-year Plan). It will also be useful to the business community itself, and in particular the newly established “Upstream Wairoa” as it clarifies its aims and plans its activities.

Appendices

Appendix A – Barriers to business

Barrier	# of responses	%
Decreasing Wairoa population	48	21.2
Hard to employ qualified staff	28	12.4
Locals shopping outside of town	25	11.1
Logistical isolation	24	10.6
Lack of people coming through the door	21	9.3
People not paying their bills	10	4.4
Competition from outside big business chains	14	6.2
Freight costs	12	5.3
Inadequate internet services	8	3.5
Vandalism/tagging/theft	8	3.5
Lack of Council services	6	2.7
Other*	22	9.7
Total	226	100

* Attitude of Council to development (5); high rates (2); poor town reputation/ lack of promotion (4); low wages, lack of opportunity (3); financing/exchange rate (2); expectations of lower costs than in larger centres (2); low socio-economic status population.

Appendix B – Positives to business in Wairoa

Positive factors	# of responses	%
Loyal customers	61	30.8
Loyal and valued employees	41	20.7
Niche market	30	15.2
Summer tourist trade	22	11.1
Safe, not much crime	10	5.1
Freight	5	2.5
Council doing a good job	5	2.5
Employment/economic reasons	4	2.0
Local fresh produce available	1	.5
Other*	19	9.6
Total	198	100%

*Climate, location (8); our reputation (3); demand for our service (3); low cost property (2); community support (1).

Appendix C – Crime and safety

Reason	# of responses	%
Youth problem	32	23.2
Alcohol and drug problems	22	15.9
Dark, poor lighting	19	13.8
Lack of police presence, security surveillance	18	13.0
Dangerous people to be around	12	8.7
Crime experienced	11	8.0
Vandalism, tagging	11	8.0
Doubt, uncomfortable, feel threatened	8	5.8
No one around, unsafe alone	4	2.9
Unsafe buildings	0	0
Other*	1	.7
Total	138	100%

*Gangs (1). Note: 19 respondents (23%) said they didn't feel unsafe in the town centre.

Appendix D - Reasons you are proud of Wairoa

Good place to live, lifestyle	67	44.4
Helpful, friendly people/community spirit	49	32.5
Good climate	42	27.8
Born, raised, grew up here	29	19.2
Nice town, adequate services	23	15.2
Good population size	11	7.3
Clean, no litter	8	5.3
Other*	8	5.3
Heritage, history	6	4.0
Good Council, fair rates, representative	4	2.7
Appealing shopping area	2	1.3
Total	151	100%

*Close to river, lake, Te Urewera (4), Good place to bring up kids (1), business opportunities (1), bi-cultural community (1), safe community (1).

Appendix E - Reasons for lack of pride in Wairoa

Poor Council performance, high rates etc	39	18.2
Drab, need of maintenance	36	16.8
Lack of positive national identity	36	16.8
Crime & safety issues	31	14.5
Lack of identifiable town branding, logo	22	10.3
Graffiti, vandalism	15	7.0
Other*	14	6.5
Looks dirty, rubbish	10	4.7
No interesting annual events	6	2.8
Unkempt parks, recreation areas	5	2.3
Total	214	100%

*Negative media portrayal of Wairoa (8); Lazy, negative, unkempt people (3); Pollution, drains (2); Lack of high value industry (1); No night life (1).

Appendix F - Reasons contributing to your sense of community

Good community facilities	47	23.0
Strong club activities	36	17.7
Rural farming environment	28	13.7
Aware of events/good communication	26	12.8
Positive/visual police force	16	7.8
Strong heritage	14	6.9
Plenty of community events	14	6.9
Other*	13	6.4
Strong links to iwi	10	4.9
Total	204	100%

*People caring for one another (6), A close-knit community (2), Family and friends (1), Local media (1), Loyal clientele (1), Opportunities provided by voluntary organisations (2).

Appendix G - Reasons for lack of sense of community

Lack of spare time	34	19.5
People working hard	26	16.7
Socialise with family, friends	22	12.6
Crime and safety issues	22	12.6
Lack of communication	18	10.3
Not enough community events/activities	18	10.3
Looks dirty/tired	15	8.6
Other*	9	5.2
Lack of infrastructure/facilities	6	3.5
Not my type of people	4	2.3
Total	174	100%

*People unwilling to get involved (3), Back-stabbing and negativity (2), Social and economic divisions (1), People disempowered (1), Lack of leadership (1), Live out of town (1).

Appendix H - Reasons you see for Wairoa's population decline

Lack of business/job/career opportunities	57	31.3
Attractive amenities/lifestyles/wages elsewhere	26	14.3
Lack of educational/ training opportunities	18	9.9
Lack of economic growth, new industry, investment; uncertainty	17	9.3
Inadequate services(e.g. health care for ageing population)	14	7.7
Low paid/seasonal employment, high living costs	7	3.9
Lack of leadership, Council performance, disjointed	7	3.9
Poor reputation/lack of pride/lack of promotion	7	3.9
Other*	7	3.9
Social problems, crime, troubled youth, gangs	6	3.3
Negative attitudes, dependency, lack of support	6	3.3
Forestry expansion on agricultural land	6	3.3
Govt policies (exchange rate, regional devt, regs)	4	2.2
Total	182	100%

* Isolation, poor infrastructure (3); Recession, sell up now (2); Use of outside contractors (1); Natural drift from rural to urban areas (1).

Appendix I - Issues stalling economic growth in your industry

Council's performance, leadership, rates; gov red tape	17	12.9
Inadequate/costly transport, no rail, poor roading	13	9.9
Small population, declining, people leaving	13	9.9
Lack of money, low/seasonal incomes, unemployment	13	9.9
Influence of wider economic developments, policies	11	8.3
Competition from outside firms/products, outside shopping/lack of local support, online shopping	11	8.3
Lack of stable/full-time employment opportunities	10	7.6
Negative publicity, lack of promotion, not attractive	9	6.8
High input costs - housing, rental/lease, electricity, petrol, vehicle maintenance, advertising, fees	8	6.1
People lazy, lack of motivation, irresponsible	7	5.3
Negative attitudes to new development, risk adverse	5	3.8
Lack of tourist attractions, organised activities, marketing	5	3.8
Lack of investment capital, debt, over-extended	4	3.0
Other*	6	4.6
Total	132	100%

*Lack of education, skills, necessary experience (2); Need for innovation, utilising new technology (2); Multiple ownership of Maori land (1); Difficult winter climate (1).

Appendix J - Potential economic growth areas in Wairoa

Tourism – railway to cycleway, <i>Waikaremoana</i> (improved Hwy 38, expanding Maori role), Mahia, Morere, <i>ecotourism</i> , adventure tourism, boat ramp, sport & culture events	48	29.1
Expanded, smarter/value-added agricultural production (meat, <i>dairy</i> , grain)	33	20.0
<i>Horticulture</i> , aquaculture, floriculture - packing	32	19.4
Forestry	10	6.1
Promote district as a destination for retirement, alternative lifestyles, artists/crafts people, writers (cheap housing, low costs, support services)	9	5.5
New processing/manufacturing industry (wood products, etc)	8	4.9
Other*	7	4.2
Improved transport – new rail head, roading	5	3.0
Gas/oil/mining development, infrastructure	5	3.0
Organic agriculture, horticulture; products	4	2.4
Innovative education programmes, trades training, home crafts	4	2.4
Total	165	100%

*Enhancing local services, better pricing (3); Supporting/growing existing industry (2); Maori development – land base, people resources (1); Sustainable development – reduce forestry etc (1).

Appendix K - Magic wand: what would you do to improve Wairoa

Improve Wairoa public services, amenities; create an attractive town centre; Main street like a mall – dining, activities & entertainment	20	17.4
Change attitude, operations of Council from obstruction/ineffectiveness & high rates to active facilitation, support, visionary leadership	14	12.2
Promote the district/business/pride; create a positive image - employ a professional agency, media campaign etc	12	10.4
More activities/events for tourists & the community – Wild Food, rowing competition, boat ramp, canoe hire, cruises, antiques – hire an events organiser	11	9.6
Other*	10	8.7
A safe environment - police regularly walking the beat downtown; fix the gang problem, drugs, help delinquent youth, graffiti, gambling	9	7.8
Growth; new businesses creating stable, well-paying work opportunities; career structures	9	7.8
Attract industries that do high value processing/research; apprenticeships; diversify from agriculture, forestry	6	5.2
Encourage arts, cultural activities (marae, Gaiety Theatre), better signage, logo, public art	6	5.2
Better utilise Wairoa College – attract overseas students, upskill staff, innovative programmes – e.g. college students as IT mentors to local business, apprenticeships in new sectors	5	4.4
Develop good quality road, rail transport	5	4.4
Promote Wairoa as a centre of excellence in retirement living & health care – best practice	4	3.5
Business assistance – e.g. affordable finance for business investment, reduced electricity costs, improved day care facilities	4	3.5
Total	115	100%

*Identify, organise skilled, enthusiastic local people to grow the economy (3) Develop a floriculture industry (1); Promote Wairoa as a sustainable living centre - e.g. Transition Town (2); Encourage chain stores to move to Wairoa (1); Address external issues – e.g. exchange rate & other government policies (2); Double the population (1).