



# **Economic Development Committee**

## **AGENDA**

**10.00am Wednesday 3 February 2016**

**Council Chamber, Wairoa District Council, Coronation  
Square, Wairoa.**

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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# Agenda

## CHAIRMAN:

**MEMBERSHIP:** His Worship the Mayor Mr C Little, Councillor D. Eaglesome-Karekare (Deputy Mayor), Councillor J Harker, Bruce Kenyon (Te Matarae o Te Wairoa Trust Chairman), Maori Standing Committee Representative

	<b>Pages</b>
<b>Procedural Items</b>	
1. Election of Chairman	
2. Election of Deputy Chairman	
3. Civic Prayer	
4. Apologies for Absence	
5. Declarations of Conflict of Interest	
6. Chairman's Announcements	
7. Items of Urgent Business not on the Agenda	
8. 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 3 minutes per person is allowed.	
9. Terms of Reference & Membership of the Committee	
<b>General Items</b>	
10. Te Matarae o Te Wairoa Trust update (Verbal update)	
B Kenyon – Chairman of Te Matarae o Te Wairoa Trust	
11. Workshop: Draft Economic Development Strategy	<b>3-24</b>
R Thomas – Economic Development Officer	
12. Workshop: Draft Tourism Strategy	<b>25-40</b>
R Thomas – Economic Development Officer	

## Economic Development Committee

3 February 2016



### **Workshop: Draft Economic Development Strategy**

The attached Draft Economic Development Strategy is the same version that was on the Council agenda in November 2015. It is a draft strategy and will be revised before it is adopted by Council.

The purpose of including this item on the agenda of the Economic Development Committee is to collate some ideas and feedback from committee members to include in a revised draft.

Once the draft strategy has been revised to incorporate the ideas and feedback of the Committee the strategy will be included on a future agenda of the Committee, the purpose of this will be for the Committee to review the document and make a recommendation to Council that the Economic Development Strategy is adopted.



## WAIROA DISTRICT COUNCIL

PO Box 54, Wairoa – Telephone (06) 838-7309 – Facsimile (06) 838-8874

### Draft Economic Development Strategy



#### Vision and objectives

***Nā ngā pakihwi o ō tātou tīpuna, ka taea e tātou Te titiro whakamua***

*'From the shoulders of our ancestors, we are able to see the future'*

**Connected Communities**

**Desirable Lifestyles**

**Treasured Environments**

The Wairoa District Council's vision is focused on developing and maintaining high quality infrastructure and Council services while ensuring that Te Wairoa prospers. This dual approach ensures that the community will be provided for now, and for the future. The Council wishes to create desirable natural, social, cultural and economic environments across Te Wairoa, where both existing and new residents will be encouraged to invest in our collective future.

This strategy stands on four interconnected objectives:

- Arresting and reversing historical population decline in both urban and rural Te Wairoa through encouraging natural growth and by attracting new residents;

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- Developing and maintaining high quality, attractive infrastructure, events and Council services;
- Attracting new businesses and visitors; and,
- Supporting existing businesses and community organisations.

## Regional economic development framework

The recently developed regional strategic economic development framework is depicted below in Figure 1. The goals and objectives of this framework are underpinned by seven cross-cutting themes that are designed to enhance the economic prosperity of the region. The Wairoa District Economic Development Strategy draws on this approach and framework.

**Figure 1.** Hawke's Bay Economic Development Framework<sup>1</sup>



## Economic Foundations

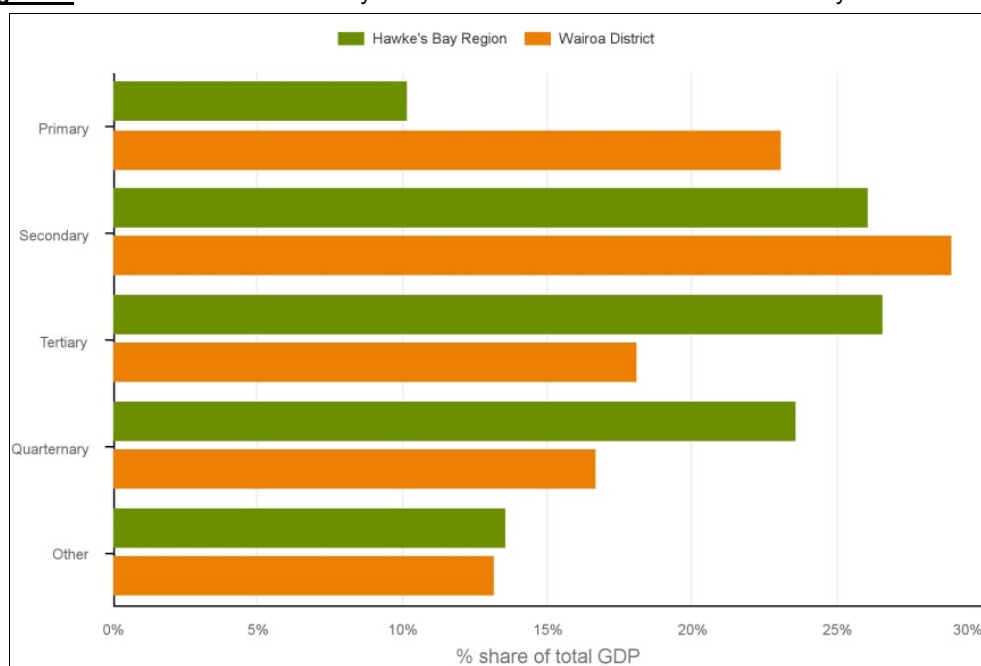
Te Wairoa is a typical example of a New Zealand pastoral farming dominated region containing agricultural service towns and villages. Given the importance of agriculture, principally sheep and beef, to the local economy the critical economic development role of the Council is to provide, maintain and advocate for the required infrastructure and services. The job numbers by industry for 2014 in Te Wairoa compared to the Hawke's Bay Region are given in Appendix 1.

<sup>1</sup> Source: Hawke's Bay's Draft Regional Economic Development Strategy

### Pastoral farming

The main farming activity in the District is sheep and beef farming with sheep mainly on the steeper hill country and beef on the flatter land. Te Wairoa is known nationally as a leading producer of high quality, non-dairy cross beef, principally Angus. The District used to have a strong dairy industry with a local dairy factory, but with the formation of Fonterra and their reluctance to collect milk from the more remote areas, the number of dairy farms has dwindled. Recovery of this industry depends on the re-establishment of local processing.

**Figure 2.** Contribution to GDP by broad sector in Te Wairoa and Hawke's Bay<sup>2,3</sup>



### Horticulture

Te Wairoa has a high horticulture potential that has seen a number of crops grown here over the years. For example, at one time the Mohaka area produced gold medal winning Syrah wine. Recently new plantings of apples have been established, picking up on the Districts early ripening potential for pip and stone fruit. The area is a leading producer of high protein maize.

### Forestry

Forestry is a significant part of the local economy with large plantings of predominantly pinus radiata. This industry has contributed to rural depopulation as farms have converted from pastoral farming to forest and farming families have moved away. Maintaining a road network to take the growing volumes of wood to market will be a major challenge for the District.

<sup>2</sup> The **primary** sector extracts or harvests products from the earth and includes agriculture, forestry, fishing, and mining. The **secondary** sector produces manufactured and other processed goods and includes manufacturing, electricity, gas and water, and construction. The **tertiary** sector includes all service industries that are not knowledge intensive, such as retail trade, and food and accommodation services. The **quaternary** sector includes knowledge intensive service industries. **'Other'** includes owner occupied property operation and unallocated activity.

<sup>3</sup> Except where indicated, all statistics were provided by Infometrics Ltd., from the Hawke's Bay Region Economic Profile.

### **Agricultural processing**

The largest employer in Te Wairoa is the AFFCO meat works. This plant is considered to be important and strategic within the AFFCO network and it has seen investment and growing kill numbers in recent years. The District also has a Silver Fern Farms plant at Frasertown that focuses mainly on sheep and deer processing.

Wairoa used to have two timber processing plants but only one of these is now functioning.

### **Service industry – private sector**

Te Wairoa has a good range of service and retail industries with two vet clinics and a number of agriculture and construction supply companies (ITM, Carters, Farmlands, East Coast Lumber etc.). Wairoa Township also has available legal, accounting, medical and dental services, as well as the important vehicle and machinery servicing sector.

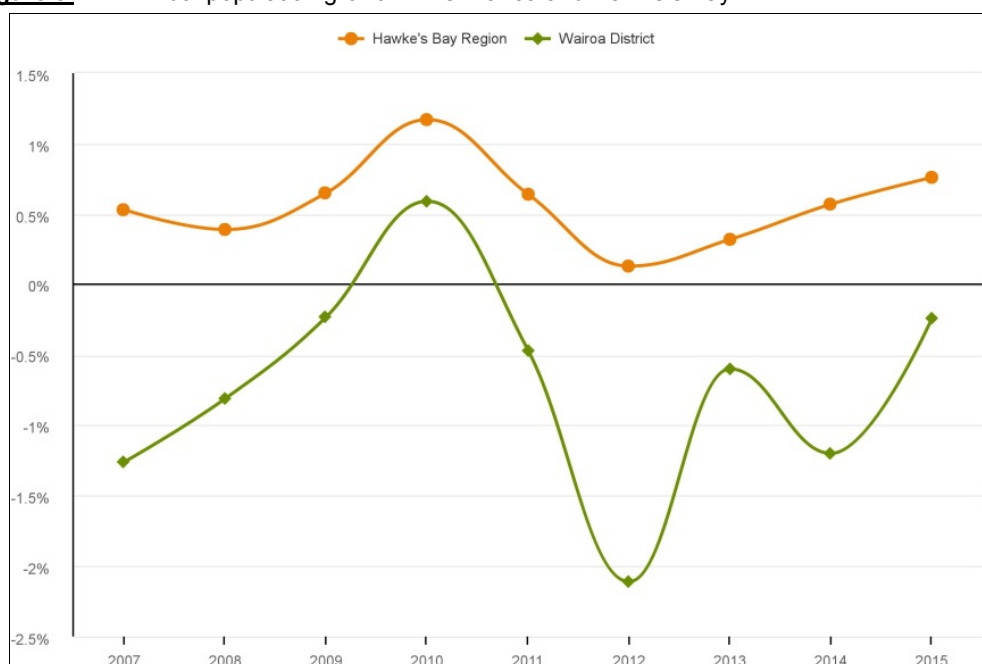
The District is served by a range of agricultural and forestry contractors and transport companies.

### **Service industry – public sector**

The public service sector is relatively large in Te Wairoa, comprising health (8.8% of all jobs), education (10.4% of all jobs), police and social services, along with local government.

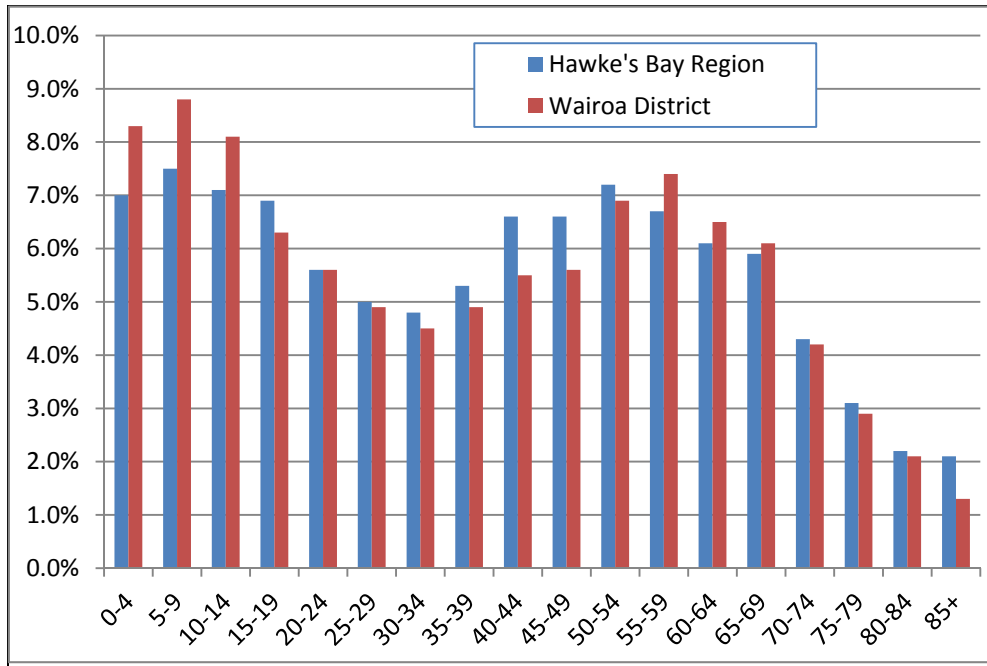
## **Sustainable population growth**

**Figure 3.** Annual population growth in Te Wairoa and Hawke's Bay



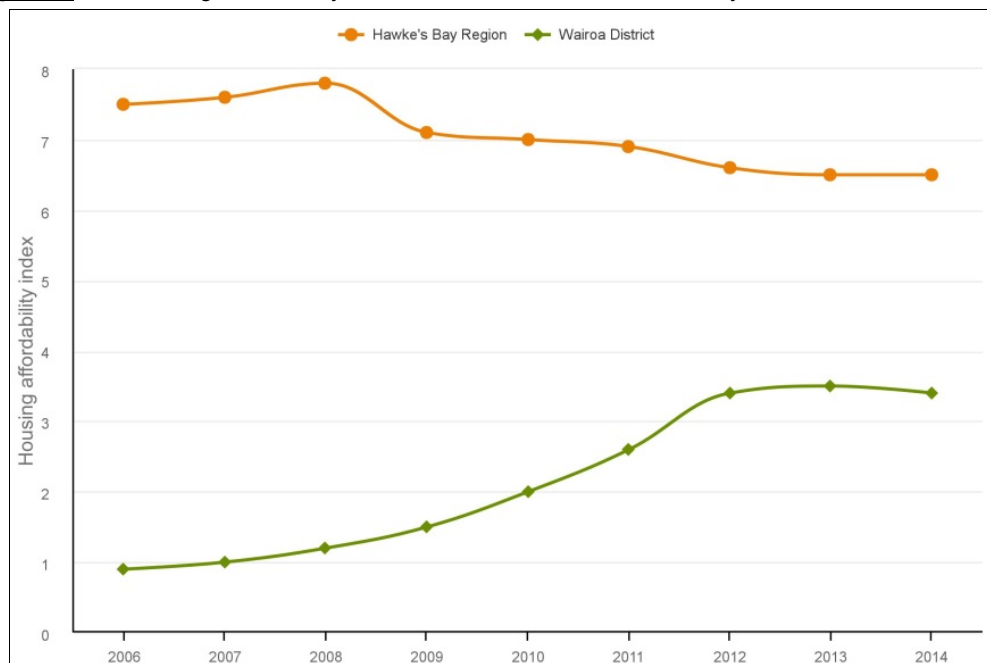
Like many parts of regional New Zealand, Te Wairoa has been effected by long term population decline that has been caused by a range influences. One the strongest drivers has been the search for productivity and efficiency. This has seen many of our businesses and farms become more productive and as a consequence, shed jobs; also central government and the private sector have centralised their operations to the big cities. Relative remoteness has also seen young people move to the cities and overseas.

**Figure 4.** Population age distribution in Te Wairoa and Hawke's Bay (2015)



There are growing signs that the strength of both of these influences is declining as people and organisations begin to realise that the cost of doing business in regional areas is significantly lower, and the quality of life is higher. The challenge for Te Wairoa is to build on this growing realisation and to effectively market its benefits.

**Figure 5.** Housing affordability index in Te Wairoa and Hawke's Bay<sup>4</sup>



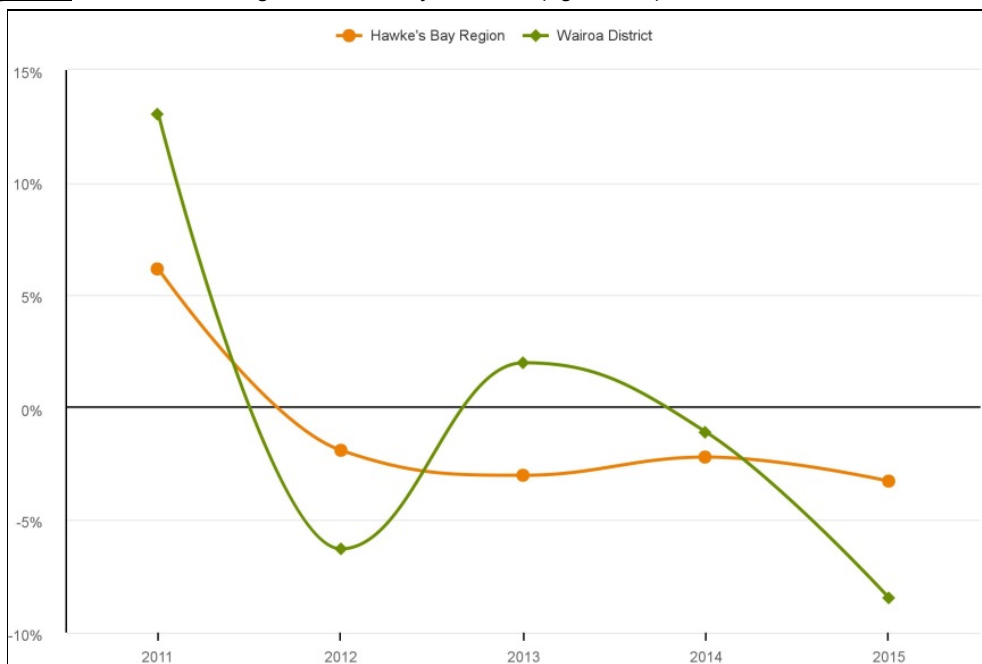
<sup>4</sup> The housing affordability index is calculated as the ratio of the median house price to average annual earnings. A higher ratio, therefore, suggests that median houses cost a greater multiple of typical incomes, which indicates lower housing affordability. In 2014 the index values were; New Zealand - 8.4, Auckland – 9.8, Napier – 7.2, Hawke's Bay – 6.5, and Te Wairoa – 3.4.



**Figure 6.** Rental affordability index in Te Wairoa and Hawke’s Bay<sup>5</sup>



**Figure 7.** Annual change in beneficiary numbers (age 15-64) in Te Wairoa and Hawke’s Bay



## Infrastructure and Council services

The heart of the Council’s core business is the provision of infrastructure that serves the community. Wairoa District Council takes a broad view of what constitutes essential community infrastructure and this includes:

- Hard infrastructure – roads, bridges, water supply and water treatment, landfills;

<sup>5</sup> The rental affordability index compares the average weekly rent to average weekly earnings. In 2014 the index values were, New Zealand – 0.32, Auckland – 0.37, Napier – 0.34, Hawke’s Bay – 0.26, and Te Wairoa – 0.20.

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- Community infrastructure – community halls, a library, community centre and a picture theatre, as well a range of parks and reserves; and,
- Soft infrastructure – leadership, community support, business support and district promotion, relationships and links with people in the Hawke’s Bay and Tairāwhiti regions.

The Council also provides a range of services that support the community either by in-house provision, through the Councils commercial works unit, QRS and by purchasing services from the private sector.

There is also a range of infrastructure provided by the government and by the private sector; this includes:

- State highways, rail and ports;
- Freight and courier services;
- Energy;
- Communications;
- National social and community services (health, education etc.) and,
- Business growth support such as resources and advice provided through the Regional Business Partners.

**Figure 8.** Te Wairoa access to telecommunications<sup>6</sup>

Household access	Cell phone	Telephone	Internet
<b>Māori descent</b>	68%	69%	<b>53%</b>
<b>Other ethnicity</b>	61%	77%	<b>60%</b>
<b>Total</b>	66%	72%	<b>56%</b>
<b>New Zealand</b>	83%	82%	<b>78%</b>

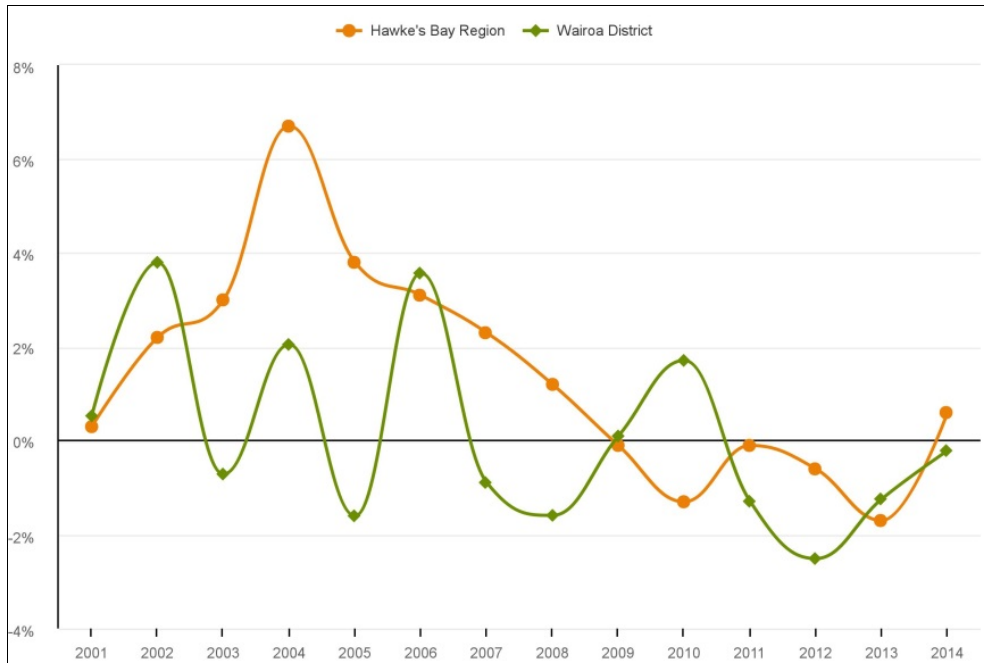
This range of infrastructure and services provides for the community in its widest sense, and makes it a pleasant and desirable place for existing residents and businesses to want to stay and new businesses and potential new residents to want to move here.

## Attracting new businesses and visitors

Working to attract new businesses is the ‘glamorous’ but high risk face of economic development. Te Wairoa is a small community with limited resources to engage in competition with larger and better funded areas. Therefore the Council needs to take a more cautious approach that is based upon the proven strengths and advantages of both our community and geography. For example, the location and geomorphology of the Mahia Peninsula made is sensible and realistic to pursue Rocket Lab and encourage them to use Te Wairoa as their preferred launch site. Also, given Te Wairoa’s consistent rainfall, abundant water resources good soils (especially on the river terrace and coastal flat land); it makes sense to pursue businesses that operate or rely on more intensive and more diverse agriculture.

<sup>6</sup> Source: Statistics New Zealand

**Figure 9.** Annual business unit growth in Te Wairoa and Hawke’s Bay



**Figure 10.** Comparative monthly rainfall

Average Monthly Rainfall (mm)			
Month	Region		
	Wairoa	Tauranga	Hastings
January	80	78	46
February	94	86	55
March	114	97	59
April	128	121	59
May	122	110	57
June	123	115	72
July	134	129	96
August	99	110	54
September	89	85	50
October	89	89	52
November	76	74	48
December	69	95	59
<b>Total</b>	<b>1217</b>	<b>1189</b>	<b>707</b>

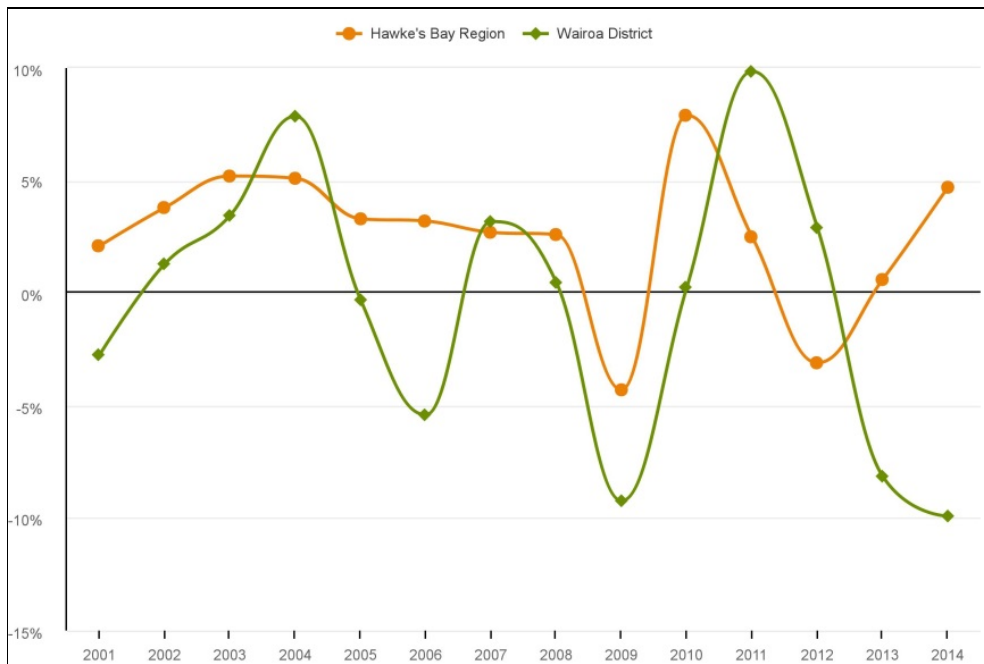
Data from www.niwa.co.nz

It is important however that the desire to attract new businesses does not distract the focus from supporting the District’s existing businesses.

**Figure 11.** Tourism as a proportion of annual GDP in Te Wairoa and Hawke’s Bay



**Figure 12.** Annual tourism GDP growth in Te Wairoa and Hawke’s Bay



Tourism in Te Wairoa is relatively under developed making up only 1.2% of GDP in 2014 compared to 3.9% in the wider Hawke’s Bay and 3.8% nationally. However this is an area with a big potential for growth as the District has an abundance of attractions for tourists, from the Te Urewera and Lake Waikaremoana, the wild and unspoilt rivers and the beaches of the Mahia Peninsula, to the authentic cultural experiences that could be provided by our people and on our Marae.

The tourist potential is hindered by some infrastructure issues, for example, access to Te Urewera is effectively closed to international tourists who use rental vehicles by the unsealed sections of State Highway 38 both from Wairoa in the south and Murapara in the North. It is also hindered by the relative lack of accommodation options. Therefore as first steps the Council will focus on strategic roading improvements and the improvement in

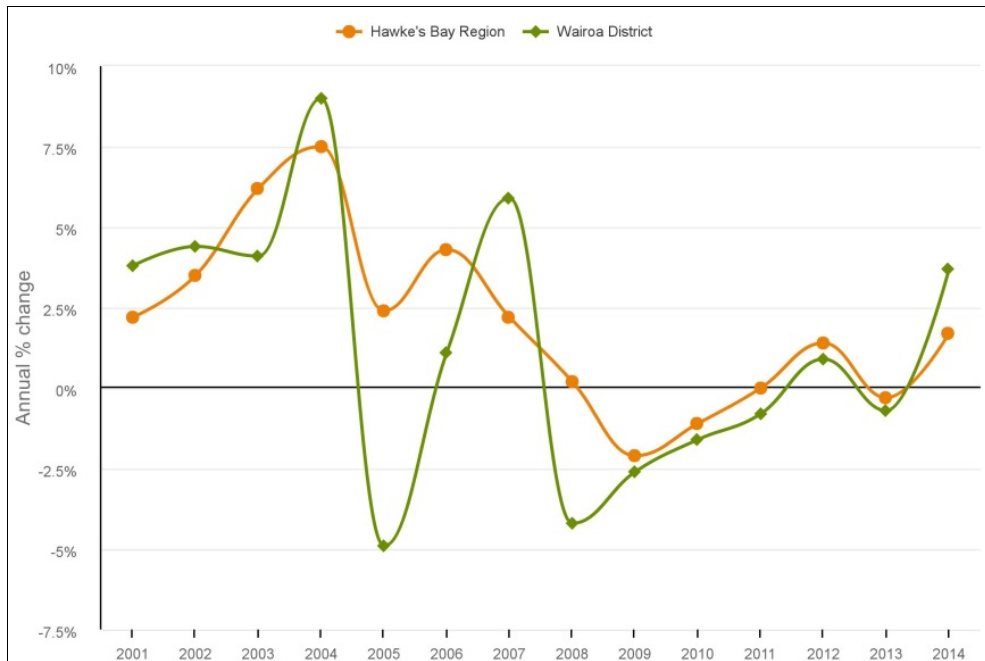
facilities for those tourists that bring their accommodation with them, i.e. campervans and freedom camping. To compliment this, a plan to develop and support bed & breakfast and home-stay/farm-stay/marae-stay type accommodation is underway. In addition the Council wishes to attract and encourage a range of accommodation providers to invest in Te Wairoa.

**Figure 13.** Tourism share of total employment in Te Wairoa and Hawke’s Bay



### Supporting existing businesses and community organisations

**Figure 14.** Annual GDP growth in Te Wairoa and Hawke’s Bay



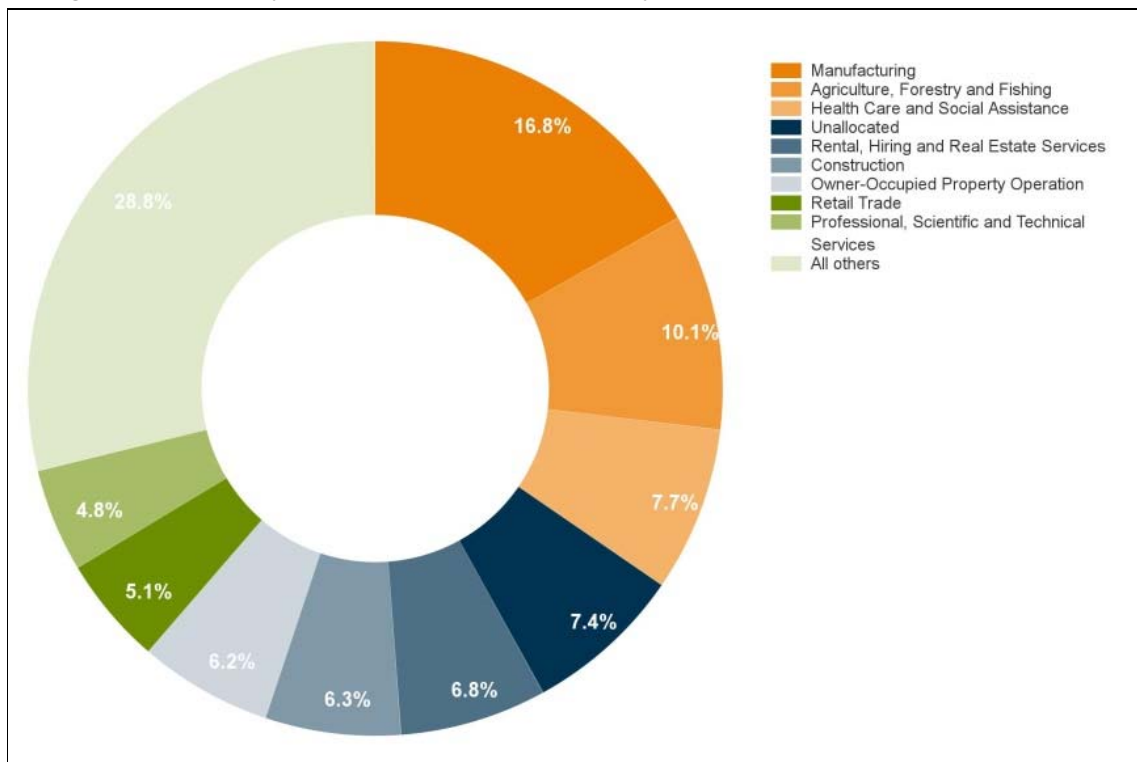
In order to grow the economy of Te Wairoa, the Council’s primary focus must be on supporting existing businesses and providing a supportive environment that makes it easy for them to stay and to do profitable business. If the Council gets this right it will also pay dividends for business attraction.

Support for businesses takes two forms:

- Is the environment (natural and business), the infrastructure (hard, community and soft) and council regulation, supportive and attractive to profitable businesses?
- Are there available business support services from the Council, government agencies and the private sector that will support profitable businesses?

Support for businesses from the Council is provided in a variety of ways but primarily through an economic development agency, Te Mātārae o Te Wairoa Trust, with the assistance of Business Hawke’s Bay, Tourism Hawke’s Bay, the Hawke’s Bay Chamber of Commerce and the Icehouse.

**Figure 15.** Industry proportion of GDP in Hawke’s Bay



**Figure 16.** Total government social spending in Te Wairoa and Hawke’s Bay

Year	Hawke's Bay Region		Wairoa District	
	Amount	Per resident	Amount	Per resident
2011	\$89.5m	\$569	\$5.81m	\$682
2012	\$85.8m	\$545	\$5.65m	\$677
2013	\$85.9m	\$544	\$5.56m	\$670
2014	\$91.3m	\$575	\$5.79m	\$706



## Economic positioning of Te Wairoa

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Relatively consistent year round rainfall</li> <li>• Large rivers with unallocated water</li> <li>• Fertile river and coastal flats in Te Wairoa 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>• Mahia peninsula with surfing, fishing, 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</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> <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>

<p>centre for skills development</p> <ul style="list-style-type: none"> <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>	
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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 Mahia Peninsula in Te 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 Te Wairoa provides ample water for agriculture</li> <li>• The large protected, temperate rain forest of Te Urewera for outdoor activities and tourism.</li> <li>• Increased primary exports due to the Trans Pacific Partnership Agreement</li> <li>• Development of a visual identity that creates community pride and cohesion</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>



## Partners

Locally the Wairoa District Council works closely with its associated economic development agency, Te Mātārae o Te Wairoa Trust. Regionally the Council works with the other Hawke's Bay councils and Business Hawke's Bay at the Ahuriri Business Hub. The Council also works with Tourism Hawke's Bay, the Hawke's Bay Chamber of Commerce, the Regional Business Partners, and the Icehouse.

## Action Plan

As previously discussed, this strategy stands on four interconnected objectives:

- Arresting and reversing historical population decline in both urban and rural Te Wairoa through encouraging natural growth and by attracting new residents;
- Developing and maintaining high quality, attractive infrastructure, events and Council services;
- Attracting new businesses and visitors; and,
- Supporting existing businesses and community organisations.

The actions set out below address one or more of these objectives.

### Māori Economic Development

Issue	Initiative	Timeframe	Funding	Responsibility
Response to Treaty settlement process	Collaborate with and assist the Post Settlement Entity Group once formed, as requested	To be determined, depended on negotiations	Within current budget	Māori Standing Committee, Māori Relationships Manager
Māori community support and consultation	Develop relationships with, and support where requested and able: <ul style="list-style-type: none"> <li>• Te Wairoa Taiwhenua</li> <li>• Tuhoe Tribal Authority</li> <li>• Ngati Pahauwera</li> <li>• Ngai Tāmanuhiri</li> </ul>	Ongoing	Within current budget	Māori Standing Committee, Māori Relationships Manager
Māori business development	Partner with Te Wairoa Taiwhenua to identify business development and land utilisation opportunities	Ongoing	Within current budget, discrete projects may require grant funding	Te Mātārae o Te Wairoa Trust <sup>7</sup>

<sup>7</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.

**Hard infrastructure improvement**

<b>Issue</b>	<b>Initiative</b>	<b>Timeframe</b>	<b>Funding</b>	<b>Responsibility</b>
Road transport	Seal SH38/Lake Road to Aniwaniwa	2015-17	NZTA application process	Jamie Cox
Road transport	Upgrade of SH2, Napier to Wairoa	2016-18	NZTA project	NZTA
Road transport	Access to Mahia – coastal and roadworks at Black's Beach	2015-16	NZTA application process	Jamie Cox
Road transport	Roading improvements for Rocket Lab access	2015-16	NZTA application process	Jamie Cox
Coastal access	Seal Whakamahia Road	2015	NZTA application process	Jamie Cox
Rail transport	Collaborate with HBRC on the future of the Napier to Gisborne rail line	Ongoing	Consultation covered within current budget	Lead by HBRC with WDC and GDC
Water supply	Replacement reservoir for the Wairoa and Frasertown water supply network	2016	Included in the current LTP	Jamie Cox
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	Jamie Cox
Broadband access	Collaborate with the Region's councils and government agencies to improve connectivity to, and within Te Wairoa	Ongoing	Seeking central government funding through Broadband Phase 2	Roger Matthews
Broadband access	Continue to develop the proposal for the Wairoa Township Wi-Fi initiative	Ongoing	No funding beyond 2015	Russell McCracken & Roz Thomas
Broadband access	Work with First Tribe Ltd., and GisborneNet to connect all of Te Wairoa's Marae	2015-16	Seeking government and Civil Defence funds	Roger Matthews
Pedestrians and cyclists	Continuation/creation of the Wairoa Riverbank, Whakamahia and Mahia/Opoutama walkways	2015-17	Combination of existing budget, grant funding and other sources	Jamie Cox

**District beautification**

Issue	Initiative	Timeframe	Funding	Responsibility
River development	Landscaping of the Wairoa River bank and adjoining reserve	Ongoing	Grants and HBRC/WDC budgets	HBRC, WDC
Coastal development	Landscaping of the Whakamahia area and adjoining wetland	Ongoing	Grants and HBRC/WDC/DoC budgets	WDC, DoC
Retail precinct	Manage empty shop frontages and empty sites on Marine Parade	Ongoing	Grants and existing budgets	WDC, Te Mātārae o Te Wairoa Trust

**Council community facilities**

Issue	Initiative	Timeframe	Funding	Responsibility
Community entertainment	Reopen and operate the Gaiety Theatre	2014-15	Wairoa Economic Development Strategy	Te Mātārae o Te Wairoa Trust
Coastal access	Develop rest areas and public toilets at Pilot Hill and Whakamahia	2015-16	Mostly in current budget	Jamie Cox, Roger Matthews, Roz Thomas & Katie Bowen
Community recreation	Further develop the Wairoa Community Centre by the construction of an indoors learner's pool	2015-16	In current budget	Jamie Cox
Community recreation	Destination playground	2016	Accumulating grant funding	Roz Thomas & Katie Bowen
Community arts and recreation	Develop a market and arts space on Marine Parade	2016-17	To be found	Roz Thomas & Katie Bowen

**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 the Regional Business Partners to enable business people to book time in advance and supplement this with a	Ongoing	To be found	Te Mātārae o Te Wairoa Trust and Business Hawke's Bay

	virtual branch of Hawke's Bay Business Hub in Te Wairoa			
Agricultural training	Assist Lincoln University and Wairoa College to establish an agricultural training academy in Te Wairoa	2016-17	To be confirmed	Roger Matthews, David Tipoki, Wairoa College and Kura, EIT and Lincoln University
Business-Council relationships	Establish a regular engagement between the Council and major employers	Ongoing	Within existing budget	Fergus Power
Business-Council relationships	Establish business breakfast meeting series with visiting speakers	Ongoing	Within existing budget	Fergus Power, Roz Thomas and Katie Bowen

### **Business attraction**

<b>Issue</b>	<b>Initiative</b>	<b>Timeframe</b>	<b>Funding</b>	<b>Responsibility</b>
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 Te Wairoa	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	Partner with the regional EDA to develop a stronger relationship and also to transfer knowledge about Te Wairoa 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 opportunities in Wairoa District	Ongoing	Within existing budget	Roz Thomas and Katie Bowen, Te Mātārae o Te Wairoa Trust and Business Hawke's Bay
Regional collaboration	Participate in region-wide opportunities as appropriate	Ongoing	Within existing budget	All councils and Business Hawke's Bay

**Tourism promotion**

Issue	Initiative	Timeframe	Funding	Responsibility
'Rocket tourism'	Research the tourism opportunity related to Rocket Lab and launches at Mahia	2015-17	Within existing budget	Jaimeleigh George, Roger Matthews
Walking, mountain biking and horse riding	Work with farmers, Iwi and the Department of Conservation to develop existing trails and establish new ones	2015-17	Within existing budget	Jaimeleigh George
Tourism strategy	Work in conjunction with Tourism Hawke's Bay and Gisborne/East Cape, to develop and implement a Wairoa Tourism Strategy	2015	Within existing budget	Jaimeleigh George, Roz Thomas and Katie Bowen

**District promotion**

Issue	Initiative	Timeframe	Funding	Responsibility
Increase knowledge of Te Wairoa outside of Wairoa	Proactively provide imagery and information resources to the regional EDA on Wairoa opportunities			WDC
Increase knowledge of Te Wairoa outside of Wairoa	Take advantage of opportunities to increase and develop Te Wairoa's reach through social media			
Promotion to the farming community	Work with the A & P Society on promotional opportunities at the Wairoa Show and Wairoa Field Days	2015-16		
Business promotion	Support the launch and celebration of new businesses in the District including media coverage – "Better Business, Better People"	Ongoing		Te Mātārae o Te Wairoa Trust with Roz Thomas and Katie Bowen
Signage	Use the visual identity project findings to upgrade Te Wairoa signage and install 'gateway' signs	2015-16	Within existing budget	Jamie Cox, Roz Thomas and Katie Bowen

**Leverage opportunities**

Issue	Initiative	Timeframe	Funding	Responsibility
Rocket Lab Ltd	Establish an agreed relationship management	2016-17	Within existing	Fergus Power, Roger

	process with Rocket Lab to identify shared goals and to support the opportunities for partnership with the Council and community		budget	Matthews
Gaiety Theatre	Work with Stark Raving Ltd., to identify and pursue opportunities that arise from the redevelopment of the Gaiety Theatre and the choice of Te Wairoa for their location	2015-17	Grants, sponsorship and existing budget	Roz Thomas and Katie Bowen, Roger Matthews
Dairy	Leverage off Te Wairoa's dairy heritage and suitable land resources to establish local processing and farm conversion where appropriate	Ongoing	External funding to be found	Te Mātārae o Te Wairoa Trust with Roz Thomas and Katie Bowen

### **Event strategy**

<b>Issue</b>	<b>Initiative</b>	<b>Timeframe</b>	<b>Funding</b>	<b>Responsibility</b>
Event calendar	Develop and maintain a calendar of District events	2015-16	Within current budget	Charlotte McGimpsey
Event attraction and scheduling	Develop a Te Wairoa events strategy	2015-16	Within current budget	Charlotte McGimpsey and Jaimeleigh George

### **Council regulation**

<b>Issue</b>	<b>Initiative</b>	<b>Timeframe</b>	<b>Funding</b>	<b>Responsibility</b>
Annual plan	Review the current District Plan and seek where possible and practical alignment with neighbouring councils	3+ years	In the current budget	Helen Montgomery
Bylaws	Ensure that the Council's bylaws are regularly updated and fit for purpose	Ongoing	Not allowed for in the current budget	Helen Montgomery
Tourism	Review and replace the existing freedom camping bylaw	Christmas 2015	In the current budget	Helen Montgomery

**Appendix 1: Job numbers by industry in Te Wairoa compared to the Hawke's Bay Region (2014)**

Industry	Hawke's Bay Region		Wairoa District	
	Number	Share of total	Number	Share of total
Sheep, Beef Cattle & Grain Farming	2,686	3.60%	685	19.90%
Meat & Meat Product Manufacturing	2,316	3.10%	469	13.70%
Education & Training	6,154	8.20%	359	10.40%
Health Care & Social Assistance	8,574	11.40%	302	8.80%
Accommodation & Food Services	4,016	5.30%	142	4.10%
Supermarket & Specialised Food Retailing	2,460	3.30%	137	4.00%
Other Services	2,706	3.60%	102	3.00%
Heavy & Civil Engineering Construction	885	1.20%	101	2.90%
Other Store & Non Store Retailing	3,572	4.80%	92	2.70%
Professional, Scientific & Tech Services	4,241	5.60%	81	2.40%
Road Transport	1,346	1.80%	74	2.10%
Construction Services	3,185	4.20%	71	2.10%
Central Govt. Admin, Defence & Safety	2,003	2.70%	64	1.90%
Property Operators & Real Estate Services	1,259	1.70%	63	1.80%
Agric. Support Services & Hunting	2,491	3.30%	62	1.80%
Motor Vehicle, Parts & Fuel Retailing	911	1.20%	57	1.70%
Arts & Recreation Services	1,093	1.50%	51	1.50%
Local Government Administration	799	1.10%	49	1.40%
Dairy Cattle Farming	430	0.60%	46	1.30%
Horticulture & Fruit Growing	4,115	5.50%	43	1.20%
Fruit, Cereal & Other Food Product Manu	2,245	3.00%	40	1.20%
Forestry & Logging	365	0.50%	39	1.10%
Building Construction	1,359	1.80%	37	1.10%
Administrative & Support Services	3,801	5.10%	30	0.90%
Wood Product Manufacturing	454	0.60%	29	0.80%
Wholesale Trade	2,589	3.40%	28	0.80%
Poultry, Deer & Other Livestock Farming	239	0.30%	28	0.80%
Information Media Services	274	0.40%	20	0.60%
Finance	816	1.10%	17	0.50%
Fishing & Aquaculture	86	0.10%	16	0.50%
Electricity & Gas Supply	221	0.30%	15	0.40%
Postal, Courier & Warehousing Services	1,156	1.50%	14	0.40%
Machinery & Other Equipment Manu	872	1.20%	14	0.40%
Rental & Hiring Services	383	0.50%	13	0.40%
Water, Sewerage & Waste Services	286	0.40%	10	0.30%
Furniture & Other Manufacturing	421	0.60%	8	0.20%
Telecoms, Internet & Library Services	253	0.30%	8	0.20%
Fabricated Metal Product Manufacturing	722	1.00%	7	0.20%
Non-Metallic Mineral Product Manu	231	0.30%	6	0.20%
Auxiliary Finance & Insurance Services	388	0.50%	3	0.10%
Seafood Processing	33	0.00%	3	0.10%

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Industry	Hawke's Bay Region		Wairoa District	
	Number	Share of total	Number	Share of total
Pulp & Paper Product Manufacturing	458	0.60%	2	0.00%
Rail, Water, Air & Other Transport	241	0.30%	2	0.00%
Printing	171	0.20%	2	0.00%
Mining	80	0.10%	2	0.10%
Textile, Leather, Clothing, Footwear Manu	695	0.90%	0	0.00%
Beverage & Tobacco Product Manu	501	0.70%	0	0.00%
Polymer Product & Rubber Product Manu	196	0.30%	0	0.00%
Basic Chemical & Chemical Product Manu	136	0.20%	0	0.00%
Transport Equipment Manufacturing	132	0.20%	0	0.00%
Insurance & Superannuation Funds	64	0.10%	0	0.00%
Dairy Product Manufacturing	36	0.00%	0	0.00%
Primary Metal & Metal Product Manu	16	0.00%	0	0.00%
Petroleum & Coal Product Manufacturing	0	0.00%	0	0.00%
Owner-Occupied Property Operation	0	0.00%	0	0.00%
Unallocated	0	0.00%	0	0.00%
<b>Total</b>	<b>75,152</b>	<b>100%</b>	<b>3,437</b>	<b>100%</b>



## Economic Development Committee

3 February 2016



### **Workshop: Draft Tourism Strategy**

The attached Draft Tourism Strategy was circulated to Council at their meeting in November 2015 for information purposes. It is a draft strategy and will be revised before it is adopted by Council.

The purpose of including this strategy on the agenda of the Economic Development Committee is to collate some ideas and feedback from committee members to include in a revised draft.

Once the draft strategy has been revised to incorporate the ideas and feedback of the Committee the strategy will be included on a future agenda of the Committee, the purpose of this will be for the Committee to review the document and make a recommendation to Council that the Tourism Strategy is adopted.

## Te Wairoa Tourism Strategy – 2015/2016

**Aim: To grow and develop a robust sustainable tourism industry in Te Wairoa, and establish the district as a multi-faceted tourist destination.**

### High-level objectives:

1. Develop an effective network of tourism industry operators and support organisations
2. Develop key infrastructure throughout Te Wairoa District in collaboration with support organisations, iwi and government agencies.
3. Support tourism operators in Te Wairoa District to grow existing businesses and develop new tourism products consistent with the region
4. Create employment opportunities for local people to work in tourism full time
5. Actively market Te Wairoa District to domestic and international visitors
6. Foster support for tourism in the region among key stakeholders and strategic partners

7. Ensure a focus on sustainable tourism is adopted wherever possible and appropriate

## Goals

- a) **Lift the profile and image** of the current i-site and **create a hub for the tourism industry in the district**, providing **excellent customer service** and **comprehensive, up to date visitor information**.
- b) **Celebrate our local culture, character, stories and geographical beauty and diversity** of the district and **share** these with our visitors.
- c) Support the local Reo Rua bilingual 2040 strategy, **promoting the use of Te Reo throughout the district**, including on all signage.
- d) Ensure all Wairoa Tourism specific **promotional material is distributed to key accommodation providers and Visitor Centre's** in Hawke's Bay and neighbouring districts.
- e) **Encourage and enable the use of Te Wairoa Community Kete concept and materials** among tourism operators and support organizations to **ensure consistency of image** and **optimising the overall impact of Te Wairoa tourism**.
- f) **Actively work with local RTO's** (Hawkes Bay, Gisborne, Whakatane & Rotoura) to ensure Te Wairoa tourist activities are included in relevant marketing collateral.
- g) Encourage and support our businesses to **deliver services, products and experiences of a very high standard**.



## Agenda Item 12

- h) Take active steps to **understand and promote the 100% Pure NZ campaign** and identify opportunities for synergies.
- i) Work towards improving better management of waste and other environmental standards in a visible and credible way, **promoting Te Wairoa as an advocate of sustainable tourism.**

## Agenda Item 12

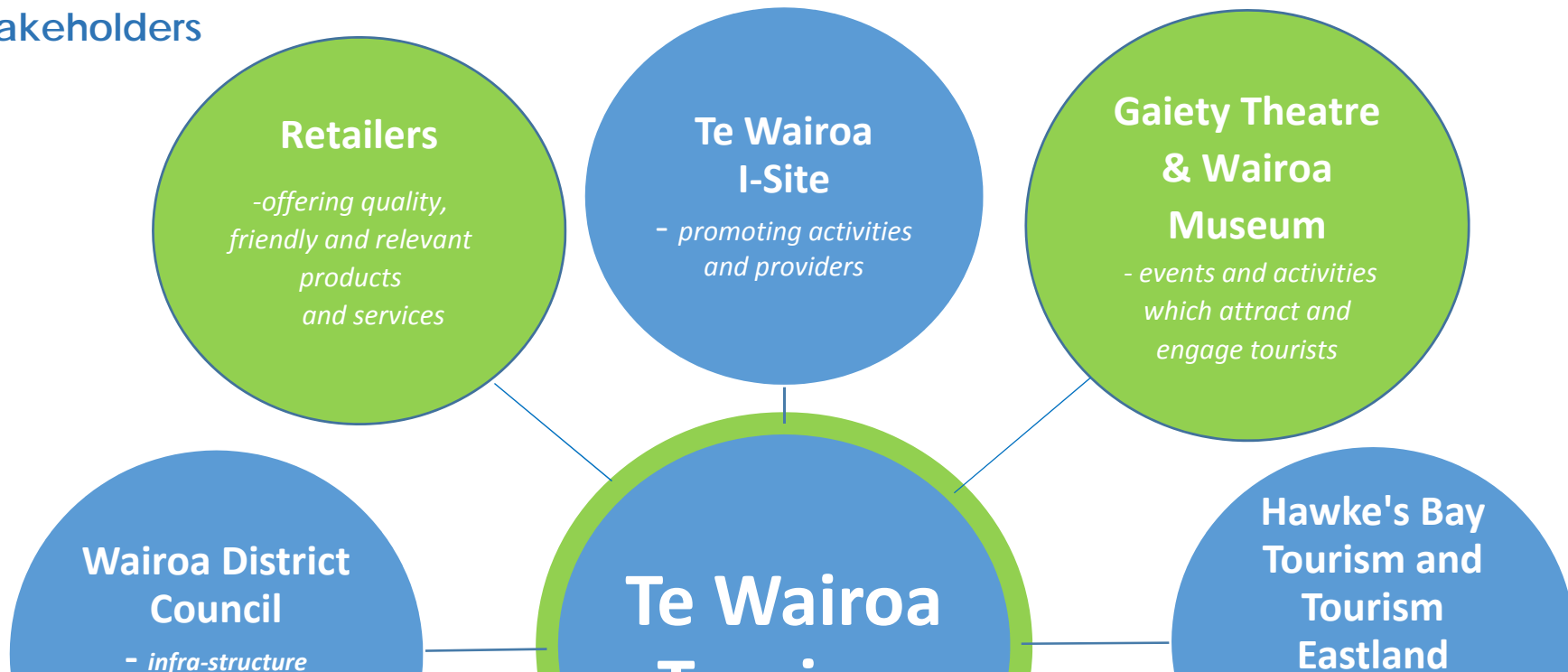
## SWOT Analysis

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>▪ Mahia 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>▪ Morere – 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 – 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 Mahia</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, HB, 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 Te Wairoa 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>• Complete planning and implementation stages of Visual Identity Project to create community pride and strong sense of place amongst residents which is very evident and admired by visitors.</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</li> <li>• Have a dedicated focus on sustainable tourism (responsible camping, provision of recycling stations etc)</li> <li>• Develop short stay packages for independent travelers, offering eco-</li> </ul>	<ul style="list-style-type: none"> <li>• Natural disasters</li> <li>• Increased gang activity damages Te Wairoa's reputation</li> <li>• Population decline → reduced rate take → reduced \$ available for tourism support</li> <li>• Damaged environments, polluted waterways reduces attraction of Te 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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<p>tourism opportunities/farmstays etc.</p> <ul style="list-style-type: none"><li>• Attract international tourists with small scale, targeted packages.</li></ul>	
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Key Stakeholders



# **TE WAIROA TOURISM**—Strategic Pillars

**1. ASSET MAP**

**2. INFRASTRUCTURE**

**3. ENGAGEMENT**

**4. AWESOME OFFERINGS**

**5. I-SITE EXCELLENCE**

**6. PROMOTION**

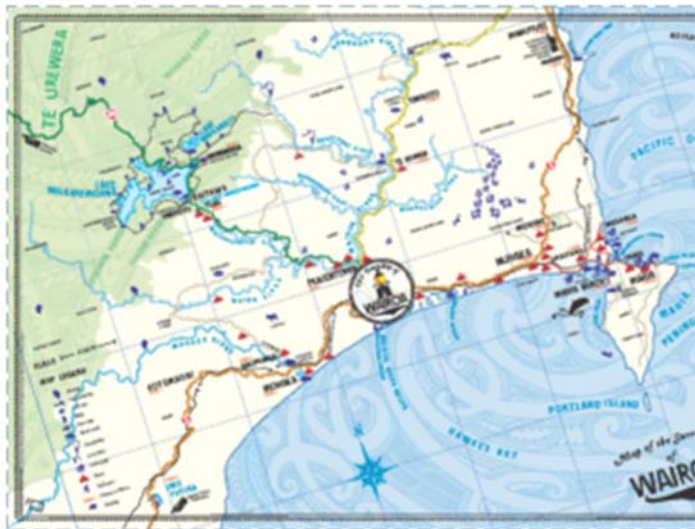
## Making it Happen...

**WHAT:** An up to date record of all accommodation providers, activities, transport, retail, hospitality and signage.

**WHY:** To enable communication and engagement with tourism providers, and identification of opportunities to fill any gaps and strengthen existing offers.

**HOW:**

1. Identify and categorise all existing tourism providers and operators in Te Wairoa District
2. Signage Audit – Record all current signage type and location to enable signage priorities to be identified, and opportunities for new signage.



# 1. ASSET MAP

TE WAIROA TOURISM—



# TE WAIROA TOURISM — Making it Happen...

## 3. ENGAGEMENT

**WHAT:** Proactively engage with existing and potential tourism operators and providers, and other key stakeholders, and maximise opportunities for Te Wairoa with Hawke’s Bay Tourism and Tourism Eastland.

**WHY:** To implement a shared vision for tourism in Te Wairoa.  
To optimise value from tourism rating contribution to HBRC and Eastland RTO funding.

**HOW:**

**Tourism Providers** - Organise forums/seminars and networking opportunities and identify training providers and opportunities or programs to improve management skills, business skills, customer service skills and technical skills, which are all critical in delivering high quality services.

**HBT and Tourism Eastland -**

1. Discuss key account management for Te Wairoa within Hawke’s Bay Tourism to ensure appropriate share of voice is achieved for Te Wairoa and accurate and timely provision of tourism-related data.
2. Conduct ‘famil’ days for HBT personnel to familiarise them with Te Wairoa tourism providers and their products and services.
3. Engage with Tourism Eastland and provide Te Wairoa materials for inclusion in their promotional programs.

**Wairoa Museum** - Work with the Museum to gather quality and insightful stories of the district to share to visitors

**Iwi Business Opportunities**

Build business capability by offering a Maori Business Facilitation Service. *(With several Iwi contemplating using part of their Treaty settlements for tourism operations in this district including Tuhoe, Ngati Kahungunu, Ngati Pahauwera, Rongamaiwahine and Ruapani, the need to develop a proactive communications strategy is paramount. A consistent and coordinated approach in promoting these future operators will provide the stability and support required to help build a sustainable Tourism industry for Te Wairoa).*

**Other key stakeholders** - Regular liaison

## 4. AWESOME OFFERINGS

**WHAT:** Ensure Te Wairoa offers a variety of events for tourists that promote regional identity and differentiation

**WHY:** To make tourists want to stay a while and spread the word about the district after they’ve gone.  
To create employment opportunities and a stronger local economy

**HOW:**

**Specific Events:**

1. Christmas Parade and Concert
2. Bridge to Bridge
3. Jazz Concert
4. Surf Event

**General Attractions**

Mahia

Waikaremoana/Te Urewera

Morere

Rocket Lab – maximise tourism opportunities from Rocket Lab’s Mahia operations

Day Walks in the District

Wairoa Lighthouse Tours

3 day coastal walk – in development stages. (Ngati Pahauwera)

Have a range of Te Wairoa promotional products available for sale at the I Site (and elsewhere throughout the district)

# TE WAIROA TOURISM— Making it Happen...

## 5. I-SITE EXCELLENCE

**WHAT:** Offer excellence through friendly, knowledgeable advice and a WOW experience for visitors.

**WHY:** I-site is often the first point of contact for visitors to a region. Providing them with information re what to do, where to stay/eat etc will encourage them to stay longer and spend more.

**HOW:**

1. Investigate opportunity to relocate I-site
2. Incorporate the new Te Wairoa Visual Identity through incorporation of imagery inside and outside, playing of relevant music etc
3. Produce written and online materials
4. Introduce online booking systems
5. Investigate option to have a mobile visitor centre.



## 6. PROMOTION

**WHAT:** To convey a clear, consistent image for the Te Wairoa district which reflects our people, places, geography, and history.

**WHY:** To instil pride in our community, and portray a warm, friendly, consistent image to visitors.

**HOW:**

Incorporate the new Te Wairoa Visual Identity throughout all advertising and promotional material.

1. Murals in place for summer 2015/16
2. Signage – boundary
  - town/settlement (interactive/solar-powered))
  - information eg. Sir James Carroll, Whakamahia walk/cycle way
3. Billboards – Wairoa and Mahia, summer 2015/16
4. Events Calendar - a calendar of all key events occurring in Te Wairoa, published on the website, facebook, in the Wairoa Star and available at the I-Site.
5. Produce Promotional Materials:
  - Hummer of a Summer
  - Te Wairoa District Information
  - B&B/Accommodation
  - Interns BLOG
6. Te Wairoa visitor website - provide quality , easy to use website information, including online

## The Outcomes

By planning the type of tourism we want attract and successfully manage its impacts we will gain:

- ✓ Economic benefits from visitor spending in the area
- ✓ Employment and lifestyle opportunities
- ✓ Facilities, retail outlets and services that the local population could not sustain on its own
- ✓ A more vibrant, active community with a strong sense of local identity and pride.
- ✓ A reputation as a welcoming, friendly, geographically beautiful, culturally rich and authentic community providing world class hospitality and experiences to its visitors.

# TE WAIROA





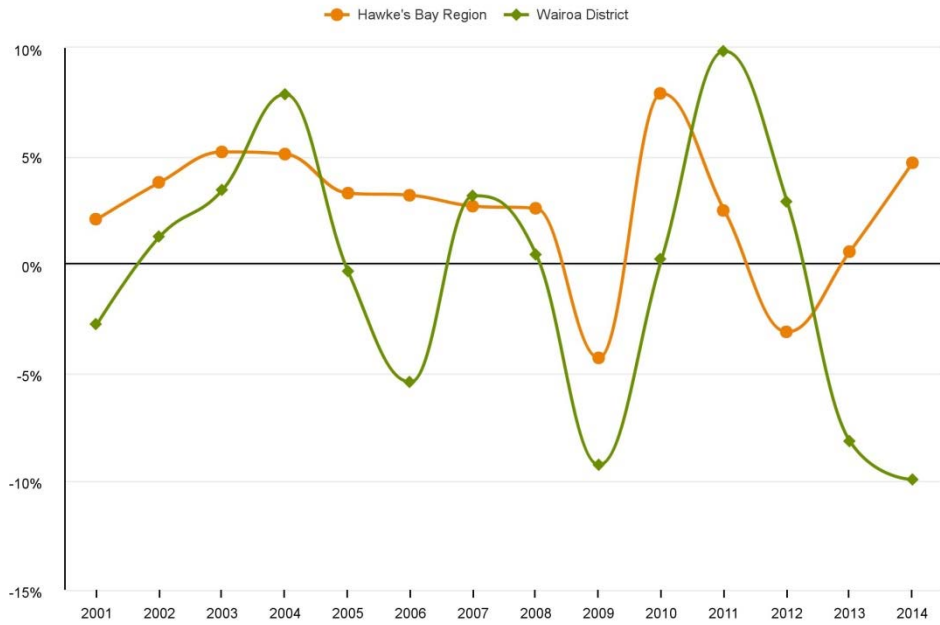
The effectiveness of the tourism strategy will be measured by:

Measure	Current (2014)	July 2016	July 2017	July 2018
Tourism employment	69 FTE			
Tourism GDP growth	-9.9%			
Bed and breakfast operators				
Motel beds				
Designated freedom camping areas				

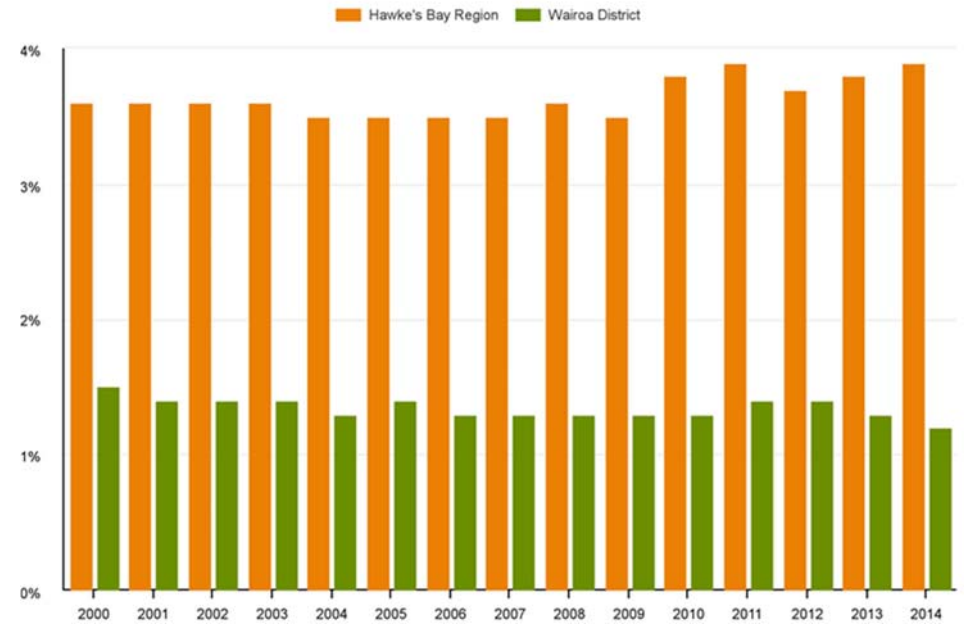
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Tourism GDP growth in Hawke's Bay Region and Wairoa District

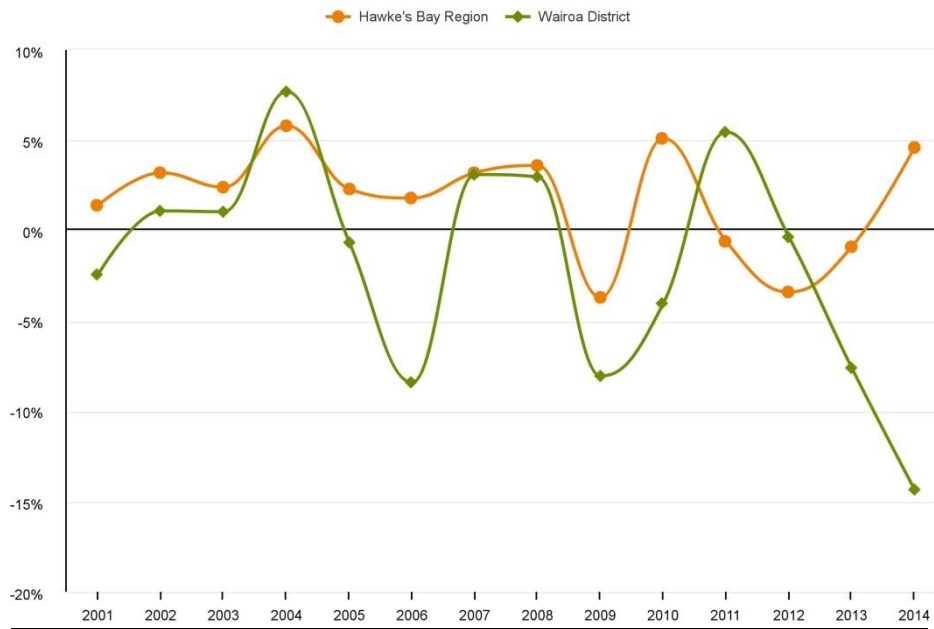


Tourism share of total GDP

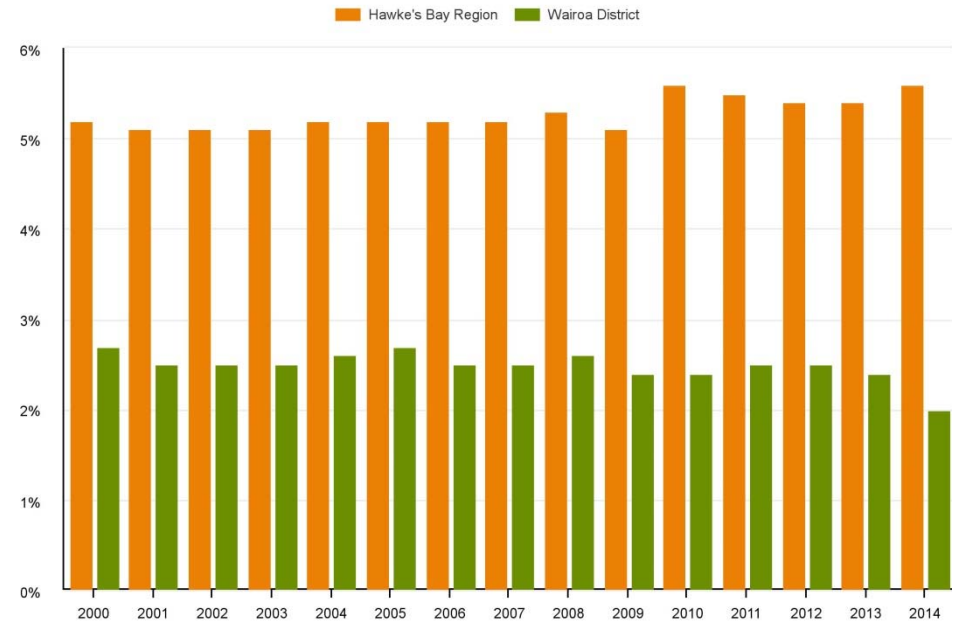


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**Tourism employment growth in Hawke's Bay Region and Wairoa District**



**Tourism share of total employment**



**Tourism employment in Hawke's Bay Region and Wairoa District, 2000 to 2014**

Year	Wairoa District		Hawke's Bay Region		New Zealand	
	Level	Change	Level	Change	Level	Change
2000	91		3,280		98,067	
2001	89	-2.4%	3,327	1.4%	100,252	2.2%
2002	90	1.1%	3,434	3.2%	103,295	3.0%
2003	91	1.0%	3,517	2.4%	107,087	3.7%
2004	98	7.7%	3,721	5.8%	111,868	4.5%
2005	97	-0.7%	3,808	2.3%	115,588	3.3%
2006	89	-8.4%	3,876	1.8%	118,081	2.2%

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<b>2007</b>	92	3.1%	4,001	3.2%	120,756	2.3%
<b>2008</b>	95	3.0%	4,143	3.6%	122,816	1.7%
<b>2009</b>	87	-8.1%	3,990	-3.7%	123,008	0.2%
<b>2010</b>	84	-4.0%	4,194	5.1%	121,810	-1.0%
<b>2011</b>	88	5.4%	4,170	-0.6%	122,300	0.4%
<b>2012</b>	88	-0.4%	4,029	-3.4%	123,336	0.8%
<b>2013</b>	81	-7.6%	3,993	-0.9%	123,721	0.3%
<b>2014</b>	69	-14.3%	4,177	4.6%	125,425	1.4%

