

# WAIROA DISTRICT COUNCIL'S ECONOMIC DEVELOPMENT PLAN

DATE ADOPTED: 5 DECEMBER 2017



**TE WAIROA**  
**WAIROA DISTRICT**

## VISION:

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

## INTRODUCTION:

Economic Development and Tourism are key areas of development for the Wairoa District. With the implementation of the Government's regional growth programmes, regional economic development plans are now in place for the Hawke's Bay (Matariki – Regional Economic Development Strategy) and for Tairāwhiti (Te Huarahi Hei Whai Oranga - The Tairāwhiti Economic Action Plan).

This connected approach to economic development not only benefits Wairoa as a community but also demonstrates to the wider region the efforts that Wairoa is contributing to economic development in our very unique Wairoa way.

This Economic Development Plan looks at a collaborative approach to economic development for the Wairoa district, partnering with interested parties to develop further a Council environment which assists businesses and individuals to bring about real change for Wairoa and supporting whanau within the district to realise their full potential where relevant and appropriate.

## PRINCIPLES:

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

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

## STRATEGIC OUTCOMES:

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

Outcome	Breakdown
<b>1. Population decline is halted or reversed</b>	<ul style="list-style-type: none"> <li>- Natural growth</li> <li>- New businesses</li> <li>- New residents</li> <li>- Increased staffing numbers for existing businesses</li> </ul>
<b>2. Wairoa increases its share of the national tourism GDP</b>	<ul style="list-style-type: none"> <li>- Grow our network of tourism industry operators and support organisations</li> <li>- Support tourism operators to grow their existing businesses</li> <li>- Create full-time employment opportunities in this sector of our economy</li> <li>- Actively market our district to domestic and international visitors</li> <li>- Ensure a focus on sustainable tourism is adopted wherever possible and appropriate</li> <li>- Celebrate our local culture, character, stories and geographical beauty and diversity of the district and share these with our visitors</li> </ul>
<b>3. Increase the Wairoa district's Māori Economy</b>	<ul style="list-style-type: none"> <li>- Opportunities for marae-based business</li> <li>- Opportunities for under-utilised multiple-owned Māori land</li> </ul>
<b>4. Support existing businesses and community organisations</b>	<ul style="list-style-type: none"> <li>- Funding</li> <li>- Business Support</li> <li>- Business-friendly Council processes</li> <li>- 'Green Carpet' approach to new and existing businesses</li> <li>- Networking</li> <li>- Business forums and workshops</li> </ul>
<b>5. Regional collaboration to achieve better outcomes for our district</b>	<ul style="list-style-type: none"> <li>- Matariki</li> <li>- Tairāwhiti Economic Action Plan</li> <li>- Networking</li> <li>- Upstream Wairoa</li> <li>- Te Mātārae o Te Wairoa Trust</li> <li>- RTO</li> </ul>
<b>6. Decrease in the percentage of our working population that are unemployed</b>	<ul style="list-style-type: none"> <li>- Increased training opportunities</li> <li>- Increase in total job numbers</li> <li>- Expansion of existing businesses</li> </ul>
<b>7. Increase our share of the national GDP</b>	
<b>8. Provision of sustainable, high quality infrastructure to meet our current and future needs</b>	<ul style="list-style-type: none"> <li>- Wifi and broadband access</li> <li>- Mobile phone black spots</li> <li>- Transport network</li> </ul>

## ACTIONS:

### MĀORI ECONOMIC DEVELOPMENT

Issue	Initiative	Timeframe	Funding	Responsibility
Response to Treaty settlement process	Collaborate with and assist Post Settlement Entity Groups	2018 Onwards	Within current budget	Māori Standing Committee, Economic Development & Engagement (ED&E)
Māori community support and consultation	Develop relationships with, and support where able: Te Wairoa Taiwhenua Te Uru Taumatua Ngati Pahauwera Ngai Tāmanuhiri Rongomaiwahine Tatau Tatau o Te Wairoa	2018 Onwards	Within current budget	Māori Standing Committee, Economic Development & Engagement (ED&E)
Māori business development	Collaborate with relevant partners to identify business development and land utilisation opportunities	2017 Onwards	Within current budget, discrete projects may require grant funding	Economic Development & Engagement (ED&E) and Te Mātārae o Te Wairoa Trust <sup>1</sup>

### INFRASTRUCTURE

Issue	Initiative	Timeframe	Funding	Responsibility
Road transport	Seal SP38/Lake Road to Aniwanuiwa	2017 Onwards	NZTA application process	Engineering
Road transport	Upgrade of SH2, Napier to Gisborne	2017 Onwards	NZTA project	NZTA
Road transport	Access to Mahia – coastal and roadworks at Black's Beach	2017 Onwards	NZTA application process	Engineering
Rail transport	Continue to collaborate with HBRC on the future of the Napier to Wairoa rail line	2017 Onwards	Consultation covered within current budget	Lead by HBRC with WDC
Rail transport	Collaborate with Activate Tairāwhiti and Railbike Adventures on the future of the Wairoa to Gisborne rail line	2017 Onwards	Consultation covered within current budget	WDC and Activate Tairāwhiti
Wairoa Airport	Collaborate with regional and central government to ensure support for the Wairoa Airport runway extension	2017 Onwards	External funding to be sourced to supplement WDC 2017/2018 Annual Plan contribution	WDC, Matariki REDS, External partners

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

Water supply	Replacement reservoir for the Wairoa and Frasertown water supply network	Ongoing	Included in the current LTP	Engineering
Sewage system	Upgrade and re-consenting of the Wairoa urban sewerage system to improve the water quality at the outlet and in the estuary	2019	Included in the current LTP	Engineering
Broadband access	Collaborate with the Region's councils and government agencies to improve connectivity to, and within Wairoa	UFB 2 rollout June 2018 – July 2019	Central Government funded programme	Crown Fibre and Chorus, WDC
Broadband access	Implement the Wairoa Digital Enablement Strategy. ( <i>Aligned to Matariki REDS</i> )	Preliminary work started. Timeframe for future work to be determined as resources allow	External funding sought to support implementation	Economic Development & Engagement (ED&E)
Pedestrians and cyclists	Continuation/creation of the Wairoa Riverbank, Whakamahia and Mahia/Opoutama walkways/cycleways	2017 onwards	Combination of existing budget, grant funding and other sources	Engineering

## LOCATION DEVELOPMENTS

Issue	Initiative	Timeframe	Funding	Responsibility
Wairoa River Catchment	Support ongoing work with the Wairoa River Catchment	2017 Onwards	Grants and HBRC/WDC budgets	HBRC, WDC
Coastal development	Continue to enhance the Whakamahia area and adjoining wetland	2017 Onwards	Grants and HBRC/WDC/DoC budgets	WDC, DoC
CBD Enhancement	Develop CBD Enhancement programme	2017	Investigation phase – 2017 Annual Plan	WDC, Te Mātārae o Te Wairoa Trust, Upstream Wairoa

## FACILITIES

Issue	Initiative	Timeframe	Funding	Responsibility
Community recreation	Destination Playground	2017 Onwards	Funds secured, work to begin	Engineering, Economic Development & Engagement, Wairoa Young Achievers Trust
Community arts and recreation	Support the development of a market and arts space	2017 Onwards (Summer)	Supplementary funding within current budgets	Economic Development & Engagement
Community health & wellbeing	Support the delivery of rural health initiatives by	2017 Onwards	To be found	WDC, CPC, Medical schools

	collaborating with NZ medical schools			
Housing	Deliver the Affordable Housing Initiative	2017 Onwards	Budgets in the 2017/2018 Annual Plan	WDC and partners
Housing	Work with communities of interest to develop Papakainga development within the district	2017 Onwards	Development phase within existing budgets	WDC, Te Mātārae o Te Wairoa Trust, TPK, Māori Land Court and other relevant partners

## BUSINESS SUPPORT / RESILIENCE

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	2017 Onwards	Within existing budget	Te Mātārae o Te Wairoa Trust and the Icehouse
Business resilience	Establish an agreed schedule with regional business partners to enable business people to book time in advance and supplement this with a virtual branch of Hawke's Bay Business Hub in Wairoa	2017 Onwards	To be found	ED&E, Te Mātārae o Te Wairoa Trust, Business Hawke's Bay,
Business resilience	Work with relevant partners to develop appropriate business clusters throughout the district	2017 Onwards	To be confirmed	ED&E, Te Mātārae o Te Wairoa Trust
Employment	Support local initiatives to support increasing employment opportunities i.e. Matariki REDS, Project 1000	2017 Onwards	Within existing budgets	ED&E, Matariki
Agribusiness and Agricultural training	Work with relevant partners to establish an agricultural training academy in Wairoa	2017 Onwards	To be confirmed	ED&E, Relevant education providers and partners
Business-Council relationships	Establish regular engagement opportunities between Council and major employers	2017 Onwards	Within existing budget	Office of the CEO
Business-Council relationships	Establish business breakfast meeting series with visiting speakers	2017 Onwards	Within existing budget	Office of the CEO, ED&E

## BUSINESS ATTRACTION

Issue	Initiative	Timeframe	Funding	Responsibility
Lead identification	Participate at the Business Hub one day a week to build and sustain relationships and also to	2017 Onwards	Budget provision for a 'one-day-a-	WDC and Business Hawke's Bay

	identify opportunities that make sense for the Wairoa district		week' seat and the Hub	
Identification of district strengths and opportunities	Continue to work with Matariki REDS and Activate Tairāwhiti to develop a stronger relationship and also to transfer knowledge about the Wairoa district and the opportunities of the district	2017 Onwards	Within existing budgets	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	2017 Onwards	Within existing budget	ED&E Te Mātārae o Te Wairoa Trust, Business Hawke's Bay, Activate Tairāwhiti
Regional collaboration	Support the implementation of Matariki – the Hawke's Bay Regional Economic Development Strategy and the Tairāwhiti Economic Development Action Plan	2017 Onwards	Within existing budget	WDC, Matariki REDS, Tairāwhiti Economic Development Plan (Activate Tairāwhiti and GDC)
Regional collaboration	Participate in region-wide opportunities as appropriate	2017 Onwards	Within existing budget	All councils, Business Hawke's Bay, Activate Tairāwhiti

## TOURISM

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

## DISTRICT PROMOTION

Issue	Initiative	Timeframe	Funding	Responsibility
Increase knowledge of the Wairoa district outside of the district	Proactively provide imagery and information resources to relevant partners on Wairoa opportunities	2017 Onwards	Within existing budgets	ED&E
Increase knowledge of the Wairoa district outside of Wairoa	Take advantage of opportunities to increase and develop the district's reach through social media	2017 Onwards	Within existing budgets	ED&E
Promotion to the farming community	Work with the A & P Society on promotional opportunities at the Wairoa Show and East Coast Farming Expo	2017 Onwards	Within existing budgets	ED&E
Business promotion	Support the launch and celebration of new businesses in the district including media coverage – "Better Business, Better People"	2017 Onwards	Within existing budgets	Te Mātārae o Te Wairoa Trust with ED&E
Signage	Develop Signage Strategy	2017 Onwards	Within existing budgets	Engineering, ED&E

## LEVERAGE

Issue	Initiative	Timeframe	Funding	Responsibility
Rocket Lab Ltd	Establish an agreed relationship management process with Rocket Lab to identify shared goals and to support the opportunities for partnership with the Council and community	2017 Onwards	Within existing budget	Office of the CEO, ED&E
Dairy	Leverage off Wairoa's dairy heritage and suitable land resources to establish local processing and farm conversion where appropriate	Preliminary work started 2015. Reactivate for 2017 onwards	Funding to be secured	WDC with relevant partners

## EVENTS

Issue	Initiative	Timeframe	Funding	Responsibility
Event calendar	Develop and maintain a calendar of district events	2017 Onwards	Within current budget	ED&E
Event attraction and scheduling	Develop a Wairoa district events strategy	2017 Onwards	Within current budget	ED&E

## REGULATION

Issue	Initiative	Timeframe	Funding	Responsibility
District plan	Review the current District Plan and seek where possible and	3+ years	In the current budget	Regulatory



	practical alignment with neighbouring councils			
Bylaws	Ensure that the Council's bylaws are regularly updated and fit for purpose	BAU	As budgets allow	Regulatory