

# 20/20 Vision

Strong Community – Strong Future

Ōpōtiki District

## Draft Economic Development Strategy



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Strategy prepared with the support of Strategic Reality Ltd

## Outline

### Introduction, Vision and Values

The following Ōpōtiki District Economic Development Strategy aims to drive growth in the economy, particularly sustainable employment in Ōpōtiki District, to achieve the vision of “Strong Community Strong Future”.

This strategy has a key role to deliver on Ōpōtiki’s existing District Strategy, most specifically in terms of Economic Growth. It recognizes that diversification is critical to securing this economic growth, and incorporates identified actions aimed to give best return for the ratepayer’s dollar.

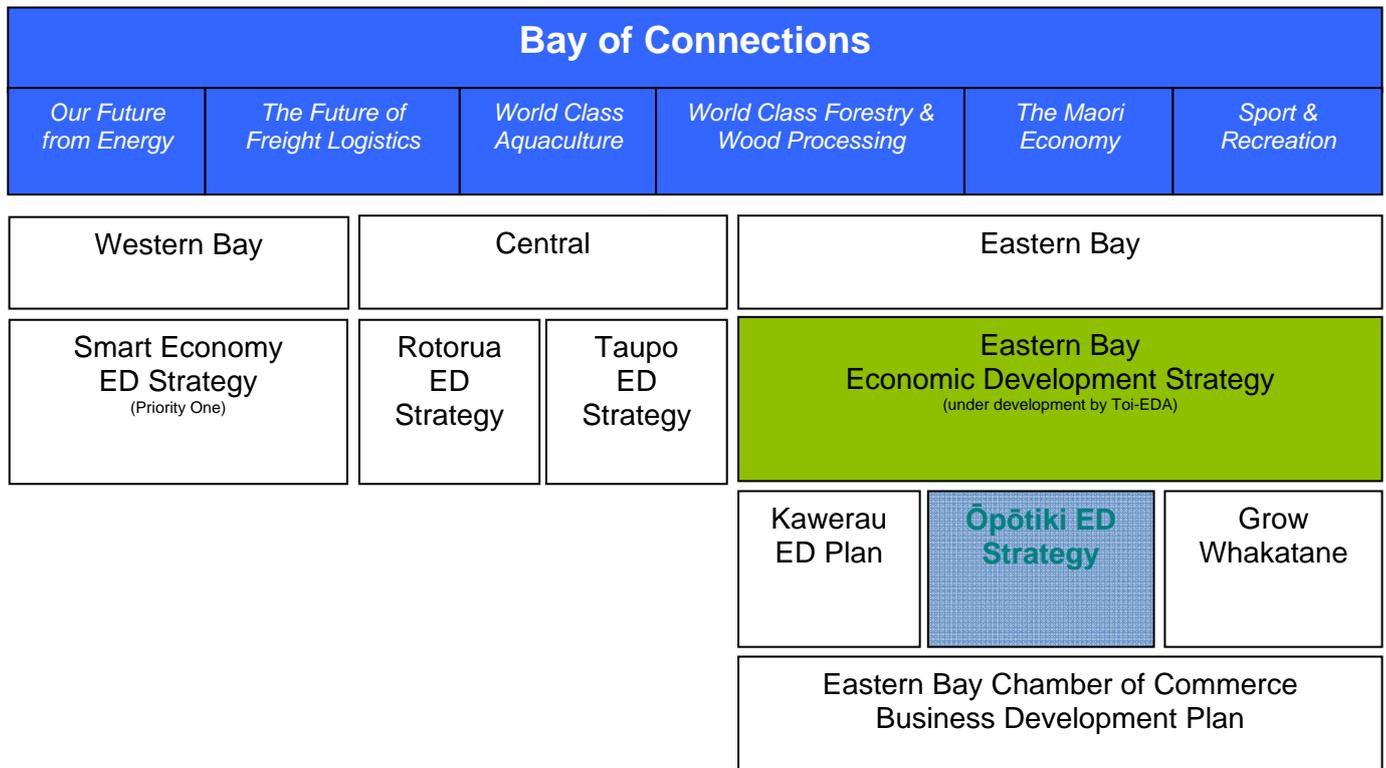
The strategy is underpinned by the following core Values:

<p><b>Ngakau- tapatahi me te Pononga</b> Kaore matou a marie i a matou uaratanga a, ka mahi i roto i te huatanga matatika i nga wa katoa.</p>	<p><b>Integrity and Honesty</b> We will not compromise our values and will act in a trustworthy manner at all times.</p>
<p><b>Manakuratanga</b> Ka kakama matou i roto i nga take e pa ana ki to tatou iwi whanui ma te whakahaere tikanga, ma te kanohi, kai tautoko arahitanga me te whakaaro.</p>	<p><b>Leadership</b> We will take an active role in issues that affect our community by providing governance, representation, advocacy, guidance and opinion.</p>
<p><b>Mahorahora me nga Herenga</b> Ka whakahaeretia a matou mahi i roto i te aria kia kitea ai e te iwi whanui a, kia mohiotia a matou mahinga me nga tutukitanga me te whakaae ano mo aua kawenga.</p>	<p><b>Openness and Accountability</b> We will conduct our affairs in a way that allows the community to see and understand our actions and achievements and we will accept responsibility for them.</p>
<p><b>Tokeke me te Ture o te Tika</b> Ka mahi matou ia hua ai ka orite te whiwhi mea angitu o te katoa me te noho tokeke i roto i iaga whakatinanatanga o uga kaupapa.</p>	<p><b>Fairness and Equity</b> We will act to ensure all have equal opportunities and that we will be unbiased in the implementation of policies.</p>
<p><b>Whakatutukitanga Whakawaiatanga</b> Ka whiwhi hua i roto i te auaha me te ngawaritanga.</p>	<p><b>Achievements Orientated</b> We will gain results in a timely, innovative and economic manner.</p>
<p><b>Tikanga Tutohungatanga</b> Ka manako matou i te wahi motuhake o te Tangata Whenua i roto i te iwi whanui a me te whakarite ano i nga kitenga rereketanga, me nga uaratanga o to tatou iwi whanui.</p>	<p><b>Relationships</b> We will acknowledge the special place of Tangata Whenua in our community and respect the different views and values of our community.</p>
<p><b>Tumanako Manawareka</b> Ka ahei tonu matou kia mohio ki nga tumanako o to tatou iwi kainga me te whakamatau kia taea te tairanga teitei o te whakanatanga o te iwi whanui.</p>	<p><b>Satisfying Expectations</b> We will always look to understand our community's expectations and try to achieve a high level of community satisfaction.</p>

While this is a council strategy, Ōpōtiki District Council equally recognises that many of the actions naturally require collaboration with many other key players within Ōpōtiki, the Eastern Bay and the wider Bay of Plenty. Significantly this includes Businesses, Iwi, Educational institutions, neighbouring Councils, Toi-EDA and neighbouring Economic Development Agencies, Regional Tourism Organisations, and also many others.

## Strategic Context

There are a number of key strategies and plans that influence or support this Ōpōtiki District Economic Development Strategy. The interconnectedness is depicted and described below.



At the highest level sits Bay of Connections, which provides a regional focus on growing employment across the entire Bay of Plenty region.

Under Bay of Connections sit a series of industry-specific strategies to drive targeted action. These include: Aquaculture, Forestry and Wood Processing, Energy, and Freight Logistics. Strategies relating to The Maori Economy and Sport & Recreation are currently under development

Toi-EDA is updating their Eastern Bay strategy which fits under Bay of Connections with a clear focus on the wider Eastern Bay; significantly the districts of Ōpōtiki, Kawerau and Whakatāne. As the sub-regional leader around economic development Toi-EDA plays a vital advocating and interconnecting role for Ōpōtiki both across the Eastern Bay and within wider Bay of Connections initiatives. In particular Ōpōtiki District's economic priorities clearly align to the following draft sub-regional strategies:

- to drive value-added export products and services
- to implement Bay of Connections Industry strategic actions in Eastern Bay of Plenty (i.e. Aquaculture, Freight Logistics, Forestry and Wood Processing, Energy, Māori Economic Development, Sport and Recreation)
- to develop sub-regions' capability for productive interaction with Asian markets & investors
- to improve road and rail productivity and accessibility to the Port of Tauranga
- to grow businesses aligned to geothermal, sun, tidal, water and wind resources
- collaborative region-wide development and promotion of attractions.

The Ōpōtiki District Economic Development Strategy sits below this with a focus on how to implement relevant regional and sub-regional strategies to most effect within the Ōpōtiki District, as well as identifying specific local initiatives. It recognises in particular the strategy under development by Whakatōhea Maori Trust Board and aims to provide an aligned focus to enable best economic outcomes through working collaboratively.



Alongside the Ōpōtiki District Economic Development Strategy sit the business and economic development plans of Whakatane District Council, Kawerau District Council, Kawerau Enterprise Agency and Bay of Plenty Regional Council, Eastern Bay Chamber of Commerce, as well as plans of other key agencies, businesses and Iwi throughout the Eastern Bay.

This strategy incorporates and reflects the Ōpōtiki District Council's identified strategic priorities and community outcomes (as indicated in Appendix B) while providing greater focus, alignment and measures to drive specifically toward economic growth. In particular this Ōpōtiki District Economic Development Strategy has a key role to help deliver on the strategic focus areas identified through the District Strategy. While Economic Growth is naturally the premier focus underpinned by Quality of Life, this cannot be achieved without capitalizing on Ōpōtiki's Strong Community Spirit and Environmental Quality.

## Strategy on a Page

### Economic Vision: Ōpōtiki District: Strong People from a Strong Community contributing to a Strong Sustainable Economy

OUTCOME STATEMENT		HIGH LEVEL MEASURES		
<p>A strong community with the skills to collaboratively develop Ōpōtiki's exceptional land and marine assets, for the benefit of their whanau and the wider economy.</p>		<ol style="list-style-type: none"> <li>1. Gross domestic product / No. of businesses</li> <li>2. Labour force participation</li> <li>3. Household income</li> <li>4. Education levels</li> </ol>		
				
PRIORITY AREAS				
Develop Marine Economy	Support Local Industry Growth	Attract Investment and Add Value	Grow Visitor Economy	Purposeful Work and Learning Opportunities
<p><b>M1.</b> Harbour Transformation Project to develop the infrastructure to create high quality marine access.</p> <p>M2. Advocate for and enable the development of the Aquaculture Production and Processing industry</p> <p>M3. Advocate for infrastructure improvements that support marine economy growth.</p> <p>M4. Facilitate local and global collaborations that can capitalize on the economic potential arising from quality marine access</p> <p>M5. Inform and support businesses and trusts in Ōpōtiki to take advantage of marine opportunities.</p>	<p><b>I1.</b> Promote investment and initiatives that support self-determined growth in Ōpōtiki's Maori Economy.</p> <p>I2. Support Food Cultivation and Processing innovations that increase sustainable returns to the District.</p> <p>I3. Enable regulatory and infrastructure improvements that support industry growth.</p> <p>I4. Facilitate and support the implementation of Bay of Connections industry- specific strategies where they can deliver on Ōpōtiki District's needs</p> <p>I5. Foster an informed, capable and connected Ōpōtiki business sector (e.g. Horticulture, Dairy, Tourism)</p> <p>I6. Build Asia readiness capability in the local business community</p>	<p><b>E1.</b> Attract investment into infrastructure which supports economic growth</p> <p>E2. Actively attract investment to establish or grow high value export businesses and industries.</p> <p>E3. Enable and encourage the strategic location and expansion of appropriate business and industry.</p> <p>E4. Seek out central government and partner funding to support research and development of export businesses and markets.</p> <p>E5. Develop Asia centric collateral and knowledge to actively engage with potential investors</p> <p>E6. Support ICT business opportunities in Ōpōtiki</p> <p>E7. Recognise the potential for the Ōpōtiki Aerodrome to support timely business and tourism access</p>	<p><b>V1.</b> Cost-effectively &amp; positively promote Ōpōtiki District's business and visitor attractions (e.g Motu Trail)</p> <p>V2. Collaborate with neighbouring districts and regions on business and visitor tourism.</p> <p>V3. Advocate for and support the development of appropriate visitor accommodation</p> <p>V4. Foster strong communities and enriched visitor experiences through events.</p> <p>V5. Provide appropriate infrastructure to support the quality of life expected by visitor and resident population</p> <p>V6. Drive branding around 'authentic experiences of untouched New Zealand nature and culture'.</p>	<p><b>P1.</b> Advocate for skills-based learning opportunities appropriate to current and future Ōpōtiki industries.</p> <p>P2. Support opportunities that raise education levels in Ōpōtiki District</p> <p>P3. Partner with central government, iwi and industry to fund initiatives that tackle unemployment</p>
<p><b>Partners</b>                      Eastern Seafarms, Whakatōhea Maori Trust Board, Sealord; NZ Seafarms; Ōpōtiki Marine Advisory Group; BayTrust; EBOP Regional Council; MPI</p>	<p><b>Partners</b>                      BOC Advisory Groups: Forestry, Freight Logistics; Whakatōhea, Ngai Tai, Te Whanau a Apanui, Te Puni Kokiri etc; Kiwifruit, Horticulture &amp; Dairy industries</p>	<p><b>Partners</b>                      BOC Advisory Group – Forestry, ICT...; MBIE, NZTE, MPI, Callaghan Innovation; RBI/UFB partners;</p>	<p><b>Partners</b>                      Motu Trails Trust, RTOs, Tourism NZ; Iwi; Individual Tourism Businesses...</p>	<p><b>Partners</b>                      MBIE, TPK, MPI; Tertiary orgs, PTE, Wananga, Secondary Schools, ITOs; Mayors Taskforce for Jobs;...</p>

## Economic Summary

The strategy is founded on a number of key statistics and factors about Ōpōtiki District which are noted in Appendix A. It is also formed within the context of national and global economic trends, as outlined in Appendix D, which also incorporates an outline of what is meant by 'The Maori Economy'.

High level trends evident from this range of data inform the economic summary below.

### How Ōpōtiki District Supports the Regional Economy

- a) Significant fertile land and natural resources dedicated to horticulture, most notably kiwifruit; dairy; and forestry.
- b) Pristine marine resources and significant collaboration, planning and investment to support development of aquaculture and marine economy
- c) Capacity in land and infrastructure to support growth for business, industry and residential development
- d) Strategically located on State Highway 2 network between Ports of Tauranga and Gisborne
- e) Individual and shared-ownership of land or businesses in forestry, agriculture and dairy industries
- f) Iwi pre settlement with aspirations to invest in land and marine industry.
- g) Recreational tourism assets (e.g. Motu Trail as part of the National Cycleway; recreation in Department of Conservation estate; sports and recreation facilities; boating access to Bay of Plenty; coastal camping capacity etc)
- h) Connectivity with the global economy, specifically Asia.

### Ōpōtiki District Barriers to Economic Growth

- a) Small population base with declining growth trends
- b) Comparatively lower levels of education and income than New Zealand's average
- c) Highest average levels of deprivation in New Zealand
- d) Constraints imposed by energy supply, comparative isolation, roading network limitations and limited commercially zoned land.
- e) Significantly rural area with limited internet connectivity
- f) Large percentage of land is Department of Conservation owned or managed.

### Ōpōtiki District Vision / Outcomes

- a) Ōpōtiki becomes an aquaculture research and processing hub, underpinned by a strong and diverse marine economy
- b) Ōpōtiki attracts high value product and service businesses that capitalize on natural advantages.
- c) Ōpōtiki is home to value-added industries
- d) Ōpōtiki residents have increasing levels of education, employment and internet connectivity (compared to the national average)
- e) Ōpōtiki has a strong community supported by a sustainable economy
- f) Young people in Ōpōtiki have the opportunity to gain appropriate skills and employment locally.
- g) Ōpōtiki is globally recognised as a 'food bowl' and 'untouched NZ' destination.

## Ōpōtiki District Economic Priorities

A number of economic development priorities for Ōpōtiki District are outlined in the Strategy and Action Plan on the following pages. These focus on specific local economic drivers and contribution to the regional economy.

These have been identified based on the strengths Ōpōtiki has as a district within the Eastern Bay and the wider Bay of Plenty, as well as the challenges that inhibit Ōpōtiki business, industry and individuals from achieving business and economic growth.

They take into account the current state of Ōpōtiki, as identified within Appendix A, the national and global context outlined in Appendix D, as well as the business and economic outcomes identified within over-arching regional strategies.

## Monitoring Outcomes

The Ōpōtiki District Economic Development Strategy will monitor high level progress using the existing Community Outcome Measures:

- Gross Domestic Product of Region
- Number of Businesses
- Labour Force Participation
- Qualification Levels
- Visitor Numbers
- Harbour Entrance opened by
- Number of Community Events
- Community Survey
- Index of Deprivation Ranking

The frequency of these measures is outlined in Appendix C.

The 2013 census will provide an important baseline from which to measure the success of this strategy moving forward, given that much existing data is from the 2006 census.

## Supporting Measures

Each of the Actions within this Strategy has appropriate measurable outputs to monitor and manage performance levels and trends throughout implementation. Some of these may be developed with the support of other agencies.

TOI Economic Development Agency currently provides some statistics, while Bay of Plenty Regional Council collects others, and Ōpōtiki District Council themselves have access to further data and information. Industry, Iwi and business agencies have their own data which may be of relevance to the district and its economic aims, as will others.

There is an opportunity to better understand and share the various data across existing agencies. Equally critical is making data and information available to businesses and residents within the district and those from outside looking to invest or visit Ōpōtiki District.

Much of the standard data collected by Statistics New Zealand, NZ Tourism Research Institute and Ministry for Business, Innovation and Employment and others is collected at a regional level (Bay of Plenty and/or Eastern Bay) and does not provide detail specifically for Ōpōtiki District. There may be an opportunity to request or source data at the district level where appropriate, or collaborate to ensure that any Bay of Connections or Eastern Bay measurements and data-collection are aligned and have a robust enough samples to provide value at the District level.

There may be opportunities to be innovative in partnership approaches around data collection to enable a regular and accurate view of the Ōpōtiki economy. For example, partnerships with local banks, insurers, investment companies, real estate agents, human resource managers and others may provide a source of 'local' data.

## High Level Strategy Summary

The following provides a summary of Ōpōtiki District's strategic priorities for economic development. This is essentially the same information that is presented in the 'strategy on a page'.

<b>MARINE: Develop Marine Economy</b>	
M1	Harbour Transformation Project to develop the infrastructure to create high quality marine access
M2	Advocate for and enable the development of the Aquaculture Production and Processing industry
M3	Advocate for infrastructure improvements that support marine economy growth.
M4	Facilitate local and global collaborations that can capitalize on the economic potential arising from quality marine access
M5	Inform and support businesses and trusts in Ōpōtiki to take advantage of marine opportunities
<b>INDUSTRY: Support Local Industry Growth</b>	
I1	Promote investment (national, regional and local) and initiatives that support self-determined growth in Ōpōtiki's Maori Economy.
I2	Support Food Cultivation and Processing innovations that increase sustainable returns to the District
I3	Enable regulatory and infrastructure improvements that support industry growth (e.g. consents, zoning, roading, electricity supply, business water/waste etc)
I4	Facilitate and support the implementation of Bay of Connections industry-specific strategies where they can deliver on Ōpōtiki District's needs (e.g. Freight Logistics, Forestry, ICT, Sport & Recreation)
I5	Foster an informed, capable and connected Ōpōtiki business sector (e.g. Horticulture, Dairy, Tourism)
I6	Build Asia-readiness capability in the local business community
<b>EXPORT: Attract Investment and Add Value</b>	
E1	Attract investment into infrastructure which supports economic growth
E2	Actively attract investment to establish or grow high value export businesses and industries
E3	Enable and encourage the strategic location and expansion of appropriate business and industry
E4	Seek out central government and partner funding to support research and development of export businesses and markets
E5	Develop Asia-centric collateral and knowledge to actively engage with potential investors
E6	Support ICT business opportunities in Ōpōtiki.
E7	Recognise the potential for the Ōpōtiki Aerodrome to support timely business and tourism access
<b>VISITORS: Grow the Visitor Economy</b>	
V1	Cost-effectively and positively promote Ōpōtiki District's business and visitor attractions (e.g. Mōtu Trails)
V2	Collaborate with neighbouring districts and regions on business and visitor tourism
V3	Advocate for and support the development of appropriate visitor accommodation
V4	Foster strong communities and enriched visitor experiences through events.
V5	Provide appropriate infrastructure to support the quality of life expected by visitor and residential population (e.g. roads, water, stormwater, sewerage, waste management, energy)
V6	Drive branding around ' <i>authentic experiences of untouched New Zealand nature and culture</i> '
<b>PEOPLE: Purposeful Work and Learning Opportunities</b>	
P1	Advocate for skills-based learning opportunities appropriate to current and future Ōpōtiki industries
P2	Support opportunities that raise education levels in Ōpōtiki District
P3	Partner with central government, iwi and industry to fund initiatives that tackle unemployment

## Action Plan

The following provides a more detailed breakdown of the many key actions within Ōpōtiki District's strategic priorities for economic development. While the strategies are expected to be maintained over time, these actions are essentially the 'tactics' which may shift as community and economic conditions change. They provide a fuller reflection of the overriding strategic intent.

<b>MARINE: Develop Marine Economy</b>	
<b>M1</b>	<b>Harbour Transformation Project to develop the infrastructure to create high quality marine access</b>
	<i>M1-1. Maintain a close relationship with Whakatōhea, Eastern Seafarms and Oriental Oceans</i>
	<i>M1-2. Develop an Ōpōtiki harbour entrance, to enable 'all tide/all weather' access and port facilities</i>
	<i>M1-3. Support commercial development of a wharf</i>
	<i>M1-4. Clearly identify and enable strategic location of both industrial and recreational marine development through the District Plan</i>
<b>M2</b>	<b>Advocate for and enable the development of the Aquaculture Production and Processing industry</b>
	<i>M2-1 Enable the construction of a new mussel opening and processing factory in Ōpōtiki</i>
	<i>M2-2 Promote and support aligned aquaculture supply-chain industries (e.g. buoy, stocking, rope making, specialist engineering, construction etc)</i>
	<i>M2-3 Facilitate and support the implementation of Bay of Connections Aquaculture strategy for the benefit of Ōpōtiki District</i>
<b>M3</b>	<b>Advocate for infrastructure improvements that support marine economy growth.</b>
	<i>M3-1. Develop Esplanade Reserve land for recreation and leisure activities</i>
	<i>M3-2. Enable commercial, cultural and recreational activities along the adjacent inner harbour land</i>
	<i>M3-3. Extend the Motu Trails 8km coastal walkway/cycle trail along coastal reserve land to connect with the harbour entrance</i>
	<i>M3-4. Utilise the District Plan to proactively plan for marine infrastructure development that supports wider regional needs (e.g. pleasure craft marina, fishing fleet docking, dry stack, boat haul out etc)</i>
<b>M4</b>	<b>Facilitate local and global collaborations that can capitalize on the economic potential arising from quality marine access</b>
	<i>M4-1. Use Mayoral channels to globally advocate for Ōpōtiki marine partnership opportunities.</i>
	<i>M4-2. Maintain contact with aquaculture industry players regionally, nationally and internationally</i>
	<i>M4-3. Promote the Ōpōtiki aquaculture industry and harbour development to investors</i>
<b>M5</b>	<b>Inform and support businesses and trusts in Ōpōtiki to take advantage of marine opportunities</b>
	<i>M5-1 Provide regular information and updates to keep stakeholders up-to-date with progress and opportunities</i>
	<i>M5-2. Advocate for charter boats, fishing, marina and canal housing, retail and accommodation opportunities that arise through enhanced marine access</i>

<b>INDUSTRY: Support Local Industry Growth</b>	
<b>I1</b>	<b>Promote investment (national, regional and local) and initiatives that support self-determined growth in Ōpōtiki's Maori Economy.</b>
	<i>I1-1. Maintain collaborative partnerships with local Iwi to support and enable their strategies and initiatives for capability building, expat connectivity, and community and economic development</i>
	<i>I1-2. Engage with partners in the Crown-Maori Economic Growth Partnership (He kai kei aku ringa) to encourage implementation and investment in Ōpōtiki</i>
	<i>I1-3 Encourage local implementation of Bay of Connections 'Maori Economy' initiatives that strengthen the community and economy of Ōpōtiki</i>
<b>I2</b>	<b>Support Food Cultivation and Processing innovations that increase sustainable returns to the District</b>
	<i>I2-1. Facilitate trials of alternative horticulture crops to build diversity</i>
	<i>I2-2. Facilitate research into opportunities for sustainable food processing (i.e. closed loop processing using or converting waste to energy or other products)</i>
	<i>I2-3 Support ongoing developments that strengthen the Kiwifruit industry</i>
<b>I3</b>	<b>Enable regulatory and infrastructure improvements that support industry growth</b>
	<i>I3-1. Business friendly council processes to support industry growth (e.g. consents, zoning)</i>
	<i>I3-2. Advocate for improvements to roading infrastructure to provide for current and future community and business needs</i>
	<i>I3-3. Advocate for electricity provision that meets developing business and community needs.</i>
	<i>I3-4. Support initiatives that identify and obtain sustainable water supplies for enhanced business success</i>
<b>I4</b>	<b>Facilitate and support the implementation of Bay of Connections industry-specific strategies where they can deliver on Ōpōtiki District's needs (e.g. Freight Logistics, Forestry, ICT, Sport &amp; Recreation)</b>
	<i>I4-1. Advocate for Ōpōtiki's transport infrastructure and supply chain requirements to be driven through the BOC Freight Logistics Strategy.</i>
	<i>I4-2. Advocate for the BOC ICT Strategy to reflect and incorporate Ōpōtiki's needs.</i>
	<i>I4-3. Advocate for BOC Forestry strategic actions to be implemented by Ōpōtiki forestry stakeholders</i>
	<i>I4-4 Promote involvement of key Ōpōtiki stakeholders in the development of the BOC Sport and Recreation Strategy</i>
<b>I5</b>	<b>Foster an informed, capable and connected Ōpōtiki business sector (e.g. Horticulture, Dairy, Tourism)</b>
	<i>I5-1. Develop and maintain a database of businesses and agencies</i>
	<i>I5-2. Maintain industry sector clusters for improved information-sharing and collaboration (e.g. Horticulture, Dairy, Tourism, Retail)</i>
	<i>I5-3. Regularly provide and promote useful business data and information to the Ōpōtiki community</i>
	<i>I5-4. Advocate for business support services to be available locally to grow business capability (e.g. Chamber of Commerce, Te Puni Kokiri, Business Mentors, KiwiHost, Kia ora mai etc)</i>
	<i>I5-5. Support initiatives that engender a lively, connected and successful retail sector</i>
<b>I6</b>	<b>Build Asia-readiness capability in the local business community</b>
	<i>I6-1. Promote the importance of Asia as a market and source of investment</i>
	<i>I6-2. Facilitate business training courses for Asian language and etiquette</i>
	<i>I6-3. Provide support to businesses preparing to or engaging with Asia</i>

<b>EXPORT: Attract Investment and Add Value</b>	
<b>E1</b>	<b>Attract investment into infrastructure which supports economic growth</b>
	<i>E1-1. Identify infrastructure projects which may support a Public Private Partnership (PPP) approach</i>
	<i>E1-2. Continue lobbying for improvements to power infrastructure to support business growth needs.</i>
<b>E2</b>	<b>Actively attract investment to establish or grow high value export businesses and industries</b>
	<i>E2-1 Work with industry sectors to build business cases for investment and business growth</i>
	<i>E2-2 Develop tourism, lifestyle and investment information in target market languages (e.g. Chinese and Korean)</i>
	<i>E2-3 Attract targeted investment in, and new businesses to, the Opōtiki district</i>
<b>E3</b>	<b>Enable and encourage the strategic location and expansion of appropriate business and industry</b>
	<i>E3-1. Regularly analyse the economy for areas of economic strategic advantage</i>
	<i>E3-2. Work collaboratively to enable developments in locations that enhance access to customers, supply chains, transport and workers.</i>
<b>E4</b>	<b>Seek out central government and partner funding to support research and development of export businesses and markets</b>
	<i>E4-1. Establish and maintain connections with key agencies that enable exporting (i.e. Export NZ, NZTE, Callaghan Innovation, Ministry for Primary Industries, Ministry for Business Innovation and Employment, Ministry for Foreign Affairs and Trade etc)</i>
	<i>E4-2. Provide businesses with ongoing information on how to access funding for research and development</i>
<b>E5</b>	<b>Develop Asia-centric collateral and knowledge to actively engage with potential investors</b>
	<i>E5-1. Develop a promotional brochure, in targeted foreign languages, profiling investment and business opportunities in Opōtiki.</i>
<b>E6</b>	<b>Support ICT business opportunities in Opōtiki</b>
	<i>E6-1 Promote the benefits of Information and Communications Technology in the Opōtiki District</i>
	<i>E6-2. Work with local businesses to grow their online presence</i>
	<i>E6-3. Investigate the opportunity for an ICT-enabled shared services business hub</i>
<b>E7</b>	<b>Recognise the potential for the Opōtiki Aerodrome to support timely business and tourism access</b>
	<i>E7-1. Understand current and potential usage of the airstrip for Business and VFR visitor markets (i.e. Visiting Friends and Relatives)</i>
	<i>E7-2. Enable development that enhances usage and connectivity of the Airstrip to Opōtiki township</i>

<b>VISITORS: Grow the Visitor Economy</b>	
<b>V1</b>	<b>Cost-effectively and positively promote Ōpōtiki District's business and visitor attractions</b>
	<i>V1-1. Implement a social media strategy to engage with visitors and build positive awareness of Ōpōtiki's facilities and activities</i>
	<i>V1-2 Work with partner agencies, Motu Trails Charitable Trust and operators to promote and enhance the Motu Trails cycleway</i>
	<i>V1-3. Provide visitor and business investment information and support that highlight the benefits of visiting, living, working, and investing in Ōpōtiki</i>
	<i>V1-4. Regularly survey residents and visitors to understand perceptions of Ōpōtiki, and take improvement action</i>
<b>V2</b>	<b>Collaborate with neighbouring districts and regions on business and visitor tourism</b>
	<i>V2-1. Optimize the benefits of the I-Site network products and services to target and direct visitors</i>
	<i>V2-2 Work collaboratively with Regional Tourism Organisations as appropriate to benefit from effective and cost-effective joint promotions and product development</i>
	<i>V2-3. Facilitate a tourism industry cluster group in Ōpōtiki</i>
<b>V3</b>	<b>Advocate for and support the development of appropriate visitor accommodation</b>
	<i>V3-1. Promote and enable the opportunity for quality motel accommodation to service the growing business visitor and family travel markets</i>
	<i>V3-2. Enable the operation of quality camping grounds along Ōpōtiki District's coastline</i>
<b>V4</b>	<b>Foster strong communities and enriched visitor experiences through events</b>
	<i>V4-1. Promote and support events that celebrate Ōpōtiki's distinctive community and cultural identities</i>
	<i>V4-2. Encourage community events during peak visitor periods to reinforce the district's natural assets in an inclusive manner</i>
	<i>V4-3. Explore ways to engage and capitalize on the large Visiting Friends &amp; Relatives (VFR) market</i>
	<i>V4-4 Promote the opportunities and benefits of business opportunities alongside the Motu Trail and events</i>
	<i>V4-5 Celebrate community successes to maintain and grow community pride</i>
<b>V5</b>	<b>Provide appropriate infrastructure to support the quality of life expected by visitor and residential population</b>
	<i>V5-1 Renew the Ōpōtiki Township wastewater reticulation network</i>
	<i>V5-2. Manage water, wastewater, sewerage and waste to meet ongoing needs and cater for seasonal visitor influxes.</i>
	<i>V5-3. Advocate for quality roading that provides effective and efficient connectivity within Ōpōtiki District and beyond.</i>
	<i>V5-4. Develop public facilities to optimize use and enjoyment of parks and natural resources while protecting the natural environment</i>
	<i>V5-5. Foster place-making approaches to ensure Ōpōtiki township is tidy and welcoming.</i>
<b>V6</b>	<b>Drive branding around 'authentic experiences of untouched New Zealand nature and culture'</b>
	<i>V6-1. Establish and promote marketing taglines and materials for consistent messaging to domestic and international markets</i>
	<i>V6-2 Build the knowledge and capability of local tourism businesses to align to, and deliver on, identified brand(s)</i>
	<i>V6-3. Explore new markets and undertake smart, multi-lingual marketing</i>
	<i>V6-4. Brand and develop the Ōpōtiki town centre as an historic precinct</i>

<b>PEOPLE: Purposeful Work and Learning Opportunities</b>	
<b>P1</b>	<b>Advocate for skills-based learning opportunities appropriate to current and future Ōpōtiki industries</b>
	<i>P1-1. Identify skill shortages and advocate for training courses (e.g. virtual or physical)</i>
	<i>P1-2. Encourage work experience programmes and in-work training opportunities in Ōpōtiki</i>
	<i>P1-3. Grow education in the areas of aquaculture, horticulture and agri-business, and tourism.</i>
<b>P2</b>	<b>Support opportunities that raise education levels in Ōpōtiki District</b>
	<i>P2-1. Advocate for 'greater educational participation and performance' in the Ōpōtiki community. (as per Maori ED Action Plan)</i>
	<i>P2-2. Promote innovative training content, formats and delivery methods to supplement existing education pathways (particularly for young people Not in Education, Employment or Training)</i>
	<i>P2-3. Facilitate cultural education and exchange programmes to drive Asia-readiness</i>
	<i>P2-4. Facilitate education partnerships that expose young people to the marine economy</i>
<b>P3</b>	<b>Partner with central government, iwi and industry to fund initiatives that tackle unemployment</b>
	<i>P3-1. Advocate for key Iwi in Ōpōtiki to have a place-based iwi-led workforce strategy developed in partnership with central government (as per Maori ED Action Plan)</i>
	<i>P3-2. Maintain focus on youth employment and engagement in local communities through the Mayors' Taskforce for Jobs</i>
	<i>P3-3. Facilitate programmes that improve work-readiness across the local community</i>

# Appendices

## Appendix A: Background on Ōpōtiki District

### Geography and Climate

#### Land

Ōpōtiki District incorporates the townships of Ōpōtiki and Te Kaha, along with a range of smaller settlements scattered throughout the district, with the majority along the coastline. It is split into three wards: Ōpōtiki, Coast and Waioeka-Waiotahi ward.

The Ōpōtiki District encompasses 25% of the Bay of Plenty region. Approximately 50% of the Bay of Plenty coastline falls within the Ōpōtiki District, comprising 160 kilometres of coastline with an economic zone extending 12 kilometres.

Ōpōtiki District has close to 52% of the landmass in Department of Conservation (DoC) estate, with a further 12% managed through Nga Whenua Rahui, in association with DoC. The District has 193 hectares in reserve land.

Ōpōtiki has a high proportion of Maori multiply-owned land blocks, particularly east of Ōpōtiki township.

The area that comprises Ōpōtiki District, and where it fits within the Eastern Bay and wider Bay of Plenty and alongside neighbouring Gisborne District, can be seen in the Ōpōtiki District Maps below.



## **Environment**

The environment in and around Ōpōtiki boasts some of the country's warmest and sunniest climate, best beaches and coastline, rivers, fertile agricultural lands and spectacular bush clad ranges.

There is a mean annual rainfall between 1200 and 1400mm a year.

Daytime temperatures range from 14 degrees in winter to 30 degrees in summer along the coast. In inland areas, winter temperatures can drop as low as 0 degrees.

## **Current State**

### **People**

Ōpōtiki has a usually resident population of 8,973 at the 2006 Census, a decrease of 1.9% since 2001. Of those, 4884 identified as Māori in 2006, which represents over 54% of the population. The population structure is relatively youthful when compared to NZ, with 27.5% under 15 years, compared to 21.5% for NZ as a whole. Ōpōtiki's population was 0.9% of the NZ population at 2006.

The three major iwi groupings in the area are Whakatōhea, Ngai Tai and Te Whanau a Apanui. All are currently involved in various stages of Treaty Settlement negotiations.

In 2006 of the population of around 9,000 residents 4,176 people lived in the Ōpōtiki township, with the remainder spread in small settlements along the coastline, and small rural communities.

An estimated 30,000 visitors come to Ōpōtiki District each year.

When compared to other populations through the Index of Deprivation, Ōpōtiki has persistently figured among the most highly deprived populations in NZ. For example the median income in 2006 was \$17,400 compared to the national median of \$24,400. Over 56% had total incomes under \$20,000 compared to 43% nationally. Over 40% had no formal qualifications, compared to 25% for NZ as a whole. One parent families comprise 27% while the national percentage is 18%.

### **Infrastructure**

At the 2006 Census there were 3,267 occupied dwellings and 798 unoccupied dwellings counted.

Ōpōtiki's roading network includes 29km of urban roads, 158km of sealed roads and 151km of unsealed roads.

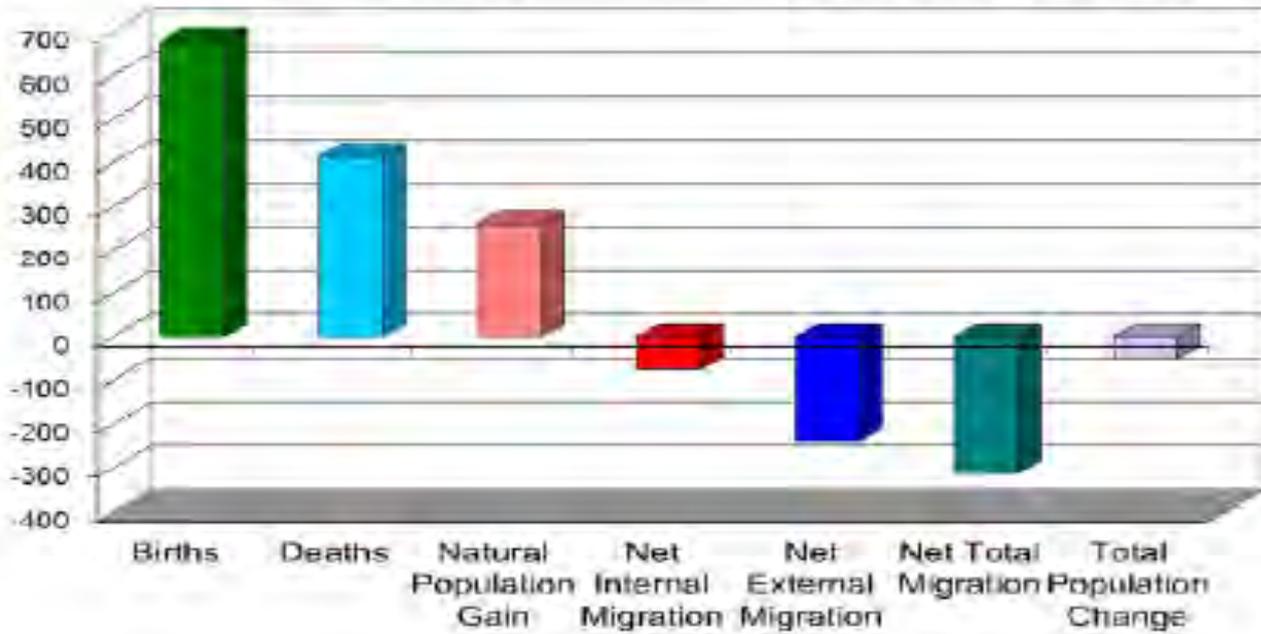
Ōpōtiki township has a small airfield capable of landing private and chartered planes.

The township has the capacity in water and sewerage infrastructure to service around double the existing population, with a planned upgrade to the sewage system set for 2015.

### **Economy Size and Performance**

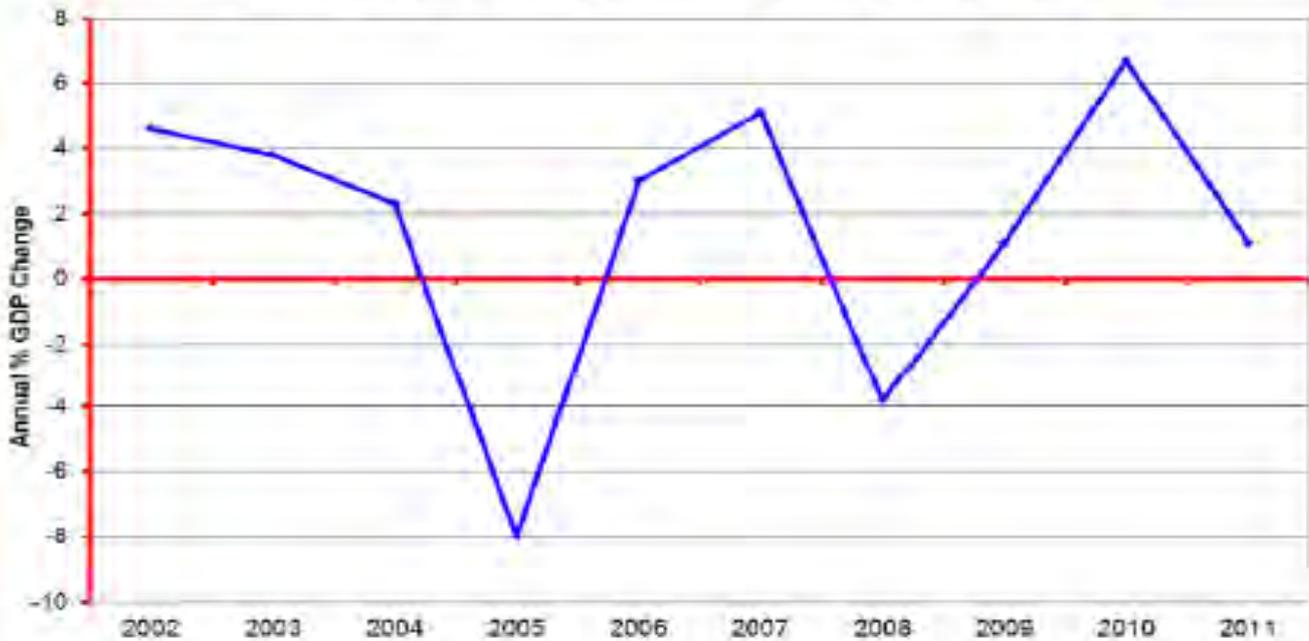
The Ōpōtiki District accounts for just over 3% of the Bay of Plenty Regions Population with 9,000 people. Since 2002, the district's population has been shrinking at a rate of 2.2% per year.

### Opotiki District Population Change Factors 2006-2011



Ōpōtiki District contributes 2.3% to the Bay of Plenty Economy measured as gross domestic product of \$250 million. Per head of population the Ōpōtiki economy is underperforming when compared with the Western Bay of Plenty. The percentage of economic growth has maintained a positive trend over the past ten years at an average of 0.5%.

### EBOP Region Annual Economic Growth Track Since 2002

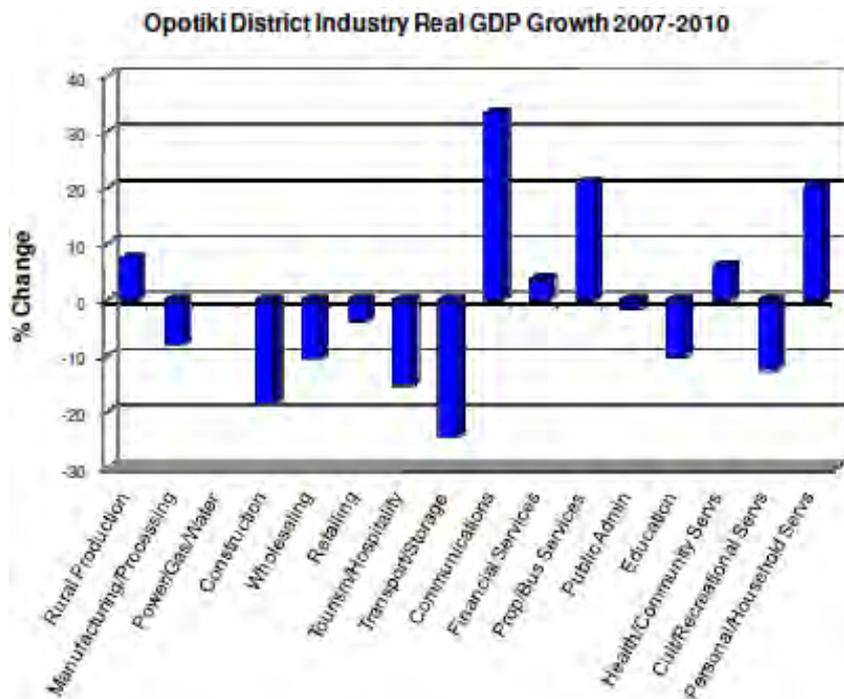


Employment in Ōpōtiki District is at 95%, or 3,750 full time employees. Since 2003 the unemployment rate has been steadily decreasing, currently sitting at 5%.



There are 300 businesses in Ōpōtiki which makes up 7.8% of all business in the Bay of Plenty region. The majority of employment is in the primary horticultural sector, 32%.

Business services and rural production have steadily grown over the past five years, led by commercial forestry, dairy and kiwifruit. There has been a decline in processing and manufacturing.



## Appendix B: Community Outcomes and Strategic Priorities

### ODC Community Outcomes

- Development and protection of the natural environment
- Services and facilities meet our needs
- Fair and efficient leadership
- A strong and distinctive community spirit
- Purposeful work and learning opportunities
- Development supports the community
- History and culture is treasured

Sector:	Ōpōtiki Nominal GDP (\$000)	Ōpōtiki % of Total	Bay of Plenty % of Total
Rural Production	118.2	49%	15.3%
Food Processing	-	-	1.4%
Other Processing & Manufacturing	5.2	2%	15.6%
Energy / Water / Construction	7.2	3%	6.7%
Retail / Wholesale	17.8	7%	10.9%
Accom / Transport / Communications	9.0	4%	4.8%
Business Services	21.1	9%	13.3%
Govt / Public Admin	8.2	3%	3.2%
Education / Health / Community Service	25.4	11%	13.9%
Culture / Personal Services	3.3	1%	-
Other	34.6	11%	14.9%

## ODC District Strategy Priorities

### Economic Growth

#### Priorities for Council action

- Ōpōtiki Harbour Development
- Providing visitor and business investment information and support
- Supporting local and regional business growth and workforce development
- Promotion of activities to increase visitors, including historic precinct development and Mōtu Trails Cycleway.

### Quality of Life

#### Priorities for Council action

- Provision of infrastructure; e.g. roads, water, stormwater, sewerage, waste management, renewal of Ōpōtiki Township wastewater reticulation network
- Advocacy with and on behalf of Ōpōtiki communities to central government
- Upgrading library services
- Walkways and cycleway maintenance
- Support initiatives for development in the Coast ward.

### Strong Community Spirit

#### Priorities for Council action

- Tri-annual community awards and day
- Promotion and support for community events

### Environmental Quality

#### Priorities for Council action

- District Plan review and implementation
- Maintenance and enhancement of parks and reserves
- Partnership with community groups and BOPRC and DOC to undertake environmental restoration projects
- Continuing the partnership with Gisborne District Council, Whakatōhea, DOC and Mōtu Trails Charitable Trust in maintaining and enhancing the Mōtu Trails cycleway.

## Appendix C: Measures

The following measures are a selection from those used to monitor Community Outcomes. These may provide a high level picture of progress, although specific benchmarks and lead and lag measures are likely to be required at a lower level.

Gross Domestic Product of Region	Every 3 yrs
Labour Force Participation	Annually
Qualification Levels	Annually
Visitor Numbers	Annually
Number of Businesses	Annually
Harbour Entrance opened by	Annually
Number of Community Events	2017
Community Survey	Annually
Index of Deprivation Ranking	Annually

## Appendix D: National and Global Economic Trends

Sector strategies need to be considered in light of the local, regional, national and international economic environment, and global megatrends that will affect what is demanded and how it is produced in the future.

### National Economy

The New Zealand economy will continue to focus on export-based sectors, with primary production being the mainstay, along with continued development of the successful value added manufacturing sector. The international market will remain uncertain and volatile over the next decade. In terms of global trends, populations are ageing, becoming more mobile (nationally and internationally) and demanding more in terms of quality and quantity of goods and services. Sustainability is a key concept and it is within this context that the strategy has been formulated.

Strong demand for food and commodities is necessary for higher growth. Exchange rate volatility impacts on New Zealand's ability to compete, particularly in the price-driven commodities market. Issues arise around sustainability and environmental issues, with resources such as water, minerals, energy and resource management being potential opportunities or threats to growth.

Statistics New Zealand predicts the economy to grow at an average of 2.6 percent to 2026.

### Māori Economy

The following excerpt has been taken from the Toi-EDA Strategic Decision-making Report (March 2013):

*"It is common to hear reference to the concept of the 'Māori economy'. The recent central government release of The Māori Economic Development Strategy and Action Plan, He kai kei aku ringa, is designed to boost Māori economic performance and benefit all New Zealanders. He kai kei aku ringa means providing the food you need with your own hands. Bay of Connections is equally supporting the development of a Māori Economic Development Strategy for the wider Bay area, to sit alongside the existing Bay of Connections Sector Strategies for Aquaculture, Forestry & Wood Processing, Energy and Freight Logistic.*

*Fifteen percent of New Zealand's population are Māori, while the Eastern Bay has three times that with 45% Māori, and in some communities such as Ōpōtiki nearly 60% of the population are Māori.*

*Māori have an asset base of \$36.9 billion nationally, in part through the resolution of Treaty settlements. The Bay of Connections area (incorporating Eastern Bay, Western Bay and Central regions) is home to 28% of this total iwi asset base. There is a \$1.2 billion GDP contribution to Bay of Connections from the Māori economy, which represents 11% of the Bay's share of GDP. So the significance of the Māori economy cannot be under-rated.*

*Māori, either as individuals or collectively, are involved in many industries and businesses throughout the Eastern Bay. Statistics from BERL reinforce that agriculture and forestry play a crucial role for Māori in this region. Eastern Bay Māori have existing business strengths and assets in a broad range of sectors, most significantly forestry, energy, fishing, tourism, education, health and agriculture. There are 6,650 Eastern Bay Māori in salary or wage positions, mostly in manufacturing, retail, education, construction, and health and community services.*

*This breadth of involvement makes it challenging to separate the Māori Economy from the wider Economy in the Eastern Bay.*

*This report takes an approach that considers Māori as an integrated part of the whole, with Opportunities incorporating all, irrespective of ethnicity or cultural foundation. The few specific opportunities targeting Māori and Iwi business and industry are reflective of the Forum participants' recognition of the importance of providing support to the growing 'Māori economy' in the Eastern Bay."*

### **International Economy**

While the Global Financial Crisis is no longer the main dictator of economic activity in developed countries there is still on-going fallout. Key challenges are: dealing with high unemployment and preventing it from becoming entrenched; sustaining growth and avoiding stagnation; progressing fiscal consolidation; and managing global imbalances.

More recently, issues around the United States economy and European debt crisis has seen global share markets fall similar to 2008.

Future is for solid growth, which will be led by developing countries – including China and India.

The latest forecasts from the World Bank suggests global GDP growth will grow over the 2012-2013 period at 3.6 percent to be at 6.3 percent to 2013. The OECD expects GDP growth will grow at 2.8 percent during 2012.

### **Global Megatrends**

There are a number of trends that are occurring globally that will impact on how things are currently done and what will be demanded by people in the future. In several cases these trends support key sectors in the Ōpōtiki District, such as aquaculture, food processing, tourism and forestry.

Most importantly, these megatrends help to provide us a focus for our strategies. In particular ageing population, a demand for skilled people, a desire to live in areas of high amenity that have access to the latest technology are all matters that require consideration.

Populations of OECD countries are aging and experience lifestyle and diet related health challenges. At the same time there is a high fertility rate and inadequate food supplies for millions in the developing countries. This megatrend poses the question on how we support the aging population and the opportunity in terms of how we interact and benefit from the older generation.

The workforce is becoming increasingly mobile, people are changing jobs more often, prepared to commute further, and travelling the world. Many of New Zealand's talented workers have moved abroad to find higher paid employment. In a survey conducted by KEA the majority of respondents said they would return to New Zealand if they were guaranteed a satisfactory job, prepared to take a salary hit in exchange for the lifestyle benefits offered by New Zealand. Within this is a desire to live in high amenity value communities.

Electronic and telecommunication advances are allowing people to work remotely from their physical place of work. While the industrial age saw the formation of megacities, the electronic age allows people to live away from population centres and conduct business. The fast pace change of electrical infrastructure is a challenge for Ōpōtiki and an opportunity as it allows the people to connect globally to the education community and workforce.

Environment matters more than ever and New Zealand has a global image of being a clean and green country. Internationally people are beginning to recognise the importance of a clean environment for lifestyle, when looking for a place to travel to or retire.

Food safety and security has become a major global issue. Urban sprawl has diminished the amount of arable land for farming, pollution and global warming has also affected land. At the same time the global population keeps rising and has recently surpassed 7 billion. The growing middle classes in developing countries are demanding a higher quantity and quality of food.

By 2020, about 2.56 billion of the global population will be 15-34 years of age. Out of this number, 61% will hail from Asia alone, with India, China and Indonesia accounting for 1 billion. These youngsters have a different set of values, beliefs, interests and lifestyles from their predecessors. They value personalisation and individualisation, are highly techno-savvy, and have a greater civic and environmental consciousness.

Other than the BRIC nations or Brazil, Russia, India and China, emerging growth areas include economies like Thailand, Vietnam, Poland, South Africa, and many of the younger states around the world. This change in the balance of power will also shift consumption patterns.