# West Coast Economic Development Strategy

## Vision
The residents of the West Coast will benefit from living in prosperous and sustainable communities.

## High Level Benefits:
- Improved standard of living
- Advanced business community that is nationally and globally competitive
- Investment in robust infrastructure that supports economic growth, and enhances our environment
- A diverse economy that maximises domestic and export potential
- Strong communities that value their distinct character and are forward thinking in their response to change
- Sustained, enhanced and protected environment
- Increased capability and achievement of local iwi
- A sustainable quality of life that is founded on:
  - A proactive and united regional focus
  - Shared appreciation and care of our environment
  - Increased employment opportunities and income levels
  - Access to quality core public services
  - A strong community focus on education
  - Advanced technological capability

## Priorities:

### The Economy

#### Sustain key drivers
- Dairy/Pastoral
- Mining
- Tourism/Ecotourism

#### Support secondary drivers
- Fishing
- Forestry
- Timber
- Engineering
- Construction
- Education

#### Investigate new drivers
- Energy initiatives
- Horticulture
- Aquaculture

#### Build capacity & capability
- Support robust infrastructure
- Encourage investment

### The People

#### Community Development
- **Train**
  - Increase focus on the importance of education
  - Investigate initiatives designed to increase the levels of achievement
  - Advance employer training
  - Improve career pathways
  - Develop industry, community, business & education partnerships
  - Continue advocacy for government resources

- **Upskill workforce**
  - Support literacy and numeracy programmes
  - Progress adult education programmes

#### The People - Education
- **Gain**
  - Attract skilled workforce by:
    - Regional promotion
    - Regional information
    - Recruitment strategies

- **Retain**
  - Settle our people by providing:
    - Community support
    - Employer support
    - Settlement programmes

- **Promote lifelong education**
  - Improve attitudes to education
  - Improve participation in education
  - Strengthen career pathway education
  - Foster industry/education links
  - Promote apprenticeship & industry training

#### Workforce Development
- **Build strong communities by:**
  - Promoting work/life balance
  - Enhancing lifestyle advantage
  - Improving the delivery and perception of health and education services
  - Improving infrastructure and connectivity

### The Environment

- Develop, manage and promote the region’s environment
- Improve environmental sustainability within sectors:
  - Tourism
  - Agriculture
  - Mining estate
  - Other sectors
- Find a balance between:
  - Conservation values
  - Industry impacts
  - Community impacts
- Promote environmentally sound practices within:
  - The business and industry sectors
  - The community

### Stakeholders:
- Central Government
- Local Authorities
- Development West Coast
- Industry
- Business
- Iwi
- Community
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Introduction

Since 2002, the West Coast has emerged as one of the country’s fastest growing regional economies. The strong diverse base of the three driver industries - mining, agriculture and tourism - gives the regional economy extra confidence to maintain growth and development, even if one or more industries is subject to adverse global market conditions. The outlook for each of these industries remains strong into the foreseeable future.

This document updates the economic development strategy for the region. It builds on and refines the concepts developed and achieved in the previous strategy covering the period 2002 – 2007. It recognises the importance of partnerships in achieving its goals. No one entity can do it on its own. Collaboration and cooperation between business, the community and local and central government will be needed to achieve our mission.

Economic development does not exist in isolation of other aspects of our lives. It is increasingly recognised by central and local government, and by business and not-for-profit organisations, that for our quality of life to improve in the long-term, there must be a balance between social, economic, cultural and environmental factors, all of which are linked. The Local Government Act 2002 reflects a shift in focus to involving communities in decision-making and action. It also requires local authorities to promote the social, economic, environmental and cultural wellbeing of communities in the present and in the future.

In a speech to the Local Government NZ national council meeting, in Wellington in September ’07 on building sustainability into regional economic development, the Minister of Economic Development stated:

“The key players in regional economies - central and local government organisations, business and industry organisations, local iwi, individual firms, researchers, tertiary and training providers - do need to work together when it comes to regional economic development. It is important for regions to develop their own regional economic strategies to sharpen the focus on activities of significant regional and national priority, scale and commercial focus.”

The New Zealand Government has signalled its commitment to the principles and processes of sustainable development through the ‘Local Government Act 2002’, its ‘Economic Transformation Agenda’ and ‘New Zealand - Sustainable Development Programme of Action’. In effect, local, regional and central governments within New Zealand now operate in accord with sustainable development principles and processes.

The outcomes and benefits of this updated regional strategy will be achieved by the collaborative effort of the private sector, central and local government and organisations seeking to foster economic development in the area. It seeks to enhance and protect the region’s lifestyle and job opportunities supported by a strong economy and sound infrastructure.

The West Coast economy is, and will continue to be, highly dependent on primary sector production. The region has emerging drivers that need to be identified in order that they reach their full potential. The purpose of this strategy is to identify clearly the region’s key and emergent economic drivers, identify sectors that show the best opportunities, and profile common barriers and constraints to achieving optimum economic development. The strategy should signal to the four local government authorities, key stakeholders and Development West Coast their roles in encouraging and supporting the region’s key and emerging economic drivers.
The Context

In October 2002 with funding assistance from New Zealand Trade and Enterprise (at the time known as Industry New Zealand), Venture West Coast in consultation with BERL and BECA Infrastructure and in collaboration with key stakeholders, local authorities, business, community and iwi, established the first regional economic development strategic plan. The high level strategy, entitled ‘2002 West Coast Economic Development Strategic Plan’ (WCEDSP ’02) was published following public consultation with the wider regional community. The document represented a long-term strategy through to 2010 for the economic development of the West Coast region.

It was designed to harness opportunities, support the development created and secure a prosperous, sustainable economic future for the region. It identified that the future success of the West Coast region depended on strategies and actions that would create sustainable solutions capable of addressing the issues impacting at sector, industry, business, iwi and community levels. It outlined a series of goals and objectives augmented by action plans after a consultation process with a wide range of stakeholders.

An analysis of how far we have come since 2002 provides a starting point for the process of consultation that paves the way for a new Strategic Plan. It takes into account the changes that have occurred in the years since the original was produced and helps to identify the region's positioning in the New Zealand economy.

The 2002 Strategy predicted that the leading employment growth industries until 2010 would be, in order; tourism, mining, business services, infrastructure services, socio/community services, processing, manufacturing and dairying. In its Strategy Summary the 2002 WCEDSP outlined high growth targets for 2010 based on 2001 statistics and trends.

They included:

- A population of 37,500, up from 30,303 in 2001.
- Incomes reflecting GDP of $30,245 per capita, up 30% from 23,197 in 2000.
- Overall expansion of economic activity by over 50%.
- Increased employment from 12,000 fulltime equivalent jobs (FTE’s) to about 14,500 FTE’s.
- Growth of 50 to 100% for the three driver industries, tourism, mining and dairying.
- Recognition of the Coast’s diverse industry base.
- Leadership in sound environmental practices within all Coast industries.
- Adoption of best practice in all development initiatives, within the public and private sectors.

The strategy commented that the region was ‘among the most economically deprived in New Zealand’. Expansions of the ‘driver’ industries were generally expected to be achieved by 2005 and the flow-on effects on the rest of the economy and community were subsequently predicted.

The region has come a long way since then. It has experienced a considerable increase in economic activity and it now faces new challenges to sustain that growth. Most of the key performance indicators have been met (or surpassed) and one of the region’s challenges now is that the growth is outstripping our available labour force.

The updated strategic plan forms the benchmark for ongoing development of the West Coast, and will focus on the needs of the region. One of the key challenges already identified is the relative lack of population. There remains a need to attract, up skill and retain people to ensure the strength of the local economy. This is a global issue impacting on the future of our region.
An update of the strategic plan will provide an opportunity to evaluate the progress made against the 2002 identified action areas. It will also provide for an updated document that will reflect changes not only in the global environment, but at national, regional and local levels. The aim has been to develop a more concise, more project focused strategy with a greater level of defined leadership, well-aligned resources and regional co-operation.

The review and update of the regional strategy follows a process outlined in the Guidelines for Regional Economic Development Strategy (REDS) a guiding document published by the Ministry of Economic Development. The stages are:

- Evaluation and analysis of the 2002 West Coast Economic Development Strategic Plan. This includes analysis of the following:
  - Compilation of an external environment scan of the economic environment in 2007 and economic challenges identified over the short-medium term.
  - Identification and involvement of key stakeholders and partner agencies.
- Preparation of an updated draft regional strategy. The draft regional strategy will reflect revised high level goals. This initial draft will be used as a ‘straw man’ to involve and consult with key stakeholders and the wider community and to seek their engagement.
- Engagement and consultation with key stakeholders and the wider community for feedback.
- Agreement and/or sign-off on a finalised regional strategy document. The Regional Strategy will provide a framework for key parties to prioritise future investment decisions that will promote economic development in the region.
- Implementation of strategically aligned action plans.
- Measurement and Monitoring.

Related Strategies
Underpinning this document are strategies that have already been developed or are in the draft process. They include:

- Regional Tourism Strategy
- Conservation Management Strategy
- ICT Strategy
- Workforce Development Strategy
- TEC Strategy
- LTCCP’s
- Digital Strategy
- Regional Land Transport Strategy
Gold, coal, forestry, fishing and agriculture have been the mainstays over the years. Other industries developed to support and provide services to the workforce in these sectors have developed accordingly. Of increasing importance to the region’s economy is tourism and its related industries.

Since 2002 the West Coast has emerged as one of the country’s fastest growing regional economies. The strong diverse base of the three driver industries – mining, agriculture and tourism - gives the regional economy extra confidence to maintain growth and development even if one or more industry is subject to adverse global market conditions. The outlook for each of these industries remains strong into the foreseeable future.

The West Coast’s economy has traditionally relied on its natural resources and physical landscape.

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The Base Case

The West Coast of the Southern Alps lies along the western side of the South Island, between the Tasman Sea and Southern Alps. It has a 600 kilometre-long coastline, most remaining in natural state. Nearly two million hectares of rainforest and bush is protected conservation land, with about 32,000 people living in towns, small settlements, rural areas and splendid remote places on old outwash glacial and moraine terraces that border the mountains.

The country’s richest minerals region is administered by one regional council and three local authorities, with sea and air ports, one main railway link to the east coast, rail between Westport and Hokitika, and four highways to the north, south and east.

Total Population (Age group and sex)
West Coast Region, 2006 Census

Demographics – West Coast

Total population:
- 31,326 people usually live in the West Coast region. This is an increase of 1,026 people, or 3.4 percent, since the 2001 Census.
- Its population ranks 16th in size out of the 16 regions in New Zealand.
- The West Coast Region has 0.8 percent of New Zealand’s population.
- The median age (half are younger, and half older, than this age) is 40.2 years for people in the West Coast Region. For New Zealand as a whole, the median age is 35.9 years.
- 13.8 percent of people in the region are aged 65 years and over, compared with 12.3 percent of the total New Zealand population.
- 20.4 percent of people are aged under 15 years in the region, compared with 21.5 percent for all of New Zealand.
Economic Profile:

In 2000, when the West Coast received the funding package from the government, its real Gross Domestic Product (GDP) was below the national average. 2001 Census results found the median income of people in the West Coast was $14,600 compared with $18,500 for all of New Zealand and placed unemployment in the West Coast region at 6.7% compared with 7.5% of all of New Zealand.

By June 2004, a regional growth rate of 5.6% had been achieved – the highest in the country, and well ahead of the national average of 4.3%. The unemployment rate had dropped to 3%, when the national rate was 4%. These changes can be attributed to a growth in the minerals, pastoral (dairying) and tourism industries.

While the Coast has over the past year recorded lesser growth rates in economic activity compared to other regions, significant gains made over the 2004 – 2006 period have underpinned relatively solid levels of annual economic growth.

The strongest GDP growth in the region was in the Recreation Services sector, which averaged 8.4% pa between 2001 and 2006. Growth was most robust in this sector between 2003 and 2005. Others sectors performing better than the national average were Retail and Distribution (5.8%pa), Manufacturing and Building (4.6%pa) and Accommodation, Cafés and Restaurants (3.9%pa). Just behind the national average of 4.0%pa was Business Services growth of 3.9% per annum.

### Recent Economic Performance Table

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<tr>
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<th>BERL Report 2006/07</th>
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<td>Out of 73 Local Authorities – Ranking 1 – 73</td>
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<th></th>
<th>BDC</th>
<th>GDC</th>
<th>WDC</th>
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<tbody>
<tr>
<td><strong>Growth</strong></td>
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<tr>
<td>Population</td>
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<td>33</td>
<td>50</td>
</tr>
<tr>
<td>Employment</td>
<td>12</td>
<td>43</td>
<td>25</td>
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<tr>
<td>Gross Domestic Product</td>
<td>10</td>
<td>37</td>
<td>41</td>
</tr>
<tr>
<td>Number of Businesses</td>
<td>12</td>
<td>20</td>
<td>14</td>
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<tr>
<td><strong>Overall Rank (2007)</strong></td>
<td>18</td>
<td>58</td>
<td>28</td>
</tr>
<tr>
<td>2006</td>
<td>30</td>
<td>27</td>
<td>32</td>
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<tr>
<td>2005</td>
<td>34</td>
<td>47</td>
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In the most recent BERL regional performance indicators report released for the period to March 2007, the region’s local authorities have shown improvement over the past three year period (although Grey District has been characterised by some fluctuation). In fact Buller District Council has improved significantly from almost last position in 2003/04 to 18th position as at March 2007.

*Source: Berl West Coast Economic Indicators 2006*
Economic Profile continued:

The West Coast region has experienced employment growth across six of the seven sectors in the last year and has grown faster than the national average in four sectors. Job opportunities on the West Coast are on the rise, largely due to increasing minerals sector and dairying activity.

While high commodity prices for gold, coal and milk products have contributed to sound economic performance in the region, the downside or challenge for the region has been a shortage of experienced labour, specifically for skilled trades people within the supporting industry sectors i.e. engineering and construction.

Chart 3.1 is based on National Bank figures and shows the growth in economic activity between 2002 and 2006, for the difference regions of New Zealand. As the graph indicates, the ‘top five’ areas during that period were, in order: West Coast, Taranaki, Waikato, Manawatu-Wanganui and Northland.

The Forecast

Future industry growth in the West Coast is profiled as follows:

- Further dairy farming and processing expansion.
- Ongoing mineral industry expansion.
- Growth in manufacturing activity which services the primary producing sector (e.g. industrial machinery and equipment)
- Further residential and non-residential construction sector growth.
- Tourism sector – the Tourism Research Council of New Zealand is forecasting total visitor numbers to the West Coast region to increase by 16% over 2006-2012, with international overnight visits increasing by 31% and domestic overnight visits by 5%. Total direct visitor spending in the region is forecast to rise by 37% during the period.
- Overall population-based services (health, education, welfare, public administration and cultural/recreational activity) growth in the order of 1-2% pa is forecast for the current Census period 2006-2011
- The growth of other services (e.g. retailing, professional business services, transport and utilities) will be influenced mainly by the overall economic performance of the household and primary production/manufacturing sectors. Additional household/dwelling growth of 2-3% is forecast for the West Coast over the 2006-2011 period.
Employment on the West Coast:

Over a period of five years leading up to 2005 total industry employment increased by 21%. FTE's recorded for 2006 were 13,491, up from the 11,743 in 2001. It is significant that unemployment has fallen rapidly since 2002 from 1200 benefits to just 318 claimed at the two MSD offices on the West Coast in March 2007.

Given the expected growth in the region's driver industries there are very real concerns of a labour shortage in the near future. Employment projections forecast labour force requirements that outstrip the population growth for the region.

Source (for both: Statistics New Zealand 2006)
**Education:**

Another of WCEDSP 2002 high level goals; to ensure that the West Coast becomes a ‘learning region’ has driven the development of extensive and successful initiatives since 2002 and will play an increasingly important part in the solutions to the main challenges facing the key driver industries.

Activity in the education sector, including ICT improvement, has brought about measurable and positive change over the last five years. The Woolf Fisher Literacy Project has improved the literacy rates in our primary school children above the national average. The ICT strategy and ongoing Broadband initiative throughout the region, together with the School Network Upgrade Project, have given Coasters, both in school and out, improved learning opportunities. The Education for Enterprise (E4E) Programme currently operating in the majority of our secondary schools has facilitated and strengthened the relationships between industry, business, community and schools. Further initiatives supported by Education West Coast, Minerals West Coast and Tai Poutini Polytechnic are designed to attract more people into the mining and agriculture industries.

Tai Poutini Polytechnic (TPP) has been a leader in providing tertiary education to the region and has an important presence throughout New Zealand. This institution has grown rapidly in the last five years and is currently addressing the training needs of the industry sectors on the Coast. It has also established competitive programmes in ecotourism and outdoor recreation.

The region has a high proportion of school leavers with few qualifications. Past generations have found that it has been relatively easy to leave school with few formal qualifications and find a job that pays well. Consequently, staying at school and earning recognised qualifications is not an approach that many parents traditionally value. The reality is quite different now and our youth need to be encouraged to achieve the education and skills required to contribute to a productive economy and to secure their own future.
Mining:

Mining production accounts for 70% of the primary sector exports and 92% of total sales made in the region. More than 60% of primary production is exported from the region.

Mining on the West Coast is dominated by coal production with a limited amount of gold mining. The large reserves of high quality coal and gold give the West Coast industry a competitive advantage. The mining sector relies heavily on human capital and a workforce that comprises generations of the same families.

Coal mining is regarded to be the key contributor to future economic opportunities for the region. In 2002, the mining sector was set to expand and there were high expectations that the level of productivity (Value Added per FTE) generated by the industry would increase significantly from about $140m to about $270m in 2010. Coal production has been steadily increasing from 1.6 million tonnes in 2000 to 2.7m tonnes in 2005. Pike River Coal, the most recent industry development, forecasts coal recovery of 1m tonnes per year by 2010. Among the three driver industries, mining recorded a 47% increase in employment over the last five years. It is the largest single contributor to the region’s GDP, and is expected to continue to expand in the next ten years.

Agriculture/Pastoral:

Dairy Farming is the leader in this sector and has experienced rapid growth over the last ten years. In the 2002 Strategic Plan dairying appeared at the end of the growth industries. However dairy herds have expanded faster on the West Coast compared to other regions in New Zealand every year in the last ten except for 2001. The region’s wet warm climate gives the industry a competitive advantage and the establishment of the independent Westland Dairy Company has been financially beneficial to the dairy farming community. Westland Milk Products data reflects a growth in the industry since 2001 although the average payout (cents/kg) decreased. The company was supplied with 464 million litres of milk in 2006, up by more than 40% since 2001. The dairy pay out from Westland Milk Products is an important economic indicator in itself. The farming sector, like mining, also faces increasing pressure to clean up their act in the face of environmental concerns. The nationally coined term ‘dirty dairying’ has created largely unwarranted negative perceptions of the industry in regions like the West Coast. The development of a working agreement between the West Coast Regional Council and Westland Milk Products to achieve an economic and environmentally sustainable dairy industry on the West Coast at the very least attempts to address some of the concerns.

Gold production on the West Coast is set to increase with the operation of the Globe Progress Reefton mine which expects to be mining for at least eight years. At full production, the GRD Macraes Ltd’s Reefton gold mine will produce around 70,000 ounces per annum.

Figure 4.5 West Coast coal production

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Tourism:

The Tourism sector and its related industries play an increasingly important role in the West Coast economy, in terms of employment, value added GDP and business units. The economic growth in Tourism is difficult to quantify as it is an amalgam of parts of a wide range of economic activities. The tourism industry on the West Coast benefits from a competitive advantage increasingly sought by both international and national visitors. Access to wilderness areas combined with the dramatic natural scenery within the large Public Conservation Estate has an appeal that bodes well for the future prospects of the industry. Ecotourism sits well in the region’s landscape. Many operators are focussing renewed efforts on the ‘heritage’ tourism experience. West Coast mining and forestry history should be an important ingredient in this focus.

Types of Tourism Businesses on the West Coast

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<tr>
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<th>Percentage</th>
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<tbody>
<tr>
<td>Information &amp; I-sites</td>
<td>5 - 3%</td>
</tr>
<tr>
<td>Attractions</td>
<td>11 - 2%</td>
</tr>
<tr>
<td>Retail</td>
<td>61 - 11%</td>
</tr>
<tr>
<td>Activities &amp; Adventures</td>
<td>72 - 13%</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>125 - 23%</td>
</tr>
<tr>
<td>Accommodation</td>
<td>268 - 48%</td>
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</tbody>
</table>


Employment in tourism bettered the national growth over the last ten years to 2007. Visitor numbers recorded last year indicate a rise in both international and domestic visitors, a trend that is expected to continue. Tourism research for the West Coast region forecasts that by 2012 total visits to the West Coast will increase by 15.8%, visitor nights by 18.1% and visitor spend by 36.5%. The current implementation of the Major Regional Incentive in Tourism, with 15 separate tourism projects involving the Development West Coast, New Zealand Trade and Enterprise, Department of Conservation, Ngai Tahu, a number of local authorities and the tourism industry represent a large development commitment within this sector.

Tourism, however, has a lot of work to do to capture the international market in particular. Quality accommodation and consistently good service are issues that the sector faces compounded by shortages of well trained and long term staff.
In preparing for the future our region needs to analyse the opportunities it has and the challenges it faces. What drives the regions economy today? Are our natural and physical advantages enough for a sustainable future?

The West Coast economy is primarily land-based and will continue to be. Finding new ways to use this resource, add value to its production and look after it are key parts of this strategy. At the same time we need to retain and attract people and assets, including social infrastructure. Skilled workers and businesses which add value to their products locally will drive growth and improve our quality of life. Our population is ageing at a faster rate than any other region in New Zealand. Statistics New Zealand predictions also indicate that it will decline.

The way we ‘do’ economic development has evolved to become integrally linked with the notion of ‘sustainable development’. But what is sustainable development? As a concept, sustainable development values development that "meets the needs of the present without compromising the ability of future generations to meet their own needs."

It recognises the linkages between economic, social, environmental and cultural wellbeing and values participatory and inclusive decision making.

But sustainable development is much more than an environmental concept, it is also a process; a process for decision making that "ensures a better quality of life for everyone, now and for generations to come."

Some of the key processes and principles of sustainable development are:

- a recognition that community consultation and participation in planning is essential to good decision making
- a recognition that quality of life is based on the four interlinked pillars of wellbeing - economic, social, environmental and cultural
- an integrated planning and measurement framework that considers the four dimensions of well being in a linked, balanced and sustainable way.

The West Coast Conservancy of the Department of Conservation administers Public Conservation Lands covering 1.9 million Ha (84 % of all land in the region).

The contribution of the region’s Public Conservation Land to the West Coast economy is often underestimated.

Economic Analysis that was completed in 2003 recorded that the current management of the conservation estate on the West Coast contributes $221.6 million of economic value to the West Coast economy in its flow on effects. The report indicated that the conservation lands supported something like 12 % of regional value added, 13 % of regional earned household income, and 15 % of regional employment. Public Conservation Land is one of our region’s comparative strengths and its management plays a key role in our economic future.
**Strengths**

- Natural capital resources such as soil, minerals and water.
- Natural and physical advantages - Coal/gold/climate for dairying/ natural features for tourism.
- Amenity values (landscape, native bush, recreational fishing).
- Attributes that are an important point of difference for our region and a lifestyle advantage for the labour force
- Cultural capital - the set of values, history, traditions and behaviours that link the people of the region together
- Human Capital – the knowledge skills and competencies of the region’s residents

**Weaknesses**

- Human capital – knowledge, skills and competencies
- Geographical isolation and length
- Collaboration and cooperation at the local government level
- Relationship to national and international markets and contexts
- Assimilative capacity – the ability of the environment to process waste pollution
- Infrastructure limitations including recycling facilities and housing
- Small population size and its impact on funding infrastructure (rating base)
- Digital divide – equity of connectivity, cellphone coverage and broadband speeds

**Opportunities**

- Clever utilisation of natural resources to create new businesses and industries
- Ecotourism
- Water and energy initiatives
- Emerging migrant population that adds value to our communities
- Lifestyle immigration that benefits from state-of-the-art technologies
- Viable, connected and sustainable small communities
- Regional branding promoting benefits of the West Coast out of the region
- Collaboration and partnering with government on local infrastructure needs
- Integration and collaboration of TLA’s
- Collaboration and policy to address labour shortages
- Climate change

**Threats**

- Increasing transportation costs
- Commodity price fluctuations
- Global issues that impact on key drivers (e.g. $NZ)
- Increasingly tight labour market
- Central Government macro-economic policies that are less conducive to economic growth and employment creation
- Carbon emissions
- Climate change
- Negative perception of the West Coast region – rainfall, schools, infrastructure – from outside the region
Strategic Summary

Themes:
In order to achieve the vision and outcomes, a strategy has been written which targets the drivers of economic development and removes barriers to such development.

The Strategy has three main areas of focus: the economy, the people and the environment. The areas do not stand alone but are closely linked and all are fundamental to the growth of the region’s economy.

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</tr>
<tr>
<td>Construction</td>
<td>Progressing adult education programmes</td>
<td>Community impacts</td>
</tr>
<tr>
<td>Education</td>
<td><strong>Promote lifelong education</strong></td>
<td><strong>Promote environmentally sound practices within:</strong></td>
</tr>
<tr>
<td><strong>Investigate new drivers</strong></td>
<td>Improve attitudes to education</td>
<td>The business and industry sectors</td>
</tr>
<tr>
<td>Energy initiatives</td>
<td>Improve participation in education</td>
<td>The community</td>
</tr>
<tr>
<td>Horticulture</td>
<td>Strengthen career pathway education</td>
<td><strong>Work with related strategies including:</strong></td>
</tr>
<tr>
<td>Aquaculture</td>
<td>Foster industry/education links</td>
<td>Conservation Management Strategy</td>
</tr>
<tr>
<td><strong>Build capacity &amp; capability</strong></td>
<td>Promote apprenticeship &amp; industry training</td>
<td>Regional Tourism Strategy</td>
</tr>
<tr>
<td><strong>Support robust infrastructure</strong></td>
<td><strong>Gain</strong></td>
<td></td>
</tr>
</tbody>
</table>
The regional economy has performed well in terms of economic growth over the last six years. However, the level of the West Coast’s economic performance (GDP per capita) remains in the lower half of New Zealand’s regions.

The region needs to lift its performance and productivity levels by:

- transforming the region’s existing strengths into major competitive advantages by adding value
- advancing a business community that is nationally and globally connected and competitive
- building a diverse economy that maximises domestic and export potential
- identify potential new drivers that could bring about economic growth
- strengthening engagement with government departments
- identifying and leveraging opportunities from newly introduced policy
  (i.e. Reshaping NZ – NZ Business Council for Sustainable Development)

A strong economy needs robust and sustainable infrastructure for businesses and industries to flourish and to attract the labour force necessary to support the growth. In particular the region needs to consider:

- transportation issues to counter the geographical distance to markets
- efficient energy/electricity outcomes that benefit the region
- waste minimalisation, management and recycling
- understanding levels of sustainable population mass for individual communities and the region
  making large scale initiatives either feasible or “no-go” (i.e infrastructure projects)

Investigation of future initiatives

- viable, connected and sustainable small communities
- opportunities arising from emerging policy from central government (i.e. ‘Sustainable Development’)
- gas, oils and other minerals
- water initiatives (export?)
- carbon manufacturing initiatives (as an alternative to coal)
- energy initiatives, bio fuels
- horticulture (food production initiatives)
- small block agriculture
A strong education sector is a key component for a strong economic region.

The region must develop a highly skilled workforce that meets the needs of the local economy. The answer does not simply rely on immigration but on the upskilling of the resident population, young and old.

Investing wisely in education generates real quantifiable results for workers, businesses, and society. If people are tied to low-paying jobs and unable to acquire skills needed by employers, productivity grows more slowly. If businesses do not have a workforce that is appropriately educated, they will be less competitive with their overseas rivals. If citizens do not have what it takes to succeed in today’s economy, they will feel threatened by economic change and are much more likely to be caught in unemployment, social welfare, poorly paid or casual employment. In New Zealand there is an implicit social contract under which most people work: “If I work hard, I will be able to succeed in my job or business, support my family and enjoy a growing income.” Education is a critical tool for participating in this implicit contract and accelerating progress along it.

On the West Coast and in New Zealand, we are in a fight to attract and retain people. A shortage of people in the workforce will be our biggest constraint to progress, so achieving productivity growth is critical and a well educated workforce is more adaptable and can more quickly integrate new equipment and processes. As the labour shortage bites a focus on productivity will be important for economic growth in our region.

- upskilling and changing attitudes with regard to the value of education are fundamental to workforce development

This part of the strategy will focus on increasing the value attached to educational achievement in the region and

- leading the way with education initiatives
- strong links between industry, business and education sectors
- increasing the level of achievement in our school leavers
- advancing adult education including English as a second language for the migrant community
Building strong communities

by:

- Promoting work/life balance
- Enhancing lifestyle advantage
- Improving delivery & perception of Health and Education Services
- Improving infrastructure and connectivity
- Enhancing recreation and sports facilities

Workforce Development

Gain

Attract skilled workforce by:

- Regional promotion
- Regional information
- Domestic and international recruitment strategies

Retain

Settle migrants by providing:

- Community support initiatives
- Settlement programmes
- Employer support
- ESOL support

With declining levels of unemployment and a growing economy, identified skill shortages in the region have become critical. The skill shortages are across all the main economic drivers. An objective of education and training from a regional development context is having people with the right skills, available at the right time and in the right place.

The Strategy includes ways to help address issues that relate to recruitment, retention, the availability of appropriate education, training and support systems.

Employment on the West Coast is expected to increase by 17% between 2005 and 2016. This is a net increase of over 2500.

Job opportunities on the West Coast are on the rise, largely due to increasing mining activity and more people are being attracted to the area’s relaxed lifestyle.

The growing concern over recruitment and retention of staff, particularly skilled staff, has been voiced by all the main industry sectors recently. This problem is not unique to our region but it certainly outweighs any competitive advantage our industries may have. The mining and dairy farming sectors in particular are experiencing recruitment and industry training difficulties. The tourism sector is experiencing a range of staffing problems bought about largely by the seasonal nature of the employment. Retaining skilled staff with positive customer service skills from year to year is a challenge. Clearly a range of approaches aimed at addressing these problems are strategically imperative.

Attracting the labour force we need and retaining them here while regions all over the nation are trying to do the same is perhaps the largest strategic challenge the region faces.

Promoting the region to potential migrants and ensuring the quality and accessibility of information about the region is of critical importance.

People are being more aggressive about their lifestyle choices and technology makes working remotely less difficult.

A key to exploiting current and future opportunities is the attraction and retention of people who have skills and management experience. There is some evidence to suggest that the housing stock is inadequate especially of the standard that might be considered as aspirational.

Anecdotal observations have identified other accommodation shortages including a need for high standard low cost worker accommodation and an appropriate range of visitor accommodation.
The Environment

Develop, manage and promote the region’s environment

Improve environmental sustainability within sectors:
- Tourism
- Agriculture
- Mining estate
- Other sectors

Find a balance between:
- Conservation values
- Industry impacts
- Community impacts

Promote environmentally sound practices within:
- The business and industry sectors
- The community

Work with related strategies including:
- Conservation Management Strategy
- Regional Tourism Strategy

The environment is our largest comparative advantage – we need to protect it while we use it in an intelligent and resourceful way that secures both our future and the environment’s future.

The Department of Conservation and its management of Public Conservation Land (PCL) play an increasingly important part in the West Coast economy; consequently the West Coast Te Tai o Poutini Conservation Management Strategy (CMS), recently released in draft form is critical in terms of setting the scene for the future. The CMS has had positive industry involvement and engagement given that future minerals and energy initiatives are likely to be developed within the PCL.

Issues that have, will or may have an impact in the future;
- sustainability in the context of ecosystem services (i.e. clean water for communities outside PCL)
- carbon issues – and the carbon value of the PCL (a point of difference for our region)
- access to the land and management of the land
- the critical connection between the Tourism Strategy destination management and the PCL
- the need for compromise between the conservation estate and extractive industries

Regional waste management issues are beginning to impact in a number of ways and the following list summarises the points raised:
- tourism relies heavily on the clean green image of our environment;
- 100% Pure tourism marketing is often compromised by the tourists themselves particularly in our region where ‘freedom’ camping is still prevalent – we need to communicate sound ecological thinking to our visitors;
- despite the conservation value of the land we are lagging as a region in terms of recycling abilities;
- the economic cost of not having recycling needs to be the concern rather than focusing on the difficulties and cost of implementing it; and
- there is potential to become a leader in this area.
Regional Contributing Strategies and Initiatives:

**Workforce Development**

- Education West Coast Strategy
- Education / Industry Initiative
- West Coast Recruitment and Promotional Resource
- Regional Website development
- Literacy Project
- Rural Health (Establishment of Chair)
- "Settling In" – Retention Initiative
- Expo Strategy – Recruitment
- West Coast ICT Strategy
- InDepth Labour Market Plans
- Tertiary Education Strategy

**Industry**

- Minerals Resource Assessment
- Haast Fibre Optic Solution – Telecommunications Business Case
- Horticultural Sector Co-ordinator
- Tourism – Visitor Information / i-SITE Strategy
- Engineering Cluster
- Aquaculture Regional Strategy
- Timber Industry Sustainability Review

**Research and Development**

- Energy Options / Solutions – (coastal based – wave /tidal)
- Iwi Based initiative

**Infrastructure**

- Regional Ports
- Waste Minimisation /Recycling
Implementation Plan 2008

The implementation of the West Coast Economic Development Strategy 2008 - 2013 is not designed to be a complete and finite document for a variety of reasons. National and global economic conditions are changing faster than ever and regional economic strategies must be able to maintain a certain amount of flexibility to remain functional. We anticipate that such a review of economic impacts on the regional economy would occur on a semi annual basis with any appropriate changes identified and added or deleted within the implementation plan.

It is envisaged that the priority action list outlined below will undergo several revisions during the next five years and be dynamic in its nature. The Open Strategy web based strategic planning tool will allow West Coast stakeholders to track, measure, adjust and contribute to the ongoing development of projects outlined in this guiding strategic plan.

Continued collaboration amongst the region’s business, industry and education sectors in consultation with government organisations (particularly the Department of Conservation), local authorities, iwi and Development West Coast on the region’s priority projects will have an ongoing impact in the future.

Resources acquired from a number of areas are key to the successful implementation of the West Coast Economic Development Strategy.

Of central importance will be the funding assistance through central government’s Regional Strategy Funding pool along with funding from Development West Coast and where relevant, other key regional stakeholders, i.e.: other government agencies, local councils, industry and business. The implementation of the strategy will be managed by Development West Coast in partnership with key regional stakeholders.
Key stakeholders & participants in the West Coast Economic Development Strategy:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development West Coast</td>
<td>DWC</td>
</tr>
<tr>
<td>Grey District Council</td>
<td>GDC</td>
</tr>
<tr>
<td>Buller District Council</td>
<td>BDC</td>
</tr>
<tr>
<td>Westland District Council</td>
<td>WDC</td>
</tr>
<tr>
<td>West Coast Regional Council</td>
<td>WCRC</td>
</tr>
<tr>
<td>Minerals West Coast</td>
<td>MWC</td>
</tr>
<tr>
<td>Education West Coast</td>
<td>EWC</td>
</tr>
<tr>
<td>Tai Poutini Polytechnic</td>
<td>TPP</td>
</tr>
<tr>
<td>Department of Conservation</td>
<td>DOC</td>
</tr>
<tr>
<td>Ministry of Social Development</td>
<td>MSD</td>
</tr>
<tr>
<td>Ministry of Economic Development</td>
<td>MED</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>MOE</td>
</tr>
<tr>
<td>Te Runanga o Ngati Waewae</td>
<td>TRoNW</td>
</tr>
<tr>
<td>Te Runanga o Makaawhio</td>
<td>TRoM</td>
</tr>
<tr>
<td>Tertiary Education Commission</td>
<td>TEC</td>
</tr>
<tr>
<td>Tourism West Coast</td>
<td>TWC</td>
</tr>
<tr>
<td>Karoro Learning</td>
<td>KL</td>
</tr>
</tbody>
</table>

Other Abbreviations used

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Regional Initiative (Tourism)</td>
<td>MRI</td>
</tr>
<tr>
<td>Major District Initiative projects</td>
<td>MDI</td>
</tr>
<tr>
<td>Canterbury Chamber of Commerce</td>
<td>ChCoC</td>
</tr>
<tr>
<td>Territorial Local Authorities</td>
<td>TLA’s</td>
</tr>
<tr>
<td>Young Entrepreneurs Network</td>
<td>YEN</td>
</tr>
<tr>
<td>Canterbury Advance Engineering</td>
<td>CAE</td>
</tr>
</tbody>
</table>
### Action Area 1: The Economy

#### Priority 1.1 Collaboration and Communication

West Coast local, district & regional organisations need to improve their ability to work together strategically to optimize results.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide a system of efficient and ongoing collaboration around regional priorities, issues and challenges so that strategies are collaborative and effective.</td>
<td>DWC OSL</td>
<td>TLA’s DOC Tourism WC Minerals WC Education WC</td>
<td>West Coast OpenStrategy Collaboration</td>
<td>WC Open Strategy is self sustaining</td>
</tr>
</tbody>
</table>

#### Sustain key drivers - Support secondary drivers - Investigate new drivers

#### Priority 1.2 Making the most of our resources - seeking knowledge, investment and new enterprises in the region

The West Coast’s key comparative advantage lies in its natural resources. Increased knowledge of exactly what is there is necessary to ensure sustainable use while also encouraging new investment to the region.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve the regions knowledge of the available and potential mineral resources in the region</td>
<td>GNS DWC Minerals West Coast</td>
<td>NZTE TLA’s</td>
<td>Minerals Resource Assessment</td>
<td>Assessment published.</td>
</tr>
<tr>
<td>2. Encourage private investment and feasibility studies that may result in new enterprises</td>
<td>Private enterprise</td>
<td></td>
<td>Geospacial mapping of defined locations</td>
<td>Prospecting and feasibility projects in place</td>
</tr>
<tr>
<td>3. Investigate opportunities for new industries i.e. initiatives in water, energy and horticulture</td>
<td>DWC MWC CAE Solid Energy</td>
<td></td>
<td>Energy Research</td>
<td>Feasibility projects in place</td>
</tr>
</tbody>
</table>
### Priority 1.3  
**Tourism - Build on the work already completed to strengthen the sector**

West Coast tourism needs to secure its future as a key industry driver by building on the achievements of the initial MRI Project.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build on the MRI projects to maintain the momentum.</td>
<td>DWC</td>
<td>Tourism Planning Group DOC Industry Central Govt.</td>
<td>Maintaining the Momentum</td>
<td>Increase in total tourists visiting the region</td>
</tr>
<tr>
<td>2. Improve business skills in the tourism sector.</td>
<td>Strategies Marketing Consultancy Ltd.</td>
<td>Business Community</td>
<td></td>
<td>Businesses able to demonstrate higher and sustainable profitability</td>
</tr>
<tr>
<td>3. Continue the development of niche tourism markets within the sector.</td>
<td>DWC</td>
<td>Tourism Planning Group</td>
<td>Maintaining the Momentum</td>
<td>New markets and businesses established.</td>
</tr>
</tbody>
</table>

### Priority 1.4  
**Pastoral Industry - develop and manage this sector in a sustainable manner**

Sustainable land use balanced between pastoral demand and administered lands, i.e. DOC, Crown Forestry.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop in consultation with the industry a Pastoral Sector Strategy.</td>
<td>DWC WCRC</td>
<td>Industry</td>
<td></td>
<td>Expansion or establishment of new pastoral product into region (i.e. capsicums)</td>
</tr>
<tr>
<td>2. Improve business skills in the agriculture sector.</td>
<td>DWC</td>
<td>Industry</td>
<td></td>
<td>Sector increases profitability.</td>
</tr>
</tbody>
</table>
## Build Capacity & Capability - Support robust infrastructure - Encourage investment

### Priority 1.5 Infrastructure Planning and Development

Support the development of robust infrastructure to ensure that economic development is not constrained.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Investigate new markets that will utilize existing infrastructure.</td>
<td>DWC</td>
<td></td>
<td>Port Infrastructure Planning</td>
<td></td>
</tr>
<tr>
<td>2. Develop quality infrastructure that improves the West Coast environment and enhances lifestyle.</td>
<td>TLA’s</td>
<td>DWC</td>
<td>MDI projects Airlinks Project</td>
<td>i.e. Increased air links in and out of the region.</td>
</tr>
<tr>
<td>5. Facilitate increased usage &amp; awareness of the in the business community in particular.</td>
<td>DWC</td>
<td>TPP, Industry &amp; Business</td>
<td>Making the Most of the WWW</td>
<td>Increased uptake.</td>
</tr>
</tbody>
</table>

### Priority 1.6 Business Capability Capacity & Retention

Strengthen businesses and support them to grow, diversify and add value to existing operations.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop initiatives to build the capacity and capability of the region’s SME’s</td>
<td>DWC</td>
<td>CChoC KLC Business</td>
<td>Enterprise Training</td>
<td>Businesses achieving higher profitability and yield.</td>
</tr>
<tr>
<td>2. Develop a forum to encourage innovation and enterprise in the business community.</td>
<td>DWC</td>
<td>CChoC KLC Business</td>
<td>West Coast Progressive &amp; Sustainable Business</td>
<td>Businesses develop new products and expand horizons.</td>
</tr>
<tr>
<td>3. Build capability of business leaders to bring new products to the market.</td>
<td>DWC</td>
<td>Business</td>
<td>Advanced Business Leadership Training</td>
<td>Higher regional GDP per capita.</td>
</tr>
<tr>
<td>4. Continue to develop strategic alliances and partnerships with national and international agencies to maximise opportunities.</td>
<td>DWC</td>
<td>Business</td>
<td>New opportunities for business growth and investment are able to be accessed.</td>
<td></td>
</tr>
</tbody>
</table>
**Priority 1.7 Regional Promotion**

The West Coast has to establish and maintain high visibility in the national and international markets by cohesive marketing and promotion of its strengths. The region’s residents need to feel positive about their region and appreciate the lifestyle that is on offer here.

<table>
<thead>
<tr>
<th>Specific Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a Regional Promotion Strategy and resources in a collaborative and effective way.</td>
<td>DWC</td>
<td>Business &amp; Industry WCDHB</td>
<td>Regional Promotion</td>
<td>Increased awareness of and interest in the region from potential job seekers. Increase in community and business West Coast pride.</td>
</tr>
<tr>
<td>2. Continue to develop the functionality of the Regional website: <a href="http://www.westcoastnz.com">www.westcoastnz.com</a></td>
<td>DWC</td>
<td>Business/ Community</td>
<td>Website development</td>
<td>Website hits recorded has increased activity</td>
</tr>
<tr>
<td>3. Market the regional website locally, nationally and internationally as a one stop shop for information about living, working or investing in the region.</td>
<td>DWC</td>
<td>Business/ Industry</td>
<td>Making the most of the World Wide Web</td>
<td>Increase in website hits. People are better informed about the region.</td>
</tr>
<tr>
<td>4. Develop world class events to attract people to the region.</td>
<td>DWC</td>
<td>TLA’s DOC, Business</td>
<td>Regional Events Strategy</td>
<td>Increase in visitor numbers and potential residents. Increase in positive attitude and community pride.</td>
</tr>
<tr>
<td>5. Facilitate usage of the web to improve business opportunities particularly among the region’s SME’s.</td>
<td>DWC</td>
<td>NZTE</td>
<td>Making the most of the World Wide Web</td>
<td>Ability to attract ongoing funding from SME’s for sustainability and management of the regional website</td>
</tr>
<tr>
<td>6. Develop and market the region’s cultural, heritage and environmental assets.</td>
<td>DWC TWC TLA’s</td>
<td>Regional Promotion</td>
<td>Increased awareness of the region’s assets by potential residents, visitors and investors</td>
<td></td>
</tr>
</tbody>
</table>
**Action Area 2: The People**

**Community Development - Education - Workforce Development**

### Priority 2.1 Train

The West Coast’s education system needs to deliver adaptable, high quality and relevant education and training to provide the foundation for the skills required for all who wish to take part via meaningful employment in the modern economy. We are looking for higher literacy rates, higher qualification achievement rates, and commitment to longer learning experiences.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Further develop partnerships between schools, other providers, businesses, industry and the community</td>
<td>DWC</td>
<td>Industry School/Bus/Comm TPP</td>
<td>E4E</td>
<td>E4E programme expanded Partnerships established</td>
</tr>
<tr>
<td>2. Support the provision of sector specific distance learning opportunities across the region via the internet</td>
<td>Education West Coast TPP DWC</td>
<td>TEC Industry WINZ</td>
<td>E4E Enterprise Training BIZ Info Digital Strategy</td>
<td>Courses are offered by Karoro Learning and other providers</td>
</tr>
<tr>
<td>3. Research future career opportunities and skill needs</td>
<td>Education West Coast TPP DWC</td>
<td>TEC Industry WINZ</td>
<td>Research completed</td>
<td></td>
</tr>
<tr>
<td>4. Develop with industry and training providers initiatives aimed to enhance on the job training and careers advise for those already in work</td>
<td>Education West Coast TEC</td>
<td>TPP, Business &amp; Industry</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Priority 2.2 Gain

Workforce Development for the region also relies on attracting the right mixture of skilled workers to the region.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop regional initiatives to promote the West Coast nationally and internationally</td>
<td>DWC</td>
<td>TLA’s WCDHB Business Industry</td>
<td>Regional Promotion (see Priority 1.7)</td>
<td>Increased awareness of and interest in the region from potential job seekers. Businesses able to recruit - increase in productivity per FTE</td>
</tr>
<tr>
<td>2. Investigate attendance at recruitment expo’s, particularly in partnerships with other regions</td>
<td>DWC</td>
<td>Other EDA’s</td>
<td>Recruitment Expo’s</td>
<td>EXPO’s attended</td>
</tr>
</tbody>
</table>
**Priority 2.3  Retain**

To stabilise the population and/or increase West Coast residents, new and old, need to feel part of a welcoming, inclusive and vibrant community.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agencies</th>
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<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide Settlement support for migrants</td>
<td>MSD DWC</td>
<td>Industry DHB</td>
<td>Newcomers Network New Coasters Inc. Migrant Services Manager</td>
<td>Support systems are in place - newcomers feel welcome and are more likely to stay. Businesses are able to fill vacancies.</td>
</tr>
<tr>
<td>2. Increase positive community attitude and pride by improving town facilities, increasing participation at community events and promoting the region.</td>
<td>DWC</td>
<td>TLA’s</td>
<td>Regional Promotion</td>
<td>Population increases, with associated benefits to businesses productivity etc.</td>
</tr>
</tbody>
</table>

**Priority 2.4  Build Strong Communities**

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Area / Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Regional Planning Collaboration: develop strong and ongoing strategic planning across the region</td>
<td>DWC</td>
<td>DOC, TPP, TLA’s TWC Industry</td>
<td>Open Strategy</td>
<td>Community, Industry,</td>
</tr>
<tr>
<td>2. Develop high quality sports, arts and cultural and recreational facilities</td>
<td>TLA’s</td>
<td>DWC</td>
<td>Major District Initiatives</td>
<td>Investment in other facilities.</td>
</tr>
<tr>
<td>3. Strengthen the youth of the area by supporting regional youth forums</td>
<td>TLA’s</td>
<td>DWC, TPP</td>
<td>YEN</td>
<td></td>
</tr>
</tbody>
</table>
### Action Area 3: The Environment  *Develop, manage and promote the region’s environment*

#### Priority 3.1  Increase Environmental Sustainability within Sectors

The West Coast identifies and works towards meeting internationally recognised benchmarks in preserving and enhancing natural capital. Sorts out infrastructure issues that may negate this. The complementary development of agreed approaches to encouraging the sustainable use of land and other resources and production of a land and resource use strategy.

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agencies</th>
<th>Partners</th>
<th>Priority Project</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with key stakeholders to determine the balance between economic development and environmental monitoring</td>
<td>DOC, WCMPA forum</td>
<td>WCMPA</td>
<td></td>
<td>The region’s driver industries are successfully monitoring their environmental impact.</td>
</tr>
</tbody>
</table>

#### Priority 3.2  Implement Land Management Strategies

Destination Management involves maintaining and enhancing public infrastructure and planning rules to ensure that the visitor experience is of a high quality and that the natural and built up environment complements the experience.

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<tbody>
<tr>
<td>1. Tourism Destination Management Planning (DMP)</td>
<td>RTO DWC</td>
<td>Industry, TLA’s</td>
<td>Completion of DMP at tourism hotspots including infrastructure planning.</td>
<td></td>
</tr>
<tr>
<td>2. Complete a Regional Waste Management &amp; Recycling Strategy</td>
<td>TLA’s WCRC</td>
<td></td>
<td>Residents are able to recycle waste, visitors are able to manage and recycle waste.</td>
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#### Priority 3.3  Promote Environmentally Sound Practices

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<tr>
<td>1. Develop initiatives to ensure industry / businesses are aware of and involved in environmentally sustainable practice</td>
<td>WCRC DOC TPP</td>
<td>DWC TLA’S Industry</td>
<td>Environmentally sustainable initiatives undertaken e.g. Green Globe</td>
<td></td>
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</tbody>
</table>
This document has been prepared and collated for the West Coast region by Development West Coast

with support from New Zealand Trade and Enterprise

Feedback is welcome. Please direct this to:

Development West Coast

P O Box 451,
1st Floor, 112 Mackay Street,
Greymouth
Ph: (03) 768-0140,
Ph: 0800-768-0140,
Fax: (03) 768-0150

Or email info@dwc.org.nz