The background of the cover is a photograph of a mountain valley. In the foreground, a river flows through a rocky bed, with a concrete bridge crossing it. The water is clear, reflecting the surrounding landscape. In the middle ground, there are steep, green mountainsides with some rocky patches. In the background, high, rugged mountains are covered in snow under a blue sky with a few white clouds.

*Tai Poutini West Coast*  
**ECONOMIC  
DEVELOPMENT  
STRATEGY**

**WEST** NEW ZEALAND  
**COAST**  
UNTAMED NATURAL WILDERNESS

**2018 – 2025**

# WEST COAST

NEW ZEALAND

UNTAMED NATURAL WILDERNESS



Hokitika Gorge

## Abbreviations used in this Document

BDC	Buller District Council
CTS	Regional Cycle Trail Strategy
DED	Dependent Economic Driver
DOC	Department of Conservation
DWC	Development West Coast
GDC	Grey District Council
GDP	Gross Domestic Product
MBIE	Ministry of Business, Innovation & Employment
MED	Main Economic Driver
NZTA	New Zealand Transport Agency
PFA	Potential Future Actions (from the Regional Growth Study)
PGF	Provincial Growth Fund
RGS	Tai Poutini Regional Growth Study
TPP	Tai Poutini Polytech
TWC	Tourism West Coast
UFB	Ultra-fast Broadband
WCRC	West Coast Regional Council
WDC	Westland District Council
WtE	Waste to Energy

# Contents

<b>Introduction</b>	<b>3</b>
Preface	3
Executive Summary	4
<b>Overview of the Economy</b>	<b>6</b>
Background	6
Overview	6
Industry Sectors	11
Sector Opportunities	14
<b>West Coast Goals</b>	<b>18</b>
What does Success Look Like?	18
<b>Vision and Strategies</b>	<b>26</b>
Vision and Key Strategies	27
Building Blocks to Executional Excellence	29
Funding Options	30
<b>Eight Key Strategies to Deliver the Vision</b>	<b>32</b>
1: Attract New Business that Diversifies our Economy	33
2: Create Added Value Opportunities to Future Proof Existing Business	35
3: Continued Investment in Tourism to Support New Economy	37
4: Infrastructure Investment to Support Growth & Resilience	40
5: Maximise use of Stewardship and Cultural Land	42
6: Education and Training Programmes that are Fit for Purpose	44
7: Maximise the Māori Economy	46
8: Assess and Meet Demands of Ageing Population	48
<b>Assessment Criteria for Economic Development Initiatives</b>	<b>52</b>
<b>District &amp; Iwi Challenges – Issues, Insights, Vision &amp; Forecasts</b>	<b>56</b>
<b>Appendices</b>	<b>70</b>
I. Government Initiatives – How do we Interact?	70
II. Initiatives for Economic Development Funding Initiatives Underway from Regional Growth Study	73
Initiatives Prioritised by District/Iwi	74
	75



A **key to success** will be in having the **support** of all **business, community and education leaders.**

# Preface

**Since 2000 there have been a total of seven studies on how to grow the West Coast economy and a further three at district level and two Tourism West Coast strategies. Of the total, only one is being implemented at a strategic, tactical and action plan level with spectacular results. That is the 2016 Tourism West Coast Untamed Natural Wilderness six icon strategic plan. Why has that been successful whilst others have been implemented with some, moderate, or little success?**

One of the actions from the Tai Poutini Economic Development Action Plan was to 'Enhance Economic Development Support.' 'third bearing', a consulting company, was appointed to provide guidance on how best to achieve the action. The study highlighted three clear steps:

1. Development West Coast should have within its structure a dedicated unit responsible for economic development within the region
2. A strategic economic development plan should be written for the region involving all stakeholder groups
3. Tourism West Coast being a major driver of the economy should be part of the economic development structure.

The reason for the success of the 2016 tourism strategy is due in no small part to a single-minded focus on the plan execution. For the first time, the structure outlined above will provide the region with a single focus on economic development for the Coast. To avoid confusion the current work underway on the Tai Poutini economic development action plan has been incorporated into this Economic Development Strategy plan. The plan has been written with the view of attracting several funding streams including Central Government, Development West Coast funding and private investment options.

**The new Economic Development Unit (EDU) will drive a step change in the leadership of economic development by ensuring the execution and deliverables are achieved whilst accepting that the task involves culture and structure shifts within the region. It is important that new processes, systems and structure are transparent and seamless to enable cooperation and collaboration to flourish.**

One of the key goals of the EDU will be changing the perceived negative view of the Coast to enable investors and prospective companies and employees to want to live here. That can be achieved in a number of ways including branding, investment fact books and meetings, and communication of the region's lifestyle and opportunities that a new diversified economy can provide.

The key to success will be in having the support of all business, community and education leaders understanding the rationale for the plan and the role they can play in its execution. This will be achieved by having presentations to all parties at selected venues throughout the Coast, so the plan is clearly communicated and discussed.

The future and therefore success for the West Coast is in leveraging its natural resources, building on its current community and business skills, and diversifying its economy whilst remaining true to its values and heritage.

# Executive Summary

**The West Coast is cherished by 'Coasters' - a stunning place to live and work with a rich history and resourceful people. This 'Untamed Natural Wilderness' is a special place that has traditionally relied on its people, natural resources and spectacular landscape. The West Coast covers a large land area with 85% of the land being managed by the Conservation Estate.**

Over the years, the Coast has witnessed many ups and downs in the economy but has survived through its dependence on very strong traditional sectors of mining and dairying, but its fortunes rise and fall with international commodity prices, fluctuating exchange rates, and world supply and demand trends. More recently, Tourism has become a growth sector for the Coast. A sector, which is also subject to fluctuations and with an increased flow of visitors (both international and domestic) the rise of Tourism has presented new challenges with upgraded infrastructure needed at our iconic attractions and a need to smooth out the seasonal fluctuations.

There are different economic strengths across the 3 main Districts of Buller, Grey and Westland. With Buller and Grey historically relying on Mining and Dairy and Westland on Dairy and Tourism. Different strengths, distance and competitiveness have also driven the Districts to act independently of each other.

In today's economic climate, it is clear that future prosperity will rely on the West Coast being able to communicate the collective strengths of the region. The districts need to work collaboratively to access and leverage investment from differing sources and attract new talent to the Coast. A critical factor for a positive outcome.

In 2016 the MBIE sponsored Tai Poutini Growth Study was completed. It resulted in a number of initiatives that were documented in the West Coast Economic Development Action Plan 2017 which is currently being implemented. The Growth Study did not however set out a future Vision and Strategy for the Coast. Its objective and scope was to produce an opportunities report and an action plan.

The 'third bearing' report recommended that an Economic Development Strategy plan be completed for the Coast. That report and the announcement of the Provincial Growth Fund was the catalyst for the Mayors and Chairs of the West Coast Councils and DWC to write the Regional Economic Development Strategy to enable the West Coast to deliver significant initiatives for economic growth and attract funding from a number of sources to drive future growth in the Region.

This document sets out the Economic Development Vision and Strategy (2018 -2025) which has been developed in collaboration with the District Councils, Regional Council, Iwi, TWC, DWC and DOC. The key strategies will drive economic development to enable the West Coast to become a thriving and prosperous region in which to live and work.

There have been a number of strategic plans written for the West Coast with similar themes to this one. What has been lacking in the past was unity and the leadership to drive and deliver on the strategy. The leadership to deliver on this 2018-2025 Strategic Plan will be vested in the new DWC Economic Development Unit.



Haast

**WEST** NEW ZEALAND  
**COAST**  
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# The West Coast Economy in Context

## Background

To develop the West Coast Regional Economic Development Strategy, presentations and workshops were held in each of the 3 Districts (Buller, Grey and Westland), and with Iwi and DOC. The main Economic Indicators and Drivers, key strategic issues, strategic insights and Vision, were workshopped to ensure we had a thorough understanding of any underlying issues with regard to each District, Iwi, DOC and the broader Regional Economy.

Each District and Iwi agreed on their District vision, strategic issues and insights. The West Coast Regional Vision and Strategy was then developed from these and agreed on by the 3 Mayors and their representatives, and Chairs of WCRC and DWC at a workshop held at Shantytown in June. (See District & Iwi Challenges – Issues, Insights, Vision & Forecasts, page 56)

## Overview of the Economy

Here a brief overview is provided of the West Coast Economy which will outline what has guided the thinking in formulating the vision and strategy. For an in depth look at all the Economic Indicators for the region and the districts, please visit the DWC website at [www.dwc.org.nz](http://www.dwc.org.nz). District Fact Books can be found on the District Council websites.

The West Coast makes up less than 1 percent of the total New Zealand economy in the 4 key indicators of GDP, Population, Employment and Business Units. Each district accounts for less than 0.3% of the New Zealand economy in each of these key indicators. For this reason, it is imperative that the West Coast unites with a collective voice to leverage funding and investment opportunities as a region rather than trying to 'go it alone' as independent districts.

## Economic Drivers

The Economy is made up of 3 Economic Drivers.

- 1. Main Economic Drivers** - the backbone of the economy. Sectors that are producing products that are exported out of the region either into the National market or International Markets.
- 2. Dependent Economic Drivers** - sectors that support the Main Economic Drivers and grow because of their existence. In some instances, these Dependent Drivers can grow to the extent where they also start exporting out of the region. This has happened in the engineering sector which has had to diversify to survive with the downturn in mining.
- 3. Government** - support functions of Education, Healthcare, Police etc.

### The economic drivers for the West Coast Region: (GDP at 2010 Dollars)

- **Main Economic Drivers (exported from Region)**  
**GDP 2017 = \$620.8m (39.9%)**
  - Minerals
  - Dairy (including Dairy Manufacturing)
  - Tourism
  - Forestry, Fishing, Agriculture
- **Dependent Economic Drivers (industry supporting the MEDs)**  
**GDP 2017 = \$772.5m (49.7%)**
  - Construction
  - Property
  - Transport/Freight
  - IT/Energy
  - Professional Services
  - Manufacturing
  - Retail
  - Other
- **Government (Government support functions)**  
**GDP 2017 = \$161.2m (10.4%)**
  - Health
  - Education
  - Government Services

**The redress of the imbalance between the Main Economic Drivers and the Dependent Economic Drivers is an important part of the Economic Development Strategy.**

## Gross Domestic Product (GDP)

Total GDP (Gross Domestic Product) for the West Coast Region in 2017 was \$1,555m (-4.5% v. 2016) with a population of 32,500 and full-time employees of 15,944 (-3.3% v.2016). Four key economic sectors accounting for 40% of Regional GDP drive the economy (the Main Economic Drivers). The historically strong sectors of Mining, Dairy, and Agriculture, Forestry & Fishing showed sustained growth up to 2012, joined by a steady increase in Tourism over the last few years.

With the closure of Solid Energy and the impact of lower international coal, gold and dairy prices, the West Coast economy has shown that historic dependence and reliance on the dairy and mining sectors has made the Coast vulnerable to economic shocks which then has a flow-on effect to employment and population figures. The West Coast economy therefore has a burning platform to diversify. (Chart 1. Shows GDP for the 4 Main Economic Drivers)

# Overview of the Economy

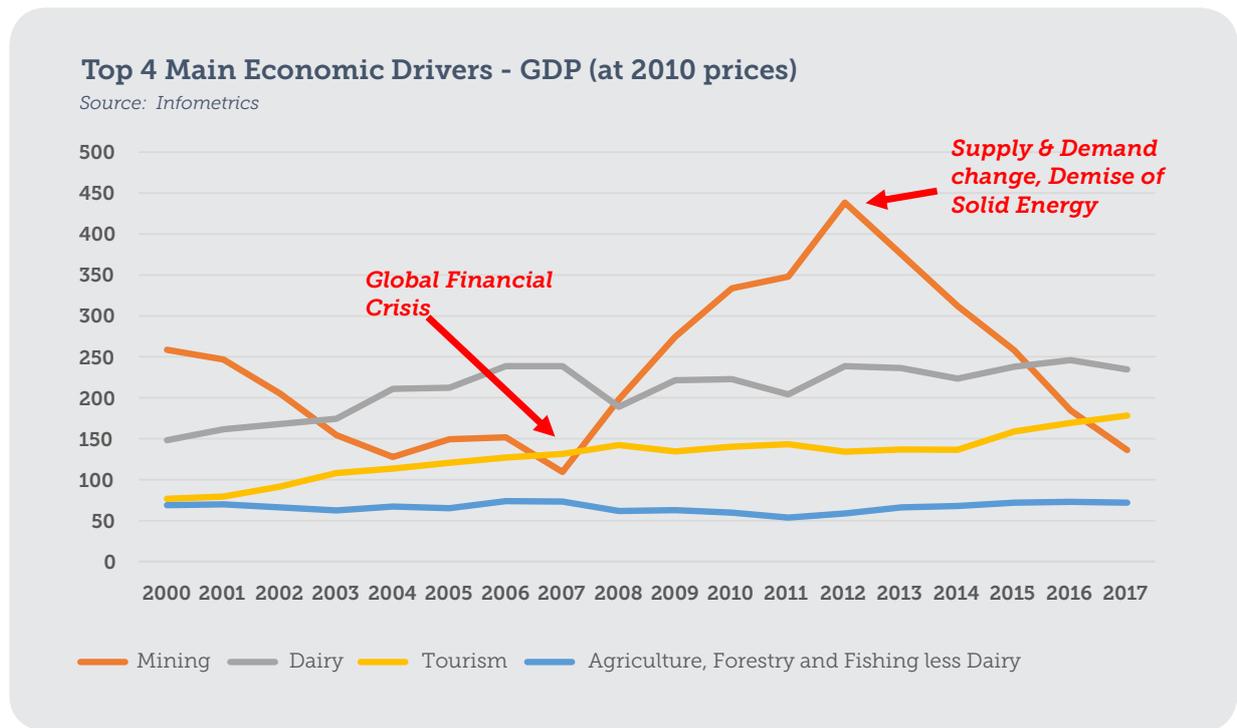


Chart 1 – Top 4 Main Economic Drivers (GDP at 2010 prices)

Chart 2 below shows GDP for the top 4 Dependent Economic Drivers showing growth since 2000. The growth in Accommodation & Food Services and Retail Trade are directly related to the growth in Tourism. Manufacturing less Dairy shows a very slight growth trend and growth in Construction is due to several major 'one-off' building projects across the period.

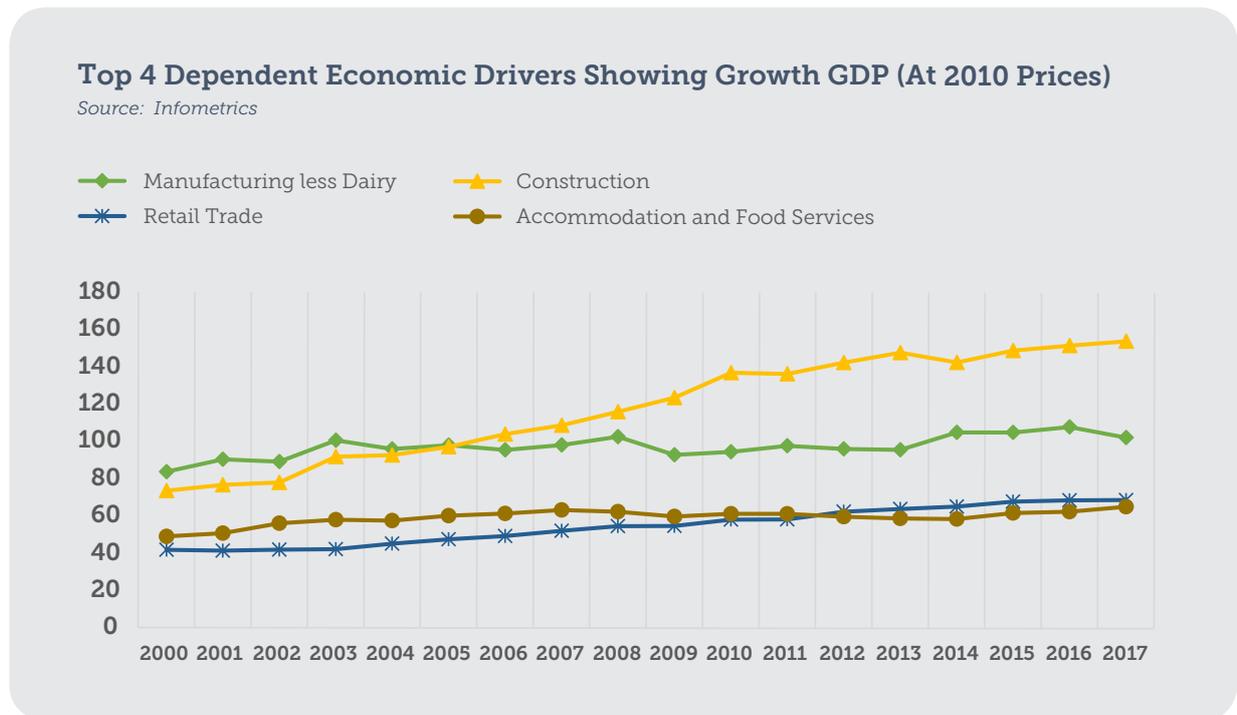


Chart 2 -Top 4 Dependent Economic Drivers showing growth (GDP at 2010 prices)

With more depth in the economy through diversification the West Coast will see growth in new Main Economic Drivers and consequently, growth in the supporting Dependent Economic Drivers.

Chart 3 below shows the 6 key economic indicators with the % change from 2012 – this was the top performing year for economic growth on the West Coast over the last 20 years. Mean Annual earnings have kept pace with inflation and West Coast businesses have retained their ‘skilled’ workforce where possible which has led to higher average remuneration, but all other indicators have declined. This is another signpost that shows the West Coast needs to innovate and diversify to be less reliant on traditional industry sectors supplying unprocessed natural resources which are susceptible to the volatility of supply & demand through commodity pricing and fluctuating exchange rates and have a clear goal of maximising value processes.

However, there is positive news with the latest indicators from Infometrics showing that the West Coast has ‘turned the corner’ with year ending March 2018 figures showing a 3.7% increase in GDP over prior year to \$1,614m (2010 prices). This recovery is due to an improved commodity price cycle of dairy and coal, increased production of coal in late 2017/early 2018, plus a 28% compound growth in Tourism since 2015. The reliance on the commodity cycles needs to be reduced by the introduction of value add products to existing main economic drivers and by new diversifying economies.

Key Indicator	2012	2017	Gap	% change
GDP \$m (at 2010 prices)	\$1,924	\$1,555	-369	-19.8%
Population	32,800	32,500	-300	-1.8%
Employment FTEs	17,635	15,944	-1,691	-9.6%
Business Units	3,894	3,729	-165	-4.2%
Mean Annual Earnings (2012 - 16) \$'s	\$49,100	\$52,800	3,700	+7.5%
Average House Prices	\$203,332	\$201,450	-1,882	-0.9%

Chart 3 – Key Indicators 2012 - 2017

### Population

The West Coast Region’s population of 32,500 in 2017 saw no change from the previous year whereas New Zealand’s total population grew by 2.1%. The issue for the West Coast is that there is significant growth in the 65+ age group, but a decline in the working age group (15-64) and youth population.

### Employment

Employment growth provides new opportunities for the population to earn income and contribute to the region’s economy. Total employment at 15,944 full time employees in 2017 shows a decline of 3.3% over prior year. The West Coast’s current biggest employers are in the Agriculture, Forestry and Fishing sector accounting for 11.5% of total employment. The second largest was Accommodation and Food Services (11.2%) followed by Manufacturing (11.0%).

Comparing 2017 numbers v. 2016, the Accommodation & Food Service sector (+72) and Administrative and Support Services sector (+12) increased jobs. The biggest sector with a decline in number of jobs was Mining including Cement & Lime Manufacturing (-180).

# Overview of the Economy

## Productivity

Productivity is a way of describing the efficiency of production measured by GDP per employee (at 2010 prices) which determines how much economic activity is generated on average by each employee. GDP per employee in West Coast Region (Infometrics) measured \$97,507 in the year to March 2017, which was 0.2% lower than in New Zealand. It decreased by 1.3% from a year earlier compared with an increase of 1.2% in New Zealand. The industry sectors with the highest productivity are Electricity, Mining, Agriculture, Forestry & Fishing and Construction with the lowest being in Accommodation & Food Services and Administrative & Support Services. A second measurement of productivity is GDP per capita.

## Business Unit Growth

With a total of 3,729 business units in 2017, this was down 2.1% from a year earlier indicating a slow-down in the economy and an environment where entrepreneurs were less likely to take risks to start new ventures.

## Standard of Living

Mean annual earnings in the West Coast Region were \$52,800 in the year to March 2016, which was lower than the New Zealand mean of \$57,780. It increased by 1.2% over the year prior in keeping with inflation.

The average current house value in the West Coast Region was \$201,450 in 2017 with a growth of 0.6% over the year prior whereas house prices in New Zealand showed a growth of 13% year on year.

If we compare average current house values with average earnings, we have an estimated housing affordability index – the ratio of the average current house value to annual average earnings. A higher ratio on this index indicates lower housing affordability. The housing affordability index in the West Coast Region was 3.8 to the year ending March 2016 with a New Zealand index of 9.6. This means that housing is much more affordable in the West Coast Region than in New Zealand.

## Economic Wellness Check

Chart 4 below shows an economic wellness check against 2 other regions. Gisborne and Marlborough were chosen due to their population and GDP numbers being of similar size to the West Coast Region.

Since 2012, both Gisborne and Marlborough show positive growth in all of the key economic indicators whereas, West Coast Region has deteriorated with declining numbers across all key indicators except for Mean annual income which has kept pace with inflation.

2017 v 2012	GDP	FTEs	BUs	Mean Annual Income		Popn	Avg House Price
<b>Gisborne</b>	+11.8%	+4.3%	+1.9%	+10.7%	=	+3.2%	+15.5%
<b>Marlborough</b>	+12.0%	+8.9%	+2.6%	+14.8%	=	+3.6%	+24.0%
<b>West Coast</b>	-19.8%	-9.6%	-4.2%	+7.5%	=	-1.8%	-0.9%

Chart 4: Economic Wellness Check

# Industry Sectors Summary

A brief snapshot of industry sectors, their contribution to the West Coast Regional economy and future opportunities.



## 2.1 Dairy and related processing

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	234.5m	(-4.7%)	↓	15.1%
<b>FTEs</b>	1,418	(-3.3%)	↓	8.9%

**Dairy and Dairy Manufacturing** was the #1 GDP earner in 2017. A strong processing capability with Westland Milk Products factory in Hokitika, NZ's second largest dairy co-operative with a significant international presence. The dairy payout has begun to recover, but long-term growth will be driven by higher value products and market development strategies.



## 2.2 Minerals and related processing

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	136.1m	(-26.3%)	↓	8.8%
<b>FTEs</b>	522	(-25.6%)	↓	3.3%

**Mining** was the #4 GDP earner in 2017 and has suffered a loss of GDP and jobs since the closure of Solid Energy. The West Coast has significant advantages in the minerals sector given the volume of minerals, the local infrastructure and capability. Strong local mining businesses with supporting businesses in machinery and equipment manufacturing, engineering, survey and construction and an experienced workforce who generate higher incomes. Many of these supporting businesses have turned to exporting their expertise/products outside the region.

Commodity pricing has rebounded to show some improvement in mining fortunes at the start of 2018. Companies continue to look for investment, development and exploration opportunities as well as investigating 'non-traditional minerals' including garnet placer deposits, ironsands etc. The new NZ Institute for Minerals to Materials Research commenced operation in July 2018 focusing on moving the minerals industry from commodities to the creation of high value materials and products.

The sector faces several challenges to growth including the present coalition government's proposal to halt all new mining and access across conservation and stewardship land.

## Overview of the Economy



### 2.3 Tourism

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	178.2m	+5.2%	↑	11.5%
<b>FTEs</b>	3400	+16%	↑	21.3%

**Tourism** is #2 earner of GDP. The fastest growing sector on the West Coast with Visitor Expenditure growing by 14% (year on year to end March 2018 (MBIE)). The benefits of an increase in Tourism are felt by the Dependent Economic Drivers of Accommodation, Food & Beverage, Retail, Transport etc.

The West Coast Tourism Strategy was launched in 2016. With this strategy and the adoption of the new 'Untamed Natural Wilderness' brand, the West Coast is now seeing a strong coordinated approach to promoting and developing tourism in the region to attract quality visitors.

Key challenges are seasonality, infrastructure pressure at key icons, dispersing visitors across the whole region and the ability to extract value from attractions with free access.

New product development needs to be centred around high value initiatives that also give visitors a reason to stay longer.

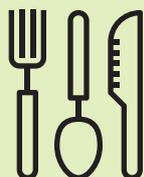


### 2.4 Construction

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	154.1m	+1.6%	↑	9.9%
<b>FTEs</b>	1757	-4.2%	↓	11.0%

Currently ranked #3 in contribution to West Coast GDP. This sector has developed a range of capabilities in project management, infrastructure and building services off the back of the minerals and dairy sectors. Looking behind the growth, the industry has been fed by a series of major 'one-off' projects over the last 17 years.



### 2.5 Horticulture, agriculture, food and beverage

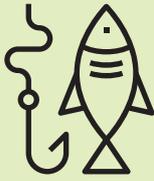
Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	69.1m	-1.3%	↓	4.4%
<b>FTEs</b>	717	+0.6%	↑	4.5%

The largest industries in this sector (around 80%) are related to meat, including beef cattle farming, deer farming, meat processing, and cured meat and small goods manufacturing.

Outside the meat industry, most of the food and beverage industries are effectively cottage industries. Several are exporting nationally and/or internationally including tomatoes, lettuce, tea tree oil, sphagnum moss, cranberries and honey. Monteith's and Blackball Salami are 2 well recognised brands from the region.

From the Regional Growth Study Action Plan a pilot is currently underway for a social enterprise approach to developing the horticulture/food sector in Buller with a view to the development of a west coast horticulture brand. Other opportunities exist from the downstream opportunities of the proposed Waste to Energy Plant in Buller and other possible energy initiatives which would provide a cost-effective solution to power.



## 2.6. Fishing and aquaculture

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	17.5m	+1.2%	↑	1.1%
<b>FTEs</b>	289	+2.1%	↑	1.8%

A small growing sector which has achieved strong value growth over the last 5 years with investment in value add and improved processing capability. The West Coast sea fishery is regarded as being abundant due to protection provided by weather and sea conditions.

The West Coast has a strong reputation and capability in recreational fishing and whitebaiting. One of the action points of the Regional Growth Study was to assess the feasibility of a commercial whitebait fishery. Other opportunities are for salmon farming and possibly mussel farming.



## 2.7 Forestry and wood processing

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	23.5m	+4.4%	↑	1.5%
<b>FTEs</b>	371	+1.6%	↑	2.3%

A relatively small sector with growth driven by log sawmilling and veneer and plywood manufacturing. The region's wood processors largely process radiata pine, but are disadvantaged due to low forestry growth rates, limited local log supply and higher transport costs. The majority of the West Coast forests are indigenous and within the conservation estate, but the sector has been restricted from processing this other than from the allowance to remove and process indigenous timber damaged by Cyclone Ita. That window of opportunity will be closed under the present coalition government.



## 2.8 Health services and aged care

Infometrics data 2017 v. 2016

	2017	v. 2016		% of Total W. Coast
<b>GDP</b>	81.4m	+1.1%	↑	5.2%
<b>FTEs</b>	1534	-3.5%	↓	9.6%

A significant Government sector of the economy with hospital services and aged care growing in the last decade.

Three developments will support further growth in this sector's employment in the region:

- a. Increase in older aged population in the region
- b. Investment in the new hospital and integrated family health centre in Greymouth with an increase in beds, operating theatres and services
- c. Integrated family healthcare in Westport – needs to ensure this caters for increasing aged population both in bed numbers and services provided

There is further opportunity to cater to the Aged Care market with the potential for a Retirement Village/independent living care and related services. Improvement in broadband connectivity will increase the use of health ICT solutions and improved services in the sector.

# Sector Opportunities

**The development pyramid is a device to view the current economy and help set priorities for the future. At the top of the pyramid are a few foundation sectors, our Main Economic Drivers – dairy, minerals, tourism and agriculture, forestry and fishing.**

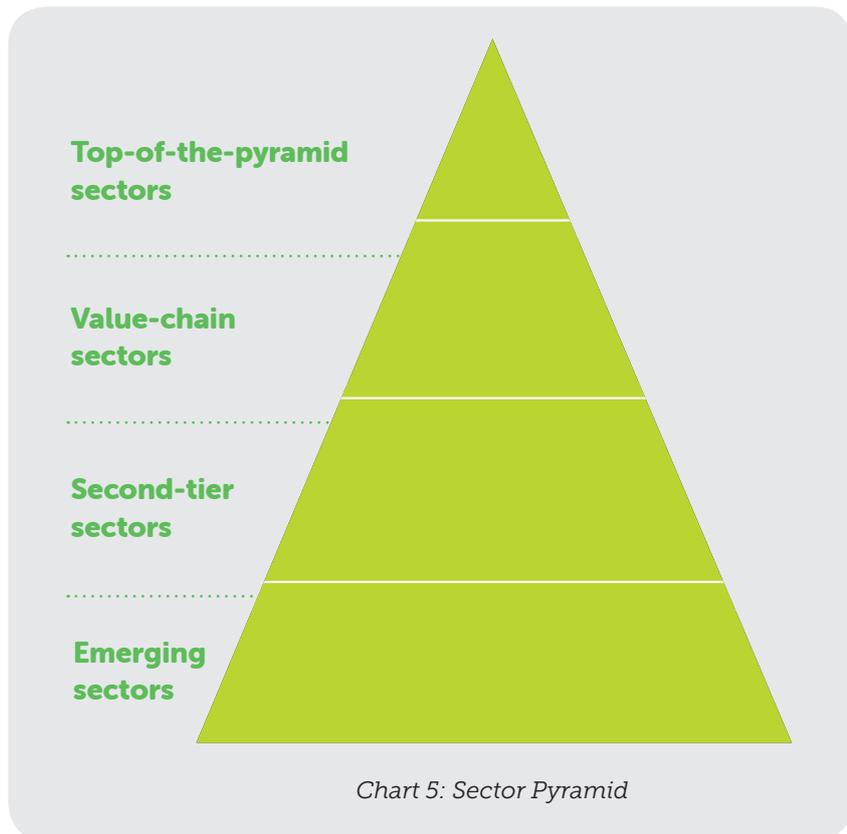
They are few in number but large in economic contribution. They set the height and breadth of the pyramid which is drawn intentionally tall and narrow to reflect the current narrowness of the regional economy.

Below these are the significant **value-chain sectors** which have been spawned by the foundation sectors. They owe their existence to the value chains created by those sectors – the main Dependent Economic Drivers e.g. engineering as a result of mining. These will also draw on the next in the value chain i.e. transport, investment, service companies etc.

At the third level down are the **second-tier sectors**. There tend to be more of these and include some smaller foundation sectors such as sheep and deer farming and processing, forestry and wood processing.

At the base of the pyramid are a large number of smaller sectors and entrepreneurial businesses. These would include small manufacturing and processing, but more importantly, the emerging sectors that in time may move up to higher tiers in the pyramid. It is at this level where we'll see innovative enterprises entering the market.

The development opportunity is to broaden the activity at every tier of the pyramid. The region needs sectors that will help to make the region a thriving and prosperous one. The next page shows the sector opportunities that will lead greater depth and growth in the regional economy.



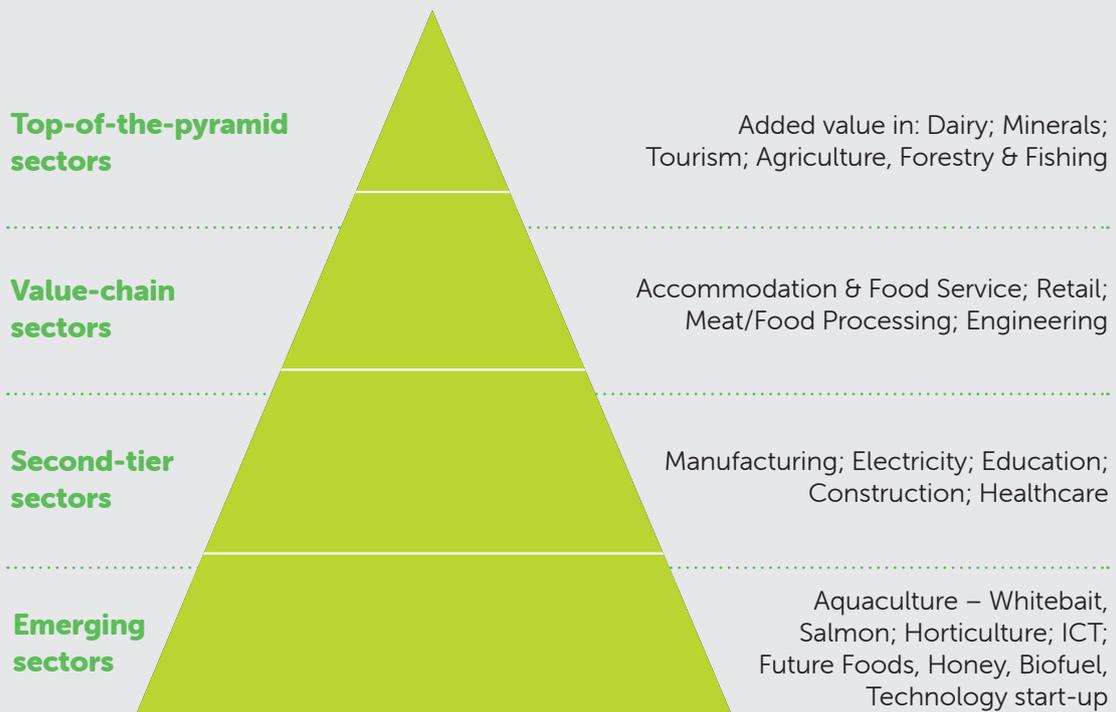


Chart 6: Sector Pyramid – Sector Opportunities



*Thomas River Hut, Haast*



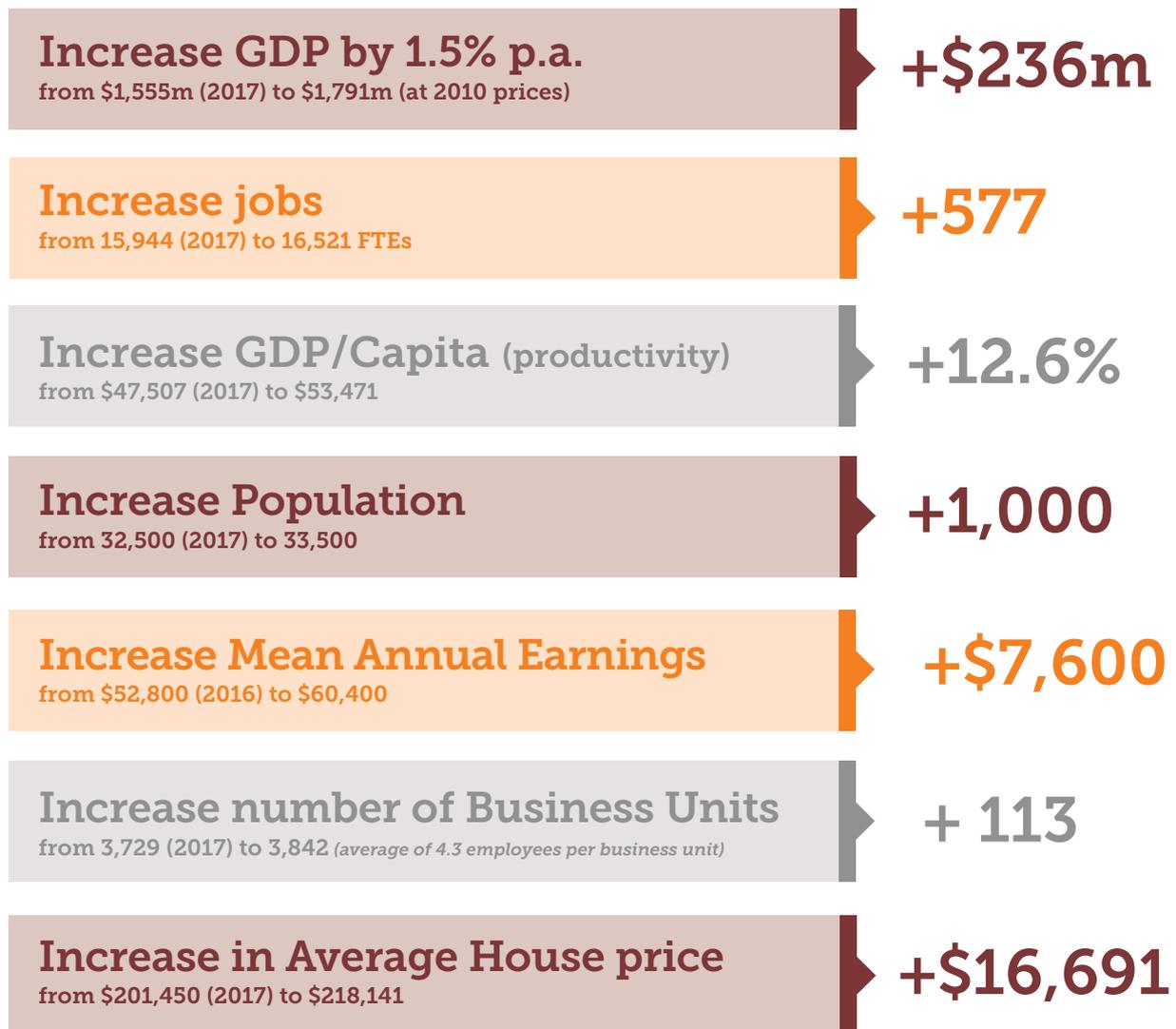
**WEST** NEW ZEALAND  
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# What Does **Success** Look Like?

The West Coast Districts need to work together to achieve the following goals. Developing initiatives in line with the Vision and Strategies will deliver the economic benefits to become a thriving and prosperous region by 2025:

## West Coast Region Goals

Increase by 2025

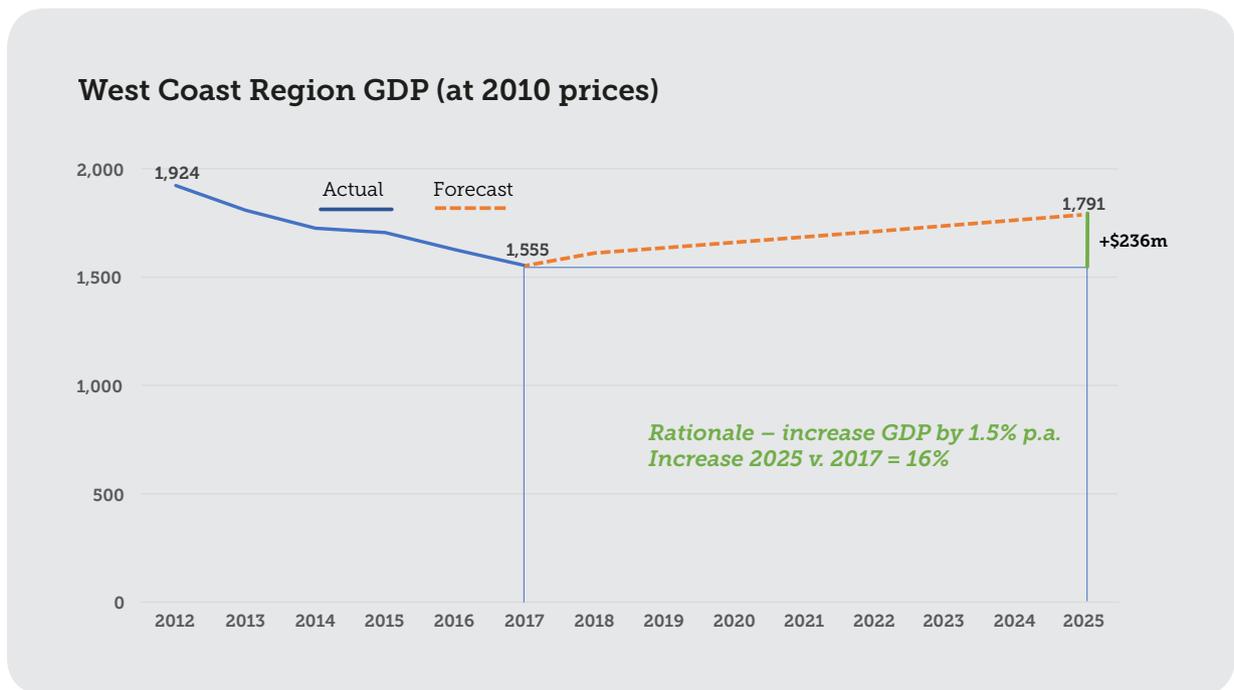


Regional Economic Wellness Check

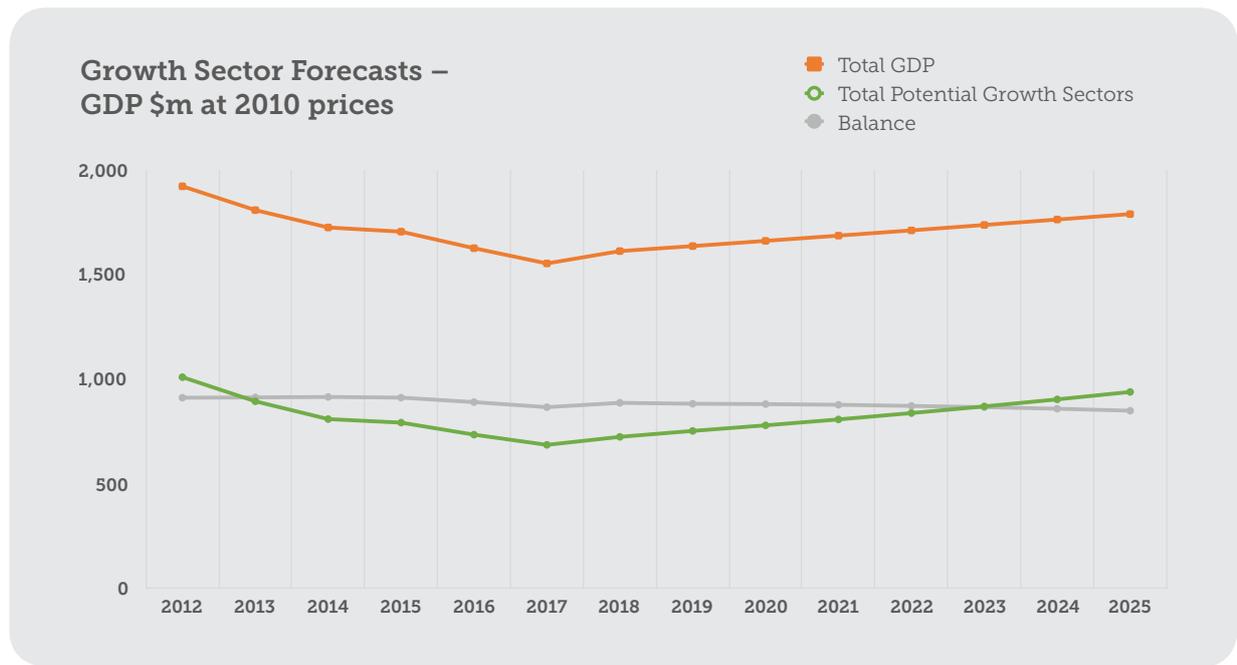
2017 v 2012	GDP	FTEs	BUs	Mean Annual Income		Popn	Avg House Price
West Coast	-19.8%	-9.6%	-4.2%	+7.5%	=	-1.8%	-0.9%
2025 v 2017	GDP	FTEs	BUs	Mean Annual Income		Popn	Avg House Price
West Coast	+15.2%	+3.6%	+3.0%	+14.4%	=	+3.1%	+8.3%

Chart 7: Economic Wellness Check to 2025

GDP Forecasts

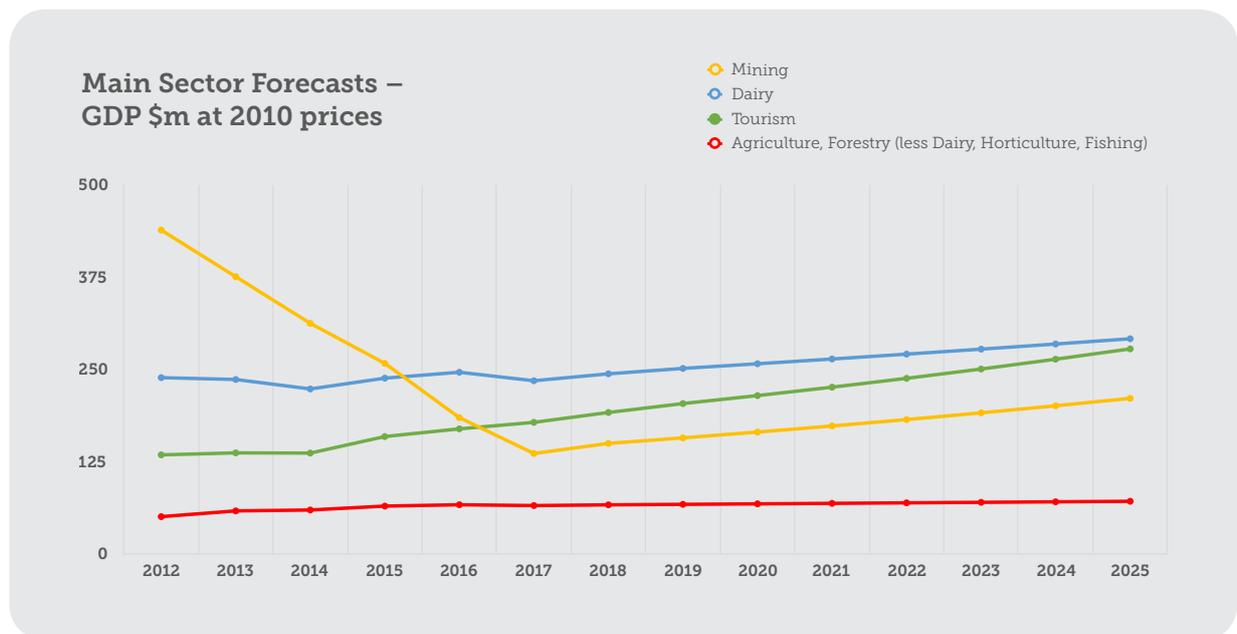


# West Coast Success

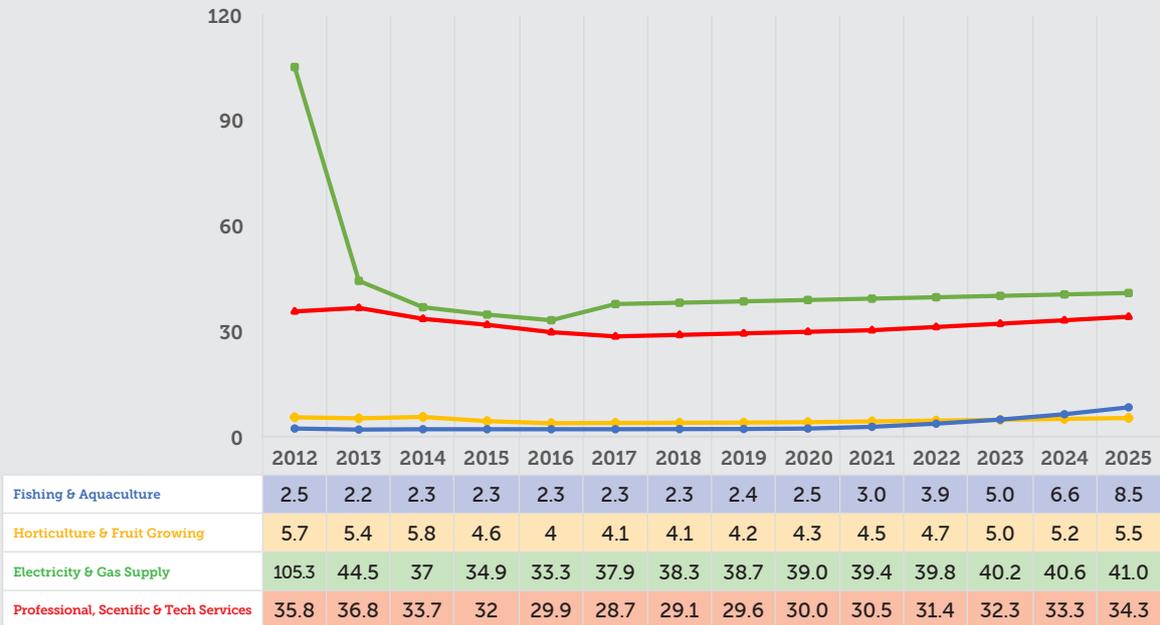


**Note: These forecasts exclude any impact of the following major projects:**

- Waste to Energy Plant
- Other energy initiatives
- New discoveries of minerals
- New business through Port upgrades

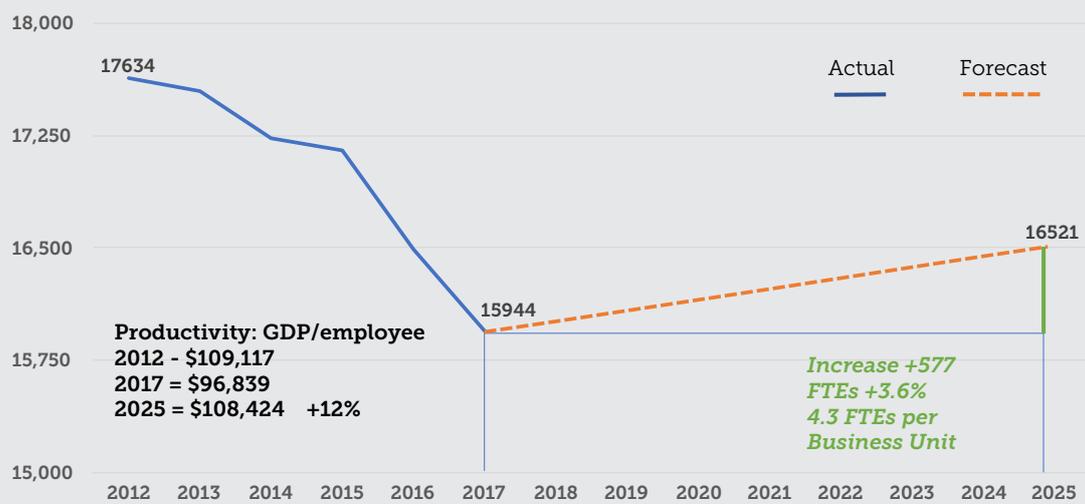


Emerging Sector forecasts – GDP \$m (at 2010 prices)

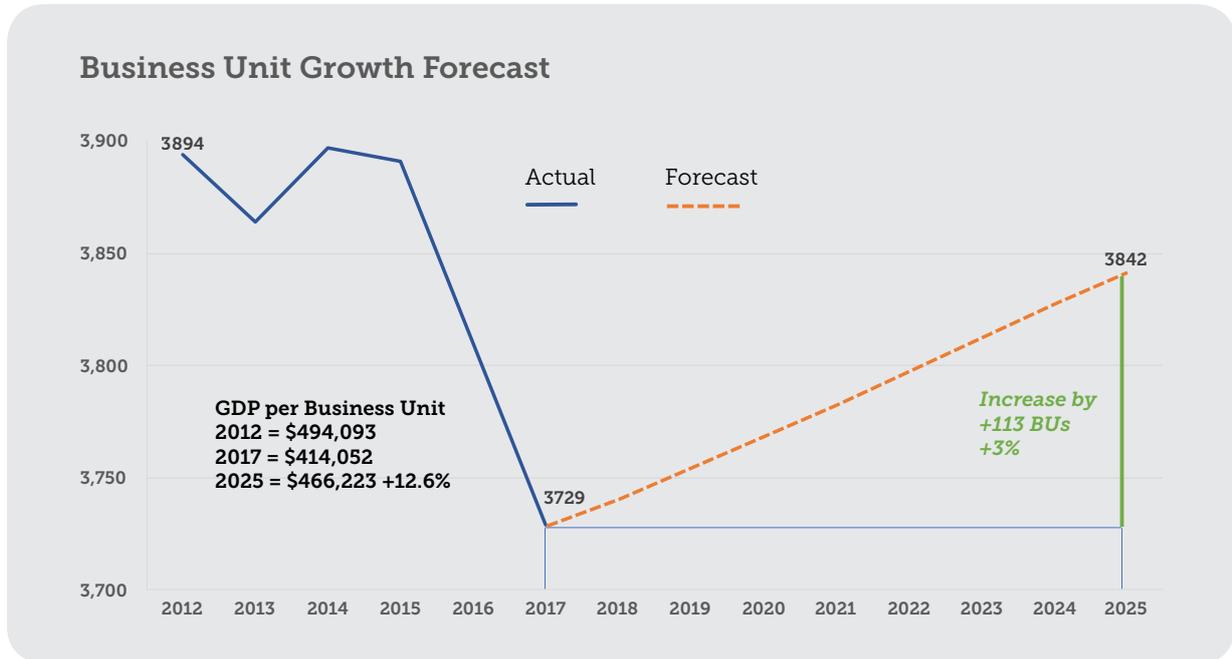


FTE Forecast

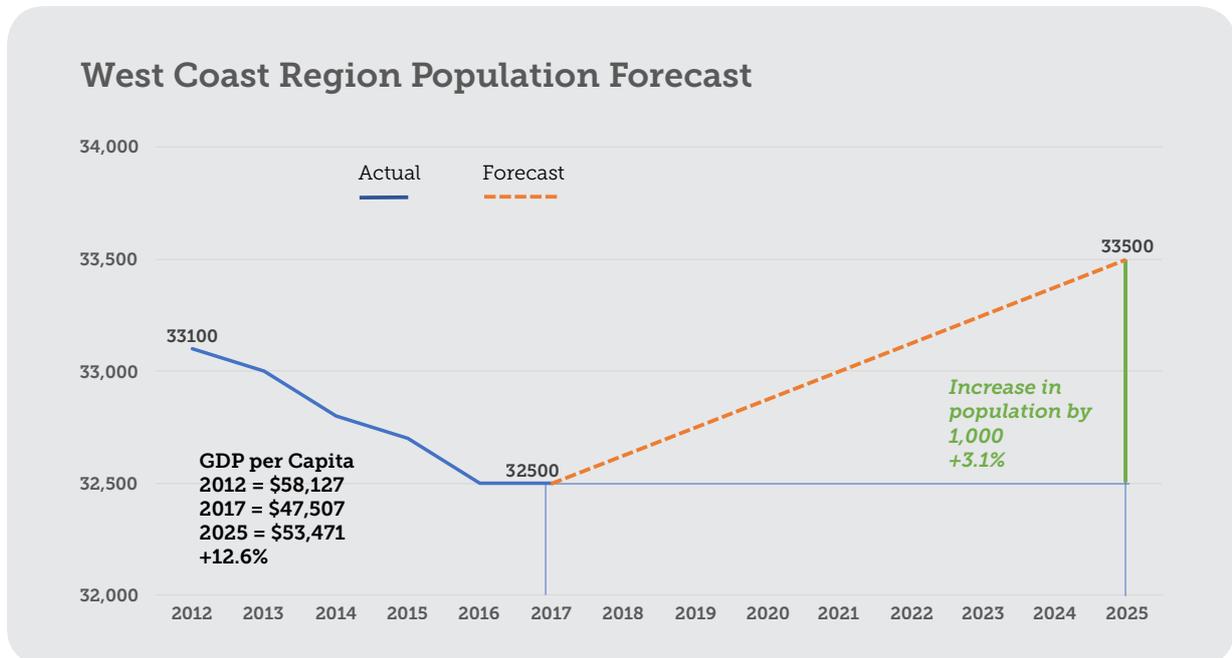
West Coast Region FTE Forecast



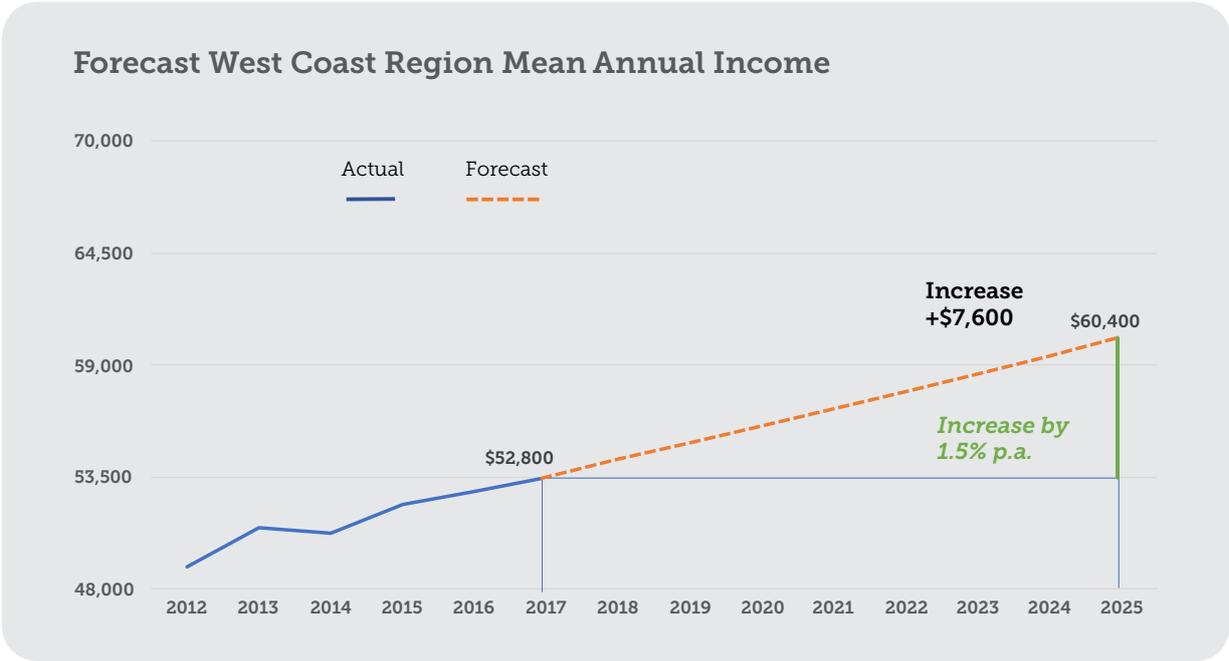
## Business Unit Forecast



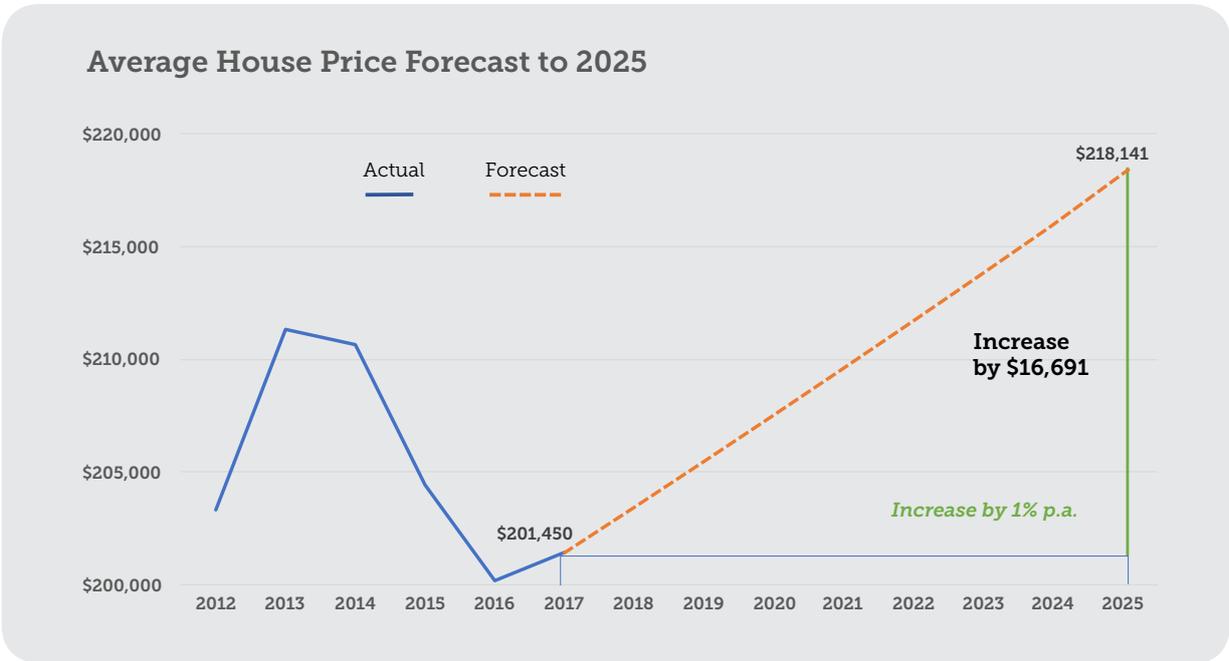
## Population Forecast



### Mean Annual Income Forecast



### Average House Price Forecast





*Skydiving, Franz Josef Glacier*

**WEST** NEW ZEALAND  
**COAST**  
UNTAMED NATURAL WILDERNESS



# West Coast Economic Development Vision and Key Strategies

## **Vision**

Workshops were held to develop and agree a vision for each District and Iwi. From these sessions a Vision for the Region was developed and fine-tuned at the Regional Economic Development workshop held at Shantytown. Chart 8 on the next page shows the Vision, Strategies and Guiding Principles

## **Key Strategies to Deliver the Vision**

Eight key strategies have been identified to deliver the Vision. They were developed from the Strategic Issues and Insights that were identified for each of the Districts and Iwi in their district workshops and fine-tuned at the Regional Economic workshop held at Shantytown

Developing significant economic initiatives around each of these strategies will ensure the West Coast delivers on the Vision to become a thriving and prosperous region underpinned by 3 guiding principles.

## West Coast Economic Development Vision

The West Coast will become a thriving and prosperous region - working together to drive innovation through better utilisation of our unique natural resources will enable us to grow and care for our communities and our environment.

## Key strategies to deliver the vision



Attract new business that diversifies our economy



Create added value opportunities to future proof existing business



Continued investment in Tourism to support new economy



Infrastructure investment to support growth and resilience



Maximise use of Stewardship and Cultural land



Education and training programs fit for purpose



Maximise the Māori economy  
He kai kei aku ringa



Access and meet demands of ageing population

## Guiding Principles

### Kaitiakitanga Guardianship

Guardianship, stewardship, trusteeship, trustee.

### Kotahitanga Unity

Unity, togetherness, solidarity, collective action.

### Manaakitanga Mutual Respect

Hospitality, kindness, generosity, support - the process of showing respect, generosity and care for others.

Chart 8: West Coast Economic Development Vision, Key Strategies and Guiding Principles

### What are the building blocks to executional excellence?

In the work to date with Councils and Iwi, all agreed that diversifying the economy and utilising resources better is a fundamental choice for future prosperity. Regional economies are by and large driven by utilisation of the region's natural resources. The following are areas that need to be worked on in order to diversify and grow:

- The Districts **must** work together cohesively as a Region. Recognising the strengths and weaknesses of the districts, the Region needs to collectively drive innovation and growth for prosperity
- The West Coast must retain and improve earnings from core GDP drivers of Mining, Dairy, Agriculture, Forestry & Fishing, and Tourism by creating Added Value to deliver better margins and returns. With mature industries, gains are likely to come from either productivity improvements, higher value processing, or new products and services.
  - Minerals – NZIMMR (add value examples: Carbon Foam, Tungsten, REE)
  - Dairy – added value strategy to increase margins and returns
  - Tourism – need to develop products for yield growth over volume growth
  - Agriculture, Forestry & Fishing – add value to existing operations through productivity gains or innovative processes
- Digital infrastructure (UFB) is being rolled out across the West Coast. This is the enabler for technological change in the workplace and community. Technological change will be increasingly important in the new economy based on information, knowledge, science and technology advances - this will also add value to existing industries and result in the creation of new industries. As part of this technological change, the West Coast will need to identify Fourth Industrial Revolution opportunities (e.g. Big Data, Blockchain etc.) that will shape the future of the economy.
- The West Coast needs to investigate emerging industry sectors that would be suited to the West Coast environment and encourage innovation and investment
- The Region needs to ensure it has a resilient transport infrastructure including a 55-tonne highway

### What are the possible Game Changers?

Some of the initiatives that came out of the District and Iwi Challenges and workshops are listed below. Development of big initiatives to drive new prosperity in the region is required. Initiatives that will deliver the Vision for Growth. The following initiatives are currently being investigated for the future:

#### These initiatives are currently being investigated for the future:

1. Digital economy
2. Waste to Energy
3. Aquaculture – Whitebait & Salmon Farming
4. Horticulture – Future Foods
5. 1 Billion Trees
6. Denniston Plateau Adventure Park
7. Better utilisation of existing resources – Ports, Hokitika Airport
8. Bio Fuels
9. Geo Thermal
10. New Mineral Deposits

# Building Blocks to Executional Excellence and Success

**ECONOMIC GROWTH** through strong  
change management leadership to drive positive  
economic benefits

Enabled by

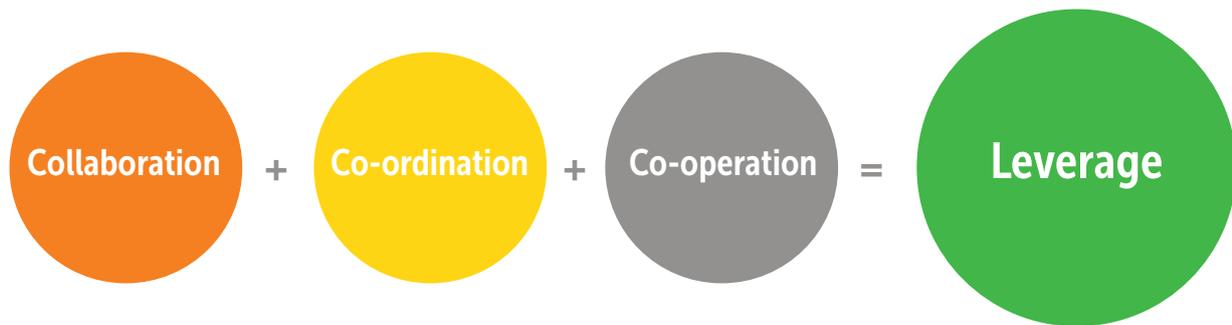
1. Working together – Collaboration + Co-ordination  
+ Co-operation = Leverage
2. Building on and utilising our Natural Resources
3. Assisting existing Businesses to Add Value
4. Digital connectivity to facilitate Technological Change
5. Education/Training to improve skills capability

Desired outcome

Change perception of the West Coast to a  
forward looking diversified economy assisted  
by a very strong branded message

Chart 9: Building Blocks to Executional Excellence and Success

# What **Options** do we Have to **Attract Funding**?



**A single vision to Government and Private Investors will assist us in gaining funding.**

### Funding available:

1. **Central Government Funding**
  - a. PGF Fund - The Coalition Government has established a \$1.0 billion per year Provincial Growth Fund (PGF) for the next 3 years (2018-20). The PGF will support the Government's overall goal of productive, sustainable and inclusive growth by investing in regional economic development. We will boost productivity in the regions through the Provincial Growth Fund and enable our businesses to operate more efficiently.
  - b. Callaghan Innovation
  - c. Tourism Infrastructure – Regional Facilities Grant Fund
  - d. NZ Trade & Enterprise
  - e. DIA – Department of Internal Affairs – Community Groups, Lotto & Gaming Funds
  - f. NZTA – National Land Transport Fund
2. **Development West Coast**
3. **Private Investors**

# WEST COAST

NEW ZEALAND

UNTAMED NATURAL WILDERNESS



*Pororari River, Punakaiki*

# Eight **Key** Strategies to Deliver the Vision



Attract new business that diversifies our economy



Create added value opportunities to future proof existing business



Continued investment in Tourism to support new economy



Infrastructure investment to support growth and resilience



Maximise use of Stewardship and Cultural land



Education and training programs fit for purpose



Maximise the Māori economy  
He kai kei aku ringa



Access and meet demands of ageing population

1



# Attract New Business that Diversifies our Economy

## Overview

Historically, the West Coast economy has relied on the success of a small number of industry sectors of Mining, Dairy, Agriculture, Forestry & Fishing, and more recently has enjoyed the earnings from an increase in Tourism. These 4 industry sectors currently account for 40% of West Coast GDP (2017).

To become a thriving and prosperous region, it is imperative for the West Coast to diversify and attract new business to make the region less reliant on traditional industry sectors. The West Coast needs to build depth and dimension into the regional economy through the value chain of emerging sectors.

A key objective of the Tai Poutini Growth Study was to identify opportunities to help diversify the regional economy. Beyond the potential of tourism, the Study highlighted a range of niche sectors that, although currently small scale, could provide many employment opportunities in future. These are listed in the opportunities section below.

## What will this Strategic Priority deliver for the West Coast?

Potentially, attracting new business will diversify the economy and deliver:

- New investment partners to the West Coast
- New intellectual capability/skillsets
- New business units
- Innovation
- Increased employment opportunities
- Increased business for Dependent businesses

## How does the West Coast assist business to deliver this Strategic Priority?

- Showcase the Region's assets, resources & capabilities – business & lifestyle
- Assist potential investors with a range of tools and services through the DWC EDU
- Provide economic information & statistics on emerging sectors
- Assist in building new economic clusters through collaboration and partnerships
- Help build relationships and collaborative initiatives between West Coast companies on common goals and projects
- Enable the development of entrepreneurs through incubation of new business

### What are the opportunities for new business?

#### Tai Poutini Regional Growth Study Action Plan Initiatives (3 initiatives underway):

- Two projects in emerging sectors that could be expanded across the West Coast:
  - Developing a wild whitebait fishery
  - Social enterprise pilot and regional expansion (horticulture)
- Development of a digital economy action plan

#### Initiatives put forward for PGF or other funding through recent workshops (8 initiatives):

- Arnold Valley/Salmon Farm (Grey District)
- Waste to Energy Glass Tunnel Feasibility (Buller District)
- West Coast Natural Oils (Buller District)
- Westblock Concrete Solutions (Buller District)
- West Coast Plant Nursery (Grey District)
- Innovations Park – Kawatiri Hydro (Buller District)
- Blockchain Technology (Buller District/West Coast Region)
- Whitebait Production Feasibility (Buller District)

#### Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:

- ICT (Information & Communications Technology)/4IR
- Horticulture (links to other 'Energy' initiatives)
- 'Future Foods'
- Food Processing
- Manufacturing
- Biofuels
- Organic Products
- Attract new business by direct approach to business looking to expand

2



## Create Added Value Opportunities to Future Proof Existing Business

### Overview

To 'cushion' the effects of market fluctuations for commodity products, added value opportunities in the key traditional West Coast industries will assist in futureproofing these industries. Added value products attract a higher return than commodity products delivering further economic benefits to the Coast. By adding value to the 4 Main Economic Drivers that currently sit at 40% of GDP (2017), a target of 50% should be reached by 2025.

Innovation, new technology and better utilisation of the unique natural resources will also assist to futureproof existing businesses.

### What will this Strategic Priority deliver for the West Coast?

- Increased margins for traditional business
- Continued economic benefits from traditional industries
- Attract new investment opportunities
- Increase and attract skilled workforce/ intellectual capability
- Expand and grow existing businesses

### How does the West Coast assist business to deliver this Strategic Priority?

- Assist traditional industry sectors in R & D
- Assist with links to Government agencies for funding, etc.
- Provide robust economic data & statistics
- Help build relationships and collaborative initiatives between West Coast companies on common goals and projects
- Investigate market opportunities, sector investment and growth prospects especially with a view to international learnings that could be applied locally

### What are the opportunities for added value?

#### Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives:

There was only one initiative that involved our traditional industries, and this was in the area of 'making it easier to invest and do business':

- Streamlining mining consent processes

Related actions underway from the RGS:

- New Zealand Institute for Minerals to Materials Research

## Strategies to Deliver the Vision

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### **Initiatives put forward for PGF or other funding through recent workshops (7 initiatives):**

- Develop a Regional Minerals strategy (West Coast Region)
- Added value Dairy – Westland Milk Products (Westland District)
- Garnet Mining (Westland District)
- Vertigo Technologies – CNC (Buller District)
- Queen Bees Ltd (Buller District)
- Pure Vitality (Grey District)
- Forest Gold Honey (Grey District)

### **Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:**

- New processes for adding value to products i.e. mineral processing, new dairy processes, engineered wood products, etc.
- Technological innovation to improve productivity
- 'High spec' engineered products

3



### Continued Investment in Tourism to Support New Economy

#### Overview

A new Tourism Strategy for the West Coast was launched in 2016 with the initial focus on bringing the new brand 'UNTAMED NATURAL WILDERNESS' to life, followed by the marketing of 6 icons showcasing the West Coast from Haast to Karamea. Haast, Glacier Country, Hokitika Gorge, Lake Brunner, Punakaiki, and Oparara are the 6 icons that support the overarching strategy.

Tourism has shown rapid growth since the new strategy was launched with the new branding being well received by both the Tourism industry and other industry sectors. Continued investment in the Tourism sector is required with attractive, high yield product to attract both domestic and international visitors with good disposable income, increase the economic benefits for the Region and utilise unique natural resources.

#### What will this Strategic Priority deliver for the West Coast?

- Attract Investment from outside the Region
- Increased employment opportunities
- Increase in Government support to future-proof infrastructure which is put under pressure by the increase in visitor numbers
- New business opportunities across the Coast for Tourism operators and related dependent sectors i.e. retail, accommodation, food & beverage suppliers etc.
- Sustainable economic growth in Tourism with continued economic benefits for the Region
- Businesses will benefit from aligning with the new branding and help to change the perception of the West Coast

#### How does the West Coast assist business to deliver this Strategic Priority?

- Continued support for Tourism West Coast to deliver on the Tourism Strategy and support West Coast Operators in promoting the West Coast to both domestic and international visitors
- Promote the Untamed Natural Wilderness Brand to attract investors to the Coast for Tourism and other businesses across the West Coast
- Maintain and update the current fact book
- Support Tourism Operators in product development and ensure they are 'trade ready'
- Collaborate and Partner with industry and trade partners to promote the region
- Assist in delivering overarching strategies for key tourism projects to ensure investment dollars are spent on the most attractive sustainable projects i.e. overarching cycle trail network strategy
- Product and Service aligned with visitor expectations

# Strategies to Deliver the Vision

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## What are the opportunities?

### Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives:

There were several tourism initiatives in the study that are currently being worked on as part of the Action Plan:

#### Growing the West Coast Visitor Economy (RGS) (11 initiatives):

- Extending the Hokitika Gorge Experience
- Assessing the potential of the Oparara Basin Experience (Feasibility study & Business Case)
- Future Proofing Franz Josef (infrastructure)
- Future Proofing Punakaiki (infrastructure)
- Developing the case for the Kawatiri Coastal Trail (Feasibility study & Business Case)
- Investing in Blackball infrastructure to support the Paparoa Track, including the Pike 29 Memorial Track
- Tai Poutini Māori Tourism Strategy
- Culture & Heritage Tourism development
- Implementing the West Coast Tourism Marketing plan
- Investment in visitor routes (infrastructure)
- Strategic case for the Wangapeka Road (initiative on hold due current Government)

Ten opportunities in the Regional Growth Study were identified as potential future activities (PFA), nine of these have been included in the District/Regional initiatives identified in the workshops and put forward for PGF or other funding (see below):

- Strategic Case for the Haast to Hollyford Road has not been put forward for funding in this round

### Initiatives put forward for PGF or other funding through recent workshops (16 initiatives):

#### Regional Cycle Trail and Link Strategy Development (PFA) (West Coast Region)

- **Trail Initiative:**
  - Developing the case for the Southern Paparoa Coal Heritage Trails (PFA)
  - Upgrading the Point Elizabeth walkway track (PFA)
  - Investigating the potential of the Lake Brunner Trail (PFA)
  - Shantytown Heritage Park cycle Loop (PFA)
  - The Wilderness Trail Extension
- **Jacksons Bay Development (PFA - Haast) (Westland District)**

Create a world class visitor experience for Haast and Jackson Bay to become a visitor destination at the Southern Gateway to the West Coast and as a 'must-stop' experience.

- **Hokitika/Westport Rail link (West Coast Region)**
- **Greymouth Master Plan (Grey District)**

There are several initiatives that centre around Greymouth Harbour and Greymouth as a service centre. The Greymouth Master Plan is proposed as a feasibility, scoping and Business Case to look at all these initiatives and create a Master Plan for the Town. Initiatives include:

  - Professional proposal for re-establishment of regional service centres
  - Discovery centre including the Māori story.
  - Waterfront/harbour initiatives in the Master Plan
  - Regional Commercial Events Centre.
  - Regional Archival Centre.
  - New Accommodation facilities
  - Railway Station Hub
  - CBD
- **Lake Brunner Holistic Development (Grey District)**
- **Developing Ross into an iconic destination feasibility (PFA) (Westland District)**
- **Denniston Adventure Park Feasibility (Buller District)**
- **Charleston Blue Penguin viewing (PFA) (Buller District)**
- **Reefton Powerhouse Scheme (PFA) (Buller District)**
- **Shantytown Extension (Grey District)**
- **West Coast Made Arts & Artisan (Buller District)**

### Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:

Due to the growth of Tourism on the West Coast, opportunities exist across the region in all sectors of Tourism. Product development should be focused on initiatives that deliver a high yield and attract quality visitors by offering a unique visitor experience:

- Accommodation
- Visitor/tour guides
- Food/beverage
- Transport
- Recreational attractions e.g. fishing, tramping, cycling
- Innovative initiatives
- Adventure tourism products



## Infrastructure Investment to Support Growth & Resilience

### Overview

The two key elements here are growth and resilience.

1. The growth in Tourism has highlighted the need for investment in key infrastructure due to the increased numbers of visitors arriving on the Coast which has reached approximately 1 million a year. This has put a strain on infrastructure such as roads, bridges, sewerage & water supplies in key visitor areas. With a population base of 32,500, the West Coast has a low ratable base for Council expenditure.

To support growth in the economy and attract new business to the West Coast, robust infrastructure of transport, telecommunications connectivity and energy are fundamental requirements.

2. The recent major earthquakes of Christchurch and Kaikoura have highlighted the need for resilience in infrastructure in the wake of a natural disaster. Community resilience is dependent on a robust and resilient infrastructure. The requirement after a natural disaster for response and recovery is to be able to restore key infrastructure as quickly as possible. Transport – roading, rail, ports, airports; Telecommunications and broadcasting; Energy – electric power and fuel; Protection – river and coastal protection works; Water and wastewater are all key infrastructure subject to vulnerabilities.

The West Coast's remoteness and distance from the main employment and business centres in the South Island, and elsewhere in New Zealand, means it is very dependent on safe and reliable transport links. The road network is particularly important for business connections and freight flows, given the limited rail and air services to and from the region. The West Coast faces a range of transport challenges related to the length of the road network and the region's topography. These include:

- Many hazards that can disrupt the road network, including ice and snow, falling trees, rockfalls, flooding and landslides. Also, effects of climate change through coastal erosion and changing weather patterns.
- The many one-lane bridges throughout the region, some of which are approaching the end of their useful lives
- The roads on the West Coast can be narrow, winding and steep in places, and a reasonable proportion of local roads are not sealed.

These factors result in difficult driving conditions for visitors who are not used to such roads. Given these challenges, further investment is required to proactively manage resilience and road safety across the region's roading network.

### What will this Strategic Priority deliver for the West Coast?

- Continue to offer a world class visitor experience to visitor through improved facilities at major icons
- Peace of mind for the West Coast population
- Improved communication network to attract new business to the West Coast
- Opportunities for cheaper power through development of new energy schemes, which will in turn be attractive to both domestic and business customers
- Improved connectivity through investment on transport infrastructure

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### How does the West Coast assist to deliver this Strategic Priority?

- Assist in delivering overarching strategies for key infrastructure i.e. Energy Strategy
- Deliver key facts on use of infrastructure rather than relying on anecdotal evidence
- Work with Central Government agencies to ensure the Region takes advantage of all available infrastructure funding
- Collaborate and partner with potential private investors to assist in the development of infrastructure initiatives i.e. Waste to Energy.

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### What are the opportunities?

#### Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives:

Initiatives of **improving connectivity and infrastructure** currently underway (4 initiatives):

- Investment in road resilience
- Investment in safer visitor routes
- Strategic case for the Wangapeka Road (on hold)

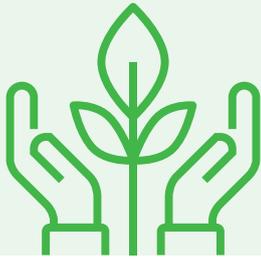
To **support economic diversification**, the RGS Action Plan Initiative underway:

- Growing the digital economy - develop digital action plan

#### Initiatives put forward for PGF or other funding through recent workshops (6 initiatives):

- Westport Port (Buller District)
- Hokitika Airport Runway extension Feasibility (Westland District)
- Greymouth Port (Grey District)
- Westport Airport upgrade (Buller District)
- Development of Energy Strategy (West Coast Region)
- Road Access to Papanui Track from Blackball to Croesus Road (Grey District)
  
- *Upgrade of key West Coast Ports will provide many downstream benefits to dependent businesses as well as delivering on resilience*
- *Further product development by key industry players has benefits for other industry sectors i.e. KiwiRail product extensions could deliver benefits for Tourism Operators or to industry using rail for freight*
- *Transport/NZTA roading upgrades could deliver benefits to logistics and transport businesses as well as commercial tourism*

5



## Maximise use of Stewardship and Cultural Land

### Overview

What is stewardship land?

Land held for conservation purposes, that is not a marginal strip or watercourse, and does not hold any additional specific protection or preservation requirements. DOC manages stewardship areas under the Conservation Act 1987 to protect their natural and historic values.

A number of areas were allocated to DOC when it was formed in 1987 and are managed as stewardship land. They were former State forest and Crown land areas considered to be more appropriately managed for their conservation values by DOC. The intention was that DOC would act as a steward of these areas until their destiny was determined. In addition to the above areas, there is other land that is held under the Conservation Act 1987 (e.g. land that has been acquired, transferred, exchanged or gifted) that is also managed as stewardship land.

The commissioner noted in her 2013 report that stewardship land comprised **about 850,000 hectares on the West Coast**. Stewardship land is the only category of conservation land that can be sold. However, there have been very few sales of stewardship land, and there have been a few controversial cases put forward for 'land swaps'.

### Update on DOC's work on stewardship land – April 2018

This is an update on DOC's work following the Parliamentary Commissioner for the Environment's report into the management and administration of stewardship land.

#### Reclassification work programme

'DOC is developing a long-term work programme to enable the Department to review all stewardship land, ensuring areas that should be considered for additional protection are assessed and reclassified appropriately.

With over 3,000 parcels of stewardship land across New Zealand, we are focusing on developing an assessment strategy to increase efficiencies through centralised coordination and providing additional support around consultation, which is a key component of these processes.

Ensuring stewardship land has adequate protection is a priority and the Minister of Conservation has requested DOC consider options to deliver this work with greater urgency.'

Dialogue with the Minister of Conservation is being entered into by the West Coast Mayors and Chairs to debate the use of low value conservation land and Stewardship on the West Coast.

### What will this Strategic Priority deliver for the West Coast?

- The ability to use land that has been identified as low value Conservation land for higher value purposes
- Better utilisation of unique natural resources
- Earn an economic return from low value land which will benefit the West Coast economy
- Offer employment opportunities in remote settlements
- Free up land in iconic tourist areas for future development

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### How does the West Coast assist the community to deliver this Strategic Priority?

- Open the dialogue with Central Government to agree to free up the land
- Identify areas of land that have low value in the Conservation estate
- Identify opportunities for low value Conservation land

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### What are the opportunities?

#### **Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives :**

Of 'Making it easier to invest and do business' identified the following (2 initiatives):

- Disposal of low value conservation land (on hold)

And under 'supporting economic diversification' the Action Plan initiative identified was:

- Wind-blown timber from West Coast Public Conservation Land (on hold)

#### **Initiatives put forward for PGF or other funding through recent workshops (2 initiatives):**

- Development of Conservation Estate/Cultural Land Strategy (West Coast Region)
- Tai Poutini Predator free Pathway (Grey District)

#### **Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:**

- Native tree planting
- Horticulture
- Bio-fuel

6



## Education and Training Programmes that are Fit for Purpose

### Overview

The education sector on the West Coast is of moderate - to large-scale, contributing almost \$50 million in GDP and around 1,100 jobs in 2015. Over the last decade, the sector in the region has grown faster than the sector nationally, but growth has been quite modest (1 percent per year GDP growth and 1.6 percent per year employment growth over 2005–2015). The strongest growth has been in the technical and vocational education and education support service industries.

In the Tai Poutini Growth Study there was consistent feedback that people perceive that the West Coast has a limited quality and range of educational opportunities. The West Coast is a small market, which limits the local customer base and hence revenue. The downturn in the economy has made it challenging for some schools to maintain rolls and operational funding has been affected by changes in decile ratings. Deciles went up, slightly reducing funding. The biggest effect by far has been reduced rolls. Several primary schools in the region have faced management challenges and difficulties recruiting staff. Both primary and secondary schools in the area face recruitment challenges (despite mostly excellent ERO reviews), especially in senior management.

Tai Poutini Polytechnic (TPP) is the only Crown owned tertiary education institution in the region, so tertiary options are limited. However, TPP does offer a variety of courses and qualifications relevant to key sectors in the region, including civil construction, mining, outdoor education and hospitality.

TPP is currently undertaking significant changes to redefine its purpose, creating a better organisation that will provide a sense of local ownership and belonging, pride, community connection and industry relevance. In the spirit of collaboration and cooperation it will connect with industry, community, and government, to work together to make the Coast a better and more productive place to live, learn and work, and to strengthen its contribution to the national economy. An enduring local voice and cultural fit for the West Coast region.

TPP is refocusing its purpose to become a connector, connecting community and industry with learners for better job outcomes. Its role is to become an education provider, a facilitator in connecting learners with employers, learners with education opportunities with other providers or becoming the host, opening up our facilities to community and industry use so that we diversify the way the assets of the Polytechnic are used.

Given the many challenges identified, it is quite possible that the current mix of education and training options in the region is not appropriate for the limited resources and capabilities that exist. It was suggested that it may be a good point in time for education organisations in the West Coast, in partnership with relevant government agencies, to work together to assess what the future of education delivery and resourcing should be in the region to deliver programmes that are fit for purpose in the Region.

TPP has identified a demand for skills on the West Coast in the areas of trades, hospitality, tourism, business management, regulatory knowledge, primary industries, infrastructure and IT.

Retaining this training on the coast, means keeping young people in local businesses through work placements, as they train, and exposes both businesses and young people to the opportunities available to promote a seamless workforce planning and transition.

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### What will this Strategic Priority deliver for the West Coast?

- Increased skill levels for both school leavers and industry
- Practical training programmes that assist employers in increased productivity
- Fit for purpose programmes that enable workers to retrain in other areas to secure employment
- Education/Training as an export - economic benefits for the Coast in attracting people from other regions or internationally to enroll in West Coast training courses
- Provides employers with appropriately skilled workforce to recruit from

---

### How does the West Coast assist in delivering this Strategic Priority?

- Identify what training courses would be 'fit for purpose' on the West Coast
- Assist in promoting education and training on the Coast through the DWC website
- Partner with education providers, Iwi and government to develop a relevant, value-add range of programmes
- Assist industry to build stronger relationships with education providers to increase the relevance of provision to industry needs

NOTE: A Business Case was developed by TPP to address the challenges of regional delivery of vocational education. The Minister of Education is currently considering the business case.

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### What are the opportunities?

#### Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives:

Of 'Supporting economic diversification' identified the following initiative to provide an opportunity for business and community to have improved access to digital skills/expertise and to increase the number of ICT/digital jobs in the region (1 initiative):

- Growing the digital economy – through EPIC Westport and Tech Space, develop a digital action plan

#### Initiatives put forward for PGF or other funding through recent workshops (1 initiative):

- Civil Aviation Training Hub feasibility (Westland District)

#### Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:

- Expand national education offering environmental management, conservation management and eco-tourism
- Short course executive programmes
- ICT courses

7



### Maximise the Māori Economy

#### Overview

While accounting for a relatively small proportion of the population, Māori are playing an increasing role in the West Coast economy. As tangata whenua on the West Coast, Māori have an important role in the kaitiaki of the large conservation estate as well as their own lands.

Ngāi Tahu Holdings has several commercial interests and is a key player in tourism and forestry in the region. Māwhera Incorporation has strategic commercial assets in Greymouth, owns land from Karamea to Bruce Bay, including large rural holdings in the Arahura Valley, and is actively looking at investing in the region. Te Rūnanga o Ngāi Tahu has a number of social and regional development projects that it is engaged with throughout the South Island that can be leveraged on the West Coast.

The majority of Māori in the region are of Ngāi Tahu descent. The Ngāi Tahu takiwā (tribal area) embraces most of the South Island (Te Waipounamu) except for its northern tips. Te Rūnanga o Ngāi Tahu is made up of 18 Papatipu Rūnanga.

The two Ngāi Tahu Papatipu Rūnanga on the West Coast – Ngāti Waewae and Makaawhio are engaged in social development projects and are important investors in the region, with significant landholdings in Greymouth and Westport, and interests in forestry, dairy, resources (e.g., rivers and pounamu), property, and tourism.

Māori are working hard to provide better opportunities and achieve better outcomes for their people. These outcomes are broader than just economic and include social, cultural and environmental. With strong leadership and institutions, a strong asset base and a young and growing population, Māori can make a solid contribution to regional growth opportunities on the West Coast.

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#### What will this Strategic Priority deliver for the West Coast?

- Growth of sustainable business and employment opportunities for Māori
- Enriching West Coast Māori Communities
- Collaboration and new partnerships with non-Māori businesses

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#### How does the West Coast Region assist to deliver this Strategic Priority?

- Engagement with Iwi to assist with Economic Development projects
- Assist Iwi in connecting with and forming Partnerships with non-Māori businesses

### What are the opportunities?

#### Tai Poutini Regional Growth Study (RGS) Action Plan Initiatives:

Of 'Growing the West Coast visitor economy' identified the following initiative (1 initiative):

- Development of a Tai Poutini Māori Tourism Strategy  
The action is focused on developing a strategy to provide an Iwi/Māori tourism trail or pathway that both tells a story and is a path for visitors to follow through the region taking in the major attractions, destinations and Iwi/Māori tourism operators.

#### Initiatives put forward for PGF or other funding through recent workshops (5 initiatives):

- Gem Mineral Exploration on Māori land
- Natural medicines feasibility
- Tea (kawa kawa) feasibility
- Freshwater mussels aquaculture feasibility
- NZ Pounamu Museum & Cultural Heritage & Tourism ventures

#### Other ideas that were identified in the Regional Growth Study or were listed in District/Iwi initiative lists that could be investigated further:

- Increased investment in Tourism ventures
- Tourism ventures to share the Māori story, history and culture
- Greymouth Rejuvenation projects
- Timber/Wood processing
- Horticulture
- Food & Beverage cultivation & processing – food cultivation, apiculture, kawa kawa, natural medicines
- Development of Conservation Estate/Cultural Lands

8



### Assess and Meet Demands of Ageing Population

#### Overview

The population of older aged people in the West Coast region is expected to grow relatively fast. This will increase demand for aged care services and home care. Based on relatively conservative assumptions, there will be demand for an additional 100 aged care beds over the next 10 years. 65-year olds and over expected to grow at 3.3 percent per year over the period 75-year olds and over forecast to growth at 3.9 percent per year

Aged care service users, such as lifestyle retirement village residents, tend to be aged 55 years plus. Based on a 12 percent rate of demand for retirement villages for this age group and average village occupancy on the West Coast of 50 residents, this suggests potential demand on the West Coast of around two new villages over the next 10 years (assumptions based on Jones Lang LaSalle, 2014) and associated labour requirements.

Other than the growing and aging population, other drivers of growth in health services and aged care will be (NZ Treasury, 2013, Jones Lang LaSalle, 2014):

- an increased focus by the health sector on in-home care
- greater acceptance of retirement village type of living and increased demand for this type of service
- innovation and technology - improvements in some treatments (e.g. the prevention of dementia) and ICT (e.g., tele-monitoring) may reduce the number of people requiring health or aged care services.

In July 2018, the Coalition Government announced a **'Positive Aging Strategy'** which they will develop over the next few months through consultation with the community. This will be focused on two key areas: supporting seniors in the workforce and how businesses can better recruit and retain older people; and promoting housing options appropriate for older people.

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#### What will this Strategic Priority deliver for the West Coast?

- Employment opportunities in Elder care
- Attract new investors to the Coast for a Retirement Village
- Business opportunities associated with retirement and elder care services
- Community benefits through keeping families together on the Coast
- Working to keep seniors in the workforce

### How does the West Coast assist to deliver this Strategic Priority?

- Facilitate a feasibility study for the building of a retirement village
- Approach potential investors with a strong business case for investment
- Provide support for new business entering the sector
- Facilitate opportunities including skills training to retain seniors in the workforce

---

### What are the opportunities?

There were no initiatives for action in the Tai Poutini Regional Growth Study Action Plan.

#### Initiatives put forward for PGF or other funding through recent workshops (2 initiatives):

- Retirement Village Feasibility (West Coast Region)
- Pensioner Housing Feasibility (Westland District/West Coast Region)

#### Other ideas that were identified in the Regional Growth Study or were listed in District initiative lists that could be investigated further:

- Services related to Elder Care
- Transportation for Elder Care
- 'Bucket list' Tourism
- Recreational Day Tours for Retirees



*Punakaiki (Pancake Rocks)*



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# Assessment Criteria for Economic Development Initiatives

Assessment Criteria for ED Initiatives	Questions for Consideration	Assessment Rating
<b>Regional Significance</b>	Will the initiative benefit a broad cross-section of the region (e.g. multiple locations, districts or communities of interest?)	<b>LOW:</b> specific to one district, location, or community of interest; limited (if any) impact on other parts of the region.
		<b>MEDIUM:</b> impacts on a few locations or communities of interest.
		<b>HIGH:</b> will impact on the West Coast Region, or, impact across several locations & communities of interest
<b>West Coast Vision and Strategic Priorities</b>	Does the initiative help deliver on the West Coast Vision and Strategic Priorities	<b>LOW:</b> No fit with West Coast Vision & Strategies
		<b>MEDIUM:</b> delivers on part of the Vision
		<b>HIGH:</b> delivers on the Vision and one of the key Strategic Priorities
<b>Potential Impact</b>	What impact will the initiative have on the Regional economy? i.e. improve productivity, incomes, jobs and have flow-on effects on the wider economy	<b>LOW:</b> expected <\$5m in value add over 10 years and/or <50 jobs; limited wider economic benefits; or impacts not known
		<b>MEDIUM:</b> expected \$5m-\$25m in value add over 10 years and/or 50-250 jobs; some wider economic benefits
		<b>HIGH:</b> expected >\$25m in value add over 10 years and/or >250 jobs; significant broader economic benefits

Assessment Criteria for ED Initiatives	Questions for Consideration	Assessment Rating
<b>Validity</b>	Will the initiative overcome clear problems impacting on sector performance or enable growth in the sector? Is there clear evidence about the problem/opportunity? Is the opportunity well researched/has robust worked-up proposals?	<b>LOW:</b> based on conjecture and limited evidence
		<b>MEDIUM:</b> based on what appears to be a clear issue or opportunity, but more evidence is needed (not yet definitive)
		<b>HIGH:</b> based on clear evidence and robust plans/proposals
<b>Consistency with Central Government priorities</b>	To what extent is the initiative consistent with strategic priorities of the Central Government? To what extent will it be able to draw on Central Government resources?	<b>LOW:</b> not consistent & therefore not eligible for Govt. funding
		<b>MEDIUM:</b> indirectly related to one or more priorities and may be eligible for Govt. funding
		<b>HIGH:</b> directly related to one or more priorities and may be eligible for Govt. funding
<b>Ability to draw on local and regional resources</b>	Does the initiative build on current work and enable/draw on existing local resource?	<b>LOW:</b> a new project for the region; has not been scoped
		<b>MEDIUM:</b> some existing work e.g. scoping/research; is related to a regional or district strategic priority
		<b>HIGH:</b> a range of research, scoping, market assessment has been undertaken; can draw on existing regional resource/skills; is consistent with a district/regional strategic priority
<b>International/National Orientation</b>	Does the proposal have the potential to increase export earnings, overseas or private investment and/or attract international skills or skills from other NZ regions?	<b>LOW:</b> limited impact on foreign or direct private investment, overseas/out of region skills attraction and/or exports
		<b>MEDIUM:</b> some impact on foreign/private direct investment, overseas/out of region skills attraction and/or exports
		<b>HIGH:</b> directly attract foreign/private investment and/or overseas/out of region skills and/or creates exports

## Assessment Criteria

Assessment Criteria for ED Initiatives	Questions for Consideration	Assessment Rating
Practicality and Manageability	Is the proposed initiative realistic and able to be implemented?	<b>LOW:</b> likely to be difficult to implement
		<b>MEDIUM:</b> somewhat complex to implement, but achievable
		<b>HIGH:</b> relatively easy to implement
Capability	Can the initiative be implemented with current intellectual capability	<b>LOW:</b> requires outside Consultants
		<b>MEDIUM:</b> some external assistance required
		<b>HIGH:</b> intellectual capability currently available



Haast

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# The Challenge for the Buller District

### Identified Issues

- Loss in youth and working age groups
- Increase in 65+ age group than other districts
- Social Dependence
- Low Rates Base
- Issues in Infrastructure resilience
  - Population spread
  - Transport/roading/bridge issues
  - Communications/Connectivity
  - Water
  - Power
  - Coastal Erosion
- Employment decline slowing
- Decline in number of Business Units since 2014
- GDP increased dependence on Tourism
- International & Domestic visitors growing – infrastructure?

### Key Statistics

	2012 – 2016	2016-2017
Population	-4.2%	-0.5%
GDP	-32.8%	-10.2%
Business Units	-3.3%	-3.4%
Employment	-16.8%	-8.2%
Mean Annual Income	+7.2%	-1.9%
Median House Price	-7.6%	-0.6%

### Strategic Insight

- Meet visitor demands for new projects and services
- Attract working age group and families through new opportunities
- Need to rebalance social mix
- Resilience of our icons – Punakaiki, Oparara
- Enable the establishment of non tourist industries
- New skills and training programmes essential
- Support and grow existing businesses

### Strategic Intent

Fit for future for our community and our environment by reducing our economic dependence on mining and dairy, and looking for entrepreneurial opportunities to attract new workforce and improve skill base.



# What does **Success** look like for the **Buller District**?

## Buller District Goals

Increase by 2025

**Increase GDP by 1.5% p.a.**  
from \$496m (2017) to \$569m (at 2010 prices)

**+\$73m**

**Increase Jobs**  
from 4,174 (2017) to 4,349 FTEs

**+175**

**Increase GDP/Capita (productivity)**  
from \$48,867 (2017) to \$54,377

**+11.3%**

**Increase Population**  
from 10,150 (2017) to 10,464

**+314**

**Increase Mean Annual Earnings**  
from \$56,250 (2016) to \$64,316

**+\$8,066**

**Increase Number of Business Units**  
from 1,110 (2017) to 1,154

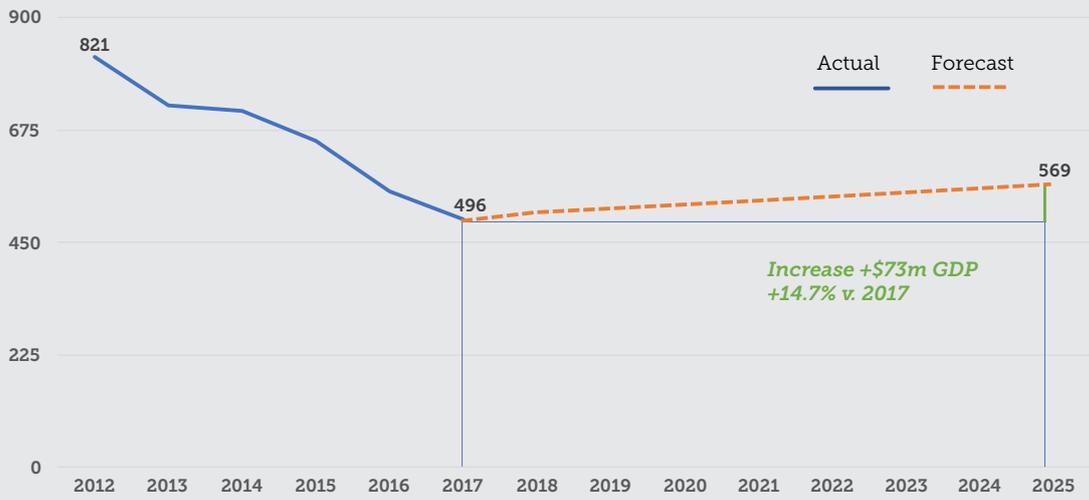
**+ 43**

**Increase in Average House Price**  
from \$192,499 (2017) to \$208,449

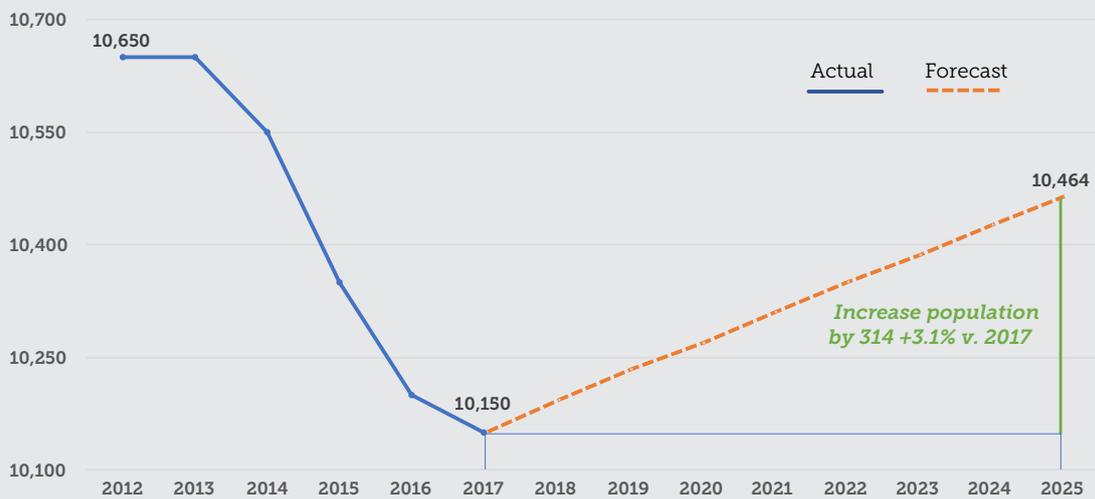
**+\$15,950**

# District and Iwi Challenges

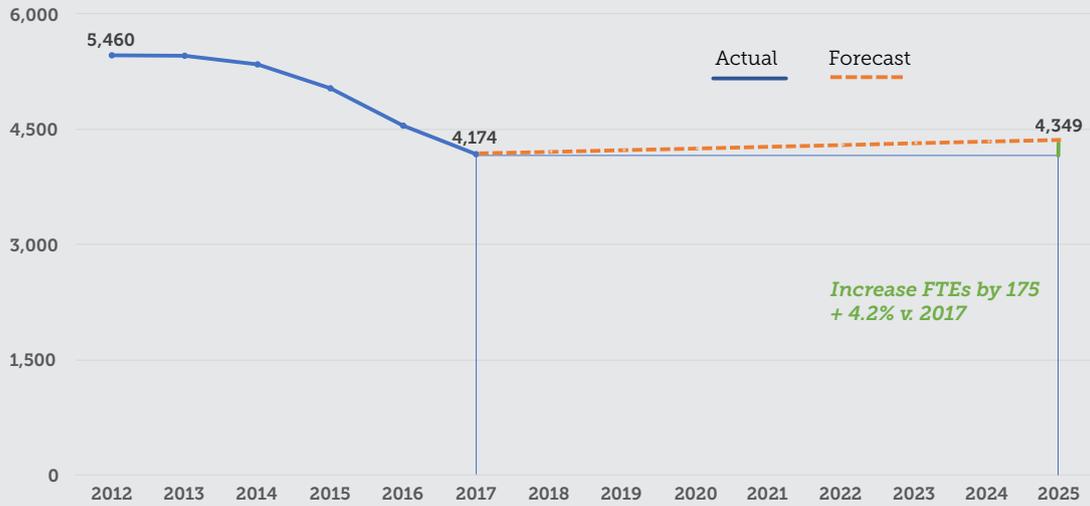
### Buller District GDP \$m Forecast (at 2010 prices)



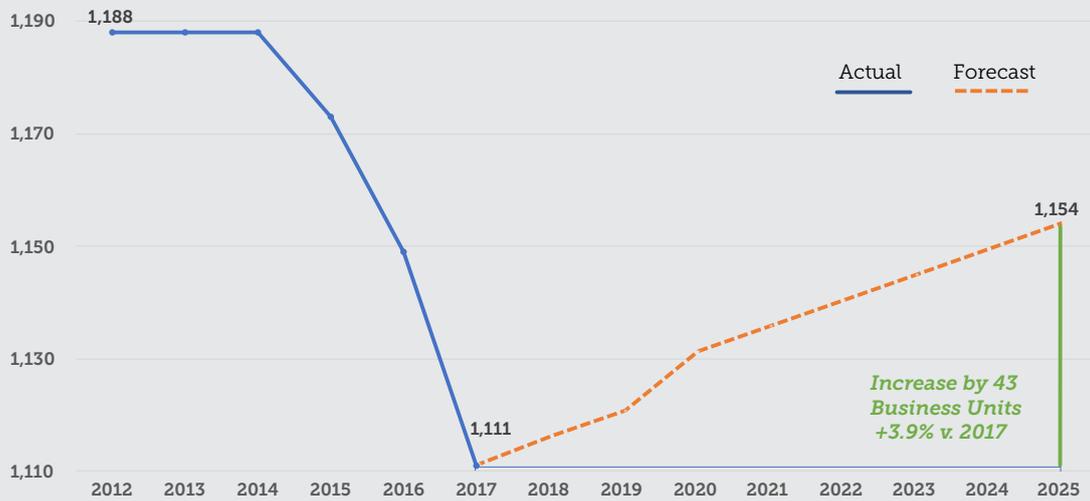
### Buller District Population Forecast



## Buller District FTE Forecast



## Buller District Business Unit Growth Forecast



# The Challenge for the Grey District

### Identified Issues

- Population decline slowing but loss in youth and working age groups
- Increase in 65+ age group
- High Government Sector supporting other Coast Districts – (60% of West Coast Govt GDP)
- GDP for Dependent Economic Drivers high in comparison to Main Economic Drivers indicates supporting industries in other districts (49% of total West Coast Dependent Economic Drivers)
- Decline in number of Business Units since 2014
- Tourism Expenditure behind regional growth
- GDP Construction high, but will decrease when hospital complete
- Reliance on Dairy and Agriculture which is declining
- Lack of Tourism related products and services

### Strategic Insight

- Create service hub of excellence to support industry and community in other West Coast Districts
- Meet visitor demands for new projects and services with high yield product
- Attract working age group and families through new opportunities, and invest in new skills based training
- Need for increased retirement facilities
- Need for improved education/training programmes

### Strategic Intent

Further diversify the local economy and create a service hub of excellence to support the West Coast across Government, Community and Industry.

### Key Statistics

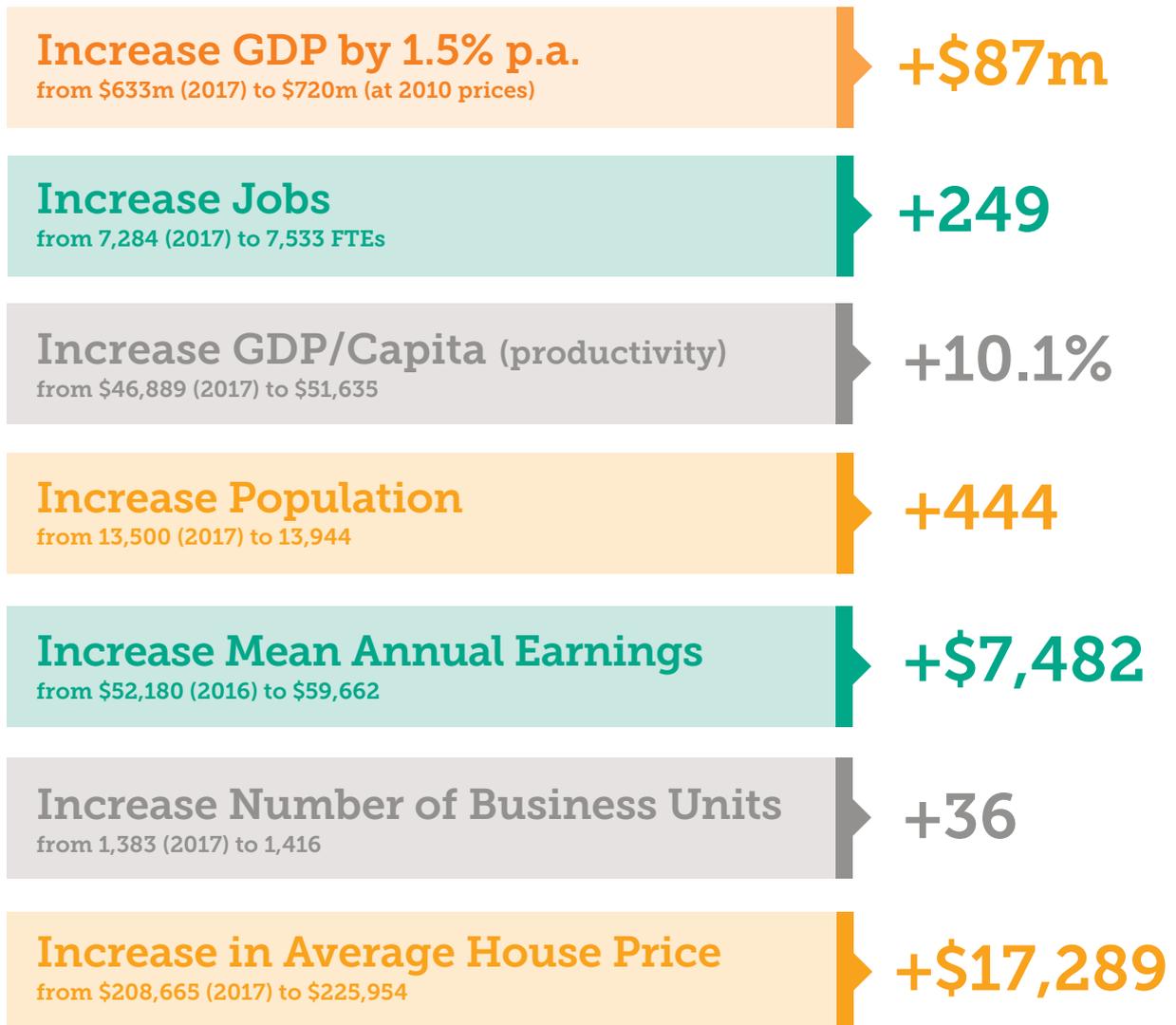
	2012 – 2016	2016-2017
<b>Population</b>	-2.5%	-0.4%
<b>GDP</b>	-11.9%	-0.7%
<b>Business Units</b>	-6.7%	-2.0%
<b>Employment</b>	-1.5%	-2.7%
<b>Mean Annual Income</b>	+5.1%	+3.0%
<b>Median House Price</b>	-3.9%	+1.0%



# What Does **Success** Look Like for the **Grey District**?

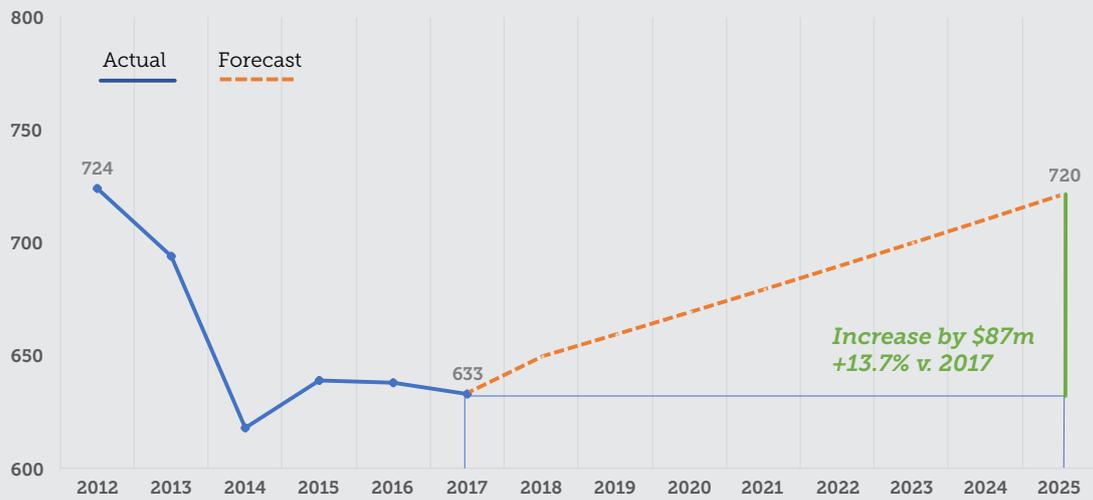
## Grey District Goals

Increase by 2025



## District and Iwi Challenges

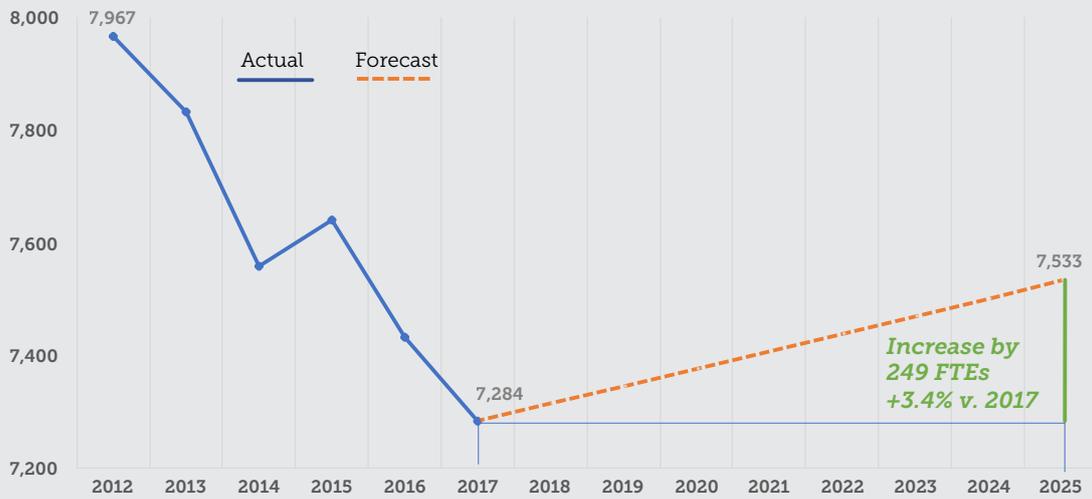
### Grey District GDP \$m Forecast (at 2010 prices)



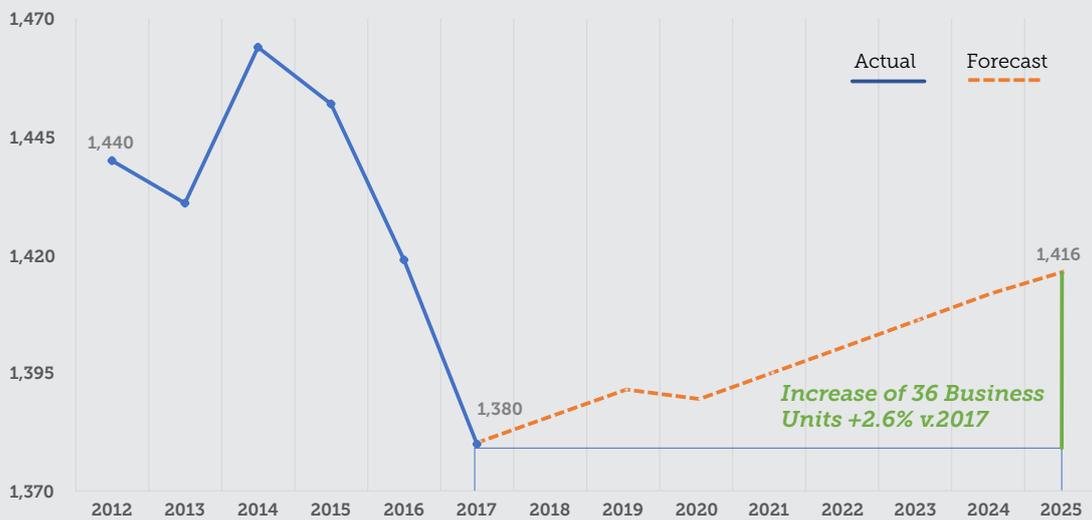
### Grey District Population Forecast



## Grey District FTE Forecast



## Grey District Business Unit Growth Forecast



# The Challenge for the Westland District

### Identified Issues

- Education – Quality of Secondary and Tertiary Education
- Slower Increase in 65+ age group than other districts
- Issues in Infrastructure resilience
  - Population spread over 300 km
  - Fragility of power grid
  - Transport/roading/bridge issues
  - Communications/Connectivity
  - Water
  - Waste Water
- Employment growth slowing, self employment high leading to low job security
- GDP growth through increased dependence on Tourism
- Visitor numbers growing but spend per visitor declining
- Conservation Estate – what are the opportunities?

### Strategic Insight

- Meet visitor demands for new projects and services
- Retain youth population through improved educational facilities
- Resilience of our icons- Franz Josef and Hokitika Gorge – Future proof icons and infrastructure
- Enable the establishment of non tourist industries

### Strategic Intent

To support and grow our key Tourist Industry whilst acknowledging that we need to find ways to diversify our economy whilst protecting our environment.

### Key Statistics

	2012 – 2016	2016-2017
Population	+2.3%	+0.6%
GDP	+15.5%	-2.9%
Business Units	+7.2%	-0.6%
Employment	-1.4%	-0.7%
Mean Annual Income	+13.3%	+3.8%
Median House Price	+0.7%	+2.8%

Karamea

Westport  
Punakaiki

Greymouth  
Hokitika

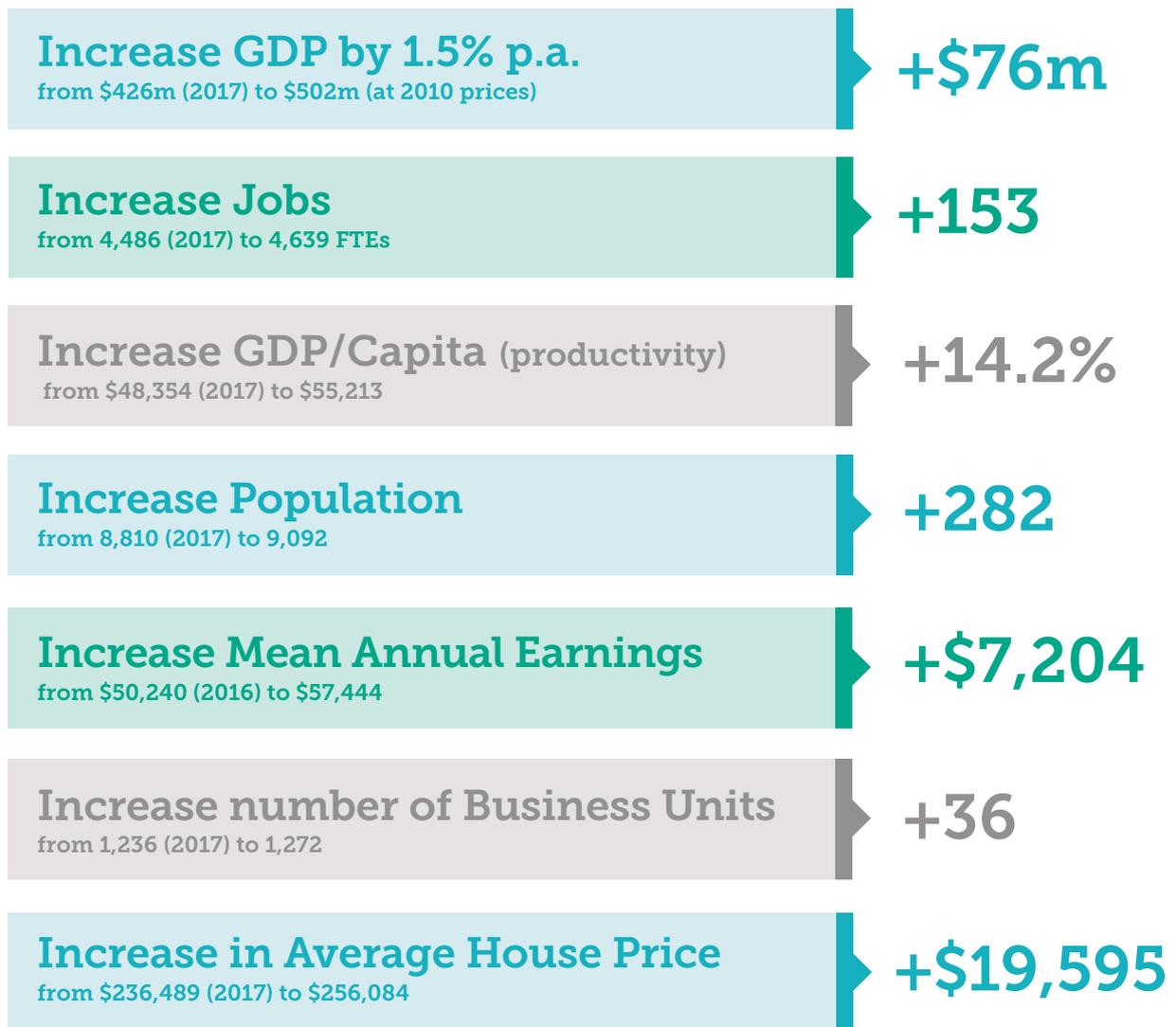
Franz Josef  
Fox Glacier

Haast

# What Does **Success** Look Like for the **Westland District?**

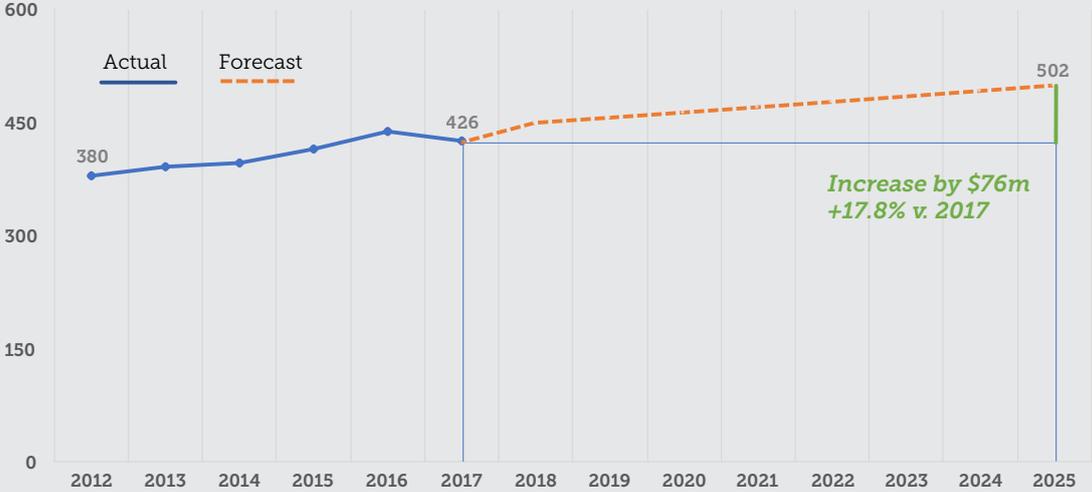
## Westland District Goals

Increase by 2025

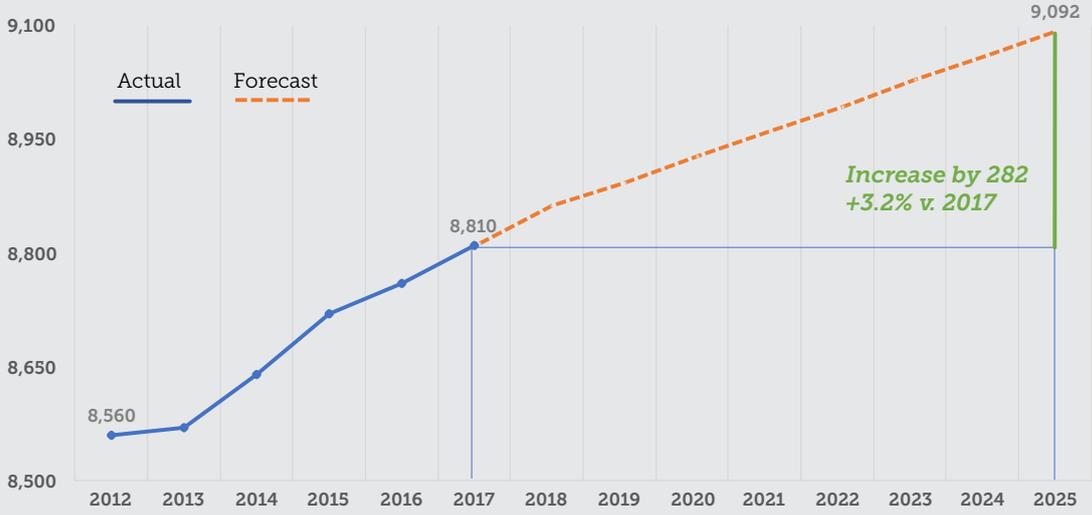


# District and Iwi Challenges

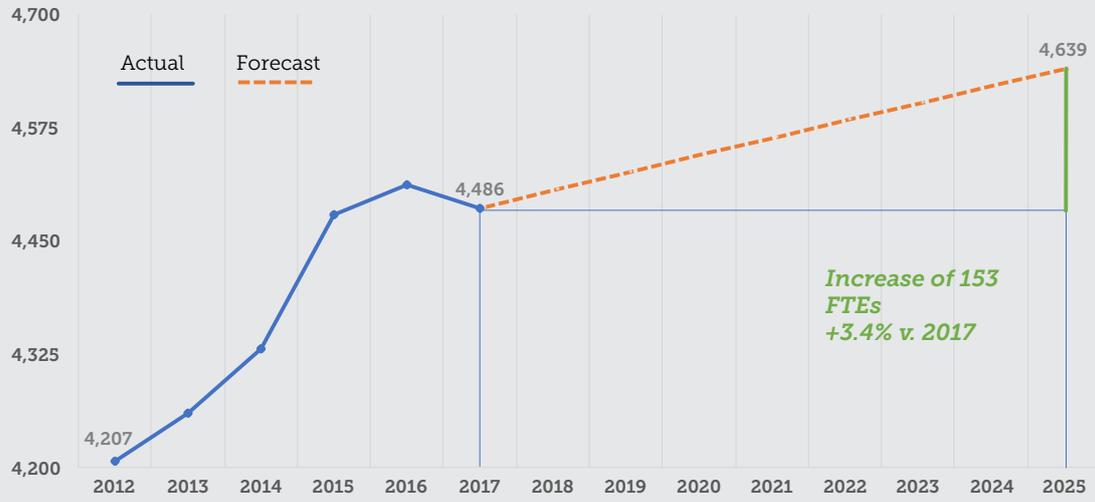
Westland District GDP \$m Forecast (at 2010 prices)



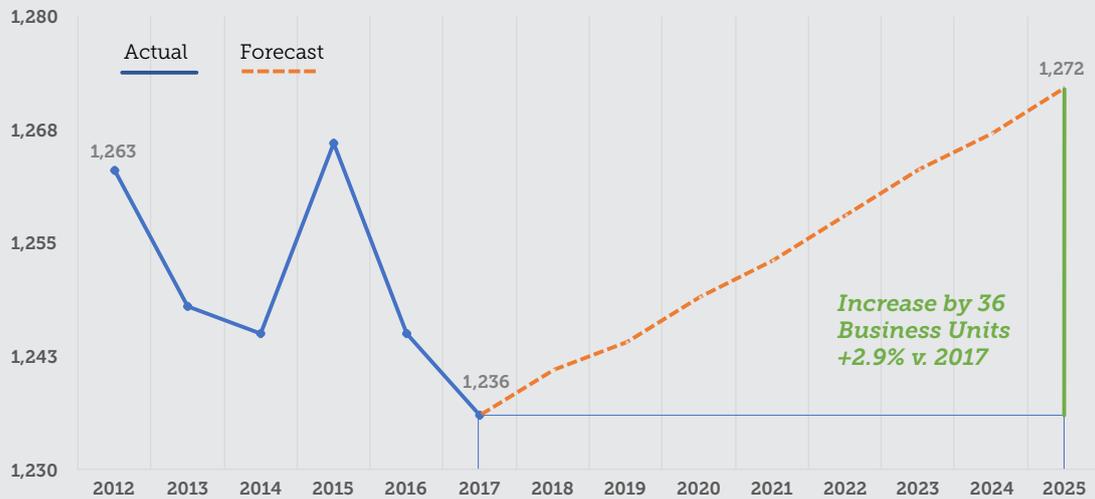
Westland District Population Forecast



## Westland District FTE Forecast



## Westland District Business Unit Growth Forecast



# The Challenge for West Coast Māori

## Identified Issues

- Māori/Iwi stories not shared
- Under utilisation of Māori Reserve Lands (Silian Lands 1906)
- Bereft of Cultural Tourism - Cultural Trails/Pou whenua
- Untapped potential of rangatahi
  - Influence over crown underutilized
  - DOC concessions/Co-Management
- Access to timber /minerals/ water/natural resources
- Untapped potential of rangatahi
- Ngāi Tahu / Poutini Ngāi Tahu Tourism – Major players

## Strategic Insight

- Continued investment in Tourism to support new economy
- Promote Māori history and Iwi/Māori tourism business in the region – gap in Cultural Tourism
- Contribute to the broader Tourism industry by providing unique stories and insights into Te Ao Māori that have shaped the lands, traditions and culture of the Māori people
- Explore non-tourism businesses for Iwi investment & support innovative entrepreneurial initiatives and strategic partnership opportunities (i.e. fishing)
- Complete the development of the Tai Poutini Māori Tourism Strategy
- Ensure access to Education & drive community education programmes for skills outcomes
- Need links to research capability

## Key Statistics (West Coast Region)

	2012 – 2016	2016-2017
<b>Population</b>	-1.8%	-0.0%
<b>GDP (2010 prices)</b>	-15.4%	-4.5%
<b>Business Units</b>	-2.2%	-2.1%
<b>Employment</b>	-6.5%	-3.3%
<b>Mean Annual Income</b>	+6.2%	+1.2%
<b>Median House Price</b>	-1.5%	+0.6%

## Strategic Intent

Increase sustainable employment opportunities through investment in tourism and other business initiatives on the West Coast that generate economic benefits to support whānau, hāpu and Iwi/Māori .

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*Bruce Bay, Westland*

# I. Government Initiatives – How do we Interact?

The following are the Coalition Governments priorities that were announced in the 2018 Budget. These flowed on from their 100-day plan and outline areas in which Government will be funding i.e. the Provincial Growth Fund, R & D, Infrastructure. The Government has also announced that they will develop a 'positive aging strategy' focused on two key areas the strategy needs to examine supporting seniors in the workforce and how businesses can better recruit and retain older people; and promoting housing options appropriate for older people.



## Rebuilding critical public services

- Health
- Education
- Justice Sector
- Supporting At-Risk families



## Enhancing and protecting our natural resources

- Biodiversity, forestry and conservation

Budget 2018 invests significantly in conservation and biodiversity. This includes strengthening the Department of Conservation's capability, eradicating predators and protecting New Zealand's unique biodiversity.

Provincial Growth Fund funding supports the planting of one billion trees.

- Climate change, biosecurity and environmental protection

Climate change is our greatest environmental challenge. Budget 2018 responds by establishing the Green Investment Fund to stimulate \$1 billion of private investment in high-value, low-carbon industries and clean technology.

Funding has been set aside for setting up a Climate Change Commission and biosecurity funding is increased to protect our natural resources and safeguard our country.



THESE FIT WITH  
WEST COAST VISION  
AND STRATEGIES



## Promoting economic development and supporting the regions

- Infrastructure, productivity and the regions

Infrastructure Partners to invest in critical water and roading infrastructure to increase housing supply and invests in KiwiRail to support a modern rail network.

We will boost productivity in the regions through the Provincial Growth Fund and enable our businesses to operate more efficiently.



THESE FIT WITH  
WEST COAST VISION  
AND STRATEGIES

The Coalition Government has established a \$1.0 billion per year Provincial Growth Fund (PGF). The PGF will support the Government's overall goal of productive, sustainable and inclusive growth by investing in regional economic development.

Budget 2018 allocates \$1.0 billion to the PGF across both operating and capital expenditure, as set out below

### OPERATING:

#### **\$536m of new funding from Budget 2018 for:**

- part of the One Billion Trees programme, and
- investment-ready initiatives for the current year that meet the criteria for the Fund, and funding for administration.

#### **\$148m of existing funding.**

This includes \$75.0 million from the Tourism Infrastructure Fund and \$13.0 million for One Billion Trees from the Budget 2017 Between-Budget contingency.

### CAPITAL:

#### **\$236m of new funding from Budget 2018 for:**

- part of the One Billion Trees programme, and
- investment-ready initiatives for the current year that meet the criteria for the Fund.

#### **\$80m of existing capital funding.**

This reflects a portion of KiwiRail's capital injection for the 2018/19 financial year.

### • **Research and development**

Innovation is critical to our ability to grow a more productive economy. Budget 2018 invests over \$1 billion in an R&D tax incentive to encourage businesses to innovate.

We are also investing in improving the performance and transparency of New Zealand's science investments through a National Research Information System.

### • **New Zealand's international presence**

Our ability to afford quality public services at home is linked to our ability to connect and trade successfully with the rest of the world. Budget 2018 includes investment to build foreign and trade policy capacity, which will improve our relationships and strengthen our voice internationally.

We are boosting our offshore presence with a new embassy in Stockholm and funding our representation at the UN Committee on the Rights of Persons with Disabilities. We are significantly boosting Official Development Assistance to do our part internationally to respond to global issues such as climate change, particularly in the Pacific.

### • **Employment and immigration**

Budget 2018 properly funds employment and immigration services, including an increase in the number of labour inspectors, and funding for compliance and border activities to combat migrant exploitation.

We are funding an additional 800 places for the Limited Service Volunteer programme to improve the work-readiness of unemployed 18 to 25-year-olds and targeting further investment to reduce the number of young people not in education, employment and training (NEETs).



### Enriching New Zealand's culture and identity

- **Crown Māori relations and Māori development**

Budget 2018 includes funding to support the new Crown Māori relations portfolio and enable work to be progressed on key projects.



THESE FIT WITH  
WEST COAST VISION  
AND STRATEGIES

It also includes funding to develop and test programmes that are focused on improving outcomes for rangatahi (18 to 25-year-olds, in particular Māori) who are not in education, employment or training (NEETs), address challenges associated with Māori freehold land and provides resources to Māori housing providers to support papakāinga development and repair.

- **New Zealand's arts, culture and heritage**

Budget 2018 provides significant investment to celebrate our history, culture and identity through initiatives including funding the 125th anniversary of women's suffrage and Armistice Day commemorations.

It also includes a boost for the Ministry for Culture and Heritage to build capability. We are increasing support to New Zealand musicians to take our music to the rest of the world and setting aside funding to implement any immediate recommendations from the Ministerial Advisory Group on Public Media.

- **Defence and internal affairs**

Budget 2018 funding will mean New Zealand's Defence Force can continue making meaningful contributions to global security and peacekeeping efforts and respond effectively to events like natural disasters at home and abroad.

Funding is also provided to support system-wide digital and data initiatives to support the Government to meet key commitments including more open government, strengthened democracy and greater public participation.



### Taking action on child poverty, housing and homelessness

- **Child poverty, housing and homelessness**

Every New Zealander deserves a healthy and safe home. Budget 2018 makes a significant investment to increase public housing by more than 6,000 homes over the next four years to address the severe shortage of public housing.

We are targeting chronic homelessness by strengthening the Housing First initiative and expanding it beyond the main centres by 550 places, with the same tailored wrap-around support. Funding is also provided to implement the Healthy Homes Guarantee Act and insulation grants for eligible owner occupiers.

## II. Initiatives for Economic Development Funding (2018)

### Regional EDU/Council driven

Buller District	4	8,950,000
Grey District	4	7,980,000
Westland District	7	13,850,000
Iwi	5	900,000
WCRC	1	2,816,667
Regional	4	700,000

**Total EDU/Council (\$)** 25 35,196,667

### Regional Private Enterprise Initiatives

Buller District	9	8,558,000
Grey District	6	10,140,000
Westland District	2	15,000,000
Iwi	0	
WCRC	0	
Regional	0	

**Total Private (\$)** 17 33,698,000

**Total Region (\$)** 42 68,894,667

### Proposed List for Funding

Regional EDU/Council driven Initiatives	Strategic Priority	\$	Applications
Gem Mineral Exploration on Maori Land	7	100,000	
Jacksons Bay Development - ocean connections/Haast as an icon (PFA)/Great walk Feasibility/Pounamu Trail	3	250,000	
Hokitika Airport Feasibility	4	250,000	
Hokitika/Westport Rail Link (Business Case underway by KiwiRail)	3	-	Feasibility-July
Westport Port	4	4,200,000	Feasibility-July
Greymouth Port	4	4,150,000	Feasibility-July
Greymouth Master Plan (including, re-establishment of Crown Agencies; Discovery Centre; Associated Port initiatives - commercial/game fishing; aggregate/fertiliser/timber/rock cargo potential; Distribution centre; Commercial Events Centre; restaurants/hotels; Archival centre)	3	250,000	Feasibility-July
Westport Airport	4	2,500,000	
Development of Energy Strategy ( including Ngawkawau Power/Dobson Hydro/Thermal Energy/Arnold Valley/ Kawatiri Hydro - Innovations park)	4	300,000	
Development of Conservation Estate/Cultural Land Strategy (incl Bio fuel & billion dollar trees, laminated timbers, customary/commercial access to natural resources)	5	500,000	
Develop regional Minerals Strategy	2	100,000	
Develop Regional Cycle Trail & Link Strategy (includes Wilderness Trail extension, Southern Paparoa Coal Heritage Trail, Upgrading Point Elizabeth walkway, Shantytown Heritage Park Loop Trail)	3	200,000	
Lake Brunner Holistic Development Plan Feasibility	3	100,000	
Retirement Village feasibility	8	100,000	
Natural medicines feasibility	7	100,000	
Tea (kawa kawa) feasibility	7	100,000	
Freshwater mussels aquaculture feasibility	7	100,000	
Civil Aviation Training Hub Feasibility	6	150,000	
Developing Ross into an iconic destination feasibility (PFA)	3	100,000	
Pensioner Housing feasibility	8	100,000	
NZ Pounamu Museum & Cultural Heritage & Tourism ventures	7	13,000,000	
Road Access to Paparoa Track from Blackball to Croesus Road	4	3,480,000	Opex unknown
Tai Poutini Predator free Pathway	5	2,816,667	
Denniston Adventure Park feasibility	3	250,000	
Charleston Blue Penguin (PFA)	3	2,000,000	Opex unknown
<b>Regional Private Enterprise Initiatives</b>			
Dairy - Westland Milk Products	2	10,000,000	
Garnet mining	2	5,000,000	
Arnold Valley/Salmon Farm	1	1,330,000	
Waste to Energy Glass Tunnel Feasibility	1	500,000	
Vertigo	2	300,000	
Reefton Powerhouse Scheme (PFA)	3	278,000	
West Coast Natural Oils	1	400,000	
Westblock Concrete Solutions	1	400,000	
Queens Bees Ltd (PGF application already submitted)	2	150,000	
West Coast Plant Nursery (PGF application already submitted)	1	50,000	
Innovations Park	1	1,250,000	
Shantytown Extension	3	2,000,000	
Block Chain	1	3,130,000	
West Coast Made Arts & Artisan	3	2,200,000	
Pure Vitality	1	3,550,000	Opex unknown
Forest Gold Honey	1	3,060,000	
Whitebait Production feasibility	1	100,000	
<b>TOTAL (\$)</b>		<b>68,894,667</b>	<b>Opex has been deleted from initiatives where known</b>

## Appendices

### Initiatives Underway from Regional Growth Study

Project	Strategic Priority	In process/committed from Regional Growth Study	Funding activity/ role for central government
Hokitika Gorge (DOC) (+ DOC funding)	3	50,000	Capex
Tourism Marketing Plan ( TWC)	3	1,000,000	Opex
Tai Poutini Maori Tourism Strategy and Action Plan Ngati Waewae	7	70,000	Scoping/ feasibility/ business case
Streamlining mining consent processes (WCRC)	2		Policy response
Development of a digital economy action plan (DWC)	1	2,000,000	Scoping/ feasibility/ business case; capex; opex
Developing a sustainable whitebait fishery (DOC)	1		Policy response; scoping/ feasibility/ business case
Investment in road resilience and safer visitor routes (WCRC)	4		Policy response
Dolomite Point Redevelopment Project, Punakaiki Master Plan	4	13,100,000	Scoping/ feasibility/ business case
Kawatiri Coastal Trail	3	100,000	Scoping/ feasibility/ business case
Oparara Arches access restoration proposal (\$550,000 residual required for walkway upgrade to Arch should the Business Case fail to produce further funding. The walkway upgrade is included in the Feasibility study)	3	120,000	Scoping/ feasibility/ business case
Social Enterprise	1	60,000	Business Case and Investment Case
Investing in Blackball Infrastructure: The Blackball Croesus Corridor	4	80,000	Indicative Business Case
<b>Total committed</b>		<b>16,580,000</b>	
<b>Total RGS Fund</b>		<b>\$34,000,000</b>	

## Initiatives Prioritised by District/Iwi 2018

### Buller District

#### District Projects

- Dolomite Point (RGS)
- Kawitiri Coastal Trail
- Innovation Park
- Reefton Power House Scheme
- Vertigo Technologies
- Oparara
- West Coast Natural Oils
- Ngakawau Restoration power project (HDL)
- Tunnel House/Horticulture (WtE)
- Coaltown Museum Development Plan
- Denniston Adventure Park zipline, film/ adventure etc
- Gravity Container Mall

#### Regional Projects

- Block Chain
- Co.Starters
- Westblock Concrete Solutions
- Westport Harbour
- West Coast Regional Food Initiative
- Bio Fuel Road Map
- Special Economic Zone
- West Coast Made Arts & Artisan
- Rejuvenate NZ: Rural Community Development Forum
- Whitebait Production
- Untamed Highway

### Māori Initiatives

#### - Not prioritised

- Jackson Bay to Milford Sound Ferry
- Pounamu Trail (Great walk - Jackson Bay to Hollyford)
- Taonga (Treasured Wildlife) Species tour
- Garden of Eden snowboarding/eli-skiing
- Land based aquaculture
- Medicinal cannabis and hemp
- Laminated timbers
- Customary/commercial access to natural resources
- Gem mineral exploration
- Natural medicines
- Tea kawa/kawa
- Freshwater mussels
- Surfing academy/big wave surfing

### Grey District

- Arnold Valley /Salmon Farming
- Proposal for re-establishment of Regional Service for Crown Agencies
- Proposal for establishment of Low security Correctional facility
- Feasibility study - Discovery Centre incl. Maori Story
- Tree planting & value add incl potential bio-fuel applications
- Road access to Paparoa Track from Blackball to Croesus Track Road
- Southern Paparoa Coal Heritage Trail
- Regional Commercial Events area
- Lake Brunner - Holistic development plan focusing on cycle track links

### Westland District

- NZ Pounamu Centre & Westland Museum
- Geo Thermal- Hot water extraction - low cost heat source
- Finalise solution for Franz Josef infrastructure
- Salmon Farming
- Tech space - Technology, Innovation & Enterprise Hub
- Westland Heritage & Cultural Tourism Development Project
- Civil Aviation Training Hub - helicopters
- Garnet Mining
- Hokitika Airport Runway Extension
- Upgrade rail from Westport/Greymouth to Hokitika
- Retirement Village
- Pensioner Housing
- New Westland Tourist Ventures
- West Coast Wilderness Trail extension
- Haast & Jackson Bay as Iconic Destination
- Strategic Case for the Haast to Hollyford Road

# WEST COAST

NEW ZEALAND

UNTAMED NATURAL WILDERNESS



  
**DEVELOPMENT**  
WEST COAST

*Te Ohu Whakawhanake o Te Tai Poutini*

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*Oparara Arches, Karamea*