He Huarahi
Hei Whai Oranga

Tairāwhiti Economic Action Plan

February 2017
Foreword
He aha te mea nui o tēnei ao - he tāngata, he tāngata, he tāngata

Tairāwhiti’s greatest asset is its people. We are a cohesive community that values whānau and connecting with each other and the rest of the world. We desire high quality educational opportunities and health services, infrastructure and facilities to sustain our wellbeing. Growing our regional economy is crucial to achieving our aspirations.

We are blessed with many natural assets, which are key to our community’s prosperity and wellbeing. Our fertile soils, freshwater resources and warm climate provide the prerequisites for a booming agricultural and horticultural sector. Our rich bicultural and historical heritage is a source of abiding pride for our community and provides us with a unique foundation for a flourishing tourism sector.

Regional economic development is about hard work and persistence and the time has come to move past the ‘discussion’ of economic barriers and issues and start acting. He Huarahi Hei Whai Oranga is about “Action”.

This is our first joined-up Plan and represents our priorities for the next five years. Some priorities are specific to sectors such as agriculture and tourism. Other priorities enable growth across all sectors. We will weave our sector actions together with our enabling actions to create a strong foundation for our economic wellbeing.

Tairāwhiti is ready to act now. We know we have a lot of barriers to overcome, but are up for the challenge. We now have our regional economic development agency, Activate Tairāwhiti, to drive regional growth. We are strengthening Activate Tairāwhiti by amalgamating several agencies and diversifying governance to partner with iwi so we can move forward as Tairāwhiti piritahi (together).

We are also working alongside Kimihia he Oranga (KHO) who have a mandate from 11 local iwi to prepare a Māori Economic Development Report for Tairāwhiti - Mōhaka ki Pōtaka. The work of KHO has many synergies with He Huarahi Hei Whai Oranga – it is about collaborating to grow the capacity of our people and tapping the potential latent in our region. This Plan brings together some of the priorities from the two workstreams. Our success as a region depends on the development of all our people. What is good for Māori is good for the whole region.

The Plan has been developed by Tairāwhiti people for Tairāwhiti people and represents our shared investment in our future. There is an emphasis on supporting businesses to thrive in Tairāwhiti. Our focus is on creating the optimal pre-conditions for capital investment in Tairāwhiti – whether that be from existing businesses expanding or new businesses seeing the light and choosing Tairāwhiti to build a prosperous future.

Ka mahitahi tātou. We welcome the collaboration with each other and with central government and are excited at the prospect of transforming our place together.

**Tairāwhiti Economic Action Plan Governance Group**

<table>
<thead>
<tr>
<th>Activate Tairāwhiti</th>
<th>Gisborne Chamber of Commerce</th>
<th>Pultron Composites Ltd</th>
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<tr>
<td>Cedenco</td>
<td>Gisborne District Council</td>
<td>Rongowhakaata Trust</td>
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<td>Eastern Institute of Technology</td>
<td>Kimihia he Oranga</td>
<td>Te Rūnanga o Tūranganui a Kiwa</td>
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<td>Eastland Community Trust</td>
<td>LeaderBrand</td>
<td>Te Rūnanganui o Ngāti Porou</td>
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<tr>
<td>Eastland Group</td>
<td>Ngāi Tāmanuhiri Trust</td>
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Plan on a Page
Our Plan on a Page summarises the key parts of He Huarahi Hei Whai Oranga – what we will achieve by 2022, what actions we will take (both sector-specific and generic enabling actions), the estimated benefits of our sector actions, and how we will measure success. Details are in the body of the document.

VISION TO 2022
Working together, Tairāwhiti will harness our natural and human resources to initiate transformative economic change.

SECTOR ACTIONS

<table>
<thead>
<tr>
<th>TAPPING OUR POTENTIAL</th>
<th>PROMOTING OUR PLACE</th>
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</thead>
<tbody>
<tr>
<td><strong>Investment</strong></td>
<td><strong>Gain (within 5 years)</strong></td>
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<tr>
<td>Wood processing</td>
<td>$14.6m</td>
</tr>
<tr>
<td>Aquifer recharge</td>
<td>$6.05m</td>
</tr>
<tr>
<td>Apiculture</td>
<td>$1.5m</td>
</tr>
</tbody>
</table>

ENABLING ACTIONS

CONNECTING WITH PEOPLE AND MARKETS
- SH35 improvements
- SH2 improvements
- Future transport study
- Gisborne city UFB
- Rural wireless >5mb/s
- Mobile blackspots

BUILDING OUR CAPACITY
- Financial incentives
- Customer focus
- Development grants
- Local seed capital bank
- Business hub
- Youth employment strategy
- Trade training programme
- Talent attraction
- Work ready programme

MEASURES OF SUCCESS

IF WE DO EVERYTHING IN THIS ACTION PLAN, BY 2022 WE EXPECT TO SEE:
- 20% increase in regional GDP
- $68.6m in capital investment
- 1,260 new jobs
- 25% increase in processing and value added production
- 250 people off benefits into permanent employment
Tairāwhiti: What would success look like?

Working hard together to deliver the actions in our Plan, we project that by 2022 Tairāwhiti will benefit from:

• $68.6m in capital investment
• 20% increase in regional GDP
• 25% increase in processing and value added production
• 1,260 new jobs created, halving the unemployment rate
• 250 people off benefits into permanent employment and $3m reduction in benefit spend
Tairāwhi Economic Action Plan
He HuaraHi Hei Whai Oranga
A strong economy means resilience to a changing global market place. It means more jobs and more money in more people’s pockets. It allows our people, whānau and communities to afford better health and education outcomes and a better quality of life.

Our vision to 2022 is that working together, Tairāwhiti will harness our natural and human resources to initiate transformative economic change.

He Huarahi Hei Whai Oranga is about how we will work together to deliver economic transformation. Targeted action in key areas will move us to that vision.

**SECTOR ACTIONS**

Our sector actions play to our strengths and seek to harness previously under-used natural advantages in specific sectors:

- tapping our potential in the primary production sector particularly through value added production
- promoting our place as a place to enjoy great lifestyle opportunities and a great place to visit.

**ENABLING ACTIONS**

Our enabling actions address some of the challenges that we face as a region that affect our economy across the board. These actions aim to break down barriers to economic success:

- connecting with people and markets through reliable transport and digital networks
- building our capacity to support business development, growth and capital investment.

He Huarahi Hei Whai Oranga is a living document. As we deliver the priorities in this Plan, new actions will emerge for us to progress. Our decisions on our priority actions for the next three years are based on two key aspects:

- transformational capacity – actions with the biggest potential impact have been prioritised
- feasibility – actions that have a strong business case and are likely to succeed have been prioritised.

The action plan tables that follow show what we will do to progress regional economic development together over the next three years. Action plan tables include:

- the outcomes we are seeking
- specific tasks to be completed
- partners (lead agency and contributing partners)
- timeframes
- progress made to date.
Sector

Actions
Tapping our potential in primary production

**OPPORTUNITY:**
Tairāwhiti has a strong natural advantage in primary production and there is significant potential for growth through intensification and adding value to our existing produce.

**GOAL:**
Strong growth in primary production and a 25% increase in local processing leading to at least a $230m per annum increase in GDP and 1,220 new jobs.

**GROWING WOOD PROCESSING LOCALLY**

The forestry industry is one of the largest contributors to the Tairāwhiti economy. There are 151,139ha of radiata pine planted in Tairāwhiti and 14% of NZ log exports come from here. Exports from Eastland Port have grown from 480,000 to 2.07 million tonnes in 10 years mainly due to increasing forestry harvests. The volume of logs harvested is likely to increase from the current 1.6 million tonnes to a sustained harvest of 3.2 million tonnes by 2020. Assuming the same economic structure of the industry, this growth will bring an estimated 630 new jobs into the region – an increase on the current 1,600 people employed in the Tairāwhiti forestry sector.

Raw logs have low margins. They earn about $100/m³ but cost about $80/m³ to harvest and transport. Processing logs into timber adds significantly more to regional GDP and jobs. Current wood processing is valued at $27.8m in regional GDP but only 4% of logs are milled locally. Indications from the forestry sector are that it is realistic that 25% of logs could be processed locally and would fetch 3-4 times the value they do as raw material. This increase in volume would result in an additional $120m annually in regional GDP.

Low levels of local processing, alongside increasing harvests, represent a significant opportunity for national and international wood processors. The region currently has one sawmill, but its increasing harvest could supply three to four wood processing mills.

ECT has been working with Activate Tairāwhiti and Eastland Wood Council to investigate options for development of wood processing locally. They have been looking at timber mills and other technologies to improve forestry margins, including recommissioning the old Prime processing plant south west of Gisborne.
Work to date includes:
- conducting a feasibility study for wood processing in Tairāwhiti
- securing the Prime site to be recommissioned as a timber mill
- commencing a pilot at the Prime site
- applying to Callaghan for funding for proof of concept.

The Prime Site could process 400,000 m³ per annum producing 200,000 m³ of product with a value of $30m annually in GDP.

Te Rūnanganui o Ngāti Porou are also progressing an East Coast Wood Logistics Solution. The project will look at options for a wood processing facility on the East Coast (as well as transport alternatives) estimated to be between 200-600 tonnes per annum. Early feasibility work indicates the Wood Logistics Solution could result in the creation of 150+ jobs and inject $100m into the East Coast economy annually.

**ENSURING LONG-TERM SUSTAINABLE WATER FOR HORTICULTURE**

The Poverty Bay Flats is 18,000 ha of NZ’s most productive horticulture land. There is currently 3,000 ha of irrigated land on the Flats that produces $160m in regional GDP annually and employs 1,107 people, about 10% of the Tairāwhiti workforce. There is an additional 3,000 ha that could be intensified with irrigation to double the horticulture contribution to regional GDP and jobs.

However, the main source of irrigation water, the Makauri aquifer, is in decline. Not only is this preventing further intensification, it is a threat to existing horticulture. To get the aquifer back into an equilibrium, the water use would need to be dropped down to 30% of current water allocated. Without irrigation, the bottom drops out of the business case for horticulture on the Poverty Bay Flats with major implications for the regional economy. So natural water levels are insufficient to support even existing production.

In finding an engineered solution, the challenges include:
- ensuring any solution is sustainable and does not have environmental consequences that are equally unpalatable
Poverty Bay flats

Gisborne
makauri aquifer

Tairāwhi

ECONOMIC ACTION PLAN

He HuaraHi
Hei WHai Oranga

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- identifying sustainable allocation levels that allow land potential to be maximised while protecting cultural and ecological values
- devising a fair allocation system.

Gisborne District Council has been working with the horticulture sector, iwi, the Ministry for Primary Industries and the Ministry for the Environment to identify alternative and sustainable irrigation options for the Poverty Bay flats.

Work is progressing on a managed recharge of the Makauri Aquifer which would involve injecting surface water during peak flow times into the aquifer.

Work to date includes:
- completing a feasibility study for managed aquifer recharge
- securing funds for a managed aquifer recharge pilot operation
- securing a resource consent for the managed aquifer recharge pilot
- starting economic modelling of water and land use on the Poverty Bay flats.

The pilot operation will be completed by December 2017. The results of the pilot project and economic assessment will be considered by stakeholders and decisions made on whether to proceed with a full roll-out. If the managed aquifer recharge doesn’t work, we’ll be looking at other options.

The project will involve mana whenua monitoring and evaluation frameworks, collaboration with kaitiaki for the Waipaoa, and improving cultural impact assessments.

Horticultural intensification is strongly linked to the managed aquifer recharge trial.

The projected benefits will depend on the success of the trial and, in the best case scenario, would not start to manifest until 2019.

The risks to the horticultural sector of a lack of irrigable water are significant and the sector will drive the operation of the project with agencies providing support.

DEVELOPING A CUTTING-EDGE APICULTURE SECTOR

There is 228,000 ha of Māori land in Tairāwhiti (28% of total land). There is immense potential in some of this land to be highly productive. Land owners experience challenges to land development:

- lack of information about viable land use development options
- lack of capital - low land value coupled with an inability to use the land as security for development
- governance structures with consensus required from multiple owners creating difficulties with decisions
- small size of some land blocks creates challenges with achieving scale for primary production.

Mānuka honey has potential across NZ. However, there is extensive potential in Tairāwhiti because of the naturally high quality honey yields produced particularly along the East Coast.14

Significant progress is being made by Ngāti Porou Miere to position Tairāwhiti globally as the pre-eminent mānuka honey-producing region.
Investment in hives, extraction, processing, manufacturing and branding could generate a turnover of $60m per annum. At present we are only capturing about 25% of the value of that honey - over $40m per annum is lost to the region. Capturing more of the value chain will mean higher returns to landowners as dividends and new jobs.

Apiculture needs scale. Each landowner is small so a collective is needed to grow the industry and get it to a scale where we can maintain a competitive level of industry experience and infrastructure in the region.

The Department of Conservation's review of public conservation land allocation for beekeeping will open up additional land for apiculture use. Tairāwhiti iwi have already indicated interest in the 2017 allocation process. It will contribute to growth of the sector in our region.

Work to date includes:
• establishing Ngāti Porou Mīere to drive sector development
• completing a strategic plan with implementation underway
• recruiting landowners from East Coast, Hawkes Bay and Bay of Plenty to the Tairāwhiti honey collective
• a research pilot showing the quality and price gains to be made through storage and curing
• securing capital investment from Ngāti Porou Holding Company to establish 5,000 hives across Tairāwhiti.
## Our Actions

If we do all of this, within five years Tairāwhiti will benefit from:

- **$230m increase in GDP**
- **1,220 new jobs**

### 1.0 Growing wood processing locally

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<tr>
<th>TASKS</th>
<th>PARTNERS</th>
<th>TIMEFRAME</th>
<th>PROGRESS IN %</th>
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</table>
| 1.1 Secure anchor downstream processing tenant for site | Lead: AT  
Partners: ECT, commercial sawmill operator | By Aug 2017 | 60% |
| 1.2 Demonstrate capability for WET to operate at small scale | Lead: WET Gisborne Ltd  
Partner: Callaghan | By Sep 2017 | 20% |
| 1.3 Complete feasibility for distributed wood processing model adjacent to remote East Coast forestry resource (part of East Coast Wood Logistics Solution) | Lead: Ngāti Porou Hold Co  
Partners: MPI, MBIE, NZTA, AT,Ngāti Porou Whānui Forests | By Feb 2018 | 0% |
| 1.4 Secure capital for full scale WET, recommissioning of the Prime sawmill and attracting other wood processing opportunities | Lead: AT | By Jun 2018 | 0% |
| 1.5 Reactivate the Prime site with a wood processing cluster | Lead: AT  
Partner: ECT | By Jun 2018 | 20% |
### 2.0 Ensuring long-term sustainable water for horticulture

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<tbody>
<tr>
<td>2.1 Develop an economic model to understand the gains from a range of managed aquifer recharge scenarios</td>
<td>Lead: GDC Partners: HortNZ, MfE, MPI</td>
<td>By 30 May 2017</td>
<td>80</td>
</tr>
<tr>
<td>2.2 Run a managed aquifer recharge pilot operation alongside mana whenua</td>
<td>Lead: GDC Partners: RIT, ECT, HortNZ, iwi, MPI, MfE, AT, horticulture sector</td>
<td>By Dec 2017</td>
<td>20</td>
</tr>
<tr>
<td>2.3 Identify an appropriate system of managing and allocating water from the managed aquifer that incorporates mana whenua and community values</td>
<td>Lead: Horticulture sector Partners: MPI, GDC, iwi, HortNZ</td>
<td>By Dec 2019</td>
<td>0</td>
</tr>
<tr>
<td>2.4 Build and roll-out managed aquifer recharge project and irrigation system</td>
<td>Lead: TBC Partner: TBC</td>
<td>By Dec 2019</td>
<td>0</td>
</tr>
<tr>
<td>2.5 Research and invest in a large water recycling plant</td>
<td>Lead: Cedenco Partners: shareholders, industry, Callaghan, GDC</td>
<td>By Aug 2018</td>
<td>0</td>
</tr>
<tr>
<td>2.6 Research and identify waste stream management options for horticultural processing including: • large waste compaction plant • bio gas plant • fertiliser / soil conditioner plant</td>
<td>Lead: Cedenco Partners: shareholders, industry, Callaghan</td>
<td>By Aug 2019</td>
<td>0</td>
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### 3.0 Developing a cutting-edge apiculture sector

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<tr>
<th>TASKS</th>
<th>PARTNERS</th>
<th>TIMEFRAME</th>
<th>PROGRESS IN %</th>
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<tbody>
<tr>
<td>3.1 Employ a land advisor and prepare a strategic plan for the development of the Tairāwhiti mānuka honey sector</td>
<td>Lead: Ngāti Porou Mīere Partners: iwi, honey sector</td>
<td>By Jul 2018</td>
<td>0</td>
</tr>
<tr>
<td>3.2 Develop a business case for a scaleable in-region mānuka honey extraction, storage, processing and bottling facility</td>
<td>Lead: Ngāti Porou Mīere Partners: iwi, honey sector</td>
<td>By Jul 2018</td>
<td>0</td>
</tr>
<tr>
<td>3.3 Provide clear vocational pathways for beekeepers and ensure appropriate training is available locally for labour, science and technology, partners and investors</td>
<td>Lead: Primary ITO, EIT Partners: AT, iwi, honey sector</td>
<td>By Dec 2017</td>
<td>50</td>
</tr>
<tr>
<td>3.4 Build a mānuka honey collective as the lead vehicle to recruit up to 1,700 hives per annum from 2017</td>
<td>Lead: Ngāti Porou Hold Co Partners: Ngāti Porou Mīere, iwi, honey sector, AT</td>
<td>By Dec 2022</td>
<td>30</td>
</tr>
<tr>
<td>3.5 Establish an East Coast mānuka nursery to provide stock for apiculture and poles for erosion control and improved use of East Coast land</td>
<td>Lead: TRONpui, GDC, MPI Partners: AT, iwi, MBIE, KHO</td>
<td>By 31 Dec 2018</td>
<td>20</td>
</tr>
<tr>
<td>3.6 Complete a business case for a regional research institute / mānuka honey centre of excellence based in Tairāwhiti</td>
<td>Lead: Ngāti Porou Mīere Partners: AT, KHO, MPI, Massey Uni, honey sector</td>
<td>By Feb 2018</td>
<td>25</td>
</tr>
<tr>
<td>3.7 Complete urgent research needs on optimal apiculture and factors affecting mānuka honey yields</td>
<td>Lead: Ngāti Porou Mīere Partners: iwi, KHO, honey sector</td>
<td>By Dec 2017</td>
<td>50</td>
</tr>
<tr>
<td>3.8 Become the country’s premiere producer of mānuka honey stock and products supplying the industry nationally</td>
<td>Lead: Ngāti Porou Mīere Partners: AT, iwi</td>
<td>Ongoing</td>
<td></td>
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**TAIRĀWHITI ECONOMIC ACTION PLAN HE HUARAHI HEI WHAI ORANGA**
Promoting our place - best place to live, work and play

**OPPORTUNITY:**
Tairāwhiti has a unique cultural identity and easy access to fantastic outdoor recreational opportunities. We can offer a very competitive business environment with low costs for land, water and development. Our underdeveloped tourism sector has immense scope for growth. If we are strategic and coordinated we can grow our share in the tourism market. Investment in some core tourism infrastructure and projects that are quintessentially Tairāwhiti products is needed as a starting point.

**GOAL:**
Improve our ability to attract talent and capital investment and to capture a proportional share of the value of the NZ tourism sector leading to increased revenue of at least $6.5m year on year and 40 new jobs.

**SHARING OUR STORY TO ATTRACT TALENT AND CAPITAL**

Our people love Tairāwhiti. We are proud of our place on the edge of the world. Of our culture and traditions and close-knit and caring community. Tairāwhiti does have some negative statistics to overcome in health and social welfare. However these matters need to be balanced with the significant advantages of living and doing business here.

Tairāwhiti is vulnerable to competition for ideas, talent and capital. If we do not compete successfully in the labour marketplace we risk not only failing to attract new resources, but losing the human and investment capital we already have.

The Regional Value Proposition is a strategic marketing and branding exercise that aims to improve the perception of Tairāwhiti as a great place to live, work and visit and to overcome the current perception of isolation and poor services. The project will identify current regional strengths that would support business, population and visitor growth and look at removing perceived barriers to investment, relocation and visiting. A consistent and strong regional brand is essential to economic development in general and particularly related to tourism growth. Any brand needs to be authentic and meaningful. Mana whenua have a strong desire to partner to ensure Māori history and culture are a clear part of the identity of Tairāwhiti as reflected in promotional material and events.
Activate Tairāwhiti has started on this initiative in conjunction with Air NZ’s initiative to promote increased visitor numbers to Gisborne from Wellington to preserve that service. This work will be bolstered with a concerted effort locally to ensure that our value proposition is attractive – investment in community facilities, infrastructure and building our capacity to be the most business-friendly region in NZ.

The Regional Value Proposition will be a key foundation for the development of our tourism sector as well.

GROWING OUR TOURISM SECTOR

The Tairāwhiti tourism sector is currently valued at $136m per annum with $20m from international visitors. This figure includes revenue on associated services as well as direct tourism revenue. The tourism sector in Tairāwhiti is relatively undeveloped and has significant scope for growth. NZ tourism has grown by 6% in the last year compared with 1.5% growth locally ($2m per annum in direct tourist activity spend). If we could achieve the national growth rate of 6% we would generate $8.1m.

Tairāwhiti has the opportunity to carve out a significant niche for itself in NZ tourism. While Māori potential in tourism is untapped in Tairāwhiti, Māori values, history, assets and capabilities align well with tourism.

We have kept alive traditional Māori artforms such as whakairi (carving), rāranga (weaving) and kapa haka (traditional song and dance) and grown these taonga as a core part of our place. And we have created new forms of Māori artistic expression through painting, sculpture and tā moko (Māori tattoo) – we have the best tā moko artists in the world working in Tairāwhiti. We know who we are and are proud of it. We can offer a range of truly authentic cultural experiences that tourists are increasingly seeking.

A key focus is on growing Māori tourism products by Māori as a distinctive regional offering. Tairāwhiti Māori aspire to be world-class tourism operators and to offer visitors a compelling and unique experience underpinned by Māori culture, language and an ethic of generosity and care.
Key areas we aim to develop are:

- Māori and cultural heritage tourism offering
- eco-tourism offering such as Te Wherowhero Lagoon and Longbush
- East Coast tourism opportunities such as visitor services around East Cape lighthouse and the restoration of the Tokomaru Bay Wharf
- cycle tourism particularly around the extension of the Motu and Rere Falls trails and the use of the Gisborne to Wairoa rail corridor
- development of cruise ship tourism offering.

There are a number of significant tourism activities already planned in Tairāwhiti.

The Tairāwhiti Navigations project will provide a high quality, community/iwi driven cultural heritage experience through the Gisborne inner harbour area, Tītirangi Reserve, Cook landing site and key sites throughout the district and wider region. Work has started on the first phase of work around Gisborne city with $10m in local investment secured for local tourism infrastructure. We are currently seeking funding from central government for the restoration of the Cook landing site, the only mainland national heritage reserve in New Zealand, to a place all New Zealanders can be proud of.

The sestercentennial of James Cook’s first landing in New Zealand will take place in October 2019. The sestercentennial will bring a national and international spotlight to Tairāwhiti and offers a unique opportunity for us to put our best foot forward for the region and the nation. All of our current efforts around tourism planning and development and key projects such as the Navigations Project are being driven for delivery in time for the 2019 sestercentennial. As the first meeting place of Māori and Pākehā, we are pleased to have agreed with government that Tairāwhiti will be one of the main focal areas on the national sestercentennial celebrations and aim to deliver a programme of events to a world-class standard.

We are currently in the process of planning to:

- upgrade Cook landing site to restore a sense of place
- redevelop the Cook Observatory on Tītirangi summit with a learning centre and visitor centre alongside
- extend the Eastland Port Access project to ensure safe pedestrian and cycle access from Tītirangi to Cook landing site and the inner harbour
- provide mixed media interpretation for stories of significant cultural events (from Māori and European cultures) as part of a cohesive visitor experience across sites managed by multiple agencies

Other exciting developments being progressed for the area around the Gisborne inner harbour including the potential repatriation of Te Hau ki Tūranga to Rongowhakaata and the creation of the monumental Hawaiiki Tūranga art installation from Rongowhakaata artist Matt Randall. Tairāwhiti will be centre stage nationally from 2017 with an exhibition of Tūranga iwi heritage at Te Papa.
Our Actions

If we do all of this, within five years Tairāwhiti will benefit from:

- $6.5m increase in GDP pa
- > 40 new jobs
- Improved ability to attract talent

4.0 Sharing our story to attract talent, capital and visitors

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<th>PARTNERS</th>
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<tbody>
<tr>
<td>4.1 Develop an authentic Tairāwhiti brand that promotes Tairāwhiti as the best place to live, work and play (incorporating iwi objectives and expertise) and prepare material for first phase roll-out</td>
<td>Lead: AT Partners: Iwi, Air NZ, ECT, MBIE, GDC, tourist operators, KHO, ChoC</td>
<td>By Dec 2017</td>
<td>60</td>
</tr>
<tr>
<td>4.2 Capture the Tairāwhiti we are proud of in digital content that is available for regional marketing, business attraction, visitor services and heritage promotion</td>
<td>Lead: AT, MBIE, ECT Partners: AirNZ, MBIE, ECT</td>
<td>By Dec 2017</td>
<td>40</td>
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## 5.0 Growing our tourism sector

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<th>TIMEFRAME</th>
<th>PROGRESS IN %</th>
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<tbody>
<tr>
<td>5.1 Develop a Tairāwhiti Tourism Plan to identify future opportunities for growth, particularly Māori aspirations to be active members as partners, operators and service providers in the sector</td>
<td>Lead: AT Partners: Iwi, TPK, KHO, tourism sector, Air NZ</td>
<td>By Jun 2019</td>
<td>10</td>
</tr>
<tr>
<td>5.2 Complete key planned tourism infrastructure under the umbrella of the Tairāwhiti Navigations Project</td>
<td>Lead: GDC Partners: Iwi, AT, EG</td>
<td>By Jun 2019</td>
<td>20</td>
</tr>
<tr>
<td>5.3 Complete the Cook landing site and iwi encounters project to link to the Navigations Project</td>
<td>Lead: DoC, GDC Partners: Iwi, MCH</td>
<td>By Jun 2019</td>
<td>0</td>
</tr>
<tr>
<td>5.4 Situate Tairāwhiti as the host of the core sestercentennial events in 2019 and deliver a series of events of international standard</td>
<td>Lead: Te Hā Trust Partners: AT, iwi, GDC, MCH, MBIE, Voyaging Trust</td>
<td>By Oct 2019</td>
<td>20</td>
</tr>
</tbody>
</table>
| 5.5 As part of re-engineering Activate Tairāwhiti, develop specific systems and processes to enable Māori to build Māori tourism including:  
  • a specialist Māori tourism arm  
  • a Māori tourism fund for technical assistance, capability building, product offerings and regional marketing  
  • a network of Māori tourism operators  
  • tourism sector training with a focus on Māori tourism campaigns | Lead: AT, KHO Partners: TPK, ECT, GDC, iwi, Service IQ (ITO), Māori tourism | By Dec 2017 | 0 |
| 5.6 Complete feasibility studies on an extended Gisborne-Napier cycleway | Lead: AT Partners: ECT, MBIE, GDC, iwi | By Dec 2017 | 0 |
| 5.7 Complete feasibility studies on options for:  
  • Motu cycle trail extension  
  • Te Puia hot springs/wellness centre  
  • extending Oneroa heritage walkway from Midway to Te Kuri a Paoa Young Nick’s Head and beyond  
  • visitor services at East Cape lighthouse | Lead: AT, various Partners: ECT, MBIE, GDC, iwi | By Dec 2018 | 0 |
Enabling Actions
Connecting with people and markets

**OPPORTUNITY:**
Tairāwhiti’s young and fertile soils are a boon for primary production, but pose challenges for providing key infrastructure such as roads and digital connections. Improved transport connections (SH35 and SH2) and digital access will reduce costs to businesses and improve market access.

**GOAL:**
Improve our transport and digital connections to ensure our major industries have the ability to be competitive internationally and get our products, services and offerings to customers at the right time.

**IMPROVING OUR TRANSPORT CONNECTIONS**

Tairāwhiti people are resilient and resourceful. We have had to be. We are far from our neighbours. We rely on reliable and efficient road transport connections to operate competitively in international and national markets. Roads service our forestry and horticultural sectors as well as tourism. Our distance by road to major ports creates challenges for exporters in accessing ideas, knowledge, networks and technology, and, most importantly, markets. Air transport is also a vital transport link for moving both people in and out of the region. Our air access ensures we are within an hour of major cities, Auckland and Wellington. We continue to forecast aircraft and passenger volumes to ensure the sustainability of this important service.

Different sectors have different transport needs.

The forestry sector, as one of Tairāwhiti’s biggest earners of regional GDP, needs to get its “wall of wood” to port for export directly to overseas markets. Currently this export product goes to Eastland Port via road so roads are crucial to the region’s economy.

Forestry and related activities generate direct revenue of $234m into the local economy.¹⁵ The multiplier of 2.7 suggest this has a regional impact of $631m annually.¹⁶ With projected growth figures, this will increase to $1.5b by 2020.¹⁷ There are transport challenges facing the forestry sector:

- lack of past investment in roads (including bridges and culverts) to cater for the
- significant increase in heavy vehicle movements
- road safety issues of heavy vehicles on the narrow and winding SH35 along the East Coast - up to 70% of logs will come to Port via SH35
• inaccessibility by road to some plantations as they were initially planted for erosion control without planning access for harvesting.

Eastland Port has been progressively improving the capacity of our Port, with $75m spent on enhancements since 2010. There are plans to continue with that level of investment over the next five years to service forestry harvest projections of 3.5m tonnes per annum by 2020.18

There is no large scale container port facility in Tairāwhiti. Much of Tairāwhiti’s primary produce (meat, fruit and vegetables) leaves Tairāwhiti via SH2 either to Napier or Tauranga ports. This produce typically requires efficient and timely shipment to market to meet the high levels of service demanded by domestic and export customers. The additional transport costs of doing business from Tairāwhiti, compared with locations near major ports, is estimated at $40 per metric tonne or around $36m per annum.19 Any improvements to roading that can reduce travel time and costs and eliminate the road closures that occur would benefit exporters. Recent closure of the Waioeka Gorge resulted in millions of dollars in losses and significant increases in transport costs for exporters. Ensuring reliable and safe inter-regional connection is a priority that Tairāwhiti shares with Hawkes Bay and Bay of Plenty.

The biggest issue we face in getting the land transport network that we rely on so heavily is government policy. Local requests for funding through the National Land Transport Programme for SH35 and its connector routes and SH2 will not meet current funding criteria that are centred around vehicles per day. This does not capture the economic importance of land transport for our region. We need the work to be prioritised by central government on the basis that it will have a significant regional economic impact.

Alongside our export agencies, our tourism industry relies on both the intra-regional SH35 route and the inter-regional SH2 route. Safety improvements on these routes will contribute to safer passage for our visitors within and to our region.
Improvements to SH35 and SH2 are shorter term priorities for the region – we need these improvements now. We accept that our isolation creates transport challenges. We will look to find solutions outside of the ‘build more roads’ mentality. We need to map out the projected trends in economic growth – which sectors are growing and where – and identify integrated solutions to understand the full range of options for getting produce to markets. This may include exploring barging operations. But it equally may mean exploring increasing local processing to reduce transport needs of bulk raw materials.

With that said, we also accept that roads will remain a critical part of our overall economic output. The lack of investment in our road network will continue to be costly to our region.

EXTENDING OUR DIGITAL INFRASTRUCTURE AND REACH

At the time of the last Census in 2013 Tairāwhiti had the poorest rates of internet connectivity in the country. Some of this lack of uptake may be due to our low levels of disposable income and affordability of current connection options. However a significant proportion of rural households (on at least average incomes) do not have access to reliable internet and mobile phone connections to support their businesses.

Farm businesses are being pushed to do more and are trying to do it with last century’s technology.

Any business in Tairāwhiti has to have good access to digital infrastructure to overcome the challenges of isolation. We need to connect in real time with customers. We need access to knowledge, best practice and new ideas. We need to be able to share our innovations with the rest of the world. Without connectivity we are unable to achieve our productive potential.

There is increasing interest in cottage industries of all sorts, particularly along the East Coast, and reliable and high-speed broadband is needed to ensure access to knowledge and markets. Reliable and high-speed fibre connections would see the existing Global Connect call centre in Ruatōria employ an additional 20+ FTEs and the potential for similar businesses to establish in the vicinity - we need to continue to build the virtuous cycle.

Improving digital connectivity would involve fast track roll-out of UFB1, RBI1 and approval and fast track roll-out of UFB2, RBI2 and MBSF. The specific actions identified by local stakeholders (such as iwi, farmers, government agencies and businesses) through these processes are:

• provide access to ultra-fast broadband across Gisborne city including Mākaraka
• bolster our current wireless networks by installing more primary towers to more adequately service inland areas and the communities at the top of the East Coast
• earmark $300,000 in central government funding to establish wireless connections and repeater sites to farms, communities and marae on remote sites.

In addition to meeting direct economic goals, improved connectivity will also allow our community to access world class educational opportunities, access better healthcare even in remote locations, share our unique culture and traditions with the world and incite others to come join us in the best place to live work and play.

The region wants to make the most of the sestercentennial events scheduled for October 2019. Access to broadband for tourism purposes is crucial if we are to maximise the promotional opportunity that the event provides us. Visitors want instant ability to share their travels online and if we are unable to provide that, Tairāwhiti becomes an invisible part of their journey.
Our Actions

6.0 Improving our transport connections

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<tr>
<th>TASKS</th>
<th>PARTNERS</th>
<th>TIMEFRAME</th>
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<tbody>
<tr>
<td>6.1 Upgrade SH 35 and its connecting routes for forestry, tourism and economically under-used land in the region</td>
<td>Lead: NZTA Partners: GDC, Tairāwhiti Roads, EWC, AT, TRONPnu</td>
<td>By Dec 2020</td>
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<tr>
<td>6.2 Complete an integrated Tairāwhiti plan to identify transport issues and prioritise solutions that will maximise value to landowners and increase productivity of under-used land in the region</td>
<td>Lead: MBIE Partners: GDC, NZTA, AT, EG, iwi, local business</td>
<td>By Dec 2017</td>
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<tr>
<td>6.3 Upgrade SH2 inter-regional connections from Bay of Plenty through Tairāwhiti down to Hawkes Bay for horticulture and tourism</td>
<td>Lead: NZTA Partners: GDC, Tairāwhiti Roads, agriculture sector, AT</td>
<td>By Jun 2019</td>
<td><img src="image" alt="5%" /></td>
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<tr>
<td>6.4 Improve Port operations in order to better manage the increased log volumes</td>
<td>Lead: EG Partners: GDC, Ngāti Oneone, ECT, iwi</td>
<td>By Dec 2021</td>
<td><img src="image" alt="0%" /></td>
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<tr>
<td>6.5 Undertake a comprehensive feasibility study on transport infrastructure to improve economic returns and sustainability of forestry in the north of the region</td>
<td>Lead: Ngāti Porou Hold Co Partners: EG, MPI, MBIE, NZTA, AT, GDC</td>
<td>By Dec 2017</td>
<td><img src="image" alt="5%" /></td>
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<tr>
<td>6.6 Renovate the airport terminal to accommodate larger flights to and from Wellington and Auckland</td>
<td>Lead: EG Partners: Air NZ, AT, ECT</td>
<td>By Aug 2019</td>
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7.0 Extending our digital infrastructure and reach

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<th>TASKS</th>
<th>PARTNERS</th>
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<tr>
<td>7.1 Accelerate roll out of ultra-fast broadband to all of Gisborne city, as part of UFB1, and approve and prioritise roll out to city fringe areas including Mākara as part of UFB2</td>
<td>Lead: Crown Fibre Partners: AT, GDC, ISPs, EG, MBIE</td>
<td>By Dec 2019</td>
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<tr>
<td>7.2 Accelerate roll-out of reliable wireless broadband of at least 5mb/sec up and down load speeds to rural schools and townsships as part of RBI1, and extend the same coverage to remaining rural areas (including health facilities and farms) as part of RBI2</td>
<td>Lead: Crown Fibre Partners: AT, GDC, ISPs, TRONPnu, iwi, Fed Farmers, EG, MBIE</td>
<td>By Jun 2019</td>
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<tr>
<td>7.3 Expansion of mobile phone coverage to blackspots</td>
<td>Lead: Crown Fibre Partners: AT, iwi, GDC, ISPs, EG, MBIE, NZTA</td>
<td>By Jun 2019</td>
<td><img src="image" alt="5%" /></td>
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If we do all of this, within five years Tairāwhiti will benefit from:

- Reduced costs to business
- Increased business efficiency
- Improved ability to attract talent
- New digital sector
- Promotion for our place
- Access to networks and ideas
Building our capacity to support business

**OPPORTUNITY:**
Tairāwhiti has a strong competitive advantage in costs of doing business in some areas (land, water, development and labour). There are opportunities to reduce further the costs of doing business and encourage business growth, particularly in building labour capability, streamlining regulations and offering business support.

**GOAL:**
Become the most business-friendly rural region in New Zealand

As a region, we have to have our house in order so that we have an authentic and real offering for businesses and capital investors. All players in Tairāwhiti economic development need to be focused on working together to proactively stimulate economic growth. This may mean changes for individual agencies in how we do things.

Tairāwhiti needs to be a region where our businesses can sustainably and competitively deliver their products and services to markets across the globe. This means reducing further the costs of doing business in Tairāwhiti and creating the right conditions for industry and business to thrive.

Important enabling ingredients for businesses are:
- regulations and policies that are simple, easy to navigate and don’t have an unnecessary impact on a business’s bottom line
- urban and virtual infrastructure that’s world-class and highly efficient, making it easier and faster to conduct business and connect globally with customers, suppliers and knowledge
- supporting an environment for innovative ideas, people and business
- attracting and retaining skilled and efficient staff to want to live and work in Tairāwhiti
- timely access to capital and technology to grow ideas and develop products
- matching investment proactively
- skilled and ‘ideas’ people, created through education and training alongside research-business partnerships that generate and showcase knowledge
- a vibrant culture, events, built environment and urban amenities that make Tairāwhiti a desirable place to live, work, visit and invest.

We will continue to look at ways to reduce costs of doing business in Tairāwhiti to incentivise businesses to choose our region.
particular focus will be on ensuring businesses are able to meet their labour needs in the short and long term. We will look to:

- create pathways and opportunities for talent from education to further training and employment
- ensure clear vocational pathways are available so people progress, through training, into long-term employment
- attract and recruit talent into Tairāwhiti
- improve training opportunities to meet skill needs.

Businesses often identify growth and expansion opportunities however lack the capital to take advantage of the opportunities. We will develop a more effective way of matching business growth opportunities with the capital and expertise needed to realise them. The benefit is in the additional jobs that would be created as a result.

There is significant potential for Māori economic development in Tairāwhiti. Māori have natural resources and people. We want to see support systems established to enable that potential to be tapped either through training people or accessing capital. An intended outcome is that Māori have full opportunities to achieve their potential in the regional economy in sectors that matter to Māori. It is crucial that Māori are able to be self-determining about the direction and priorities for economic development. Involvement in regional economic governance and management are important parts of this.

Our Actions

If we do all of this, within five years Tairāwhiti will benefit from:

- Reduced costs to business
- Increased business efficiency
- New capital investment

8.0 Growing our people

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<tr>
<td>8.1 Complete and oversee the delivery of a Workforce Development Plan to identify the potential labour skill capacity and capability of Tairāwhiti and working with industry and employers to meet their short and long term workforce and skill needs</td>
<td>Lead: AT Partners: industry</td>
<td>By Dec 2017</td>
<td>30</td>
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<tr>
<td>8.2 Implement a regional youth employment strategy with ways to enable young people to meet their potential including: • training in entrepreneurial and leadership skills • support programmes for pathways into professions • school leaver tracking and mentoring support • a virtual hub to access youth resources, share stories, celebrate success and stay connected</td>
<td>Lead: AT, MSD Partners: local business, iwi, Manaaki Tairāwhiti, education, Careers NZ, police, defence, Akina, ChoC, TPK, Todd Foundation, TRONPnui, Youth Council</td>
<td>By Dec 2017</td>
<td>30</td>
</tr>
<tr>
<td>8.3 Deliver training in lifelong employability skills including: • License to Work programme • pre-employment assessment (drug ed and rehab) • driver license mentor training • ensuring cultural competencies is part of local training</td>
<td>Lead: MSD, various Partners: AT, iwi, EIT, TPK, employers, education, First Choice ChoC, volunteer orgs, Todd Foundation</td>
<td>By Jun 2019</td>
<td>10</td>
</tr>
<tr>
<td>8.4 Support regional trade training, including the Māori-Pasifika Trade Training Programme, to: • increase employer participation • improve pastoral care to increase achievement</td>
<td>Lead: ITOs Partners: TEC, education, employers</td>
<td>Ongoing</td>
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<td>TASKS</td>
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<tr>
<td>8.5 Work with employers in key industries (forestry, horticulture, tourism, engineering and transport and trucking) to meet labour needs where they: • identify job growth over next 5 years • need labour matching or have skill shortages • have an ageing workforce • want to implant employment education initiatives • want to attract talent to fill highly-skilled vacancies</td>
<td>Lead: Industry orgs Partners: MSD, AT, employers, EWC, Competenz, education</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
| 8.6 Strengthen partnerships between industry, employers, education and youth through programmes such as Job FEST Summer Job Search to facilitate movement between education and employment | Lead: AT Partners: industry, ChoC, employer, MSD, IRD, education, Careers NZ | By Feb 2018 | 20%
| 8.7 Build the capacity of Māori to deliver cultural tourism offerings by providing local specialist training and support | Lead: TPK Partners: education, MSD, AT | Ongoing |  |
| 8.8 Deliver a programme to grow Māori contracting businesses to compete successfully in tendering for infrastructure and services contracts | Lead: TPK Partners: Iwi, KHO, GDC, MSD | Ongoing |  |
| 8.9 Deliver ICT programmes that enable Māori to participate in ICT as coders, entrepreneurs, students and business people | Lead: TPK Partners: Iwi, KHO | Ongoing |  |

**9.0 Becoming a business-friendly region**

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<th>TASKS</th>
<th>PARTNERS</th>
<th>TIMEFRAME</th>
<th>PROGRESS IN %</th>
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</table>
| 9.1 Review Council policy on financial incentives for economic development | Lead: GDC Partners: AT, iwi, ChoC, local business | By Jul 2018 | 0%
| 9.2 Develop systems, processes and information to improve engagement with business customers thinking of investing in Tairāwhiti | Lead: AT Partners: ChoC, local businesses | By Feb 2018 | 25%
| 9.3 Streamline regulatory framework including planning regulations and building and resource consent | Lead: GDC Partners: AT, iwi, ChoC, local business | Ongoing |  |
| 9.4 Grow Callaghan and NZTE grants to Tairāwhiti | Lead: AT Partners: Callaghan, NZTE | Ongoing |  |
| 9.5 Work together with iwi to establish co-governance arrangements for economic development that are best for region | Lead: AT, iwi, ECT, GDC Partners: KHO, MBIE, TPK | By Jul 2017 | 5%
| 9.6 Provide funds for: • seed capital to support emerging business needs for feasibility • technical advice and assistance to support Māori sector development in priority areas | Lead: AT, ECT, iwi Partners: private investors, KHO, TPK | Ongoing |  |
| 9.7 Establish a business hub to serve all business needs across Tairāwhiti including: • a one-stop shop for business information and support • a digital innovation hub to integrate ICT into all businesses and to increase participation in the ICT sector, particularly Māori | Lead: AT Partners: TPK, ECT, local business | By Dec 2017 | 30%
| 9.8 Develop business plans to increase Māori participation in key sectors (tourism, apiculture, ICT, agriculture, and horticulture) as co-designers, co-investors and co-owners | Lead: AT, iwi Partners: KHO, MBIE, TPK | Ongoing |  |
Tairāwhiti: How will we work together?

He Huarahi Hei Whai Oranga will be owned and led by Tairāwhiti.

The lead organisation for each action will be responsible for implementing each action in the plan in partnership with the stakeholders identified in the document. A governance group will oversee the implementation of the action plan at a high level and will ensure that the actions are delivered for the region.

It is essential that the governance group represents: iwi, business, local and central government. It will also be important to remain flexible. The governance group is open to changing structure in order to ensure that they can work in the most efficient and effective way as the plan develops. As long as all relevant stakeholders continue to be represented.

Activate Tairāwhiti will play a central role in administering and implementing He Huarahi Hei Whai Oranga and supporting the governance group in driving action. They will lead many of the actions and will partner with other stakeholders who are leading other actions.

He Huarahi Hei Whai Oranga is a living document and as actions are complete new actions will be brought into it. The governance group will, in consultation with regional stakeholders, decide what actions are brought into the action plan for delivery.

This is an opportunity for the region to work together for the benefit of all. We as the governance group are very excited about the opportunities in this plan and we will work hard to ensure that we deliver outcomes that will benefit the Tairāwhiti region and make it an even better place to live and work.
TARAWHITI ECONOMIC ACTION PLAN
He HuaraHi Hei Whai Oranga

30
Tairāwhiti: Where are we now?

COMMUNITY

We have a strong identity and sense of place.

Our strength of community means that people are closely connected. We know each other so social and business connections are easy. We enjoy an outdoor lifestyle that a great climate and accessible natural assets offer. We have the highest rate of recreation parks per capita in NZ and there are three surf breaks of national significance within a five minute drive of Gisborne city centre.

OUR PEOPLE TELL US GISBORNE IS IMPROVING AS A QUALITY PLACE TO LIVE¹

“People in Gisborne were revealed as the New Zealanders most likely to connect with others regularly, appreciate their surroundings, exercise regularly, and rank themselves towards the top of society. They also rated highly for feeling close to people in their local area. All these factors had a strong correlation with wellbeing.”
CULTURE

Iwi are committed in perpetuity to Tairāwhiti and provide regional stability and are aspirational.

Māori make up 46% of the population in Tairāwhiti. We have worked hard to ensure our Māori roots remain strong and an essential part of the Tairāwhiti story. We have strong connections to place, to Te Reo Māori (Māori language), to marae and to tikanga Māori (Māori protocols and customs).

LIVING STANDARDS

Life expectancy is below NZ average.

- Male (Māori) 70.4 years
- Female (Māori) 74.8 years
- Male (non Māori) 76.2 years
- Female (non Māori) 80.4 years

New Zealand 81 years

Tairāwhiti is underperforming on most measures of living standards relative to the rest of NZ.

Mean and median household incomes are among the lowest in the country. This is partly due to having the youngest population in NZ (25% under 14).

- $69,990 Tairāwhiti
- $89,000 New Zealand

73.6% 78.6%

Tairāwhiti Māori have the most to gain from economic transformation:
- life expectancy rates at least 4 years less than Tairāwhiti non-Māori and up to 10 years less than the NZ average
- 16.1% of Māori in Tairāwhiti are unemployed
- average weekly income is $158 less than Tairāwhiti non-Māori.
Social and health statistics like this have meant a much higher than national average government spend on social welfare and security, health and education.

Tairāwhiti has a generally dry and temperate climate, with much higher than average sunshine hours (2,200hrs pa). When combined with reasonable rainfall and some of the most fertile soils in NZ, we have the ideal natural conditions for primary production.

We have surplus land available for commercial and light industrial activities along SH35 not five minutes from Gisborne city and Eastland Port. We are very competitive in terms of the costs of business such as land, water rates and development contributions.
## List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>AT</td>
<td>Activate Tairāwhiti - the regional economic development agency</td>
</tr>
<tr>
<td>Callaghan</td>
<td>Callaghan Innovation</td>
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<tr>
<td>ChoC</td>
<td>Gisborne Chamber of Commerce</td>
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<td>DoC</td>
<td>Department of Conservation</td>
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<tr>
<td>ECT</td>
<td>Eastland Community Trust</td>
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<tr>
<td>EG</td>
<td>Eastland Group – key provider of electricity infrastructure and the port and airport</td>
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<tr>
<td>Fed Farmers</td>
<td>Federated Farmers</td>
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<tr>
<td>GDC</td>
<td>Gisborne District Council</td>
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<tr>
<td>HortNZ</td>
<td>Horticulture New Zealand</td>
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<tr>
<td>ISPs</td>
<td>Internet Service Providers such as Spark and Vodafone</td>
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<td>KHO</td>
<td>Kimihia He Oranga – the group developing the Tairāwhiti Māori Economic Development Report</td>
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<tr>
<td>MfE</td>
<td>Ministry for the Environment</td>
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<td>MPI</td>
<td>Ministry for Primary industry</td>
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<tr>
<td>MBIE</td>
<td>Ministry of Business Innovation and Employment</td>
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<td>MBSF</td>
<td>Government’s Mobile Black Spot Fund to improve mobile connectivity</td>
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<td>MCH</td>
<td>Ministry of Culture and Heritage</td>
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<td>MoT</td>
<td>Ministry of Transport</td>
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<td>MSD</td>
<td>Ministry of Social Development</td>
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<tr>
<td>NZTE</td>
<td>New Zealand Trade and Enterprise</td>
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<tr>
<td>NZTA</td>
<td>New Zealand Transport Agency</td>
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<tr>
<td>Ngāti Porou Hold Co</td>
<td>Asset holding company of Te Rūnanganui o Ngāti Porou</td>
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<td>Ngāti Porou Miere</td>
<td>Mānuka honey business arm of Te Rūnanganui o Ngāti Porou</td>
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<tr>
<td>RBI1 and RBI2</td>
<td>Government’s programme to roll out broadband to rural areas – stages 1 and 2</td>
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<tr>
<td>RIT</td>
<td>Rongowhakaata Iwi Trust</td>
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<tr>
<td>TPK</td>
<td>Te Puni Kākiri</td>
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<tr>
<td>TRONPnui</td>
<td>Te Rūnanganui o Ngāti Porou</td>
</tr>
<tr>
<td>UFB1 and UFB2</td>
<td>Government’s programme to roll out ultra fast broadband – stages 1 and 2</td>
</tr>
<tr>
<td>WET Gisborne Limited</td>
<td>Wood processing and engineering firm</td>
</tr>
</tbody>
</table>
Endnotes

1  Gisborne District Council Annual Resident Satisfaction Survey
2  Regional Government Expenditure: Estimates of Core Crown Spending by Region
3  Calculated as average inner city land value using Gisborne District Council land value database
4  New Auckland Valuation Maps
5  Your Rates What You Need to Know
6  Watercare Non-domestic water, wastewater and other charges
   https://www.watercare.co.nz/common-content/billing-and-payment/non-domestic-charges/Pages/
   non-domestic-charges.aspx
7  Gisborne District Council Development Contributions Review 2015
8  Cabinet Paper Development Contributions
   Development-contributions-Cabinet-paper.pdf
9  Regional Investment: Gisborne
10 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
11 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
12 A Case For Investment in Roading Infrastructure in the Tairāwhiti Region (March 2014)
13 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
14 Huge Potential in Mānuka Honey
15 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
16 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
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17 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
18 Economic Impact Assessment of the Forestry Industry in the Gisborne-Tairāwhiti Region
    http://eastlandwood.co.nz/reports-and-submissions/
19 East Coast Economic Potential Study
    http://www.mbie.govt.nz/info-services/sectors-industries/regions-cities/regional-growth-
    programme/east-coast