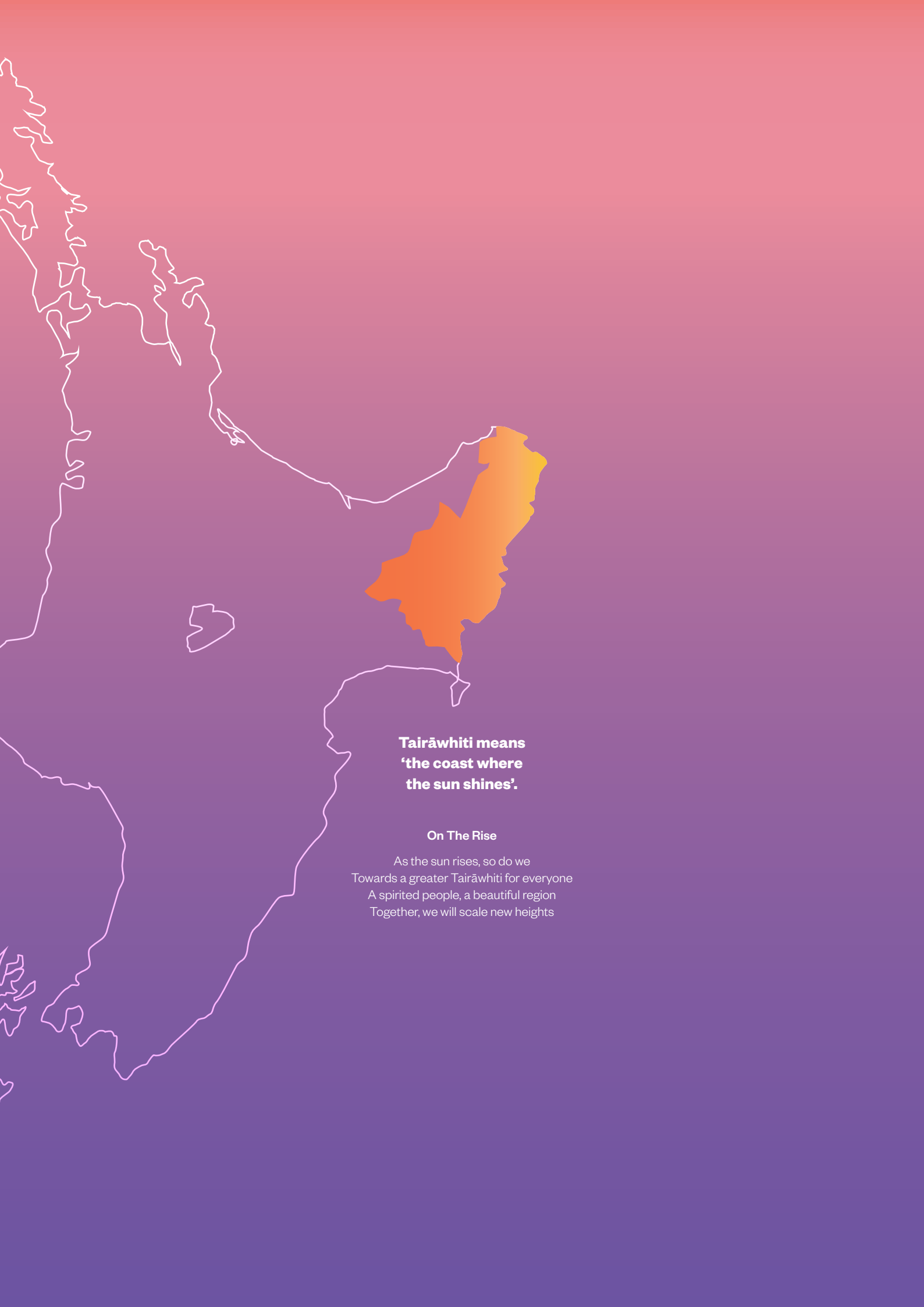




Paikea Ariki e Whanake nei
On the Rise



**Tairāwhiti means
‘the coast where
the sun shines’.**

On The Rise

As the sun rises, so do we
Towards a greater Tairāwhiti for everyone
A spirited people, a beautiful region
Together, we will scale new heights

Tēna rā e hika te wai o te hoe ka āta rehua

E tata te kai kapea atu te roa o te moana

E tata te kai kapea atu te roa o te whenua

Kia tangihia nga mate te kai pūkahu, hoatu
haere, rokohangatia atu ngā mātua tipuna kei
te po e tangi ana te ūmere.

Kei mahue ake tētahi ki waho, nei rā te mihi a
Horouta Wananga, Horouta Whanaunga.

Te Kaunihera a Rohe, nga rōpu whai pūtea
Trust Tairāwhiti me ētahi atu, nga Kamupene,
Pakihi, Umanga, ngā tari Kawanatanga e whai
wāhi ana ki te kaupapa o te Ohanga tēna tatou
e takatu nei, e whitiki nei, kia tika hawerewere,
kei rere parorirori, kia rite ai nga nama.

Na,

Nga Kaihautu o nga Iwi o Te Tairāwhiti.

A PEPA NEI PLAN ON A PAGE

ANEI TE WHAKAMAORITANGA O TE 2020 VISION TO 2022

Hihiritia te Ra, he ao hou e tiaho iho nei

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

E WHA NGA POU FOUR KEY POU



Whakatipu tahi – he tuari haere i nga hua ki nga takiwa horapa noa i te rohe.

An Inclusive economy - sharing the benefits of economic prosperity across communities in the region.



He tohu / he whakanui / he whakaū i nga kaupapa i runga i te mana o te ahurea motuhake o tēnei takiwa.

Celebrating and capitalising on our cultural distinctiveness.



He tiaki, he whakapakari i te taiao - kaitiakitanga.

Kaitiakitanga - protecting and enhancing our environment.



Te tika me te pono o te mahi tahi ki ngā Iwi.

Effective and meaningful collaboration and partnerships with Iwi.

NGĀ TAUMATA RAU MEASURES OF SUCCESS

TEAP Measure	Results To Date
20% increase in GDP	<ul style="list-style-type: none"> Nominal (current dollar terms) GDP has increased by 10.2% since 2017. Real (inflation adjusted) GDP has been 5.5% since 2017.
\$68.8m in Capital Investment	Total PGF investment in the region to date is \$220m.
1260 new jobs	<ul style="list-style-type: none"> 134 jobs have been filled through TEAP projects. 600 new jobs are available in-region.
250 people off benefits and into permanent employment	63 people off benefits to date from direct TEAP action delivery.
25% increase in processing and value-added production	Contributing TEAP actions: <ul style="list-style-type: none"> Reactivation of the ex-Prime sawmill site. New: Increase in horticulture production. New: medicinal cannabis facilities. New: Manuka honey extraction facilities.
New TEAP Measure	
Annual average growth in labour productivity	
Percentage of jobs created linked to TEAP actions above the living wage	
Percentage of jobs linked to TEAP actions above the national average wage	
Level of NEE Ts in region at or below the national average	
GHG Emissions for the region	

NGA MAHI ACTIONS

The nine theme action areas are;

- 1.0 Realising the value of our forestry assets
- 2.0 Driving sustainable value-added horticultural production
- 3.0 Unlocking the potential of Whenua Māori
- 4.0 Growing our tourism sector
- 5.0 Improving our transport connections
- 6.0 Maximising tech opportunities in the region
- 7.0 Growing our people
- 8.0 Becoming a business enabled region
- 9.0 Future-proofing our prosperity



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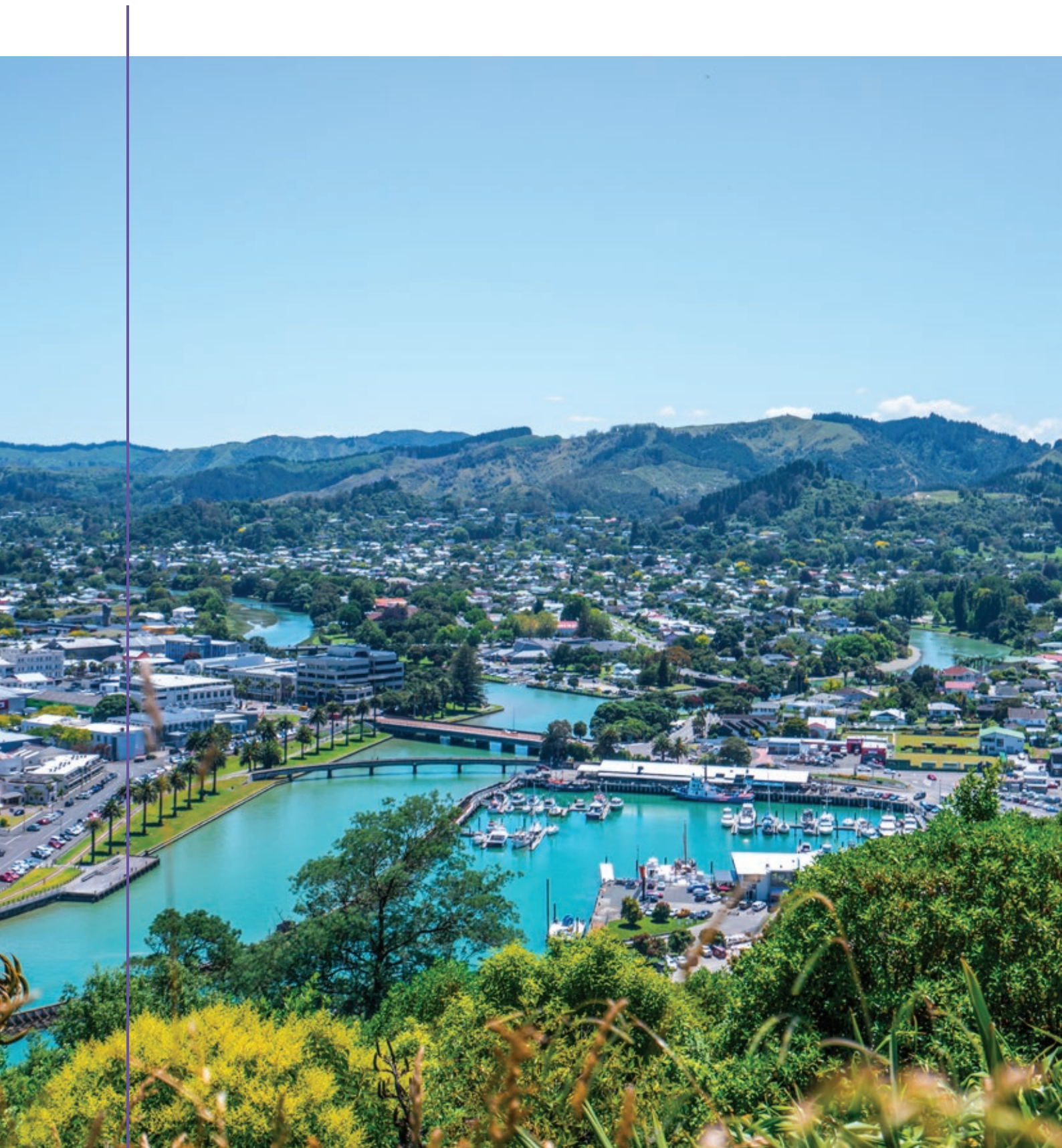
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HE WHAKATUWHERA INTRODUCTION



He rau mahau, he rau maku ka ea nga wawata

Koinei te "Huarahi whai oranga" 2019. Kua whakahaungia kia rite ai mo te wā, mō apopo kia pai ai te puta o ngā hua ki Te Tairāwhiti ki Turanga.

Ka whakatakototia ngā kaupapa matua mō ngā rima tau kei mua i te aroaro, ka whakatōputia nga whakaaro matua o te rautaki 2017 "He Huarahi whai Oranga", me te ripoata "Kimihia he Oranga".

Ka whakātuhia te aronga ki te mahi tahi a Te Tairāwhiti ki te whakatipu hua (Economic development), he tohu i te wāriu me nga koha a ngā lwi o konei, te Kaunihera, ngā pakihī, ngā rōpu tuku Pūtea me te Kawanatanga.

He nui nga mahi kua whakatutukihia mai i te wā i mana te Rautaki tuatahi i te Pepuere 2017.

Kua tutuki te 16 o nga 54 kaupapa i whakaritea, ko te nuinga noa atu kua timata kē.

He nui te koha a "He Huarahi Whai Oranga" ki te oranga me te maia o te rohe nei.

Ko te hiahia inaianei he whakapakari ake i runga i nga hua i puta i nga tau e rua kua hipa, he whakangao ki roto i ngā ahuatanga whakatipu hua, he whakawhanui ake i nga ahuatanga ki ngā tāngata me ngā pakihī ka koha, ka hua hoki i te "He Huarahi Whai Oranga".

Ahako ko etahi o ngā aronga o tēnei he motuhake mo nga mahi ahū-whenua me nga mahi turuhi, ara noa atu etahi ka horapa noa. Ki te rarangahia ka hua mai he oranga.

He tangata te mea nui, ma te mahi tahi ka hua. Ahako he rereke a tatou whakaaro he kotahi i roto i nga whakapapa.

Na kona hoki i tohu te whakatinatanga o te mahere nei. Ma te matauranga, te hauora me nga hanganga e ora ai tatou.

He whakatipu kaha te mahi, he whakatipu kaha i te ahurea, i te Taiao hoki.

He matomato te tipu o nga hua i te rohe nei, ka kitea hoki he kaha i roto i ngā whakahekeheke a o tatou whakapapa maha.

Nā te pukumahi, nā te pupuru kua kitea he hoa haere.

Ko te Pūtea whanake a Rohe a te Kawanatanga. Kua whakangaohia he pūtea ki roto i nga mea pēnei i ngā hanganga a rohe, nga hononga a rohe, nga kaupapa whakapakari, whakangungu tāngata me te whakamahi whenua. E puawai ai te tangata, e kitea ai he orange tonutanga mo te rohe.

Ko te whainga i tetimatanga o TEAP he waihanga tūnga mahi. I tēnei wā tonu tōna 600 nga tūnga mahi, 134 kua whakakīia no te whakamaunutanga o te kaupapa nei. Tetahi whainga matua a TEAP he tautoko i nga wāhi mahi ki whai tūnga mahi ngā tāngata no konei ake.

Kua tuhia i kōnei te whakatōputanga o nga wawata a nga lwi o Te Tairāwhiti:

- Whakatipu tahi – he tuari haere i nga hua ki nga takiwa horapa noa i te rohe.
- He tohu/ he whakanui / he whakaū i nga kaupapa i runga i te mana o te ahurea motuhake o tēnei takiwa.
- He tiaki, he whakapakari i te taiao - kaitiakitanga.
- Te tika me te pono o te mahi tahi ki ngā lwi.

Kua tohua hoki e te mahere te aronga ki te Ahu-a-Rangi, e tautoko ana hoki te TEAP i nga kaupapa tiaki Taiao. I runga i te whakaiti i te tukunga i nga para ma te whakamahi tika i nga rawa.

He nui hoki te aronga ki nga umanga me ngā pākīhi o Te Tairāwhiti. Kia pakari kē atu nga ahuatanga katoa e hua pai ai ratou. He whakatipu i te wāriu o nga hua ka puta i a ratou, he whakarite hoki i etahi umanga, pākīhi hou.

E ora ana tēnei tuhinga i a tatou, ka whai wāhi hoki tatou ki te whai whakaaro mai ki nga kaupapa o roto.

Ko te whakatōputanga o nga mahere nei ka rau atu ki roto i te TEAP, me nga whakahaere o te TEAP.

Ko tā te TEAP he whakatinana i nga kaupapa – nga mea mo tēi wā tonu, ko te nuinga he pānga ki te oranga o te rohe nei.

E akiaki ana matou i ahuatanga o te mahi tahi ahako ko wai.

2019 Tairāwhiti Economic Action Plan (TEAP)

This is our 2019 Tairāwhiti Economic Action Plan (TEAP), refreshed to ensure it is relevant, future focused and delivers the best outcomes for Tairāwhiti. It sets out priorities for the next three years and synthesises the 2017 TEAP (He Huarahi Whai Oranga) and the Tairāwhiti Māori Economic Development Report (Kimihiā He Oranga) into one document. This reflects the collective approach that Tairāwhiti has taken to economic development, recognising the value and contributions of local iwi, local council, local businesses, local providers and government.

We've achieved a lot since our first Plan was adopted in February 2017. 16 of the original 54 actions have been completed and the majority of remaining actions are well underway. The TEAP has already made a significant contribution to improving the region's prosperity and confidence. We now look to build on the gains of the past two years, invest in future-proofing regional economic infrastructure and broadening the base of Tairāwhiti people and businesses that contribute to and benefit from the TEAP.

While some priorities are sector specific, such as agriculture and tourism, others are aimed at enabling and stimulating growth across the board. These actions, woven together, create a strong foundation for inclusive economic prosperity and wellbeing.

Our greatest asset is our people and our point of difference is our ability to work together. We are a cohesive community made up of independent thinking people, shaped by our easterly location, physical isolation and first encounter narratives. The actions in the Plan are locally-owned and driven. We desire high quality educational opportunities and health services that will support our young people to realise their potential and require infrastructure and facilities to sustain community productivity and wellbeing. This is what drives our regional economic efforts.

We have come together to capitalise on what we have. We are blessed with many cultural and natural assets. Our fertile soils and warm climate provide the prerequisites for a booming agricultural and horticultural sector. Our rich bi-cultural and historical heritage is a source of abiding strength for our community and provides us with a unique foundation to our contribution to modern New Zealand.

Our hard work and persistence culminated in a suite of transformational actions that has attracted the support of key partners. The central government's Provincial Growth Fund (PGF) has recognised the opportunities we have identified in the Plan, resulting in significant co-investment in enabling infrastructure: roading and digital connectivity; skills and training pathways; and specific development opportunities: unlocking the potential of Whenua Māori; Wood Processing Cluster Centre of Excellence; Matai Medical Research Institute; Aotearoa Social Enterprise Trust; Riverland Fruit Company Ltd to name a few. These investments have been focused on realising the potential of our people, leveraging local leadership and converting opportunities into lasting benefits for the region.

The early focus of the TEAP was the creation of new jobs. To date, up to 600 jobs are currently available and 134 have been filled since the Plan was launched. A primary focus of this TEAP refresh is to support employers to fill these jobs with local talent and to assist our talent to access and optimise the employment opportunities created.

The aspirations and priorities of Tairāwhiti Iwi are included in this document. This is reflected in many of the new actions in the TEAP and through a greater emphasis on:

- An Inclusive economy - sharing the benefits of economic prosperity across communities in the region.
- Celebrating and capitalising on our cultural distinctiveness.
- Kaitiakitanga - protecting and enhancing our environment.
- Effective and meaningful collaboration and partnerships with Iwi.

The Plan recognises the need to mitigate the impacts of climate change. The TEAP supports moving towards a low carbon emission, circular economy, where we capture more value from resources and create a more sustainable and resilient economy. It is less about 'take, make and waste' and more about maximising the benefit of all resources through the introduction of initiatives such as 'waste to energy' and 'waste to resource'.

Mātai
MEDICAL IMAGING
RESEARCH & INNOVATION
TAIRĀWHITI | GISBORNE | NEW ZEALAND

Samantha Holdsworth
Research Director, Mātai
Gisborne | Tairāwhiti
Department of Anatomy and
Imaging & Centre for Brain R
University of Auckland



The emphasis remains in helping businesses to thrive in Tairāwhiti. By creating the optimal conditions for investment, existing businesses can expand, and new businesses will receive the start-up support they require to flourish and grow. There is significant emphasis on higher value production from our traditional sectors, alongside the need to support the development of new and emerging sectors.

This is a 'live document'. The TEAP Steering Group welcomes the opportunity to both contribute to, and respond to the direction provided by other related programmes of work, including:

- The regional wellbeing framework being developed by Trust Tairāwhiti.
- Gisborne District Council's 30-year Spatial Plan.

- The social development agenda led by Manaaki Tairāwhiti.
- Tairāwhiti Iwi development plans.

All of these plans and processes will influence future priorities and actions for inclusion in the TEAP and contribute to an inclusive and integrated Tairāwhiti development agenda.

The TEAP is about getting on with the mahi – the things that need to happen now - many of which have major impacts on the region's long-term economic prosperity.

We welcome the ongoing collaboration with each other, central government and the private sector and are excited at working together to transform our place.

Kia mahi ngatahi tatau katoa.



TE WHAKAOHANGA TAIRĀWHITI ECONOMIC ACTION PLAN STEERING GROUP



TAIRĀWHITI HE AHA TE ANGITU? TAIRĀWHITI: WHAT WILL SUCCESS LOOK LIKE?

Kei te tika te haere o te waka e ū ai tatou ki uta. Kua whakangaotia e Te Pūtea Whanake a Rohe he moni ki nga kaupapa o te Rohe. Ahakoa ko tetahi whainga he waihanga tūnga mahi, ko te mea matua kia hau atu ngā tāngata o kōnei ki ēra mahi. E kitea ana i etahi tataunga kei waenganui i te 400-600 nga tūnga mahi e watea ana i tenei wā tonu. E hangai ana hoki te whakapae he 1800 nga tūnga mahi ka puta mai i roto o te 5 tau.

We're on track to meet our key success measures. The Provincial Growth Fund (PGF) has provided the opportunity for significant capital investment in the region. While job creation in the region remains a priority for the TEAP, substantial emphasis in this refresh is on supporting local people into jobs that are already available. A recent survey of 39 employers in the region has indicated there are 400-600 jobs currently available. The study aligns with the 2016 Labour-Market report that projected 1800 new jobs over five years.

TEAP Measure	Progress Update	Comments
20% increase in GDP	On track	Nominal (current dollar terms) GDP has increased by 10.2% since 2017. Real (inflation adjusted) GDP has been 5.5% since 2017.
\$68.8m in Capital Investment	Will significantly exceed	Total PGF investment in the region to date is \$229m.
1260 new jobs	On track	134 jobs have been filled through TEAP projects. 600 new jobs are available in-region.
250 people off benefits and into permanent employment	On track	63 people off benefits to date from direct TEAP action delivery.
25% increase in processing and value-added production	On track	Contributing TEAP actions: <ul style="list-style-type: none"> • Reactivation of the ex-Prime sawmill site. • New: increase in horticulture production. • New: medicinal cannabis facilities. • New: Mānuka honey extraction facilities.



INEINE TE KURA

Te āta kitea ngā ahuatanga o te GDP hei ine i te pai o te oranga o te rohe nei. Kua kore hoki te GD e aro ki nga mea pēnei i te hauora, me ngā pēhitanga ki runga i te tangata.

Kua apititia atu etahi atu momo ahuatanga ine ki te GDP.

E pai ake te whakaahua i nga ahuatanga o tēnei mahere, me ōna painga mo te rohe.

E anga ana matou ki te tini, me te wāriu nui. Kia kitea he oranga tangata i roto i ēnei mahi. E taea ai e tatou te kite i nga painga o te whakamahi tika i nga rawa, me te whakaiti i te tukunga para.

ADDITIONAL MEASURES OF SUCCESS – ‘BEYOND GDP’

In this document there is less focus on GDP as a primary measure of economic success or prosperity for the region. The limitations of GDP are well documented. For example, GDP can increase during times of human hardship such as wars and after natural disasters and it does not take account for health, social or environmental impact, inequality or sustainability.

While we’ve retained GDP as a measure, we’ve added five new success measures, of which two are under development. These measures will provide a more vibrant picture of how this Action Plan contributes to regional prosperity and wellbeing. We want to transition towards higher productivity and higher value production levels and create opportunities for our local communities to access sustainable and well-paid jobs. We also need to track our progress towards a more circular and lower emissions economy.

New TEAP Measure		Target
Annual average growth in labour productivity	New	Under development
Percentage of jobs created linked to TEAP actions above the living wage	New	30% or more
Percentage of jobs linked to TEAP actions above the national average wage.	New	20% or more
Level of NEETs in region at or below the national average	New	National percentage is 10% Tairāwhiti percentage is 20%
Green house gas emissions for the region	New	Under development. A regional emissions profile for the region is being prepared to inform this measure.

TAIRĀWHITI: MĀ TE AHA KA Ū? HOW DO WE GET THERE?

Me toka tū moana.

Tini nga hua-maha, nga hua-rahi na noa e whakaata mai nei i te Tairāwhiti 2022. Ma He Huarahi Whai Oranga e tohu me pehea te whakatutuki.

A strong economy means resilience to a changing global marketplace. It translates to more jobs and more money in more people's pockets, allowing our people, whānau and communities to afford better health, education and quality of life.

Our Vision for 2022 is that Tairāwhiti will harness our natural and human resources to create transformational change. He Huarahi Whai Oranga is about how we will work together to achieve this. Targeted action in key areas will realise this vision.

TE WHAKATINANATANGA I NGA WAHANGA

Ka kitea te pakari, ka ketuketuhia te ngoikore i roto i etahi wahanga:

- He whakanui i te wāriu o a tatou hua matua.
- He whakatairanga i nga ahuatanga pai o te rohe.
- He tautoko i te tipu o nga ahuatanga hangarau.

SECTOR ACTIONS

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

- Tapping our potential in the primary production sector, mainly through value-added production.
- Promoting our region as a place to visit and enjoy great lifestyle opportunities.
- Supporting our growing technology sector.

TE WHAKAPUPURUTANGA

He aro ki etahi o nga wero ki te ohanga a Rohe. He turaki taiapa te mahi:

- He tuhono i te tangata ki te makete ma nga ara-rau.
- He whakatipu kaha ki te tautoko i te whanaketanga o nga pahiki me nga kaupapa whakangao.
- E ora ana te tuhinga He Huarahi Whai Oranga. Ki te tutukitia e tatou etahi o nga mahi, he mahi ano ka ara mai. E rua nga wahanga matua e tohu ana i te aronga mo nga tau e 3 kei mua i te aroaro.
- Hua-kaita – te whakatinana i nga kaupapa he kaita nga hua ka puta.
- Whakapae nui – nga mahi e whakapae nui ana ka tutuki pai.

ENABLING ACTIONS

Our enabling actions address some of the challenges 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 and capital investment.

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

- Transformational capacity – actions with the most significant potential impact have been prioritised.
- Feasibility – actions that have a strong business case and are most likely to succeed have been prioritised.

NGA TAU-ARAI

Ko tēnei wahanga e aro ana ki nga wero, me nga huarahi maha.

Me aro te whakatinanatanga o te mahere nei ki te oranga, ki te pakari me nga hiahia a o tatou hāpori ki nga ahuatanga o te ohanga.

Anei nga wero nui ki te rohe:

- He whakaiti ake i te tukunga o te para.
- Me whakaū i te mahi tahi.
- Nga taumahatanga o nga ahuatanga Whare.
- He whakahoki i te mauri ki roto i nga taone kei te takiwa.

FUTURE-PROOFING ACTIONS

This new section of the Plan recognises our community faces several challenges and opportunities. This Action Plan needs to ensure that our regional economy is sustainable, resilient and addresses the needs of our communities. Along with the other key actions in the Plan, this section responds to the many major challenges facing the region including:

- Transitioning to a low emissions economy based on circular economy principles.
- Championing inclusive business practices.
- Responding to the region's housing pressures.
- Supporting the revitalisation of our smaller towns and rural communities.

Kei nga whakaahua e whai ake nei mahi hei whakatutuki i roto i te 3 tau kei mua i a tatou.

- **Nga mea e hiahia ana**
- **Nga mea me whakatutuki**
- **Nga hoa haere**
- **Te wā**
- **Nga mahi kua oti.**


The Plan tables that follow showcase what will be done to progress regional economic development over the next three years including:

- **The outcomes we are seeking**
- **Specific tasks to be completed**
- **Partners (lead agency and contributing partners)**
- **Timeframes**
- **Progress to date.**



TE WHAKATINANATANGA
SECTOR ACTIONS

Maia-Poroaki
Realising our opportunity



HE WHAKAPAKARI I NGA OHANGA MATUA TAPPING OUR POTENTIAL IN PRIMARY PRODUCTION

NGA HUARAHĪ

He rawe te taiao o te Tairāwhiti mo te whakatipu hua, he nui nga hua ka puta mai i te whakanui i te wāriu o ēnei hua.

NGA MAHI NGAHERE

He pānga nui tā nga mahi ngahere ki te ohanga o te Rohe. 14% o nga rakau ka hokona atu i a Aoteroa i ahu mai i kōnei.

I te wāpu o Turanga kua nui ake te tukunga o nga rakau mai i te 480,000 tana ki te 2.94 miriona tana. Ka rewa ki tona tauamata o te 3.2 miriona tana hei te tau 2020.

He nui noa atu nga hua ka puta ki te ohanga ki te taiao hoki i nga mahi Ngahere ki te aro tatou ki nga tikanga kaitiaki a nga Iwi Māori. Me pai ke atu nga mahi tuhonohono i nga ahutanga Māori me nga mahi a nga Kamupene tope rakau.

WHAKATIPU RAKAU ME TE MIRA

He iti te utu mo nga rakau, heoi he nui te tukunga. Ma te mira i nga rakau i kōnei ka nui kē atu te wāriu, hei apiti atu ki te GDP, ka nui kē atu ngā tūnga mahi. Ko te wāriu o te mira rakau i tēnei wā he \$28.7 miriona i te ine pūtea a Rohe, heoi 4% anake o nga rakau ka topea ka mira i kōnei. E tohu ana nga Umanga Ngahere ka taea pea te 25% o nga rakau te mira i kōnei. Ka piki ake te wāriu ma te 3 -4, tōna \$120 miriona ka tapiritia ki te ine pūtea a Rohe. He 120 atu nga tūnga mahi.

Na te tokoiti o te hunga e mira ana i nga rakau, na te nui o nga mahi tope rakau, he huarahi nui kua puta mai ki te hunga mira rakau. E rua nga mira i te rohe, na te nui o nga mahi tope rakau e mea ana ka taea pea te 4 mira. Na runga i tēnei ahuatangai

hokona e ECT te mira i Matawhero mo te \$7.4 miriona i te tau 2015. E whakapae ana ka taea pea te mira i te 400,000 mita pu-toru rakau ia tau, kia puta te 200,000m pū-toru papa rakay. Ko te wāriu he \$30 miriona ki te ine pūtea a Rohe ia tau.

He nui nga mahi kua whakatutukihia i taua wāhi mai i te wā i mana te TEAP:

Ko te rongoa pea mo nga mahi Ngahere i te Tairāwhiti, he titiro mēna ka taea te whakatū mira ano i Te Tairāwhiti, hei whakamahi i te 200,000 – 600,000 tana rakau ia tau. E tohu ana nga rangahau ka puta he 150 tūnga mahi hou, he \$100 miriona tāra ki roto hoki i nga kaupapa ohanga i te Tairāwhiti.

PIRIONA RAKAU MO TE TAIRĀWHITI, TURANGA

He whakarite kia tini ake nga hua, nga whakamahinga o te whenua hoki, hei tautoko i te ohanga, i te ahurea, i te tangata me te taiao.

Ko te whaingā o te rautaki 1 Piriona Rakau a te

Kawanatanga, kia eke ki te 1 piriona rakau ka whakatōhia mā te tau 2028.

Kei te mahi tahi te Kaunihera me te Manatu Ahu-Matua ki te whakaputa rautaki mo te Tairāwhiti.



OPPORTUNITY

Tairāwhiti has a strong natural advantage in primary production, as exemplified by our world-class sheep and beef farming, currently contributing 10% of our regional GDP. There is significant potential for development through adding value to what we produce.

REALISING THE VALUE OF OUR FORESTRY ASSETS

The forestry industry contributes significantly to the regional economy. There are 156,556ha of radiata pine planted throughout Tairāwhiti, with 14% of New Zealand's log exports sourced here.

Eastland Port exports have grown from 480,000 tonnes to 2.94 million tonnes over 12 years, due to increasing forestry harvests. This harvest is expected to rise to a sustained harvest of 3.2 million tonnes by 2020.¹ Assuming the same economic structure, this growth will create an estimated 630 jobs

in-region, in addition to the current 1,600 forestry sector employees.²

Forestry can provide greater regional economic and environmental benefits if Iwi/Māori potential as sustainability champions are realised through forestry. More work is needed to align industry and Iwi/Māori landowners' aspirations, explore more innovative processing options, and how to realise the broader fiscal and environmental opportunities for Iwi/Māori landowners (in particular), as a lead in to longer-term outcomes in this area.

GROWING WOOD, PROCESSING LOCALLY

Raw logs have low margins, offset by high volumes. Processing logs into timber will increase margins, add to regional GDP and increase job opportunities. Current wood processing is valued at \$27.8m in regional GDP, but only 4% of logs harvested are milled locally.³ The forestry sector indicates that up to 25% of logs could be processed locally, fetching three to four times the value of raw logs - an additional \$120m annually in regional GDP and 120 jobs.

Low local processing, alongside increasing harvests, represent a significant opportunity for national and international wood processors. The region has two sawmills, but the increasing harvest could support up to four.⁴ In response to this, Trust Tairāwhiti purchased the ex-Prime processing plant at Matawhero for \$7.4m in 2015. The Prime Site could potentially process 400,000m³ per annum, producing 200,000m³ of product, with a value of \$30m annually in GDP.

Significant progress has been made on the site since the last TEAP was approved:

- TT sold the former Prime Sawmill to Far East Sawmills in February 2018. Operational by April 2018, it is a central part of the Prime Wood

Processing Cluster Centre of Excellence.

- 51 staff currently employed at the Sawmill.
- TT invested \$5.7m into the \$12m joint venture with WET Gisborne Ltd, turning lower-grade logs into high-value structural lumber. Long term, up to 80 jobs could be created, with 20 jobs created to date.
- July 2019: \$19.5m of PGF funding was committed to the Prime site, following an initial PGF investment of \$500,000, for the first stage of developing further wood processing capacity.
- Investigations are underway into the use of wood waste for energy, both for use on the Prime site and for wider regional benefit.

Te Rūnanganui o Ngāti Porou are looking to progress an East Coast Wood Logistics Solution, investigating wood processing facility options on the East Coast (including transport alternatives), for an estimated 200,000 – 600,000 tonnes annually. Early feasibility work indicates up to 150 new jobs could be created, alongside a \$100m injection annually into the East Coast economy.



BILLION TREES FRAMEWORK FOR TAIRĀWHITI

Facilitating a more diverse range of land uses that support economic, cultural, social and environmental wellbeing would contribute to the region's sustainable economic development.

Central Government's One Billion Trees Programme (1BT) aims to increase the number of trees planted to at least 1 billion by 2028. Funded through the PGF and administered by Te Uru Rākau (Forestry NZ),

part of Ministry for Primary Industries (MPI), 1BT will improve social, environmental and economic outcomes for New Zealand and with our forestry industry, our region stands to benefit directly from this initiative.

GDC has received funding from MPI to develop a Tairāwhiti 1BT Strategy. This will include determining optimal land uses regionwide.



NGA MAHI ACTIONS

1.0 Realising the value of our forestry assets

Tasks	Partners	Timeframe	Status
1.1 Develop and implement an action plan to support Iwi/Māori Forestry aspirations including: <ul style="list-style-type: none"> Supporting landowners to negotiate forestry agreements that align with their economic, social, environmental and cultural aspirations. Supporting Iwi/Māori into progressive tree ownership. Preparing business cases to access Government forestry subsidies. Developing a long-term marketing strategy for Iwi/Māori-owned forest products. Investing in R&D for mitigating environmental risks and on a native forestry economic strategy. Investing in Health & Safety and professional development that supports Māori into forestry leadership roles. 	Lead: TRONPnui and Tāmanuhiri Tūtū Poroporo Trust (TTT) Partners: TT, SCION, Landcare, MPI, GDC, TPK	Action plan complete by Jun 2020	New Action 5%
1.2 Continue reactivating the Prime site into a wood processing cluster including: <ul style="list-style-type: none"> Increasing Far East Sawmill production Another production line for Wood Engineering Technology Securing another downstream value-added business on the site. Completing feasibility for a distributed wood processing model adjacent to remote East Coast forestry resources. 	Lead: TT Partners: Spectrum Group, WGL, Ngāti Porou Holding Co., MPI, MBIE, Ngāti Porou Whānui Forests	Ongoing	Revised Action 50%
1.3 Reconfirm the region's scale of aspiration for wood processing and determine and implement commercial options for the use of wood waste in the region.	Lead: TT Partners: EG, SCION, GDC, Ngāti Porou Forests, Forestry owners	By Dec 2019	New Action 80%
1.4 Develop and implement a Tairāwhiti One Billion Trees Strategy.	Lead: GDC Partners: MPI, Iwi TT, EWC, Rural land owners	By Jun 2021	New Action 5%



AHU-MĀRA

DRIVING SUSTAINABLE VALUE-ADDED HORTICULTURAL PRODUCTION

Ko nga pārae o Turanganui-a-Kiwa tōna 18,000 heketea, ētahi whenua pai mo te whakatipu hua i Aotearoa nei. 4,000 heketea ka ruia ki te wai, ko nga hua ka puta \$160 miriona ki te inepūtea a Rohe, he 1,107 nga tūnga mahi – 10% o te hunga mahi i roto i te rohe o Te Tairāwhiti. Ka hua ano pea te 3,000 heketea ki te ruia ki te wai, ka pai ke atu te tipu o nga hua, ka apititia ano hoki ki te inepūtea a Rohe, ka nui ke atu nga tūnga mahi.

Heoi me pai ake nga whakahaere o te wai i runga i ēnei pārae.

Ko te puna wai o Makauri me te awa o Waiapao ngā wāhi tuku u i te wai ki nga pārae o Turanganui-a-Kiwa, kua kore e taea te tuku, atu i tēra kua whakaritea kētia. Kei te mauheretia te tipu o nga hua i te korenga o te wai. He wāhi nui hoki ki te Ahu-a-Rangī.

He rongoatia tonutia ēnei ahuatanga, he whakaaro whanui, he whakaaro roa hoki ki nga ahuatanga hāwai.



The Poverty Bay flats are 18,000ha of New Zealand's most productive horticulture land, 4,000ha is irrigated, producing \$160m in regional GDP annually, and employing 1,107 people - approximately 10% of the Tairāwhiti workforce. An additional 3,000ha could benefit from irrigation to double the horticulture contribution to regional GDP and jobs.

However, the region needs to improve its water management on the Flats. The Makauri Aquifer, which underlies approximately 2000ha of the most fertile and intensively used land on the flats providing a third of total irrigation water, is declining through overuse.

Next to the Makauri Aquifer, the Waipaoa River is the region's other primary source of

water and is fully allocated with a substantial waiting list. Water demand already exceeds availability and is constraining development of higher-value crops. Climate change raises further concerns, with reduced spring rainfall and river flows and more droughts predicted.

The region is responding to these challenges and is taking a sustainable, long-term approach for providing irrigation water on the Flats through two key actions:

- Managed aquifer recharge of the Makauri Aquifer.
- Reuse of treated wastewater from the city wastewater management system.

HE WHAKAHOKI WAI KI TE PUNA

Kei te whakahaeretia tetahi kaupapa hei whakahoki i te wai ki te puna i ngā wā e pāpuni ana te wai i runga i te whenua.

Nga mahi kua oti i tēnei wā:

- Whakamātau 1 kua tutuki, e mohio ana matou ka taea te whakahoki i te wai o Waipaoa ki roto ki te puna.
- Whakamata 2 kei te haere tonu.

Ma te mana whenua e aromatawai, ma te mahi tahi me nga Kaitiaki o Waipaoa, ma te aro hoki ki te pānga nui ki te ahurea.

Ko nga mahi ahu-māra ka whai pānga ki nga kaupapa whakahoki i te mauri o te puna. Ko nga hua ka puta i te whakamata, e whakapae ana ka hua mai hei te tau 2022.

MANAGED AQUIFER RECHARGE

Challenges in finding an engineered solution, include:

- Ensuring any solution is sustainable without environmental consequences that are equally unpalatable.
- Identifying a development, management and allocation model for any recharge system which protects the community, ecological and cultural values, alongside growers and irrigators.

A current staged trial of managed recharge for the Makauri Aquifer involves injecting surface water during peak flow times, into the aquifer.

Work to date includes:

- Trial Stage 1 completion, confirming the Waipaoa River can successfully inject into the aquifer.
- Trial Stage 2 underway.

The project involves mana whenua monitoring and evaluating frameworks, collaboration with Waipaoa Kaitiaki, and improving cultural impact assessments.

Horticultural intensification is linked strongly to the Managed Aquifer Recharge Trial, projected benefits are trial dependent, ideally starting to manifest in 2022.

HE WHAKAORA ANO I TE WAI-A-PARA

He whakamahi ano i te wai-a-para tetahi aronga nui a ngā Iwi a te Hāpori hoki. Hei tā te Gisborne Chamber of Commerce koianei pea tetahi huarahi mo te rahinga atu o ngā pārae o Turanganui-a-Kiwa

RECYCLED TREATED WASTEWATER FROM THE CITY WASTEWATER MANAGEMENT SYSTEM

Alternative use and disposal (AUD) of treated wastewater from the city treatment plant is a key iwi and community desire. A pre-feasibility study by the Gisborne Chamber of Commerce indicates this could be part of broader water provision options needed for the Poverty Bay Flats.

Water re-use challenges are:

- Willingness of horticultural distributors to consider using high-quality treated wastewater as part of the irrigation mix for permanent horticulture crops.
- Costs associated with the provision and transport of recycled wastewater to users.

NGA MAHI ACTIONS

2.0 Driving sustainable value-added horticultural production

Tasks	Partners	Timeframe	Status
2.1 Complete Stage 2 of the Managed Aquifer Recharge Pilot operation alongside mana whenua.	Lead: GDC Partners: RIT TT HortNZ, MfE, Iwi, MPI MfE, Horticulture sector.	By Dec 2020	Existing Action 40%
2.2 Identify an appropriate system of development and management of a Managed Aquifer Recharge Scheme that incorporates mana whenua and community values.	Lead: TT Partners: GDC Horticulture sector MPI, Iwi, HortNZ, CoC	By Jun 2020	Existing Action 5%
2.3 Build and roll out the managed aquifer recharge project and irrigation system.	Lead: TBC Partner: TT, GDC, MPI, Iwi, Horticulture sector.	By Dec 2022	Existing Action
2.4 Carry out a treated wastewater Alternative Use and Disposal (AUD) study, including pilot studies, trials and business models, to progress the beneficial use of recycled water for horticulture irrigation and other purposes.	Lead: GDC Partners: TT, Industry, Iwi, CoC	Jun 2021	New Action 5%
2.5 Support the sustainable use of water in the Waipaoa catchment.	Lead: GDC Partners: TT, Iwi, Horticulture sector	Ongoing	New Action 50%
2.6 Increase horticultural production in the region with the establishment of 30ha of covered salad and vegetable production.	Lead: LeaderBrand Partner: TT, PDU	Ongoing	New Action 10%
2.7 Upgrade the Waipaoa Flood Control Scheme from a 1:100-year event flood protection level to a 1:100-year event taking into account the effects of climate change out to 2090.	Lead: GDC	2019-2034	New Action 10%

*Subject to outcomes of 2.1 & 2.2

HE HUAKI I TE WHENUA MĀORI

228,000 heketea whenua Māori kei kōnei kei te Tairāwhiti (28% o te katoa o te whenua i kōnei). He nui nga uaua kei te pēhi i ngā tāngata whenua.

I te Pepuere o 2019, i waitohu e te Kawanatanga he \$100 miriona mai i te

Pūtea whanake a Rohe ka puta mai ki nga kaupapa tautoko i nga Māori me o ratou whenua. Kua tu te Tairāwhiti ma te te rautaki nei ki te whakapakari i nga tangata whenua kia pai ai te tono ma nga putea nei.

UNLOCKING THE POTENTIAL OF WHENUA MĀORI

There is 228,000ha of Māori land in Tairāwhiti (28% of total land). There is immense potential to increase the productivity of this land however landowners experience multiple challenges to achieving this including:

- Lack of information about viable land use development options
- Lack of capital and low land value coupled with poor security for development
- Governance structures requiring multiple owner consensus on decisions
- The small size of some land blocks creates challenges with achieving scale for primary production.

In February 2019, the Government announced that \$100m from the Provincial Growth Fund will be allocated to projects which support Māori landowners. Working with the Ministry for Primary Industries, Te Puni Kokiri Ikaroa-Rawhiti is the lead agency in-region to provide support for Māori landowners to develop investment ready PGF applications.

In June 2019, under the leadership of Te Aitanga a Mahaki Trust, interested Māori landowners in Turanga (Gisborne) came together to discuss a plan to ensure that Turanga lands and Turanga people are investor ready by June 2020 or sooner. From public information meetings throughout Turanga, 110 blocks of Māori land totalling over 15,000 hectares with over 5,000 shareholders agreed to work together under a project called “Turanga Whenua, Turanga Tangata” or “The lands and the people of Turanga”. 52 new trusts and over 100 trustees have been established through the Māori Land Court. Over 50 people new to the trustee role have undertaken governance training. On top of establishing new trusts, the other priorities include enabling access to fresh wastewater, workforce development and creating legal access to Māori land.





HE WHAKAWHANAKE I TE WAHANGA KI NGA PII

He nui nga hua ka puta i te miere Mānuka mo Aotearoa. Heoi he nui nga hua ka puta i runga i nga whenua Māori o Te Tairāwhiti.

Autaiia nga mahi kua tutuki i a Ngati Porou Tairāwhiti Miere Collective (NPTMC) – ko te mahi tahi tēnei a Ngati Porou Holding Company,

Ngati Porou Miere, Tairāwhiti Bee Club me Tairāwhiti Pharmaceuticals/ Natural Solutions – kia noho ko te Tairāwhiti ō runga ko te mahi miere mānuka i Aotearoa.

Me whakarahi ake nga ahuatanga whakahaere Pii. Ko te huarahi ki mua he mahi tahi.

DEVELOPING A CUTTING-EDGE APICULTURE SECTOR

Mānuka honey has potential across New Zealand. However, there is particular potential on whenua Māori in Tairāwhiti because of the naturally high-quality honey yields produced along the East Coast.⁵

Significant progress can be seen by the Ngāti Porou Tairāwhiti Miere Collective (NPTMC) – a collaboration between Ngāti Porou Holding Company, Ngāti Porou Miere, Tairāwhiti Bee Club and Tairāwhiti Pharmaceuticals/Natural Solutions – to globally position Tairāwhiti as the pre-eminent mānuka honey producing region in New Zealand.

Investment in hives, extraction, processing, manufacturing and branding could generate a turnover of \$60m per annum. At present we are only capturing approximately 25% of the value of this honey with over \$40m per annum lost to the region. Capturing more of the value chain will mean new jobs and higher returns to landowners as dividends.

Apiculture needs scale. Each landowner is small, so a collective is required to grow the industry to a scale where we can maintain a competitive level of industry experience and infrastructure in the region. Work to date includes:

- The establishment of beekeeping courses at EIT from 2018.
- Establishing Ngāti Porou Tairāwhiti Miere Collective (NPTMC), a collective with over 2,200 hives to drive sector development.
- The development of a business case for a scalable in-region mānuka honey extraction, storage, processing, and bottling facility led by NPTMC.
- Securing feasibility funding for an East Coast mānuka nursery to provide stock for apiculture and poles for erosion control.

RONGOA-A-TARU

I te tau 2018 i whakawhiwhia te Kamupene Taru o Hikurangi ki te raihana Rongoa-a-taru tutahi o Aotearoa. E tautoko nui ana nga Kaiarahi o te TEAP i nga kaupapa ka ara ake i Ruatoria me Turanga.

MEDICINAL CANNABIS

In 2018, Ruatoria-based Rua Bioscience (previously Hikurangi Cannabis Company) was the first company to receive a Medicinal Cannabis research licence in New Zealand. The TEAP Steering Group supports Rua Bioscience's plans to build high-tech cultivation and manufacturing facilities in Ruatoria and Gisborne.

NGA MAHI ACTIONS

3.0 Unlocking the potential of Whenua Māori

Tasks	Partners	Timeframe	Status
3.1 Remove information and capability barriers to Māori land share successions through a facilitation/navigational service pilot involving the Māori Land Court.	Lead: Te Aitanga a Mahaki Trust (TAMT) Partners: TRONPnui, RIT, TTPT, MoJ, TPK	Pilot established by 1 Jul 2020	New Action 50%
3.2 Increase active Māori land trusteeship, and decision-making, through: <ul style="list-style-type: none"> The provision of tailored governance training and online resources to Māori land Trusts. A land information and advisory services pilot. 	Lead: TAMT Partners: RIT, TRONPnui, TTT, MoJ, TPK, MPI, GDC, CRIs	Online resources completed by 31 Dec 2020 Training completed by 30 Jun 2021	New Action 50%
3.3 Develop principles and a framework for working with Iwi and Māori landowners in relation to freshwater management including the exploration of: <ul style="list-style-type: none"> Allocation options based on sustainable freshwater management practices and cultural values, and Mechanisms to support Māori land development aims, for example, prioritising water allocation to raise the productivity of under-utilised Māori land. 	Lead: GDC & Iwi*	TBC	New Action
3.4 Achieve clusters of Māori land (minimum of 60 blocks in total and minimum total of 6,000 hectares) that are investor ready – including the completion of land use assessment, feasibility studies, investment plans, new governance entities (where necessary) and legal access.	Lead: TAMT Partners: RIT, TRONPnui, TTT, Māori land blocks, TPK, MPI	By Jun 2020	New Action 60%
3.5 Provide navigational and business case writing support to better enable Māori land Trusts to access Whenua Māori and primary sector land development funding programmes.	Lead: TAMT Partners: RIT, TRONPnui, TTT, MPI, TPK	Live from 1 Jul 2019	New Action 100%
3.6 Establish a mānuka honey processing, storage and R&D facility on the East Coast.	Lead: NPTMC Partners: Local land trusts and producers.	Facility established by Apr 2021	Continuation 10%
3.7 Establish an East Coast nursery to supply seedlings for ongoing erosion control measures; and native afforestation to support mānuka honey/oil industry development.	Lead: TRONPnui Partners: MPI, GDC	By 31 Mar 2020	Existing Action 10%
3.8 Address key environmental issues in the Waiapu River catchment through Whakaoratia te mana o te Waiapu.	Lead: Te Wiwi Nati Trust & Te Rui o Waiapu Trust Partnership.	By 2029	New Action 10%
3.9 Develop medicinal cannabis production facilities, leading to high wage job creation in both Ruatoria and Gisborne.	Lead: Rua Bioscience Partners: NZTE, MBIE, MPI, Callaghan, EIT.	Dec 2019	New Action 80%

*Te Aitangi a Mahaki opposes the current GDC Freshwater Plan and seeks allocations of Block A water as of right to Māori land owners.

NGA MAHI TŪRUHI

GROWING OUR TOURISM PRODUCT, PROFILE AND POSITIONING

Kei te Tairāwhiti tōna ake ahurea, me tōna ake Taiao. Me whakawhanakehia ngā kaupapa tūruhi.

TE WĀHANGA KI NGA MAHI TŪRUHI

Kaore ano kia tino rukuia te hohonu me te ataahuatanga o Te Tairāwhiti mo nga mahi tūruhi. O te \$166 miriona i whakapauhia i kōnei i te tau i oti i te Hanuere o 2019. 95% o nga tūruhi no te Aotearoa nei, he 5% no rawāhi. He huarahi nui tēnei kua puta mai, he tō i ngā tāngata o rawāhi kia kite, kia rongō i te ataahua o tēnei kainga a tatou.

Me pakari, me pono, me tika ngā ahuatanga hei whakarata mai i te tangata kia peka mai.

He nui noa tau nga kaupapa i roto o te Tairāwhiti hei aki i te hokohoko, he aki i te hauora ki roto i nga mahi ohanga o te rohe.

- Nga kaupapa whakaterere waka o te Tairāwhiti.
- Te wāhi whakamohio i te tangata he aha te aha.
- He whakapai ake i nga ara honohono, te taunga wakarererangi, nga rori kei te rori matua 35, me nga tuhono a ipurangi.
- He hanga Pataka Iringa korero a nga iwi o Te Tairāwhiti.

Kei te aro hoki ki te whakawhanaunga haere ki ētahi rōpu hei awihina, hei tautoko i ēnei kaupapa

pēnei i te NZ Māori Tourism. He whakapakari ake i te hononga ki a Air NZ e pai ai ta rātou aki i te tangata ki te peka mai ki kōnei.

Me whakaritea he rautaki mo te Rohe nei, he mea tohu, he mea tautokotia e nga lwi p te rohe kia:

- Puta te nui o te moni, kua ko te maha o te tangata.
- Kia kore e whakatarekarekatia nga tikanga, nga korero me te ahurea o nga lwi Māori o kōnei.
- Kore e whakarereā nga whakaaro a nga lwi i roto i nga mahi.
- Me pūmau ki ngā whakahaere tika, e pai ai nga ahuatanga ki tā te Taiao, ki tā nga mahi Pakihi, ki tā ture tangata.
- Kia horapa ki te rohe whanui kia kua e noho nga mahi hokohoko ki te wāhi kotahi.
- He whakarite mahi, tūnga mahi hoki mo te tangata.
- Kia pai te manaaki i a tatou tikanga me nga tikanga a tangata kē atu.

OPPORTUNITY

Tairāwhiti has a unique cultural identity and easy access to fantastic outdoor recreational opportunities. Our underdeveloped tourism sector has immense scope for growth.

GROWING OUR TOURISM SECTOR

Tairāwhiti is an emerging tourism region with a range of untapped, underdeveloped, authentic Iwi/Māori tourism experiences. Visitors spent a total of \$166m for the year ending January 2019, an increase of 15% on the previous year. Domestic visitors contribute 95% of visitor spend with international visitors contributing the remaining 5%. The opportunity international tourism offers the region is significant, with international visitors contributing 40% of New Zealand's total visitor spend by comparison.

With strong leadership, sound principles, regional collaboration and consistent messaging, the region has a significant opportunity to guide and drive visitor attraction and grow visitor spend.

There are many significant initiatives already underway in Tairāwhiti that will facilitate visitor spend growth, delivering new money into the economy:

- The Tairāwhiti Navigations Project provides a series of high-quality cultural heritage sites within the Gisborne inner harbour area, Tītīrangī Reserve, Puhi Kai Iki Cooks Landing Site and throughout the wider region. It provides a platform for sescentennial commemorations and for community and iwi led visitor experiences to be developed and marketed.
- The planned purpose-built Gisborne i-SITE Visitor Information Centre will positively influence visitor engagement and spend in the region by providing comprehensive information and booking services.
- Connectivity improvements including the Gisborne Airport redevelopment to

accommodate increased air capacity; roading improvements to facilitate visitor access throughout Tairāwhiti via SH35, and wider mobile and broadband connectivity.




Strategic industry partnerships and national sector relationships are being fostered and developed to better leverage this local investment including NZ Māori Tourism. Tairāwhiti has a strong working relationship with Air New Zealand who are committed to supporting the region and are actively engaged with sector agencies to ensure Tairāwhiti is top of mind as a visitor destination.

A Regional Tourism Plan, informed and complemented by Iwi Tourism Action Plans will help to ensure that we:

- Target visitor value over volume.
- Respect and champion Māori values, culture, heritage, history, art forms, assets and capabilities.
- Ensure iwi are included and consulted at inception and conception of all tourism developments.
- Actively participate in and subscribe to national quality assurance standards, committing to the delivery of sustainable business, environmental and social practices.
- Take a region-wide approach to develop opportunities that spread visitor spend throughout Tairāwhiti communities.
- Grow meaningful employment for residents and returning whanau.
- Ensure visitor engagements provide an authentic exchange of culture.

NGA MAHI ACTIONS

4.0 Growing our tourism sector

Tasks	Partners	Timeframe	Status
<p>4.1* Develop and implement Tourism Action Plans for the four Tairāwhiti lwi, partnering with NZ Māori Tourism. Action Plans will identify and highlight the:</p> <ul style="list-style-type: none"> • Values that underpin lwi tourism. • lwi stories that celebrate local cultural/historical and environmental content and context. • Unique Tairāwhiti visitor/tourism attractions/events & experiences including Te Hau ki Tūranga. • Pathways for lwi/Māori to become active tourism partners, operators and business leaders. 	<p>Lead: RIT & TT Partners: TAMT, TRONPnui, TTT, NZMT, Air NZ, NZT, MBIE, TPK</p>	<p>Complete Action Plans by 31 Mar 2020 Implementation ongoing</p>	<p>New Action 10%</p> 
<p>4.2* Develop a Tairāwhiti Tourism Plan that includes destination development, management and marketing workstreams and prioritises:</p> <ul style="list-style-type: none"> • Investment in growing lwi/Māori tourism business capability and operating models. • Development and packaging of authentic and compelling Tairāwhiti tourism/visitor experiences. • Tairāwhiti content, context, connections and collaboration. • Investment in growing high-value low-impact tourism. • Investment in business support for Tourism SMEs. 	<p>Lead: RIT & TT Partners: TAMT, TRONPnui, TTT, NZMT, NZT, TIA, MBIE, TPK, CoC</p>	<p>By Jun 2020</p>	<p>Continuation 30%</p> 
<p>4.3 Complete key planned tourism infrastructure under the umbrella of Navigate Tairāwhiti including:</p> <ul style="list-style-type: none"> • Inner Harbour. • Titirangi Restoration. • Titirangi Summit. • Puhi Kai Iti Cooks Landing Site. • lwi Encounters project. • Tupapa (to be expanded region-wide). • Navigate cycle trails. 	<p>Lead: GDC & RIT Partners: TAMT, TRONPnui, TTT, GDC, DOC, EG, MBIE, TPK, NZMT</p>	<p>1 Jul 2019 to 30 Jun 2021</p>	<p>Action Continued and Extended 90%</p> 
<p>4.4 Expand on Navigate Tairāwhiti, prioritising:</p> <ul style="list-style-type: none"> • Investment in 'Pataka Korero' for key sites, signature walkways/ cycleways, gateways to the region including digital access. • Support for the heritage restoration of Tokomaru Bay and Hicks Bay wharves.. 	<p>Lead: RIT & GDC Partners: TAMT, TRONPnui, TT, DOC, EG, MBIE, TPK, NZMT</p>	<p>Infrastructure Plan completed by Sep 2020 and implemented by Jun 2022</p>	<p>New Action 10%</p> 

Tasks	Partners	Timeframe	Status
4.5 Support a growing tourism workforce in Tairāwhiti Gisborne by: <ul style="list-style-type: none"> • Developing a National Guiding Course in Tairāwhiti. • Providing mentoring and business facilitation support for embryonic, emerging and established tourism operators. • Lifting Tourism hospitality frontline service standards and regional knowledge. 	Lead: RIT & TT Partners: TAMT, TRONPnui, TTT, EIT, NZMT, RDU, Tairāwhiti Tertiary and Tourism Sectors, Tourism operators, Businesses/ Business networks	Ongoing National Guiding Course to be held during winter 2020 in preparation for the following summer.	New Action 10%
4.6 Develop an Iwi/Māori Tourism network that includes Eastern Bay of Plenty Iwi and eastern Seaboard Iwi, Ngāti Kahungunu / Rongomaiwahine, Ngai Tahu.	Lead: RIT Partners: TRONPnui, TAMT, TTT, NZMT, AirNZ, TT	Jul 2020	New Action 20%
4.7 Investigate the promotion of landscape-scale biodiversity enhancement and restoration as a potential visitor experience.	Lead: GDC	Jun 2021	New Action 10%

*Targets will be identified as part of the Tairāwhiti Tourism Plan and Iwi Tourism Action Plans development process.



MANINI TUA!
MANINI ARO!
ENABLING ACTIONS

He iwi moke, he iwi whanoke
A spirited people



E HURI TE AROARO KI TUA O PAE RANGI! CONNECTING WITH PEOPLE AND MARKETS

HE KAI KEI AKU RINGA!

He one haumako te one ki Te Tairāwhiti.

Engari, ka pau tonu ngā hua moni i ngā utu whakahaere. Ko te whakapae, me mātua whakapaipai ngā rori matua me ngā ara matihiko. Mā konei e wewete ai ngā taumahatanga ki runga i ngā pakihi, ā, e whakamāmā hoki ai te kuhu atu ki ngā wāhi tauhokohoko o te motu, puta noa ki te ao whānui.

OPPORTUNITY

Tairāwhiti's young and fertile soils are a boon for primary production while posing challenges for providing key infrastructure, such as roads and digital connectivity. Improved transport connections (SH35 and SH2) and digital access will reduce costs to businesses and improve market access.

TUIA KI RUNGA! TUIA KI RARO! TUIA KI ROTO! TUIA KI WAHO!

E kore rawa ngā wawata te tutuki mehemea e hē ana ngā huarahi e tūhono ana i a tātau ki te motu, otirā, ki te ao whānui.

Ko te tope rākau tētahi ōhanga nui mō te rohe. Nā reira, me whakapau kaha ki te whakatikatika i ngā rori mō te kawenga ake o ngā poro rākau ki ngā kaipuke e tū ana i te wāpu o Eastland Port.

E hia kē nei ngā tau kāore i āta whakaritea pūtea mō te whakapai rori. Hoi, mā te tiki atu i ngā huruhuru o tēnā manu, o tēnā manu e taea ai tēnei rautaki te rere.

Hei āpiti atu, kei te tirohia tonutia ngā painga me ngā ngoikoretanga o te kawenga rawa mā te moana ki te tai whakarunga, mā te ara tereina ki te tai whakararo o Te Tairāwhiti.



IMPROVING OUR TRANSPORT CONNECTIONS

We rely on 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 to market creates challenges for exporters in servicing markets and accessing talent, ideas, knowledge, networks and technology. Air transport is a vital transport link for moving people into and out of the region. Our air access ensures we are within an hour of Auckland and Wellington. We continue to forecast aircraft and passenger volumes to ensure the sustainability of this important service.

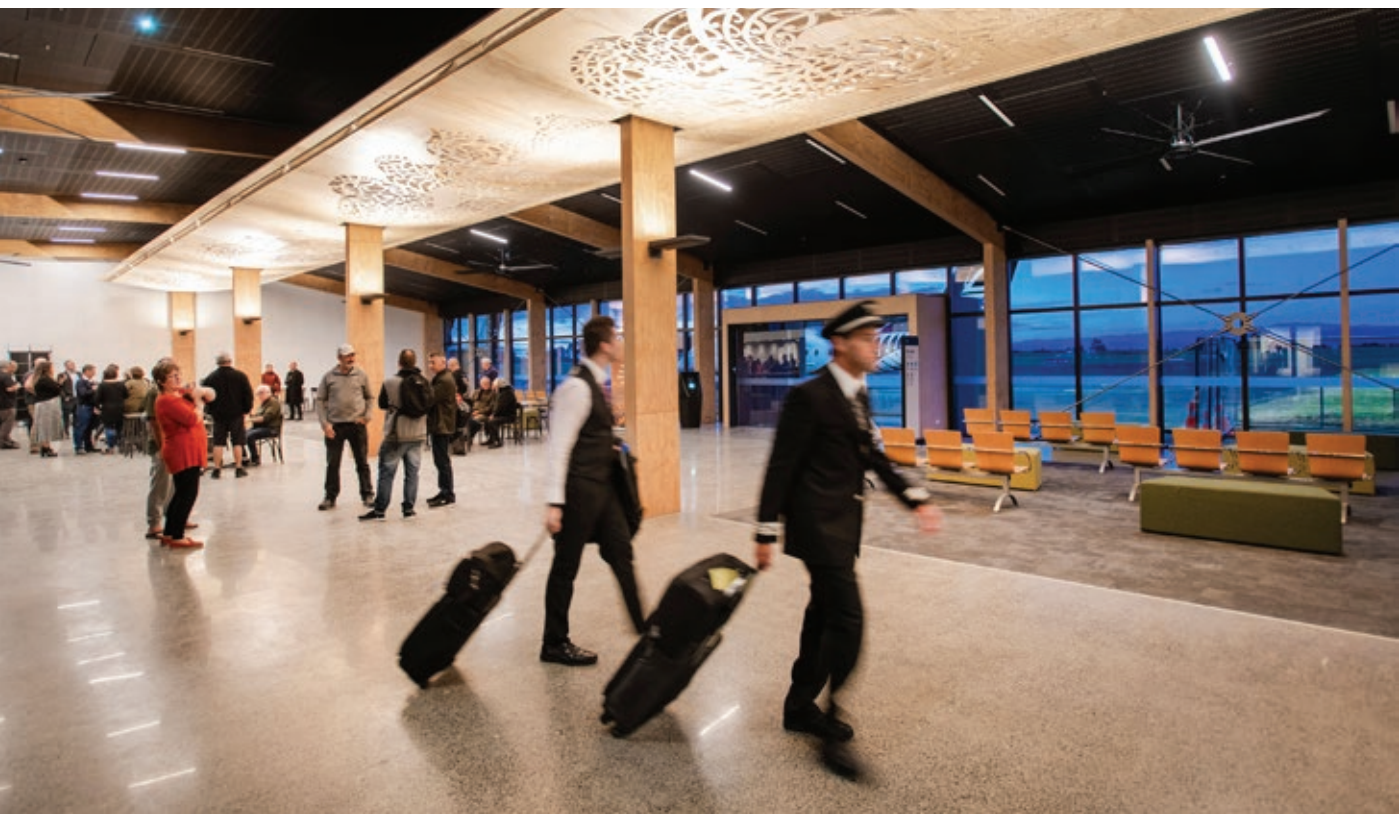
Different sectors have different transport needs. The forestry sector, as one of Tairāwhiti's biggest earners of regional GDP, needs to get its 'wall of wood' to port for export to overseas markets. This export product currently goes to Eastland Port via road, so roads are crucial to the region's economy.

Forestry and related activities generate direct revenue of \$234m into the local economy.⁵ The multiplier of 2.7 suggests this has a regional impact of \$631m annually.⁷ With projected growth figures, this will increase to \$1.5b by 2020.⁸

The significant investment in the region's roading infrastructure through the PGF (\$137m) and the National Land Transport Programme (NLTP) 2018-2021 will go a long way in addressing the significant and historic underinvestment in our roading network. The focus for the region has now shifted to how we deliver the anticipated roading improvements, along with the importance of social procurement to ensure major contracts bring positive outcomes for local employment.

Eastland Port has been progressively improving capacity, with \$85m spent on enhancements since 2010. There are plans to continue this level of investment over the next five years to service forestry harvest projections of up to 4.5m tonnes per annum by 2028. The Port also needs to expand its current infrastructure to berth two handy-max log vessels to service this volume and increase its storage capacity. The series of seven projects this involves have collectively been termed the Twin Berth project. The completion of these projects will also give Tairāwhiti the opportunity to explore coastal container trade and other future opportunities.

The reactivation of the Gisborne – Napier rail line remains on the cards as an option for improving regional connectivity.



NGA MAHI ACTIONS

5.0 Improving our transport connections

Tasks	Partners	Timeframe	Status
5.1 Upgrade SH35 and its connecting routes for forestry, tourism and economically under-utilised land in the region.	Lead: NZTA Partners: GDC	By Jun 2021	Existing Action 20%
5.2 Complete a Regional Land Transport Plan to identify transport issues and prioritise solutions.	Lead: GDC, NZTA Partners: Landowner collectives/networks, Industry, TRONPnui, TTT, RIT	By Apr 2021	New Action 20%
5.3 Upgrade SH2 inter-regional connections from Bay of Plenty through Tairāwhiti down to Hawkes Bay for horticulture and tourism.	Lead: NZTA Partners: GDC	By Jun 2021	Existing Action 20%
5.4 Complete the Eastland Port Twin Berth Development to future-proof the port for coastal shipping, new and increased international trade and exports. Work collaboratively with tangata whenua on design and decision-making to improve Gisborne Port operations to service increased log volumes and other activities.	Lead: EPL, TRONPnui, RIT, TTT Partners: EG, TAMT	By Dec 2021	New Action 10%
5.5 Construct a new Gisborne Airport terminal to accommodate larger flights to and from Wellington and Auckland and to showcase 'Brand Tairāwhiti' to our manuhiri.	Lead: EG Partners: Air NZ, RIT, TT	By Jun 2020 Stage 1: Complete Stage 2: To be completed Jun 2020	New Action 60%
5.6 Undertake a feasibility study to consider freight and/or tourism options for the Gisborne to Wairoa rail corridor.	Lead: MBIE	By Nov 2019	New Action 100%

MĀ WHERO, MĀ PANGO TE MAHI KA OTI! BUILDING OUR CAPACITY TO SUPPORT BUSINESS

HE KAI KEI AKU RINGA

Mā te whakangungu o te ringa ki ngā taukari o te wā e ora ai te ōhanga o te rohe.

OPPORTUNITY

Tairāwhiti has a competitive edge with its natural resources and our ability to utilise them when it comes to wealth creation and the cost of doing business.

There are opportunities to encourage business development, particularly when building labour capability, maximising tech opportunities, streamlining regulations and offering business support that reduces the cost of doing business.

NGĀ MATI HIKOHIKO A MĀUI

Tērā te haeata e tākiri ana mai ki runga o tēnā maunga, o tēnā puke puta noa i Te Tairāwhiti.

Mā te whakangungu i te ringa ki ngā rākau hōu a

tēnei whakatipuranga kua kore e pāia ngā tatau o te ao tauhokohoko ki a tātau.

Kāti, kia ōrite ai tāua ki a Māui, E! Haoa te rā!

MAXIMISING TECH OPPORTUNITIES IN THE REGION

Our region has a bright digital future. The disadvantages of our geographic isolation concerning the export of commodities, disappear within the digital economy. Technology-related vocations offer our people the chance to move into higher skilled and higher waged activity. The region continues to embrace the opportunities enabled by technology, including the subsequent economic and socially sustainable employment options created for its people.

We are preparing our young people for an ever-increasing pace of technology change. They need to be enabled and encouraged to become digitally literate and to advance their skills in this arena.

Various initiatives have developed since the original TEAP was written. It is essential

the region continues to support these opportunities to secure the benefits from applied technology both for our young people and our businesses.

The dynamic nature of the digital space requires a flexible approach that includes:

- Supporting education and youth-related initiatives in the digital space.
- Enabling digitally-focused businesses to establish, grow and thrive in our region.
- Positioning Tairāwhiti as a go-to place for digital companies and initiatives.
- Supporting and encouraging our communities to access relevant government funding, including Ka Hao: Māori Digital Technology Development

NGA MAHI ACTIONS

6.0 Maximising tech opportunities in the region

Tasks	Partners	Timeframe	Status
6.1 Complete the rollout of ultra-fast broadband to Manutuke and Te Karaka as part of UFB2+ and promote the benefits of UFB to increase connection numbers.	Lead: Chorus Partners: TT, GDC, ISPs, EG, MBIE, Iwi	By Jan 2021	Existing Action 80%
6.2 Assist in the rollout of RBI2 and the Mobile Black Spots programme to provide wireless broadband and mobile coverage to rural residents that are currently without services. Eleven new mobile transmitter sites have been identified to be built under this programme of work.	Lead: Rural Connectivity Group Partners: Gisborne Net, GDC, ISPs, Iwi, Fed Farmers, EG, MBIE, NZTA	By Dec 2020	Continuation 90%
6.3 Develop business cases for supporting Tairāwhiti based tech development including Te Tira Toi Whakangao (T ³ W), Tonui and Launch!	Lead: TT Partners: Tonui, Launch!, T ³ W, Iwi, Digital entrepreneurs	Jun 2020	New Action 10%
6.4 Develop the region's digital economy by: <ul style="list-style-type: none"> Promoting the region as a 'digital destination' for entrepreneurs, new and established businesses. Delivering Tech Week annually to encourage local talent, initiatives and attract national and international participation. 	Lead: TT Partners: T ³ W, Launch!, CoC, Tonui, Iwi, Digital entrepreneurs	Ongoing	New Action 10%
6.5 Secure funding to appoint a Māori Chief Technology Officer who will play a lead role in: <ul style="list-style-type: none"> The establishment of a Tairāwhiti Tech Innovation Centre. Conducting a stocktake of in-region Māori and general business assets, IP and talent. Developing a calendar of Māori Tech events in Tairāwhiti. Identifying and working with partners to address critical tech sector shortages. Developing a Tairāwhiti Māori STEM engagement strategy. Working with and helping to develop specific social enterprise and community engagement tech projects. 	Lead: TRONPnui Partners: TAMT, TTT, RIT, MBIE (Māori Economy Team), T ³ W	By Mar 2020	New Action 10%
6.6 Secure funding and rollout of a network of regional digital hubs.	Lead: PDU Partners: Regional communities of interest, TT	By Jun 2020	New Action 10%

KIA RITE! KIA MAU!

Kei te mahi ngātahi ngā rōpū o tēnā kokoru, o tēnā kokoru o Te Tairāwhiti. Ko C.A.R.E tētahi o ēnei rōpū e tuitui ana i ngā ratonga maha hei whakarite i te hunga rangatahi mō te wāhi mahi.

Kei mua tonu i te aroaro ko ngā tini pēheatanga. Hoi, hei arotahitanga mā te rautaki nei:

- He whakangohengohe i ngā here e papatu nei i ngā hua moni a te pakihi nō roto, nō waho hoki i te rohe.

- He whakapai i ngā huarahi kawenga rawa, kawenga matihiko.
- He akiaki i te manawa reka o te ringa rehe ki te noho ki Te Tairāwhiti.
- He penapena i te whakaoranga o te ohaoha a te iwi Māori hei whakatau ake i tōna mana motuhake.

Ka mutu, katoa mai ēnei whakaaro ko tōna aronga he poipoi i te taiao pakihi o Te Tairāwhiti kia matomato ai te tipu o te tangata.

GROWING OUR PEOPLE AND BECOMING A BUSINESS READY, BUSINESS SUPPORTING REGION

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

The important ingredients for businesses are:

- Regulations and policies that are easy to navigate and don't have an unnecessary impact on the 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 talent to want to live and work in Tairāwhiti.
- Timely access to capital and technology to grow ideas and develop products.
- Matching investment proactively.
- Skilled 'ideas people', created through education and training alongside research-business partnerships that generate and showcase knowledge.
- A vibrant culture, a built environment with urban amenities that make Tairāwhiti a desirable place to live, work, visit and invest.

We will continue to look at ways to reduce the costs of doing business in Tairāwhiti to incentivise businesses to choose our region.

Particular focus will be to ensure businesses can attract the talent they need in the short and long term. We will:

- Create pathways and opportunities for local talent from high school through to further training and employment.

- Improve training opportunities to meet the skills required.
- Attract and recruit talent into Tairāwhiti.





Businesses in our key growth sectors are working with central government agencies, iwi and our education sector to support the development of our local talent's capability and capacity and to better connect them to the employment opportunities available. The emerging CARE Forum (Commitment, Action and Reciprocity that results in sustainable Employment) reflects the coordinating approach being taken. Sector priorities include Horticulture, Forestry, Civic Infrastructure and Tourism; and on providing practical support to Employers, Employees and their whānau.

Businesses identify development and expansion opportunities but often lack the capital to take advantage. We will provide a more effective way of matching business development opportunities with the capital and expertise needed to realise them. The benefit is in the additional jobs created and the increase in added value production as a result.



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

NGA MAHI ACTIONS

7.0 Growing our people

Tasks	Partners	Timeframe	Status
<p>7.1 Implement the C.A.R.E. (Commitment Action Reciprocity Employment) framework to support employers in filling their existing 600 jobs and future labour requirements.</p> <p>Target:</p> <ul style="list-style-type: none"> 75% of available jobs are filled by local talent, of whom 50% are Māori. 	<p>Lead: TT, MSD Partners: PDU, TPK, Industry, Training providers, MOE,</p>	Ongoing	<p>New Action 20%</p> 
<p>7.2 Implement youth employment actions that help young people meet their potential, including:</p> <ul style="list-style-type: none"> Training in entrepreneurial and leadership skills. Support programmes for pathways into employment. Employability skills training. School leaver tracking and mentoring support. 	<p>Lead: MSD, TT Partners: Local Business, Iwi, Manaaki Tairāwhiti, Education, CoC, TPK, Todd Foundation, Youth Council</p>	By May 2020	<p>Revised Action 60%</p> 
<p>7.3 Develop local talent to access sustainable employment opportunities made available by PGF investment.</p> <p>Targets:</p> <ul style="list-style-type: none"> 300 jobs prioritised for local job seekers as Social Development Priority (SDP) roles. Social procurement outcomes are secured. 	<p>Lead: MSD, TT Partners: Iwi, EIT, MoE, TPK, Employers, Education, First Choice, CoC, Volunteer orgs.</p>	Ongoing	<p>New Action 40%</p> 
<p>7.4 Support regional trade training, including the Māori-Pasifika Trade Training Programme, to:</p> <ul style="list-style-type: none"> Increase employer participation. Improve pastoral care to increase achievement. Prioritise local/whakapapa Māori pathways. <p>Target:</p> <ul style="list-style-type: none"> 50 graduates placed into sustainable employment per annum. 	<p>Lead: EIT & Tūranga Ararau Partners: TEC, Employers</p>	Ongoing	<p>Existing Action 60%</p> 

NGA MAHI ACTIONS

Tasks	Partners	Timeframe	Status
<p>7.5 Develop strong partnerships between industry, education and training providers to meet workforce development needs. Supporting initiatives include:</p> <ul style="list-style-type: none"> • The Generation Programme. • Tipu. • Licence to Work. • The Heavy Vehicle Licencing Programme. • Driver licencing. • Guiding Experience School. • Tourism hospitality front line service skill development and regional knowledge. <p>Invest in upskilling people pre, during and post employment. Work with employers to access employee investment funding such as:</p> <ul style="list-style-type: none"> • Mana in Mahi. • Flexi Wage. • Pastoral care. • Industry partnerships. • Work readiness training. • He Poutama Rangatahi. • Te Ara Mahi. 	<p>Lead: Industry orgs Partners: PDU, MSD, Employers, TT, EWC, Competenz, EIT, Training providers, TEC, Schools, MoE, GDC</p>	Ongoing	<p>Revised Action 60%</p> 
<p>7.6 Develop and implement an in-region recruitment, training and employment programme aligned to the Tairāwhiti roading and other civic construction investments secured under the Provincial Growth Fund.</p> <p>Targets:</p> <ul style="list-style-type: none"> • 75% of the civic construction workforce is local, half of which is drawn from Māori job seekers. 	<p>Lead: MSD & GDC Partners: Tertiary providers, Industry, TPK, RIT, TRONPnui, TTT, Infrastructure sector</p>	<p>Programme developed by Oct 2019 Implementation ongoing</p>	<p>New Action 30%</p> 

8.0 Becoming a business enabled region

Tasks	Partners	Timeframe	Status
8.1 Implement systems, processes and information to improve engagement with business customers thinking of investing in Tairāwhiti.	Lead: TT Partners: CoC, Local businesses	By Mar 2020	Existing Action 70%
8.2 Streamline regulatory framework including planning regulations and building and resource consents.	Lead: GDC Partners: TT, Iwi, CoC, Local business	Ongoing	Existing Action 60%
8.3 Grow uptake of services and resources including Callaghan and NZTE available to Tairāwhiti businesses. Provide funds for: <ul style="list-style-type: none"> Seed capital to support emerging business needs for feasibility. Technical advice forums to support existing Tairāwhiti Māori businesses and Te Ao Māori micro enterprise business aspirations. 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: TT, Iwi Partners: Businesses, Callaghan, NZTE, TT, TPK, MBIE	Ongoing	Existing Action 70%
8.4 Address the aim to increase local Māori participation in small business ownership and operation, through the creation of a clear and coordinated 'incubation pipeline'. This project will include: Baseline research on the main barriers to Māori participation and retention in the SME sector. A stock-take of current programmes and support facilities for Māori and other local start-ups. A cross-agency business case to establish an incubation pipeline, including stronger co-ordination/integration of current programmes; and agreed targets to measure incubation performance.	Lead: RIT & TT Partners TT, TPK, Iwi, IRD, MBIE	Baseline research and stocktake of current programmes by 31 Mar 2020 Business case by 1 Jul 2020	New Action 10%

**HE WHAKATIPU KAHA,
E HUA AI APOPO**
FUTURE-PROOFING ACTIONS

He Iwi moke, he iwi whanoke
A spirited people

HE WHAKATIPU KAHA, E HUA AI APOPO BUILDING RESILIENCE AND FUTURE PROSPERITY

NGA HUARAHI

He Toka-tu-moana, he Pohatu-whakaea.

Ko te whakatinanatanga o tēnei mahere, me aro ki o tatou whanau, Hapu, Iwi me nga Hāpori.

- Me huri kē tatou ki te whakamahi totika i nga rawa, kua ko te whakamahi katahi ka whiua.
- Me mahi tahi.
- Me anga ki ngā ahuatanga hanga whare i te rohe.
- Me whakahoki i te hauora ki o tatou Hapu, Iwi, Hāpori kei nga takiwa.

OPPORTUNITY

This new section of the Plan recognises our community faces several challenges and opportunities. This Action Plan needs to ensure that our regional economy is sustainable, resilient and addresses the needs of our communities.

FUTURE-PROOFING OUR PROSPERITY

Along with the other key actions in the Plan, this section responds to the many major challenges facing the region including:

- Transitioning to a low emissions economy based on circular economy principles.
- Championing inclusive business practices.
- Responding to the region's housing pressures.
- Supporting the revitalisation of our smaller towns and rural communities.





TRANSITIONING TO A ZERO EMISSIONS ECONOMY

The world has committed to taking action to lower greenhouse gas emissions. In 2016, New Zealand ratified the Paris Agreement and made international commitments to support the global response to the climate crisis. Under this agreement, New Zealand needs to reduce emissions to 30% below 2005 levels by 2030.

The Productivity Commission has found that three particular shifts must happen for New Zealand to achieve its net zero emissions goals:

- A transition from fossil fuels to electricity and other low emission fuels across the economy.
- Substantial afforestation; and
- Changes to the structure and methods of agriculture production.

A 'just transition' to a zero emissions economy – is one that is fair, equitable and inclusive.





MOVING TAIRĀWHITI TOWARDS A MORE CIRCULAR ECONOMY

A zero emissions economy is a move to a more circular economy. At its simplest, a circular economy is one where the possibility of waste is largely eradicated. It is based on three key principles:

Principle #1

Design out waste and pollution

Principle #2

Keep products and materials in use

Principle #3

Regenerate natural systems

In a circular economy the lifecycles of materials are maximised. Their use is optimised. At the end of life all materials are reutilised. A circular economy is restorative by design. It is underpinned by the use of renewable energy. It is a sustainable, viable and low carbon alternative to the dominant 'take-make-waste'

linear model. Essentially, this means keeping all resources and materials in useful 'loops'. This can be done by, for example:

- Sharing resources to use them more efficiently (car shares, tool/toy libraries).
- Reusing, repurposing and remanufacturing of resources or products.
- Prolonging product life through maintenance, design, durability, upgradability, modularity.
- Increasing product efficiency so it uses less fuel, energy or consumable parts.
- Targeting and scheduling more efficient resource use through data processing, remote sensing and control.
- Ensuring replacement products maximise the use of renewable materials.



NGA MAHI ACTIONS

9.0 Future-proofing our prosperity

Tasks	Partners	Timeframe	Status
9.1 Develop a Tairāwhiti Just Transition Plan which sets out the actions the region will take to transition to a zero emissions economy.	Lead: TT & GDC Partners: Iwi, EG, Businesses, MPI, MBIE	Jun 2020	New Action 10%
9.2 Develop and implement a sustainable business programme that supports Tairāwhiti businesses to adopt Circular Economy principles, namely: <ul style="list-style-type: none"> • Designing out waste and pollution. • Keeping products and materials in use. • Regenerating natural systems. 	Lead: TT Partners: SNB, CoC, GDC, TPK, MFE, MBIE	Ongoing	New Action 10%
9.3 Identify and implement waste stream management options for regional organic waste streams (horticulture, municipal, other food processors).	Lead: EG Partners: Cedenco, TT, Callaghan, GDC	Feb 2020	New Action 60%
9.4 Develop a framework for a more Inclusive Economy in Tairāwhiti, which may include: <ul style="list-style-type: none"> • Financial literacy programmes. • Support for businesses offering a Living Wage for employees. • Social and sustainable procurement best practice, led by a small number of anchor agencies. • Impact investment opportunities. • Micro-financing. • Cultural capability training. 	Lead: TT Partners: GDC, CoC, TPK, PDU, Iwi	Ongoing	New Action 5%
9.5 Provide energy infrastructure for Tairāwhiti that is resilient, adapts to emerging technologies and changing consumer behaviour, supports reducing carbon and promotes the use of affordable renewable energy solutions.	Lead: EG Partners: TT, GDC	Ongoing	New Action
9.6 Investigate the impediments and barriers to accessing suitable and quality housing in Tairāwhiti and implement solutions for addressing them. Identify opportunities for new housing developments and act to realise these.	Lead: Manaaki Tairāwhiti Partners: GDC, TT, Iwi, HNZ, MBIE, MSD Property developers	Ongoing	New Action 30%
9.7 Develop a tool kit resource to help businesses plan to invest in water-capture-and-reuse, or water-capture-and-on-sell processes for non-potable purposes.	Lead: GDC	Dec 2020	New Action

Tasks	Partners	Timeframe	Status
9.8 Establish a dedicated recovery centre for drug addiction, taking the following phased approach: <ul style="list-style-type: none"> • Introduce and socialise the concept with the community and affected parties. • Conduct a feasibility study and business case. • Identify and approach potential investors and develop an investment strategy. • Build the centre. • Design the features of the Governance and Management construct. 	Lead: Manaaki Tairāwhiti Partners: Central Government, Ngāti Porou Hauora, Tūranga Health, Tairāwhiti DHB	Complete the first three phases by 2021. Complete the final phases by 2023.	New Action
9.9 Implement a live and work destination marketing strategy for the region.	Lead: TT Partners: Employers, CoC, GDC	By Apr 2020	Existing Action
9.10 Investigate models for utilising and applying cultural capital to inform innovation and future sector growth across Tairāwhiti including Primary Sector, ICT, Tourism.	Lead: TBC		New Action

TAIRĀWHITI MAHI TAHI

TAIRĀWHITI: WORKING TOGETHER

Ko te Tairāwhiti kei te arahi i te He Huarahi Whai Oranga.

Kei nga kaihautu o ia wahanga te whakatinanatanga o te wahanga kei a ratou. Ko tā te Rōpu Arahi ko te whakatinana i te mahere.

Ko te hunga kei roto i te rōpu Arahi, ko nga Iwi, ko nga Pakihi, ko te Kaunihera me te Kawanatanga.

He nui te wāhi ki a Activate Tairāwhiti i roto i te whakariterite me te whakatinana i a He Huarahi Whai Oranga. Me pai ake te arotake me te ripoata i nga hua ka puta.

E ora ana a He Huarahi Whai Oranga. Kia mutu etahi o nga mahi, ka makere mai ēra,

ka puta ano mai etahi. Ko tā te Rōpu Arahi he korororero ki te hunga whai pānga ana ki nga kaupapa nei.

Ko tetahi o nga kaupapa matua o te TEAP 2019, he whakahāngai i etahi o ngā kaupapa ki ngā wawata a ngā Māori o Te Tairāwhiti.

Ko te tauira nui a te TEAP ka kitea te mahi tahi hei painga mo te katoa. E mārāma ana te Rōpu Arahi ki nga aroha kua whakakaupapatia i roto o te TEAP ko te mahi inaianei he whakatutuki.

He Huarahi Whai Oranga is owned and led by Tairāwhiti.

The lead organisation for each action is responsible for implementing that action in the Plan with the partners identified for each action. A Steering Group oversees the implementation of the Plan to ensure that the actions are delivered for the region.

The Steering Group includes iwi, business, local and central government. It will also be important to remain flexible. The Steering Group is open to a changing structure to ensure there is an effective Plan that can be delivered efficiently.

Trust Tairāwhiti will play a central role in administering and implementing He Huarahi Whai Oranga and supporting the Steering Group in driving action. Improved monitoring and reporting on benefits realised and outcomes delivered will be a component of this next stage of delivery.

He Huarahi Whai Oranga is a living document. As actions are completed, they will come off and new actions will be included as they emerge. The Steering Group will, in consultation with regional stakeholders, keep the Plan current and up to date for delivery.

A key priority of the TEAP 2019 refresh is to ensure that it better reflects the priorities and aspirations of Māori in Tairāwhiti. This is a key component of the annual reviews of the TEAP that will be undertaken.

The TEAP is a fantastic example of the region working together for the benefit of all. The Steering Group recognise the transformative opportunities captured in this Plan and will work hard to deliver the outcomes that benefit the Tairāwhiti region and make it an even better place to live and work in.

This TEAP was prepared with funding from the Provincial Growth Fund.

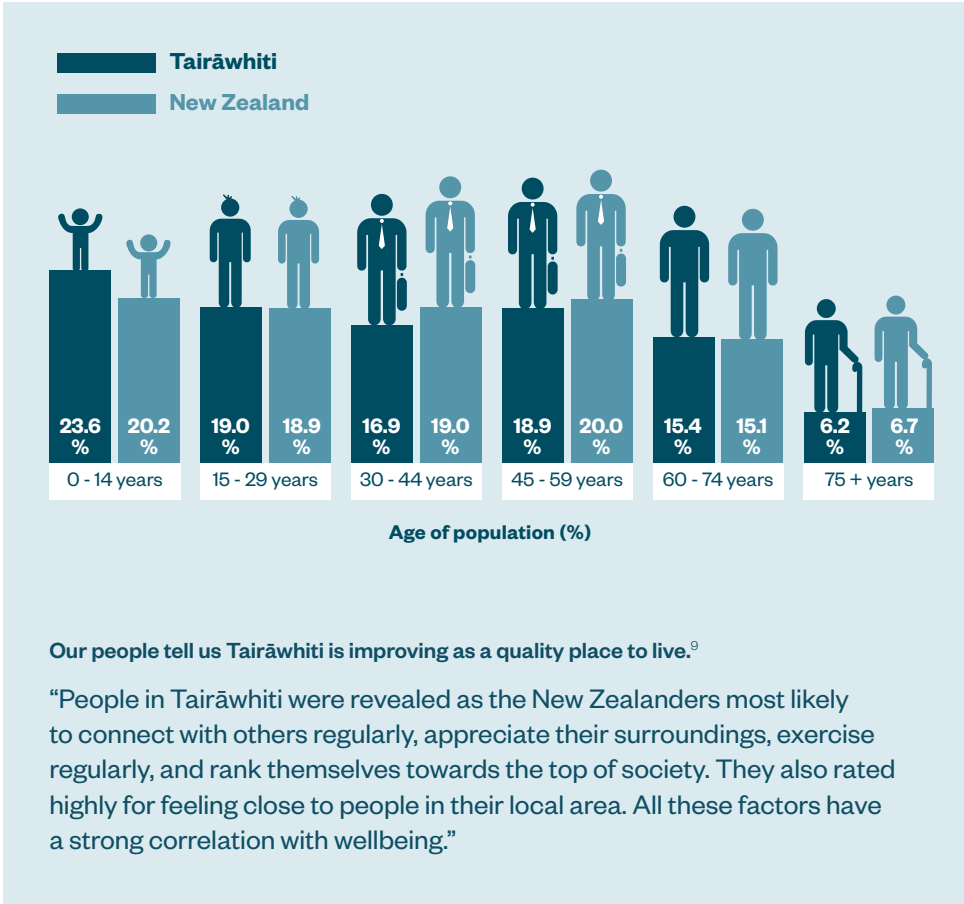
TAIRĀWHITI: WHERE ARE WE NOW?

COMMUNITY

We have a strong identity and sense of place.

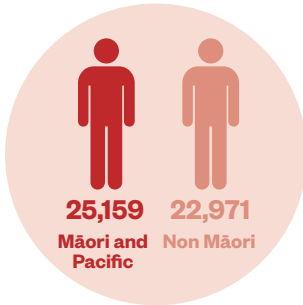
Our community strength means we are closely connected. We know each other, making social and business connections easy. We enjoy the outdoor lifestyle that our great climate and accessible nature offers.

For example, we have the highest rate of recreational parks per capita in New Zealand and there are three surf breaks of national significance within a five-minute drive of Gisborne City Centre.

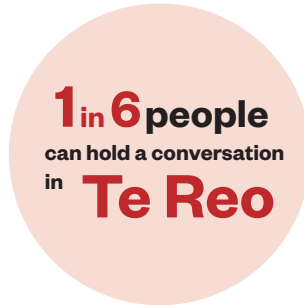


CULTURE

Iwi are aspirational and committed to providing regional stability to Tairāwhiti.



Māori and Pacific make up 52.3% 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).

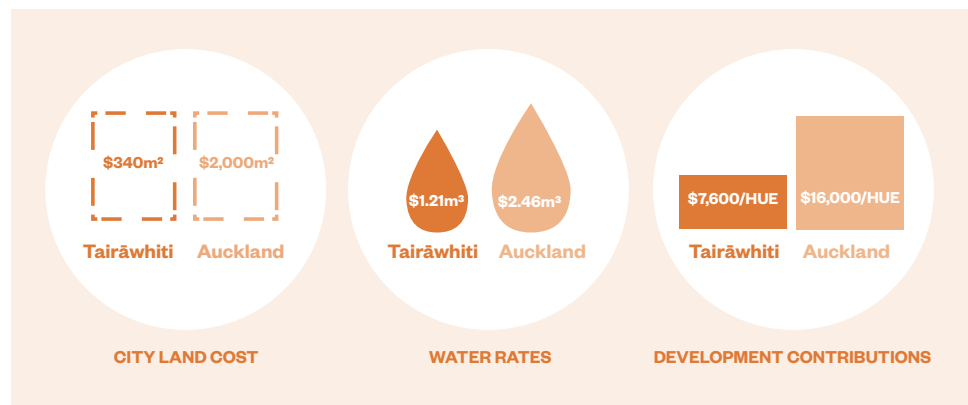
LIVING STANDARDS



DOING BUSINESS

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 New Zealand, we have the ideal natural conditions for primary production.

We have surplus land available for commercial and light industrial activities along SH35, less than five minutes from Gisborne City and Eastland Port. We are competitive in terms of costs of business such as land, water rates and development contributions.





KINAKI APPENDIX

LIST OF ACRONYMS

Callaghan	Callaghan Innovation
CoC	Gisborne Chamber of Commerce
DoC	Department of Conservation
EG	Eastland Group – key provider of electricity infrastructure and the port and airport
EWC	Eastland Wood Council
GDC	Gisborne District Council
HortNZ	Horticulture New Zealand
ISPs	Internet Service Providers such as Spark and Vodafone
KHO	Kimihia He Oranga – the group developing the Tairāwhiti Māori Economic Development Report
MfE	Ministry for the Environment
MPI	Ministry for Primary industry
MBIE	Ministry of Business Innovation and Employment
MBSF	Government’s Mobile Black Spot Fund to improve mobile connectivity
MCH	Ministry of Culture and Heritage
MoT	Ministry of Transport
MSD	Ministry of Social Development
NEET	16 and 17 year old young people who are not engaged in education, employment or training
NZMT	New Zealand Māori Tourism
NZT	New Zealand Tourism
NZTE	New Zealand Trade and Enterprise
NZTA	New Zealand Transport Agency
Ngāti Porou Hold Co	Asset holding company of Te Rūnanganui o Ngāti Porou
Ngāti Porou Miere	Mānuka honey business arm of Te Rūnanganui o Ngāti Porou
NPTMC	Ngāti Porou Tairāwhiti Miere Collective
PDU	Provincial Development Unit
PGF	Provincial Growth Fund
RBI1 and RBI2	Government’s programme to roll out broadband to rural areas – stages 1 and 2

RIT	Rongowhakaata Iwi Trust
TAMT	Te Aitanga a Mahaki Trust
TPK	Te Puni Kōkiri
TRONPnui	Te Rūnanganui o Ngāti Porou
TT	Trust Tairāwhiti
TTT	Tamanuhiri Tuti Poroporo Trust
UFB1 and UFB2	Government's programme to roll out ultra-fast broadband – stages 1 and 2
WET Gisborne Limited	Wood processing and engineering firm
WGL	WET Gisborne limited - Wood processing and engineering firm

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- 9 Gisborne District Council Annual Resident Satisfaction Survey

