

Council Briefing
Hui Whakamōhio



Thursday, 12 September 2024
Rāapa, 12 Mahuru 2024

Tōtara Room, Whakatāne District Council
14 Commerce Street, Whakatāne

Commencing at: 9:00 am

Chief Executive: Steven Perdia
Publication Date: 9 September 2024

whakatane.govt.nz



Recording the Briefing- *Ka hopuhia te hui*

Recording the Briefing- Ka hopuhia te hui

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A *Membership - Mematanga*

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Councillor N Rangiaho

Councillor N S Tánczos

B Briefing Purpose - *Te Take o te hui*

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Councillors have many complex issues about which to make decisions and rely on the advice they receive from the administration. Complex issues often require more extensive advice processes which culminate in the council report. Briefings are a key feature to help prepare Councillors with the appropriate background and knowledge for robust decision making during future meetings. They are sessions during which Elected Members are provided with detailed oral and written material, and which provide Elected Members with the opportunity to discuss the issues between themselves and with senior council staff.

Briefings are scheduled monthly; however due to the nature of Council business, additional Briefings may be held.

Briefings cannot be used to make final decisions, as final decisions and resolutions cannot lawfully be made outside the context of a properly constituted meeting.

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1 Karakia

1 [Karakia](#)

2 [Briefing Notices - Ngā Pānui o te hui](#)

1. Recording

Welcome to members of the public who have joined us today.

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Recordings are available upon request (for up-to-six months) following the Briefing.

2. Health and Safety

In case of an emergency, please follow the building wardens or make your way to the nearest exit. The meeting point is located at Peace Park on Boon Street.

Bathroom facilities are located opposite the Chambers Foyer entrance (the entrance off Margaret Mahy Court).

3. Other

3 [Apologies - Te hunga kāore i tae](#)

Councillor Rangiaho has put in an apology from approx 10am - 12.30pm.

4 Presentations - *Whakaaturanga*

4 *Presentations - Whakaaturanga*

4.1 *1 - EBOP Economic Development Strategy*

EBOP Economic Strategy Refresh: 2024

Council Briefing, 12 September 2024

Presenters:

- Danielle Caudwell, WDC
- Lee Barton, KDC
- Antoinette Campbell, ODC



4.1 1 - EBOP Economic Development Strategy(Cont.)

Presentation Objectives

- Seek your feedback on the refreshed Eastern BOP Regional Economic Development Strategy
- Explore initial advice about resilient infrastructure investment needs, and seek your guidance and advice
- Agree what makes sense of next steps – how we work together to accelerate EBOP development

4.1 1 - EBOP Economic Development Strategy(Cont.)

Executive summary

The purpose of a Regional Economic Strategy is to:

- Align economic development focuses between Ōpōtiki, Kawerau & Whakatāne
- Provide confidence and certainty to central government and to business/investment sectors
- Support applications to the Regional Infrastructure Fund

The draft goal is to **"Unlock Resilient Economic Development for the Eastern Bay of Plenty"**

The development growth focus areas are:

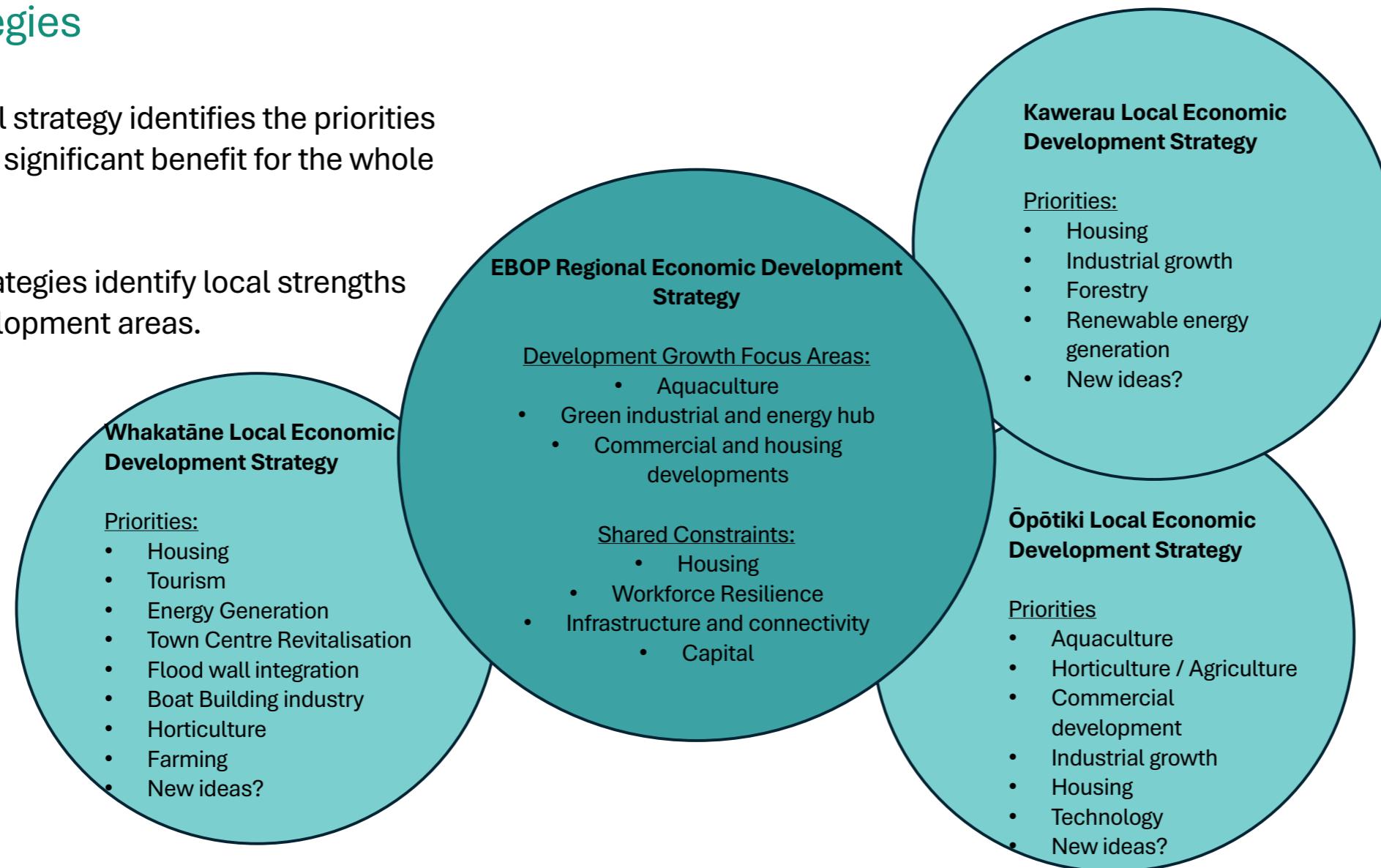
- **Ōpōtiki as a major aquaculture hub (not withstanding agriculture and horticulture are strong supported industries)**
- **Kawerau as a green industrial and energy centre; and**
- **Whakatāne for commercial and housing development.**

The main development constraints are **housing, workforce, transport, connectivity, and capital support.**

4.1 1 - EBOP Economic Development Strategy(Cont.)

Regional Economic Development Strategy vs Local Economic Development Strategies

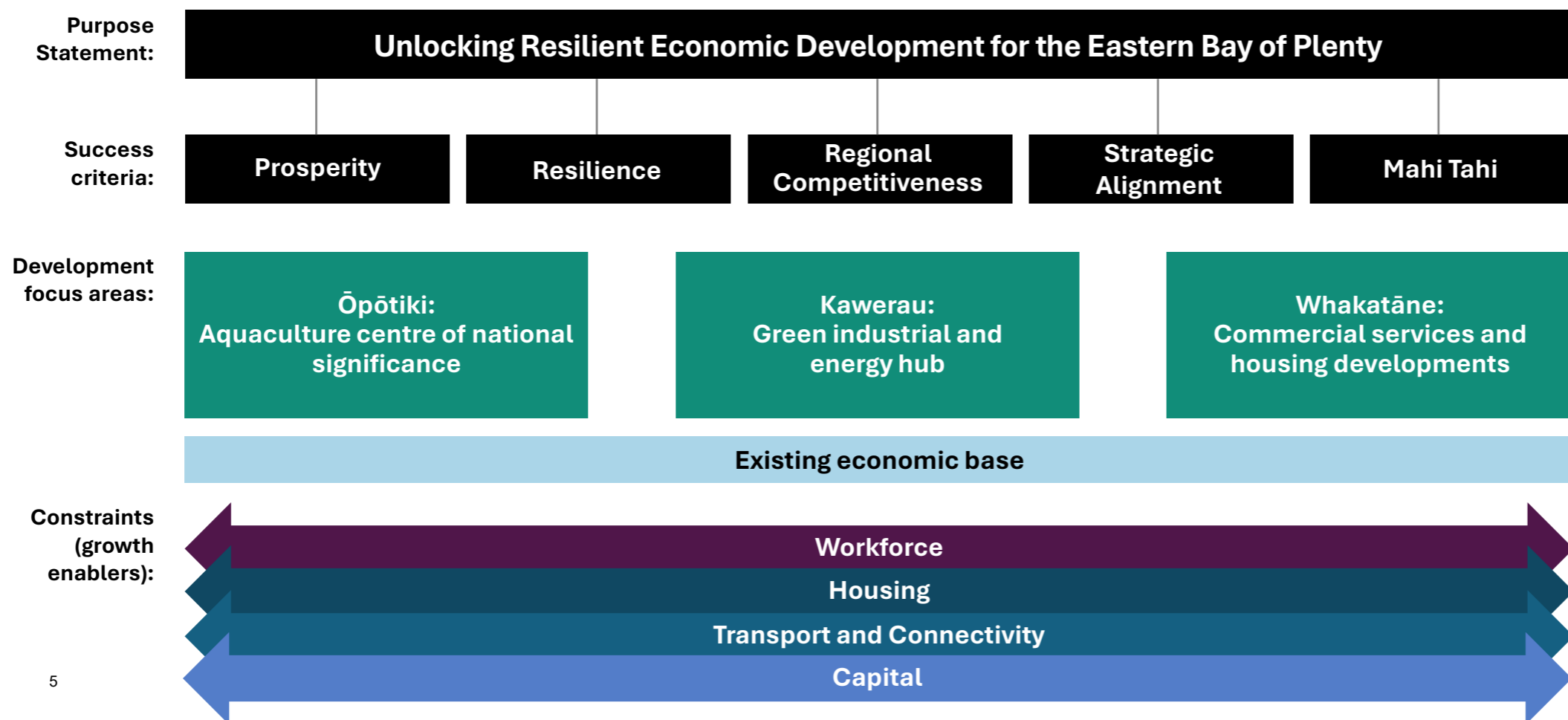
- A regional strategy identifies the priorities that have significant benefit for the whole region.
- Local strategies identify local strengths and development areas.



4.1 1 - EBOP Economic Development Strategy(Cont.)

Unlocking sustainable growth in 3 focus areas by addressing 4 key constraints emerged as the top priorities for the EBOP regional ED framework

The resulting RED strategy is the result of six months of economic analysis, industry, iwi and stakeholder input



4.1 1 - EBOP Economic Development Strategy(Cont.)



4.1 1 - EBOP Economic Development Strategy(Cont.)

Project Background

The Eastern Bay's 2018 economic development strategy was successful

- EBOP won *\$250m direct PGF investment*, over \$400m total: the highest per capita in NZ
- Compelling analysis underpinned strong sub-regional collaboration. The EBOP model won multiple awards.

But alot has changed since then

- The Whakaari eruption impacts
- Covid
- Inflation, interest rates and other economic impacts
- Some of the 2018 projects have been implemented, but some hit roadblocks
- Spatial Planning work
- There are new emerging challenges and change (weather events, supply chains, external competition).

There are new opportunities ahead

- There is a new Government with a new funding and investment policy framework
- Aquaculture has a firm foundation and is ready to go to the next level of scale and value
- Iwi are better connected as investors and development partners within the region.

It was time to refresh the economic plan

- A structured, collaborative effort that is evidence-based and contextually informed would drive future success
- More cost-effective to act collectively, as the issues faced are at regional and national levels
- None of us can do this alone—districts have to collaborate for the Eastern Bay to succeed.

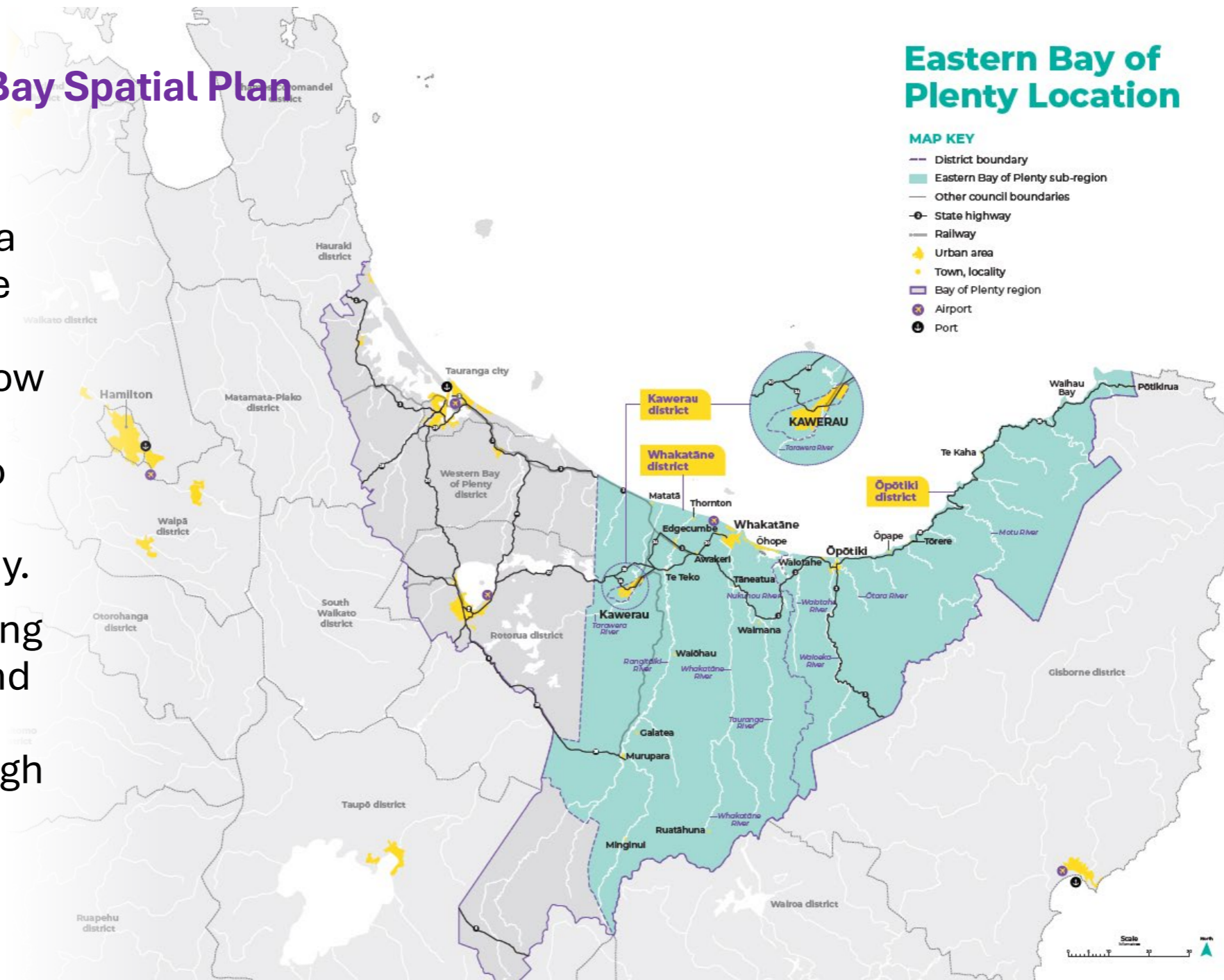
4.1 1 - EBOP Economic Development Strategy(Cont.)

Why Now?

<p>Key aims</p>	<ol style="list-style-type: none"> 1. To put the best foot forward with the new government and maximise the ability of the sub-region to secure future funding and other support (e.g. RIF or Regional Deal) 2. Establish a shared, evidence-backed framework to enhance region-wide collaboration and attract public and private funding 3. Ensure the Economic Strategy reflects what has changed
<p>Key considerations</p>	<p>The project sought to deliver:</p> <ul style="list-style-type: none"> • A robust, cross-sector development plan based on solid evidence • Representative of Ōpōtiki, Kawerau and Whakatāne as a sub-region • Priorities and a list of funding worthy projects tailored to specific Government funding opportunities, mainly in infrastructure • Collaboration with the parallel Regional Spatial Plan process
<p>Process</p>	<ul style="list-style-type: none"> • Project team of Council staff and Toi EDA project manage the development of a draft strategy • Draft strategy workshopped with each Council for input • Strategy document completed • Strategy adopted by each Council

Our Places – Eastern Bay Spatial Plan

- About the economy, a changing climate, the environment, infrastructure, and how we – and future generations – want to live, work and play in the future Eastern Bay.
- Not only about housing and business land and economic development, although these are critical.



4.1 1 - EBOP Economic Development Strategy(Cont.)

Our Places – Eastern Bay Spatial Plan

- More land for businesses and homes, and infrastructure to unlock this, is needed.
- Eastern Bay of Plenty is one of the most constrained parts of the country because of natural hazards – and climate change will only make this harder.
- Our Places believes that places that have great potential to become larger urban communities in the long-term can be Matatā (east of the established village), Awakeri and Hukutaia.



4.1 1 - EBOP Economic Development Strategy(Cont.)



Our Places – Eastern Bay Spatial Plan

- It is important to have a plan and make a start, recognising the need to be flexible as things change and new opportunities emerge.
- A single governance framework should oversee the spatial plan and economic development strategy.
- Consultation will take place mid-Oct to mid-November
- The spatial plan will be part of a strong evidence basis for Regional Deals, Regional Infrastructure Fund bids, priorities for a National Infrastructure Plan.

4.1 1 - EBOP Economic Development Strategy(Cont.)



4.1 1 - EBOP Economic Development Strategy(Cont.)

Constraints

The most effective focus of efforts for unlocking medium to long-term economic development appears to lie in resolving region-wide constraints

	Description	Manifestation	Impact
A Workforce	<ul style="list-style-type: none"> Mismatch between jobs and workers Includes employer issues (talent availability) and employee (suitability of available roles / career pathways) 	<ul style="list-style-type: none"> Skills gaps and mismatch Age gap: Young and aging population Low labour participation and high social services costs 	<ul style="list-style-type: none"> Limited economic growth – increased business costs and decreased flexibility Reduced productivity and growth ability Apparent lack of long-term career paths
B Housing	<ul style="list-style-type: none"> Lack of affordable, adequate, and accessible housing options in the both in the right places (and fundamentally across the region) 	<ul style="list-style-type: none"> High housing costs, low availability, and poor-quality housing. Reduction in movement of people within the region and to the region 	<ul style="list-style-type: none"> Increase hiring and retention costs and difficulty Lower quality of life Lower economic growth
C Transport and Connectivity	<ul style="list-style-type: none"> Inadequate inter- (import /export, connectivity) and intra- (regional integration) regional connectivity Multimodal and integration related 	<ul style="list-style-type: none"> Traffic congestion Employees are unable or unwilling to live away from employment Increased freight costs 	<ul style="list-style-type: none"> Increased cost of doing business Lower workforce mobility – lack of ability to operate as 'one region' Lack of resilience / higher risks
D Capital	<ul style="list-style-type: none"> Inability to effectively access significant private capital for expansion through major transformational projects 	<ul style="list-style-type: none"> Major projects slowed or downsized despite economic value Lack of transformational projects undertaken 	<ul style="list-style-type: none"> Slower industrial and economic growth Wasted potential – economic, industrial, human, and environmental

4.1 1 - EBOP Economic Development Strategy(Cont.)

Constraints

Sub-regional constraints to development are interrelated and interdependent, requiring sequenced and collective action to alleviate

Housing

- The major dependency to resolving other constraints and unlocking regional economic development.
- Each major stakeholder group has a role in enabling or driving
- Given lead times, must be 'the first cab off the rank'

Capital

- Private: Critical for next level of industry development
- Public: Co-funding crucial for initiatives which alleviate the interconnected constraints



Transport and Connectivity

- Influenced by and enabling of housing and workforce growth
- Underpins resilience and facilitates free movement of workers and goods
- Requires bridging current gaps and planning / building for future population growth

Workforce Development

- Workforce development is a clear dependency for growing industries i.e., implementing the development focus areas
- Strongly impacted by the availability of housing and transport, but also influential to them via developing local trades workforce to support these areas

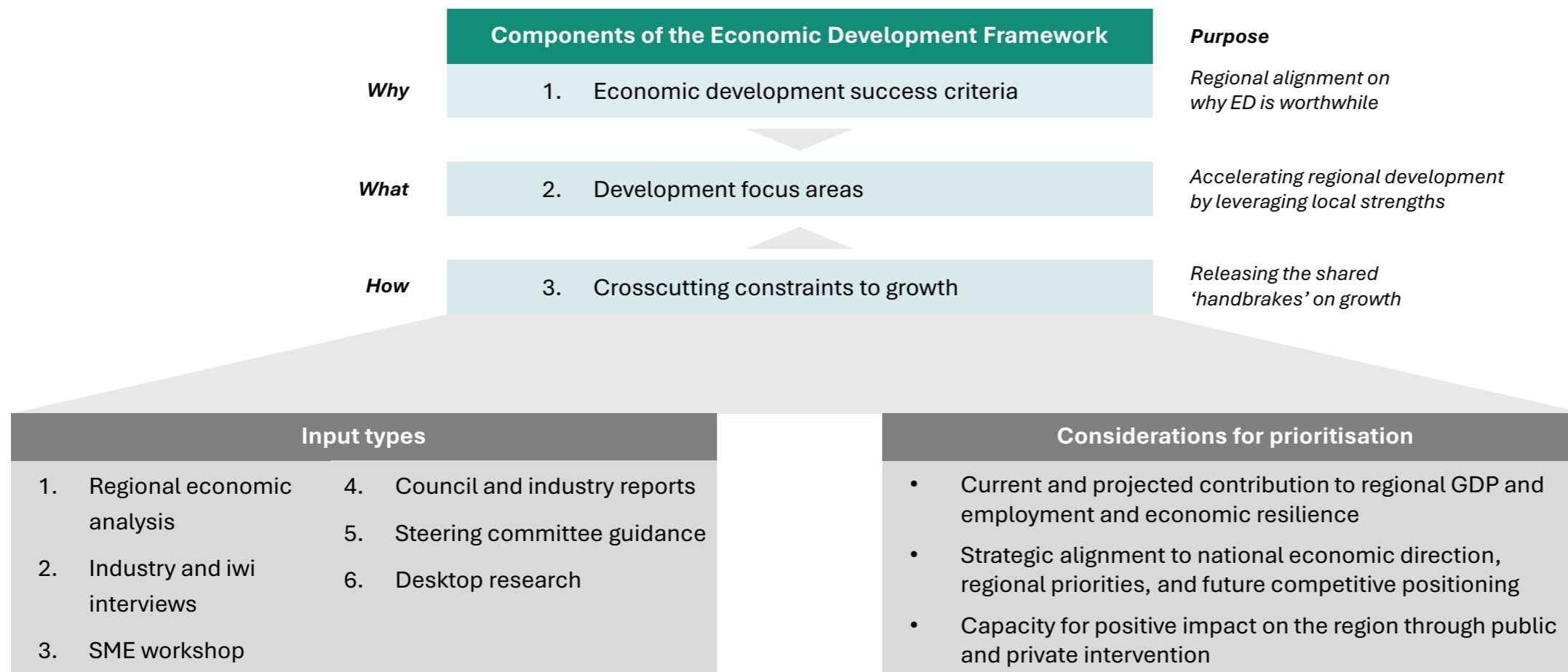
Enabling housing, then transport connectivity, will in turn support workforce capacity and skills development—which can then reinforce housing and transport

4.1 1 - EBOP Economic Development Strategy(Cont.)



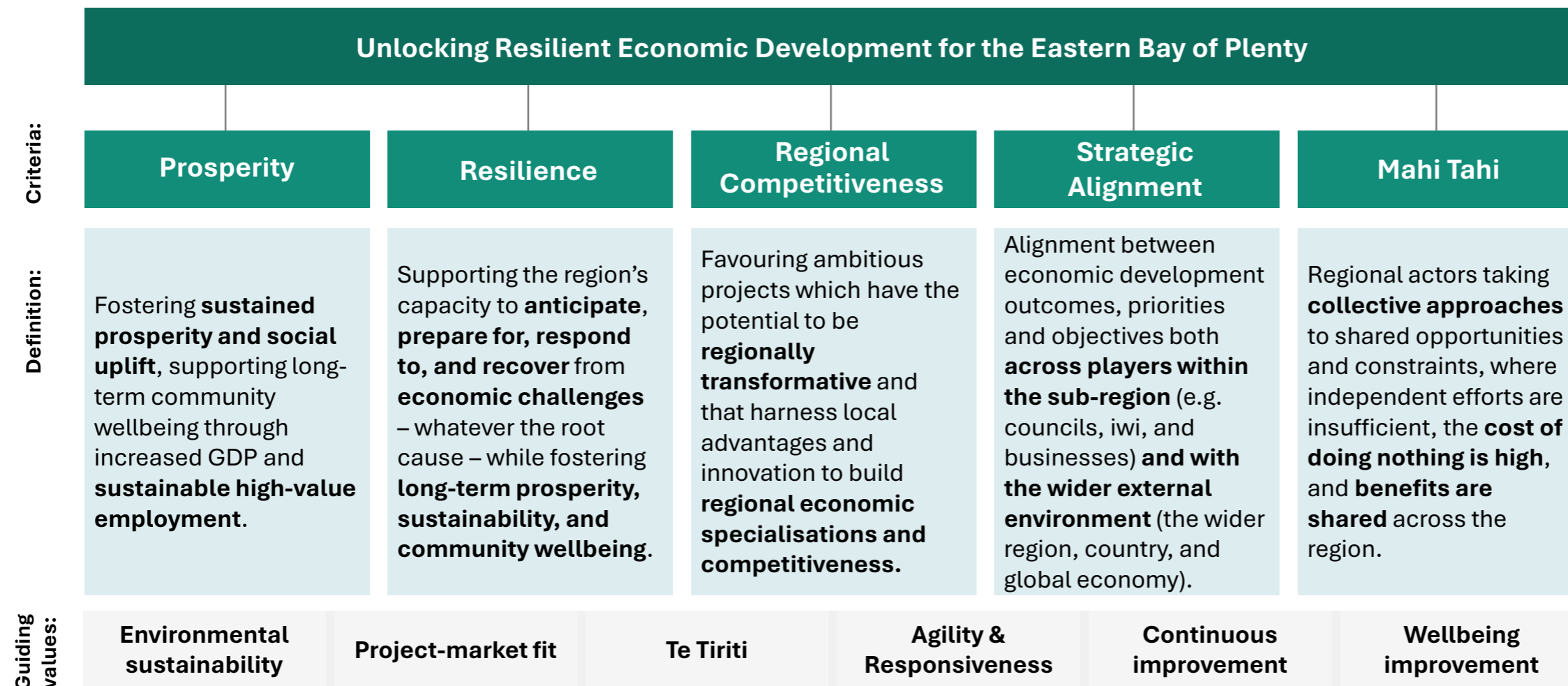
4.1 1 - EBOP Economic Development Strategy(Cont.)

Quantitative and qualitative inputs have informed the three components of the framework: ED success criteria, development focus areas, and constraints



4.1 1 - EBOP Economic Development Strategy(Cont.)

The **economic development success criteria** are unified by a single statement and underpinned by five key pillars with EBOP-specific definitions and guiding values



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Vision: Summary

The project team and stakeholders have co-developed EBOP-wide and district-level vision statements to frame the long-term economic development narrative

2050 Vision for Economic Development in the Eastern Bay

By 2050, the Eastern Bay of Plenty (EBOP) is a prosperous, high-productivity subregion with flourishing communities and robust infrastructure. The EBOP's diversified economy, underpinned by a strong bi-cultural foundation, supports nationally and internationally competitive industries, ensuring a vibrant and inclusive future that empowers social, environmental, and cultural well-being.

Ōpōtiki:
Aquaculture centre of national significance

- The largest and most productive aquaculture region in NZ providing direct benefits to locals
- A full-service aquaculture centre operating across the value chain

Local Priorities: Aquaculture, Horticulture / Agriculture, Commercial development, Industrial growth, Housing

Kawerau:
Green industrial & energy hub

- Forefront of green energy and a premier engineering and manufacturing hub
- Subregional freight gateway

Local Priorities: Housing, Industrial growth, Forestry, Renewable energy generation

Whakatāne:
Commercial services & housing development

- Dynamic business network and regional services centre
- Residential heart of the region, with transport links throughout the Bay and beyond

Local Priorities: Housing, Tourism, Town Centre Revitalisation, Flood wall integration, Boat Building industry, Horticulture, Farming

4.1 1 - EBOP Economic Development Strategy(Cont.)

Focus areas

1 Ōpōtiki: aquaculture centre of national significance – overview



A transformational opportunity for the region to become a multi billion-dollar aquaculture powerhouse

- Leveraging \$200m+ investments, including the harbour, to establish Ōpōtiki as the aquaculture centre of New Zealand
- Encompasses growing, processing, and exporting aquaculture products, with supporting infrastructure and services across the value chain

Reasoning

Leveraging existing assets and locational advantages to pursue an attractive market

- Iwi led, ambitious plans with strong strategic and commercial leadership
- Potential catalyst for addressing intergenerational poverty
- Aligned with a stated focus area of the current government

\$2-3 billion*	Revenue potential from proposed 28k hectares of planned seawater space
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2,000 – 3,000 jobs*	In industry and supporting local services
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Industrial and locational advantages

Industrial

1. On-shore seafood processing and hatchery facilities near marine farms
2. Land available for ancillary facilities (marina, wharf, plan change from rural to residential)

Locational

1. Te Tiriti settlements enabling large-scale open-ocean farming
2. Land available and zoned for residential housing development
3. Proximity between workforce, marine farms, and processing facilities

Focus areas

2 Kawerau: Green industrial and energy hub – overview



The opportunity

An opportunity to secure a prosperous and resilient green future for Kawerau

- Premier green industrial hub integrating high-tech manufacturing with sustainable energy
- Testbed for innovation and scale-up projects using geothermal resources
- Deep geothermal energy potential
- Aligning economic development with Māori aspirations
- Leveraging forestry strengths, transitioning towards higher-value, sustainable industries grounded in principles of circularity, sustainability, and community wellbeing.

Sources: Industrial Symbiosis Kawerau, Stakeholder interviews, Kaitiaki Advisory, Polis analysis

Reasoning

Leveraging existing assets and unique locational advantages to become a leading green energy hub

- Maximising the utilisation of previous investments and existing infrastructure
- Aligns with ED Success Criteria and national / global green energy trends

Detailed modelling is required to understand the pathway to full industrial capacity and infrastructure utilisation, including:

- Infrastructure needs to service the KPID – including 3 waters, transportation
- Green energy generation and distribution capacity

Industrial and locational advantages

Industrial

1. Specialisation in forestry and wood processing
2. Strong industry and Māori collaboration
3. Commitment to emissions and climate goals
4. Infrastructure in place for population and industrial growth

Locational

1. Affordable, sustainable energy
2. Proximity to largest forestry plantation in NZ
3. Available land zoned for various industries
4. Rail network and container terminal as EBOP's freight gateway

4.1 1 - EBOP Economic Development Strategy(Cont.)

Focus areas

3 Whakatāne: Commercial services and housing development of the Eastern Bay

Key principles

- Providing cross regional value by enabling, supporting, and accelerating growth across the whole EBoP
- Making Whakatāne and the Eastern Bay of Plenty an attractive destination for people to live, play, and do business

The opportunity

Supporting residents' living and lifestyle arrangements

Regional talent attraction and retention

Underpinning workforce requirements across EBOP

The residential and commercial heart of the Eastern Bay

- Acting as the EBOP's residential, services, and knowledge hub
- Enhancing core services like medical, social, and hospitality for placemaking, livability, and talent attraction and retention
- Providing professional services (legal, IT, industry support) for businesses operating across the EBOP
- Leading workforce development through education and training
- Support major local employers: with manufacturing, services and marine focuses, e.g. in boat building, timber products, construction and green energy sectors

Reasoning

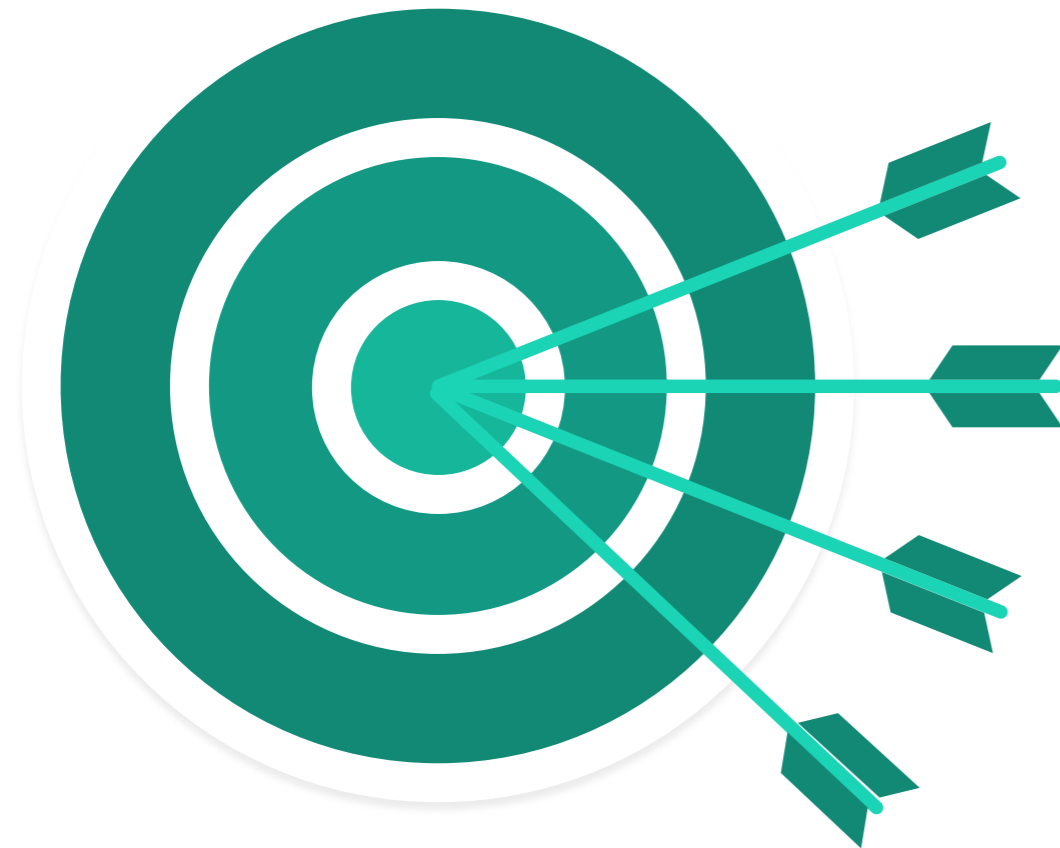
A strategic pivot that aligns with the strengths of the district and the needs of the sub-region

1. Pivots from a tourism-only strategy, as post-Whakaari, tourism cannot be relied upon as the district's "hero" sector on its own
2. Leverages the existing strengths of the district as the most diversified and advanced economy in the Eastern Bay
3. Turns regional constraints into a development opportunity and strategic vision for the district, as the heart of the sub-region
4. Aligned with the spatial plan development options and can assist in climate change adaptation requirements (e.g., flood resilience and managed retreat)
5. Aligns with the development priorities of local iwi to unlock economic, educational, and cultural revitalisation across Whakatāne, which assists in placemaking

²¹ **Note:** Whakatāne has heavy industry, primary industries, tourism and other sectors alongside its commercial, trade and financial services. These sectors are significant economic contributors and should be supported and grown, but they cannot be cornerstones of the focus area due to Whakatāne's diversified economy. As with all industries, their growth can be enabled by easing the constraints to development.

4.1 1 - EBOP Economic Development Strategy(Cont.)

The next steps...



- 1 Formally adopt the Eastern Bay of Plenty regional economic development strategy framework
- 2 Fold the regional economic development strategy into the Spatial Plan and governance structure
- 3 Work at pace to develop a region-wide application for the Regional Infrastructure Fund
- 4 Councils to create Local Economic Development Strategies in collaboration with local iwi and industry

4.1 1 - EBOP Economic Development Strategy(Cont.)

Discussion
questions,
feedback?

4.1 1 - EBOP Economic Development Strategy(Cont.)



4.1 1 - EBOP Economic Development Strategy(Cont.)

Implementation

Illustrative & non-exhaustive

The regional ED governance and workstreams can be continued through the spatial planning process, prioritising working together to maximise success

RED Framework Recommendations

- **ED framework governance and workstreams are merged with spatial planning**
 - **Create a separate workforce development workstream** within the spatial planning work, best led by Toi EDA to coordinate between EBOP public and private organisations
 - **Establish Business & Capital Advisory Group** within spatial planning ‘friends of our places’ framework with large operators such as Fonterra, Zespri, Eastern Sea Farms, Sequal Lumber, Contact Energy, and Whakatāne Mill Limited.
- **Progress district-level ED strategies** aligned with the RED Framework and link with district and regional-level housing and transport planning, with consideration of local industry needs and local iwi aspirations.

Implementation Priorities

- **Work together to maximise progress and success** – constraints are cross-regional, and a cross-regional coordinated effort is important for success
 - Map and manage interconnected solutions – not a haphazard patchwork quilt
 - Identify opportunities for shared responsibilities and services – do it once, do it well, and share the benefits
- **Ensure the voice of the private sector is heard** – leverage expertise and capital from industry leaders
 - Business and iwi leaders know their own businesses best and how constraints are holding them back
 - Business and iwi are better able to access capital and drive development than public sector partners

4.1 1 - EBOP Economic Development Strategy(Cont.)

Implementation

Regional stakeholders have different levers to pull and roles to play in the implementation of the economic development framework

Role	Toi EDA	Councils	Iwi	Business
Advocacy	<ul style="list-style-type: none"> Promotional activities Coordination between Councils on relevant activities 	<ul style="list-style-type: none"> Lobbying government Promotional activities Bringing urgency 	<ul style="list-style-type: none"> Lobbying government where it makes sense to do in tandem with councils and/or industry 	<ul style="list-style-type: none"> Lobbying government including where it makes sense to do so
Facilitation & Coordination	<ul style="list-style-type: none"> Leading in workforce and capital cross-org groups Alignment across groups and workstreams 	<ul style="list-style-type: none"> Leading cross org groups Long term planning for clarity and certainty Alignment across groups 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning
Enabling	<ul style="list-style-type: none"> Public/private interface: influencing and connecting 	<ul style="list-style-type: none"> Funding and building infrastructure Zoning and consents Regulatory support 	<ul style="list-style-type: none"> Potential for support through consenting processes 	<ul style="list-style-type: none"> Driving demand and supply related to workforce, housing, and transport
Driving Development	N/A	<ul style="list-style-type: none"> Potential for limited 'driving' activities, but development is primarily driven by business (including iwi businesses) 	<ul style="list-style-type: none"> Funding and building houses Progressing individual workforce, social and commercial initiatives 	<ul style="list-style-type: none"> Funding and building houses Growing businesses Employing people

Key facilitator, ensuring alignment

Coordinate, facilitate and enable others' ambitions

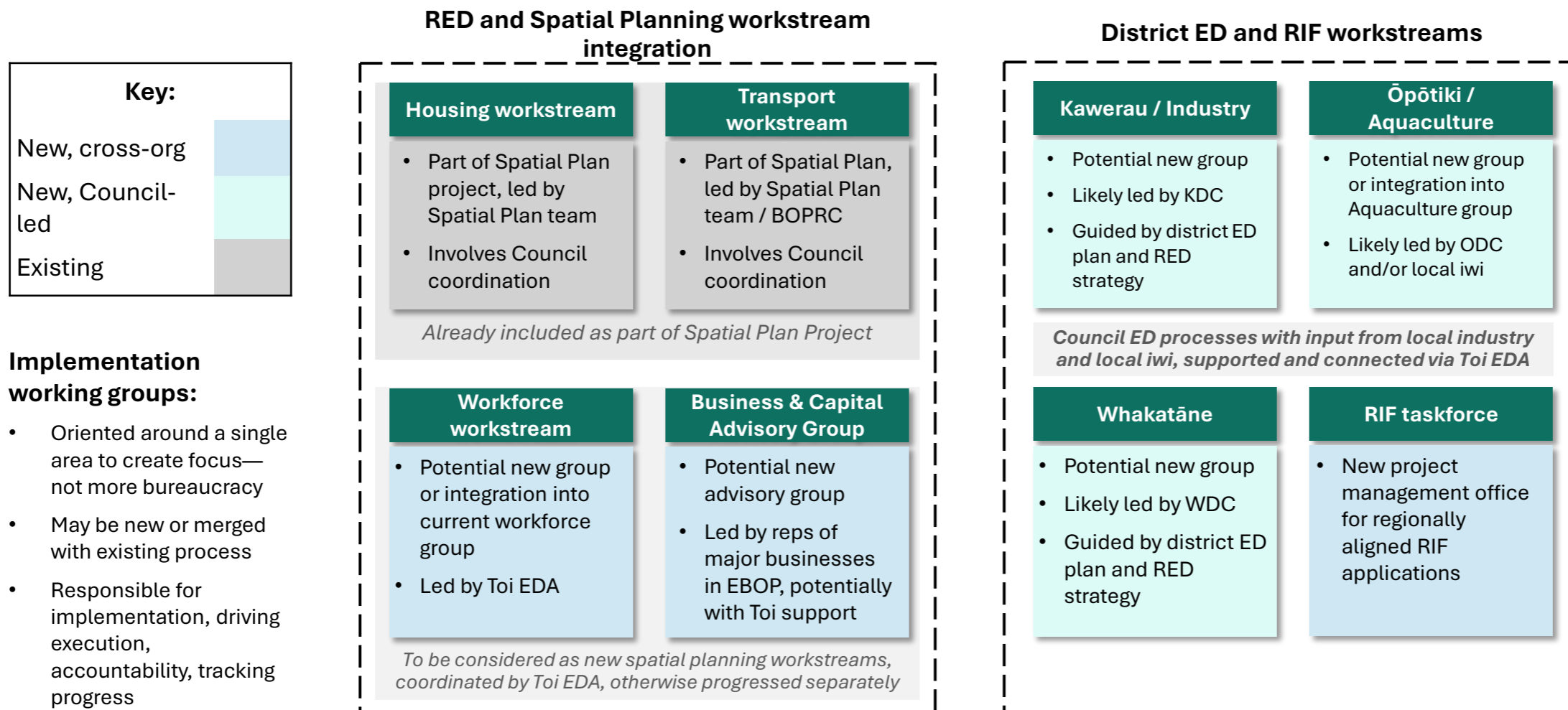
Key driver of development

Key driver of development

4.1 1 - EBOP Economic Development Strategy(Cont.)

Implementation

Recommendation: ED strategy governance and workstreams are merged with spatial planning, while district-based ED activities and RIF taskforce ramps up



Implementation working groups:

- Oriented around a single area to create focus—not more bureaucracy
- May be new or merged with existing process
- Responsible for implementation, driving execution, accountability, tracking progress

4.1 1 - EBOP Economic Development Strategy(Cont.)

Implementation

Illustrative & non-exhaustive

The next steps for progressing the development focus areas are embedded in the districts, but below reiterates key goals and actions heard to date

Non-exhaustive next steps:

<p>Ōpōtiki: Aquaculture centre of national significance</p>	<p>Kawerau: Green industrial and energy hub</p>	<p>Whakatāne: Commercial services & housing developments</p>
<p>Goal is driving short- and long-term development of the aquaculture industry</p> <ul style="list-style-type: none"> • Securing capital support for expansion • Identify what else is needed to build a centre of excellence over the long term (integrated plan) <ul style="list-style-type: none"> • Key workforce development factors • Accelerated consenting options (fast-track) • Finish and maximise utilisation of harbour projects underway • Explore opportunities for resilient transport (SH35) and potential for costal shipping • Community resilience: housing, energy, connectivity, amenity/ facilities <p>28</p>	<p>Goal is facilitation of industrial success – shaping the story and supporting growth</p> <ul style="list-style-type: none"> • Identify what is needed to attract future business park tenants <ul style="list-style-type: none"> • Identify what points of difference / value proposition (vs other business parks) resonates with potential businesses via research • Test value of an integrated approach to showcase USP for business attraction • Model energy (and other infrastructure) requirements for ramp up of capacity—use outputs to inform resilient district energy strategy 	<p>Goal is to define and facilitate the development of the regional centre the EBOP needs</p> <ul style="list-style-type: none"> • Align with and implement spatial plan • Secure funding for key infrastructure projects in growth areas: including water, energy infrastructure, enabling transport and housing expansion • Leadership role in constraints working groups • Bolster education and skills pathways through existing institutions, consider which new programmes / institutions are required and feasible • Understand gap between current and future state as a commercial centre and paths to resolve – consider attraction and investment campaigns for business and talent

4.1 1 - EBOP Economic Development Strategy(Cont.)

The RIF seeks to drive regional alignment through co-investment and reducing future costs by paying now for climate adaptation targeted infrastructure

The new Government plans to focus the Regional Infrastructure Fund on a few high-priority, co-funded projects. This small, broadly defined fund must work with other funding sources and plans (e.g., RLTP, NLTP, 30-year national strategy).

The "regional" aspect is crucial; a narrow city focus won't meet Ministers' goals or reporting needs before the next election.

Key value drivers for prioritised projects include:

- Alignment with regional vision and politics, delivering value across sub-regions
- Clear productivity drivers (labor and economic)
- Enhanced climate resilience and adaptation
- Direct and indirect GDP and job creation, without requiring a full classical TSY business case

4.1 1 - EBOP Economic Development Strategy(Cont.)

RIF details were released on 1 July, demonstrating a climate resilience and economic focus, delegated authority, and a maximum of ¼ of the fund going toward grants

Core Goal:	"Drive regional productivity, prosperity, and resilience."
Climate:	"This is not a fund that is dedicated to climate mitigation. I'm a politician who's predominantly interested in adaptation."
Economy driven:	Enable an export-led economy, regional prosperity and jobs
Distribution:	"Funding support will be provided through a mix of loan and equity investments and grants will be available in only very limited cases."

Categories	High Level	Detail
Resilience infrastructure \$720 million	Resilience infrastructure to improve regions' ability to absorb, adapt and respond to stresses and shocks	Projects that improve a region's ability to absorb, adapt and/or respond to stresses and shocks. Investments will improve resilience in areas such as weather events, energy security, water security, food security, connectivity, and recovery infrastructure.
Enabling infrastructure \$480 million	Enabling infrastructure to support growth by ensuring regions are well-connected and productive	Projects that support broader economic outcomes, such as increasing productivity in regional economies. Projects investing in assets used by multiple beneficiaries. An example includes shared services such as innovation parks.

Decision makers	Deal size	Application process
MBIE	\$0 - \$3M	<ul style="list-style-type: none"> Discuss projects with Kānoa, be invited to apply Apply in full Hear back in 0.5 – 3 months
Regional Development Ministerial Group (RDMG)	\$3M - \$35M	
Cabinet	\$35M +	

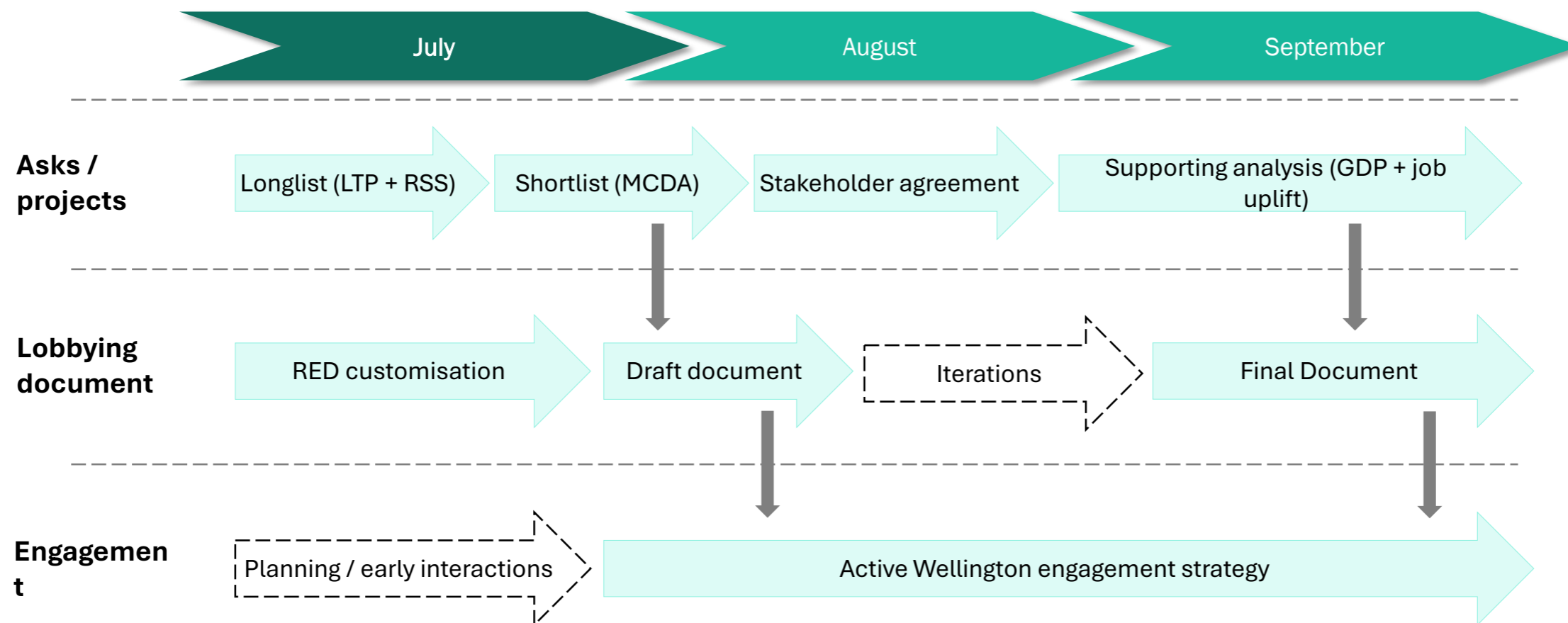
RIF allocations (000's)	2024/25	2025/26	2026/27	Total
Capital (Loans and equity investments)	\$300,000	\$300,000	\$300,000	\$900,000
Operating (Grants)	\$100,000	\$100,000	\$100,000	\$300,000
Total funding	\$400,000	\$400,000	\$400,000	\$1,200,000

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Sources: Regional Infrastructure Fund Factsheet, Budget 2024; New Zealand Herald (2024, July 1), The Government's new \$1.2b fund for the regions: Who can tap it and what it'll buy; Kānoa: Applying for the RIF, Grow Regions.

4.1 1 - EBOP Economic Development Strategy(Cont.)

Developing the RIF application will require a focused task force effort over the next 3-4 months (deadline mid-October due to Budget process)



4.1 1 - EBOP Economic Development Strategy(Cont.)

Why this project, why now?



Regional coordination has worked in the past, and it can work again

- New government requires refreshed thinking—the Regional Infrastructure Fund is at a regional level only.
- Our last subregional strategy is now 5 years old and needs updating to seize next-generation opportunities and alleviate constraints to economic development.



Invest today for a better tomorrow

- We have entered the implementation phase of the last round of funding, but projects face constraints such as housing, roading and workforce. New funding can unlock these constraints.
- Working together, we can align our economic development activities to current and future local needs.
- None of us can do this alone—we have to collaborate to succeed.



Sub-regional issues require sub-regional efforts to solve

- The EBOP economy is connected by proximity: the sub-region also shares its constraints to development.
- Addressing these shared constraints requires coordinated, regional action, with a shared understanding of the present and a shared vision for the EBOP's economic future.



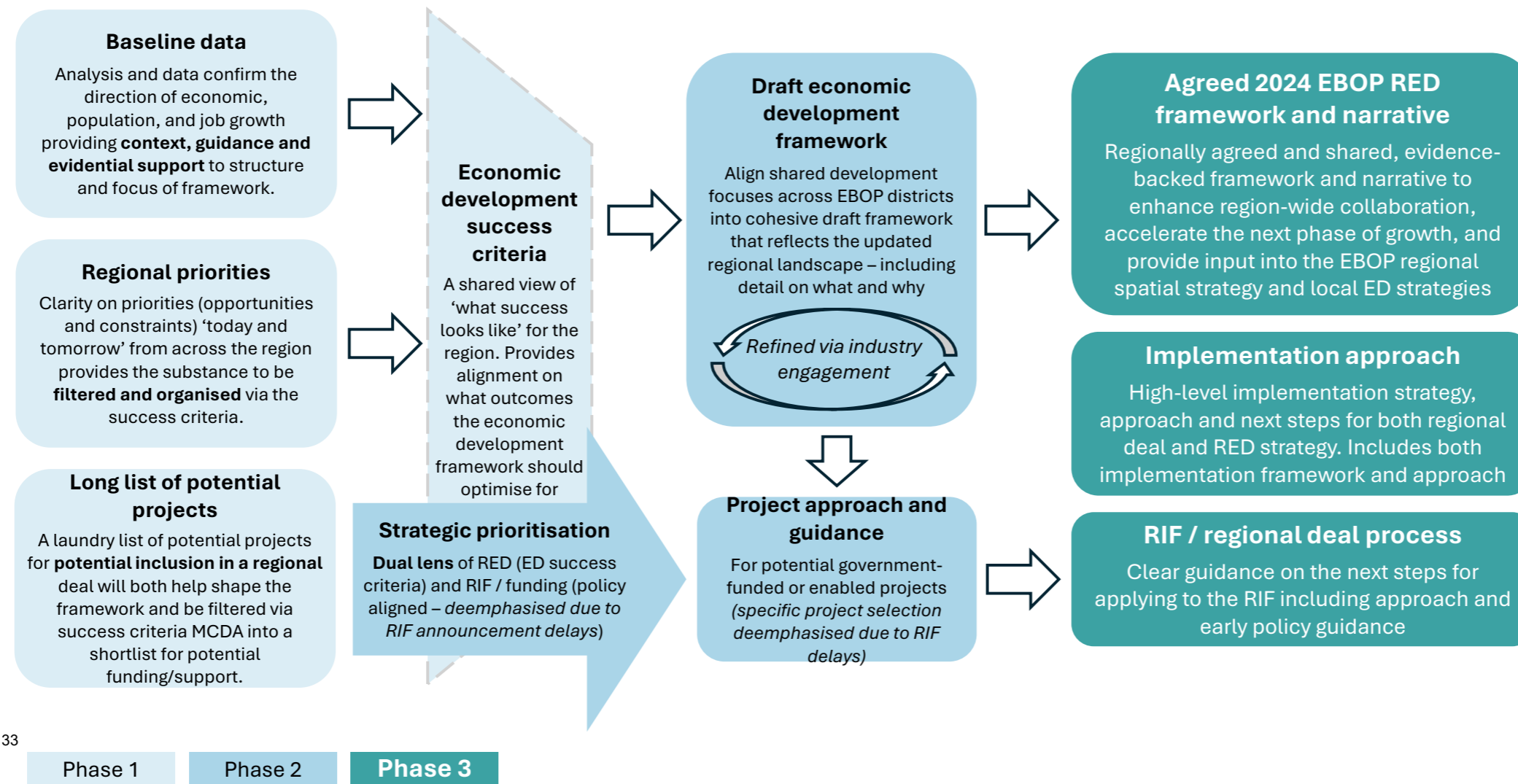
This project provides a common framework for future regional development

- Our ED narrative (industry-driven, resilience-focussed) aligns closely with the govt's priorities for RED.
- The regional economic development framework can support the EBOP's economic future in two ways: by coordinating regional efforts around the most impactful interventions and by supporting RIF applications.



4.1 1 - EBOP Economic Development Strategy(Cont.)

The projects spanned 6 months and three phases, focussing firstly on baselining, then framework development, then implementation approach



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The purpose of economic development in the Eastern Bay is to support industrial growth and generate jobs to deliver prosperity for local communities

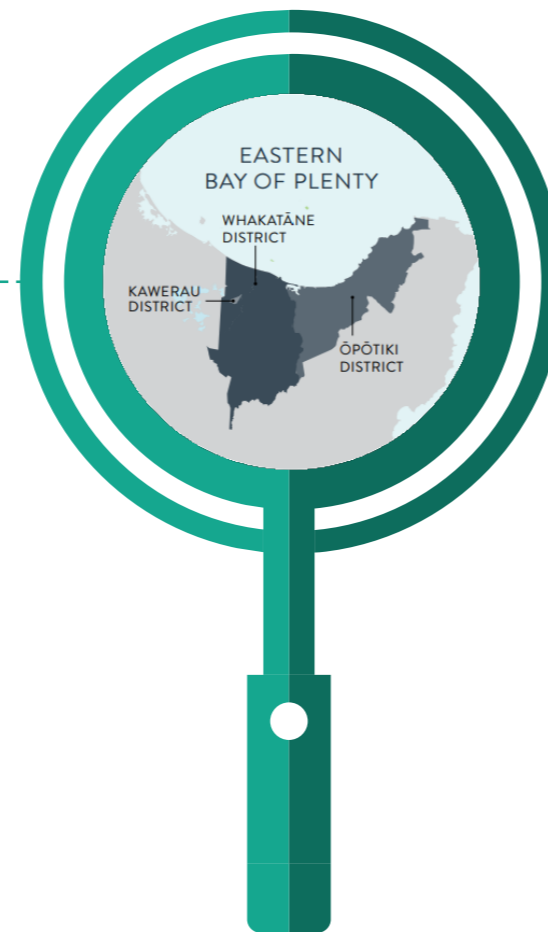
The Why

The outcome we strive for is **economic, social, environmental, and cultural wellbeing** throughout the Eastern Bay.

Economic prosperity is the enabling precursor for the rest. Economic growth for its own sake means little—but economic development to support community wellbeing is fundamental.

Through supporting our local industries to grow, we can employ more locals in higher-paying jobs. Improving economic wellbeing at the household level can improve the other forms of wellbeing at the community level.

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The How

The Eastern Bay is linked by proximity: We share resources like labour and energy, industries and infrastructure like roading and communications,

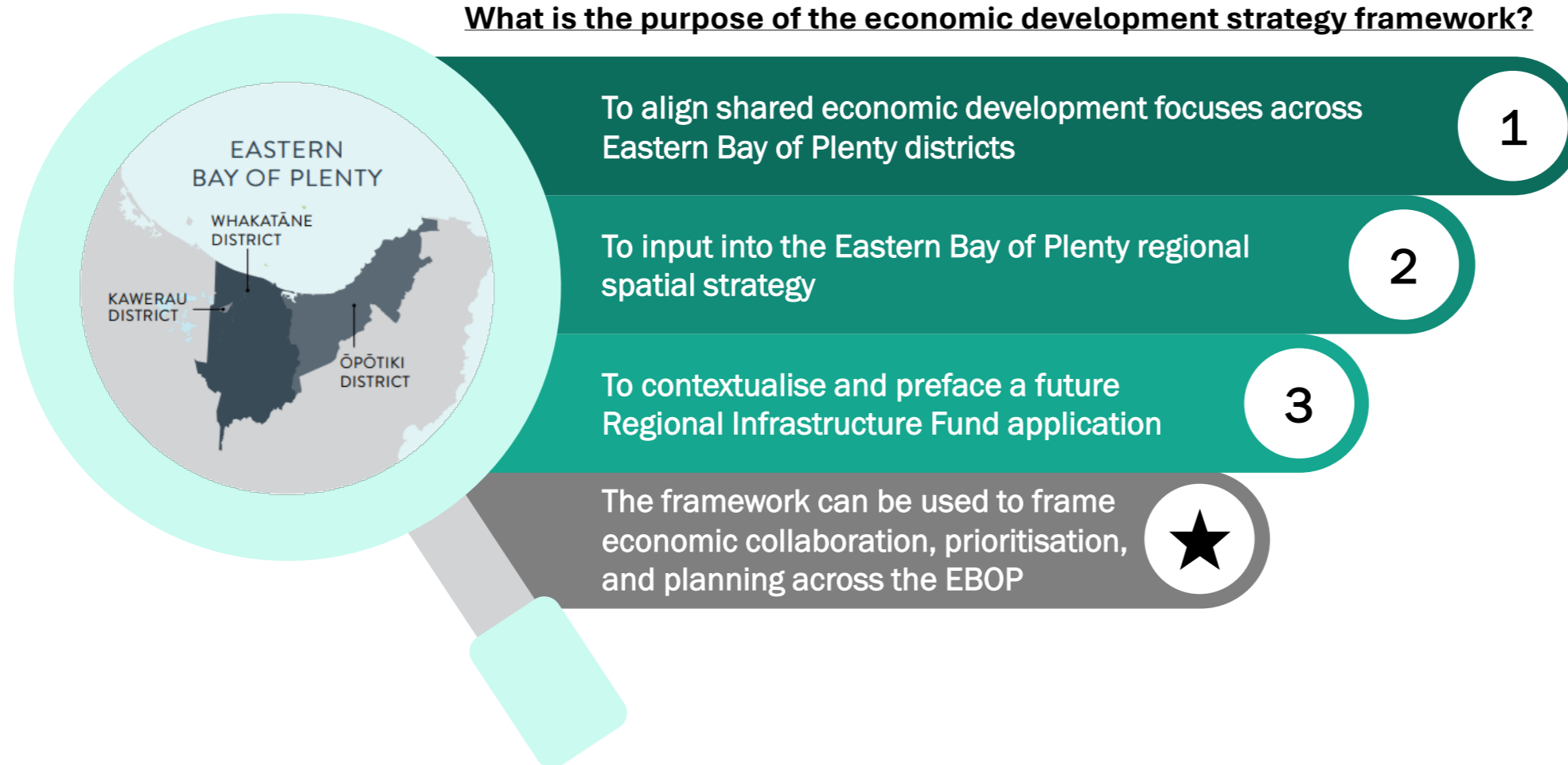
We also share the same constraints—these are like a handbrake on economic development. Tackling shared constraints requires coordinated, sub-regional action.

A Regional Economic Development Framework gives clarity on our biggest opportunities and where we're being held back—the accelerators and handbrakes.

Through a shared framework, we can coordinate as a region to manifest a shared vision for the Eastern Bay.

4.1 1 - EBOP Economic Development Strategy(Cont.)

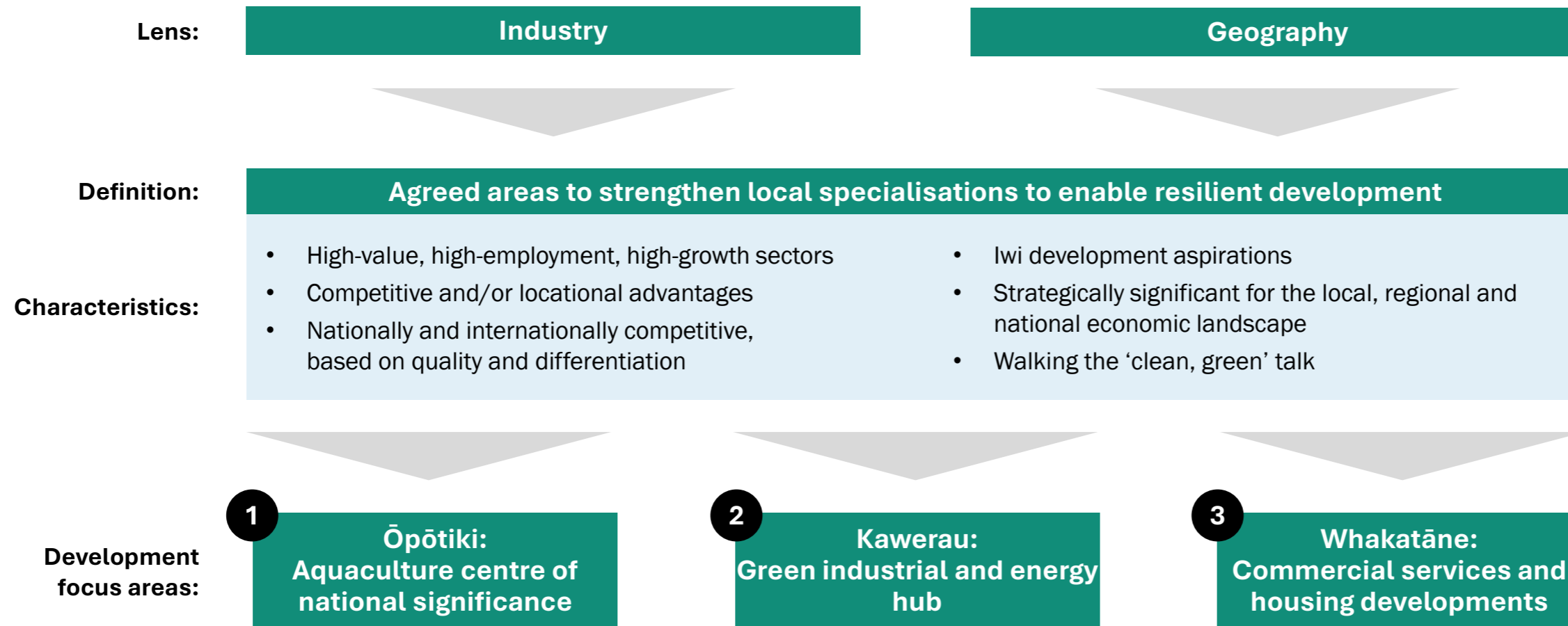
The Eastern Bay Economic Development Framework seeks to align regional economic focus areas with spatial planning and potential RIF funding



4.1 1 - EBOP Economic Development Strategy(Cont.)

Focus areas

Defined by locality and industry, focus areas are about accelerating existing high-value, high-growth sectors and overall regional economic development



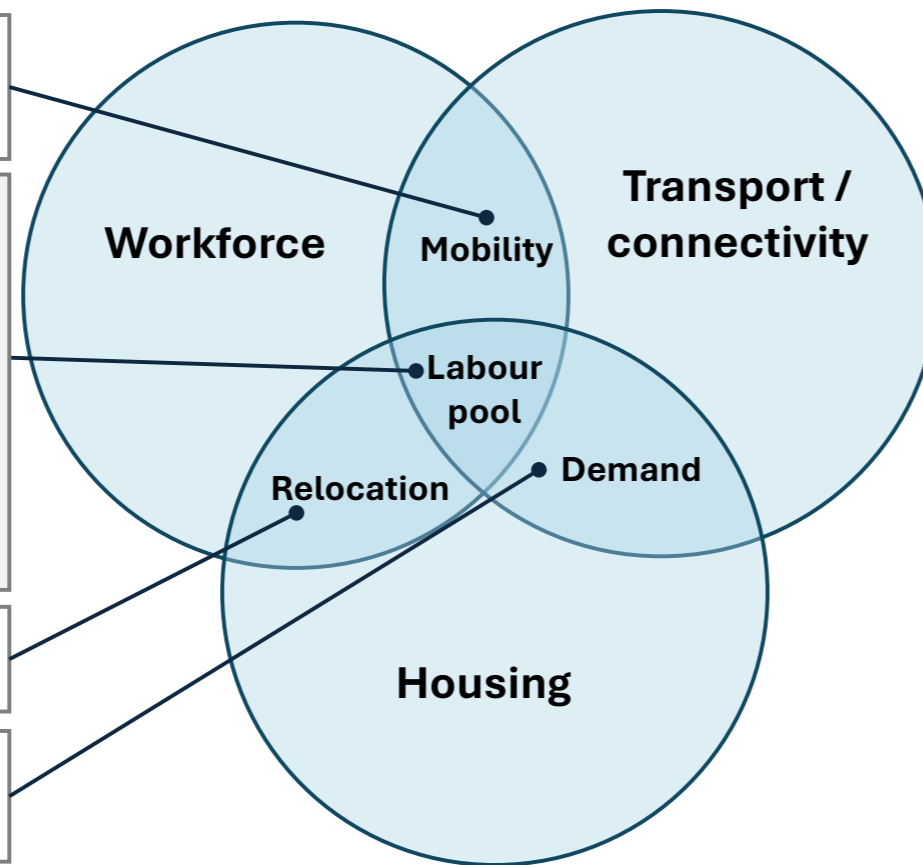
4.1 1 - EBOP Economic Development Strategy(Cont.)

Constraints

Constraints are highly interrelated and cross-regional, meaning any initiatives to resolve them will need to be coordinated and integrated

Constraint interdependencies

- Mobility:** Reduced employee mobility and ability / willingness to work inter- or intra-regionally
- Labour pool:** Together the constraints result in a smaller, less capable, less flexible and more local labour pool for employers and job market for employees
Impacts include difficulty hiring, reduced job / career pathway / training opportunities, higher skills mismatch, higher cost of living and ultimately lower productivity and development
- Relocation:** Inability to relocate intra or interregional
- Demand:** Increased demand on transportation networks as people are unable to live where they work / play



Cross-regional interdependencies

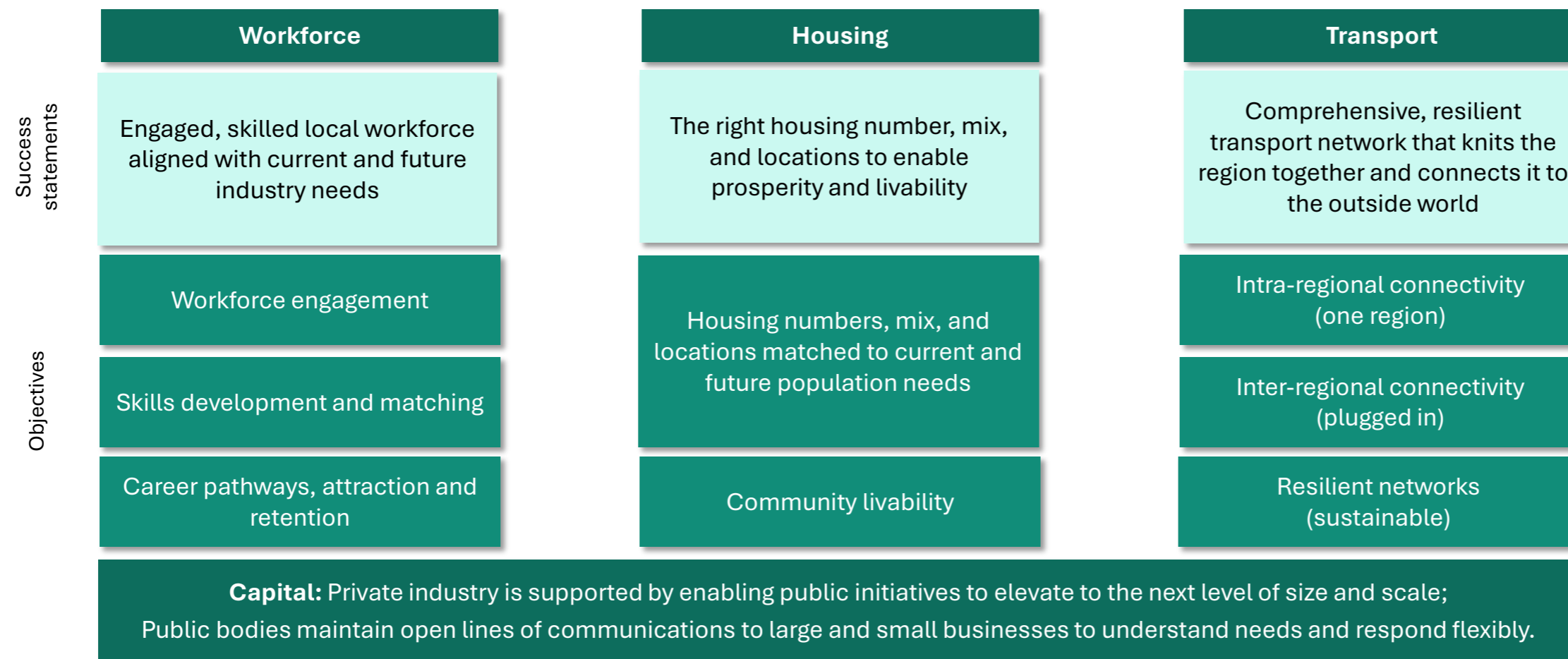
- Workforce:** Labour pools within the region do not work in isolation, with employees travelling for jobs, so can only be solved effectively at the sub-regional level. Business growth is constrained by both capital and skilled workforce availability. A
- Housing:** Like workforce, housing constraints are subregion-wide. Extra supply in only one single district is likely insufficient to bridge sub-regional deficit given other constraints. B
- Transport:** Inter and Intra regional transport constraints affect the whole region, imports and exports, as well as employees who pass through multiple sub-regions. C

4.1 1 - EBOP Economic Development Strategy(Cont.)

Constraints

Illustrative & non-exhaustive

Effective implementation requires detailed planning, however the below is an initial framework highlighting what success looks like and key drivers



4.1.1 Appendix 1 - EBOP Economic Development Strategy

4.1.1 Appendix 1 - EBOP Economic Development Strategy

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Economic Development Strategy Refresh for the Eastern Bay of Plenty

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15 August 2024

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Key terms

- **Eastern Bay of Plenty.** A sub-region of the Bay of Plenty including the three District Councils of Ōpōtiki, Kawerau and Whakatāne.
- **Toi EDA.** The Economic Development Agency for the Eastern Bay of Plenty.
- **Regional Infrastructure Fund (or RIF).** A \$1.2 billion fund to be administered over three years by Kānoa – the Regional, Economic Development and Investment Unit. Funding can be allocated to build new infrastructure or improve existing assets, boosting growth, resilience and productivity in the regions.¹
- **Regional Deal.** A long-term agreement between central and local government, to achieve key regional outcomes that generate significant benefits. Regional Deals typically involve both central and local funding, and greater devolution of decision making from central to local government.²

¹ Kānoa: Regional Economic Development & Investment Unit (2024). Regional Infrastructure Fund. Retrieved from <https://www.growregions.govt.nz/new-funding/regional-infrastructure-fund>

² Infrastructure New Zealand (2023). Position Paper: City and Regional Deals- Laying the Foundations for Partnership. Retrieved from <https://infrastructure.org.nz/wp-content/uploads/2023/11/Infrastructure-NZ-Policy-Positions-City-and-Regional-Deals-v2.pdf>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

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4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Executive Summary

The Eastern Bay of Plenty is blessed with rich natural resources and a long, proud history, but it also faces industrial decline and socio-economic deprivation.

In 2018, the sub-region successfully attracted substantial investment from the Provincial Growth Fund, to foster development in aquaculture, high-value horticulture, manufacturing and tourism, which would lift community wellbeing in turn.

Much has been achieved since 2018 - including the redevelopment of the Ōpōtiki harbour which will foster growth in the aquaculture sector; the launch of New Zealand's largest 'by Māori for Māori' blueberry farm in Te Teko; the creation of roading links and serviced sites at the Kawerau Putauaki Industrial Development; and the restoration of Whakatāne's 100-year old wharf.

Some initiatives have been hard-hit by natural disasters and roadblocks. The 2019 eruption of Whakaari / White Island devastated the families of those injured, and the livelihoods of those in the local tourism sector; the Putauaki industrial site has struggled to attract tenants and it does not yet have containerisation facilities or rail links; and the revitalisation of the Whakatāne CBD has hit a range of hurdles.

Business growth remains constrained by housing stock, transport and connectivity, workforce dynamics, and access to capital. It is challenging to attract suitably skilled staff; to house them in high-quality, affordable homes near their place of work; to efficiently connect businesses across the supply chain; and to attract private capital that could fund transformation.

The wider landscape has also changed. A National-led coalition government came to power late in 2023, with new priorities and new funding. Climate change resilience is increasingly front-and-centre, and the major iwi settlements are complete, meaning iwi are well-positioned to lead or support major economic initiatives.

It's now time for a refreshed strategy for the Eastern Bay. This strategy has the same DNA as it did in 2018. It's evidence-based, it has been collaboratively developed, and there is a focus on shared success across the districts of Ōpōtiki, Kawerau and Whakatāne.

The strategy is based on an Economic Development Framework that aligns and coordinates economic activity across the sub-region. The framework sets out *why* economic development matters, *what* to focus on, and *how* to unlock growth.

The purpose of this strategy is to unlock resilient economic development for the Eastern Bay of Plenty. Economic growth for its own sake means little—but economic development can be a hugely powerful lever for delivering social, cultural and environmental wellbeing.

Economic development will have succeeded if it fosters prosperity, resilience, regional competitiveness, strategic alignment between the three districts, and mahi tahi – or a collective response to shared constraints and opportunities.

Economic development will centre on three Development Focus Areas - one per District Council. The intent is to accelerate regional economic development by leveraging local advantages and existing specialisations.

By 2050:

Ōpōtiki will become an aquaculture centre of national significance. The district has an opportunity to develop a multi-billion-dollar aquaculture industry, leveraging the \$200m+ of investments that have been made to date, including the recently launched Ōpōtiki harbour entrance and onshore processing facilities. The region could dominate the end-to-end supply chain, covering the growth, processing and export of aquaculture products to both domestic and international markets.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Kawerau will be a green industrial and energy hub, harnessing sustainable energy for use in innovative, tech-led manufacturing. The district has an established geothermal plant, strengths in forestry, and a modern industrial park that could all be leveraged to foster innovative, sustainable and high-value industries.

Whakatāne will be commercial and residential heart of the Eastern Bay- attracting people to live, work and play in the district. The centre would combine core social, professional services, education and training providers, and hospitality and placemaking ventures that enhance liveability. Whakatāne would create cross-regional value, accelerating growth and development across the whole Eastern Bay.

In order to achieve these ambitions, and lift the wellbeing of locals, four cross-cutting constraints must be addressed – housing, transport and connectivity, workforce and capital.

- **Housing.** There is a lack of affordable, adequate housing in places where locals and newcomers wish to settle. This makes it harder to attract and retain new talent from outside the region, and it limits local relocation, meaning talent becomes less mobile and businesses find it harder to recruit the personnel they need.
- **Transport and connectivity.** There are connectivity constraints within and around the Eastern Bay. Poor-quality roads, capacity limitations, and over-reliance on road networks for freight, all contribute to congestion, lower productivity and higher business costs.
- **Workforce.** There is misalignment between the local labour force and the roles available, meaning businesses have trouble sourcing the talent they need, and locals are hampered in their employment and career development.
- **Capital.** The sub-region has struggled to attract private capital which could accelerate industrial growth and economic development. Additional public funding would also help to address the cross-cutting constraints related to housing, transport and the workforce.

The sub-regional constraints are interrelated and interdependent, which means sequenced and coordinated action will be required to address them. The recommended pathway is to enable housing, then transport connectivity, which will support workforce capacity and skills development in turn – setting off a positive feedback loop. Capital serves as a central enabler.

Success in these areas looks like – the right number and mix of housing, in the right locations; a comprehensive and resilient transport network that improves connectivity within the region and between the regions; an engaged and skilled local workforce that can meet industry needs now and in future; and private industry successfully elevating to the next level of size and scale, supported by enabling public initiatives.

This strategy represents six months of input and effort from Council, iwi, business leaders, consultants and more. **But in many ways, it's only a starting point**, and its now time to convert strategic intentions into reality.

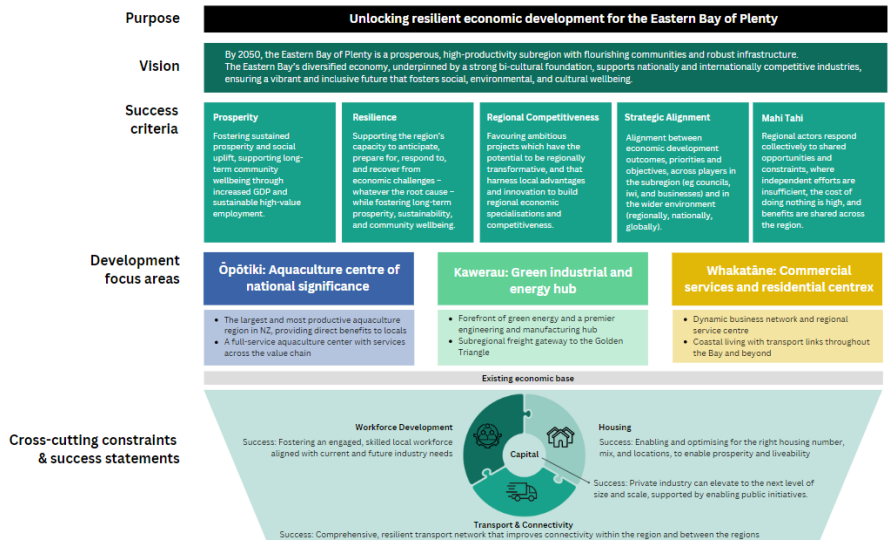
Once this strategy is formally adopted:

- **Cross-cutting constraints should be addressed at the sub-regional level**, aligning with the Spatial Plan.
- **Districts can prepare localised plans for the three focus areas** of aquaculture in Ōpōtiki, green industry in Kawerau, and the commercial and residential hub in Whakatāne, working in collaboration with local iwi and industry.
- **The sub-region should prepare a shared application to the Regional Infrastructure Fund**, working at pace.

This strategy isn't about doing new things. It's about getting 'new bang for old buck' and maximising the value of the investments that have already been made in the Eastern Bay. It's about finishing what was started and generating shared prosperity for generations to come.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Eastern Bay of Plenty Economic Development Strategy Summary



4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Introduction

Looking back: A brief history of Economic Development in the Eastern Bay

The Eastern Bay of Plenty is blessed with rich natural resources and a long, proud history, but it also faces industrial decline and socio-economic deprivation. In 2018, the sub-region successfully attracted the country's highest per-capita injection of funds, to foster development in aquaculture, high-value horticulture, manufacturing and tourism. Much has been achieved since 2018, but some initiatives have been hard-hit by natural disasters and roadblocks, and business growth remains constrained by workforce challenges, housing, logistics and access to capital.

The power of Economic Development

The Eastern Bay of Plenty is blessed in many ways. The sub-region enjoys a favourable climate, fertile soils and rich natural resources including fishery and forestry stocks. The people have a long, proud history, dating back to the first settlement by Tiwakawaka in modern-day Whakatāne, over 1000 years ago.³

Yet the Bay also faces a range of related challenges – like industrial decline, ageing or absent infrastructure, and socio-economic deprivation. For instance:

- The Eastern Bay remains one of the nation's most deprived areas, with an average deprivation score of 8.5/10 versus a national average of 5.6, when considering education and healthcare, employment and income, housing and crime and access to services.^{4,5}
- In 2023, unemployment rates were more than twice the national average (7.4% versus 3.3%), and close to one-quarter (23.1%) of working-age people were receiving a benefit.⁶

The upshot is- economic development can be more impactful in the Eastern Bay. It can convert natural, place-based advantages into meaningful improvements in people's lives.

2018: Our successful strategy

In 2018, the sub-region put together an Economic Development strategy that was evidence-based, collaboratively built, and highly compelling. The strategy attracted \$250 million of direct investment via the Provincial Growth Fund and over \$400 million of total investment – the highest per-capita injection of funds in the country.

The 2018 strategy focused on development in four key areas: aquaculture, high-value horticulture, manufacturing and tourism.

³ Whakatāne District (Nd). History of the Eastern Bay of Plenty. Retrieved from <https://www.Whakatāne.com/live-and-work/about-Whakatāne-and-eastern-bay-plenty/history-eastern-bay-plenty>

⁴ University of Auckland School of Population Health (circa 2018). Deprivation and Health Geography within NZ: 2018 New Zealand Index of Multiple Deprivation (IMD18). Retrieved from <https://imdmapp.auckland.ac.nz/download/>

⁵ MBIE (2024). Deprivation index in New Zealand. Retrieved from <https://webrear.mbie.govt.nz/theme/deprivation-index/map/timeseries/2018/new-zealand?right-transform=absolute>

⁶ MBIE (2024). Regional Economic Activity Web Tool. Retrieved from <https://webrear.mbie.govt.nz/summary/new-zealand>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Since 2018: Wins and headwinds.

Much has been achieved since 2018, and these successes should be celebrated. However, other initiatives have been hard-hit by natural disasters and roadblocks.

Aquaculture

Development of the aquaculture sector primarily centred on developing the Ōpōtiki harbour entrance. This \$100 million initiative was one of the country's largest non-roading infrastructure projects, and it was delivered on time and on budget, a feat typically achieved by less than 10% of major works.⁷ (Flyvbjerg, cited in Lipford, 2023).

The new harbour features two training walls that redirect the mouth of the Waioeka river through a canal dredged to 4 metres. The harbour can now be accessed in all tides and all-weather conditions by large commercial mussel and fishing boats, and by recreational boats. Vessels can readily service the 4000ha offshore mussel farm, along with 10,000 ha of planned development, and access the onshore processing facilities at Whakatōhea – which previously required a 40km journey from the Whakatāne wharf.

High-value horticulture

High-value horticulture focused on improving irrigation on Māori-owned land, and scaling up developments of kiwifruit, blueberries and manuka, particularly in deprived communities. Since 2018, the country's largest blueberry orchard has opened at Te Teko, with a 'by Māori for Māori' business model.⁸ Kiwifruit acreage has increased, and the Minginui nursery is playing its part in regenerating native forests.⁹

There appears to be further development potential in both Kiwifruit and other horticulture subsectors. An important criterion going forward will be the ability to attune development to the needs of local communities through sustainable employment of local labour, and to ensure that a reasonable share of value creation flows to those communities.

Manufacturing

Manufacturing centred on improving the Eastern Bay's manufacturing capability and supply chain links, particularly via the Kawerau Putauaki Industrial Development which would offer warehousing, container packing, and improved roading and rail links.

The second stage of the industrial zone is now complete, with all industrial sites connected to roading and utility services.¹⁰ Key connecting roads have been built, including a 1.6km stretch off State Highway 34 that connects private forestry sites to the industrial zone, and a rail link is planned.

However, the industrial zone has struggled to attract a full suite of tenants, with several early prospects not proceeding. Optimising utilisation to drive return on investment in line with Kawerau's Green Business strategy is the key next target. Competition will increase as business parks are established in Rangiuru and Rotorua. The container hub and rail links are not yet established, which has made it harder to attract industry. Kawerau has unique resources in shallow and deep geothermal energy that could become key drivers of the green business hub.

Manufacturing also continues to play a key role in Whakatane District, with Whakatane Mills reinvesting in substantial new plant, both Surtees and Extreme consolidating their position as among New Zealand's small boat builders, and many others that make Whakatane the major commercial hub of the sub-region.

⁷ Lipford (2023). Book review: How Big Things Get Done- The Surprising Factors That Determine the Fate of Every Project, from Home Renovations to Space Exploration and Everything in Between. *The Independent Review: A Journal of Political Economy*, 28(2). Retrieved from <https://www.independent.org/publications/tir/article.asp?id=1900>

⁸ Te Teko blueberry farm largest in Aotearoa – owned by Maori for Maori' (2020, July 7). Waatea news. Retrieved from <https://waateanews.com/2020/07/07/te-teko-blueberry-farm-largest-in-aotearoa-owned-by-maori-for-maori/>

⁹ Minginui Nursery (2024). Retrieved from <https://minginuinursery.co.nz/>

¹⁰ Putauaki Trust. (2020). Industrial zone. Retrieved from <https://www.putauakitrust.com/industrial-zone/>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Tourism

Tourism centred on the redevelopment of Whakatāne, including the Wharf and waterfront improvements that could support tourism flows displaced by the Whakaari/White Island eruption and to foster other tourism services and marine-based industries. The key success has been the remediation of the 100-year-old wharf, which re-opened in 2022.

The 2019 eruption of Whakaari / White Island proved devastating for the families of those killed or injured, and for the livelihoods of those in the local tourism sector.

Plans to develop the river promenade and the CBD paused after public consultation in 2020, due to uncertainty about the Regional Council's plans to raise the town's stop banks to minimise the impact of flooding and other extreme weather events.¹¹

Development of the boat harbour has also stalled, while careful consideration is given to managing any historical contaminants from wood waste.¹²

Since 2018: Broad constraints and opportunities

Alongside the project-specific wins and challenges, the Eastern Bay faces a dynamic landscape of constraints, threats and opportunities.

Constraints and threats

There are cross-cutting constraints related to the workforce, housing, logistics and access to capital, all of which have slowed business growth. It is challenging to attract suitably skilled staff; to house them in high-quality, affordable homes near their place of work; to efficiently connect businesses across the supply chain; and to attract private capital that could fund transformation in these areas. As a result, business growth and economic development have been constrained.

These constraints are described in more detail in section 4.

More generally, the Bay is vulnerable to sea-level rise, flooding, cyclones and other extreme weather events driven by climate change.

Opportunities

The political context has changed, with a National-led coalition Government coming to power late in 2023. The coalition brings a focus on regional development, along with new funds and rules for investment, which creates an opportunity to tailor the Eastern Bay's economic development plans and attract additional funding and support.

Major iwi settlements are also complete, with Whakatōhea signing in 2023. The \$100 million package is one of the largest and most comprehensive of any iwi in the motu, including access to 5000 ha of marine space. As iwi leaders explain, "The real value of our Settlement lies in the 5000ha of marine space which will create numerous opportunities for our whānau now that the Opōtiki harbour development project is underway."¹³

¹¹ McCarthy, E. (2023, August 25). Whakatāne boat harbour: Potential for contamination causing hold-up. *Rotorua Daily Post*. Retrieved from <https://www.nzherald.co.nz/rotorua-daily-post/news/Whakatāne-boat-harbour-potential-for-contamination-causing-holdup/2GCXZQAYNSBZXJWGDFTW5LUM4A/>

¹² *ibid*

¹³ Te Tāwharau o te Whakatōhea. (2023). First Reading of the Whakatōhea Settlement Claims Bill. Retrieved from <https://tewhakatōhea.co.nz/our-settlement/>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Looking forward: A refreshed Economic Development strategy

It's now time for a refreshed Economic Development Strategy for the Eastern Bay. A strategy with the same DNA as 2018 – based on evidence, collaboration and shared success.

This is a refresh- because the strategy extends the good work that began in 2018. It's a refresh because the focus is on getting new bang for old buck. Maximising the investments that have already been made in the region, and finishing what was started.

This strategy contains the same DNA as 2018. It's based on evidence and a deep understanding of the local context. It was developed collaboratively, and it focuses on shared challenges and opportunities. Because success won't happen in siloes. The people, businesses and districts of the Eastern Bay will succeed through strategic, collective action.

Nā tō rourou, nā taku rourou ka ora ai te iwi

With your food basket and my food basket the people will thrive

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

The Economic Development Framework: Overview

The purpose of the Eastern Bay of Plenty Economic Development Framework is to coordinate economic activity across the sub-region, and address key constraints in order to foster greater prosperity and wellbeing. The framework clarifies what success looks like, key focus areas for development, and the cross-cutting constraints that will be addressed.

Purpose of the framework

This framework will help to align activity across the three Districts of Ōpōtiki, Kawerau and Whakatāne. It will:

1. Align the focus of economic development.
2. Serve as an input into the regional spatial strategy.
3. Preface future applications to the government's Regional Infrastructure Fund

Key components in the framework

There are three components in the Economic Development Framework- why, what, and how.

Why: Economic Development Success Criteria

Stakeholders have agreed on a set of Economic Development Success Criteria. These explain, in plain language, why economic development matters to individuals, businesses and communities in the Eastern Bay of Plenty.

What: Development Focus Areas

Three focus areas have been identified – one per district. The intent is to accelerate regional economic development by leveraging the unique strengths of each district.

How: Cross-cutting constraints to growth

Four cross-cutting constraints are currently acting as a 'handbrake' on economic growth in the Eastern Bay. The intent is to address these constraints via coordinated, collective action.

Deciding what matters

Stakeholders decided on the Development Focus Areas and the cross-cutting constraints to growth, by considering:

- **Economic impact:** Current and projected contribution to regional GDP, employment, and economic resilience.
- **Alignment:** Level of strategic alignment with the national economic direction, regional priorities, and the region's competitive positioning for future.
- **Impact:** Potential for public or private interventions to make a positive impact on the region.

The resulting Regional Economic Development Strategy is the result of six months of economic analysis and extensive engagement with industry, iwi and other key stakeholders.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

1) Purpose & Vision

Purpose

The purpose of this strategy is to unlock resilient economic development for the Eastern Bay of Plenty.

The Eastern Bay is striving for economic, social, environmental, and cultural wellbeing.

Economic growth for its own sake means little—but economic development can be a powerful lever for delivering social, cultural and environmental wellbeing. For instance:

- As household incomes rise, families can enjoy increased access to high-quality housing, healthcare and education. People's horizons expand.
- As communities enjoy economic stability, there's a rise in social trust and cohesion.
- When there is more money to go around, there's more capacity and willingness to invest in cultural initiatives – such as preserving heritage sites or promoting cultural activities.
- When the local economy is robust, businesses and communities can make more choices that foster long-term sustainability, generating returns beyond just the financial.

In short, economic growth unlocks other forms of wellbeing. It's a logical starting point.

Vision for 2050

By 2050, the Eastern Bay of Plenty is a highly productive and prosperous sub-region, and recognised as one of New Zealand's centres of green energy. The region is an attractive place to visit, work and live, with flourishing communities and thriving natural and built environments.

Robust housing, transport infrastructure, and a talented workforce maximises the region's potential, creating a vibrant and inclusive economy. The sub-region is home to nationally and internationally competitive industries, underpinned by a strong bi-cultural foundation and partnership with mana whenua, honouring the area's cultural heritage.

Resilient roading infrastructure ensures seamless connectivity, enabling residents to live and work throughout the sub-region. Strategic land developments and energy resilience help to mitigate the impact of extreme weather events and rising sea levels, safeguarding the region's future. The diversified economy thrives with surge sectors such as aquaculture, green industry, and primary industries, all contributing to a circular economy and reinvesting in the sub-region.

Sustainable development is at the heart of the Eastern Bay's growth, with proportional expansion of housing and supporting infrastructure, ensuring readiness for current and future needs. The Eastern Bay's purpose for enabling economic prosperity was to empower social, environmental, and cultural wellbeing for all communities, creating a prosperous and sustainable future for generations to come. Resilient economic development has been unlocked for the Eastern Bay of Plenty.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

2) Economic Development Success Criteria

Successful economic development in the Eastern Bay should deliver the following results:

- **Prosperity:** Fostering sustained prosperity and social uplift, supporting long-term community wellbeing through increased GDP and sustainable high-value employment. In other words, people are in valuable and well-paid jobs, for the longer term, and this contributes to a lift in GDP and in living standards.
- **Resilience:** Supporting the region's capacity to anticipate, prepare for, respond to, and recover from economic challenges – whatever the root cause – while fostering long-term prosperity, sustainability, and community wellbeing.
- **Regional competitiveness:** Favours ambitious projects which have the potential to be regionally transformative, and that harness local advantages and innovation to build regional economic specialisations and competitiveness.
- **Strategic alignment:** Alignment between economic development objectives, priorities and outcomes across players in the sub-region (e.g. councils, iwi, and businesses) and in the wider environment (regionally, nationally, globally).
- **Mahi Tahī:** Regional actors respond collectively to shared opportunities and constraints, where independent efforts are insufficient, the cost of doing nothing is high, and benefits are shared across the sub-region.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

3) Development Focus Areas

The Economic Development strategy identifies three Development Focus Areas, which align with the three District Councils of Ōpōtiki, Kawerau and Whakatāne.

Focus areas were selected by considering geographic advantages and existing industry specialisations. This is a strengths-based approach of building on and extending what is already working, to generate more high-quality jobs and boost economic performance.

Focus areas typically have the following characteristics:

- High-value, high-employment, high-growth sectors
- With competitive and/or locational advantages
- Considered both nationally and internationally competitive.
- Aligned with the development aspirations of iwi.
- Strategically significant for the local, regional and national economic landscape
- Operating in a genuinely sustainable way – i.e. walking the ‘clean green’ talk

The three key Development Focus Areas are described on the following pages.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Ōpōtiki: Aquaculture centre of national significance

Vision

By 2050, Ōpōtiki has become New Zealand’s leading aquaculture centre, and a key player in international markets. The district boasts extensive, fully operational sea farms for green-lipped mussels and other species. The aquaculture industry is well serviced across the value chain, with an extensive shipping fleet, harbour infrastructure, onshore processing facilities, and an efficient, well-integrated transport network that allows businesses to rapidly access regional, national and international markets.

Satellite industries have developed around aquaculture, including education and training services that build workforce capability.

Sustainability has been a key consideration in development – meaning primary industries are now more climate resilient, and new housing developments are further inland and uphill, to achieve managed retreat whilst attracting and housing talent.

Local communities are enjoying economic growth, environmental sustainability, and more holistic wellbeing.

Opportunity

Ōpōtiki could develop a multi-billion-dollar aquaculture industry, starting with extensive offshore farming of green-lipped mussels and diversifying into other fish and shellfish species. The industry can leverage the \$200m+ of investments that have been made to date, including the recently launched Ōpōtiki harbour entrance and onshore processing facilities. The region has an opportunity to dominate the end-to-end supply chain, covering the growth, processing and export of aquaculture products to both domestic and international markets.

Reasoning

- Ōpōtiki has existing aquaculture assets that can be leveraged – offshore marine farms, hatchery facilities, the new harbour access, and onshore processing.
- Land is available for associated facilities – e.g. a marina and a wharf.
- Aquaculture is a growth industry, with an expected compound average growth rate in the international mussel market of 5% from 2024 to 2034 and a distinct market for mussel oil and powder as dietary supplements.^{14,15}
- Aquaculture is highly sustainable – as green lipped mussels do not require additives or fertilisers; improve water quality;¹⁶ boost biodiversity,¹⁷ and generate a smaller carbon footprint than other forms of farmed protein.¹⁸
- Recent Te Tiriti settlements enable large-scale farming in the open ocean. Iwi are ready to lead, bringing ambitious plans and strong strategic and commercial leadership.
- Aquaculture has had strong support from previous governments and is a stated focus area for the current government.

Potential benefits

\$2-3 billion revenue
potential, from proposed
28k hectares of planned
seawater space

2000 – 3000 jobs in industry
and supporting local services

Reference: PWC Aquaculture report for Te
Whānau-ā-Apanui, Te Ara Moana a Toi | a path
to the sea, Te Ara Moana a Toi | Initial Benefits
Assessment

¹⁴ Future Market Insights. (2024). Mussel Market Outlook from 2024 to 2034
Retrieved from <https://www.futuremarketinsights.com/reports/mussels-market>

¹⁵ Future Market Insights. (circa 2022). Mussel Oils Market Snapshot (2022 to 2032). Retrieved from
<https://www.futuremarketinsights.com/reports/mussel-oils-market>

¹⁶ MacLab (nd). Sustainability. Retrieved from
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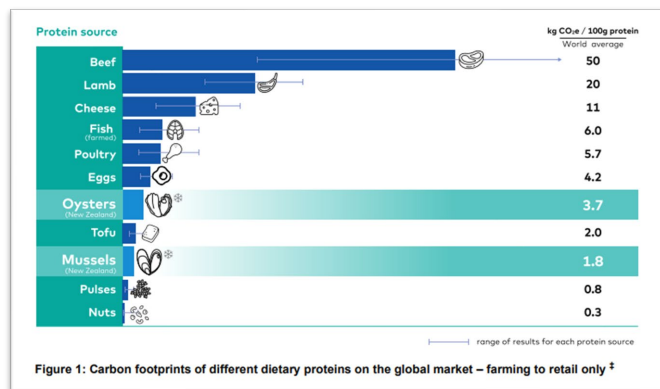
¹⁷ University of Auckland (2024, May 28). Seaweed and mussel farming can boost wild fish populations. Retrieved from
<https://www.auckland.ac.nz/en/news/2024/05/28/seaweed-and-mussel-farming-increases-wild-fish-populations-.html>

¹⁸ ThinkStep (2021). Life Cycle Assessment of New Zealand Mussels and Oysters: Prepared for Aquaculture New Zealand & Ministry for Primary Industries. Retrieved from <https://www.mpi.govt.nz/dmsdocument/48526-Life-Cycle-Assessment-of-NZ-Mussels-and-Oysters#:~:text=The%20carbon%20footprint%20of%20New%20Zealand%20mussels%20and%20oysters&text=For%20a%20kilogram%20of%20shellfish,CO2e%20per%20kg%20shellfish%20meat>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

- There is proximity between the existing workforce, marine farms and processing facilities, with additional land available and zoned for residential housing.

Mussel farming has the smallest carbon footprint of all animal proteins



(Source – ThinkStep, 2021)¹⁹

¹⁹ ThinkStep (2021). Life Cycle Assessment of New Zealand Mussels and Oysters: Prepared for Aquaculture New Zealand & Ministry for Primary Industries. Retrieved from <https://www.mpi.govt.nz/dmsdocument/48526-Life-Cycle-Assessment-of-NZ-Mussels-and-Oysters#:~:text=The%20carbon%20footprint%20of%20New%20Zealand%20mussels%20and%20oysters&text=For%20a%20kilogram%20of%20shellfish,CO2e%20per%20kg%20shellfish%20meat.>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Kawerau: Green industrial and energy hub

Vision

By 2050, Kawerau has transformed into a thriving hub of green technology and industrial innovation. Industrial sites have expanded and are fully utilised, attracting a diverse ecosystem of businesses that foster each other's success.

Industrial growth is powered by sustainable and renewable resources, including forestry, geothermal power and hydrogen. Local manufacturers are leading the way in green industrial technology- developing products, services and processes that have a high financial value and a low environmental impact. The district enjoys state-of-the-art logistics infrastructure, with robust warehousing, distribution, road/rail/shipping links, and supporting information systems, all of which reinforce Kawerau's status as a premier hub for engineering and manufacturing.

Safe, climate-resilient residential and commercial developments have flourished, attracting skilled workers and fostering a vibrant community. Kawerau stands as a model of sustainable development and industrial prosperity, contributing significantly to the environmental, economic and social wellbeing of the Eastern Bay of Plenty.

Opportunity

Kawerau has an opportunity to become a premier green industrial hub, harnessing sustainable energy for use in innovative, tech-led manufacturing. The district has an established geothermal plant, strengths in forestry, and a new industrial park that could all be leveraged to foster innovative, sustainable and high-value industry.

Reasoning

- The district has extensive energy resources and infrastructure, including the 100 mega-watt Kawerau Power Station which is New Zealand's largest generator of geothermal power.²⁰
- The focus on green energy aligns with national sustainability commitments and Māori aspirations for sustainable industry.
- Kawerau already specialises in forestry and wood processing, with proximity to the largest forestry plantation in New Zealand. There is scope for high-value innovation in the forestry sector, with Kawerau being a natural testbed for industry-led innovation.
- The Kawerau Putauaki Industrial Development is operational, and ROI will be generated by attracting more tenants and complementary industrial players.
- Land is available and already zoned for various industries.
- Once complete, the planned rail network and container terminal will serve as the Eastern Bay's gateway for freight to the Golden Triangle (of Auckland, Hamilton and Tauranga).

More detailed modelling is required

Detailed modelling is required to understand the pathway to full industrial capacity and infrastructure utilisation. This includes:

- Modelling the infrastructure needed to service the Kawerau Putauaki Industrial Development, including transportation requirements and three water services (drinking, storm and waste water).
- Modelling green energy generation, and distribution capacity.

²⁰ LFF Group (2018). Kawerau Powerstation Geothermal Pipeline. Retrieved from <https://www.lffgroup.com/projects/geothermal/kawerau-power-station-geothermal-pipeline>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Whakatāne: Commercial, manufacturing and residential centre

Vision

By 2050, Whakatāne district has solidified its status as the commercial, retail and residential hub of the Eastern Bay of Plenty. Whakatāne's service sector supports other local and regional industrial pillars, including agriculture, aquaculture, manufacturing, construction, boat building and green energy- while education and training providers help to foster a skilled and capable workforce to meet the labour needs of the Eastern Bay.

The town centre is vibrant- with hospitality, shopping, and amenities that draw in locals, tourists and new talent, all via efficient transport links that enhance connectivity throughout the Bay of Plenty and beyond. Whakatāne's strong partnership with mana whenua also fosters a culturally rich and inclusive community.

Whakatāne District will have prioritised strategic and sustainable development that has reduced exposure to climate change, and promoted growth in the district's network of townships. The district capitalises on its natural advantages to generate surplus green energy, reinforcing the Eastern Bay's position as one of New Zealand's leading green energy hubs.

Opportunity

Whakatāne can strengthen its position as the commercial and residential heart of the Eastern Bay- attracting people to live, work and play in the district. The centre would combine core services, like medical facilities and social support to foster health and wellbeing; professional services like legal, accounting and IT, to support business success; workforce development via education and training providers; and hospitality and placemaking ventures, to enhance liveability. Whakatāne would create cross-regional value, accelerating growth and development across the whole Eastern Bay, and reaping the rewards.

Reasoning

- This strategic pivot aligns with the strengths of Whakatāne district, as the most diversified and advanced economy in the sub-region.
- The pivot is necessary, as a tourism-centric strategy cannot be relied upon to drive development following the Whakaari eruption and the consequent steep decline in visitor numbers.
- There is alignment with the needs of local businesses and those across the Eastern Bay – who seek a skilled workforce and a robust network of service providers and associated industry players.
- This focus converts regional constraints around housing, workforce and transport into a strategic vision for the district – as a well-connected commercial and residential centre for the Eastern Bay.
- There is alignment with the spatial plan and potential development options, and alignment with adaptation activities (e.g. boosting flood resilience in the CBD and supporting managed retreat).
- There is alignment with the development priorities of local iwi, who are focused on economic, educational, and cultural revitalisation across Whakatāne.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

4) Cross-cutting constraints to address

The Eastern Bay needs to address four cross-cutting constraints to achieve economic development in the medium- and long-term: housing, workforce, transport and connectivity, and access to capital.

The three districts of the Eastern Bay share productive resources – like labour and energy, business and industry, roading and communication infrastructure.

The districts also share the same constraints, which act as a handbrake on economic development.

To unlock economic development in the medium- and long-term, the Eastern Bay of Plenty will need to address four cross-cutting constraints: housing, workforce, transport and connectivity, and capital.

Focussed and coordinated action will be required.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Housing

There is a lack of affordable, adequate housing in places where locals and newcomers wish to settle. This makes it harder to attract and retain new talent from outside the region, and it limits local relocation, meaning talent becomes less mobile and businesses find it harder to recruit the personnel they need.

The situation

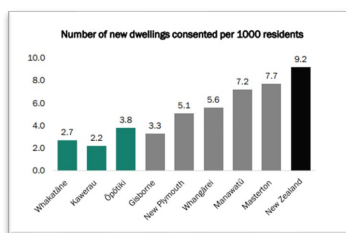
The Eastern Bay has a lack of affordable, adequate housing in places where locals and newcomers wish to settle.

There are two key driving forces.

First, there's an acute housing shortage in the Eastern Bay. Building consents are lower than in any other region of New Zealand, with an average of 2.9 dwellings consented per 1000 residents, versus a national average of 9.2 / 1000.²¹ By one estimate, the Eastern Bay will need 4,430 more homes built across 316ha of land, by 2053.²²

Second, houses in the Eastern Bay are relatively unaffordable, when compared to local incomes. The Eastern Bay has the highest housing cost to income ratio in the country, with the average household allocating 18.8% of their income towards housing, versus a national average of 16.9%.²³ The primary issue is low household income, rather than excessive housing costs.

The Eastern Bay of Plenty has a low rate of housing consents, relative to other regions



(Source: Statistics NZ, 2023)

Interlinked impacts

The lack of affordable, adequate housing makes it harder to attract and retain new talent in the sub-region, and it limits the movement of people *within* the region. For instance, locals may spot a job opportunity in a neighbouring district, but be unable to find decent housing near the new place of work. They may be reluctant to commute due to connectivity challenges across the sub-region (described below), meaning they stay in their current role and home.

The upshot is – talent becomes less mobile, and businesses find it harder to recruit the personnel they need to foster economic growth.

What good looks like

- Success statement: (Enabling and optimising for) The right housing number, mix, and locations to enable prosperity and liveability
- Indicative objectives:
 - Housing numbers, mix, and locations matched to current and future population needs
 - Community liveability

²¹ Statistics NZ (2023). Infoshare. Retrieved from <https://infoshare.stats.govt.nz/default.aspx>

²² MRCagney NZ Ltd (2023) Eastern Bay of Plenty Housing and Business Needs Research: Prepared for Whakatāne District Council.

²³ Statistics NZ (2023). Infoshare. Retrieved from <https://infoshare.stats.govt.nz/default.aspx>

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Transport and connectivity

There are connectivity constraints within and around the Eastern Bay. Poor-quality roads, capacity limitations, and over-reliance on road networks for freight all contribute to congestion, lower productivity and higher business costs.

The situation

A flourishing economy relies on good transport networks and connectivity, to allow for the free movement of workers and goods.

At present there is inadequate connectivity *within* the Eastern Bay of Plenty. Poor-quality roads lead to increased travel times, along with higher vehicle maintenance costs, and decreased safety for travellers.

There is also inadequate connectivity *between* the Eastern Bay and other regions:

- The roading network has limited capacity, creating congestion at key pressure points on State Highway 35, State Highway 2, and on certain bridges.
- Speed limit reductions have been introduced on some highways, such as SH30 from Rotorua to Whakatāne, increasing commute times for workers into the Eastern Bay, and making it less likely that people will seek or continue employment in the sub-region.
- Key parts of the roading network carry the majority of imports to and exports from the region, which adds to congestion and accelerates the degradation of local roads.

Interlinked impacts

As a result of the factors above, individual workers face more congestion, longer commutes, and lower productivity. They are also discouraged from working and living in separate places.

Businesses face more congestion, higher freight costs, and a diminished ability to attract talent from across the sub-region. Businesses are also over-reliant on the roading network due to lack of sea-freight capacity, and the local economy lacks resilience if roads are closed for standard repair or damaged following an extreme weather event.

Roading isn't resilient

In a Cyclone Gabrielle-level event, the Eastern Bay could incur over \$700m in roading damage and lose \$60m+ in export revenue, due to the current reliance on roading networks.

More generally, reliance on key roads compromises the emergency response during extreme weather events – especially for isolated communities that lack alternative transport routes.

What good looks like

- Success statement: Comprehensive, resilient transport network that improves connectivity within the region and between the regions
- Indicative objectives:
 - Intra-regional connectivity (one region)
 - Inter-regional connectivity (plugged in)
 - Resilient networks (sustainable)

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Workforce

There is misalignment between the local labour force and the roles available, meaning businesses have trouble sourcing the talent they need, and locals are hampered in their employment and career development. More attention is needed to both early-stage work readiness, and the development of long term, sustainable local career paths. Current workforce interventions are sporadic and disjointed across the Eastern Bay.

The situation

There is currently a mismatch between the jobs available in the Eastern Bay and the local labour force. Employers have high-quality roles on offer, for instance, Factory Engineer or IT lead roles in aquaculture, but they cannot attract the talent they need. Similarly, locals cannot find suitable roles or appealing career pathways. As a result, labour force participation rates are relatively low and unemployment rates are high, along with social service costs.

Interlinked impacts

Businesses struggle to import talent and fill key roles, and this is exacerbated by the lack of quality housing on offer. The cost of doing business goes up, and without essential staff, productivity drops.

Locals who cannot find a suitable role, career, or training pathway do not fulfil their full potential, and at scale, this hinders economic growth and collective wellbeing.

What good looks like

- Success statement: (Fostering an) engaged, skilled local workforce aligned with current and future industry needs
- Indicative objectives:
 - Workforce engagement
 - Skills development and matching
 - Career pathways, attraction and retention

Capital

The sub-region has struggled to attract private capital which could accelerate industrial growth and economic development. Additional public funding would also help to address the cross-cutting constraints related to housing, transport and the workforce. New processes are needed to harness the voices of businesses large and small in support of community goals, and to understand and enable business development.

The situation

Although the Eastern Bay succeeded in attracting major investment via the Provincial Growth Fund, it has been a challenge to attract significant private capital for major transformational projects. Projects get slowed down or downsized, even if they would contribute significantly to the region's economy.

Interlinked impacts

Access to public co-funding will help to address the other cross-cutting constraints, by supporting major housing developments, improving transport connectivity, and contributing to education and skills training in the sub-region.

Access to private capital will accelerate industrial and economic growth, in the three development focus areas (of aquaculture in Ōpōtiki, green industry in Kawerau, and the commercial and residential hub in Whakatāne)

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

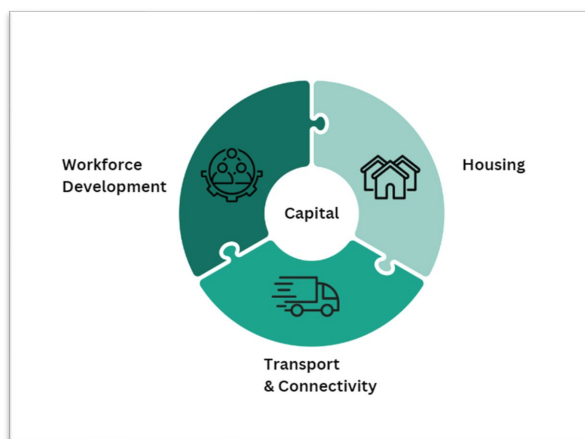
and in other sectors. Investment, both domestically and abroad, would provide the growth capital to develop key sectors across the Eastern Bay.

What good looks like

- Success statement: Private industry can elevate to the next level of size and scale, supported by enabling public initiatives.

A phased, cross-regional approach is required

It's clear that the sub-regional constraints are interrelated and interdependent, which means sequenced and coordinated action will be required to alleviate the issues. The recommended pathway is to enable housing, then transport connectivity, which will support workforce capacity and skills development in turn- setting off a positive feedback loop. Capital serves as a central enabler.



- **Housing.** Developing the housing stock will be key to resolving the other constraints and unlocking regional economic development.
 - When there are suitable houses available, talent can more readily move into and around the sub-region, relieving the workforce development challenges.
 - When houses are built where people want to live and work, pressure on the transport networks is eased.
 - Given the lead times for consent and construction, housing must be the first cab off the rank.
- **Transport and connectivity.** The next logical focus is improving connectivity across the sub-region, to enable a freer flow of people and goods.
 - With more housing in the right place, pressure on transport networks should ease. Equally, improved transport links can enable new housing developments to be built.
 - Better transport networks will support the free movement of workers, so the sub-regional labour market becomes more flexible, businesses find the talent they need, operating costs go down, and productivity goes up.
 - Better connectivity will allow a freer flow of goods, again lowering business costs.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

- A more resilient, multi-modal transport network can better withstand external shocks, such as road closures for maintenance or repair following extreme weather events.
- **Workforce Development.** Growth in the three focus areas – of aquaculture in Ōpōtiki, green industry in Kawerau, and commercial services in Whakatāne – will hinge on the capability and capacity of the workforce.
 - Much of the necessary talent already resides in the Eastern Bay. The key is to train and retain locals through fit-for-purpose education and training programmes, supplemented by high-quality housing and community liveability.
 - Attracting outside talent will be easier after improvements to housing and transport links.
 - Additionally, it will be important to develop the local trades, to support housing developments and construction of roading, rail links and maintenance of other key regional infrastructures.
- **Capital.** Access to capital will help to accelerate progress in the three development focus areas, and address the cross-cutting constraints that have hindered economic development.
 - Private capital is critical for the next level of industry development in Ōpōtiki, Kawerau and Whakatāne.
 - Public co-funding is critical for initiatives that address housing, transport and connectivity, and workforce development constraints.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Implementing this strategy

Once this strategy is formally adopted, cross-cutting constraints should be addressed at the sub-regional level, aligning with the Spatial Plan. Districts can prepare localised plans around aquaculture in Ōpōtiki, green industry in Kawerau, and a commercial and residential hub in Whakatāne, working in collaboration with local iwi and industry. The sub-region should also focus on a shared application to the Regional Infrastructure Fund, working at pace.

Guiding principles

This strategy represents six months of input and effort from Councils, iwi, business leaders, consultants and more. But in many ways, it's only a starting point, and it is now time to convert strategic intentions into reality.

The following principles should be kept top-of-mind during implementation:

- **Coordinate and collaborate.** Action should be aligned and coordinated- with existing streams of activity, and across the three districts. The constraints are cross-regional, and cross-regional effort will be critical to the success of this strategy.
- **Give sufficient focus to each development area and constraint.** The strategy sets out three development focus areas and four cross-cutting constraints. Each will need sufficient attention, because there are already multiple moving parts and many actors, and complexity will increase during implementation.
- **Ensure business and iwi leaders are heard.** Business and iwi leaders know their own businesses best, understand how the current constraints are holding them back, generally welcome systemic engagement from local government, and are well-placed to access capital and drive development. It makes sense to leverage the expertise and capital that these players can bring.
- **Foster transparency and accountability.** Best-practice project management principles should be followed. This includes establishing clear structures and processes to track and report on projects; communicating frequently and proactively with key stakeholders; and remaining accountable for results.

Key next steps

The recommended steps are:

1) Formally adopt this regional economic development strategy, at the district and sub-regional levels.

2) Create district-level Economic Development strategies, in collaboration with local iwi and industry. This could include the establishment of working groups that are responsible for strategy development and accountable for implementation.

3) Address cross-cutting constraints at the sub-regional level.

The **Eastern Bay Spatial Plan** Project already includes a focus on **Housing**, and **Transport and Connectivity**, which are two of the cross-cutting constraints. It makes sense to integrate follow-up in these areas with the existing governance and project management processes of the Regional Spatial plan Project.

However, the Spatial Plan has little focus on Business / Capital, and it is silent on Workforce Development. Therefore:

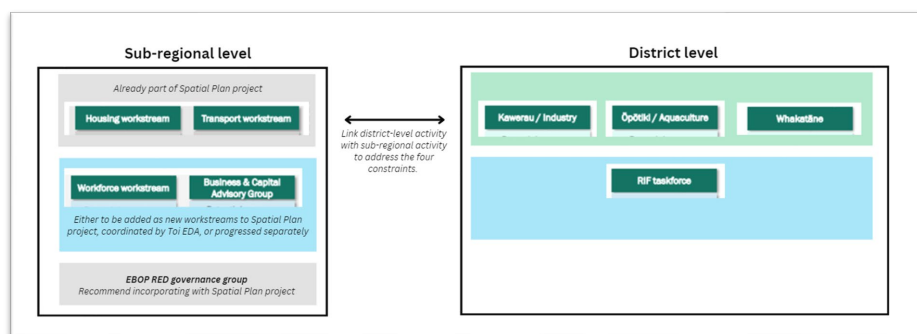
- **For the Capital constraint:** Establish a Business and Capital Advisory Group within the spatial planning 'Friends of Our Places' Framework, including large operators such as Fonterra, Zespri, Eastern Sea Farms, Sequal Lumber, Contact Energy, and Whakatāne Mill Limited.
- **For the Workforce Development constraint:** Create a separate workforce development workstream within spatial planning, best led by Toi EDA who can coordinate between public and private organisations in the Eastern Bay.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

- **Governance:** Incorporate governance group from the Economic Development Strategy refresh into the Spatial Plan project.

4) Develop a region-wide application for the Regional Infrastructure Fund, working at pace. This may include establishment of a new Project Management Office for regionally aligned applications.

Proposed structure to support implementation



(Note - all dark green boxes are working groups)

Conclusion

The Eastern Bay of Plenty is a very special place – beautiful, resource rich, culturally vibrant and steeped in history and opportunity.

It suffers from high inherited levels of social and economic deprivation. It therefore stands to benefit disproportionately from active economic development strategy – a fact recognised by its three District Councils, Toi Economic Development Agency, and the BOP Regional Council, as well as local iwi, businesses, and communities. Treaty settlements have elevated the strategic role of local iwi in economic development.

Substantial investments were made in infrastructure through the Provincial Growth Fund in 2019-24: Opoitiki Harbour, Kawarau (KPID) industrial park, Whakatane wharf redevelopment and other projects.

Community feedback in the drafting of this strategy has been clear – unlock the key constraints around workforce, housing, infrastructure and business and capital development – to get the best possible impact and returns from these investments.

To do so three core focus areas are proposed:

- A green business hub around Kawerau, leveraging plentiful geothermal and natural resources, and helping to take frost production and value creation to the next level.
- Turbo-charging Whakatane as the commercial, services and residential hub of the subregion, and continuing its development as a manufacturing and marine innovation centre.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

- Further supporting Opotiki and the Eastern seaboard as NEeW Zedaland's premier aquaculture centre through commercial and iwi-led development of more sea farms and associated manufacturing and marine research facilities.

Following consideration and adoption by Councils, this strategy will be implemented through four working groups – two hosted within the Regional Spatial Planning Project, and two coordinated through Toi EDA.

Supporting applications may be considered for the Government's Regional Infrastructure Fund.

Deeper engagement with iwi and business will be a key component of future success.

The Eastern Bay of Plenty is a jewel – of sparkling seas, green hills, and a swarm glowing heart. Its best days are ahead, and implementing this strategy should help it take the next steps to its bright, sustainable future.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

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4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Appendix 1: How this strategy was developed

Polis Consulting Group were tasked with refreshing the Eastern Bay of Plenty's Economic Development Strategy, to align the Bay's priorities with the changing national context.

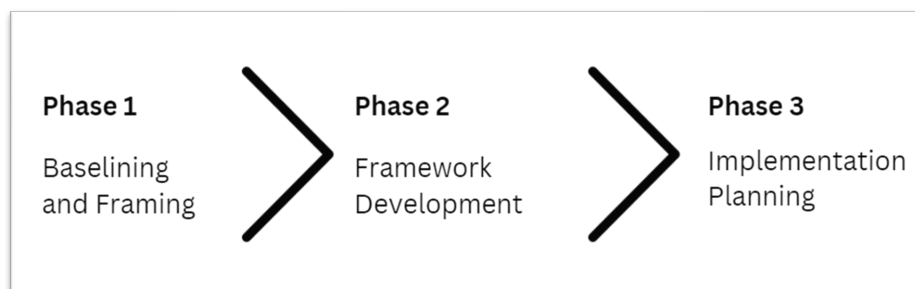
There were three goals for the refresh.

First, to put the best foot forward with the National-led coalition government, to maximise the Eastern Bay's chances of securing central funding and support. This included seeking a slice of the new \$1.2 billion Regional Infrastructure Fund, or securing a longer-term Regional Deal.

Second, to establish an evidence-based, collectively agreed upon framework for economic development. A framework that could be used to enhance collaboration across the region, and to attract both public- and private-sector funding.

Third, to support the longer-term implementation of the strategy, by embedding the necessary skills, tools and knowledge in the region.

The project spanned six months and proceeded in three phases: baselining, developing an Economic Development framework, and implementation planning.



Phase 1: Baselining and Framing

This phase involved:

- Data gathering and analysis, to understand how the Eastern Bay's economy, labour market and population demographics were likely to change over time.
- Clarifying key priorities at the sub-regional level, now and in future.
- Agreeing on success criteria for economic development in the Eastern Bay.
- Developing a long-list of potential projects that require funding and support – to be prioritised in phase two.

Phase 2: Framework Development

This phase involved:

- Creating a consolidated economic development framework – aligning the focus across the Whakatāne, Kawerau and Ōpōtiki districts, and specifying what needs to change and why.
- Refining the draft framework with industry.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

- Prioritising key projects, using the dual lenses of (i) ability to deliver on the success criteria and (ii) likelihood of receiving funding, including via the Regional Infrastructure Fund.

Phase 3: Implementation Planning

This phase involved:

- Providing District Councils and other local partners with a high-level approach to strategy implementation, and clear next steps.
- After the criteria for the Regional Infrastructure Fund were announced: (i) planning for Regional Deals and (ii) developing a narrative to accompany this Regional Economic Development strategy.
- Determining the immediate next steps for this Regional Economic Development strategy and for the Regional Deals. Committing to coordinated processes and concrete actions.

4.1.1 Appendix 1 - EBOP Economic Development Strategy(Cont.)

Appendix 2: Stakeholder roles in implementation

Regional stakeholders have different levers to pull, and different roles to play in the implementation of this strategy. The following table outlines the key stakeholder groups and their core roles.

Stakeholder roles in implementation: A guide

Role	Toi EDA	Councils	Iwi	Business
Advocacy	<ul style="list-style-type: none"> Promotional activities Coordination between Councils on relevant activities 	<ul style="list-style-type: none"> Lobbying government Promotional activities Bringing urgency 	<ul style="list-style-type: none"> Lobbying government where it makes sense to do in tandem with councils and/or industry 	<ul style="list-style-type: none"> Lobbying government including where it makes sense to do so
Facilitation & Coordination	<ul style="list-style-type: none"> Leading in workforce and capital cross-org groups Alignment across groups and workstreams 	<ul style="list-style-type: none"> Leading cross org groups Long term planning for clarity and certainty Alignment across groups 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning 	<ul style="list-style-type: none"> Key contributors to cross-organisational groups and long-term planning
Enabling	<ul style="list-style-type: none"> Public/private interface: influencing and connecting 	<ul style="list-style-type: none"> Funding and building infrastructure Zoning and consents Regulatory support 	<ul style="list-style-type: none"> Potential for support through consenting processes 	<ul style="list-style-type: none"> Driving demand and supply related to workforce, housing, and transport
Driving Development	N/A	<ul style="list-style-type: none"> Potential for limited 'driving' activities, but development is primarily driven by business (including Iwi businesses) 	<ul style="list-style-type: none"> Funding and building houses Progressing individual workforce, social and commercial initiatives 	<ul style="list-style-type: none"> Funding and building houses Growing businesses Employing people
	Key facilitator, ensuring alignment	Coordinate, facilitate and enable others' ambitions	Key driver of development	Key driver of development

4.2 2 - EBOP Spatial Plan Engagement

4.2 2 - EBOP Spatial Plan Engagement

4.2 2 - EBOP Spatial Plan Engagement(Cont.)



Our Places

Eastern Bay of Plenty spatial plan

Council Briefing, 12 September 2024

Presenters:

- Nicholas Woodley
- Gemma Bengé
- Sam Whittle



Consultation overview and key content

Whakatāne District Council Briefing

12 September 2024

4.2 2 - EBOP Spatial Plan Engagement(Cont.)

An aerial photograph of a coastal town, likely in New Zealand, showing a bay with turquoise water, a sandy beach, and a town built on a hillside. The text is overlaid on the image.

**We are seeking your feedback today
on the following:**

- *Draft key messages (refer to attached document)*
- *Draft engagement proposal (refer to attached document)*
- *Communication and engagement approach*

31 July 2024

Where have we been?

- 2023 – early engagement:
 - Targeted – key stakeholders, ‘Friends of Our Places’
 - Limited awareness raising – website: work is underway: the "why", "what", "who" and "how"



4.2 2 - EBOP Spatial Plan Engagement(Cont.)

31 July 2024

Where are we at currently?

- Draft growth scenarios presented to partner Councils
- Planning for communications and engagement phase in October-November 2024
- Draft Communication and Engagement Plan developed, touching on:
 - Approach, tools and processes for partners to work together
 - Website update, working with local media, key messages, advertising, community events/initiatives



Where to from here?

- Workshops with Bay of Plenty Regional Council, Whakatane District Council, Opotiki District Council this month (September 2024)
- Incorporate feedback before launch in October 2024
- Final communication materials will be approved by the Project Control Group (Planning General Managers from the four Councils involved)
- Project Governance Group will be available to hear presentations from people who want to speak to them
- Recommendations from the Project Governance Group will be shared to each Council
- Consultation (inform level) on draft plan in mid-2025
- Completed around August 2025

4.2 2 - EBOP Spatial Plan Engagement(Cont.)



Key messages:

What we want to know is if they clear to you, are they the right ones and are any missing?

Key messages

- **Note: Wording and tone will change but the messages will not**
- These are the "story of the project", at its simplest
- The most important messages, but not all the information the project will communicate
- It depends on the media source they are presented through (e.g., media release vs Facebook ad tile) and what Council is sharing
- The most important thing to ensure is that the messages are the right ones and that none are wrong or missing
- Full list of messages in agenda package divided between 'framing' and 'detailed'

Key messages

- Some context – the wider public don't know what 'Our places: Eastern Bay of Plenty Spatial Plan' is about and what it sets out to achieve
 - Five components:
 - Here's what we know
 - Here's what we're thinking of focusing on – draft scenarios
 - What do you think?
 - Have we missed anything?
 - Your opportunity to be part of developing a vision for your 'place'

Key messages (continued)

- Bringing the five components together
- We are creating a plan to set out a vision for the future of the Eastern Bay
 - It isn't finalised yet because we want to hear from people in the Eastern Bay first
- The plan is being developed by Councils, Iwi partners, and guidance from Central Government
- It will set out where the Eastern Bay wants to head and provide a roadmap or spatial plan, for how to get there and help us focus our limited resources on the most important projects

Key messages (continued further)

- The spatial plan is about the economy, a changing climate, the environment, infrastructure, and how we – and future generations – want to live, work and play in the future Eastern Bay, this means that it is about more than just housing, business land or economic development
- We want to hear from you about two things in particular:
 - What are your thoughts about where to plan for new houses and businesses in the Eastern Bay? We have an idea, but need your help to make sure we are on the right track
 - What are your ideas about your community and the Eastern Bay that you want us to think about and plan for?
- This is a chance to have a say on how you want future generations to experience the Eastern Bay

4.2 2 - EBOP Spatial Plan Engagement(Cont.)



Engagement proposal:

What do you think is great, missing or wrong in how we explain this story?

Draft engagement proposal

- This is the content that people who want to provide feedback on the project should read
- It will form the basis of consultation materials and provide information for stakeholder workshops, presentations, and online materials
- Broadly, it covers:
 - What is a spatial plan and why are we doing this?
 - What are the options being considered?
 - What is the preferred one and why?
 - How can I become involved?

Consultation questions

Topic 1. What are your thoughts about where to plan for 5,500 new houses by 2055?

1. Have we got it right? If not, what would you want us to change or consider?
2. Have we considered all the important factors? What else is important to you for us to think about?

Topic 2: What do you want us to think about and plan for to support your community and other communities across the Eastern Bay?

1. What do you value the most about your local community or the wider Eastern Bay?
2. What do you want to see change? What are the biggest opportunities for improvement that you see?

Draft engagement proposal

Suggest we page turn through the agenda together and take comments along the way:

To consider: What do you think is great, missing, wrong?

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4.2 2 - EBOP Spatial Plan Engagement(Cont.)



Significance and Engagement Policy

- The project team's opinion is that the project meets a range of 'low' to 'high' significance across the four Councils
- For Whakatane District Council, it is considered 'high' because decisions made in the strategy could result in a high level of public interest
- Best practice engagement (section 82 principles of Local Government Act 2002) is appropriate, includes cross-district collaboration and tailored consultation appropriate for stakeholders and people in each district
- The Project Governance Group will be expected to receive presentations from interested organisations or members of the public and make decisions on how to incorporate feedback from consultation
- There is no legislative requirement to undertake a Special Consultative Procedure (SCP)

Phase 1 - digital & traditional media

Due to the limited events in the area, our initial focus will be on leveraging digital and traditional platforms for engagement followed up with face-to-face engagement

- Mix of social media, paid media, print, radio, digital noticeboards, rates insert, Our Places website
- StoryMap online narrative to explain the draft work visually
- Encourage completion of online engagement questionnaire (Social Pinpoint platform)

Phase 2 - Face-to-face

- Four key 'A grade' facilitated workshops with invited stakeholders
- Presentations
 - Sponsor a BA5 event with Eastern Bay Chamber of Commerce
- Focused Meetings
 - Smaller one-to-one meetings with selected stakeholder groups (e.g., Grey Power, etc.)
- Public open house events
 - Awakeri, Matatā, Murupara, Whakatane township

Phase 2...continued

- Facilitated workshops:
 - Community Boards
 - Youth Council/School students
 - Community Stakeholders
 - Friends Of Our Places
- Will use external company (Jes Smith - used for Whakatane District Council Long Term Plan process)
- Expected to take place last week of October across two days, two workshops per day, held at Council Chambers

Elected Members attendance at events is strongly encouraged

We need Elected Members to help us work together to engage with our communities, with the key events being:

- Facilitated workshops: during the last 30 minutes (to hear concluding remarks)
- Public open houses, we suggest you choose the ones most relevant to your ward
- Attendance at other smaller events (yet to be confirmed)
- BA5 Chamber of Commerce event

Dates and event timings will be distributed as soon as they are finalised

Iwi Collective Policy Hub

- Scoping stage is complete for Iwi Collective Policy Hub
- Engagement stage is commencing
- Connects the Eastern Bay of Plenty Spatial Plan project with:
 - Te Rūnanga o Ngāti Awa
 - Te Mana o Ngāti Rangitahi Trust
 - Te Rūnanga o Ngāti Whare Iwi Trust
 - Te Rūnanga o Ngāti Manawa

4.2 2 - EBOP Spatial Plan Engagement(Cont.)



4.2.1 Appendix 1 - EBOP Spatial Plan-Key Messages

4.2.1 Appendix 1 - EBOP Spatial Plan-Key Messages

4.2.1 Appendix 1 - EBOP Spatial Plan-Key Messages(Cont.)

Our Places - Eastern Bay of Plenty Spatial Plan Key messages/talking points Draft - as at 28 August 2024

Overarching/framing

- We are creating a plan to set a vision for the future of the Eastern Bay.
 - It isn't finalised because we want to hear from people in the Eastern Bay first.
- The plan is being developed by councils, iwi partners, and supported by representatives from Central Government.
- It will set out where the Eastern Bay wants to head and provide a roadmap, or spatial plan, for how to get there and help us focus our limited resources on the most important projects.
- The spatial plan is about the economy, a changing climate, the environment, infrastructure, and how we – and future generations – want to live, work and play in the future Eastern Bay. It is about more than housing and business land or economic development.
- We want to hear from you about two things in particular:
 - What are your thoughts about where to plan for new houses and business in the Eastern Bay? We have an idea, but need your help to make sure we are on the right track.
 - What are your ideas about your community and across the Eastern Bay that you want us to think about and plan for?
- This is a chance to say how you want your grandchildren to experience the Eastern Bay.

Detail/specific messages to support 'in place' community engagement by partner councils

- Today, there is a shortage of land to build new homes and many homes currently are not suitable.
- To accommodate growing populations in the Eastern Bay, we need 5,450 more homes from 2023 to 2053; expansion of the Pūtauaki Industrial Zone; development of the aquaculture sector; and continued expansion of existing industries.
- While more land for homes is coming, it is not enough to meet the short or long-term demand.
- Housing supply restricts economic development in the Eastern Bay.
- We need to look after our taonga, including our people – existing and future.
- There are constraints on where development can take place and limits on the intensification of existing towns, from natural hazards, conservation land, highly productive land and land tenure types.
- The Eastern Bay of Plenty is one of the most constrained parts of the country because of natural hazards – and climate change will only make this harder.
- There is a need to look across the Eastern Bay for where we can put people and think about how this can unlock economic opportunities.
- Our Places believes that places that can be safe for people and have great potential to become larger urban communities can be Matatā (east of the established village), Awakeri and Hukutaia.
- These offer good opportunities for large growth areas for homes and businesses, in our opinion.
- There is close to enough business land, but more is needed around Whakatāne township, near Ōpōtiki township and east up the coast.

4.2.1 Appendix 1 - EBOP Spatial Plan-Key Messages(Cont.)

- We do not know everything now.
- It is important to have a plan and make a start, recognising the need to be flexible as things change and new opportunities emerge, for example, Papakāinga and Māori-led housing could become a large opportunity, that we can work towards, whose success could delay the need for other new development areas.
- How much land is needed for business purposes will change depending on how successful economic development becomes.

Supporting facts and statistics

- The Eastern Bay is renowned for its outstanding natural and cultural taonga, attracting people to our region over the centuries.
- The population of the Eastern Bay in 2023 was estimated at 57,000:
 - 33,500 people live in the townships of Kawerau, Ōpōtiki and Whakatāne
 - Approximately 11,650 live in the villages of Awakeri, Matatā, Murupara, Taneatua, Te Teko and Edgecumbe
 - Approximately 11,850 people live more rurally across the Eastern Bay
- Looking out to 2055, there will likely be 12,000 more people living in the Eastern Bay.
- In 2022, there were, 20,600 'employees' in the Eastern Bay. By 2055, there is likely to be 25,000.
- The land area of the Eastern Bay is approximately 760,000 hectares.
 - Of this, 22 percent is Māori freehold land, 6.5 percent is CNI Iwi forestry collective land, 26 percent Department of Conservation land and 17 percent Te Urewera.

4.2.2 Appendix 2 - Engagement Proposal

4.2.2 Appendix 2 - Engagement Proposal

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

Our Places Eastern Bay Spatial Plan

Engagement proposal

Draft

1 for Technical Working Group	Aug 20, 2024
2 for Communication Advisors Group	Aug 27, 2024
3 for Project Control Group	Sep 03, 2024
4 for Project Leadership Group and Council workshops	Sep 10, 2024
5 for PCG to approve final changes	
6 Final for design	
7 for PCG to sign off for publishing	

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

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4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

An Overview: Planning Our Places

We are creating a plan that will help us set a vision for the future of the Whakatāne, Kawerau and Ōpōtiki Districts within the rohe of the iwi/hapū of Eastern Bay of Plenty.

Our Places – Eastern Bay Spatial Plan will set out where the Eastern Bay of Plenty wants to head and provide a roadmap, or spatial plan, for how to get there.

This document looks at what we know now and what could happen in the future, and how this has shaped Our Places to date.

Our Places isn't finalised because we want to hear from you first. This is your chance to influence how future generations will experience the Eastern Bay.

Why create Our Places – Eastern Bay Spatial Plan?

The Eastern Bay is renowned for its outstanding natural and cultural taonga, attracting people to our region over the centuries. We are all part of a continuum – there were those before us and there will be those after us. We have a responsibility to care for the taonga we have inherited, while meeting the needs of current and future generations. Those needs include ensuring that our people can continue to safely live, work, visit and play in the Eastern Bay, now and in future.

About 56,500 people call the Eastern Bay home, with most people (33,500) living in the towns of Kawerau, Whakatāne and Ōpōtiki. Over the next 30 years we need to plan for approximately 12,000 extra people or 5,500 homes (which is like adding two times all the dwellings in Kawerau).

Part of the future demand relates to the expansion of existing industries, the Pūtauaki industrial area and aquaculture development. This means we not only need more homes, but also extra spaces for people to work, stay and play.

While the Eastern Bay is one of the best places in New Zealand to live, we also have our fair share of natural hazards, such as flooding and coastal erosion. With the impacts of a changing climate, the areas we live in and could live in will be increasingly affected.

When planning for our future, we know we cannot just live anywhere and expect to be safe – we need growth to be in safe places.

Our Places is to ensure we provide for these future needs – those of our future generations – safely and in a way that protects the taonga of the Eastern Bay, such as our bush, productive land, rivers and beaches.

How will Our Places be created?

Decision makers (councils, iwi partners, government agencies) use spatial plans to come up with options for the future of spaces and places – for example, how towns might spread out (or up), where to build papakāinga, where to build on the coast (and where not to), and what infrastructure (such as pipes and roads) might be needed to support growing communities.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Our Places is collaborative so that the people of the Eastern Bay have a say in the future, and all relevant agencies have a realistic understanding about future priorities, resourcing and funding needs.

Government agencies are directly involved in the process, including Waka Kotahi, the Ministry of Housing and Urban Development, Kāinga Ora, Ministry of Education, and others. More will be involved along the way.

How will Our Places be used?

Our Places will guide agencies that deliver infrastructure, housing development and other critical services (such as health and education) to meet the growth needs across the Eastern Bay of Plenty and deliver on partner aspirations. It will help us work better together.

Our Places will reflect collective aspirations for the rohe to inform council Long Term Plan processes, District Plan changes, and government infrastructure investment decisions.

This work will represent Eastern Bay priorities into decision making, so we actively shape our future in the direction we want it to go. Our Places will provide a pathway towards 2055.

How will local communities be involved?

We need to consider all the suitable options available to provide for our future growth needs, including:

- Intensification within existing towns
- Expansion of existing towns
- Creation of new settlements
- Future rural residential developments
- Papakāinga and Māori-led housing.

Engagement Proposal (DRAFT 2024-08-28)

While there is some more capacity for housing within existing towns, it will not be enough to meet demand for growth.

We have done some initial investigation, given what we know now, but your feedback will help shape the draft plan.

We want to hear about two things in particular:

1. What are your thoughts about where to plan for 5,500 new houses by 2055?
2. What is most important that you want us to think about and plan for to support your community and other communities across the Eastern Bay?

Looking for more detail?

We have created a **draft Scenarios and Development Options Report** that sets out our current thinking about options for future growth.

It explains how future growth needs can be met in the Eastern Bay, considering projected growth, environment, natural hazards and climate change, economic development and cultural factors.

It presents research about demographics, natural hazards and climate change, infrastructure, existing plans and previous public engagement, and feedback from initial conversations with iwi and industry. We are considering economic and transport connections, how to support places that may not see new developments but are important anchors to wider rural communities, and other wider implications.

Through this process, we have identified potential opportunities for new housing developments or where we can add to existing developed

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

areas. These are outlined in detail in the draft Scenario and Development Options Report. Through the community engagement process, we want to hear from you about what we are proposing and if we have got this right.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

What is a spatial plan?

The spatial plan is about the economy, a changing climate, the environment, infrastructure, and how we – and future generations – want to live, work and play in the future Eastern Bay. It is about more than housing and business land or economic development.

To develop this plan, information is gathered about people, towns, water, existing and future climate and natural hazard risks, roading, landscapes, land uses, soils, business, and the environment. This provides a snapshot of where we are now.

Combined with Mātauranga Māori and additional information from you – the people of the Eastern Bay – this snapshot then becomes a completed picture of what the Eastern Bay could become in the future.

The completed picture provides a roadmap for how we get there. It can provide long-term certainty about what is important for the Eastern Bay, based on evidence and what the people of the Eastern Bay value.

Engagement Proposal (DRAFT 2024-08-28)

Goals and enablers

Our Place’s strategic direction is guided by the goals and enablers. Goals are what we would like to work towards, and enablers are critical ingredients needed to achieve the goals.

These are applied in the draft Scenarios and Development Options Report. Through consultation with the public the project hopes to hear about the long-term vision and what is important to the community to ensure the goals point to the right direction.



Figure 1: Goals and enablers for the spatial plan have been defined by the project partners.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

What can a spatial plan do?

A spatial plan helps local councils and partner organisations prioritise what’s important for their area and detail actions to meet community goals. A spatial plan informs but does not replace District Plans or Long Term Plans.

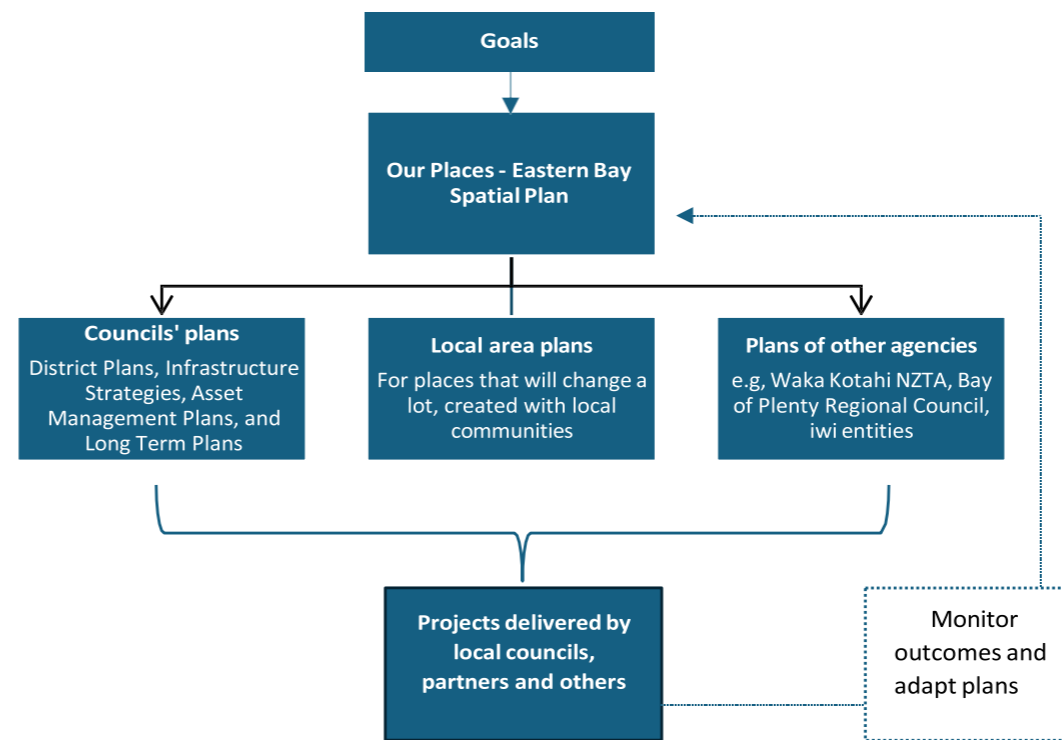
Our Places will outline areas where partners need to collaborate, establishing a forum for improved sub-regional collaboration. Additionally, it will specify tasks each partner needs to tackle independently to achieve the collective goals.

For areas being considered for significant changes, detailed local area planning will be required. This is intended to be done in close partnership with local communities and landowners, to collaboratively identify and guide changes.

Our Places will direct investment plans, strategies and infrastructure planning to ensure funding is prioritised for projects and initiatives that enable new growth while managing risks to existing communities.

To track progress over time and refine the strategy, key performance indicators will be recommended.

Engagement Proposal (DRAFT 2024-08-28)



4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

Who is involved in this work?

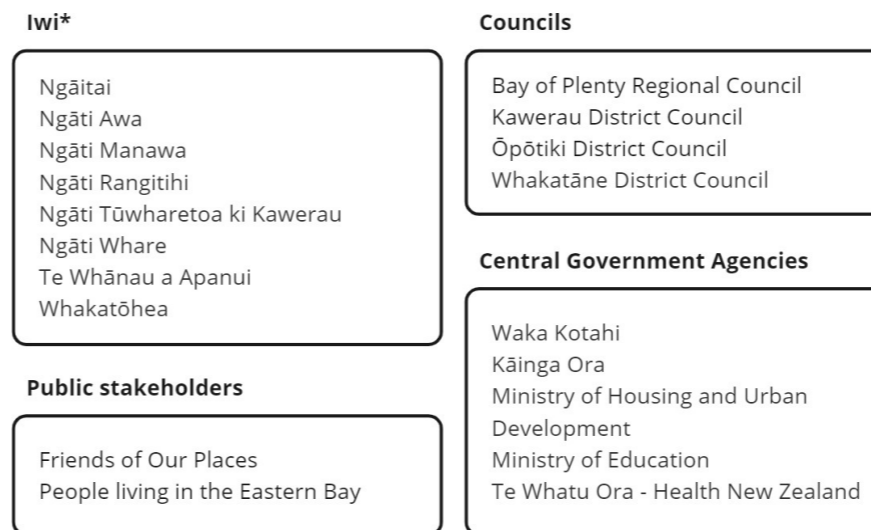
A spatial plan is unique because it is being developed in partnership with local, regional and central government, along with iwi partners from across the sub-region.

Our Places recognises that the Eastern Bay community needs to plan and implement together as a sub-region, rather than separate authorities and districts.

Iwi authorities are participating in the project at the pace and in ways that fit their capacity and interests. In our decision making we have considered the historical whakapapa of each iwi/ hapū in relation to their respective places of interest.

Decisions are made or informed by the following groups:

- Council and iwi authorities guide the approach and will decide on the final plan.
- Political leaders and executive staff provide strategic and technical leadership for the project.
- Iwi / hapū advise on how to give life to their aspirations.
- Friends of Our Places (a collective of businesses and organisations with an Eastern Bay perspective who are invested in the long term success of the sub-region), community groups and people in the Eastern Bay represent interests of the Eastern Bay.



** Iwi authorities involved in the project at the time of this report; not all have chosen to actively participate in the project, but are being kept informed*

Figure 2: Partners to Our Places.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

Key facts about the Eastern Bay

Some information about the Eastern Bay has influenced decision-making to date, with a selection of key factors summarised here.

Land management

- The Eastern Bay sub-region is 758,900 hectares. Of this, 26.5% is managed by the Department of Conservation. Forestry accounts for another 20%, with the largest areas in southern Whakatāne and Murupara. 22% of the land is Māori freehold land.
- Today, 22% (169,000 ha) of land in the Eastern Bay is Māori freehold land. The dispossession of land through confiscation and associated land use change has led to the loss of Māori-owned land and, in a lot of cases where land has been given to iwi, this has been in a different location to their traditional rohe.

Population growth

- In 2023, the Eastern Bay was home to about 57,000 people. It's projected that by around 12,000 more people will live in the Eastern Bay by 2055.

While growing, the overall population is ageing, with a youthful and increasing Māori population proportion:

- Those aged 65+ years will make up 30% of the population by 2053.
- Around 52% of the Eastern Bay's population is Māori, with a very different age profile compared to the general population:

The average age of Māori is 26.3 years, with the largest cohort aged 14 years and younger.

Climate change and natural hazards

- The Eastern Bay is susceptible to a wide range of known and mapped natural hazards, most notably flooding from significant river systems, but also coastal processes, landslides/debris flows, tsunamis, earthquakes, volcanic eruption and rising groundwater. Many of these hazards will be exacerbated by the effects of climate change.
- The main townships have flood infrastructure in place to reduce the risk of significant flood events. This flood infrastructure (such as stopbanks and floodwalls) relies on an agreed level of service to help protect existing communities and ensure activities can continue to operate. However, these communities are susceptible to residual risks of a failure or breach, including from an 'overdesign event' (a flood event that is greater than the level of service the flood infrastructure has been built for). This has been identified as a critical issue for Our Places.

Economic overview

- In 2023, the GDP of the Eastern Bay totalled approximately \$3 billion out of \$20.5 billion for the Bay of Plenty. The economy has distinct industry clusters:
 - 37% of jobs in Kawerau are related to manufacturing
 - 31% of jobs in Ōpōtiki district are related to agriculture/forestry/fishing

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

- Whakatāne District jobs are mainly a mix of agriculture / forestry / fishing, healthcare, training and education and retail. Whakatāne township is the main sub-regional centre providing a retail and services hub.
- 125km of coastline supports thriving boating and aquaculture industries. The aquaculture sector and future aquaculture development in the Ōpōtiki District is predominately iwi led and has intergenerational benefits.
- Transport infrastructure, state highways and rail are essential to the flow of Eastern Bay’s freight, and people moving between the districts and wider Bay of Plenty region and to and from the Port of Tauranga.

What does this mean for Our Places?

In summary, new land for housing and businesses that is serviced with infrastructure is required.

There is a need to develop more areas where people can live, work, learn, shop, and engage in recreational activities – but we need to do this safely. This means managing the risks from natural hazards and climate change in existing communities, as well as avoiding climate and hazard-prone locations for future greenfield development. Much of the land in the Eastern Bay is unsuitable for urban-scale development, including areas adjacent to and within the existing townships.

A broader range of housing options is essential. The types of housing needed in the Eastern Bay must accommodate a growing population and an ageing demographic, as well as a youthful and growing Māori population. Providing housing to meet demand can

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support workforce growth, supporting economic development opportunities. Our Places will back goals of iwi, hapū, and land trusts.

Zoned and serviced land needs to support economic growth and offer places for people to live. Continued infrastructure investment and land use provisions are necessary to enable aquaculture and other primary sector industries like horticulture to expand, as well as achieve a sustainable supply of new housing.

Reliable market connections are crucial. Highway and rail links to the Port of Tauranga are vital to the economic success of the Eastern Bay. Industrial and primary sectors will continue as the cornerstone of economic activity in the Eastern Bay.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

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What are the challenges and opportunities that each District faces?

Whakatāne District

- The Whakatāne District could require approximately 3,500 new homes over the next 30 years, equating to around two-thirds of the current Whakatāne township.
- There is no clearly defined place for these to be built, and due to natural hazard constraints, they would need to be built outside of the township.
- An improved housing supply can enable economic development. Stakeholders have told us that by providing a steady supply of suitable land we hope to increase the wellbeing of the community by unlocking economic opportunities.
- The District faces unique constraints and natural hazards, including susceptibility to flooding, earthquakes, and tsunamis. Existing communities need to be protected, and future developments must be planned so risks can be managed, and infrastructure must be resilient to natural hazards and climate change.
- To manage development pressures, we are testing if we can expand in areas such as Matatā, Awakeri, Tāneatua, Minginui, and Murupara. This would require expanding infrastructure, creating more jobs, and developing new residential areas.

Ōpōtiki District

- If Ōpōtiki grows as projected, with 2,600 more people over the next 30 years, it will need an additional 1,400 houses. However, considering factors, such as the increasing trend in building and resource consents, we anticipate that up to 2,300 more houses may be required within the same period. This demand far exceeds the currently available residential land, necessitating a large-scale solution for providing safe and affordable housing.
- Further residential infill within the township is not encouraged due to flooding risks. However, some infill is already provided for and is managed by the existing flood scheme to protect the existing community.
- The Hukutaia Growth Area is viewed as the logical next location to accommodate future growth and address the existing housing shortage. It is resilient to natural hazards and climate change and offers a large supply of land for housing. Ōpōtiki District Council has committed to developing this area and a plan change will soon commence for the initial stage.
- A significant portion of Ōpōtiki's employment is tied to agriculture and horticulture in rural areas, and the burgeoning aquaculture industry. People prefer to live near their workplaces, making rural residential development an important housing choice.
- With more than 60% of the population being Māori, Papakāinga and Māori-led housing are crucial for meeting the District's housing needs. Māori-owned land provides

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

additional opportunities to meet iwi aspirations and support business and industrial development.

- The best areas to rezone for industrial growth are currently being reviewed by Ōpōtiki District Council.

Kawerau District

- Kawerau District is expected to need approximately 650 additional homes over the next 30 years. There is sufficient infrastructure capacity within the urban residential area to support growth.
- The district is small and geographically constrained, meaning there is very limited opportunity for greenfield residential development. Increasing housing in the district will mean intensification of the existing residential area.
- A lack of suitable housing of the quality and type that people need affects the ability of employers to attract workers to live in the town. Projects like Roy Stoneham Park will be critical in delivering housing.
- The Pūtauaki Industrial Area will expand because of the recent boundary adjustment with the Whakatāne District, meaning Kawerau is confirmed as the industrial centre of the Eastern Bay.
- There are also pockets of residential zoned Māori-owned land that could provide opportunities for Papakāinga and Māori-led housing options.

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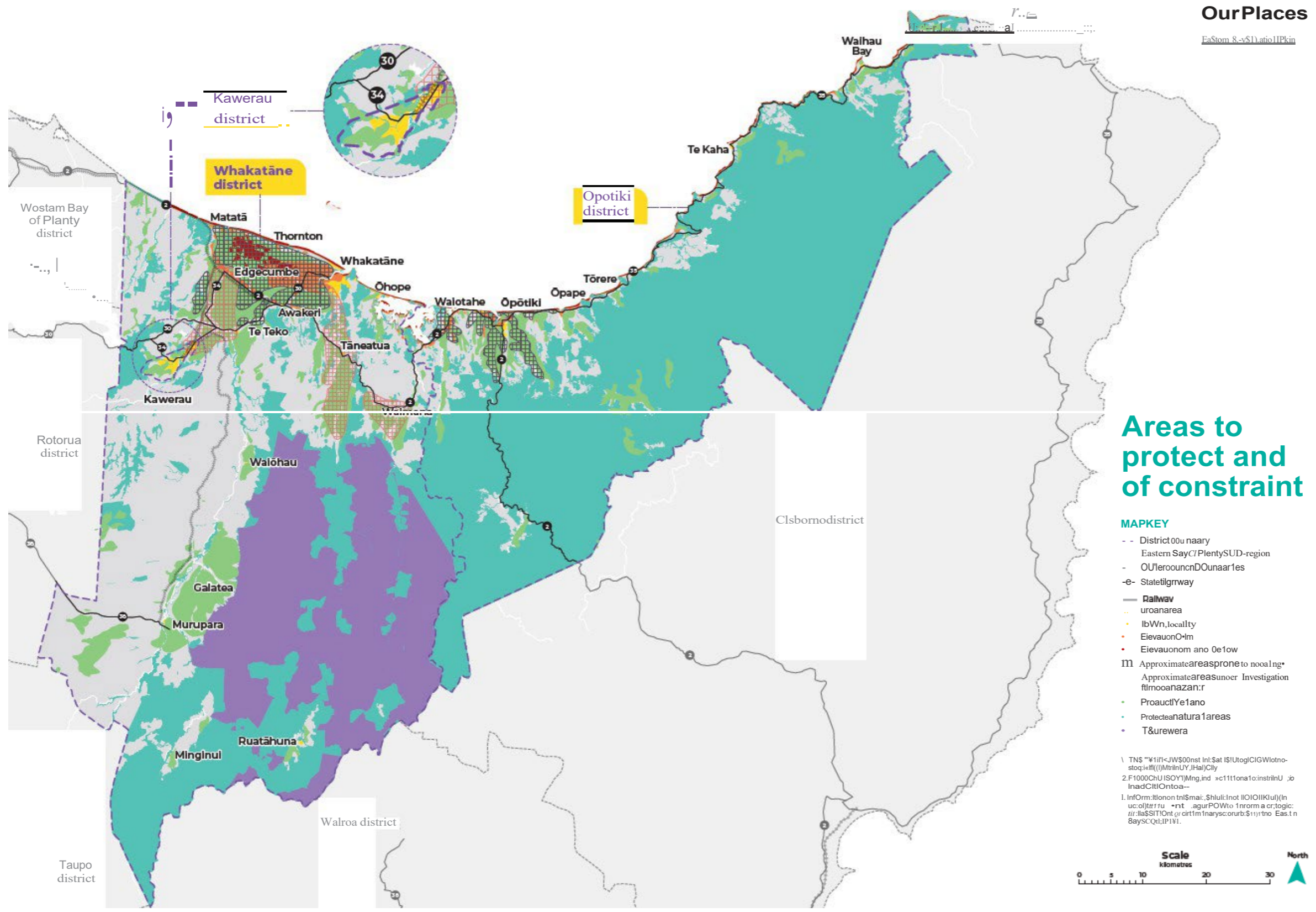
Areas to protect and of constraint map

The map on the following page shows a high-level summary of the environmental constraints and opportunities within the Eastern Bay that relate to development.

This helps us understand where it could be unsafe to develop or where we could need to consider development carefully. Areas where most people would want to live have constraints that need to be managed or avoided.

This information has been used to help inform our draft recommendations about where we could grow for the future.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)



4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

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Iwi and hapū aspirations are fundamental

More than 50% of the Eastern Bay’s population area is Māori and there are 11 iwi, 99 hapū and 92 marae in the area.

The Eastern Bay is rich in culturally significant places, resources and taonga that Māori communities affiliate with. Māori-led housing and economic activities are fundamental to the Eastern Bay. Our Places is working with iwi to document aspirations and identify means to support these. This information is provided as context.

Eleven Iwi are present in the Eastern Bay: Ngāitai, Te Whānau ā Apanui, Ngāti Porou and Whakatōhea (within Ōpōtiki District); Ngāti Makino, Ngāti Manawa, Ngāti Rangitahi and Ngāti Whare (within Whakatāne District); Tūhoe (across both Whakatāne and Ōpōtiki), and Ngāti Awa and Ngāti Tūwharetoa ki Kawerau (across both Whakatāne and Kawerau).

Iwi in the Eastern Bay are active local investors, which opens the potential to enter a time of rapid economic growth through development opportunities across a range of sectors, including aquaculture, horticulture, tourism, timber and wood processing, water bottling, dairy processing and renewable energy.

With increasing economic activity, housing and business land to keep up with demand is essential to achieving economic aspirations. Papakāinga, multi-generational housing and marae communities can be part of innovative solutions to meet community and housing needs. Transport connections to bring products and services to market is essential.

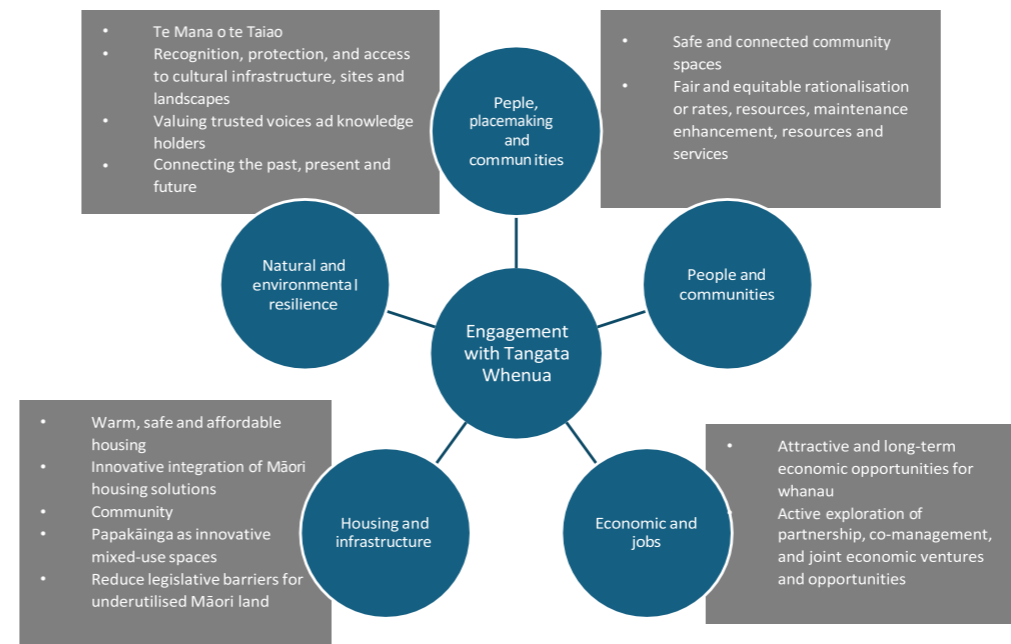


Figure 3: Themes from tangata whenua engagement and iwi management plans.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

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The next 30 years: How many houses and how much business land does the Eastern Bay need?

The National Policy Statement on Urban Development (NPS-UD) requires that Eastern Bay councils provide land for projected demand for residential and business development, while ensuring communities are resilient to the effects of climate change.

Recent consultation on economic development opportunities points to housing supply and suitability as a main constraint to economic opportunities in the Eastern Bay.

A steady long-term supply of resilient, zoned and serviced residential land is critical to our long-term success because it can improve housing affordability, unlock constraints to economic growth and better meet the needs of an ageing population.

Projections show:

- Its most likely around 12,000 more people will call the Eastern Bay home by 2055
- These people will need around 5,500 new houses (around 3500 in Whakatāne, 1400 in Ōpōtiki¹, and 650 in Kawerau).
- Similarly, employment is expected to increase from about 21,000 in 2022 to 25,000.
- The actual change could be different, and this requires ongoing monitoring.

¹ While projections indicate a possible future requirement for 1,400 new dwellings in Ōpōtiki District, Ōpōtiki District Council is aware of aspiration for closer to 2,300 dwellings in the coming decades.

New greenfield development areas are necessary to meet the scale of projected demand and provide certainty of supply over time. Where this can happen is constrained by natural hazards, land ownership and existing uses.

Infill, papakāinga and rural residential developments have been looked at and are important sources of housing supply, but the amount of housing and its timing from these sources are unknown.

Papakāinga development and Māori-led housing could be a much larger proportion of the housing mix in the coming decades, and the scale of its' successful delivery could affect timing of demand for conventional housing.

Most commercial land can be accommodated in existing townships (with some new land area needed close to Whakatāne township). The Pūtauaki Industrial Development in Kawerau is the focus for large-scale industrial activities, with additional land needed around Ōpōtiki District and eastwards up the coast.

Table 1: Projected demand for housing and business land 2023-2055.

Activity type	Approximate demand 2023-2055
Residential	5,500 dwelling units
Commercial and business services	26 ha or more
Industrial and manufacturing	60 ha or more

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

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Engagement Proposal (DRAFT 2024-08-28)

How can we meet the demand for residential and business land for the next 30 years?

One of the important decisions we need to make is about where new urban development could happen. We can then work on how to make it happen.

Based on the information we have, including projected population growth, environmental constraints and key areas for economic development, three high-level scenarios were created to support discussions on how we could accommodate current and future needs.

Below is a summary of the three scenarios. The draft Scenarios and Development Options Report sets out the rationale and assesses specific locations for their suitability in detail.

Figure 4: Scenario options.

Scenario 1: Resilient greenfield areas (preferred option)

Provide a long-term supply of housing and business land in a series of new greenfield areas: Matatā, Awakeri, Hukutaia. There would be a low level of residential infill and a low level of rural residential development.

Scenario 2: Un-serviced rural residential focus

Enable demand for housing to shift into rural locations, with a relaxed regulatory approach (but avoiding highly productive land, areas prone to natural hazards). There would be a high level of rural residential development. Over time this could encourage a high level of infill and intensification of townships and villages.

Scenario 3. Growth outside the sub-region

Demand shifts out of Whakatāne and Kawerau to Western Bay of Plenty and Rotorua because there are no new greenfield areas and rural residential development is not enabled.

There would be a low level of rural residential development. Over time this could encourage a high rate of intensification and infill of townships and villages because there are few other options for housing growth in the districts.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

What we expect to be the same in each scenario:

There are some things that would be the same across all scenarios. These are listed below and may change.

- Papakāinga and Māori-led housing enabled to meet aspirations, with servicing on a case-by-case basis subject to funding.

Papakāinga and other housing developments on Māori land enable whānau to live and work, and be connected to their whenua, resources and tikanga. It can allow Māori landowners to move back and live on their whenua and has potential to become a much larger overall component of the Eastern Bay's housing supply.

- Infill development within townships is not seen as a large-scale source of housing supply.

This is because some townships are affected by the residual risks posed by river systems, climate change and/or natural hazards, and overall, there is not likely to be enough space to fit in all the houses we would need.²

- Some communities are planned to grow in all scenarios because these aspirations have been clearly expressed by project partners and some are already in various stages of planning.

² Kawerau is the exception as it is not constrained broadly by natural hazards related to flooding. While there has been some infill over time, and this is expected to continue, it is unlikely to be at a scale to meet demand.

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- Kawerau: Stoneham Park Residential Development is an approved development for 104 houses.
- Ōpōtiki District: Hukutaia Growth Area will happen. It has been consulted on before and planning is well underway.
- Whakatāne District:
 - Plan Change 8: Making Room to Grow (Huna Road - 175-plus dwellings) is approved and will be developed.
 - Minginui: Assumed to grow by around 50-plus dwellings.
 - Murupara: Assumed to grow by around 300-plus dwellings.
 - Tāneatua: Assumed to grow by 250-plus dwellings
 - Matatā: A minimum of 100-plus new dwellings enabled, but this could be much more if a larger wastewater treatment service can be provided.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

Engagement Proposal (DRAFT 2024-08-28)

How have we arrived at a preferred option?

To arrive at a draft preferred option, we considered each scenario against the guiding goals. This assessment shows that Scenario 1: Resilient greenfield areas could perform the strongest. Each scenario will have different costs and benefits in the short and long term, and more information on this will be considered when developing the spatial plan and related actions.

Table 2: Pros and cons of the scenario options.

Guiding principles	Scenario 1: Resilient greenfield areas (preferred option)	Scenario 2: Un-serviced rural residential focus	Scenario 3: Growth outside the sub-region
Healthy and healing; mauri o te whenua & awa	Greenfield areas offer the opportunity to design from the ground up. A compact, high-quality design can lead to good environmental performance and improve resilience to climate change and natural hazards.	Environmental impacts from spread out development pattern mean this option would perform worse than Scenario 1.	Less development and less environmental means this option could perform better in the Eastern Bay but would shift impacts into other locations.
Sustainable, diversified economy providing jobs and purpose for our people	Housing needs can be met locally, and this can support economic / employment growth in the Eastern Bay. Greenfield urban development can avoid and manage conflicts between land uses.	Reverse sensitivity impacts from rural residential uses that are broadly spread through the sub-region can erode rurally based economic activities that are a critical part of the Eastern Bay's economy.	Not providing for housing locally would constrain economic growth over the long term and not lead to improved economic opportunities as housing remains a constraining factor.
Connected, thriving, resilient people, communities & places that reflect our history and aspirations	Scenario 1 is the most likely to meet housing needs locally in the Eastern Bay and offer housing choices that better meet demographic needs and offer more affordable options. Councils can most directly influence housing supply outcomes in this scenario. Expanding smaller villages would change their sense of place and character and require people to travel to main centres for services.	New development would spread into the rural areas meaning that community facilities become harder to provide (less efficient). There could be broad scale visual impacts on the rural landscape, and housing types would not meet demographic housing needs or provide more affordable choices.	Housing would become increasingly harder to come by so people would need to move outside of the sub-region because there is no choice. Communities could be less thriving or socially well-connected over time.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

What could change under Scenario 1 by 2055?

By 2055 greenfield residential land has developed as extensions of established communities:

- Short and medium term: Matatā (east of the existing urban area) grows by up to 1500 dwellings and Hukutaia develops adjacent to Ōpōtiki township, with capacity of up to 2,000 dwelling units.
- Long term: Awakeri grows by 1600-plus dwellings, beginning once Matatā was nearly built out. Hukutaia continues to develop.
- Minginui, Murupara, and Tāneatua develop at a pace to meet aspirations and market demand.

By 2055 residential infill in Whakatāne and Ōpōtiki townships has been limited by natural hazards. The Kopeopeo area around Whakatāne is the focus area for infill and it is very limited in other locations in either town.

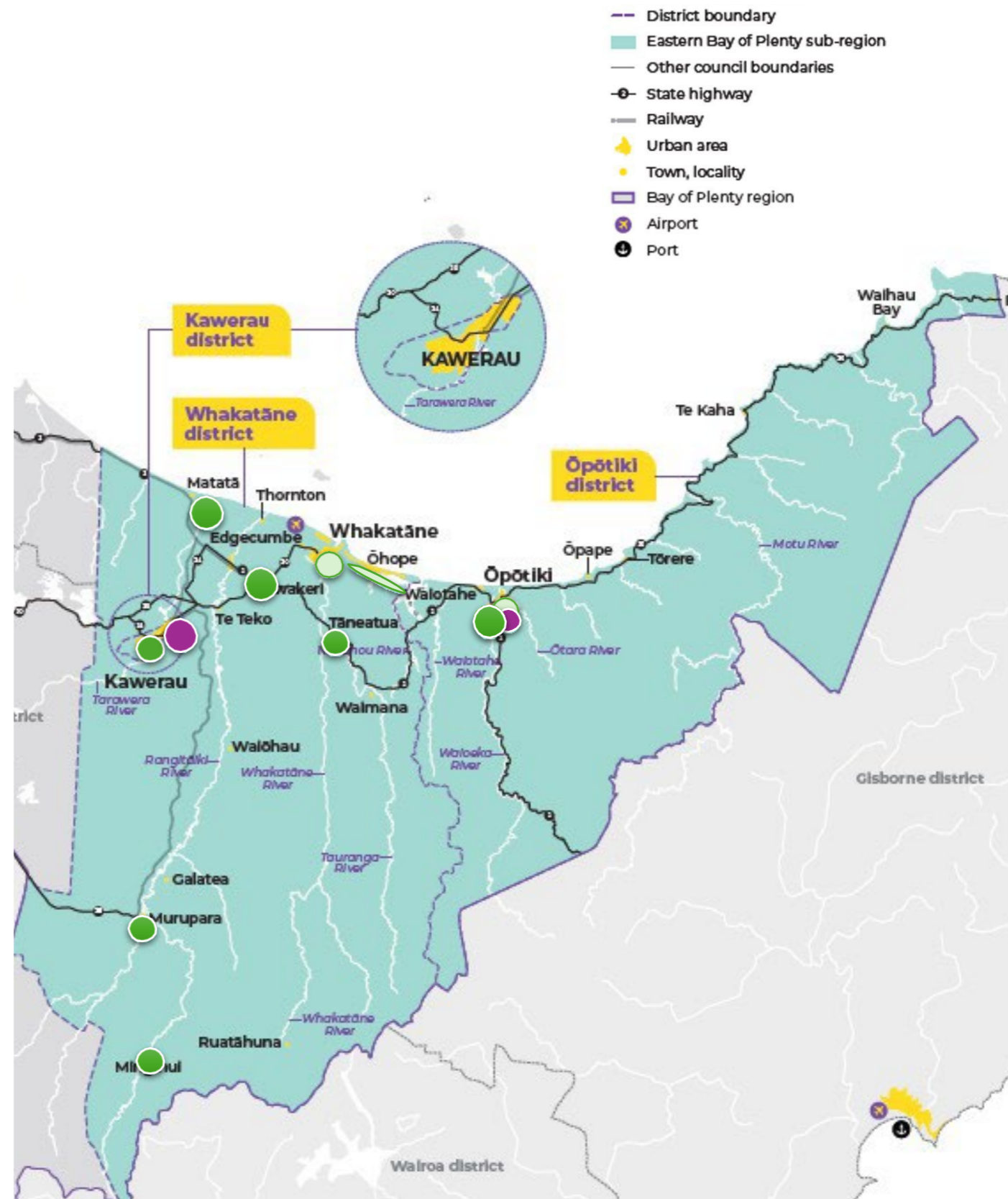
By 2055 residential infill in Kawerau has been driven by market demand. While there has been no new opportunity for additional greenfield land at Kawerau, there has been steady infill growth.

By 2055 new rural residential development has taken place at a low rate, strongly limited by District Plan rules. [not mapped]

By 2055 papakāinga and Māori-led housing has grown to meet iwi aspirations, becoming a larger part of the overall housing mix, serviced (e.g., water and wastewater) on a case-by-case basis subject to funding. [not mapped]

By 2055 new industrial activities have developed at Pūtauaki Industrial Development in Kawerau is the pre-eminent industrial activity area in the sub-region. Additional areas have developed near to Ōpōtiki township and in relation to aquaculture / horticultural activities east of Ōpōtiki township up the coast.

By 2055 new commercial land has been developed through a small expansion of commercial land near Whakatāne township; existing commercial areas of Ōpōtiki township and Kawerau are more vibrant than they were due to commercial redevelopments and infill, but new commercial development areas are not opened in these places. [not mapped]




4.2.2 Appendix 2 - Engagement Proposal(Cont.)

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What could 2055 look like for residents in Scenario 1?

These personas help us imagine some of the things that could change and what it would be like to live in the Eastern Bay of 2055.

 <p>Maia and Ari are a young couple, who have recently shifted into their own home in Awakeri.</p>	<p>Maia says, “We moved into our new house in Awakeri three years ago. It’s in a new subdivision and is still close enough to drive or take the bus (we are on a main bus route) into Whakatāne, where we both work. The housing was a bit cheaper here than in town and better fit our active lifestyle. It’s central to all sorts of fun places – we take our e-bikes along the new shared paths or drive to one of the many great beaches in the area, like Thornton Beach. We also love to mountain bike in the forest and visit the local hot pools.”</p>
 <p>Anahera and Rawiri are parents with three children, living in Kawerau.</p>	<p>Rawiri says, “As an electrician I am busy during the week, spending most of my weekdays working in Kawerau at the Pūtauaki Industrial Zone, going between clients’ businesses. The rest of my time, I am in Awakeri, working on electrical system installs on new homes. The Pūtauaki Industrial Zone has grown massively in the past 30 years. People come here for work from all over the place – a number live in Matatā or Awakeri. Anahera works part time as an office administrator here in Kawerau and juggles this with caring for our young children. We trade-off who picks up the kids in Kawerau after school – we are lucky that the school is close enough that we can do this during the week.”</p>

 <p>Evie is a teenager in Matatā, who goes to secondary school in Whakatāne.</p>	<p>Evie says, “I live with my parents in Matatā. The bus service has gotten much better over the years. On the weekends I catch the bus into Whakatāne to hang out with my friends, or head to the beach in summer. I can also catch the bus to Tauranga from Matatā, and am thinking about studying there once I finish school. More people moving into the area has changed things quite a bit since my parents came here 30 years ago. Town is busier and there are more shops, parks, and things to do here now. I like that Matatā has more for young people now”.</p>
 <p>Roger and Mandy moved to Hukutaia when they retired from Auckland.</p>	<p>Mandy says, “We moved down from Auckland a few years ago and haven’t looked back. We ended up buying a new home in Hukutaia because Roger grew up nearby and wanted to be closer to family. There has been quite a bit of development in the area, with many new homes and duplexes being built – even a few townhouses popping up. With the aquaculture industry booming in Ōpōtiki, the town is thriving. We like living in a friendly place where we have been able to make new friends since moving. We also enjoy the active lifestyle and warmer weather down here; the beaches and walks keep us busy. We can access most of the things we need in the Ōpōtiki township and when we need to we travel across to Whakatāne to access anything that isn’t available”.</p>

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

What about infrastructure?

Development and infrastructure go hand in hand. The scenarios have been broadly evaluated considering three water systems, transport, community facilities, and constraints for climate change and natural hazards.

Going forward, we will need to continue to balance investment into new areas with investment into existing areas to ensure communities are resilient in the long term. Before we do further work it is important to ensure the strategy is informed by the people of the Eastern Bay.

New greenfield areas (Scenario 1)

- New greenfield areas, such as Scenario 1, would require investment into three waters services, resilience measures (including flood management planning), transportation network changes and community facilities from Council, developers, ratepayers, and builders.
- There is already infrastructure planning underway in Matatā for a new wastewater treatment plant and to enable Hukutaia. This makes Matatā and Hukutaia both quicker opportunities than a completely new development area around Awakeri, which could take longer to plan out, so it could be secondary to Matatā.
- The scale of development at Matatā will be limited by the feasible design of the planned wastewater treatment plant and the extent of natural hazards. If a large-scale treated effluent disposal field is not secured for the Matatā wastewater treatment plant, then this could limit expansion to only several hundred dwelling units. One

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implication could be that the Awakeri greenfield area would need to be planned to be much larger and need to be done sooner.

Broad-scale rural residential development (Scenario 2)

- In this scenario, it could become more expensive to maintain the transport network as more households rely on the smaller rural roads requiring a higher standard of service, and public transport services would become less feasible to deliver cost effectively.
- While the scenario would mean less costs for local council to provide three waters services, costs for on-site water and wastewater systems are placed on builders and homeowners instead of onto councils – someone still must pay.
- With increased reliance on tanked water for rural residential dwellings, this may increase exposure to climate change risks.

Substantial infill and intensification of Whakatāne or Ōpōtiki townships (Scenario 2 or 3)

- In scenarios 2 and 3, comparatively more infill and intensification of the townships could take place. Kawerau District has three waters network capacity to accommodate projected population growth, but Whakatāne and Ōpōtiki townships would eventually need to upgrade three waters networks depending on the degree of changes.
- Transport network changes would be required to support intensification of these townships, particularly in Whakatāne which could require investment into urban road improvements and for active modes.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

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- Because infill in Whakatāne or Ōpōtiki townships possibly raises exposure to natural hazards there could be additional mitigations and costs required to manage risks to existing communities beyond those already required.

We want to hear from you

You can influence the future of the Eastern Bay, for you and for future generations.

We have an idea about how and where development can happen, like Matatā, Awakeri or Hukutaia, but need your help to make sure we are on the right track and that we take the right approaches to development.

1. What are your thoughts about where to plan for 5,500 new houses by 2055?

We do not believe putting a lot more houses in Whakatāne or Ōpōtiki townships is a good idea because of the risk of natural hazards. Kawerau could support quite a bit of infill housing but not enough. This means we need to look at new (greenfield) areas for housing land.

What we want to know:

- a. Have we got it right with Scenario 1 Resilient greenfield areas, and do you agree we are looking at the right places for growth? If not, what would you want us to change or consider?
- b. Have we considered all the important factors? This could be things about the environment, society, economy, culture, or climate change and natural hazards.

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- c. If we deliver Scenario 1 Resilient greenfield areas, what else is important to you for us to take into account? This could be in terms of transport, design, public art, parks, open spaces and community facilities, or how you see these places taking shape.

2. What do you want us to think about and plan for to support your community and other communities across the Eastern Bay?

There are many short-term problems facing us, but this is an opportunity to lift our heads up from the day-to-day and think about what the future of the Eastern Bay could look like.

By better understanding the future expectations of you and your community, we can collectively work towards what is most important to the people of the Eastern Bay.

What we want to know:

- a) What do you value the most about your local community or the wider Eastern Bay?

This could be a place you cherish, like a park or beach, being able to have a short walk to the shops, a great walking pathway nearby, being able to live off the grid or get out into the many natural open spaces we have, or anything else that makes you proud to live where you do.

- b) What do you want to see change? What are the biggest opportunities for improvement that you see?

This could be about the environment, parks and open spaces, or how we travel around and use our streets. We want to hear your ideas about what the future could be.

4.2.2 Appendix 2 - Engagement Proposal(Cont.)

Our Places – Eastern Bay Spatial Plan

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The process: How will we create the spatial plan?

Once we have heard the feedback from communities, we will finalise the Scenarios and Development Options Report.

From this and other information, we will create a draft of Our Places – Eastern Bay Spatial Plan. This will reflect the feedback from the people of the Eastern Bay. A report back on what was heard and what the project did with the feedback is expected to be published by the end of 2024/early 2025.

Around mid-2025, we will let people know the draft plan is finished and ready for further feedback. We are aiming to finish Our Places by late 2025.

Once Our Places is created implementation actions will pinpoint infrastructure needs, outline steps for further investigation and financial and infrastructure planning, and for engagement with local communities and landowners in a more detailed way than a sub-regional planning process can achieve.