

TE WHAKAWHANAKE TANGA



TE TAI POUTINI WEST COAST

## 2050 Strategy

TĀ TE TAI POUTINI

# Rautaki Whakawhanake Ohaoha 2050

TOGETHER FOR TOMORROW

## MIHI

Ka haea te ata, ka hāpara te ata  
Ka korokī te manu, ka wairori te ngutu  
Ko te ata nui ka horaina  
Ka tangi te umere  
He pō, he pō, he ao, he ao  
Ka awatea  
Tihei mauri ora!

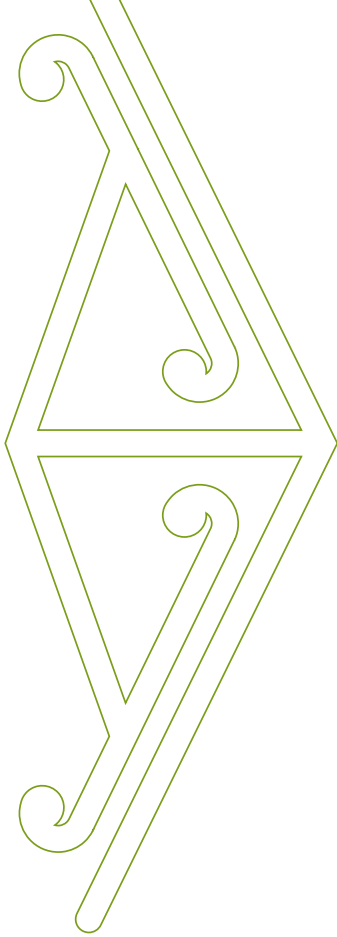
Ka mihia ngā mate o te wā  
Koutou kua karangahia e te pō  
Haere atu rā ki tua o te ārai  
Kia au, kia au, kia au te moe

Ka hoki mai ki a tātou, ki te hunga ora  
Tēnā tātou  
Tēnā tātou i tā tātou tiaki ngātahi i te wāhi  
pounamu nei, arā i Te Tai Poutini

Nei te reo whakamiha o Poutini Ngāi Tahu e rere atu nei ki ngā  
kaimahi o Te Ohu Whakawhanake o Te Tai Poutini i tā rātou  
whakapeto ngoi e puta ai tēnei rautaki hōu ki te ao mārama

E ai ki te kōrero, mā rau ringa te mahi e oti ai  
Nā reira mātou e mihi nei ki te toa takitini kua whai wāhi mai ki  
tēnei mahi, otirā ki a tātou ka whai wāhi ki ēnei kaupapa i ngā  
tau e heke mai nei

Ngā manaakitanga ki a tātou katoa



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OUR COLLECTIVE COMMITMENT

To unlock the potential of *Te Tai Poutini* (the West Coast) by carving our own path, front footing the change required and working in partnership with open minds and a solution-based approach to the *wero* (challenges) we face.



**PAUL MADGWICK**  
CHAIRPERSON, TE RŪNANGA O MAKAAWHIO



**FRANCOIS TUMAHAI**  
CHAIRPERSON, TE RŪNANGA O NGĀTI WAEWAE



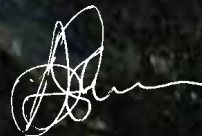
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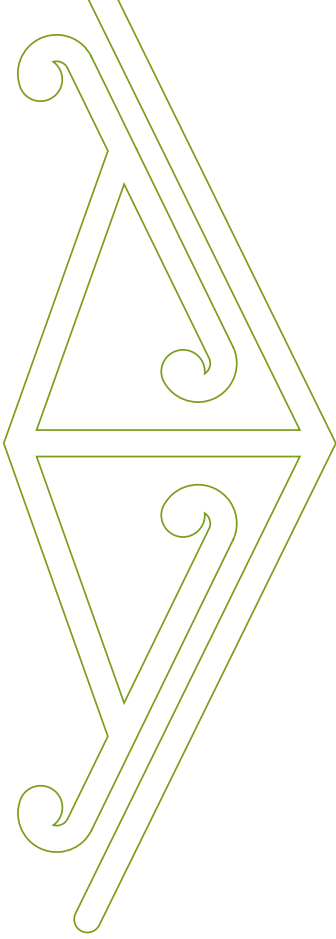
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MAYOR, WESTLAND DISTRICT COUNCIL



# Introduction

**Generations of Coasters have enjoyed the benefits of a thriving regional economy that was once the envy of the rest of the country. Our resilient spirit and strong *mahi* (work) ethic have served us well. But right now, we are vulnerable.**

Our world is changing faster than we are. While as a *rohe* (region) we can be proud of our history, identity, and assets, – we are not yet match fit for the *wero* ahead. Our *rautaki* (strategy), *Te Whanaketanga*, strengthens our position in a rapidly changing world. It ensures we will not only tackle the *wero* ahead but also realise the enormous potential that exists in solving them.

The economic growth we have traditionally relied on is being challenged and we have much *mahi* to do in improving the wellbeing of all Coasters. We've known this for some time and our *hapori* (community) is united in the desire to chart a new course that protects everything we love about the Coast, elevates the things we do well and helps us navigate the road ahead.

This *rautaki* comes at a time when we are experiencing a disrupted global climate. Pressures around climate change and biodiversity collapse are increasing, a global pandemic has brought international tourism to a grinding halt, our *rohe* is dealing with the fallout from extreme weather events and the government is enacting a raft of significant reforms that will impact our communities.

We have all been affected by these *wero* in some way. This collective experience serves to remind us of the importance of building a resilient economy that can withstand the shocks and changes we know will occur over time.

It's difficult to imagine a more important time for us to be clear about what we want and proactive in pursuing it. This is an opportunity for us to front foot the change required and unleash the potential that exists within our communities.

This is our pathway forward as *Te Tai Poutini* – a *rautaki* that celebrates our strengths and is honest about our *wero*, an opportunity to provide a collective view of the way forward, for the Coast to speak with one voice about the future we desire and to get to *mahi* creating it.

Our journey to 2050 will require hard *mahi*, determination, and change. We know that over the course of this *rautaki* we will stop doing some things and start doing others as we navigate our changing world and the significant reforms we know are coming. There is no single “silver bullet” to smooth this transition but within this *rautaki* are a range of solutions that will collectively make a difference and offer us the opportunity to rethink and regenerate *Te Tai Poutini* economy.

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**Our journey  
to 2050  
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and change.**

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Our *wero* is to focus on a handful of priorities that will move the dial for the Coast. We must be careful not to dilute our efforts by trying to do too much and stretching the limited resources available to deliver this *rautaki*. The measure of a good *rautaki* is not the words on its pages but the action that follows them. This will require unprecedented levels of collaboration, investment, and action right across our communities. We know Coasters are ready to do this together so we can go further and faster.

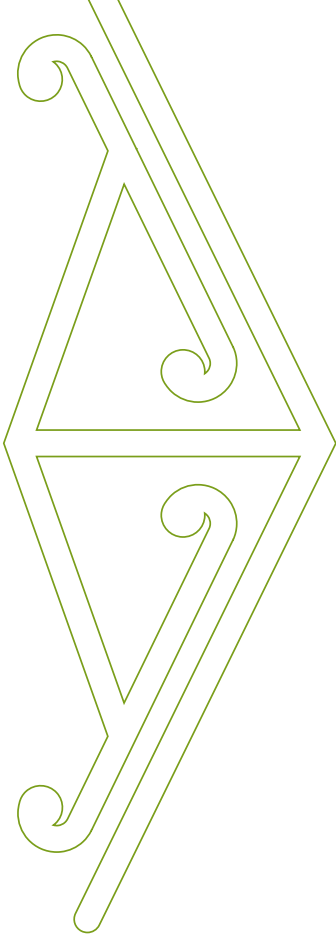
The reality is we will not get there alone, and these outcomes won't come easily. This is not just an internal *rautaki* for *Te Tai Poutini* – it's our message to the world about the future we are creating and the opportunities that exist here. It's a prospectus for future residents, businesses, and investors.

*Te Whanaketanga* sets out our shared vision for improving the lives of all Coasters and shows us the pathway forward to achieving our aspirations as a *hāpori*. It:

- Articulates a bold vision and intergenerational outcomes for the West Coast;
- Identifies the challenges and opportunities we face in achieving that vision;
- Identifies the priority missions that have been identified to drive that growth; and
- Provides the blueprint for the Action Plan that will enable the delivery of those missions and the projects that sit beneath them.

*Te Whanaketanga* focuses us on a generational shift in our economy rather than short term or siloed thinking. It offers an enduring blueprint that will need to be constantly updated and refreshed as we advance on the journey to 2050 and make strides towards achieving these outcomes.

As we *mahi* together to deliver this *rautaki*, we must remind ourselves that “many hands make light *mahi*” and that we can achieve great things for the Coast and future generations if we're all pulling in the same direction.



# Our Approach

Our approach to landing a 2050 *rautaki* was simple:

- 1** **Engage** openly with the *hapori* to uncover the shared vision, aspirations, and outcomes we can all agree on and get in behind.
- 2** **Mahi** with existing strategies, plans and research papers to help inform the contents of the *rautaki* and ensure it not only complements but reinforces other *mahi* that is happening in the *rohe*.
- 3** **Shape a *rautaki*** that becomes a catalyst for action and a guiding document that can be used across business and *hapori* to ensure we're all singing from the same song sheet.

To deliver a *rautaki* that is an inclusive document owned by the communities for whom it was designed, it was important to engage a wide cross section of the *hapori*.

Seeking to create a generational shift in our economic growth and prosperity, we first went to *rangatahi* (young people) to seek their views on the type of future they wanted on the Coast and the things that were concerning them. Their voices are heard loud and clear throughout this document and in the priority actions that have been identified to advance this *rautaki*.

The workshops held to shape the foundation of this *rautaki* involved over 150 people, including businesspeople, central government, local government, *mana whenua* and our wider *hapori*. They represented a cross section of all the parts of our *hapori* that make the Coast *mahi*. We are particularly proud of the contributions of over 20 *rangatahi* who were instrumental in setting the direction for this 2050 *rautaki*.

Workshop participants provided feedback on the initial draft of the *rautaki*, including direct feedback from *Te Tai Poutini hapori* leaders and organised labour (union) representatives.

The 2018–2025 Tai Poutini Economic Development *Rautaki* will be superseded by the 2050 *rautaki*. Outstanding actions will be assessed and reassigned to mission groups and priority project streams.



# Economic Wero

There are a number of *wero* which, if not addressed, will shape the future of the *rohe* and aspirations of our *hapori* across people, environment and the economy.

## Ngā Wero ā-Ōhanga

Tērā ētahi wero, mēnā kāore e tutuki, ka whakairo i te anamata o te rohe me ngā whāinga a te hapori i waenganui i ngā tāngata, te taiao, me te ōhanga.



### DIVERSIFICATION

We are facing unprecedented levels of change and disruption that will impact *Te Tai Poutini* economy

### TE WHAKAWHĀNUITANGA

Kāore anō tātou kia kite i tēnei taumata o te panonitanga, ā, ka hāngai tēnā tutūnga ki te ōhanga o *Te Tai Poutini*



### NARRATIVE

There is a prevailing pessimistic outlook and perception challenge for the Coast

### TE TIROHANGA

E puta haere ana tētahi tirohanga hākerekere me te wero o ngā waiaro ki a mātou i te *Te Tai Poutini*



### DEMOGRAPHICS

We have an aging workforce and we are struggling to retain young people on the Coast

### NGĀ RŌPŪ TĀNGATA

E pakeke haere ana te hunga mahi, ā, kua uaua kia puritia te hunga mātātahi i *Te Tai Poutini*



### RESILIENCE

We are vulnerable to extreme weather events, sea-level rise and disruptions due to natural disasters

### TE MANAWAROA

E noho whakaraerae ana mātou ki te kōripo marama, ki te pikinga o te pae moana, ki ngā whakatōhenehene ka puta i ngā aituā māori



## A Snapshot of Wero

Challenge	Issues	Local Impact
<b>Global Challenge</b>	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Exhaustion of non-renewable resources</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerability to sea level rise and the impact on geography and the natural environment.</li> <li>• Vulnerability to weather events that impact on infrastructure and connectivity of <i>Te Tai Poutini</i>.</li> <li>• The reliance on natural resources for economic prosperity.</li> <li>• Changes in land and sea use, climate change, pollution and invasive species placing pressure on our environment.</li> </ul>
<b>New Zealand Challenge</b>	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Skills shortage</li> <li>• Under-investment in infrastructure</li> <li>• Housing affordability and access</li> <li>• A rapidly aging population</li> <li>• Biodiversity decline</li> <li>• A lack of diversification</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for employers and workers to <i>mahi</i> together to increase productivity.</li> <li>• Skills shortages and seasonal labour <i>wero</i>.</li> <li>• Export driven economy vulnerable to global conditions.</li> <li>• Relatively low and ageing population base and modest GDP for the geographical size making it difficult to fund infrastructure.</li> <li>• Poor housing quality and a lag in supply.</li> </ul>
<b>Regional Challenge</b>	<ul style="list-style-type: none"> <li>• Distance</li> <li>• Scale</li> <li>• Perception</li> </ul>	<ul style="list-style-type: none"> <li>• Continued significant disruption as a result of COVID-19, including supply chain and labour market issues.</li> <li>• Heavily reliant on transport infrastructure, with a relatively small “surrounding” population within driving distance.</li> <li>• Small <i>rohe</i> spread across a large geographical area making infrastructure challenging to fund and deliver.</li> <li>• Accessibility to higher education and upskilling within the <i>rohe</i> is challenging and contributes to loss of youth and skilled workers from the <i>rohe</i>.</li> </ul>

# OUR MISSION + VISION

TĀ TĀTOU WHĀINGA MATUA + TĀ TĀTOU WHAKAKITENGA

## OUR MISSION

To create a sustainable, inclusive and prosperous future for *Te Tai Poutini* that our people can be proud of and our *rangatahi* (young people) can look forward to.

## TĀ TĀTOU WHĀINGA MATUA

Kia whakaritea he anamata e toitū ana, e whakawhāiti ana, e whai rawa ana hoki mō *Te Tai Poutini* kia whakahīhi ai tō tātou hapori, kia whakahihiko ai hoki ā tātou rangatahi.



## IDENTIFIED WHĀINGA MATUA (MISSIONS):

- 1 Build confidence Te Whakakaha i te Māia
- 2 Diversify our economy Te Whakawhānui i te Ōhanga
- 3 Strengthen communities Te Whakapakari i ō Tātou Hapori



## OUR VISION

To be recognised as leaders in the adoption of innovative, sustainable and regenerative economic, social, wellbeing and environmental solutions.

## TĀ TĀTOU WHAKAKITENGA

Kia kīia he whakaihuwaka i te whai i ngā whakatau ā-ohaoha, ā-pāpori, ā-hauora, ā-taiao hoki e auaha ana, e toitū ana, e whakarauora ana.

# OUR VALUES

Ō TĀTOU UARA

## Manaakitanga

Welcoming, inclusive, connection, and support for each other

E tāwhiri ana, e whakawhāiti ana, e tūhonohono ana, e tiaki ana hoki tētahi i tētahi

## Kaitiakitanga

Active guardianship of our *taonga* and giving back to nature

E takatū ana te tiakina o ā tātou taonga me te whai whakaaro ki te taiao

## Whanaungatanga

Our sense of collective belonging and identity

Te āhua o tā tātou whai wāhi tahi me te tuakiri

## Rangatiratanga

Courageous leadership and being in charge of our own destiny

E māia ana te hautūtanga, me te hautū i tōna anō anamata

## Pono

Honest and sincere in everything that we do

E pono ana, e motuhenga ana hoki tātou i ā tātou mahi katoa

## Kotahitanga

Unity and collective action

Te kotahitanga me te mahi tahi

## OUR PLACE

We care for our people and place leaving our environment in a better state than we inherited it.

## TŌ TĀTOU TAIAO

Ka kumanu tātou i tō tātou hapori, i tō tātou rohe, kia waiho ai mātou i tētahi taiao e ora ake ana, tēnā i te mea i waiho mai.

**We have an innovative and resilient economy delivering opportunities and high-paying jobs for our *hapori*. Care for our people and our environment is part of who we are and what we are known for.**

## OUR ECONOMY

Our diverse and resilient economy is fueled by a thriving entrepreneurial *hapori* and world class infrastructure. The world looks to us for solutions on conservation, biodiversity regeneration and clean energy.

## TŌ TĀTOU ŌHANGA

E kōkiritia ana tō tātou ōhanga e kanorau ana, e manawaroa ana hoki e tētahi hapori rakahinonga e tōnui ana, e tētahi hanganga kei tētahi taumata ā-ao. Tiro mai ana te ao ki a tātou mō ngā whakataunga mō te whāomoomo, mō te whakarauora rerenga rauropi me te pūngao whakahōu.

OUR 2050  
OUTCOMES

# TŌ TĀTOU PUTANGA 2050

## OUR LEADERSHIP

Our leadership is collaborative, future-focused and optimistic, front footing the change required to deliver practical and bold actions.

## TĀ TĀTOU ĀRAHI

E mahi tahi ana, e whakakite ana, e ngākau rorotu ana hoki tō tātou ārahi me te para i te huarahi mō ngā panonitanga e tika ana kia whai take, kia māia hoki ngā mahi.

E auaha ana, e manawaroa ana hoki tō tātou ōhanga me tōna whakarato i ngā āheinga me ngā umanga uara nui ki tō tātou hapori. Ko te tiaki i tō tātou hapori me tō tātou taiao tētahi wāhanga o tātou, e rongonui nei hoki tātou.

## OUR PEOPLE

Our people are proud of their identity as Coasters and optimistic about the future. Our connected communities and culture are inclusive, caring and collaborative.

## TŌ TĀTOU HAPORI

E poho kererū ana tō tātou hapori i tō tātou tuakiri hei "Coasters" me tō tātou ngākau rorotu mō te anamata. E whakawhāiti ana, e manaaki ana, e mahi tahi ana hoki ō tātou hapori kōtuitui me tō tātou ahurea.

An aerial photograph of a river with white water rapids. The water is a deep teal color, and the rapids are a bright white. The text is overlaid on the upper left portion of the image.

**OUR RAUTAKI**

With the promotion of social, economic, environmental, and cultural well-being of communities, *Te Whanaketanga* will deliver on the intergenerational outcomes comprised of 3 key missions, 11 priority projects and 26 actions.

# Build Confidence

## Te Whakakaha i te Māia

*Te Tai Poutini* has a plan for the future that is inclusive and provides clarity to both the *Te Tai Poutini* and New Zealand. Our businesses and people are optimistic and confident about the future. Our *rangatahi* can see a bright future that they want to be a part of and are supported to achieve success.

### PRIORITY PROJECT

## Enhanced Regional Identity

### Te Whakaniko i te Tuakiri o te Rohe

Being a West Coaster instils pride in our people and fosters a strong sense of connection and belonging. An enhanced regional identity is a critical tool in this *rautaki* – to build confidence and pride in our place and to attract the right people and investment to the *rohe* to realise our aspirations.

By lifting our presence and sharing more from our *rohe*, *Te Tai Poutini* can be seen as a desirable place to live, *mahi* and play, supporting our economic aspirations. Furthermore, active protection and guardianship of the environment can be celebrated as part of our *Te Tai Poutini* identity.

### Actions

**Develop** a business and investment story and proposition for *Te Tai Poutini* to support business attraction and encourage start-up businesses

**Finalise** and **implement** the Destination Management Plan with a focus on realising opportunities in high value and regenerative tourism

**Develop** a digital support programme and online shopping portal 'Shop West Coast' to increase uptake of *Te Tai Poutini* businesses in eCommerce opportunities and profile our regional offering

# Strengthen and Diversify our Economy

## Te Whakawhānui i te Ōhanga

*Te Tai Poutini* has an abundance of natural resources that form the backbone of our regional economy. To secure our long term economic prosperity and resilience, we need to actively support the growth of emerging industries and strengthen our economic drivers by focusing on adding value.

By focusing on a more circular economic approach, we are able to increase the value of our products and deliver better outcomes for the environment. Our economic activity must actively protect and give back to the natural environment that supports our prosperity.

*Te Tai Poutini* has untapped potential in the green economy space – from the unrealised value of our natural resources to the knowledge economy potential that exists from our strengths in conservation and biodiversity restoration.

### PRIORITY PROJECT

## Realising our Natural Resources

### Te Whakahaere i ngā Rawa o te Ao Tūroa

*Te Tai Poutini* is 84% public conservation land, the largest proportion of any *rohe* in New Zealand. We have competitive advantage in the mining sector and natural resources that can be utilised to support the regenerative economic future we aspire to. By focusing on this approach, we are able to unlock economic opportunities whilst protecting and enhancing the natural environment for future generations.

### Actions

**Support** the completion of the Stewardship Land Review so new economic opportunity is enabled and environment outcomes are enhanced





PRIORITY PROJECT

## Conservation Centre of Excellence

### Te Whāomoomo

Our strengths in protecting and restoring the natural environment are an opportunity to build a light footprint niche economy on the Coast that develops, incubates, and shares knowledge on conservation and biodiversity restoration.

#### Actions

**Support** the advancement of conservation, biodiversity and predator free *mahi* across the *rohe*

**Develop** an International Conservation and Biodiversity Restoration Centre of Excellence

PRIORITY PROJECT

## Renewable Energy Solutions

### Ngā Whakataunga Pūngao Whakahōu

Unlocking the potential within our renewable energy sector by developing a comprehensive *Te Tai Poutini Energy Rautaki* that identifies and advances opportunities in hydro, biomass, geothermal, biodiesel, green hydrogen and other energy opportunities on *Te Tai Poutini* with a focus on viable outcomes that create jobs.

#### Actions

**Develop and implement** a *Te Tai Poutini Energy Rautaki* to unlock opportunities in renewable energy investment and job creation on the Coast



PRIORITY PROJECT

## Research, Science and Technology

### Te Rangahau, te Pūtaiao, te Hangarau hoki

Supporting our applied research, science and technology businesses to grow and support our key economic drivers and identify opportunities to lift productivity and reduce environmental impacts.

#### Actions

**Invest** in research, science and technology to lift the productivity and reduce the footprint of our key economic drivers

PRIORITY PROJECT

## High Value Engineering and Innovation

*Te Tai Poutini* has existing strengths in niche and high value engineering. Recognised for its innovation and collective strength, *Te Tai Poutini* is seen as a leader in engineering excellence.

#### Actions

**Form a niche** engineering cluster to realise opportunities for improved resilience (local supply) and growth in the growing engineering and manufacturing sector

**Develop** an innovation and Research and Development hub to support key economic drivers



PRIORITY PROJECT

## Food and Fibre Sector Optimisation

### Kia Whai Hua Rawa Atu te Whakapaua o te Kai me ngā Rawa

*Te Tai Poutini* has an extensive and diverse range of food and fibre businesses drawn from an assorted cross-section of agriculture, horticulture, forestry and carbon farming, aquaculture, meat and food processing, as well as related agricultural service industries.

### Actions

**Develop opportunities** to support and grow our food and fibre sector on *Te Tai Poutini* through increased investment in innovation

**Develop** a food and fibre provenance story for *Te Tai Poutini* that supports increased value from the sector

**Establish partnerships** for land use trials to position *Te Tai Poutini* as a preferred option for science and research

# Strengthen our Communities

## Te Whakapakari i ō Tātou Hapori

*Te Tai Poutini* is a *rohe* made up of strong and resilient communities that make this place special. Our mission is to strengthen communities which are the backbone of our economic success to ensure they are inclusive, safe and providing for the needs of Coasters.

Secure, affordable and quality housing is out of reach for too many in our *hapori*. While economic growth is a worthy pursuit, we need to be proactive in ensuring the benefits of that growth flow through equitably and include those who need it the most.

### PRIORITY PROJECT

## Housing

### Ngā Whare

Everyone on *Te Tai Poutini* has the right to quality housing and a great neighbourhood to live in. A well-functioning housing system has good quality and resilient homes that meets the needs of residents and supports sustainable, resilient and connected communities.

### Actions

**Implement** the Tai Poutini Housing *Rautaki*, including a focus on improving the condition, security, energy efficiency and suitability of existing homes

**Increase** the capacity of sustainable age care on *Te Tai Poutini*

PRIORITY PROJECT

## Healthcare

### Ngā Ratonga Hauora

Equity, availability and access to health care across the Coast. Our healthcare services meet the needs of the community with wellbeing at the heart of our economic development.

#### Actions

**Develop** an interprofessional healthcare facility and explore opportunities for training and education development

**Advocate** for improved mental health support available from prevention through to crisis

**Advocate** and **enable** the improved provision of healthcare services throughout *Te Tai Poutini*, specifically for hard to reach and disadvantaged communities

PRIORITY PROJECT

## Hapori and Business Education

### Te Mātauranga ā-Hapori, ā-Pakihi hoki

Accessible education that enables and enhances both *hapori* and business prosperity, creating opportunities to evolve and grow sustainable, innovative, and creative talent.

#### Actions

**Develop** a Future of *Mahi* programme to create career pathways for future employment opportunities, talent attraction and retention and education to employment options

**Strengthen** partnerships with innovation, education, and research institutes (e.g Lincoln University, University of Canterbury, Callaghan Innovation etc)

**Establish** *hapori* and business hubs in the main centres to support connectivity, remote working and career and business opportunities

**Increase** business networking and education opportunities throughout the Coast with an emphasis on communities not currently accessing support



PRIORITY PROJECT

## Infrastructure, Resilience and Digital Connectivity

### Te Kōtuinga Hanganga me te Matihiko

Enabled and connected resilient and sustainable fit for purpose infrastructure network (transport, energy and digital) that supports increased productivity, strengthens our resilience, and provides growth opportunities.

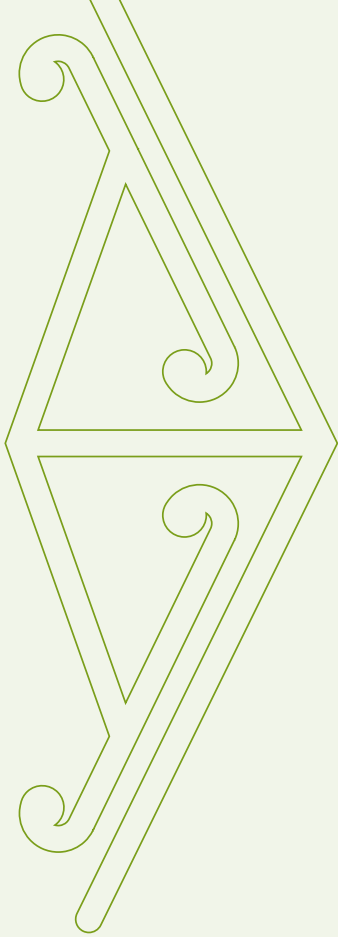
#### Actions

**Implement** a focused infrastructure resilience review to increase investment to support economic development and a proactive climate change adaption approach

**Strengthen** local food systems and resilience through community led initiatives that secure food supply for local communities

**Develop** Zero Waste initiatives that reduce our environmental footprint and unlock revenue generating opportunities

**Improve** rural connectivity including mobile blackspots, rural and ultrafast broadband



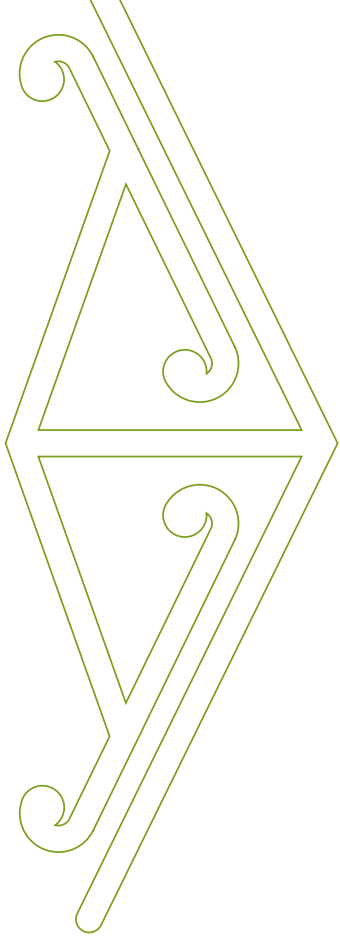
# What Does Success Look Like?

***Te Tai Poutini's* aspiration is for an economy that is robust where sustainable levels of growth are achieved over the full range of current and future industry sectors while retaining those values underpinning who we are and why people choose to be here –**

- An economy that delivers an increasing number of jobs so that the wealth generated provides opportunities for current and future residents of *Te Tai Poutini*.
- An economy where entrepreneurs and new businesses see opportunities and existing businesses are strong.
- An economy that advocates high quality over quantity.
- Ensuring there is strength and diversity across business sectors and within sectors will help the Coast's economy withstand shocks within a sector without disrupting the economy as a whole.
- A resilient future economy will see current sectors grow and adapt to change as well as encourage growth in other sectors.
- A resilient economy will provide employment opportunities across all skill levels.
- A resilient economy will support businesses from start-ups, small to medium enterprises, and the largest global corporations.
- A resilient economy will be less vulnerable to and recover more quickly from external shocks.
- A resilient economy will create resilience for those in society disadvantaged most by economic shocks and income equality to ensure the basic needs of society are met.

The Coast's diverse seasons, wide open spaces, pace of life and the can-do attitude of its people lends itself to attracting people from far and wide to live, do business or visit. To do business here our people must be innovative and creative in the way they run and conduct their businesses. The nature of *mahi* is changing rapidly and many jobs that exist today will be replaced by different types of *mahi* in the future. New jobs are anticipated in research, development, engineering and energy industries and we must be positioned for this. We have a lot of talented people on *Te Tai Poutini*, and we can build on this – innovation breeds innovation. As our traditional industries evolve and new industries emerge, we must create an innovation eco-system that extends our strengths and supports our entrepreneurs and innovators, and attracts new industries.

To do this, we must foster entrepreneurs and enterprises small and large, helping them to compete in local, national and global markets by ensuring the infrastructure and programmes are in place to support their success. We also must develop new ways to gather and share information to grow the Coast's knowledge sector.



# How the *Rohe* will Measure Success

**The next phase of *mahi* will include a focus on developing success metrics, monitoring and reporting that will enable us to measure the delivery of *Te Whanaketanga*, the outcomes created from that, and the benefits to the *rohe*.**

The success of *Te Whakaketanga* will not be defined by the words on these pages but rather the investment and value-add activity resulting from it.

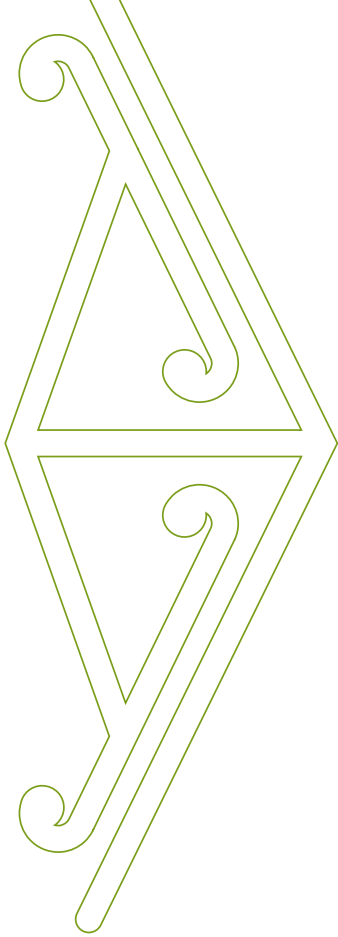
Each priority and associated action will have agreed outcomes and targets developed in conjunction with the lead collaborator.

Our success will be benchmarked against wellbeing outcomes identified to support economic performance and sustainability alongside measures that are specific to each project priority and take into consideration key outcomes such as job creation, investment into the *rohe* and positive activity.

As the facilitator of the *rautaki*, Development West Coast will report on the progress of *Te Whanaketanga*.







# How the *Rohe* will Deliver

**This *rautaki* is about delivering results and outcomes for the Coast to deliver on the aspirations of our *hapori*. It's a step change in our approach and focus on economic development that will deliver a generational change required to ensure *Te Tai Poutini* is match fit for the *wero* ahead.**

The *rautaki* will be supported by an Action Plan which will set out:

- A champion or lead collaborator for each priority action
- A pathway for resourcing and activation of this priority
- Milestones and deliverables to ensure accountability
- Measures of success to track progress

The Action Plan will evolve as actions are successfully implemented, new opportunities emerge, or existing actions are amended as circumstances change. All action points/projects are linked to the mission statement to confirm alignment to the vision.

There will be many actions and projects that are delivered under the auspices of this *rautaki* that will not be detailed in the formal document. These will be part of a wave of transformative change enabled by the blueprint *Te Whanaketanga* offers and the collective commitment of the signatories to this document.

Each signatory has a duty and responsibility to support and deliver on the aspirations of *Te Whanaketanga* in their respective areas of investment, activity and policy mandate.

The priority actions set out in *Te Whanaketanga* have been identified as worthy of resourcing and support to enable delivery, but their requirements and the maturity of the actions are all different. Some will require entirely new working groups to be established and project plans drawn up while others may be ready to take to business case, feasibility, or be investment ready.

Critically, the success of *Te Whanaketanga* will depend on the collective commitment and ability of all stakeholders to deliver against the *rautaki* and *mahi* collaboratively on the identified missions and priority actions. Everyone has a role to play in the success of *Te Whanaketanga* for this to be a truly enduring *Te Tai Poutini rautaki*.

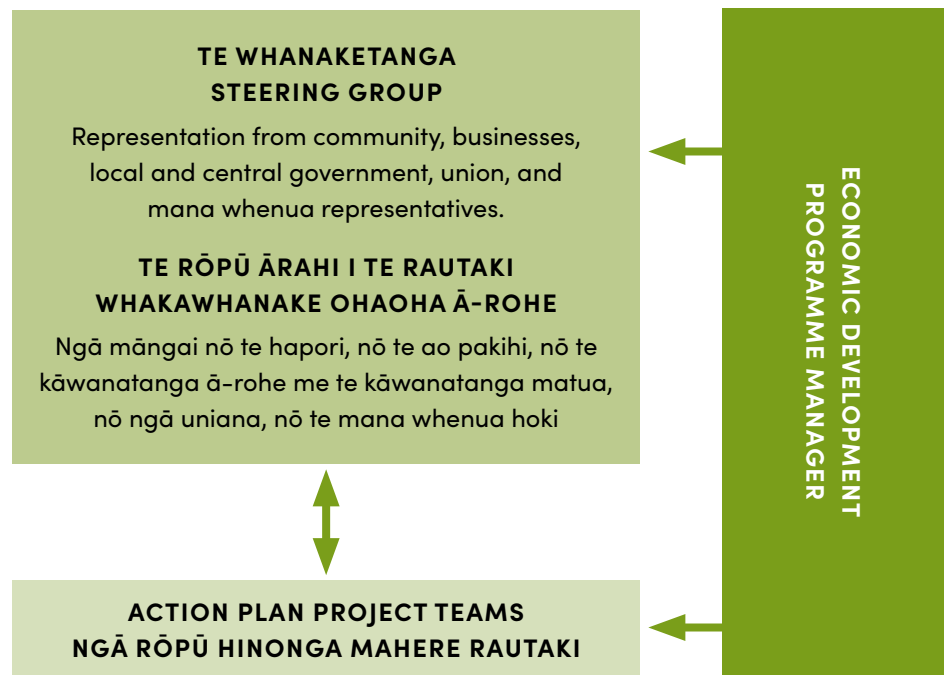
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**Everyone has a role to play in the success of *Te Whanaketanga* for this to be a truly enduring *Te Tai Poutini rautaki*.**

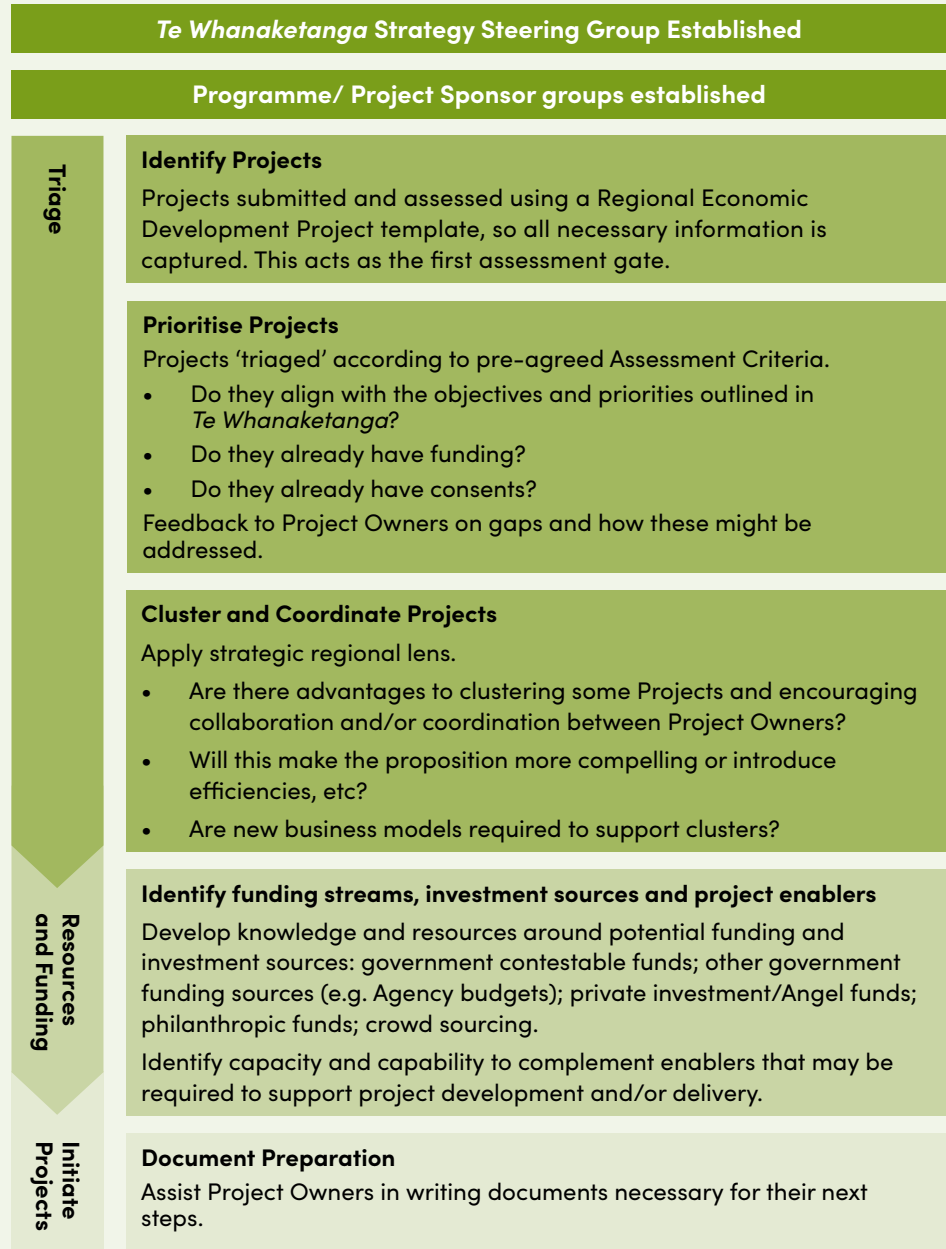
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As part of the Action Plan *mahi*, a Steering Group will monitor and guide the overall progress of the *rautaki* and provide representation from stakeholders involved in the plan. The Steering Group will not be a governance group per se but rather the regional nexus for which updated priorities and guidance will flow to help maintain an iterative and generative approach to delivering on the *rautaki*. The Steering Group will be responsible for collectively delivering on the *rautaki*, updating it as required and maintaining the momentum required to ensure the *rautaki* remains relevant for years to come.

The following diagram shows the leadership and support arrangements for delivering the action plan:



# Implementation roadmap



## REGIONAL SCAN

- Engage with existing networks and fora to attract Projects into the roadmap.
- Stay abreast of projects being developed outside of this pipeline and consider how we can add value to their efforts?
- Approved information from portfolio of pipeline Projects used to inform regional, national and sector strategies and advocacy (i.e. excluding commercial sensitivities).
- Establish a regular review process to ensure the roadmap is agile to respond to fast changing regional priorities.
- Share progress and success of the roadmap with relevant stakeholders (excluding commercial sensitivities).

# TE WHANAKETANGA

## OUR MISSION

To create a sustainable, inclusive and prosperous future for *Te Tai Poutini* that our people can be proud of and our *rangatahi* (young people) can look forward to.

## TĀ TĀTOU WHĀINGA MATUA

Kia whakaritea he anamata e toitū ana, e whakawhāiti ana, e whai rawa ana hoki mō Te Tai Poutini kia whakahihī ai tō tātou hapori, kia whakahihiko ai hoki ā tātou rangatahi.

## OUR VISION

To be recognised as leaders in the adoption of innovative, sustainable and regenerative economic, social, wellbeing and environmental solutions.

## TĀ TĀTOU WHAKAKITENGA

Kia kīia he whakaihūwaka i te whai i ngā whakatau ā-oaha, ā-pāpori, ā-hauora, ā-taiao hoki e auaha ana, e toitū ana, e whakarauora ana.

## ECONOMIC WERO (CHALLENGES)



### Diversification

We are facing unprecedented levels of change and disruption that will impact *Te Tai Poutini* economy.

#### Te Whakawhānuitanga

Kāore anō tātou kia kite i tēnei taumata o te panonitanga, ā, ka hāngai tēnā tutūnga ki te ōhanga o Te Tai Poutini.



### Narrative

There is a prevailing pessimistic outlook and perception challenge for the Coast.

#### Te Tirohanga

E puta haere ana tētahi tirohanga hākerekere me te wero o ngā waiaro ki a mātou i te Te Tai Poutini



### Resilience

We are vulnerable to extreme weather events, sea-level rise and disruptions due to natural disasters.

#### Te Manawaroa

E noho whakaraerae ana mātou ki te kōripo marama, ki te pikinga o te pae moana, ki ngā whakatōhenehene ka puta i ngā aituā māori.



### Demographics

We have an aging workforce and we are struggling to retain young people on the Coast.

#### Ngā Rōpū Tāngata

E pakeke haere ana te hunga mahi, ā, kua uaua kia puritia te hunga mātātahi i Te Tai Poutini

## OUR 2050 OUTCOMES

**We have an innovative and resilient economy delivering opportunities and high-paying jobs for our hapori. Care for our people and our environment is part of who we are and what we are known for.**

#### Our Leadership

Our leadership is collaborative, future-focused and optimistic, front footing the change required to deliver practical and bold actions.

#### Our Economy

Our diverse and resilient economy is fueled by a thriving entrepreneurial *hapori* and world class infrastructure. The world looks to us for solutions on conservation, biodiversity regeneration and clean energy.

#### Our People

Our people are proud of their identity as Coasters and optimistic about the future. Our connected communities and culture are inclusive, caring and collaborative.

#### Our Place

We care for our people and place leaving our environment in a better state than we inherited it.

## TŌ TĀTOU PUTANGA 2050

**E auaha ana, e manawaroa ana hoki tō tātou ōhanga me tāna whakarato i ngā āheinga me ngā umanga uara nui ki tō tātou hapori. Ko te tiaki i tō tātou hapori me tō tātou taiao tētahi wāhanga o tātou, e rongonui nei hoki tātou.**

#### Tā Tātou Ārahi

E mahi tahi ana, e whakakite ana, e ngākau rorotu ana hoki tā tātou ārahi me te para i te huarahi mō ngā panonitanga e fika ana kia whai take, kia māia hoki ngā mahi.

#### Tō Tātou Ōhanga

E kōkiritia ana tō tātou ōhanga e kanorau ana, e manawaroa ana hoki e tētahi hapori rakahinonga e tōnu ana, e tētahi hanganga kei tētahi taumata ā-ao. Tiro mai ana te ao ki a tātou mō ngā whakataunga mō te whāomoomo, mō te whakarauora rerenga rauropi me te pūngao whakahōu.

#### Tō Tātou Hapori

E poho korerū ana tō tātou hapori i tō tātou tuakiri hei "Coasters" me tō tātou ngākau rorotu mō te anamata. E whakawhāiti ana, e manaaki ana, e mahi tahi ana hoki o tātou hapori kōtuitui me tō tātou ahurea.

#### Tō Tātou Taiao

Ka kumanu tātou i tō tātou hapori, i tō tātou rohe, kia waiho ai mātou i tētahi taiao e ora ake ana, tēnā i te mea i waiho mai.

# TE TAI POUTINI WEST COAST 2050 STRATEGY

## TĀ TE TAI POUTINI RAUTAKI WHAKAWHANAKE OHAOHA 2050

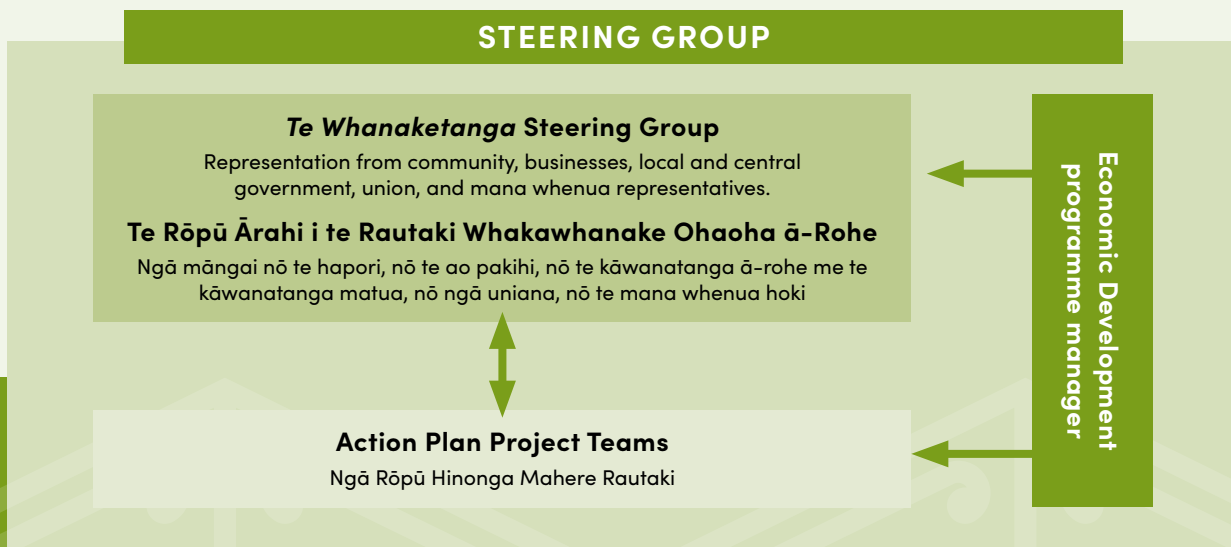
### OUR VALUES | Ō TĀTOU UARA

<p><b>Manaakitanga</b></p> <p>Welcoming, inclusive, connection, and support for each other.</p> <p><i>E tāwhiri ana, e whakawhāiti ana, e tūhonohono ana, e tiaki ana hoki tētahi i tētahi</i></p>	<p><b>Kaitiakitanga</b></p> <p>Active guardianship of our taonga and giving back to nature</p> <p><i>E takatū ana te tiakina o ā tātou taonga me te whai whakaaro ki te taiao</i></p>	<p><b>Rangatiratanga</b></p> <p>Courageous leadership and being in charge of our own destiny</p> <p><i>E māia ana te hautūtanga, me te hautū i tōna anō anamata</i></p>
<p><b>Whanaungatanga</b></p> <p>Our sense of collective belonging and identity</p> <p><i>Te āhua o tā tātou whai wāhi tahi me te tuakiri</i></p>	<p><b>Pono</b></p> <p>Honest and sincere in everything that we do</p> <p><i>E pono ana, e motuhenga ana hoki tātou i ā tātou mahi katoa</i></p>	<p><b>Kotahitanga</b></p> <p>Unity and collective action</p> <p><i>Te kotahitanga me te mahi tahi</i></p>

### OUR MISSIONS | WHĀINGA MATUA

	Mission	Programme Stream	Priority Project Stream
<p>TE WHĀINGA TUATAHI</p> <p><b>MISSION ONE</b></p>	<p><b>Build Confidence</b></p>		<ul style="list-style-type: none"> <li>Enhance the regional story</li> </ul>
<p>TE WHĀINGA TUARUA</p> <p><b>MISSION TWO</b></p>	<p><b>Diversify our Economy</b></p>	<p>Managing natural resources</p> <hr/> <p>Circular economies</p>	<ul style="list-style-type: none"> <li>Conservation</li> <li>Renewable energy solutions</li> <li>Research, science and technology</li> <li>Engineering and innovation</li> <li>Food and fibre optimisation</li> </ul>
<p>TE WHĀINGA TUATORU</p> <p><b>MISSION THREE</b></p>	<p><b>Strengthen our Communities</b></p>		<ul style="list-style-type: none"> <li>Housing</li> <li>Healthcare</li> <li>Community and business education</li> <li>Infrastructure and digital connectivity</li> <li>Resilience</li> </ul>

### STEERING GROUP



## MIHI

Morning breaks  
The birds call  
The vast dawn spreads out  
The chorus signals  
A shift from night, to day  
Dawn is here  
There is life!

We acknowledge those who have passed  
Those who have been summoned by the night  
Go beyond the perceivable  
Rest in peace

We return to us, the living  
Greetings  
Greetings and acknowledgements for our collective  
care for this place of pounamu, for the West Coast

This is the language of appreciation of Poutini Ngāi Tahu  
which we extend to the crew at Development West Coast for  
their efforts to bring this strategy in to reality

It is said that many hands make light work  
And so we acknowledge the many hands who have  
contributed to date, and to the many who will continue to  
contribute to these kaupapa in the years to come

Best wishes to us all





[www.tewhanaketanga.nz](http://www.tewhanaketanga.nz)