
Central Hawke's Bay District Council
Indicative Business Case
Final v3

Ngā Ara Tipuna
Waipukurau Pā Site Interpretation
23 May 2019



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Report prepared by [Privacy of natural persons] and [Privacy of natural persons]

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1.0 EXECUTIVE SUMMARY

1.1 The Proposal and the Need

Ngā Ara Tipuna is based on existing whakapapa connections between the different hapū within Tamatea Taiwhenua and beyond. It is these whakapapa connections that underpin Ngā Ara Tipuna. From the outset, Ngā Ara Tipuna has been a hapū-based project. The initial vision was discussed and developed between 2015 and 2017 through a series of hui involving hapū representatives. Discussion centred on ways to recognise Pukekaihou pā existence as a site of cultural significance and also its position within a network of pā tipuna (ancestral pā) that form part of the cultural narrative and connections for the different hapū in the Waipukurau area.

With the assistance of the local Central Hawke's Bay District Council (CHBDC), the project has been further developed to have a wider purview and purpose, which embraces economic development as well as education, culture and heritage, social inclusion and celebration of Tamatea's unique identity through a shared understanding of the place, its people and the past.

In order to tell the stories of Tamatea in a compelling and creative way, place-based story-telling company Commercial Inform was engaged to talk to hapū and iwi and to create a concept document outlining possible themes, storylines and methods including digital tools for conveying the stories to locals and visitors alike. (See *Appendix 1* for initial concept design, funded by Central Hawke's Bay District Council). It also opens up opportunities for marae, hapū and iwi to develop products and services around the Ngā Ara Tipuna narrative and share their unique perspective of the water-centric landscape which once existed in Tamatea and shaped every aspect of life for their tipuna, including food, culture, defences, travel, trade and care of their environment.

Central Hawke's Bay District Council is co-leading the project, working alongside key stakeholder, Te Taiwhenua o Tamatea and representatives from Tamatea Hapū. The potential of the project to boost the community both socially and economically has provided the opportunity to consider additional activities, which could sit alongside and link in with the pā site interpretation work.

1.2 Objectives of the Project

1) Cultural narrative

To provide a **cultural narrative** that encourages **collective community identity** and a sense of belonging and wellbeing, through a shared understanding of culture and heritage of Waipukurau from the time prior to European settlement.

2) Inform and educate

To **tell the stories** of the people of Tamatea and their **sustainable environmental relationship** with the land, lakes and rivers, so this heritage may be passed down to our young ones and through the generations.

3) Provide a catalyst for growth

To create a project that positively influences the **local economy** and potentially links to other projects in neighbouring rohe, which augments **tourism and Māori economic development**, within Tamatea/Central Hawke's Bay.

Central Hawke’s Bay District Council’s strategic direction and planning documents support the proposed Ngā Ara Tipuna project. The Project Thrive initiative launched by Council in 2017 has a vision for Central Hawke’s Bay to be a proud and prosperous district made up of strong communities and connected people, who respect and protect their environment and celebrate their beautiful part of New Zealand. Ngā Ara Tipuna supports the purpose and outcomes of Project Thrive by strengthening the district and community identity, protecting and promoting the unique landscape and encouraging smart economic growth by being a catalyst for local business initiatives to flourish.

Regional and national economic development, tourism (including Māori tourism), cycleways, education and heritage strategies also support and align with this proposal.

Key trends that support this proposal include a growing interest in history and heritage with a view to establishing personal identity, and an increasing demand from tourists for cultural experiences and information.

Additionally, this project is a significant opportunity for Tamatea Iwi and Central Hawke’s Bay District Council to work together to provide a cultural narrative for the District and grow the local economy, including the Māori economy.

1.3 The Preferred Option

The options for the project were discussed by stakeholders at a facilitated workshop held on 27 February 2019. The long-list options essentially consider the “What, Where, How, Who and When” of the project, i.e. What is possible? Where is it possible? How can it be delivered? Who should deliver it? When should it be delivered?

Following an analysis of the options, the preferred way forward is:

- 1. Scope:** The initial phase (Phase One) will see signage, physical structures and digital components to support story-telling located at Waipukurau railway station as a way-finding/information centre for visitors. The same will be placed at Pukekaihou Pā site in Waipukurau as it is the most visible and nearest site to the town. Phase Two, the development of the remaining five pā sites, will overlap with Phase One. **Commercial Information**
- 2. Service Solution:** Preference is for the design, build, and materials to be sourced from Hawke’s Bay and around New Zealand according to the expertise required for the best outcome for the project. This strikes the right balance between delivering returns locally whilst also ensuring the range of capabilities needed.
- 3. Service Delivery:** Central Hawke’s Bay District Council will be the responsible entity in the short-term due to being the only partner with current administrative ability to fulfil accountability requirements. A project steering group will be formed with representation from key stakeholders to manage and track implementation of the project. The process to establish an entity, preferably a charitable trust, should proceed immediately in order to secure the long-term governance of the project.
- 4. Implementation:** A phased approach has been agreed upon for the project. This will allow a start to be made in the near future, but also allow further planning to take place regarding subsequent phases. Phase One will focus on Waipukurau railway station and Pukekaihou Pā site

in Waipukurau, with Phase Two expanding to other pā sites in Central Hawkes Bay Commercial Information

- 5. Funding:** The partnership approach to funding is the preferable option and is an approach that offers benefits beyond the money. It also offers particular skills and expertise from funders, the benefit of practical experience and also opens the door to other valuable partnerships.

The preferred option was used as the basis of the Economic Impact Assessment which finds that there will be economic returns to Hawke's Bay from the proposed project both through direct economic impacts and flow-on impacts in production and consumption. While there will be a modest economic return from Phases One and Two (GDP impact of \$Commercial Info and Employment impact of Comme persons), this impact will be of a short-term nature. In the medium to longer term the monetary return is expected to bring in revenue of \$Commercial Info, net household income of \$Commercial Info, Employment of Comme persons and Value-added GRP of \$Commercial Info. It should be noted that the economic impact modeling has been done on a regional basis.

Other economic gains are also expected such as the development of additional Māori cultural tourism product and increasing tourism spending gains from additional short-term visitation and a growing number of overnight visitors.

An assessment of the tourism potential of the project indicates that the appeal of this tourism product will primarily draw domestic visitors. It also confirms that Phase One will draw short-stay visitors, but numbers will increase as the project progresses into Phases Two Commercial Information.

1.4 Affordability

The preferred option for funding Ngā Ara Tipuna is a partnership approach, where funding sought from a range of funders including local government, central government, Commercial Inform grants, trusts and community fundraising. This is an approach that offers benefits beyond the money raised. It also offers particular skills and expertise from funders, the benefit of practical experience and also opens the door to other valuable partnerships.

The proposed funding partnership model does rely heavily on Central Government funding through the Provincial Growth Fund for Phases One and Two of the project. This investment will however allow the project to get underway and can be used to leverage other external funding to both this and later phases of the project. It will also serve as the catalyst for the development of wider economic opportunities such as linking infrastructure (i.e. cycle networks), ongoing activation of pā sites (curriculum resources, events, programmes), and other district-wide activity, products and services, e.g. Promotion of "The Longest Place Name".

Central Hawke's Bay District Council has a key role to play as both a funder and an applicant for external funding of this project. As a funding applicant, the Council's stable structure and sound processes for financial management will give confidence to funders that the project will be successful.

Costs for Phase One are estimated at \$Commercial Informa and costs for Phase Two have been estimated by Commercial Inform and CHBDC at \$Commercial Informa. Commercial Information

1.5 Project Delivery

The governance and management structure for this project has still to be decided upon with a clear preference for a partnership approach with representation from all key stakeholders. This was voiced at the Options Workshop held on 27th February 2019.

The idea of establishing a Charitable Trust to manage the ongoing operations and development of Ngā Ara Tipuna could be of advantage to the project as an entity with charitable status has more options for applying for and receiving funding. It would also demonstrate that a process has been undertaken to set up a legal entity with stated objectives, rules and appointed representation, indicating that the project is an important, long-term undertaking.

There is strong support for using local and iwi suppliers, artists and artisans for the design and build of structures at the pā sites where possible. However, it is recognised that there is expertise and experience available from outside the region which could enhance the delivery of this project, and that should be sought as appropriate.

The process for procurement of services should be led by the Project Steering Group appointed to lead the project. There may be some advantages to working with the Council on procurement in terms of discounts and relationships that are already established with suppliers.

1.6 Next Steps

This business case has been prepared with the information available at the time of writing. It finds that:

- Phase One and Phase Two need to be undertaken to encourage related business initiatives and establish links to aligned projects, and to support whānau, hapū and iwi in meeting their aspirations in areas of economic development, education, rangatahi and employment.
- **Commercial Information**
[REDACTED]
- Continued engagement with iwi and the wider community is strongly recommended. Such engagement is vital for the success of this project. Development of a Communications and Community Engagement Plan is desirable for a project such as this. A collaborative approach to community engagement should be undertaken so all partner organisations are involved, but in the interim CHBDC's Communications Team has capacity to develop and deliver communication support for the project. [REDACTED] have also budgeted for some community engagement in their project plan.
- In order to ensure funding success, it is important that Council takes a lead in advocating for the project with potential funders and strategic and operational partners to build support for the project.
- The process to establish a governance entity, preferably a charitable trust, should proceed as soon as practicable in order to secure the long-term governance of the project.
- An application for funding to the Provincial Growth Fund is recommended which clearly demonstrates the aspirations of hapū from this project and the range of benefits that will accrue to the Tamatea/Central Hawke's Bay community, particularly the economic benefits of the project.

Figure 1: Commercial Inform design concept for Whare Korero (left) and interpretative view shaft (right) on the summit and brow of Pukekaihou Pā site respectively



2.0 INTRODUCTION

Ngā Ara Tipuna is a pā site interpretation project, which is seen as a key driver and catalyst for change in Tamatea/Central Hawke's Bay, socially, culturally, economically and environmentally. In a district which has little awareness of its pre-European history, this project will bring cultural benefits to the community by engaging with its history and developing a sense of place and identity as it hears and understands the stories of the past. It also opens up opportunities for marae, hapū and iwi to develop products and services around the Ngā Ara Tipuna narrative and share their unique perspective of the water-centric landscape which once existed in Tamatea and shaped every aspect of life for their tīpuna, including food, culture, defences, travel, trade and care of their environment.

Ngā Ara Tipuna is based on existing whakapapa connections between the different hapū within Tamatea Taiwhenua and beyond. It is these whakapapa connections that underpin Ngā Ara Tipuna. From the outset, Ngā Ara Tipuna has been a hapū-based project. The initial vision was discussed and developed between 2015 and 2017 through a series of hui involving hapū representatives. The different hapū represented at these meetings were Ngāi Tahu ki Takapau, Ngāi Toroiwaho, Ngāi Te Rangitotohu, Ngāti Mārau, Ngāi Te Kikiri-o-te-rangi and Ngāti Parakiore. The focus for the hui was the Pukekaihou pā site (Park). Discussion centred on ways to recognise its existence as a site of cultural significance and also its position within a network of pā tipuna (ancestral pā) that form part of the cultural narrative and connections for the different hapū in the Waipukurau area.

The initial storytelling concept for the pā sites was developed as part of an education programme for local schools. Central Hawke's Bay District Council is working alongside local hapū and key stakeholder, Te Taiwhenua o Tamatea to bring the project to a level where the whole community can benefit. Ngā Ara Tipuna is an opportunity for local hapū to tell their stories about places of cultural significance on the land and events and people that helped shaped the district.

Through the telling of these stories, Ngā Ara Tipuna will give local people an opportunity to learn about significant pā sites and waterways of the Waipukurau area, giving an insight into the relationships that were formed with these places by the tīpuna. This relationship with the land is reflected in the whakatauaiki: "whatu ngarongaro te tangata toitū te whenua", "People may disappear, but the land will always remain".

Place-based story-telling company, Commercial Informa has been engaged to provide a concept framework of themes and stories and a suite of appropriate forms of interpretation. The potential of the project to boost the community both economically and socially has opened up the opportunity to consider what additional activities may be able to sit alongside and link in with the pā site interpretation work.

The New Zealand Government has allocated three billion dollars over a three-year term to invest in regional economic development through the Provincial Growth Fund (PGF). The PGF is a significant opportunity to realise the potential of the regions of Aotearoa New Zealand. It can provide funding to accelerate growth, and to kick-start new initiatives.

Provincial New Zealand is the heartland of Aotearoa and much of New Zealand's economy rests on the successes of the regions, with tourism, forestry and the primary industries all strong contributors to New Zealand's export economy. However, some regions are challenged with higher unemployment, lower productivity, finding skilled workers and people who are struggling economically, which puts their wellbeing at risk.

The purpose of the PGF is to accelerate regional development, increase regional productivity, and contribute to more, better-paying jobs. The PGF’s objectives are:

- Creating jobs, leading to sustainable economic growth
- Increasing social inclusion and participation
- Enabling Māori to realise aspirations in all aspects of the economy
- Encouraging environmental sustainability and helping New Zealand meet climate change commitments alongside productive use of land, water and other resources
- Improving resilience, particularly of critical infrastructure, and by diversifying our economy

The PGF has identified six “surge regions” as priority regions for funding. This includes Hawke’s Bay. Central Hawke’s Bay District Council has been successful in an application to the PGF for funding to undertake a Business Case on the Ngā Ara Tipuna proposal.

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3.0 THE STRATEGIC CASE – MAKING THE CASE FOR CHANGE

The purpose of the Strategic Case is to confirm the strategic context for the proposal and to demonstrate how it fits within the existing business strategies of the key stakeholders as well as regional and national strategies relevant to the project. The Strategic Case:

- Demonstrates the strategic alignment for the proposed project;
- Establishes the investment objectives, existing arrangements and business needs;
- Considers the scope of the proposal and the key service requirements; and
- Identifies the potential benefits, risks, constraints and dependencies.

3.1 Strategic Context - Overview of Key Partners in the Project

(i) Central Hawke's Bay District Council

Central Hawke's Bay District Council (CHBDC or Council) was formed in the restructure of local government in 1989. CHBDC is a local authority as defined under the Local Government Act 2002. The purpose of local authorities, as outlined in the 2012 amendment to the Act, is:

- *To enable democratic local decision making and action by, and on behalf of communities; and*
- *To meet the current and future needs of their communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is cost-effective for households and businesses. (NZ Government, 2012).*

A mayor and 8 councillors are elected by the district to represent and work for the people of Central Hawke's Bay.

Project Thrive

In March 2017, the Project Thrive initiative was launched. This involved Council speaking with over Commercial In people and more than Commercial In pieces of feedback were received from across the community, which were consolidated into consistent themes and potential initiatives CHBDC could pursue. From this feedback, Council has been able to create a very clear picture of the future, how Council itself should fit into that picture, and what actions can be taken to support progress in Central Hawke's Bay. These are now described as its mission, purpose and objectives respectively.

"Together we thrive: Our Mission"

Our vision for Central Hawke's Bay is a proud and prosperous district made up of strong communities and connected people, who respect and protect our environment and celebrate our beautiful part of New Zealand.

"Why we do what we do: Our Purpose"

It's our goal to create an environment that supports a thriving Central Hawke's Bay District, by providing efficient and appropriate infrastructure, services and regulatory functions.

"The outcomes we want to achieve: Our Objectives"

- A proud district
- A prosperous district

-
- Strong communities
 - Connected citizens
 - Smart growth
 - Environmentally responsible
 - Durable infrastructure

The focus for achieving these outcomes is through:

- Promoting smart growth
- Attracting and enabling business success
- Strengthening the district and community identity
- Protecting and promoting the unique landscape

Central Hawke's Bay District Council's Project Thrive was highly commended in the Local Government New Zealand (LGNZ) Excellence Award for Governance, Leadership and Strategy category in 2018. A report on the Consultation Outcomes summarises the community feedback, key themes and aspirations (Urbanismplus Ltd, 2017).

Māori Contribution to Decision-making (CHBDC, 2015)

The Council recognises the special position of Tangata Whenua within the district and the important role Māori have to play in Council's decision-making processes. The Council is committed to the process of consultation and engagement with Māori. Te Taiwhenua o Tamatea have appointed their Chair, Professor Roger Maaka, as their representative at every Council meeting. This is a non-voting role. Council is continuing to work closely with Te Taiwhenua o Tamatea to develop a memorandum of understanding for consideration of Māori views in Council decision-making.

A number of strategies are in development following the Project Thrive consultation. These include Environmental, Community Well-being, Economic Development, and External Funding Strategies.

Organisational Structure

The Council is structured in Groups of Activities:

- Community Infrastructure & Development (Consents, 3 Waters, Solid Waste, Land Transport, Assets)
- Customer & Community Partnerships (Libraries, Regulatory, District Plan, Recreation, Communications, Community Development, Economic Development)
- Corporate Support & Services (Governance, Finance, IT, Records)
- People & Capability (HR)

See Organisation Charts *Appendix 2*.

Council employs ^{Comm} full-time equivalent (FTE) staff plus casual staff in the district libraries.

CHBDC also has a joint venture arrangement with contractors Veolia and Recreation Services for delivery of water, parks and waste services.

Financial Statements

Central Hawke's Bay District Council had rates revenue of \$Commercial Information with total revenue of \$Commercial Information for the 2017/2018 year. Total expenditure for that year was \$Commercial Information resulting in an Commercial Information Commercial Information \$Commercial Information. It has total assets of \$Commercial Information, total liabilities of \$Commercial Information, with net equity of \$Commercial Information. Full financial statements can be seen in the 2017/2018 Annual Report (CHBDC, 2018) in *Appendix 3*.

Audit New Zealand has provided an audit opinion stating the following:

In our opinion:

- *the financial statements on pages 72 to 75 and pages 77 to 102:*
 - *present fairly, in all material respects:*
 - *the District Council's financial position as at 30 June 2018;*
 - *the results of its operations and cash flows for the year ended on that date; and*
 - *comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards Reduced Disclosure Regime;*

Analysis of the current and expected operating environment of Council has identified the following key factors for the organisation:

- CHBDC is in a period of stable growth after significant change at both governance and senior management level in the previous two years since the last local body elections. There has been consistent staff growth as the Council looks to fill in key positions identified in an organisational re-structure which followed the change at Senior Management level. This includes the implementation of roles which would normally be expected in other Councils, but which were seen as superfluous to requirements for CHB previously. Such roles include a Communications and Engagement Manager, an Economic Development Manager, a Community Partnership and Programmes Lead and a Tourism promotion role, (a contracted partnership with Hawke's Bay Tourism – CHBDC being the only Council in the region to have such a relationship).
- A 4.38 percent rates increase is proposed for 2019/20 as part of the Annual Plan. The draft Annual Plan will be open for public submissions from 18 March to 12 April 2019.
- Rate increases for the previous two years have been:
 - 2018/19 – 4.34 percent
 - 2017/18 – 2.47 percent

Significant projects currently for CHBDC are:

Wastewater and Water security

One of the biggest challenges and priorities for CHBDC is what has been termed #TheBigWaterStory. A previous underinvestment in Three Water infrastructure has meant immediate priority action must take place to rectify the situation. The challenges of irrigation and secure summer supply following the failed Ruataniwha Water Storage Scheme are well documented, as is the challenge of the wastewater treatment plan.



Council is considering putting \$250,000 in the Annual Plan towards an entity called CHB Water Holdings to investigate water security and is also working with Hawke’s Bay Regional Council (HBRC) on Provincial Growth Fund applications for the same project.

Community Planning and Town Centre Planning

Community planning has not been a priority for previous Councils, but this area of work began around 2012 following the establishment of Safer CHB¹. With the new leadership outlined above, Council decided to undertake community planning for the first time. Takapau is underway, and this will be followed by Otane, Ongaonga, Tikokino and finally town centre planning in Waipawa and Waipukurau.

Visitor services and Business Community support

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(ii) Te Taiwhenua o Tamatea

Te Taiwhenua o Tamatea is the collective and collaborative voice for social enterprise for the nine marae as well as other Māori communities of Tamatea, Central Hawke’s Bay. The affiliated marae are: Purerere, Pukehou, Te Whatuiapii, Tapairu, Mataweka, Rongomaraeroa, Waipukurau, Rongo-a-Tahu, and Rakautātahi.

The Taiwhenua was incorporated in September of 1990 and its geographic boundaries align very closely with those of the CHBDC, these boundaries are registered with the Māori Land Court. The Taiwhenua is an autonomous organisation that is associated by constitution and representation to Ngāti Kahungunu Iwi Incorporated (NKII) and is associated by marae representation to the Heretaunga Tamatea Treaty Settlement Trust (HTTST).

Te Taiwhenua o Tamatea is foremost a communications and enabling vehicle for marae and all other recognised Māori organisations of Tamatea/CHB. The Taiwhenua is committed to the development of strategies and partnerships that enable and realise tangata whenua aspirations including the visual expression of Māori heritage and history throughout the Tamatea CHB.

Te Taiwhenua o Tamatea Board is made up of representatives from each of the nine marae, a Kaumātua representative and an elected Chair and Deputy Chair. The marae provide mandate in the first instance to the marae representatives which is followed by an election of the Chair and Deputy Chair.

Governance Board (January 2019)

- Chairperson: Dr Roger Maaka
- Deputy Chairperson: Privacy of natural persons

¹ Safer CHB is a coalition of government and community agencies, along with the public, which is a resource for communication and collaboration for a range of safety-related activities, including falls and fire prevention, family violence prevention, and positive ageing.

- Te Whatuiāpiti Marae: Privacy of natural persons
- Pukehou Marae: Privacy of natural persons
- Mataweka Marae: Privacy of natural persons
- Tapāiru Marae: Privacy of natural persons
- Purerere Marae: Privacy of natural persons
- Te Rongo-a-Tahu Marae: Privacy of natural persons
- Rakautatahi Marae: Privacy of natural persons
- Rongomaraeroa Marae: Privacy of natural persons
- Waipukurau Community Marae: Privacy of natural persons
- Administrator: Privacy of natural persons

Taiwhenua Board meet every two months with the focus on the business. No outside organisations are scheduled at these meetings as they are strictly focussed on Marae Business, and the Taiwhenua Collective business.

Every alternative month the Taiwhenua also hosts Kaupapa Hui. These meetings provide a platform for central and local government agencies, NGOs, NKII, and other Māori entities who wish to discuss, share and engage with tangata whenua of Tamatea. The Kaupapa Hui are public meetings and agenda are advertised locally the month preceding.

Partnership with CHBDC and Ngā Ara Tipuna

The CHBDC recognises Ngā Ara Tipuna as a conduit to foster and form a relationship with tangata whenua. The CHB District Council and Te Taiwhenua o Tamatea are in the process of developing a partnership arrangement.

Te Taiwhenua o Tamatea acknowledges that engaging in a partnership with CHBDC on Ngā Ara Tipuna will enable and realise the visual expression of Ahi Kā heritage and whakapapa in and around Waipukurau and ultimately throughout all Tamatea, and that all nine marae will be enabled to leverage off and develop opportunities for their marae through the project.

3.2 District Profile

(CHBDC, 2018a) (Statistics NZ, 2019)

The current population estimate for Central Hawke’s Bay District is 14,150 (MBIE, 2019). Since the 2013 Census there has been an overall population gain of 470 or 3.5%. This has included overall net migration gain into the area since 2015. The overall median age of the population has increased slightly from 43 to 44 years primarily due to significant growth in the 65+ age-group population.

The 2013 Census indicates the District’s population ranks it 50th in size out of 67 districts in New Zealand. Its Māori population ranks it 49th in size out of 67 districts in New Zealand.

Demographics:

- For people aged 15 years and over, the median income (half earn more, and half earn less than this amount) in Central Hawke’s Bay is \$26,700 compared to \$28,500 nationally. 38.5 percent

of people aged 15 years and over have an annual income of \$20,000 or less, compared with 38.2 percent of people for New Zealand as a whole and 20.5 percent of people aged 15 years and over have an annual income of more than \$50,000, compared with 26.7 percent of people in New Zealand.

- For Māori aged 15 years and over, the median income (half earn more, and half less than this amount) in Central Hawke's Bay District is \$24,100, compared with a median of \$22,500 for all Māori in New Zealand. 43.2 percent of Māori aged 15 years and over have an annual income of \$20,000 or less, compared with 46.3 percent of Māori in New Zealand and 15.3 percent of Māori aged 15 years and over have an annual income of more than \$50,000, compared with 18.1 percent of all Māori in New Zealand.
- 17.3 percent of people in Central Hawke's Bay are aged 65 years and over, compared with 14.3 percent of the total New Zealand population. 20.8 percent of people are aged under 15 years in Central Hawke's Bay District, compared with 20.4 percent for all of New Zealand.
- 5.3 percent of Māori in Central Hawke's Bay District are aged 65 years and over, compared with 5.4 percent of New Zealand's Māori population. 34.7 percent of Māori are aged under 15 years in Central Hawke's Bay District, compared with 33.8 percent for all Māori in New Zealand.
- The median age (half are younger, half are older than this age) is 43.5 years for people in CHB District. For New Zealand as a whole, the median age is 38.0 years. The median age of Māori is 24.5 years in Central Hawke's Bay District, compared with a median of 23.9 years for all Māori in New Zealand.
- The unemployment rate in Central Hawke's Bay District is 5.2 percent for people aged 15 years and over compared with 7.1 percent for all of New Zealand.
- The unemployment rate of Māori aged 15 years and over is 10.4 percent compared with 15.6 percent for New Zealand's Māori population.
- 71.5 percent of people aged 15 years and over in Central Hawke's Bay District have a formal qualification, compared with 79.1 percent of people in New Zealand.
- In Central Hawke's Bay District, 10.9 percent of people aged 15 years and over held a bachelor's degree or higher as their highest qualification, compared with 20 percent for New Zealand as a whole.
- In Central Hawke's Bay District, 60 percent of Māori aged 15 years and over have a formal qualification, compared with 66.7 percent for Māori in New Zealand.
- 6.1 percent of Māori aged 15 years and over in Central Hawke's Bay District held a bachelor's degree or higher as their highest qualification, compared with 10 percent of New Zealand's Māori population.
- Only 69.5 percent of households have access to the Internet, compared with 76.8 percent of households nationally and, 74.9 percent of households have access to a cell phone, compared with 83.7 percent of households for New Zealand as a whole.

Population Projections:

The Central Hawke's Bay district is expected to gain population in the next 10 years. In 2017, Council developed a set of projections and used these as a basis for the preparation of the Long-Term Plan 2018-28. In the course of gathering the necessary base information, discussions were held with the Central Hawke's Bay District Council (workshop), Council staff and a range of businesses and other organisations in the district. The latest Statistics New Zealand consented new dwelling/non-residential

building results and household/population projections were also key information inputs for the report (Bevin, 2017).

Between 2013-17 there have been a number of positive demographic and economic trends in the district including: significant population and new housing gains, a number of consented new commercial and industrial buildings, approximately 115 consented new farm buildings, increase in meat/wool and pipfruit export receipts, significant gains in visitor activity and spending, increased business numbers within a number of industry sectors and increased labour earnings.

Total household numbers grew by an estimated 160 between 2013 and 2017 and were projected to grow further by 65 during the year to June 2018, based on activity levels when the report was prepared. Over the 2018-2028 Long-Term Plan period, total household numbers in the district are projected to increase by a further 535. The number of households in the combined urban area of Waipukurau/Waipawa/Otane is projected to increase by 340 or 10 percent (Otane 19 percent), with Waipukurau accounting for 68 percent of this gain. The combined urban area accounts for 63 percent of total district household change over 2018-2048.

Assuming an optimistic household growth outlook for the district for the period 2028-2048, Statistic New Zealand projections infer additional household growth in Central Hawke's Bay in the range 315-540, making for total household growth in the district over the period 2018-2048, of 850-1,075.

At the same time, the total district population is projected to increase by some 360 between 2018 and 2028 and a further 700 between 2028 and 2048. Over the full 2018-2048 period, population growth is projected to be highest in Waipukurau, Waipawa, Otane and eastern rural areas of the district.

Household demand growth is projected to be highest over the long-term for sole-person households and "couple without children" families. The 65+ population of the district is projected to more than double. The Māori ethnic group population in the district is projected to increase by over a half, compared to the European ethnic group increase of around 12 percent.

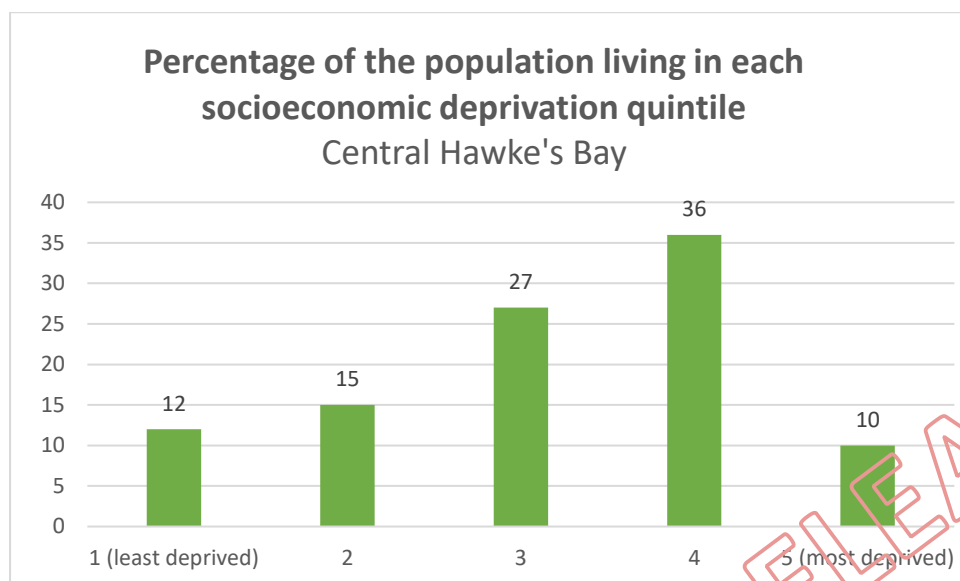
The population of all territorial authority areas is expected to age in the future, both in number and percentage of people at older ages. By 2043, the median age is projected to range from 37 years in Palmerston North city to 60 years in Thames-Coromandel district. A median age of 50 years or older is projected for 12 territorial authority areas in 2043 including Central Hawke's Bay.

Deprivation Index²:

Nationally, 20 percent of the population live in each quintile, but different regions have markedly different deprivation profiles. Higher levels of socioeconomic deprivation are associated with worse health and environmental risks such as poorer quality housing, less access to transport, overcrowded living conditions and poor-quality diets (EHINZ, 2019).

² The New Zealand Deprivation Index (NZ Dep) is an area-based measure of socioeconomic deprivation in New Zealand. It measures the level of deprivation for people in each small area. It is based on nine Census variables. The NZ Dep can be displayed as deciles or quintiles. Each NZ Dep quintile contains about 20 percent of small areas (meshblocks or census area units) in New Zealand. Quintile 1 represents people living in the least deprived 20 percent of small areas. Quintile 5 represents people living in the most deprived 20 percent of small areas.

Figure 2: Deprivation Index for Central Hawke's Bay -Source: University of Otago



- 10 percent of CHB residents live in areas assessed as being among the 20 percent most deprived in the country.
- 27 percent of people in Central Hawke's Bay live in New Zealand's most deprived areas (Deciles 9 and 10).

Health:

The third Hawke's Bay District Health Board Health Equity report (HBDHB, 2018) released in December 2018 raised a number of concerning health findings:

- Large disparities in socioeconomic conditions that affect health persist for Māori and Pacific people in Hawke's Bay.
- For Māori, avoidable deaths³ could be reduced by a quarter by improving heart health, and another quarter by addressing the current rates of mortality from lung cancer through smoke-free living and by addressing the underlying causes of suicide and vehicle crashes.
- Hawke's Bay people are drinking more harmfully than New Zealanders as a whole;
- More Hawke's Bay adults smoke than nationally (fewer youth are smoking however);
- Hawke's Bay adults are less active than their New Zealand average counterparts. Only 38 percent of Hawke's Bay adults meet activity guidelines compared with 50 percent nationally. Rates of activity are declining in Hawke's Bay.
- Over a third (34.5 percent) of Hawke's Bay adults are obese compared with just under a third (30.5 percent) nationally. Obesity rates are worsening across all ethnic groups in Hawke's Bay.

Land and Economy:

The Central Hawke's Bay District covers an area of 333,450 hectares stretching from the mountains (Ruahine Ranges) to the sea with six beaches on the Pacific Ocean coastline.

³ Deaths before the age of 75 years that could have been avoided either by disease prevention or effective treatment and health care.

Central Hawke's Bay's economy is based on agricultural and horticultural industries and associated secondary processing sectors. In particular, beef and sheep farming has provided the basis for the economy for many years. Traditional farming has been supplemented with cropping, dairy farming, viticulture, vegetable and pip fruit production in the last 20 years. Primary production accounts for around 95 percent of Central Hawke's Bay's land use. Although accounting for only 5 percent of Hawke's Bay's regional population, Central Hawke's Bay produces 20 percent of its exports.

Tourism brings in millions of dollars each year through events, cycling and walking trails and beach-related activities. Central Hawke's Bay is experiencing significant tourism growth with recent visitor data showing a 15 percent increase in visitor spend in the region over the last twelve months. Visitor spend for the twelve months to January 2019 was \$36.8M.

In the past three years there has been a 180 percent increase in issued building consents from 118 to 341 and the housing growth does not look like slowing down. A report by property valuers, Commercial Information found the rural economy to be thriving: *"Central Hawke's Bay residential real estate sales averaged \$62.2 million per year for the three years 2014-16. In 2017, transactions jumped to \$107M, an increase of 72 percent, while transaction numbers increased 50 percent."*

Demographics Summary:

Central Hawke's Bay District has a slightly lower median income than the rest of New Zealand. It has a higher median age, lower unemployment rate but lower formal qualifications including tertiary qualifications than the rest of the country.

Noticeably fewer households have access to internet and cell phones in Central Hawke's Bay than the rest of New Zealand.

Central Hawke's Bay is less ethnically diverse than the wider New Zealand population. It has a much higher Māori population (21.3 percent) than for Māori nationally (14.9 percent).

There are significant pockets of deprivation in Central Hawke's Bay with over a quarter of its population living in Deciles 9 and 10 on the New Zealand Deprivation Index.

There are many concerning health issues right across Hawke's Bay including declining activity rates and large disparities in socioeconomic conditions that affect the health of Māori and Pacific people in the region. This means many Māori die "avoidable deaths". This should be of concern in Central Hawke's Bay where the Māori population is proportionally higher than across New Zealand as a whole.

The economy of Central Hawke's Bay is improving with increased building activity and house sales in the district. While the primary industries have traditionally sustained the Central Hawke's Bay economy, there has been increased tourism growth in the last 12 months, opening up opportunities for developments in this sector of the economy.

3.3 Alignment to Existing Strategies – Local, Regional and National

3.3.1 Local – Central Hawke's Bay District Council

Economic and Social Development

An activity of Council is to provide support for social and economic wellbeing including the provision of funding support to community groups, visitor information services and encouraging economic development within the District. Council's primary role is to advocate, facilitate and co-ordinate on

behalf of the community through the implementation of strategies targeting increased investment, job growth, skill growth, income growth and to enhance prosperity for people living in the district.

Council's activity for social and economic development is supported by the following plans and strategies, all of which were adopted at the beginning of 2018:

- Community Wellbeing
- Youth
- Positive Ageing
- Safer CHB
- Disability Action

An Economic Development Strategy for CHB is being developed in the 2018/19 year. It will give clarity to the community of the role Council will play in Economic Development and also identify the actions that will assist Council to deliver on the levels of service included as part of the Long Term Plan in the Economic and Social Development activity.

Community Wellbeing Strategy 2018-2020

Vision Statement: Central Hawke's Bay is the leading district for caring for the wellbeing of its people.

This strategy reflects the focus within council on the wellbeing of the community, along with Council's commitment to collaboratively work alongside different community groups to ensure the best outcomes for all CHB people.

This strategy supports the achievement of the seven key themes identified in the THRIVE consultation and has emphasis on the "Strong Communities" theme and sub-themes.

The Community Wellbeing Strategy is under-pinned by four action plans:

Youth Action Plan 2018-2020

Vision Statement: Central Hawke's Bay young people are supported and valued by being heard and given opportunities within a safe and healthy community.

The strategy acknowledges that youth are a unique demographic with different needs and aspirations compared to the very young or older people in our community. The Central Hawke's Bay district will rely on youth to carry the community forward and into the future. Investment into their social, economic, environmental and cultural wellbeing is of benefit to the entire community.

Actions relevant to CHB's economic development:

- Support activities and programmes that demonstrate the benefits of employing young people;
- Ensure young people are given the opportunities to be fully engaged in education, training and/or employment.

Safer Central Hawke's Bay Action Plan 2018-20

Vision Statement: Central Hawke's Bay – A safer place to be.

Central Hawke's Bay District is an accredited Safe Community since June 2012. There are four strategic priority areas of focus in this Action Plan:

1. Help communities identify high risk injury areas (focus on what is important).

-
2. Mentoring to create effective coordination of community efforts.
 3. Support communities in mobilising actions through increasing capacity and capabilities.
 4. Assess communities to demonstrate contribution in receding injury.

The Safer CHB coalition is made up of 26 partner organisations who annually sign a Memorandum of Commitment that outlines the optimum level of engagement and collaboration for the partners. Operationally, the Safer CHB partnership coordination sits with the Community Development Coordinator within Council.

Positive Ageing Action Plan 2018-2020

Vision: Central Hawke's Bay is a society where people can age positively, where older people are highly valued and where they are recognised as an integral part of families and communities. Central Hawke's Bay will be a positive place in which to age when older people can say that they live in a society that values them, acknowledges their contributions and encourages their participation.

Goals:

1. In Central Hawke's Bay older people are valued, respected and included.
2. Central Hawke's Bay is a district that cares for the well-being of its older people.
3. Central Hawke's Bay District provides appropriate services and facilities for its older people.

Each of these goals is backed up by a number of actions.

Disability Reference Group Action Plan 2018-2020

Vision: Central Hawke's Bay is fully accessible for all people.

Goals:

1. People with disabilities in Central Hawke's Bay will have improved access to public places and spaces.
2. People with disabilities in Central Hawke's Bay will have easy access to information and support.
3. Sector agencies and organisations are supported, and Council advocates to central Government on behalf of local issues.

The three goals are supported by a number of actions.

3.3.2 Local - Cycling in Central Hawke's Bay

The Council does not currently have a cycleways/walkways strategy, but cycle trail riding is very strong in CHB. Central Hawke's Bay has a great cycling track (Tuki Tuki Trail) that runs between the towns of Waipukurau and Waipawa. There is also a selection of other trails that have been designed as shared paths for walkers and cyclists.

The Tuku Tuki Trail has largely been the work of the CHB Rotary. There are further plans for expanding the trails in CHB.

Commercial Information



This document is an update on the initial plan that was produced in 2013 (*Appendix 4*). The objective is to construct a recreational walkway/cycle trail linking Waipukurau and Waipawa.

The desired outcomes are to:

- Provide a facility for local residents for recreational use both walking and cycling as well as improve access to the rivers for other recreational use.
- Provide a direct and safe cycleway between Waipukurau and Waipawa to allow bike commuting.
- Overcome the bottleneck that the main road between Waipawa and Waipukurau currently provides and is an issue for the establishment of the NZ Cycle Trail network.
- Have a pathway of a standard that will attract travellers from outside the region to use the pathway there by providing economic benefits both locally and to the region.
- Encourage the enhancement of the river boundaries through such developments as the establishment of river-side weed clear areas, enhancement of native bush areas, establishment of mountain bike trails etc.

Short Term Planned Projects

- Lindsay Bush Trail
- Upgrades to Existing Trails
- Gum Tree Farm Mountain Bike Park
- Establish Picnic Areas/River Access Areas
- Paper Road /Waipawa River
- Pine's Kids Mountain Bike Loop - Re-establish
- Single Track Walking/Mountain Bike Trails on River Berms.

Long Term Projects

- Waipukurau/Lindsay Bush – Pukeora Loop
- Mountain Bike Park, Gum Tree Farm

Some of these proposed cycleway trails will link in well with the pā site locations and moving from one to another.

3.3.3 Local - Mātauranga Māori ki Tamatea

Ngā Ara Tipuna also supports another local initiative – Mātauranga Māori ki Tamatea – a Māori curriculum framework developed for primary schools in the Tamatea/Central Hawke's Bay area.

Mātauranga Māori ki Tamatea is a local iwi and hapū-based initiative supported by the Resource Teachers of Māori for Central and Southern Hawke's Bay - a Ministry of Education funded position.

The aim of this initiative is for school communities to be involved in developing a local place-based curriculum that gives teachers, students and their whānau a knowledge of who they are, and where they are from, so they can develop a sense of belonging and a sense of identity.

A strong sense of belonging and identity enables a feeling of social acceptance, which then allows individuals to feel that they can contribute to the positive development of the community that we live in.

3.3.4 Local - Central Hawke's Bay Settlers Museum, Waipawa

The CHB Settlers Museum was founded in the 1980s and is located in the historic Bank of New Zealand building, which was gifted to the people of Central Hawke's Bay by the Council to house the museum. The museum has recently worked closely with te Taiwhenua o Tamatea to develop a special exhibition Ngā Taonga o Tamatea Te Hokinga Mai (1 Dec 2018 - 28 April 2019). The main purpose of this exhibition is to bring home taonga, originating from Central Hawke's Bay, which over the years have been dispersed around the country. On display are treasures from the National Museum of NZ Te Papa Tongarewa, MTG Hawke's Bay as well as private collections.

The Settlers Museum plans are to continue to collaborate with Te Taiwhenua o Tamatea on creating a place for all these treasures to stay permanently in Central Hawke's Bay. The link between the Taonga Māori artefacts at the museum and the original pā sites in Central Hawke's Bay is vital not just for understanding Māori culture but for keeping our history alive.

3.3.5 Regional – Economic Development and Social Inclusion

Matariki: Hawke's Bay Regional Economic Development Strategy and Action Plan 2016

Matariki: Hawke's Bay Regional Social Inclusion Strategy 2018

CHBDC supports and is a key contributor to the implementation of the Hawke's Bay Regional Economic Development Strategy (REDS) and Action Plan, Matariki, which was formally adopted by the CHB Council at the beginning of 2018.

The REDS vision is to see every household and every whanau actively engaged in, contributing to and benefitting from, a thriving Hawke's Bay economy. Its partner strategy, the Hawke's Bay Social Inclusion strategy supports the Matariki framework by recognising the importance of all individuals, households, whanau and communities to participate in the economic, social, cultural and political life of the community in which they live. Central Hawke's District Council recognises that economic growth is fundamental to social inclusion, and social inclusion is a key contributor to economic growth, and the CHBDC is committed to the regional, coordinated and collaborative actions to achieve these goals for Central Hawke's Bay residents.

Economic Development Strategy Vision:

Every household and every whānau is actively engaged in, contributing to and benefitting from, a thriving Hawke's Bay economy. This will be achieved by making Hawke's Bay New Zealand's most innovative region, the leading exporter of premium primary produce, and a hub for business growth.

Strategic directions

- Improve pathways to and through employment;
- Identify and support existing businesses wanting to grow;
- Promote greater innovation, productivity and agility;
- Become a beacon for investment, new business, and skilled migrants;
- Lead in the provision of resilient physical, community, and business infrastructure;
- Enhance visitor satisfaction and increase spend.

Goals:

- To increase the median household income above the national median, for equitable growth;

- To accelerate job growth, in particular to create 5000 net jobs in ^{Commerce} years;
- To raise to the top quartile of New Zealand regions in regional economic growth and sustain that position long-term.

Relevant Objectives to this project:

- To build upon and sustainably manage visitor growth.
- To foster and support entrepreneurship.
- To grow Māori participation in, and benefit from, economic development.

Strategic Direction/Work Area:

Pōtikitanga - Promote greater innovation, productivity and agility

Pōtikitanga is the inherent value that comes from Māui Tikitiki a Taranga and his risk-embracing and adventurous exploits. Māori business growth in the Hawke's Bay has a growing number of success stories and is an area of immense potential with the right support.

Action: Work in partnership with Iwi and Hapū to identify and support commercial opportunities and to support the innovative and entrepreneurial capacity of Māori

Lead Agency: Te Kāhui Ōhanga o Takitimu (TKO) – Māori Economic Development;

Key Partners: Councils, Iwi, Hapū, Business Hawke's Bay (BHB), Te Puni Kokiri (TPK), Ministry of Business Innovation and Employment (MBIE), Ministry of Primary Industries (MPI), Private Sector.

Strategic Direction/Work Area:

Kahungunu Ringa Hora - Enhance visitor satisfaction and increase spend

A significant opportunity here is developing Māori-centred tourism, with ventures that engage whānau and tell our story.

Action: Improve collaboration between organisations tasked with tourism product development and infrastructure spend and establish a coordinated approach to developing tourism products and a programme of initiatives in order to optimise visitor spend in Hawke's Bay.

Lead Agency: HBRC; Key Partners: Councils, Iwi, Hapū, BHB, Hawke's Bay Tourism (HBT), MBIE

Social Inclusion Strategy Vision:

Matariki – Hawke's Bay Regional Social Inclusion Strategy is the partner strategy to the Regional Economic Development Strategy and Action Plan. It sets out a conscious and practical approach to social inclusion that benefits every household, whānau and community in Hawke's Bay. The aim is to combine both strategies to reflect that the two are inherently linked; having a community and whānau who are socially included allows for full participation in employment, business growth and innovation.

Vision: Hawke's Bay is a vibrant, cohesive, diverse and safe community, where every child is given the best start in life and everyone has opportunities that result in equitable outcomes.

Strategic Directions:

1. Growing socially responsible employment and enterprise.
Creation of socially responsible employment and social enterprise to support individuals from whānau and households into economic participation.

2. Preparing people for work.

The role of agencies and services in supporting and creating the conditions necessary to prepare and enable people to sustain economic participation over the course of their lifetime.

3. Whānau, households and communities driving social inclusion.

Working with iwi and hapū partners, communities and local businesses to build on existing strengths and capabilities and recognising the aspirations of those experiencing exclusion.

Social inclusion is the ability of individuals, households and whānau to participate in their communities. Participation spans people’s engagement in **learning, working, social and cultural life, and having a voice in their community.**

3.3.6 Regional - Hawke’s Bay Tourism (HB Tourism, 2019)

Mission: Get visitors here now, doing more and coming back.

Vision: Tourism in Hawke’s Bay is a vibrant and valued contributor to the region’s economy.

Values: “Let’s Get on With It!”

Tourism Hawke’s Bay has a dedicated CHB Tourism Co-ordinator in Anna “Molly” Baldwin Free and frank opinions

[Redacted text block]

3.3.7 Regional – Heretaunga Tamatea Settlement Trust

All of the hapū associated with Ngā Ara Tipuna are also party to the Heretaunga Tamatea Settlement Trust (HTST). On the 21st June 2018, the hapū of Heretaunga Tamatea concluded a settlement with the Crown for \$Commercial Inf as the commercial and economic redress, along with a cultural redress package including naming rights and co-management arrangements over wāhi tipuna, culturally significant sites. As part of this distribution package HTST is distributing \$Commercial Informatio to each of the affiliated marae, therefore the nine marae will bring \$Commerci into the Tamatea, Central Hawke’s Bay economy. At the time of writing, HTST is still in its formative stages however once settled and the permanent infrastructure is in place, it is envisaged that the Trust will be a major investor in the local economy. One of HTST major aspirational aims is the revitalisation of te reo me ōna tikanga a Tamatea, the language, customs and history of Tamatea tangata whenua. Ngā Ara Tipuna is a significant embodiment of, and advancement towards this goal.

3.3.8 Regional - Sport Hawke’s Bay (Sport HB) (Sport HB, 2019)

The Regional Sports Trust is dedicated to achieving a regional vision of ensuring the Hawke’s Bay community has a life-long love of sport and physical activity. This is achieved through its three main pillars of work:

1. We will inspire the Hawke’s Bay community to engage in greater levels of physical activity.
2. We will support regional sports organisations, schools and clubs to run sport more effectively.
3. We will influence key stakeholders to develop and enhance the sport and active recreation sector.

Sport HB has a Community Sport Advisor stationed in Central Hawke’s Bay, Nicki Heremaia. Its website has a section devoted to Central Hawke’s Bay upcoming sporting events, development opportunities and lifestyle opportunities. It features the CHB cycleways/walkways.

3.3.9 Regional - Hawke’s Bay Regional Cycle Plan 2015 (Commissioned by the Hawke’s Bay Regional Council) (HBRC, 2015)

The 10-year plan sets out the region’s priorities for further cycling infrastructure.

Vision: To normalise cycling in Hawke’s Bay to such an extent that the region is nationally and internationally recognised as providing the most bike-friendly experience in New Zealand.

Overarching Strategy: To maximise the financial and social returns from cycling in the areas of:

- Liveability
- Health
- Tourism

Central Hawke’s Bay District Council is a partner in the Regional Cycling Plan.

Ten-year goals:

- A comprehensive and safe regional cycling network which connects major amenities and commuter destinations
- A popular, attractive and compelling cycle tourism experience.

Priority 2 in the Plan is to investigate improvements to connectivity between towns in the region – e.g. Havelock North to Waipawa.

Table 1: CHB Cycle Trails as part of Hawke's Bay Network

Description	Objective	Timing	Priority	Responsible
Waipawa to Waipukurau Off-Road Cycle Path. Extend the existing off-road cycle path from the rail over-bridge both south to Waipukurau and north to Waipawa, with safe bridge crossings at either end. An application for funding has been submitted for the 2015-18 Regional Land Transport Plan.	Safety/ Connectivity	2015-18	1	CHBDC / NZTA
Havelock North to Waipawa. Investigate a cycle trail connecting Havelock North and Waipawa via local roads.	Connectivity	After 2020	2	HDC/CHBDC/ HBRC

Table 2: CHB Cycling Assets

Item	Category	Lead Organisation	Website	Location	Notes
CHB off-road trails	1	HBRC	CHBDC	CHB	Growing asset, will become part of HB Trails

3.3.10 Regional - Eastern Institute of Technology (EIT) (EIT, 2019)

EIT offers over 130 qualifications at campuses in Hawke's Bay, Tairāwhiti (Gisborne) and Auckland. It has a Regional Learning Centre in Waipukurau.

EIT offers certificate, diploma, and degree courses in Business including small business and specific areas within small business management. It also offers courses in Tourism and Travel, Arts and Design including Māori Art and Design.

The Central Hawke's Bay Learning Centre offers fees-free courses in horticulture, carpentry, business and computing.

Appendix 5 shows a brochure of work ready programmes offered by EIT.

3.3.11 National - Māori Heritage (MCH, 2019)

Heritage New Zealand Pouhere Taonga employs specialist pouārahi (Māori Heritage Advisers) and other regional staff based in its offices in Kerikeri, Auckland, Tauranga, and Wellington. The pouārahi form part of a national team led by the Kaihautu Māori and supported by a senior Māori policy analyst in Heritage New Zealand's national office.

Pouārahi and other Pouhere Taonga staff such as archaeologists, architects and planners can provide advice to iwi and hapū on the preservation, conservation, protection and management of Māori heritage places. They can also provide advice on the strategies, mechanisms and management tools available to iwi and hapū to exercise their kaitiakitanga and manage their heritage. Each is treated on its individual merits.

The kaupapa for Māori Heritage within Pouhere Taonga is to support the management and kaitiakitanga by whānau, hapū and iwi of their heritage places - whether through hands-on preservation, registration, education, workshops, research, liaison or advocacy.

3.3.12 National Services Te Paerangi Te Papa also supports iwi to care for and manage taonga. The team members at Te Papa *"work throughout Aotearoa New Zealand in partnership with museums, galleries and iwi offering a range of practical and strategic programmes aimed at strengthening the sector."*

While Ngā Ara Tipuna is not a museum project per se, it aligns with the kaupapa of taonga care, storytelling, Matauranga Māori and iwi development, which is the focus of National Services Te Paerangi Te Papa.

3.3.13 National - Creative New Zealand (CNZ) (Creative NZ, 2019)

Creative New Zealand is the national agency for the development of the arts in New Zealand. CNZ encourages, promotes and supports the arts in New Zealand for the benefit of all New Zealanders through funding, capability building, an international programme and advocacy. It is funded through the Ministry of Culture and Heritage.

Te Hā o ngā Toi – Māori Arts Strategy 2019-2024 sets out how CNZ will join with others and effect change itself, building a stronger sector to advance and increase public engagement with the broad range of ngā toi Māori, both customary and contemporary.

Appendix 6 summarises Te Hā o ngā Toi. The Moemoeā/Vision of this strategy is:

“Ngā toi Māori is visible everywhere and highly valued, as part of New Zealand’s distinct identity, which is admired globally.”

Creative New Zealand has Arts Grants available to help New Zealand artists, arts practitioners and arts organisations to create and distribute their work. They also offer smaller grants through the Creative Communities Scheme.

3.3.14 National - Te Puni Kokiri (TPK) (TPK, 2019)

The Ministry of Māori Development has three priority areas and eight key focus areas to help towards its vision of **Thriving Whānau**. Several of these areas align directly with the Ngā Ara Tipuna project

1. Improve the well-being of New Zealanders and their families

Focus areas:

Kāinga ora - More whānau live in safe, secure and affordable homes as a basis for social and economic wellbeing.

Whānau leading community development - Whānau are increasingly able to access whānau-centred services from the public sector.

Rangatahi leadership and development - Rangatahi are better enabled to participate in leadership development opportunities and to participate in government.

2. Providing new leadership by Government

Focus areas:

Crown relationships with whānau, hapū and iwi - Our on-the-ground engagement strengthens relationships and brings the voices of whānau, hapū and iwi into policy.

Language, culture and identity - Increased levels of te reo Māori spoken in Aotearoa New Zealand.

Aotearoa ki te ao - Whānau, hapū and iwi are accessing trade opportunities. Mātauranga Māori is appropriately protected at home and abroad.

3. Building a productive, sustainable and inclusive economy

Focus areas:

Ahuwhenua - Whānau are enabled to actively connect with and use their land for social, cultural and economic wellbeing.

Enterprising whānau - Whānau enabled to grow their capability and access opportunities to develop sustainable enterprises.

Te Puni Kokiri offers Māori business growth support for new and existing businesses focusing on small to medium enterprises (SMEs) that have a clear commercial focus. The assistance is through three channels:

- Information provision and networking
- Business growth assessment and planning
- Business support services

In the 2018 Government Budget, \$14M was set aside to support outcomes for rangatahi Māori to enhance their education and employment opportunities. The funding will be used by community organisations and youth-learning providers to help rangatahi Māori build on their existing skills and work towards employment, using innovative thinking and practices.

TPK administers the **He kai kei aku ringa Fund**, worth almost \$1M as part of the national Māori Economic Development Strategy. Its vision is for a productive, innovative, export-oriented Māori economy driven by whānau. Applications are encouraged for projects that will support whānau, hapū and iwi Māori to meet their own aspirations. Proposals should focus on one or more of the following: Employment, Rangatahi, Enterprise, Regions and Education.

3.3.15 National - Ministry of Education Digital Technologies Hangarau Matihiko in the curriculum

Digital Technologies and Hangarau Matihiko is about teaching our tamariki and children how technology works, and how they can use that knowledge to solve problems. Children not only use devices like computers and smart phones, they learn the computer science principles that all digital technologies are built on. Each school, kura and wharekura will be able to design their own local curriculum around the Digital technologies and Hangarau Matihiko content to suit their own views and philosophies.

The Digital Technologies strategy is about developing digitally capable thinkers, producers and creators.

The digital component of Ngā Ara Tipuna will create relevant content for local students to explore this curriculum and further enable the development of Matauranga Māori ki Tamatea (Section 3.3.4).

3.3.16 National - Ngā Haerenga - The New Zealand Cycle Trail

The Government invested \$50M into turning this idea into a reality, with additional contributions of \$30M from local Government and cycle trail trusts resulting in 23 Great Rides being established across the country.

The Hawke's Bay Trails are part of Ngā Haerenga and as noted in the Regional Cycle Plan, they are looking to be extended to CHB.

In an assessment report on Ngā Haerenga (MBIE, 2015), the social contribution of the NZ Cycle Trails was estimated to be \$12M. These benefits were derived from reduced mortality benefits, commuting benefits and cost savings from diseases associated with physical inactivity.

Qualitative evidence further identified that the cycle trails increased community identity and road safety for commuters.

Stakeholders reported an increased use of the trails by local communities to bond, socialise or raise funds. Examples of these community events included walking events, music events, marathons, fundraiser events and school activities. Most users surveyed agreed that the cycle trails provided a sense of place and pride for local residents, and a sense of identity for the region or location.

Central Hawke's Bay also has a connecting "Heartland Ride" which links Great Rides to other cycle trails. Heartland Ride "Route 52" covers 202km between Masterton and Waipukurau and includes Taumata and Porangahau. It then passes cyclists on to the Gentle Annie Heartland ride. Route 52

between Wimbledon and Porangahau is included in a current application to the Provincial Growth Fund for bridge upgrades as part of a regional infrastructure package.

3.3.17 National - Tourism New Zealand (TNZ)

Four Year Strategic Plan (Draft)

Tourism New Zealand's mission is to boost New Zealand's economy by growing the value of international visitors. Tourism New Zealand recognises the industry's recent successes and momentum, as well as the challenges of responding to global changes and growing sustainably.

The four-year strategy sets out strategic priorities for the organisation that have been developed in consultation with Government, industry partners, and staff. The priorities directly support the mission and set out a framework for annual initiatives and activities. This strategy also outlines the measures that will be used to track delivery and success.

Strategic Priorities:

1. **Broaden our measure of value from near-term growth to long-term sustainability.** TNZ is focussed on encouraging tourists to spend more and stay longer. This is also about dispersal of tourists throughout the regions to take pressure off core visitor regions.
2. **Manage our portfolio of markets and sectors as a strategic investor.** TNZ will take a strategic approach to market development and focus on a portfolio of markets that generates value for New Zealand over the short-term, medium-term and long-term.
3. **Work with government and industry partners to sustain and improve the experience of visitors and host communities.** New Zealand enjoys strong satisfaction ratings and that visitors have excellent experiences in order to advocate for New Zealand when returning to home markets.

Submissions recently closed on the Government's **Aotearoa New Zealand Government Tourism Strategy** (MBIE, 2019b). Outcomes stated in the draft strategy include:

- *Tourism protects, enhances and promotes New Zealand's natural, cultural and historic heritage.*
This outcome signals the importance of both maintaining and restoring the quality of the unique natural, cultural and historic heritage that visitors come to New Zealand to experience.
- *Regions and communities benefit.*
This outcome focuses on ensuring the benefits of tourism are distributed across the regions and communities, contributing to inclusive growth. This includes ensuring whānau, hapū and iwi benefit from tourism.

Tourism New Zealand's work in **Māori development** (Tourism NZ, 2019) is focused on a few key areas:

- Building the organisation's own internal capacity and understanding of Māori culture;
- Helping build the capability of Māori tourism businesses;
- Working with international travel sellers to raise awareness of Māori tourism products.

TNZ notes that experiences such as hiking, white water rafting, art and cultural tours, and the opportunity to hear the unique stories behind New Zealand's places, people and activities first-hand are popular among international visitors.

3.3.18 New Zealand Māori Tourism (Maori Tourism, 2019)

New Zealand Māori Tourism (NZMT) is an industry advocacy and support organisation. Its vision is “*Māori leading Aotearoa New Zealand visitor experiences - Mā te pūkenga Māori te wheako Māori i Aotearoa nei, e ārahi.*”

NZMT is committed to working with the Māori tourism sector to contribute to New Zealand's economy, to provide compelling visitor experiences, and to build a strong commercial and cultural leadership.

The organisation supports leaders and partnerships that generate value in the Māori and wider tourism sector. This creates opportunity and ensures the growth and quality of Māori tourism experiences. Positioning Māori tourism in this way allows Māori to take a leadership role in how visitors experience our country.

East Coast of the North Island - A connected approach to New Zealand Māori Tourism

The development of Ngā Ara Tipuna will contribute to a connected and consistent experience for visitors who wish to participate in te ao Māori on the East Coast of the North Island. The project will strengthen the NZMT product offering in this part of the country.

The following products can pass the tourist on as they move up or down State Highway 2, and on to State Highway 35. In some cases, they will also see a visual connection in the way wahi tapu and stories are presented, through a consistent design approach to site interpretation, digital assets, and the use of a cohort of artistic advisors and contractors (including Jacob Scott, Conrad Nepe-Apatu, and

Commercial Information

Māori Cultural Tourism Experiences, and pou whenua on State Highway 2 - State Highway 35, which may connect to Ngā Ara Tipuna (the list is not exhaustive):

- **Manawatū/Tararua - Tū Te Manawa**

Eight Whare which connect the Manawatū River from its mouth at Foxton Beach through to the source in the Tararua Ranges. These educational kiosks seek to “*generate a community interest in science and the environment*”. The Whare Korero on Pukekaihou will echo the design elements of these existing whare.

- **Ngā Ara Tipuna**

To be developed for Tamatea/Central Hawke's Bay

- **Rongomaraeroa Marae, Porangahau**

Traditional hapū Marae that has stood on its current site for over 100 years. Guided tours to historical sites where our local stories/history will be shared. Warm friendly people, kai, traditional Māori welcome. Accommodation is also available.

- **Waimarama Māori Tours**

Established Māori Tourism experience catering to a wide clientele including cruise ship passengers out of Napier. Boutique guided tours exploring “*the past and present lives of the people of Hakikino, and [offering] insights and experiences that are both historical and personal.*”

- **Ātea a Rangi/Star Compass**

The Ātea a Rangi is a celestial star compass based on a traditional Pacific Island concept to teach traditional navigation. It is based at the historic coastal Waitangi site between Napier and Hastings.

Figure 3: Ātea a Rangi Star Compass



- **Reef Garden, Marine Parade Napier**

Featuring arts works by Jacob Scott incorporating pou, whalebone sculptures, and paua feet (which double as skateboard ramps).

- **Napier Māori Tours**

A newly-established cultural tour taking in Ōtātara Pa and Ahuriri Estuary. The tour included a -gatherer lunch experience. Owner and guide, Hinewai Hawaikirangi, started the tours as an educational experience for local schools, and then developed the tourism product.

- **Te Matau a Maui Voyaging Trust, Napier**

“*Discover Hawke’s Bay aboard ‘Te Matau a Māui’, a traditional Polynesian sailing waka (canoe), that has travelled across the world. Learn how their ancestors navigated by the stars and how they continue this tradition today.*”

- **Hawke’s Bay Airport Gateway Redevelopment**

Also featuring design and artwork by Jacob Scott, the redevelopment of the Hawke’s Bay Airport Gateway at Watchmen Road incorporates modern pou whenua.

- **Tairawhiti Navigations Project, Gisborne**

Featuring similar physical and digital interpretation as Ngā Ara Tipuna, this project is currently being developed by Commercial Informa. The digital aspect could see a “pass on” push notification feature to cross-promote this project with Ngā Ara Tipuna.

- **Hikurangi Tours, Ngāti Porou**

Newly established cultural tours to visit the sacred Maunga of Hikurangi, using Ruatoria as the tour base (Maunga Hikurangi, 2019).

Figure 4: Pou Whenua on the summit of Hikurangi



3.3.19 National - Department of Conservation/Te Papa Atawhai (DOC, 2019)

The Department of Conservation (DOC) is the public service department of New Zealand charged with the conservation of New Zealand's natural and historical heritage.

The project aligns to DOC's mission:

- New Zealand's unique environment and heritage is a foundation for our economic, social and cultural success.
- The diversity of New Zealand's natural heritage is maintained and restored across New Zealand.
- New Zealanders and international visitors are enriched by their connection to New Zealand's nature and heritage.

DOC has employed dedicated Provincial Growth Fund Strategic Project Managers for each of their regions. Nicki Davies has been appointed such for the Lower North Island (which includes Hawke's Bay.) Nicki has been tasked to look for synergies where DOC could partner with people or organisations on Provincial Growth Fund applications that have conservation outcomes or elements – not necessarily on DOC lands.

Subsequent phases of Ngā Ara Tipuna could include collaboration with DOC to include riparian and rongoa planting of the Tukituki River to complement the cycle trail development, habitat restoration of wetlands, native plantings to restore pā sites, and other eco-tourism opportunities.

Nicki Davies has been briefed on the project and indicates that the project aligns to DOC's mission and that DOC has a mandate to support such a project as Ngā Ara Tipuna.

3.3.20 Summary of Strategy Alignment

Section 3.3 covers a significant number of strategies and plans with which Ngā Ara Tipuna has alignment giving it a very strong strategic case in terms of its positioning as a Māori tourism and economic development project. Beyond this, it will also contribute to the Central Hawke's Bay district and wider Hawke's Bay regional economic and social development strategies, and nationally it also sits within the strategic framework of central government strategies.

Specifically, Ngā Ara Tipuna supports strategies in the areas of Māori aspirations, preservation of heritage and culture and business development. It has synergies with creative arts and culture strategies and will have the potential to contribute to sport and recreation and tourism growth and development. It also aligns with conservation goals and eco-tourism opportunities.

The project has the support of Taiwhenua and local government and focuses on an area of tourism development that is not currently a part of the Central Hawke's Bay offering. It does however respond to some strong trends in the tourism sector such as a demand for cultural tourism experiences and a shift in focus to the regions to increase their tourism offering.

3.4 The Project - Vision, Investment Objectives, Existing Arrangements and Business Needs

3.4.1 Project Background and Development

The genesis of this proposal resides with the hapū of Tamatea, who recognise and understand the need to pass on the stories of their tipuna/ancestors to the younger generation. The Māori history of Tamatea/Central Hawke's Bay has not been told and the vision is for the rangatahi/tamariki to learn about where they are from and what their identity is in order to embrace the past, but also to pass on the stories to future generations.

Initially the idea was to guide school groups to the local pā sites to hear the stories, which would be told through signage and personal story-telling. The potential for this project to reach beyond a purely educational focus was quickly realised and with the assistance of the local Central Hawke's Bay District Council, the project has been further developed to have a wider purview and purpose.

This project is seen as a key driver and catalyst for change in Tamatea/Central Hawke's Bay, socially, culturally, economically and environmentally. It will be part of the local education curriculum, connect places of significance, link to other activities in the district, inspire conversations and business opportunities and above all celebrate Tamatea's unique identity through a shared understanding of the place, its people and the past.

In order to tell the stories of Tamatea in a compelling and creative way, place-based story-telling company Commercial Inform was engaged to talk to hapū and iwi and to create a concept document outlining possible themes, storylines and methods including digital tools for conveying the stories to locals and visitors alike.

3.4.2 Vision and Objectives

A facilitated case for change workshop was held with key stakeholders on the 21st January 2019 to:

-
- Ensure that key stakeholders had the opportunity to challenge and shape the direction of the proposal;
 - Discuss the objectives for the proposal;
 - Identify the benefits, risks, constraints and dependencies of the proposal.

A list of stakeholders who attended the workshops is attached as *Appendix 7*.

The workshop provided valuable insights into the project, particularly with regard to the opportunity and scope, and potential opportunities that could come out of this project. The most common theme to emerge was that this project is a catalyst for community uplift in many areas including education, cultural identity, health and economic growth.

3.4.3 Partnership with Iwi

The project is dependent on the support of hapū and iwi to succeed. Only they can share the stories that will bring the life of the tīpuna and development of the land to life. They speak for the “silent generation” talked about in the Stakeholder Workshop – that generation who felt they could not share their culture and history without fear of criticism and reprisal.

Attitudes have changed from those times, and it is now the right time to speak of these things. A spirit of collaboration exists between hapū/iwi and those charged with managing the district (CHBDC).

3.4.4 Existing Arrangements and Community/Business Needs

Currently there is no profile around the Waipukurau pā sites. It is possible that many residents are unaware of the existence of most of them. The central Pukekaihou Pā site is partly developed with residential properties and a kindergarten and it is uncertain as to whether the residents who live there are even aware of the history of the site.

Some of the pā sites are in private ownership and the landowners have had various levels of involvement with the project up to this stage. A summary of the pā sites, their location and ownership are described in *Appendix 8*.

Figure 5: Location of Phase One and Two Pā Sites, Waipukurau



The stories of pre-European settlement in Tamatea/Central Hawke's Bay have never been told publicly. A generation of Māori have grown up not knowing the stories because they have not been passed on. This project sets to remedy this.

The history of Waipukurau is understood largely as beginning with the founding of the town as a "model village" in the 1860s by pastoral runholder, Henry Russell (NZ History, 2019). It is interesting to note that when researching on the history of Waipukurau there is very little on "pre-colonisation" times, with most only noting it as the site of a Māori pā near an ancient Māori trail between the Manawatū Gorge and Hawke's Bay. This in itself suggests the trail theme from one pā to the next is an appropriate one for the area.

Wai = water; pukurau = a large white fungus that still grows in the area. Pukurau was resorted to when food was scarce and eaten after being soaked in water.

In the workshop, it was suggested that the image of the pukurau, a net fungus, could be used for logos or structures associated with the project.

Community and business needs identified in relation to this project are:

- Education of young people to learn about their tīpuna and how they lived on this land;
- Desire to tell the stories;
- Share with the community in order to have a common understanding of culture and history of the place where they live;
- Ageing population – the stories need to be told before another generation passes;
- Tamariki/rangatahi/young people identify with their history and heritage;
- Sustainable water practices needed in CHB;
- The pā sites could form a cultural tourism trail;
- Potential for partnerships with other projects, e.g. cycleways, link to neighbouring districts;

- Underdeveloped Māori economy – has potential to grow;
- CHB generally looking for an economic boost;
- Continued growth in tourism – especially cultural tourism.

3.4.5 Case Studies (Commercial Informa 2019)

Commercial Informa has worked on several story-telling “trails” projects which have synergies with the structure of this proposal. These include the **New Zealand First World War Trails** in Europe and Turkey. On the ground at each significant battle site are sculptural signage pieces that not only interpret the view, but also act as a memorial tribute. These signs are anchor points for app-based audio tours, providing a broad overview and map for the driving or walking routes around the significant battle sites.

The physical presence at the sites was also supported by a website, brochures, and diorama exhibitions at major First World War Museums in Europe.

Landmarks Whenua Tohunga Project: This is a cultural tourism brand that identifies and promotes New Zealand’s most significant cultural and natural places. The brief was to create an identity that symbolised New Zealand icons and also suggested a network of icons throughout the country. The logo is designed to be used as a marker, seen at entranceways to the Landmark Whenua Tohunga sites. Brochures and a web presence support the trails also.

The Waikato War Experience: The concept was for a driving tour with audio through the major sites of the Waikato War of 1863. Multiple perspectives of the war story are told. Signage at the sites creates a viewing angle on the battlefield. The approach involved extensive consultation with a broad range of stakeholders including local hapū, representatives of the Maori King, historians and archaeologists.

The Manawatū Trails: This is not a Commercial Informa project. Restoration work has been undertaken at key sites (some of them pā sites) on the Manawatū River in a joint project between landowners, hapū, iwi, Tararua District Council, Horizons Regional Council and the Ministry for the Environment. Signage at the sites explains the history of the place. Eight whare have been built along the river from the source to the sea. At a Tourism Workshop held at Tararua District Council in March 2019, as part of a Provincial Growth Fund funded assessment of Tararua’s tourism potential, it was proposed that the Manawatū Trails could and should connect with Ngā Ara Tipuna as part of a wider cultural tourism/trail package. Tararua District Council staff and CHBDC staff have agreed to coordinate the promotion of the two projects to achieve this.

3.5 The Case for Change

At the facilitated hui/workshop in January, the motivation for undertaking the project was explored and the needs and opportunities that could arise from it were discussed.

The minutes of the hui on 21st January 2019 are attached as *Appendix 9*.

From that hui, the following objectives for the project were established:

1) Cultural narrative

To provide a **cultural narrative** that encourages **collective community identity** and a sense of belonging and wellbeing, through a shared understanding of culture and heritage of Waipukurau from the time prior to European settlement.

2) Inform and educate

To **tell the stories** of the people of Tamatea and their **sustainable environmental relationship** with the land, lakes and rivers, so this heritage may be passed down to our young ones and through the generations.

3) Provide a catalyst for growth

To create a project that positively influences the **local economy** and potentially links to other projects in neighbouring rohe, which augments **tourism and Māori economic development**, within Tamatea/Central Hawke's Bay.

3.6 Investment Scope and Drivers of Proposal

The following elements were identified as drivers of change at the stakeholder workshop on 21st January 2019.

Table 3: What factors are driving the need for change?

External (outside influences)	Internal (inside (CHB) influences)
Provincial Growth Fund opportunity.	Need to tell the stories of the tīpuna and bring the past to life.
Connections to wider areas (driven by hapū relationships) – Manawatū, Taranaki, the rest of Hawke's Bay.	Education of our children.
Growing awareness of the need to preserve past history and tell the stories – not only locally but nationally.	Need to build relationships, acknowledge Tamatea as a bi-cultural community.
Increasing tourism interest in cultural heritage and opportunity to leverage this – nationally and internationally.	Economic uplift needed for marae/hapū.
Regional economy needs a boost.	Knowledge of and respect for history and ancestors.
	Desire to provide a catalyst for community change.

3.7 Expected Benefits Identified at Workshop

- Identity and sense of belonging
- Build community spirit and unity
- Build relationships and understanding
- Protect cultural sites
- Revive sustainable environmental practices of the past
- Bring visitors to CHB
- Community health and wellbeing

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- New infrastructure to support visitor demand
 - Tīpuna have a voice
 - Engagement with Te Reo Māori
 - Engagement with the community on a project that benefits all

3.8 Opportunities Identified at Workshop

- Māori economic and social wellbeing uplift
- Cycleways/walkways links; Rotary pathways
- Education resources
- Tourism product and services
- The Provincial Growth Fund has funding to revitalise the regional economies
- Collaboration between organisations towards a common goal

3.9 Risks Identified at Workshop

- There will be naysayers/ people opposed to the project
- Different versions of stories – may be contested as to what is the “true” version⁴
- Change of government and funding source
- Stakeholders not all on the same page
- Key people do not support the project
- Balance between culture/heritage vs economy needs to be maintained.

Funding Risks

Securing the necessary funding is one of the greatest risks to a project’s viability. Risks around funding include:

- Fluctuating political support;
- Lack of resources to undertake the fundraising and manage funders’ expectations;
- Insufficient funds secured;
- Lack of community engagement to support fundraising;
- Competition for funds from other similar projects in the region.

3.10 Factors Limiting the Project

- Time constraints around funding - PGF funding is for Commercial In years only at present; other funding is subject to funding rounds during an annual cycle;
- Achievement of funding target - External funding is essential for this project to be able to proceed;
- Partnerships - Strong partnerships need to be established between iwi/hapū, education sector, tourism, sport sector, local government, central government;

⁴ Although this was acknowledged as a risk at the workshop, subsequent meetings identified that, from a Māori perspective, different versions of a story are acceptable and expected to help keep stories alive.

- Tourism - capitalise on this sector while it is growing.

3.11 Summary of the Case for Change

The following tables summarise the case for change with reference to the project objectives.

Table 4: Case for Change: Objective 1

Objective One	Cultural Narrative To provide a cultural narrative that encourages collective community identity and a sense of belonging and wellbeing, through a shared understanding of culture and heritage of Waipukurau from the time prior to European settlement.
Existing Arrangements	Little is known of the history of Waipukurau and Tamatea in pre-European times. The pā sites have not been maintained or designated as places of cultural interest. The exact locations of some of the sites are not yet known.
Business Needs & Opportunities	<ul style="list-style-type: none"> • Education of our young people to learn about their tipuna and how they lived on this land • Desire to tell the stories • Share with the community in order to have a common understanding of culture and history of the place where they live • Aging population – the stories need to be told before another generation passes.
Potential Scope	Develop a project around the pā sites (6 initially) in Waipukurau to share the stories of the past. Potentially extend this to the whole of Tamatea/Central Hawke’s Bay and link with neighbouring districts which have hapū relationships.
Potential Benefits	<ul style="list-style-type: none"> • Sense of identity and belonging • Community unity • Local history will be preserved to provide a greater understanding for future generations • Local history will be accessible to all • Contribute positively to quality of life for Waipukurau and Tamatea residents
Potential Risks	<ul style="list-style-type: none"> • Community does not support the project/has a negative view of it • Funding for the project is not able to be achieved • Public expectations of what the project will achieve
Constraints and Dependencies	<ul style="list-style-type: none"> • Budget – Affordability • Degree of community support • Achievement of funding targets • Establishment of strong partnership/relationship between Iwi and Council

Table 5: Case for Change: Objective 2

Objective Two	<p>Inform and educate</p> <p>To tell the stories of the people of Tamatea and their sustainable environmental relationship with the land, lakes and rivers, so this heritage may be passed down to our young ones and through the generations.</p>
Existing Arrangements	<p>Little is known generally of the history of Waipukurau and Tamatea in pre-European times. The practices of those times and way of life are not generally known. This history is not part of the formal education curriculum. A “silent generation” means stories of the past have not been passed to the younger generation.</p>
Business Needs & Opportunities	<ul style="list-style-type: none"> • Learn about tīpuna and how they lived on this land • Need to tell the stories in an education setting • Community have a shared understanding of culture and history • Tamariki/rangatahi/young people learn about the life and ways of their ancestors and can pass this on to future generations • Tamariki/rangatahi/young people identify with their history and heritage • Sustainable water practices needed in CHB
Potential Scope	<p>The stories of the tīpuna become part of the local school curriculum from kohanga through kura, and the sustainable land practices they observed are adopted by the communities of Central Hawke’s Bay.</p>
Potential Benefits	<ul style="list-style-type: none"> • Sense of identity and belonging • Young generation understands and is equipped to care for the land • An educated community in terms of its history and sustainable environmental practices of the past • Provides opportunity for the development of new stories, and story-telling methods (for example digital, graphic novels, podcasts, events, crafts, dance/haka) which contributes new content for tourism products • Sustainable management of natural resources • People are in tune with the land and its needs
Potential Risks	<ul style="list-style-type: none"> • Resistance from schools to include as part of curriculum • Resistance from CHB community to understand/implement sustainable environmental practices • Satisfying expectations and meeting the needs of the various stakeholders (Iwi, schools, landowners, general community)
Constraints and Dependencies	<ul style="list-style-type: none"> • Continued support from MoE and local schools • Strong partnerships between hapū/iwi and other stakeholders

Table 6: Case for Change: Objective 3

Objective Three	<p>Provide a catalyst for growth</p> <p>To create a project that positively influences the local economy and potentially links to other projects in neighbouring rohe, which augments tourism and Māori economic development, within Tamatea/Central Hawke’s Bay.</p>
Existing Arrangements	<p>There is very little cultural tourism product currently promoted in CHB/Tamatea. The economy, including the Māori economy, needs a boost. Waipukurau is not generally a destination for visitors, more a stop-off to use amenities and buy refreshments.</p> <p>Central Hawke’s Bay district currently accounts for approximately only 5.5 percent of total Hawke’s Bay region annual visitor spending. It is important for the district that its economic, social and cultural tourism potential is utilized to a greater degree in order that its regional tourism contribution is significantly enhanced.</p>
Business Needs & Opportunities	<ul style="list-style-type: none"> • The pā sites could form a cultural tourism trail • Ngā Ara Tipuna could be the “curiosity factor” for stopping off in Waipukurau • Potential for partnerships with other projects, e.g. cycleways, link to trails in neighbouring districts • Underdeveloped Māori economy – has potential to grow • CHB generally looking for an economic boost • Continued growth in tourism – especially cultural tourism • CHB has lowest NEET rate in HB region but this requires smarter productivity increases than just more jobs. It requires establishing a pathway for people to move from unemployment or lower paid jobs to higher paid sector jobs.
Potential Scope	<p>The pā site interpretation could be the catalyst for further economic and business opportunities related to cultural tourism and to other products and services, which link to this. There is also the potential to link with hapū-led initiatives in nearby districts/rohe as hapū relationships transcend the local government boundaries.</p>
Potential Benefits	<ul style="list-style-type: none"> • Business development linked to this cultural project • Develop a cultural “drawcard” for Waipukurau/Tamatea • Local people use and share their expertise and talents in a business sense • CHB thrives economically
Potential Risks	<ul style="list-style-type: none"> • The balance is maintained between local needs and tourism needs • Securing the necessary funding • Satisfying the differing expectations of the various stakeholders
Constraints and Dependencies	<ul style="list-style-type: none"> • Initial capital investment required for business opportunities • Appropriate support mechanisms in place for realisation of business initiatives, e.g. consents, licenses

The case for change may be summarised as follows:

1. The local strategic direction and planning documents support the proposed project Ngā Ara Tipuna.
2. Central Hawke's Bay District Council has a stable structure and has a role in and responsibility for promoting social and economic wellbeing including encouraging economic development within the District.
3. The Council recognises the special position of Tangata Whenua within the District and the important role Māori have in Council's decision-making processes. The Council is committed to the process of consultation and engagement with Māori and is continuing to work closely with Te Taiwhenua o Tamatea to develop a memorandum of understanding for consideration of Māori views in Council decision-making.
4. The proposed project fits well with and contributes to the objectives of regional and national policies and strategies.
5. The main drivers of this proposal include opportunities that have presented themselves such as a growing interest in history and heritage with a view to establishing personal identity, and an increasing demand from tourists for cultural experiences and information.
6. Additionally, this project is a significant opportunity for Tamatea hapū and Central Hawke's Bay District Council to work together to provide a cultural narrative for the District and grow the local economy, including the Māori economy.

4.0 ECONOMIC CASE - EXPLORING THE PREFERRED WAY FORWARD

The purpose of the Economic Case is to identify the investment option that optimises value for money. Having determined the strategic context for the investment proposal and established a robust case for change, this part of the Business Case:

- identifies critical success factors;
- generates a wide range of long-list options;
- undertakes an initial options assessment to identify a limited number of short-listed options; and
- identifies a preferred way forward based on the short-listed options.

4.1 Options Assessment

The possible options available are assessed in terms of whether they will achieve the identified objectives, and if they will measure up against the purposes of the five cases. In the Better Business Cases methodology, this is a multi-step process as follows:

1. Determine the dimensions of the possible solutions and develop a long-list of available options;
2. Assess the long-list options against the investment objectives to determine whether each solution will meet the full range of requirements;
3. Assess the long-list options against the critical success factors for the five cases used in the Better Business Cases methodology to determine their viability;
4. Develop a preferred solution based on the assessments.

This is the process that forms the structure of this section of the Business Case.

4.2 Investment Objectives

The objectives established through the Strategic Case workshops with stakeholders and with the Project Working Group are as follows:

Cultural Narrative

- To provide a **cultural narrative** that encourages **collective community identity** and a sense of belonging and wellbeing, through a shared understanding of culture and heritage of Waipukurau from the time prior to European settlement.

Inform and educate

- To **tell the stories** of the people of Tamatea and their **sustainable environmental relationship** with the land, lakes and rivers, so this heritage may be passed down to our young ones and through the generations.

Provide a catalyst for growth

- To create a project that positively influences the **local economy** and potentially links to other projects in neighbouring rohe, which augments **tourism and Māori economic development**, within Tamatea/Central Hawke's Bay.

4.3 Critical Success Factors

The Treasury best practice critical success factors have also been assessed for each option. These are:

- **Strategic fit and business needs:** does the investment align with the local, regional and national strategies and the business needs of the community it serves?
- **Potential value for money:** does the facility produce a good return to the Council and the community for the level of investment required?
- **Supplier capacity and capability:** does the ability to deliver a high-quality outcome exist in the marketplace?
- **Potential affordability:** is the proposed investment able to be financed and is it affordable from a capital and operational standpoint for the Council and ratepayers?
- **Potential achievability:** can the investment be successfully delivered within the agreed time, cost and quality metrics, with the resources available? Can the identified benefits be achieved?

The following options dimensions were assessed:

- **Scope:** What should the project look like to meet the investment objectives?
- **Service Solution:** How can the physical aspects of the project be delivered?
- **Service Delivery:** How can the facility be managed to ensure the best return on investment?
- **Funding:** What is the best funding model to ensure the proposal is affordable?
- **Implementation:** When should the project take place, and can this be staged?

4.4 Long List Options and Initial Options Assessment

The purpose of this section is to identify and assess as wide a range of options as possible that achieve the investment objectives and service requirements yet lie within the boundaries of the scope parameters and critical success factors identified above.

The options were discussed by stakeholders at a facilitated workshop held on 27 February 2019. The long-list options essentially consider the “What, Where, How, Who and When” of the project, i.e. What is possible? Where is it possible? How can it be delivered? Who should deliver it? When should it be delivered?

Table 7: Long List Options Identified

Dimension	Description	Options within each dimension
Scale and Scope	What should the project look like?	<ul style="list-style-type: none">• Status Quo – do nothing• Establish signage at Pukekaihou• Signage and interpretation (digital) at the Pukekaihou and Visitor Information site linking to other sites• Cultural/arts centre in town. Significant development at pā sites.

Service Solution	How can the physical aspects of the project be delivered?	<ul style="list-style-type: none"> Local providers (HB) design and build, provide cultural aspects Sub-regional providers only (NZ-wide) Combination of local and sub-regional providers with expertise as appropriate International providers
Service delivery	Who can best manage the project?	<ul style="list-style-type: none"> Council Project steering group with reps from hapū, Taiwhenua, CHBDC, PDU, TPK Trust established – longer term Hapū/Taiwhenua
Funding	How can it be funded?	<ul style="list-style-type: none"> Solely funded by Council Solely funded by private funders Solely funded by hapū and iwi Funded through a partnership of funding from multiple sources
Implementation	When can the project be delivered?	<ul style="list-style-type: none"> Phased in identified stages Sequenced – each step dependent on achieving the previous Big Bang – do the whole thing at once

It should be noted that the different option dimensions interact with one another to produce the short-listed and preferred option; in other words, the preferred option is constructed from the preferred option in each of the dimensions.

The potential long-list options were assessed against the investment objectives and critical success factors.

The spreadsheet summary assessment of the options is included in *Appendix 10*.

The key to the spreadsheet table is as follows:

	Will not achieve the investment objective or the critical success factor the option is being assessed against.
	Could achieve the investment objective or the critical success factor the option is being assessed against.
	Will achieve the investment objective or the critical success factor the option is being assessed against.

4.5 Short- listed Options

On the basis of the initial assessment of the long-list options (by dimension), the following short-listed options were selected for further analysis. These options were considered likely to meet the

investment objectives and the critical success factors.

Table 8: Options Analysis Short List

Option	Description
<i>Scope Options (What)</i>	
Signage, interpretation (digital), link to other pā sites.	Signage, physical structures and digital components to support story-telling located at Waipukurau railway station and Pukekaihu. Pouwhenua and signage at five other Waipukurau Pā Sites
<i>Service Solution (How)</i>	
Local providers only	All designers, builders, suppliers are sourced from within Hawke's Bay.
Combination of local and national providers according to expertise	Design, build, materials suppliers are sourced from Hawke's Bay and around New Zealand according to the expertise required for the best outcome.
<i>Service Delivery Option (Who)</i>	
Project Steering Group with representatives from key stakeholders	A Project Group is established to oversee the project and make key decisions with representatives from hapū, Taiwhenua, Council, TPK, PDU as appropriate.
Establish a Trust – long-term option	An option for long-term governance and management of the pā sites and ongoing development is to establish a Trust with charitable status and representatives from hapū/iwi and the CHB community.
<i>Implementation Option (When)</i>	
Phased approach, i.e. in identified stages	Phase One: Pukekaihu and railway site development. Phase Two: Other Waipukurau pā sites and further development of digital assets. Support for hapū to develop master vision, identify opportunities in cultural tourism and Māori business. <small>Commercial Information</small>

	Commercial Information
<i>Funding Option (How to make it work)</i>	
Partnership of Funders	Funding for the project would be sourced from a range of funders: Central government, Council, businesses, private donors, iwi, public fundraising (e.g. events)

The Service Solution and Service Delivery dimensions offer more than one option for consideration and these were further analysed.

Commentary on the short-listed options follows:

Service Solution Options – How can the project be achieved?

1. Local Providers Only

The option reflects the desire of stakeholders to make the most of the local talent market in terms of design, construction and development of digital applications/software for the project. It also recognises that to understand the local stories and be culturally accurate and appropriate, tangata whenua/local people need to be fully involved.

The option also recognises the wealth of creative talent that exists within Hawke’s Bay and particularly amongst Hawke’s Bay Māori artists and that this project, as a catalyst for economic growth and development, could showcase the work of local people.

In terms of actual construction, it is preferable that the local industry is given the opportunity to be part of this as it will directly contribute to the local economy.

Without wishing to prejudice a view around cost, it was generally considered that local suppliers would offer more value for money than going to sources outside the Hawke’s Bay region.

2. Combination of local and sub-regional providers according to expertise

This option recognises that there could be suppliers outside of Hawke’s Bay with expertise and knowledge (particularly technical knowledge/intellectual property) that is not available locally, or that there is more experience in companies outside of the region for some aspects of the project. For example, for the development of digital applications to support the story-telling, there are providers who are already expert in this technology, who could work alongside locals to develop a product of excellence.

There may also be the opportunity for providers from outside Hawke’s Bay to “train” local people in maintaining and updating the digital content and this could be considered as part of any contract negotiated.

A combination of local and national contractors on this project offers an option for attaining the best expertise available in New Zealand.

Service Delivery – Who can deliver the project?

1. Project Steering Group with representation from key stakeholders

At the Options workshop it was recognised that in order to deliver a successful project, it would be advantageous and even necessary for stakeholders to work in partnership, where each could offer knowledge, skills and expertise in specific areas to support the delivery of Ngā Ara Tipuna. A Project Steering Group should be established to oversee and make decisions on the project, on behalf of and reporting back to the Taiwhenua and CHBDC (and the PDU should funding be granted from PGF).

2. Establish a Trust

The establishment of a charitable trust as a governance structure for Ngā Ara Tipuna was considered a possibility long-term for the project. The Trust would have similar representation to the Project Steering Group, i.e. key stakeholders and, while having its own autonomy, could continue to report to Council and Taiwhenua and may be obliged to do this if funding is provided from these sources.

A trust's charitable status provides tax advantages to donors, who may claim back 33 percent of their donations in rebates. Appointment as a trustee does entail legal obligations, so should not be taken on lightly.

The option of a Charitable Trust was seen as an option in the future rather than immediately for the roll-out of the project.

4.6 The Preferred Way Forward

Based on the analysis, the configuration of the preferred option is:

- 1. Scope:** Signage, physical structures and digital components to support story-telling will be located at Waipukurau rail way station as a way-finding/information centre for visitors. The same will be placed at Pukekaihu in Waipukurau as it is the most visible and nearest site to the town. Five other identified sites will have Pouwhenua and Signage developed as an overlapping Phase Two.
- 2. Service Solution:** The options emphasise the necessity of involving local people in carrying out this project. For cultural integrity in design and content, it is essential that mana whenua take a lead. There are benefits however, to engaging expertise outside the Hawke's Bay region as appropriate. Preference is for the design, build, and materials to be sourced from Hawke's Bay and around New Zealand according to the expertise required for the best outcome for the project.
- 3. Service Delivery:** The options focus on a committee approach with representation from key stakeholders. It is clear that the preferred service delivery option is to involve partnerships with appropriate organisations or entities to offer the best input possible to the project. It is considered that no one entity could achieve the project's objectives alone.

The Charitable Trust option is a working "management" option for Ngā Ara Tipuna and has a long-term view and role in the project.

- 4. Implementation:** A phased approach has been agreed upon for the project. This will allow a start to be made in the near future, but also allow further planning to take place regarding subsequent phases.

Table 9: Project Phasing

Project development	Phase one	Phase two	Commercial Information
Business case and project planning	Pukekaihau Pā site (Hunter Park) development, information kiosk at railway station site, digital framework (Website)	Other Waipukurau pā sites and further development of digital assets. Capability support for hapū to develop master vision, incorporating [redacted], [redacted], [redacted], other hapū relationships, completing local cultural narrative, respond to opportunities with tourism and Māori business	

5. Funding: The partnership approach to funding is the preferable option and is an approach that offers benefits beyond the money received. It also offers particular skills and expertise from funders, the benefit of practical experience and also opens the door to other valuable partnerships.

4.7 Economic Assessment

An Economic Impact Assessment (EIA) has been undertaken by [redacted], Economic Solutions Ltd (Bevin, 2019) (see *Appendix 11* for full report). The specific aspects of the proposed development requested to be covered in the analysis are as follows:

- a) The establishment and development of Phase One of the new facility and its component parts. This phase includes the key elements of the new Whare Korero structure at Pukekaihau Hill in Waipukurau, new digital products (website and mobile phone communications) and the installation of a descriptive orientation map at the local i-Site;
- b) The establishment and development of the components of Phase 2 of the new enterprise. These include additional web and mobile assets to include digital storytelling for the five additional pouwhenua to mark five pā sites;
- c) The annual operation of the new attraction (with its Phase One and Two component activities in place) covering annual maintenance of its new sites and structures, and other operational activities; and

d) The potential local tourism impact of the new enterprise.

The Economic Impact Assessment (EIA) quantifies the total multiplied economic impacts for a specific geographical area (local/regional/national) of a significant existing or new revenue/expenditure operation, development or activity in the area. The total economic impacts comprise the initiating direct expenditure or revenue/turnover impact associated with the activity and the flow-on or “multiplied” economic impacts.

Economic impacts are traditionally measured using four different variables:

- Total Revenue/Gross Output (i.e. the total value of the economic impact including the value of imported items);
- Net or disposable (i.e. after taxation, savings, superannuation, etc) Household Income;
- Total Employment (measured in terms of labour-years for construction activity and persons/jobs for operational activity); and
- Total Value Added/Gross Domestic Product (GDP) or Gross regional Product (GRP) for sub-national areas.

The GRP impact is considered to best measure the true multiplied gain in total economic activity in an area as a result of an initial expenditure or revenue project/change, as it excludes the value of imported items required for the project (payments for which flow out of the region to externally based suppliers of goods and services).

Base Information

The base development cost data for the venture was provided by Central Hawke’s Bay District Council, The Council’s main data source for the costings was the document prepared by Commercial Information consultancy company and entitled “Pukekaihu-Ngā Ara Tipuna Scope and Price” (*Appendix 12*).

The economic impact modelling work for the project was undertaken by Commercial Information a specialist economic impact modelling consultancy.

The economic impact results presented in the EIA are based on the latest available (year ended December 2018) Hawke’s Bay region multiplier results for relevant sectors within a 106-sector economic impact model of the regional economy. This model was initially developed by Commercial Information), based on the latest 2012 national model produced by Statistics New Zealand. The Commercial Information model has then been updated by Commercial Information using employment data for year 2018. It is noted that the various multiplier results presented in the report reflect Type II multipliers which include both production and consumption flow-on economic impacts. The relevant multiplier levels are indicated in Appendix 1 of the EIA.

It is noted in the EIA that the proportion of the regional economic impacts that accrue to the Central Hawke’s Bay district will depend on the extent to which district-based businesses are either directly involved in or servicing the different components of the proposed new development, that is, its establishment/installation stage, ongoing annual operation and visitor servicing.

4.7.1 Estimating Monetary Gains

The Economic Impact Assessment has identified the following potential monetary gains in current dollar terms for the region. These are separated into:

- Economic impacts of Phase One and Phase Two of the project development;
- Economic impacts for annual project operation;
- Economic impacts of likely visitor spending;

The EIA also looks at other economic gains that could be expected.

Economic Impacts of Phase One and Phase Two of the project

The total project development cost estimate used for the economic impact assessment modelling is \$[Commercial Informa]. This figure comprises project coordination and management costs of \$[Commercial Informa], content preparation of \$[Commercial Informa], design and development work of \$[Commercial Informa], assembly and fabrication work \$[Commercial Informa].

The economic impacts are summarised in Table 10 below. The key results are a total regional GDP impact of approximately \$[Commercial In] and a total regional employment impact of [Com. n] persons.

It should be noted that these impacts are of a short-term nature and relate only to the Phase One and Two project development periods themselves and are therefore not ongoing.

It should also be noted that the economic impacts indicated in the table are potential regional impacts only, as generated by the Hawke’s Bay economic impact model. The actual level of regional economic impact will depend on the extent to which the initial project development expenditure is undertaken directly in the Hawke’s Bay area.

Table 10: Pukekaihou Project Phases One & Two Development Stage Hawke's Bay Economic Impacts

Economic Impact Components	Economic Impact Measures			
	Revenue (\$M)	Net Household Income (\$M)	Employment (Persons)	Value Added/ GRP (\$M)
Initiating Total Project Development Expenditure	[Commerc]			
Total Direct Economic Impacts	[Commerc]	[Commerc]	[Com]	[Commerc]
Total Flow-on Production and Consumption Economic Impacts	[Commerc]	[Commerc]	[Com]	[Commerc]
TOTAL HAWKE’S BAY ECONOMIC IMPACTS	[Commerc]	[Commerc]	[Comm]	[Commerc]

Economic Impacts of Annual Project Operation

The current annual expenditure estimate for the operational activities covered by the impact assessment is \$[Commercial]. This covers a range of services including physical site and facility maintenance work; purchases of food, cultural craft production inputs and other items; and the costs of operating a number of specialist tours including self-guided bike hires and cultural tours of pā sites and other features in the Waipukurau, Porangahau and Takapau-Ruahine areas of the district⁵.

⁵ The development of tourism products and experiences for phases two [Commercial Informa] will be led by the aspirations of hapū and marae. The examples which have been used in this section are based on initial thinking by hapū of what these products could look like and require further investigation and development.

The total Value Added/GRP impact generated by the annual operation of the new cultural/tourism enterprise is \$^{Commercial In}. The total annual direct and flow-on employment impact is ^{Comm} persons, comprising a direct impact of ^{Comm} people and a flow-on impact of ^{Comm} people. The total additional Net Household Income generated in the Hawke's Bay region is approximately \$^{Commercial I}.

Table 11: Pukekaihou Project Phases One & Two Annual Operation Hawke's Bay Region Economic Impacts

Economic Impact Components	Economic Impact Measures			
	Revenue (\$M)	Net Household Income (\$M)	Employment (Persons)	Value Added/ GRP (\$M)
Initiating Total Annual Project Operating Expenditure	^{Commerc}			
Total Direct Economic Impacts	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}
Total Flow-on Production and Consumption Economic Impacts	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}
TOTAL HAWKE'S BAY ECONOMIC IMPACTS	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}

Economic Impacts for Visitor Spending

The indicative annual direct visitor spending figure estimated for the economic impact modelling assessment was \$^{Commercial In}. This figure firstly takes into account the spending of overnight travellers to the district during the year for whom visitation to the enterprise will be a high priority. Both international and domestic/NZ visitors staying in commercial or VFR (visiting friends and relations) accommodation have been taken into account, as well as day visitors to the district. The overall average length of stay figure for overnight visitors to the district is estimated at two nights.

The total annual visitor-nights impact calculated for the new enterprise equates to approximately ^{Comm} percent of the estimated total annual number of nights currently spent by overnight visitors to the district. Spending by this visitor segment represents approximately ^{Comm} percent of the total direct visitor spending impact of the enterprise, with the day-visitor sector accounting for the balance of ^{Comm} percent.

Table 12 indicates the regional economic impacts of the total direct visitor spending figure of \$^{Commercial In}. This figure represents ^{Comm} percent of current total district annual visitor spend (\$^{Commercial}). The key economic impact results are a \$^{Commercial Infor} annual contribution to Hawke's Bay GDP/GRP and a total multiplied employment impact of ^{Comm} persons.

Table 12: Pukekaihou Indicative Annual Regional Tourism Economic Impacts Medium-Long Term

Economic Impact Components	Economic Impact Measures			
	Revenue (\$M)	Net Household Income (\$M)	Employment (Persons)	Value Added/ GRP (\$M)
Initiating Total Annual Project Related Visitor Expenditure	^{Commerc}			
Total Direct Economic Impacts	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}
Total Flow-on Production and Consumption Economic Impacts	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}
TOTAL HAWKE'S BAY ECONOMIC IMPACTS	^{Commerc}	^{Commerc}	^{Comm}	^{Commerc}

Combining the annual operational and visitor spending aspects of the new attraction when its operation has been well cemented in, the collective economic impacts at the Hawke's Bay Region level are Revenue \$^{Commercial Infor}, Net Household Income \$^{Commercial Infor}, Employment ^{Comme} persons and Value Added/GRP \$^{Commercial Infor}.

Other Economic Gains

In addition to the positive regional and local economic impacts of the proposed new cultural/tourism development in the Waipukurau area, it is considered that there will be other flow-on gains for the district and wider region, as follows:

- During the period leading up to the maturing of the proposed new attraction for the district, there should be increasing tourism spending gains for the area flowing from additional short-term visitation (both day-trippers from Napier-Hastings and Tararua district) to the attraction and a growing number of overnight visitors.
- The new attraction should provide a stimulus to the ongoing development of Māori cultural tourism provision in the Central Hawke's Bay district as well as the wider Hawke's Bay region. This is a relatively undeveloped sector in both areas but also one with significant growth potential.
- The proposed tourism development will also add to the range of tourism attractions and activities in Central Hawke's Bay district and progress the area towards one of its key economic development objectives of significantly growing the visitor sector and its flow-on local economic gains.
- The location of part of the proposed Pukekaihou Ngā Ara Tipuna cultural/tourism project at the Waipukurau visitor information centre/railway station will also expose visitors to the range of other visitor features of the district with tourism gains also potentially flowing from this.
- Central Hawke's Bay district currently accounts for approximately only 5.5 percent of total Hawke's Bay region annual visitor spending. It is important for the district that its economic, social and cultural tourism potential is utilized to a greater degree in order that its regional tourism contribution is significantly enhanced.

4.8 Assessment of Tourism Potential

4.8.1 Central Hawke's Bay Location and Visitor Numbers and Offerings

Central Hawke's Bay is ideally located to attract more visitors and increase tourism spend. Both main townships of Waipukurau and Waipawa are located on a main transit route with high numbers of travellers passing through. Waipukurau is the "welcome gateway to the Hawke's Bay". It is the first major town after Dannevirke for travellers heading North towards Hastings and Napier.

A visitors' first experience of Ngā Ara Tipuna - Waipukurau Pā Site Interpretation will occur at the Central Hawke's Bay Visitor Information Centre in Waipukurau. This is ideally located just off the main transit route SH2, so well positioned to provide an easily accessible rest area and launch point from which to discover Ngā Ara Tipuna.

Central Hawke’s Bay is in a positive period of change and demand for tourism initiatives and is poised to take full advantage of these opportunities. The latest tourism figures⁶ show that Central Hawke’s Bay has seen a massive increase in tourism in the year to January 2019. Total spend was \$36.8m, up 15.1% from \$31.9m in prior 12 months. This makes Central Hawke’s Bay the highest performer (in terms of growth) out of the four Hawke’s Bay territorial local authorities. However, at the moment most visitors that stop in Central Hawke’s Bay do so only to purchase fuel. There are very few attractions to entice travellers to dwell in the area, resulting in very little spend on attractions. With an estimated 10,000 vehicles travelling through the town each day there is significant potential for Ngā Ara Tipuna to feature as a major attraction, harnessing travellers and growing the tourism industry in the area.

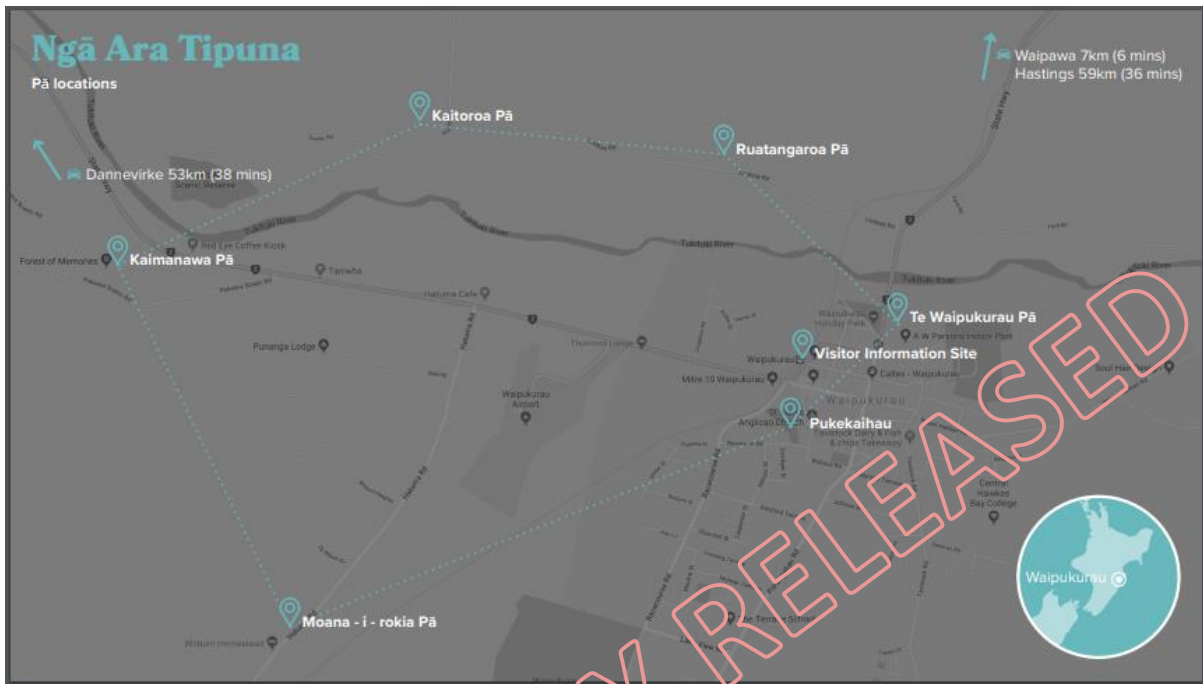
In terms of providing for visitor needs, the main townships of Waipukurau and Waipawa are well appointed with retailers and accommodation providers to encourage flow on spending (see map below). There are a wide range of cafes and restaurants, a specialty food store, antique and collectables stores, accommodation providers, two supermarkets, movie theatre, CHB Settler’s Museum and four fuel stations.

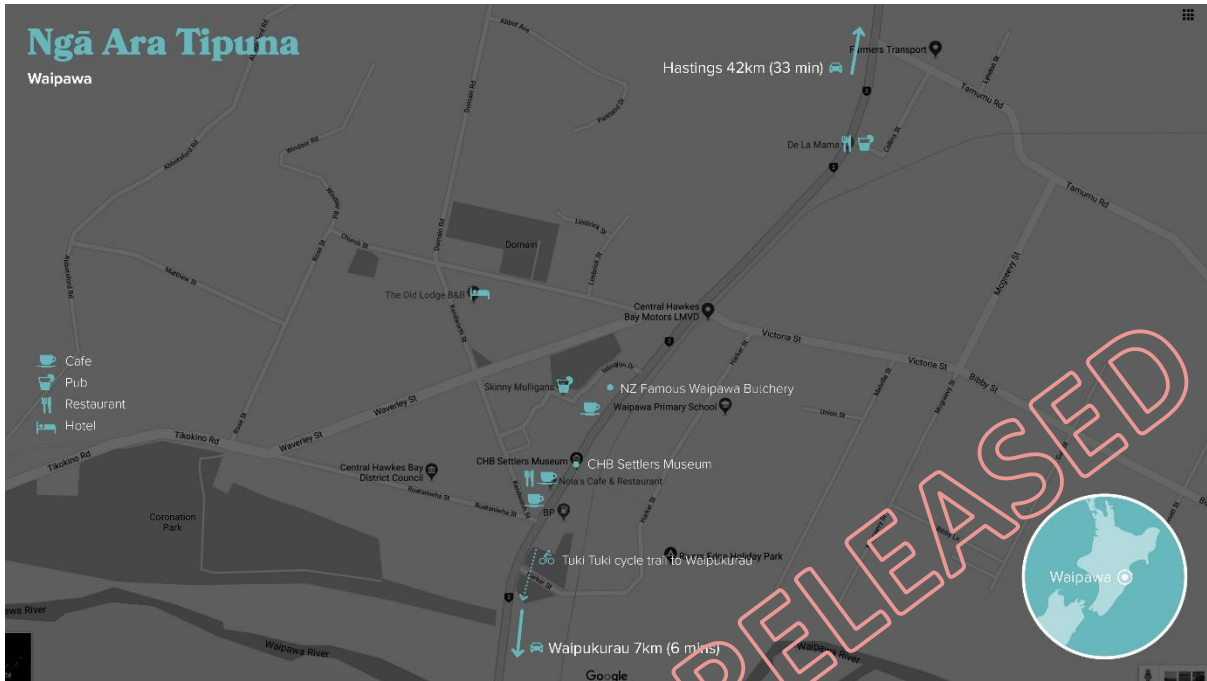
Unique selling points include the picturesque Tuki Tuki Cycle Trail that provides 12 kms of riverside cycling with a 100m long Swing Bridge connecting Waipukurau and Waipawa, giving an easy 7km commute between the main towns. Further afield there are a number of historic homesteads and gardens, event venues including Backpaddock Lakes and the River Park Events Centre. In Spring, the Spring Fling Festival hosts more than 30 events across Central Hawke’s Bay, including iconic Taniwha Daffodils and Central Hawke’s Bay “The Festival” at Pukeora Estate.

Located 20 minutes away from Waipukurau is the Te Angi Angi Marine Reserve boasting internationally recognised marine species. Māori tourism initiatives being developed in neighbouring Tararua District will provide a natural pathway for those visitors seeking additional cultural tourism experiences.

6 <https://www.mbie.govt.nz/immigration-and-tourism/tourism-research-and-data/tourism-data-releases/monthly-regional-tourism-estimates/>

Figure 6 Ngā Ara Tipuna Pā locations in relation to Waipukurau/Waipawa Town Centres and visitor amenities





4.8.2 Ngā Ara Tipuna - Potential to attract Tourists/Visitors to Central Hawke's Bay

Tourism Consultant, [Privacy of natural persons], has made an assessment of the potential of this project to attract increased visitation to Central Hawke's Bay. [Privacy of natural persons] has over 30 years' experience as a recreation tourism planner and advises communities on identifying and developing tourism opportunities that will benefit those concerned.

He has assessed this project as follows:

- The project as described in Phases One, Two [Commercial Information] has the potential to provide better benefits to the local community and residents of Waipukurau and environs;
- The project will deliver benefits to local and regional iwi;
- With respect to domestic visitors that are travelling to and through the district, there will definitely be the opportunity to stop visitors for longer. In the first instance, i.e. in Phase One, it is unlikely that any visitors other than those connected to iwi would make a special trip to the sites;
- Without being able to quantify the total number of domestic and international visitors passing through the district it is hard to be specific about total numbers, however it is highly likely that given the visitor arrivals to Hawke's Bay and a conservative estimate of over 100,000 domestic visitors going to attractions in the Tararua district (Pūkaha National Wildlife Centre, Tui Breweries and Norsewood) it is possible that it least 5000 domestic visitors could stop for a short stay, i.e. one to two hours, in the vicinity of Ngā Ara Tipuna;
- As the project progresses into Phases Two [Commercial Information] these numbers will definitely grow. At this stage, given the development over possibly five years, there will be an increase in visitors coming and staying overnight in Central Hawke's Bay partially because of a developed Ngā Ara Tipuna project.

4.8.3 Expected Visitor Numbers

Economic analysis undertaken by Economic Solutions Limited indicates that Ngā Ara Tipuna will attract 15,000 visitors annually by Commercial Info of operation⁷. Of these visitors it is expected that 60% will also stay overnight (locally) and 40% will be day visitors. This figure represents approximately 10% of the current annual total of overnight and day visitors to the district.

It is anticipated that peak visitor numbers would be reached by year 5 of operation. Demand for Ngā Ara Tipuna will build over time as a result of:

- Increased promotion of the tourism potential and capability of the overall district
- Intensive promotion of Ngā Ara Tipuna both in its own stead and as part of the wider Maori tourism portfolio of the district
- Increased district related tourism promotion within the wider Hawkes Bay region
- The quality of the facility within its own right ('word of mouth' promotion).

4.8.4 Potential Visitor Profile

In the early stages of development consideration was given to the types of visitors that would potentially visit Ngā Ara Tipuna. The Concept Plan identifies six persona or hypothetical visitor groups:

- Tangata Whenua
- Local Mother and Daughter
- Local Retirees
- Anthropology Buff
- Free and Independent Travellers
- School Group

Each visitor group has a range of needs that can be met through visiting the site including history education, increased knowledge, opportunity to recreate and socialise with family and friends, unique cultural experience. The Concept Plan includes options for accessing information i.e. visiting physical sites, accessing information from the mobile documentary, website resources. This wide range of information formats has been specifically designed to so that the opportunity to participate and experience Ngā Ara Tipuna is widely available to cater for a range of visitor groups.

These visitor personas will form the basis of the marketing strategy for Ngā Ara Tipuna.

4.8.5 Cultural Experience in Tourism – National

The Ministry of Culture and Heritage has undertaken research into the demand for cultural and heritage tourism in New Zealand (Quality Tourism, 2008). Although the research was undertaken in 2008, the Ministry still has it available on its website with the following comment: *“Cultural activities, experiences and products contribute significantly to the overall satisfaction of both international and domestic tourists in New Zealand. The Ministry believes that cultural organisations and businesses could benefit greatly from a more strategic engagement with the tourism market and is interested in*

⁷ The economic analysis on visitor spend is based on an estimated underlying annual total of 15,000 visitors to Ngā Ara Tipuna. Economic Solutions,

actively encouraging the development of strong and enduring relationships with the tourism sector” (Ministry of Culture and Heritage, 2016a).

A report prepared in June 2008 for the Ministry of Culture and Heritage (Angus & Associates Ltd, 2008) updated previous research undertaken in 2003 on the demand for cultural tourism. The following findings were significant in terms of the arts/cultural/heritage experience in tourism:

- There is a significant demand for cultural tourism experiences amongst international visitors to New Zealand. This demand has grown over time to the point that cultural considerations can be said to be a factor in the decision-making of at least one-third of all international visitors as far as individual destinations within New Zealand are concerned;
- Participation in arts/cultural/heritage experiences remains lower than expected given the extent of the demand that is apparent and there is clear evidence of unmet demand in a number of areas (Māori cultural experiences and major art/cultural events in particular). It is unclear as to why this is so;
- The benefits that accrue if visitors are encouraged to participate in an arts/cultural/heritage experience are very clear. The satisfaction of visitors who participate in arts/cultural/heritage experiences is very high - both in the context of each individual experience and the visitor's overall experience of New Zealand and its regions.

The report concluded that there is much to be gained in boosting international visitor participation in arts/cultural/heritage experiences, both by the tourism industry and by individual arts/cultural/heritage businesses and organisations.

New Zealand does not have a high profile as a historic/heritage/culture destination internationally or among New Zealand residents. However, one third of international visitors were interested in learning about New Zealand culture, and one tenth of domestic visitors have an interest in experiencing local culture.

Visitors to key heritage sites in New Zealand administered by Heritage New Zealand show that visitor numbers are trending upwards.

There is a global trend for heritage and cultural visitors to expect personal or interactive experiences that bring a place, its people and stories to life rather than be presented solely through static displays.

The Domestic Growth in Tourism Tool (DGIT)⁸ shows 5 percent of New Zealand's population have a “Learn and Understand” travel preference. They want to discover and learn about their and others' history and heritage. They are primarily interested in museums, art galleries, exhibitions and places of significance to Māori. They also have some interest in natural attractions (including wildlife) and attending special events.

The DGIT tool indicates there is a small demand for visits to Hawke's Bay to experience storytelling or visit important sites – a potential 116,898 trips per annum. These visitors are mostly from Manawatū, Taranaki and Hawke's Bay itself; more likely to be aged 35-49 (35 percent) or over 65 (28 percent); 47 percent travel with children; 60 percent are female; 33 percent are day trippers; and 37 percent stay with family and friends. Many visits are triggered by specific family and friends' events, e.g. wedding,

⁸ Tourism Industry Aotearoa November 2016 <https://dgit.nz/>

birthday, Christmas.

Some findings regarding cultural and heritage tourism are:

- Heritage attractions and experiences that are unique and visitor focused are proving successful in New Zealand and experiencing an increase in visitor numbers, e.g. Forgotten World Adventures self-driven rail carts;
- Travel routes and trails are currently very popular and form the links, themes and clusters of tourism experiences and services in many New Zealand regions;
- The research undertaken in New Zealand on cultural and heritage tourism all points to the viability of a tourism experience based on culture and heritage themes.

4.8.6 Cultural Experience in Tourism - Local

Ngā Ara Tipuna will fill a gap in the niche market of Maori cultural tourism. This is a relatively undeveloped sector in Central Hawke's Bay and the Hawkes Bay Region but also one with significant growth potential. International visitor demand for unique cultural and heritage tourism experiences is growing (Quality Tourism, 2008). Currently, the only Māori tourism features of the district promoted by the regional tourism industry body (Hawke's Bay Tourism) are personalised guided tours and accommodation at Rongomaraeroa Marae in Porangahau.

Commercial Information

Recent visitors to the Central Hawke's Bay Tamatea rohe taonga exhibition at the Central Hawke's Bay Settlers Museum can indicate demand for Māori cultural tourism initiatives. This exhibition saw record numbers of visitors Commercial Info during the exhibition December 2018-April 2019, an increase of Commerc on the year before. Of these visitors Commercial were from out of the region and Commerc were from overseas. The exhibition as a finalist in the 2019 Service IQ New Zealand Museum Awards.⁹

⁹ CHB Settlers Museum finalist in ServiceIQ NZ Museum Awards, 22 May 2019:

https://www.nzherald.co.nz/hawkes-bay-today/news/article.cfm?c_id=1503462&objectid=12233297

4.9 Summary of the Preferred Way Forward

The preferred option is:

- Develop signage, physical structures and digital components to support story-telling located at Waipukurau Information Centre and Pukekaihou;
- Develop signage and Pouwhenua for Phase Two;
- Combination of local and national providers according to expertise Project Steering Group with representatives from key stakeholders;
- Phased approach, i.e. in identified stages;
- Partnership of funders.

This option will achieve the three objectives of the project and meets the criteria of the critical success factors.

The preferred option was used as the basis of the Economic Impact Assessment which finds that there will be economic returns to Hawke's Bay from the proposed project both through direct economic impacts and flow-on impacts in production and consumption. While there will be a modest economic return from Phases One and Two (GDP impact of \$^{Commercial Info} and Employment impact of ^{Comm} persons), this impact will be of a short-term nature. In the medium to longer term the monetary return is expected to bring in revenue of \$^{Commercial Info}, net household income of \$^{Commercial Inform} Employment of ^{Comme} persons and Value-added GRP of \$^{Commercial Info}. It should be noted that the economic impact modelling has been done on a regional basis.

Other economic gains are also expected such as the development of additional Māori cultural tourism product and increasing tourism spending gains from additional short-term visitation and a growing number of overnight visitors.

An assessment of the tourism potential of the project indicates that the appeal of this tourism product will primarily draw domestic visitors. It also confirms that Phase One will draw short-stay visitors, but numbers will increase as the project progresses into Phases Two ^{Commercial Information}.

5.0 THE COMMERCIAL CASE – PREPARING FOR THE POTENTIAL DEAL

This section outlines the proposed procurement strategy in relation to the preferred option outlined in the economic case.

5.1 The Procurement Strategy

If Central Hawke’s Bay District Council undertakes the procurement process for contracting the providers of the design and construction of structural elements at the pā sites, it will likely refer to the Procurement and Contract Management Policy (CHBDC, 2018b), which outlines how Council will meet its obligations as described in the Office of the Auditor General’s “Procurement Guidelines for Public Entities”¹⁰. Council must demonstrate in its use of public money that its procurement and contract management processes are fair, transparent, compliant and auditable, and that staff and suppliers are able to deliver services in a safe and efficient commercial environment.

The Policy objectives include encouraging local economic development, i.e. use local suppliers, a view which was strongly supported by participants at the Workshop on 27th February when discussing procurement options.

The Policy also looks to align the procurement interactions with suppliers to the core principles and values of Project Thrive.

The policy states that the default procurement policy is an open competitive tender process commensurate with delegated authority supported by effective compliance. However, Council encourages innovation, and if a new or different approach or methodology will deliver better value for money, then it can be proposed and approved by way of a Procurement Plan.

If CHBDC does not take the lead in the procurement process, it will be necessary to have a team, and preferably a legal entity, such as a trust, established to manage the procurement process as contractual arrangements will be necessary. Ongoing management and oversight of contractors will be required so the appropriate skills and experience will need to be evident in the contracting entity to ensure successful project roll-out.

Also, there may be some advantages to working with the Council on procurement in terms of discounts and relationships that are already established with suppliers.

5.1.1 Procurement of Design – Appointment of Commercial Inform

Place-based story-telling company, Commercial Inform were chosen by the Project Working Group to develop their initial design concept for the project with no further company being asked to tender.

This was decided because the initial project team led by Brian Morris were impressed with the outcome of the early stage design process and the level of engagement, rapport, and sensitivity which Director Commercial Information demonstrated in working with the group.

Brian Morris had initially contacted Commercial Inform after he had experienced their work first-hand whilst on business in Northland. He was impressed by the interpretation and pathway storytelling at Commercial Information and wanted to see how they could help interpret the vision for Waipukurau pā sites.

¹⁰ <https://www.oag.govt.nz/2008/procurement-guide/docs/procurement-guide.pdf>

Commercial Inform use an innovative approach to interpretative signage and place-based storytelling and are recognised nationally and internationally. They have worked on cultural sites all over New Zealand and Australia and on European World War One and World War Two battle fields. They have a particular experience and skill in working within a Māori storytelling context as well as a European framework.

Commercial Information (currently still in progress) also impressed the project team with its mix of physical locations and digital assets to create interactive experiences suitable for both tourists and locals, as well as the skilful way they interacted with local hapū representatives to encourage the telling of their own stories.

At the options workshop, it was strongly felt that local Māori artists/designers should be involved in the design of structures, pou and any cultural elements at the sites going forward.

5.1.2 Construction Procurement

Where possible, local builders/artisans should be preferred for the construction of elements for the sites. This will ensure that any economic benefit realised from this work will return to Tamatea/CHB.

5.2 Required Services

The following services are likely to require procurement:

- Further design work
- Construction
- Fundraising
- Digital components development

5.3 Proposed Timeline

See the Management Case, Section 7 for a proposed timeline for the project.

5.4 Potential Risk Allocation

No particular risks can be identified at this stage but during the procurement process and when negotiating the contract(s) for design and construction, there may be risks identified. Some potential risks are described in Table 13.

Table 13: Commercial Risk Allocation

Risk	Assessment	Mitigation
<i>Design Risks</i>		
Completeness and appropriateness of design	High	Detailed design brief required and good communication with artist/designer.
Final design stays within approved budget	Low	Quoted price prior to commencement, specified in contract and good communication between parties involved.

<i>Construction risks</i>		
Construction industry demands – i.e. industry booming may be difficult to find a contractor for the job	Medium	Look to local providers in the first instance. Encourage involvement in a community project.
Quality of finish	Medium	Careful management of building contractor. Ensure specifications are detailed and correct in contract.
<i>Site risks</i>		
Potential issues with groundworks at the pā sites	Medium	Geotechnical reports could determine if remedial work is necessary prior to construction
<i>Other Risks</i>		
Conflict of interest in procurement process	Medium	Any conflict of interest needs to be declared prior to a tender process or other procurement options are undertaken.

Risks to the project were also identified at the Stakeholder Workshop (Strategic Case, Section 3.9) and the Financial Case (Section 6.6) provides a risk register for the project.

5.5 Summary of Preparing for the Potential Deal

The CHBDC has procurement processes in place which are robust, however, if it is decided to establish a Trust or other entity to lead the project, this body would lead the procurement process. Whoever leads the process, there may be some advantages to working with the Council on procurement in terms of discounts and relationships that are already established with suppliers.

Some risks have been identified in relation to procurement and these will need to be addressed if they arise.

Once the project management structure is agreed upon, it will be easier to see how the procurement process should proceed and who will lead this.

6.0 THE FINANCIAL CASE- AFFORDABILITY AND FUNDING REQUIREMENTS

The purpose of the financial case is to determine the funding requirements of the preferred option and to demonstrate whether the recommended deal is affordable. The Financial Case also assesses the impact of the proposed investment on the organisation's financial accounts.

6.1 Projected Costs

The following costs are estimated for Phase One and Phase Two of the project. It should be noted that in addition to the Business Case, the Project Development (Planning) Phase has cost \$^{Commercial Information} for the initial concept design and project management. This cost was covered by Central Hawkes's Bay District Council. A further \$^{Commercial Information} is expected to be spent on pre-Phase One planning, and \$^{Commercial Information} on pre-Phase Two planning ^{Commercial Information}.

See *Appendix 12* for detailed breakdown (^{Commercial Information} Scope and Price).

Table 14: Phase One Estimated Costs

Item	Cost	Notes
Solution definition	\$ ^{Commercial Information}	Includes story creation/interviews, workshops, schematics for web/app, writing and image briefs
Whare Kōrero – Pukekaihou	\$ ^{Commercial Information}	
Viewshaft - Pukekaihou	\$ ^{Commercial Information}	
Information centre map	\$ ^{Commercial Information}	
Other Carvings	\$ ^{Commercial Information}	(including Pouwhenua and Waka Sculpture)
Site improvements for Hunter Park	\$ ^{Commercial Information}	Landscaping, walkways, entrance ways, fencing, railings, directional signage. The Park is in a current state of disrepair and requires significant upgrade to accommodate Ngā Ara Tipuna.
SUB-TOTAL DESIGN AND CONSTRUCTION COSTS	\$ ^{Commercial Information}	
Web & mobile design & content	\$ ^{Commercial Information}	
Web & mobile development	\$ ^{Commercial Information}	
Project-wide expenses (Liaison costs and community fees)	\$ ^{Commercial Information}	
Travel	\$ ^{Commercial Information}	
Trust establishment costs	\$ ^{Commercial Information}	

SUB-TOTAL OTHER COSTS	\$ Commercial Information	
TOTAL COSTS PHASE ONE	\$ Commercial Information	

Table 15: Phase Two Estimated Costs

Item	Cost	Notes
Carvings	\$ Commercial Information	Pouwhenua x %
Site improvements for additional sites	\$ Commercial Information	Estimate of \$ Commercial Information x % additional sites for road reserve and walkway preparation (levelling/limestone), directional signage, safety fencing etc.
SUB-TOTAL DESIGN AND CONSTRUCTION COSTS	\$ Commercial Information	
Website	\$ Commercial Information	New content
Mobile	\$ Commercial Information	New content
Project wide expenses (Liaison costs and community fees)	\$ Commercial Information	
Travel	\$ Commercial Information	
SUB-TOTAL OTHER COSTS	\$ Commercial Information	
TOTAL COSTS PHASE TWO	\$ Commercial Information	

Phase One and Phase Two total estimated costs

Pre-Phase One planning	\$ Commercial Information
Phase One	\$ Commercial Information
Pre-Phase Two planning	\$ Commercial Information
Phase Two	\$ Commercial Information
Contingency %	\$ Commercial Information
TOTAL COSTS PHASES ONE & TWO	\$ Commercial Information

6.2 Financial projections

The costs in this section are based on those provided by Commercial Information a company very experienced in the development of both constructed and IT-based resources for projects such as this.

Estimate of costs for the elements not included in the ^{Commercial Information} budget have been provided by Central Hawke’s Bay District Council. It is important to note that these are just estimates at the time of writing the Business Case.

The funding contribution ascribed to Central Hawke’s Bay District Council is not a confirmed amount, but it is envisaged Council will make a financial contribution of \$^{Commercial Information} over ^{Commercial Information}) and an ^{Commercial Inform} contribution of \$^{Commercial Inform}. Financial contribution will require Council approval and most likely be taken from the Rural Ward Reserves fund. It is anticipated that this funding will be used towards the \$^{Commercial Information} required to upgrade Hunter Park, the Pā site for Pukekaihaiu – Ngā Ara Tipuna. Hunter Park is a well-used passive recreation park, and is regularly maintained by Council. However, it will require a significant upgrade in certain areas to ensure it meets the expected higher level of use and to ensure it is a fitting location to host the new assets of Ngā Ara Tipuna. An audit (Appendix 15) and cost estimation (Appendix 16) for these improvements required has been completed.

^{Commercial Information}

Ongoing costs of maintaining and updating the hardware, software and sites are not included in the funding projections below. Maintenance costs for Phase One are estimated at \$^{Commercial Inform} per annum. Anticipated maintenance costs for Phase Two are estimated at \$^{Commercial Inform} per annum. The Council, who will consider them as part of the next Long-Term Plan 2021-2031, will initially cover these costs.

6.3 Funding Strategy

A high-level funding plan follows in this section.

The proposed funding arrangements have been based on the following:

- The preferred option for funding the project as outlined in the Economic Case is to form a partnership of funders, which will allow funds to be sought from a diverse range of sources.
- The capital cost for Phase One is \$^{Commercial Informa}, however this is subject to change. Until designs are finalised, this is an indicative cost only.
- The capital cost for Phase Two is \$^{Commercial Informa}.

Potential funding sources for Phase One of this project are:

- Central Government through PGF, and a contribution from Te Puni Kōkiri to assist with trust establishment costs
- Central Hawke’s Bay District Council
- ^{Commercial Information}
- ^{Commercial Information}
- ^{Commercial Information}

Table 16: Funding Summary by Sector

Funder	Total Amount (\$)	Financial Year Commercial Information (\$)	Financial Year Commercial Information (\$)
Local Government (CHBDC)	Commercial Information	Commercial Information	Commercial Information
Central Government (PGF) ¹¹ Commercial Information (Trust establishment costs)	Commercial Information Commercial Information	Commercial Information Commercial Information	Commercial Information Com
Commercial Information	Commercial Info	Commercial Info	Commercial Info
Commercial Information	Commercial Info	Commercial In	Commercial In
Commercial Information	Commercial Info	Commercial In	Commercial Info
Commercial Information	Commercial Inform	Commercial Inform	Commercial Inform
Commercial Information	Commercial Inform	Commercial Inform	Commercial Inform
Sub Total Project Budget	\$ Commercial Information		
Buffer (%) ¹²	\$ Commercial Inform		
Grand Total Funding Target	\$ Commercial Information		

The following sections describe the identified funding sources in more detail. A Funding Summary table (Table 16) follows with an indication of how much should be sought from each source.

6.3.1 Central Government Funding

The Provincial Growth Fund is a fund that seeks to ensure the regions of New Zealand can reach their full potential as part of an economy that is sustainable, inclusive and productive. Its purpose is to

¹¹ one application with payments split across Commercial financial years

¹² A note on the funding buffer: Giblin Group recommends adding a buffer of around Commercial percent to any fundraising target. This is not a budget contingency rather it allows for the inevitability that some individual funding targets will not be met with Commercial percent of the amount requested.

accelerate regional development, increase regional productivity and contribute to more, better-paying jobs.

Ngā Ara Tipuna is a “spade-ready” project, which will have economic, social, cultural and environmental benefits for the Tamatea/CHB community. The project aligns with the objectives of the Provincial Growth Fund by:Fappendi

- Enabling iwi to realise aspirations and be a catalyst for business and cultural initiatives and thereby creating jobs in Tamatea/Central Hawke’s Bay. It is anticipated that Ngā Ara Tipuna and related projects could be a driver of tourism, particularly Māori tourism, for the region;
- It is a focus for creating a sense of pride, identity and belonging, which encourages community participation and social inclusion;
- Learning of the lifestyle, customs and methods used by tīpuna will lead to knowledge of sustainable land and water practices and a better appreciation of the natural resources at our disposal;
- It aligns strongly to regional priorities as described in Matariki, the Regional Economic Development Strategy. It also aligns with national strategies for tourism, arts, culture and heritage;
- It aligns to the strategic outcomes of Te Puni Kōkiri, and TPK has offered financial support to help establish the governance Trust for the project;
- It is being led by hapū and Taiwhenua, assisted by Council.

6.3.2 Local Government Funding

Central Hawke’s Bay District Council is a key stakeholder in this project. CHBDC recognises the benefits that this project can bring to the district - economic, cultural and social. In its Annual Plan consultation document for 2019/20, the Council indicates that social and economic development is a major focus in the coming year with the development of an Economic Development Strategy a priority.

Māori Engagement is also a key focus and over the coming years, Council has identified building stronger partnerships with iwi, hapū and marae across Tamatea as a priority to ensure the community thrives. The Council is looking to work more closely with Te Taiwhenua o Tamatea, marae and post-treaty settlement groups to assist Council in enhancing Māori engagement.

Council’s financial commitment of \$^{Commercial Informa} towards the project development capital costs will be submitted as a report to Council, with this commitment to be taken from the Rural Ward Reserves fund. A further \$^{Commercial Inform} of Council commitment will be provided in-kind through officer time in pre-planning stages.

The ongoing maintenance costs of \$^{Commercial Inform} per annum will be part of an officer submission to the Long-Term Plan 2021-2031.

6.3.3 ^{Commercial Inform} Environment and Heritage Fund

The fund provides grants for cultural heritage projects that conserve, protect and/or promote collections and stories that are important to our cultural heritage and identity. The outcomes sought from projects are:

- Increasing access to New Zealand’s cultural heritage;
- Preserving and protecting New Zealand’s natural environment; or
- Preserving New Zealand’s history for future generations.

6.3.4 Community, Private and Gaming Trusts

Utilising contributions from community, gaming and private trusts is a well-established method for supporting community projects; however, the amount of money that trusts have to distribute is declining. Trusts are still an important source of revenue, but a coordinated approach is required to secure adequate revenue from them.

Trusts operating within Central Hawke’s Bay which could be applied to for funding are:

- Commercial Information
-
-
-
-
-
-

6.3.5 Community Fundraising

On-going community fundraising initiatives are also a key component of funding projects, not necessarily because of their ability to raise revenue, but because effective community fundraising provides opportunities to engage the community, which will achieve the following:

- Educate the wider community on the need for the project;
- Raise a awareness of the project amongst the wider community; and
- Engage the wider community in personally supporting the project and also making a financial contribution.

Activities could include:

- Events
- Public fundraising activities including donation drives
- Crowd funding and online promotions.

Fundraising events

Events are incredibly time consuming and require a great deal of resource. However, events have a fantastic ability to galvanise a community around a particular project. A fundraising event/open day (e.g. talks at Pukekaihou) would provide the dual role of raising money (gold coin donation) and providing an opportunity for community engagement.

Crowdfunding

Crowdfunding is when a project or venture is funded by raising money from a large number of people, who each contribute a relatively small amount of the total target. This is usually conducted via a web-

based platform. There are a range of different platforms. Some, like Boosted¹³, are better for campaigns and projects and some, like PledgeMe or Givealittle can be used in an ongoing fundraising drive and create a distributed presence” for a fundraising programme across multiple platforms, achieving “passive” fundraising.

Crowdfunding is an important fundraising tool, not because of the amount it can raise but because it allows the public ownership of a project; therefore, it is as much an engagement tool as a fundraising tool. It is becoming an increasingly important part of the fundraising mix. Crowdfunding can also be playful and needs to have a fun tone; creating a gamified approach which allows people to get excited about contributing. Crowdfunding is relatively new to the fundraising landscape of Hawke’s Bay so there is an opportunity for this project to seize upon the novelty and develop an innovative crowdfunding campaign which not only raises money but also raises community interest.

Crowdfunding also enables a wider geographic reach for fundraising efforts, as it can activate national and international communities of interest who may wish to contribute; for example, the heritage and arts sector or dispersed members of Tamatea hapū who live elsewhere.

6.3.6 Community Fundraising in Central Hawke’s Bay

According to Council, the Central Hawke’s Bay community is incredibly engaged and generous when it comes to community fundraising, with service organisations like Waipukurau Rotary, Waipawa and District Lions Club, and Takapau Lions taking a lead role in fundraising drives.

The Rotary club, for example, raised \$250,000 for a swing bridge across the Tukituki River to complete the Waipawa - Waipukurau limestone cycle trail as well as \$300,000 for an artificial multi-sport turf in Waipukurau. The Waipawa Centennial pool recently reopened after a community fundraising drive topped up Council’s commitment of \$650,000 with a further \$120,000.

These recent projects may, however, contribute to “donor fatigue” in Central Hawke’s Bay. Therefore, we have set a moderately ambitious target of \$^{Commercial Information} over ^{Commercial} years.

This could include a contribution to capital funding from each of the nine marae/hapu and the Iwi entity.

The following table represents a summary of the proposed community fundraising activity.

Figure 7 Potential Community Fundraising Plan

Activity	Proposed Target (\$)	Comments
Counter top campaign	^{Commercial}	Passive campaign in Council facilities and major retailers, i.e. Supermarket

¹³ Boosted is a New Zealand based arts specific crowdfunding platform which provides excellent support services to the projects it funds. <http://www.boosted.org.nz/>

Crowdfunding campaigns (Boosted and Give a Little)	Commercial Info	One on ongoing 'passive' campaign (Give a Little) and one major campaign targeting national cultural and heritage community using Boosted
Events and other ad hoc activity	Commercial Info	Launch events, community fundraising campaign, and third party events designating the project as their charity of choice for 2020
Buy A Brick Campaign	Commercial Info	Brickwork around the Visitor Information Site will need to be redone as part of the landscaping. Branded bricks can be sold to local businesses and whanau, with a target of [redacted] bricks at \$[redacted] each
Rotary and other service groups	Commercial Info	Waipukurau Rotary are accomplished fundraisers and hold regular fundraising events with guest speakers etc.
Iwi and Hapū contribution	Commercial Info	Ngāti Kahungunu Iwi Inc. and 9 Tamatea Hapu contributions
TOTAL	\$[redacted]	

6.4 Funding Summary for Phase One

Table 17: Summary of Potential Funding for Phase One

Source	Proposed Target (\$)	Proposed Timeframe	Comments
Local Government <ul style="list-style-type: none"> Central Hawke's Bay District Council 	\$[redacted]	Submission to Annual Plan April/May 2019. Commitment Commercial Information	Not committed at this time, Will include cash and in-kind contributions which offset actual project costs.
Total	\$[redacted]		
Central Government <ul style="list-style-type: none"> Provincial Growth Fund (PGF), MBIE Commercial Information 	\$[redacted] \$[redacted]	Commercial Information [redacted] Commercial Information	Indication of support given to Project Control Group from [redacted]
Total	\$[redacted]		

Commercial Information [Redacted]	\$ Commercial Info [Redacted]	Commercial Information [Redacted]	Comm [Redacted] percent of the funding must be secured before a Commercial Info application can be made. Resource consent if appropriate must have been obtained or in the process.
Total	\$ Commercial Info [Redacted]		
Commercial Information [Redacted]	\$ Commercial Info [Redacted]	Can apply any time to Commercial Information Timeline for decision is Commercial Information [Redacted]	Commercial Information [Redacted]
Total	\$ Commercial Info [Redacted]		
Commercial Information [Redacted]	\$ Commercial Info [Redacted]	Commercial Information [Redacted]	Commercial Information [Redacted]
Commercial Information [Redacted]	\$ Commercial Info [Redacted]	Commercial Information [Redacted]	Commercial Information [Redacted]
Total	\$ Commercial Info [Redacted]		
Commercial Information [Redacted]	\$ Commercial Info [Redacted]	Commercial Information [Redacted]	
Community Fundraising	\$ Commercial Info [Redacted]		Refer to table in section 6.3.6 above
Project Revenue Generation Target:	\$ Commercial Info [Redacted]		
Total needed to be raised:	\$ Commercial Info [Redacted]		
Funding buffer	\$ Commercial Info [Redacted]		

6.5 Future Phases

Commercial Information

PROACTIVELY RELEASED

PROACTIVELY RELEASED

6.6 Funding Risks

Major risks in a project such as this are associated with planning, design and construction, plus meeting people's expectations.

A simplified project risk register has been developed (Table 17 below).

PROACTIVELY RELEASED

Table 18: Potential Project Risks and Mitigating Strategies

Potential Risk	Impact (H/M/L)	Likelihood (H/M/L)	Mitigating Strategy
Financial/Fundraising			
<p>Not securing the required funding This is one of the greatest risks to a project's viability.</p>	H	M/L	Develop a detailed Funding Strategy to show potential funding sources and recommended target amounts for each avenue.
<p>Capital cost increases due to price increases in materials or delays.</p>	H	H	Build a contingency into the project budget.
<p>Under resourcing for raising the funds.</p>	H	H	Ensure the project meets the criteria of the different funding streams. Have a dedicated person within the project team to oversee the fundraising.
Planning and Design			
<p>The design does not meet expectations</p>	H	L	Good communication with the chosen designer should prevent any disconnect between expectation and reality. Appoint professional and experienced designer.
Construction			
<p>Quality of construction or problems with contractors.</p>	H	M	Project Manager should closely oversee construction.
Management and Governance			
<p>Lack of effective project management.</p>	H	L	Clearly define the role of the Project Management Team and key stakeholders in the project.
Community Support			
<p>Lack of support from hapū/iwi.</p>	H	L	Regular hui. Feedback to key stakeholders.
<p>Lack of support from the wider community.</p>	M	M	Have good Communications and Community Engagement Plan. Keep the community informed and where possible involved with the development through fundraising activities.

Media			
Project receives negative media coverage.	H	M/L	Develop a communications plan to inform and engage people. Funding for the project needs to be transparent. This is a “feel-good” community project so should be able to generate positive media attention.
Other			
External factors unrelated to the project, e.g. political change leads to funding policy change	H/M	L	The range of funds available for this project reduces this risk to some degree but a funding buffer should still be built into funding targets for the project.

6.7 Summary of Financial Implications and Affordability

The proposed funding partnership model relies heavily on Central Government funding through the Provincial Growth Fund for Phases One and Two of the project. This investment will however allow the project to get underway and can be used to leverage other external funding to both this and later phases of the project.

Phase One and Two are vital to the development of wider economic opportunities such as the development of linking infrastructure (i.e. cycle networks), ongoing activation of pā sites (curriculum resources, events, programmes), and other district-wide activity, products and services, e.g. a tourism product around “The Longest Place Name”.

Central Hawke’s Bay District Council has a stable structure and sound processes for financial management of any grants that may be made to them, and this will give assurance to funders.

If a Trust was to be formed to manage the project, it is recommended that the entity applies for charitable status, as this will be looked on favourably by funders. It will also enable donors who donate to the project the opportunity to claim a one-third tax rebate on their donation.

7.0 THE MANAGEMENT CASE - PLANNING FOR SUCCESSFUL DELIVERY

The management case confirms that the proposal is achievable and details the arrangements needed to both ensure successful delivery and to manage project risks.

7.1 Project Planning

The project has been structured into phases with this Business Case focused on Phase One and Two, although some potential activities are included for Phase Two. The following table provides a description of each phase of the project.

Table 19: Project Phasing

Project development Phase	Phase one	Phase two	Commercial Information
Initial design, Business case and project planning	Pukekaihou Pā site (Hunter Park) development, information kiosk at railway station site, digital framework (Website) Establishment of governing Trust entity.	Other Waipukurau pā sites and further development of digital assets Capability support for hapū to develop master vision, incorporating <small>Commercial In</small> [REDACTED] [REDACTED] [REDACTED] other hapū relationships, completing local cultural narrative, respond to opportunities with tourism and Māori business	[REDACTED]

7.2 Project Team

The project team for the Development Phase is shown in the following table. This includes professional consultants that have been engaged to undertake design work and the business case development.

Table 20: Development Phase Project Team

Name	Title	Project Role
Monique Davidson	Chief Executive Officer	Project Sponsor – overall responsibility for delivery of project objectives
Doug Tate	Group Manager	Project Sponsor – overall responsibility for delivery of project objectives
Craig Ireson	Economic Development Lead	Project Manager - overall responsibility for management of project
Brian Morris*	Manawhenua - Rakautatahi-Takapau	Project governance - Hapū representative
Phillip Morris*	Manawhenua - Rakautatahi-Takapau	Project governance - Hapū representative
Dr Roger Maaka*	Manawhenua/Te Taiwhenua of Tamatea/CHBDC	Project governance - Hapū representative
External Consultants		
Privacy of [redacted]	Consultant	Project Management Support – input and advice on project management and support for Project Manager
Privacy of [redacted] (Giblin Group)	Lead Consultant/ Task Manager	Task Manager responsible for producing deliverables
Privacy of natural persons [redacted] (Giblin Group) <small>Privacy of natural persons (ESL)</small> <small>Privacy of natural person, Commercial Information</small> <small>(Commercial Informat</small>	Sub-Consultants/ Task Manager	Technical input and advice regarding tourism, economic development
Privacy of natural persons [redacted]	Artistic advisors	Locally-based artists with national mana. Advice on materials to use, consistency of design with other regional cultural projects, mentoring of young artists through projects in which they are involved.

*Brian and Phillip Morris, and Dr Roger Maaka represent the wider hapū contributors on the project team. These representatives are:

- Privacy of [redacted]
- natural persons [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

It is noted that those involved in the Development Phase of the project have a high level of expertise and experience. Local experts have been used as much as possible but where specialist knowledge and skills are required that are not available within the region, this has been sourced from outside the Hawke's Bay region.

The options for managing the project's implementation and ongoing operation were discussed at the Options Workshop on 27th February. The preferred option was to have a Project Steering or Control Group comprised of representatives of the key stakeholders in the project, i.e. Hapū, Taiwhenua, Council, and potentially TPK and the Provincial Development Unit (if funding is secured from that source). This group would have oversight of the project and make decisions on timing, funding, design, and procurement.

There are varying options for representation on the Project Steering Group, but it is important that the governance model is bi-cultural. There must be clear lines of reporting and clarity about roles between the members of this group and those implementing the project.

There is also the potential for this group to have a wider role over time in Māori economic development for Central Hawke's Bay within the wider regional context.

The idea of establishing a Charitable Trust to manage the ongoing operations and development of Ngā Ara Tipuna long-term was also considered and thought to be a favourable model of governance. This was reinforced at a meeting of the key stakeholders to consider the draft Business Case on 8th April 2019. It was also recommended that a Trust be established sooner rather than later. An entity with charitable status has more options for applying for and receiving funding and the establishment of a Trust would also demonstrate that a process has been undertaken to set up a legal entity with stated objectives, rules and appointed representation, indicating that the project is an important, long-term undertaking.

The Trust would also be responsible for developing a vision and strategic direction for the project and ensure that any activities, business or otherwise, that wish to be aligned with Ngā Ara Tipuna contribute to that vision and strategy. [redacted] Commercial Information has indicated that they may be able to contribute up to \$[redacted] Commercial Information to help with the costs of establishing the Trust.

In the interim, the Central Hawke's Bay District Council is the only organisation that has the administrative capability at the present time to project manage Ngā Ara Tipuna and to respond to accountability requirements of funders. Council has committed to be an enabler of the project until an entity is established, which can take on the governance role. The assets (pou, sculptures and digital

assets, e.g. the website) will remain under Council control in the short-term, but these will be transferred to the governing entity in the long-term.

The establishment of a governance entity should proceed immediately as part of the project development.

While Council would retain representation on such an entity, it is envisaged that in time Council could appoint community representatives in this role rather than have Council management involved as well as having elected member representation. This will give funders confidence that there is a commitment to working in partnership beyond Phases One and Two, and that there will be Council support for the longer-term initiatives which will require a high degree of collaborative planning.

Figure 9: Intended Project Management Structure Progression over the Project Phasing

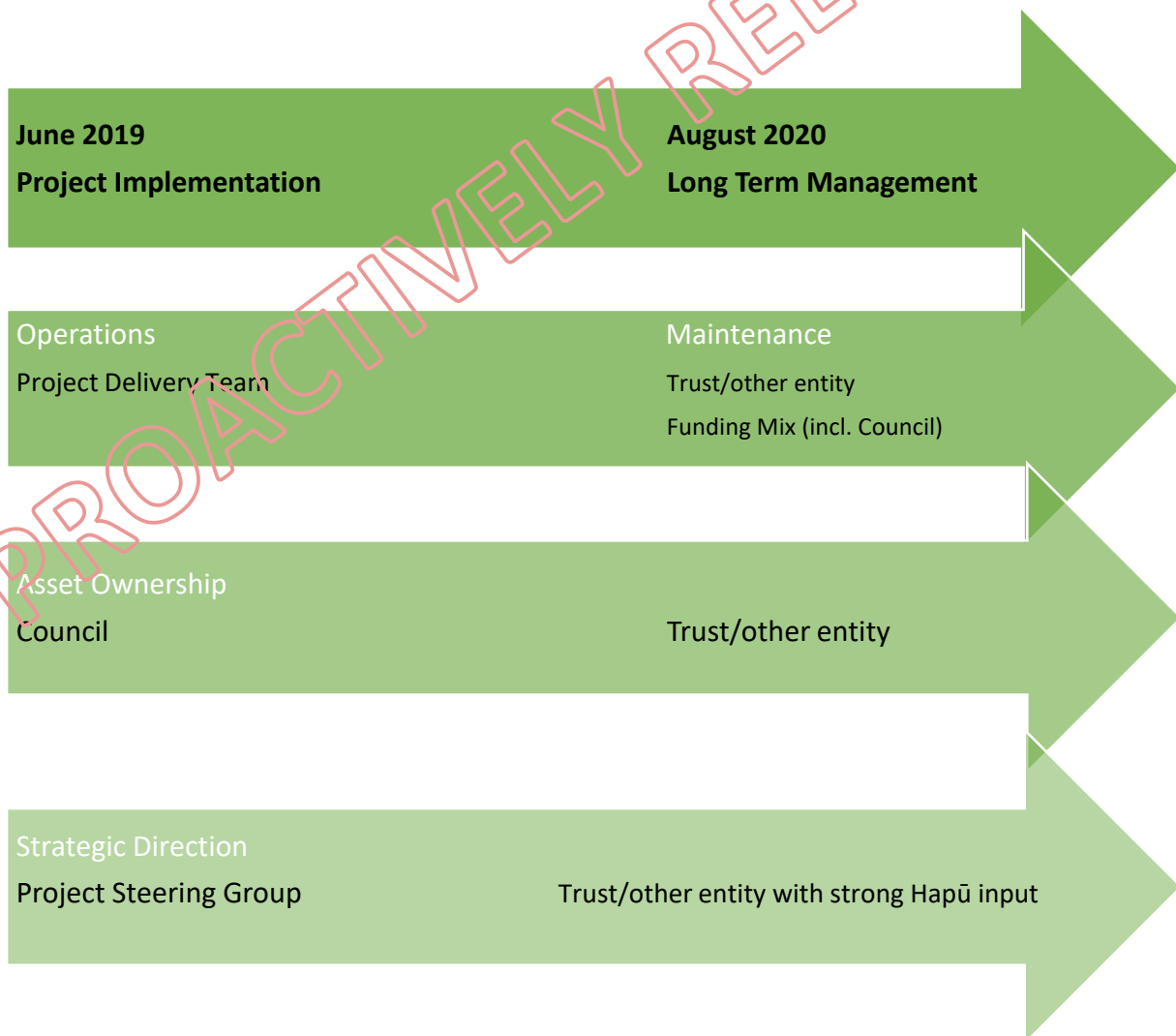


Table 21: Proposed Project Delivery Team

Person	Representing	Role
Phillip Morris	Manawhenua - Rakautatahi-Takapau	Project Lead/Client Liaison
Brian Morris	Manawhenua - Rakautatahi-Takapau	Project Lead/Client Liaison
Commercial Information	Director - Commercial Inform	Project Manager (Design and Installation)
Commercial Information	Independent Consultant - Commercial Inform	Project Manager (Content Development)
Doug Tate	Group Manager	Council Liaison, Project Support
Craig Ireson	Economic Development Lead	Council Liaison, Project Support
Others as required including artistic advisors. Privacy of natural persons		

Table 22: Proposed Project Steering Group

Person	Role/Representing
Dr Roger Maaka	Manawhenua/Te Taiwhenua of Tamatea/CHBDC
Phillip Morris	Manawhenua - Rakautatahi-Takapau
Brian Morris	Manawhenua - Rakautatahi-Takapau
Monique Davidson	Chief Executive Officer CHBDC
Alex Walker	Mayor CHBDC
Other Hapū representatives	
Representative from Te Puni Kōkiri (TBC)	
Representative from Provincial Development Unit (TBC)	

7.3 High Level Project Timeline

N.B. This timeline is dependent upon successful PGF Funding.

Table 23: High Level Project Timeline

Project Processes	Dates	Task Notes
Phase One and Two		
Funding	Commerc	Notification of PGF funding decision
Project Initiation	Commerc	Project kick off, high level Project Plan confirmed, notification to all parties, contractors confirmed.
Communication	Commer	Media release. Announcement of successful PGF application, CHBDC contribution and Project Launch.
Project Planning and Management	Commercial	Develop detailed Project Plan including Communication and engagement Plan, Construction Plan, Stakeholder Management Plan, Risk Management Plan and Funding Plan.
Trust Establishment Process	Commercial Information	
Construction	Commercial Information	
<ul style="list-style-type: none"> Solution definition - Phase One and Two 	Commercial Information	Includes schematic drawings, look and feel, workshops, concept testing, confirmation of detailed Construction Project Plan and costings, including confirmation of carvings. Revise and confirm detailed Construction Project Plan.
<ul style="list-style-type: none"> Content Development - Web and mobile 	Commercial Information	Interviews, filming, editing, translations, writing.
<ul style="list-style-type: none"> Content Development - Graphic 	Commercial Information	Writing, translations, illustrations.
<ul style="list-style-type: none"> Developed Design - Spatial and Graphic 	Commercial Information	Graphic layouts, spatial drawings, map design, pou design.

• Detailed Drawings	Commercial Information	Detailed production drawings and specifications, structures and maps, print specifications.
• Technical Development	Commercial	Software development, web and mobile.
• Fabrication and Printing	Commercial	Production and print spatial and graphics, map production.
Communication	Commercial	Site blessing and turning of first sod. Media opportunity.
Quality Assurance	Commercial	Testing of software, web and mobile
Install	Commercial	Shipping, ground preparation, install
Communication	Commercial	Launch/official opening. Media opportunity.
Community Fundraising continues	Commercial	Launch of Phase One and Two used as catalyst to increase community fundraising efforts.
Commercial Information		

The project time line does not specifically identify time allowance for carvings. The timing for carvings will be determined in the Solution Definition stage.

A detailed Project Implementation timeline for Phase One is included as *Appendix 14*.

7.4 Summary of Planning for Successful Delivery

Central Hawke's Bay District Council will project manage Ngā Ara Tipuna in the immediate future as it is the only existing organisation involved in the project that has the administrative capability to do so and to respond to accountability requirements of funders.

Council views its role in this project as an enabler and will pass the governance and management responsibilities over to a Trust or other legal entity once that is established. The establishment of such an entity should happen as soon as possible.

The governance structure will be bi-cultural with a strong hapū presence. Just as the genesis of Ngā Ara Tipuna was hapū-led, so should the continued operation and development of the project be hapū-led to maintain its cultural integrity.

It is essential to have appropriate management disciplines in place for the successful delivery of this project. In addition, any risks, such as conflicts of interest, need to be clearly identified and mitigated.

8.0 RECOMMENDATIONS

This business case has been prepared with the information available at the time of writing. It finds that:

- Phase One and Phase Two need to be undertaken to encourage related business initiatives and establish links to aligned projects, and to support whānau, hapū and iwi in meeting their aspirations in areas of economic development, education, rangatahi and employment.
- **Commercial Information**
[REDACTED]
- Continued engagement with iwi and the wider community is strongly recommended. Such engagement is vital for the success of this project. Development of a Communications and Community Engagement Plan is desirable for a project such as this. A collaborative approach to community engagement should be undertaken so all partner organisations are involved, but in the interim CHBDC's Communications Team has capacity to develop and deliver communication support for the project. [REDACTED] have also budgeted for some community engagement in their project plan.
- In order to ensure funding success, it is important that Council takes a lead in advocating for the project with potential funders and strategic and operational partners to build support for the project.
- The process to establish an entity, preferably a charitable trust, should proceed as soon as practicable in order to secure the long-term governance of the project.
- An application for funding to the Provincial Growth Fund is recommended which clearly demonstrates the aspirations of hapū from this project and the range of benefits that will accrue to the Tamatea/Central Hawke's Bay community, particularly the economic benefits of the project.

9.0 APPENDICES

1. Ngā Ara Tipuna Initial Concept Design, Commercial Inform
2. Central Hawke's Bay District Council Organisation Charts
3. Central Hawke's Bay District Council Annual Report 2017/18
4. **Commercial Information**
5. EIT Work-ready Programmes Brochure
6. Te Hā o ngā Toi - Maori Arts Strategy Summary
7. Summary of Pā sites, locations, and ownership
8. List of Stakeholder Workshop Attendees
9. Minutes of the Hui on 21st January 2019
10. Spreadsheet Summary of Options Assessment
11. Economic Impact Assessment, Privacy of natural persons, ESL
12. Pukekaihou - Ngā Ara Tipuna Scope and Price, Commercial Inform
13. Proposed Business Development Support Framework for Commercial Information
14. Ngā Ara Tipuna Implementation timeline
15. Hunter Park Improvements Summary
16. Hunter Park Improvements budget

10.0 REFERENCES

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