



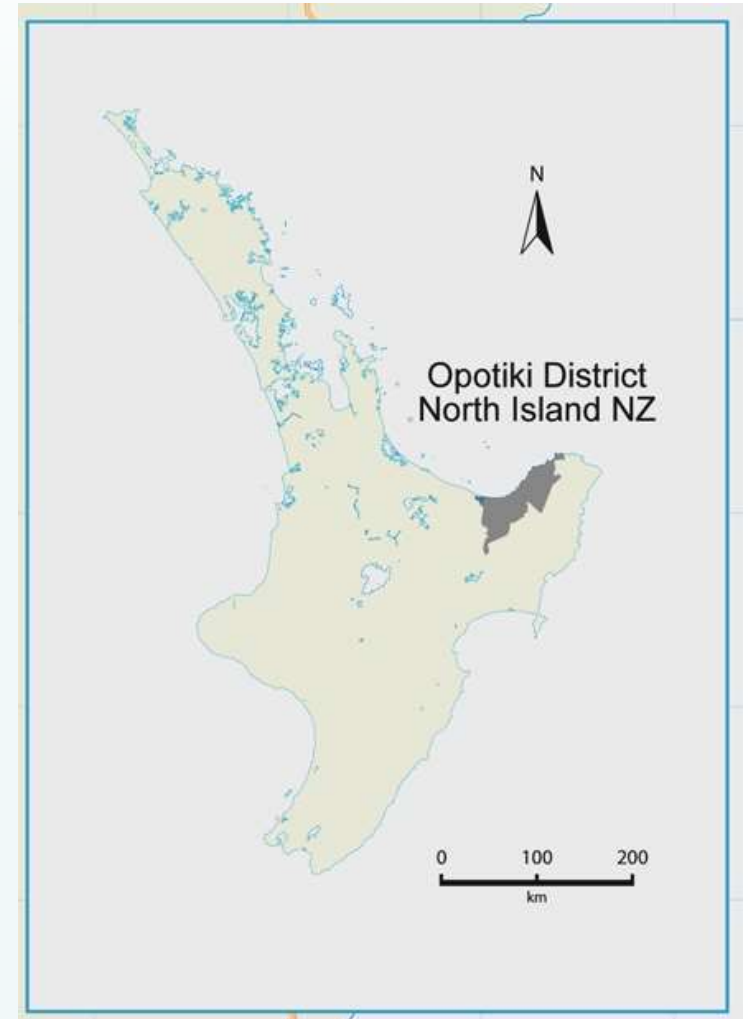
Ōpōtiki Transformation Starting local

and engaging partners that value, support and enhance local capability



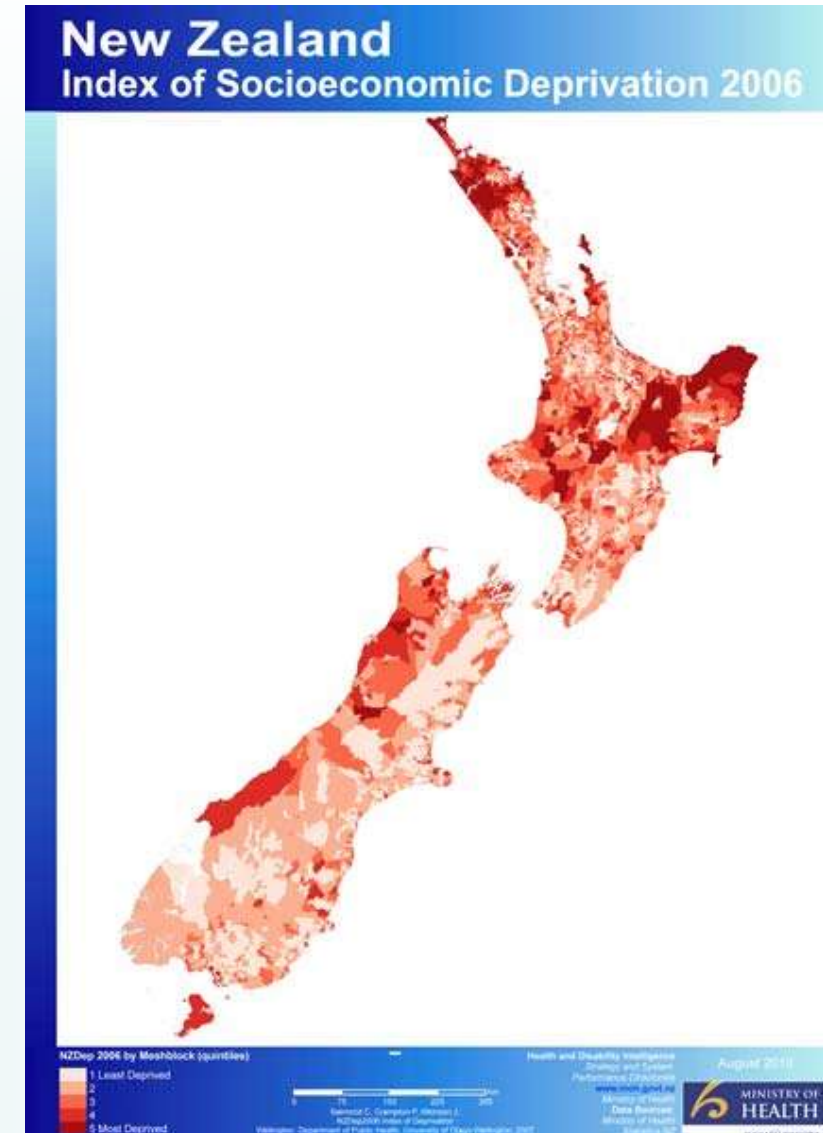
Context

- Mountainous, pristine, small economy
- Strong cultural identity
- Isolated, on the fringes
- Strong community spirit, 'can do'
- Population 8500
- Intergenerational social issues
- Unemployment, under employment:
 - Crime, violence, drugs, abuse....
- Social welfare \$20M/year excl Super



Council Direction

- Deprivation – low rate take/spend
- 1% rate increase = \$100k
- \$200M of infrastructure
- Council strategic direction:
 - Maintenance of BAU (challenging)
 - Essential expenditure only
 - Grant (part) funded for priority projects
 - Reduce debt
 - No free lunch
 - Risk is allowed



Harbour Transformation

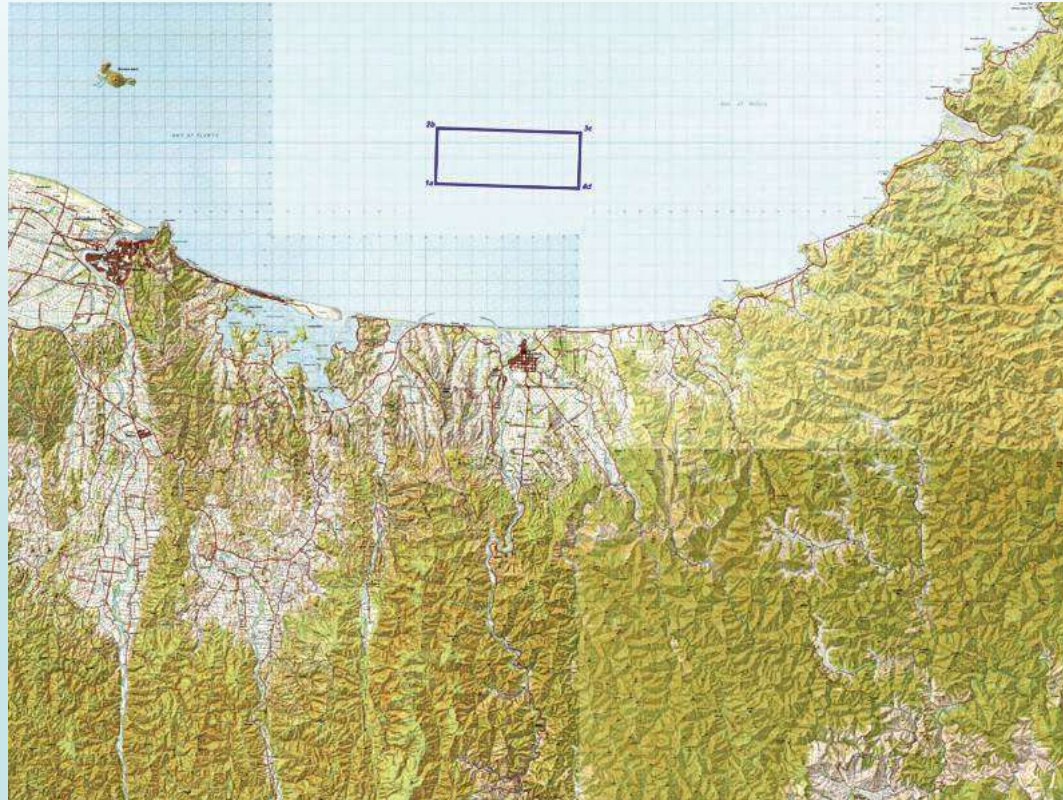
- Shared vision developed between 1986 – 2000
 - to recreate Ōpōtiki’s historical marine economy to promote the social and economic wellbeing of the district
- 2 interdependent projects emerged
 - Aquaculture – a fully commercial project serviced from Opotiki
 - Harbour infrastructure necessary to enable an aquaculture industry, and other uses
- Fully consented, collectively a \$200m project



Eastern Seafarms Ltd Site



- 3,800 hectares / 8.5 kilometres off the coast / Depth 40 to 45 metres







Enabling public Infrastructure

Benefits

- GDP through mussels alone, conservatively estimated at \$41million-\$55million.
- 320 FTE's – pathways to work
- Services & Community development
- Tourism (\$5m) & recreation
- Investment return / re-investment

Funding

- \$5.4M ODC – LTP. To be repaid in time from fees and charges
- \$18+2M (uninflationable) BOPRC grant
- \$3M Government grant – Validation
- \$26M approx –Government (2017 Budget?)
- 2017 – final funding agreements, commercial decision
- 2018 – construction commences

History

Aquaculture

- 2001 Aquaculture consent applications
- 2002 Aquaculture moratorium – select committee
- 2002 Consent decisions – appeal on fisheries grounds
- 2002-2005 Law reforms
- 2006 Application and Interim Fisheries decisions
- 2008 Environment Court, final fisheries decision
- 2009 Judicial review – Mfish decision upheld
- 2010 Trials
- 2014 Commercial action
- 2015-2017 growing and planning
- 2017 IM for full development

Harbour

- 2002 Harbour feasibility
- 2004 Stage 2 Feasibility
- 2006 Proposal scoping
- 2007-2008 Modelling
- 2008 Consent applications
- 2009 Consent decisions
- 2012 Long Term Plan and Council funding
- 2013 BOPRC RIF funding
- 2015 Better Business Case 1
- 2016 District Plan/procurement
- 2017 Better Business Case 2
- 2018 Construction begins

Obstacles to locally-led development

- Regulatory – quota legislation conflicting with place based desires, Long Term Plan and Audit
- Funding – Finding the door/process/funding pot
 - Regional Council - Quadruple bottom line application process – several years
 - Govt – 62 officials, then Better Business Case, took 2 years
- Credibility – “it’ll never work”
- Risk Aversion/precedent

Challenges Ahead

- Change management – Organisation and community
 - Close to 20% growth of Council
 - From minimalist treading water to delivering major projects
 - Ditching the “oily rag”
- Resourcing ahead of financial benefits to community
- Resource/capacity wastage on others’ priorities
- Maintaining and growing the partnerships





Thanks to:

- BayTrust
- Inspiring Communities
- BoP Regional Council
- NZ Government
- Ōpōtiki ratepayers