

The Pōha Project

A Proposal to Government for
Economic Recovery in Kaikōura



The Pōha

A Pōha (*see cover picture*) is a traditional food basket used to preserve kai. The kai within the food basket was collected from different parts of the environment - mountains, forest, and ocean. Groups of people would work together to gather kai by going to various locations across their lands. The pōha would then be distributed for sustenance within the community and used for trade in other areas of the South Island. The pōha could also be used to preserve kai over the winter months to be used when needed by the community.

The Kaikōura Economic Recovery Governance Group is collecting the mātauranga (information from our community) to put into this Pōha (proposal). We are also interacting and ‘weaving’ the basket together to provide a way to sustain our community through the impacts of the 2016 earthquake and COVID-19.

Image Credit: Te Papa Tongawera | Museum of New Zealand. Poha Titi created by Harold Ashwell, Southland

The Kaikōura Economic Recovery Advisory Group are:

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Lynette Buurman	<i>Dolphin Encounter, Destination Kaikōura</i>
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Appendices and Project Proposals are compiled in separate attached documents

Kaikōura is unique.

Ko Kaikōura te tangata, ko te tangata ko Kaikōura – Kaikōura is the people and the people are Kaikōura.

There is nowhere else like Kaikōura in New Zealand, or the world.

For 1000 years since the arrival of Māori to the shores of Kaikōura there has been life, activity and growth of people and the land - since the landing of the Uruao, the waka of Rakaihautū and the Tairea, the waka of Tama ki te Rangi and when Maru Kaitatea first ate the pōhā and established mana whenua in this place, Kaikōura has continued to draw people. The reasons are clear:

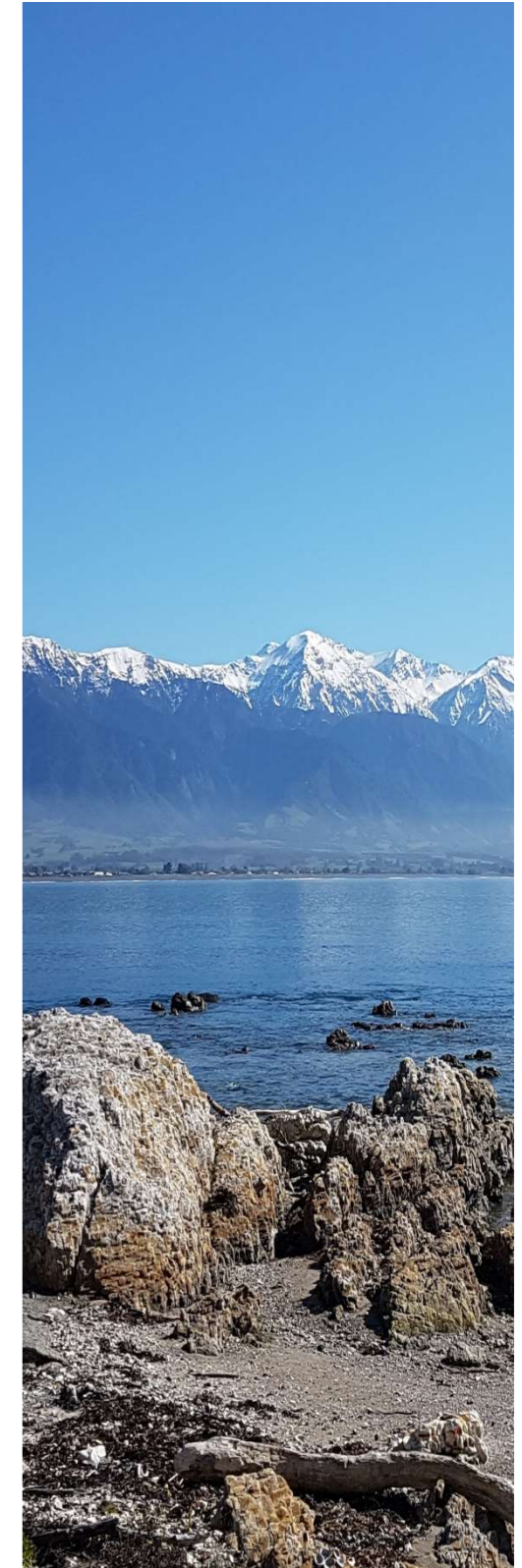
- Our stunning natural landscape – easily accessible mountains, the Hikurangi Trench that brings whales and dolphins within touching distance, the surf breaks, the incredibly diverse and unique bird life, and our uplifted geology - all draw scientists, visitors, and those who call this place home.
- Less well-known is our rich cultural history, with the majority of Ngāi Tahu tracing whakapapa to our marae, and 800 years of settlement.
- The manaaki with which we greet and host visitors from all over the world

We have big dreams of how we make Kaikōura a better place for our own people to live and thrive, but also for our precious natural environment to be better looked after, studied, and experienced in a way that is world class.

The crisis – and the opportunity.

The impact of Covid-19 has been and continues to be stark for everyone, but especially so for Kaikōura. These are the key factors at play:

- **We are a tourist town of international significance.** 40% of our jobs are directly related and 30% are indirectly related to tourism. Tourism accounts for over half of Kaikōura's total GDP (International \$60.6m and Domestic \$56.3m). The impact has also been felt on our wool, crayfish and paua exporting industries. Kaikōura is yet to see the flow on effect of COVID-19 to construction and professional services, but as personal spend decreases an associated downturn is expected.¹
- **Kaikōura is a seasonal town**, with peak tourism and employment being from September through to April. With the borders remaining closed for the next 12-18 months, and the current challenges with the trans-Tasman 'bubble', Kaikōura is going to experience three, or potentially four "winters" in a row. Whilst the impacts of COVID-19 are being felt now, it comes at the end of a busy summer. The real impact is unlikely to be felt until early 2021, when businesses have not had their summer season cashflow injection and re-entering into the traditional low period.
- **The 2016 Earthquake.** We were starting to bounce back. Covid-19 has undone that. As seen with the Canterbury earthquakes, there is a 'low' in mental health and wellbeing that lags after such an event. Our own community feedback is that people are tired. Sports clubs, environmental and community groups report that volunteers are fatigued and pulling out. Stress levels are high.³ We are deeply concerned about the social and health impact of Covid-19 on a community that was just starting to see light at the end of the tunnel.
- **The completion of the infrastructure rebuild.** The North Canterbury Transport Infrastructure Recovery project has had a profound impact on our region. Apart from the amazing rebuild work, it has provided jobs and bolstered our accommodation, hospitality, and other industries through the earthquake recession.
Around 150 locals are currently employed through NCTIR and its contractors. This was already an issue, but the concern now is that the opportunities for those people will be very few, unless we do something now.



¹Appendix H: Kaikōura Statistics.

²Kaikōura District Council: Kaikōura Earthquake Funding Proposal 02/02/2017

³Appendix I : Post Earthquake Mental Wellbeing Referencing



Bold and courageous leadership is needed.

We are a resilient, resourceful community – and we will find a way through as we work together.

On the 5th of May, the Kaikōura Economic Recovery Advisory Group was formed: a unique partnership between Te Rūnanga o Kaikōura, Kaikōura District Council, local community groups and community members.

We have acted quickly to gather mātauranga from sector groups and the community to inform our response to Covid-19. We have been able to define the real and immediate needs, but also the potential solutions.

What has also emerged from this process is that there is a set of big ideas our community are passionate about – ideas that people will rally around as we seek to not only survive the crisis, but come out better at the other end.

We have a vision and a plan.

This proposal looks at what we have found:

1. The needs that exist
2. Six 'NOW' projects that will meet key needs by stimulating jobs, sustaining our businesses, and protecting our wellbeing.
3. The big ideas that people rally around

These are local solutions to the issues we all face. We are asking government to support and come along with us on this journey, and for a 'champion' to advise on the best way forward in this rapidly changing environment.

thank you, with our whole hearts, for considering this. On behalf of the Kaikōura Economic Recovery Advisory Group.

Chair of KERAG

Chair of Te Rūnanga o Kaikōura

Mayor of Kaikōura

The Needs: Sector feedback

The KERAG identified six sector groups across our community. Each group was tasked with canvassing the needs brought about by Covid-19 and potential solutions in their own sector.

An infomatrix of information was collated by each sector. This was collated in the early stages of KERAG, several weeks prior to the community consultation.⁴ These are the key needs that were identified

Community-Led Projects

Education & Training

- Tertiary opportunities face to face in Kaikōura
- Employment skills workshops – including soft skills, licences
- Entrepreneurial skills
- Train the trainer - internal processes to upskill staff supported
- Kaikōura specific skills, training, and opportunities
- Alignment of training to current job needs
- Sharing of local expertise
- Motivation around training, upskilling and job progression
- Christchurch residence for Kaikōura students

Employment

- More understanding about careers, about pathways from early on.
- Shovel ready projects and Nature based jobs for immediate employment needs, that have long term value for Kaikōura and include pathway support for employees (upskilling, on the job training)
- Support for new developments that fit with our Kaikōura vision
- Communication of opportunities – vacancies and available training
- Mentoring – business, governance, youth, how to nurture staff – stepping stones to next thing.
- Retention of staff during down times
- Ability to job pool efficiently
- Wages that give people enough to live on

Environment

- Cultural Resource consent field monitors
- Mt Fyffe as the sentinel of Kaikōura – predator and pest free
- Weed Free Kaikōura
- Predator free Peninsula moving towards predator free Kaikōura

- Flagship Project completion (The Mayfair Arts & Culture and The Aquatic Centre) and new job creation through these
- The Link Pathway Project and sub- projects (e.g. Public art, historical and cultural story)

Social, Health & Wellbeing

- Mental Well Being
- Foreign nationals support
- Elderly care
- Youth support
- Removal of barriers to accessing services
- Community space
- Food bank and firewood
- Assistance with accessing medical assistance
- Maori Health

Business & Tourism

- Ongoing subsidies/job seeker
- Ongoing business support, understanding and advice on how to access
- Diversification of industry and support and funding to grow other sectors and industries.
- Domestic Tourism marketing in the short-term
- Tasman bubble opportunities
- International borders reopening
- Change approach to tourism to create greater resilience.
- Revenue
- Retaining local employment
- Keeping businesses viable and managing cashflow that remains in the business.

⁴Appendix D: Consultation Methodology

The Needs: Community feedback

The KERAG asked the community for feedback across a range of forums – drop-in days and evenings, online surveys and printed survey/letterbox drop. People were asked two questions:

- What are the needs?
- What solutions do you see?

The answers were grouped according to themes, although there is much crossover. Below are the strongest themes in each sector. See Appendix F for graphics to illustrate the full findings.⁵ The size of the bubble indicates the number of responses.

Education & Training

- Centre for marine/environmental research and training
- Youth support and training
- Organisation to identify coming employment gaps and set up training
- Online training / tertiary courses offered online
- Kiwi Host / hospitality training

Community-led projects

- Walkway linking town to Esplanade / Point Kean (Peninsula seal colony)
- Cycleway linking the existing tracks
- Cultural and historical information for tourists and locals
- Pool / hot pools
- Develop old pool site

Environment

- Weed-free / Wilding Pine removal
- Waterway protection and enhancement
- Predator Free Kaikōura
- Flood control / protection
- Native planting

Business & Tourism

- Beautification of town (particularly Westend and Beach Rd) – native planting, landscaping, local sculpture & art, cleaner
- Collective marketing, town brand
- New events, better promotion, and networking of events
- Business support
- Town planning

Social, Health & Wellbeing

- Mental Well Being support
- Information service – where to go for help
- Community networks and activities to engage people
- Community space
- Housing for the elderly / elderly care
- Support for kaupapa Māori services

⁵Appendix D: Consultation Methodology
Appendix F: Community Feedback

The ASPIRATION

COVID-19 has given us time to stop and think about who we are and where our aspirations lie. If we have a vision and desire to achieve something, such as a new hospital or pool, as a community have shown we are very good at making it happen.

Through our community consultation, several 'big ideas' have come through, that while not 'NOW' projects necessarily, can be rallying points for our community as we move forward.



Community Projects already proposed

There are several key projects already either underway or part of other funding applications that speak to some of the needs outlined by the community, that do not currently form part of this proposal, however it is important to highlight them to show the wider strategy.

ENVIRONMENT

- Jobs for Nature Kaikōura: *An entity set up by Te Rūnanga o Kaikōura Ltd to create jobs and project management for environmental projects, including waterways enhancement, weeding, planting, and Wilding Pine removal. Funding application pending.*

COMMUNITY-LED PROJECTS

- Mayfair Arts & Culture: *A community-owned centre for arts, culture, entertainment, and conferences. Opening November 2020.*
- Waa Kaukau / Kaikōura Aquatic Centre: *A community pool complex to replace the Earthquake-damaged Lions Pool. Opening late Summer 2021.*

BUSINESS & TOURISM

Tourism Support Underway

- Strategic Tourism Assets Protection Support
- Touring Route Itineraries
- Promotional Opportunities to Build Domestic Profile as Quickly as Possible
- Collaborative Destination Marketing
- Tourism Advisory Support Programme

Tourism Support Pending:

- Additional STAPP Operator Support
- RTO STAPP Funding Support
- Support for Development of New Events to Drive Economic Recovery for Kaikoura

OTHER PROJECTS

- where funding has been applied for

- Scout Hall (Community Space)
- Pathway (Active travel improvements)
- Residual on pool and theatre (see above)
- Drinking Water Upgrades
- Bridge over the Clarence

The NOW Projects

The Method:

Each Sector Group was asked to generate a list of potential projects using the feedback from providers and the community.⁶

These projects fell into three categories:

- Already underway/established, but needing expansion or further resourcing
- Planned but not yet underway or resourced
- Completely new ideas
- Support/administration (for example establishing networks for providers)

The projects were then passed through a matrix of the following questions:

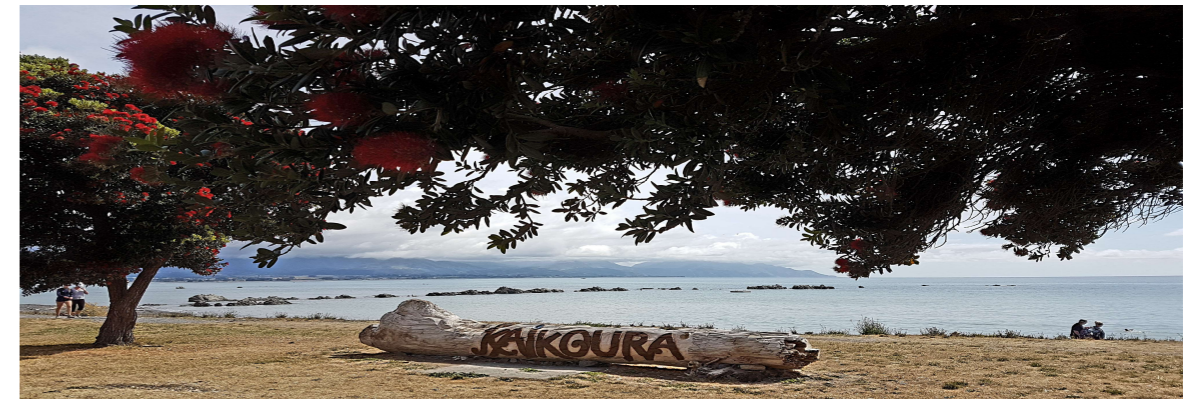
1. Will the project create employment?
2. Will the project sustain business?
3. Will the project enhance wellbeing?
4. Is there a provider who can deliver the project?
5. Is the project able to be activated in the timeframe?

The sector leads were also asked to think about how the projects might contribute to the aspirations and big ideas for the longer term.

It is important to note that most of these projects go across more than one, if not all, sector groups.

The following is a brief description of the six projects identified.

The full project proposals can be found in the attached 'The NOW Projects' document.



Project 1: The Link Pathway

Description:

A cultural, historical and arts linked pathway along the scenic Kaikōura Esplanade combined with an enhanced West End town centre is a unique opportunity to accelerate a significant and meaningful community enhancement project & help to restore pride in a battle-weary town. It will bring local employment, an economic boost to the town and, crucially, provide an opportunity to create a “journey” along which will be the cultural and historical story of the area. It has the potential to create future tourism jobs, provide an educational “journey” for all our young and play a part in the health, wellbeing, connectedness, and psychosocial recovery of our whole community.

- ✓ Creates employment
- ✓ Sustains business
- ✓ Enhances wellbeing
- ✓ Local providers
- ✓ Timeframe

Meets community-identified needs:

- Walkway linking Westend to Point Kean
- Cycleway linking existing tracks
- Cultural, historical, and environmental information
- Art, activities, and culture
- Mental Wellbeing and support
- Community networks and activities

Links to big ideas:

- Beautification of the town
- Centre for Environmental Research and Education
- Predator free Kaikōura Peninsula
- Quality of life and experience
- Kaikōura is Unique – we need to tell our stories

⁶Appendix D: Methodology

The NOW Projects



Project 2: Business Resilience Sustainable Development Package

Description:

This a group of projects focused on creating greater business resilience by supporting businesses and industries ability to adapt, change and diversify.

- ✓ Creates employment
- ✓ Sustains business
- ✓ Enhances wellbeing
- ✓ Local providers
- ✓ Timeframe

Meets community-identified needs:

- Business support
- Sharing of resources
- Diversification, new industry
- Communication and coordination
- Mental health and wellbeing

Links to big ideas:

- Kaikōura is economically diverse and sustainable
- Quality of Life and Experience



Project 3: Training & Education in Kaikōura

Description:

Providing the opportunity to upskill for local jobs and gain tertiary qualifications in our own takiwā, as well as upskill whilst doing any temporary labour focused jobs that may come out of the response to Covid-19. Building towards a more skilled workforce in Kaikōura, able to respond more effectively to challenges such as earthquakes and pandemics, and able to grow our district through innovative and sustainable initiatives.

Enrich the local high school through an innovative localised curriculum.

- ✓ Creates employment
- ✓ Sustains business
- ✓ Enhances wellbeing
- ✓ Local providers
- ✓ Timeframe

Meets identified needs:

- Youth support and training
- Organisation to identify gaps and set up training
- Online training/tertiary course
- Re-training for older people
- Practical skills training
- Redeployment of unemployed

Builds towards the big idea:

- Kaikōura is a Centre for Environmental Research and Education
- Quality of Life and Experience

The NOW Projects



Project 4: Mental Health and Wellbeing

Description:

To bring immediate relief to the community of Kaikōura to enable them to maintain good Health and Wellbeing in a socially diverse environment, in the areas of Mental Health, Youth, Kai Supply, Community Health, Training & Education, Migrant Services, Elderly Housing/Care, and Māori Health

- ✓ Creates employment
- ✓ Sustains business
- ✓ Enhances wellbeing
- ✓ Local providers
- ✓ Timeframe

Meets identified needs:

- Mental wellbeing support
- Information Service
- Community Networks and activities
- Housing for Elderly
- Elderly care
- Support for Kaupapa Maori services
- Youth support

Builds towards the big idea:

- Kaikōura is a Place of Restoration
- Quality of Life and Experience



Project 5: Biodiversity & Restoration

Description:

Eradication of predators and pests from Kaikōura's coastal dunes to mountain summits. Restoration of habitat for seabirds, shorebirds and songbirds, reptiles and invertebrates, will ensure their populations increase and regain their rightful place in our unique canyon-coast-mountain environment, while scaffolding new career pathways and place-based education for our whole community.

- ✓ Creates employment
- ✓ Enhances wellbeing
- ✓ Local providers
- ✓ Timeframe

Meets community-identified needs:

- Weed free
- Predator free
- Wilding Pines removal
- Bird protection and rehabilitation
- Marine life protection
- Native planting/habitat restoration
- Environment-based education and training
- Community networks and activities

Links to big ideas:

- Kaikōura is an Environmental Centre of Excellence
- Kaikōura is a Place of Restoration
- Quality of Life and Experience
- Kaikōura is Unique

The NOW Projects



Project 6: KERAG Support

Description:

The ongoing work of the KERAG requires a team of 'Process Gurus' or a backbone to guide and support the processes of Strategic Planning, Contract Management and Relationship Management to ensure we all move forward together.

This does not directly meet the identified needs or ideas of sector groups or the community but will support the outcomes of all groups and facilitate job creation in Kaikōura.

As a group made up of volunteers, the Advisory Group have all worked extremely hard to get to the point we have, but realise this is not sustainable going forward, unless there is administrative support and management of the funding and reporting processes.

The proposed team would be made up of:

- Administrative and financial management to support the KERAG
- Accountability manager to monitor the achievement of the various programmes outcomes and to ensure adequate reporting is delivered to the appropriate agency granting the funding
- Contract Management to manage the Health & Wellbeing provider contracts

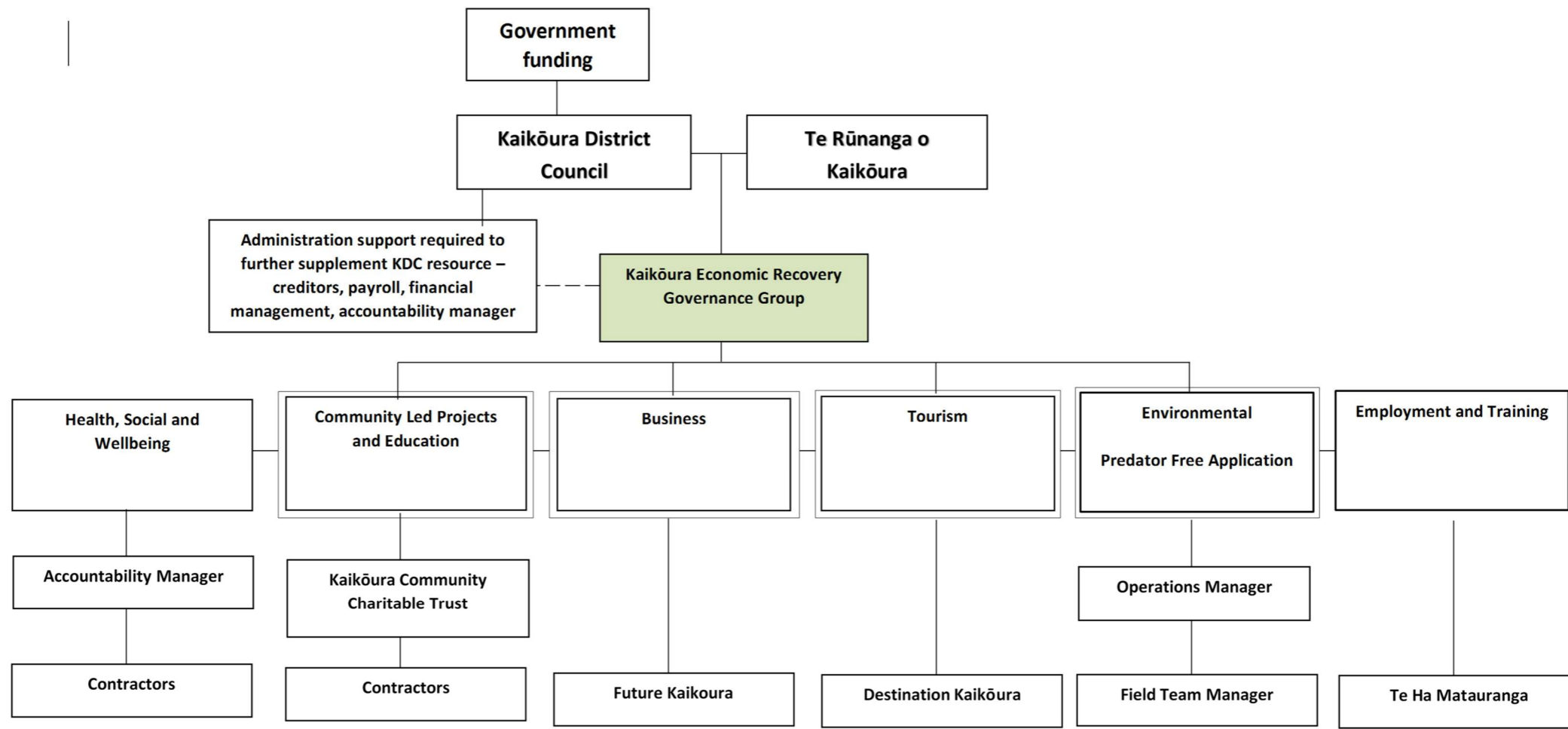
Summary of Project Costs

	Project	Estimated Costs	Potential Funder/ Budget 2020 Opportunity
1	The Link Pathway	\$5,000,000	Provincial Growth Fund (PGF)
2	Business Resilience Sustainable Development Package	\$340,000	NZTE Regional Business Partnership - COVID-19 Business Advisory Fund, (NZTE)
3	Training and Education in Kaikōura	\$1,300,000	Initial cost is ringfenced to be \$1.3m but the final cost of the project is deemed to in the rough order of magnitude of \$5m Application to be submitted to PGF Te Ara Mahi Fund and He Poutama Rangatahi
4	Mental Health and Wellbeing	\$ 5,280,000	Final review done
5	Predator and Pest Free	Predator Free \$ 9,672,000 (3 year project) Jobs for nature application still being finalized with resourcing requirements	\$315 million package of pest eradication and pest control work , including advancing Predator Free New Zealand is established in this Budget. This also includes work to get under control populations of wallabies and to help control wilding pines. \$200 million Jobs for Nature Fund to support job creation within the DOC estate , including through upgrading tracks, huts and other facilities
6	KERAG Support and Admin	\$ 500,000	Application to be submitted to PGF Te Ara Mahi Fund and MSD for support
	TOTAL		

Employment Created

	Project	Estimated Number employed	Additional comments
1	The Link Pathway		Spend for local suppliers and contractors
2	Business Resilience Sustainable Development Package	3.5	
3	Training and Education in Kaikōura	4 direct with 100 workers to be trained	
4	Mental Health and Wellbeing	39.5	
5	Predator and Pest Free	35	35 in year 1 with additional roles in year 2 and 3
6	KERGG Process Guru	5 (direct)	Full complement will be dependent on commencement of the project funding and projects
	TOTAL		

Kaikōura Economic Recovery Governance Group Funding and Accountability Model



Note: The Kaikoura Economic Recovery Advisory Group intends to deploy a mixed model. Where feasible funding will be directed to the service provider who will be accountable to deliver the outcomes. Where this is not feasible it would be directed through the Council and funding agreements would be created with intended recipients. Accountability and Financial Reporting would be directed through the KERAG and Council to the Funder.

Conclusion

Immediacy of action has never been more vital for Kaikōura. As a resilient and resourceful community, we bounced back from the EQ2016 earthquake with passion, connectedness and sense of urgency never experienced before. Unfortunately, the impacts on the community both in employment and health & wellbeing from Covid-19 will be deeper, longer and more pervasive than anything previously seen. Our community is hurting and has been knocked down significantly as the borders close and will remain so for some time.

Even with a positive outlook the strongest of communities will struggle, no more so than Kaikōura, particularly when there is such reliance on our international tourism profile. Domestic tourism has helped however with the borders remaining closed Kaikōura is once again going to experience three, or potentially four “winters” in a row. The real impact both financially & in mental wellness will really start to be felt in early 2021. As time moves on and personal spend decreases across the country the continued downturn will become more obvious and will infect all parts of our community. Kaikōura will recover again, that we have no doubt in, but the level & speed of that recovery comes down to the support and assistance, represented in the NOW projects in this proposal.

The genesis of this collection of critical projects is in the need to create immediate and lasting employment within the local Kaikōura community to combat the direct result of job losses that have already started to occur. In its creation we have seen collaboration across our community at a scale never seen before particularly with the partnership of Te Rūnanga o Kaikōura, Kaikōura District council the community along with support agencies like Department of Conservation, MBIE and ECAN just to name a few. All working together bringing this proposal to life.

The collection of “NOW” projects represented culminate in the creation of actual jobs in the Kaikōura community, increasing the capability of those individuals and injecting necessary money back into the region. As you will see throughout the proposal these projects represent the needs and focus of the community, it is from the planned engagement and feedback that these projects have been created. It is important to note that the support of these is more than just fiduciary, they represent diversity from direct employment in tourism but also in the support of mental health & well-being of our community. They represent the opportunity for Kaikōura to fast forward itself back to a healthy, prospective and sustainable community where its people are proud of the environment and of their role as kaitiakitanga or guardians of the land and sea. The benefits that come from motivated employed individuals, working towards a larger community goal is unable to be calculated.

Without government assistance in the recovery of Kaikōura, the impact on the local community and its people will be devastating. We can expect unemployment across the region to escalate; and quickly. We anticipate community connection and personal wellbeing to decline and the potential for this once vibrant historical town to fall into disrepair.

Whilst the current outlook is challenging the development of these projects is exciting and through their momentum, we will see a brightness return to our region. We wish to engage with the government on a multi-year investment in the people and future of the Kaikōura Community.

- The Kaikōura Economic Recovery Advisory Group

Supported by:

