



WEAVING THE  
FUTURE, TOGETHER  
**KOTAHITANGA**  
ŌTOROHANGA DISTRICT COUNCIL

# ECONOMIC WELLBEING STRATEGY: SUBMISSION SUMMARY REPORT

ŌTOROHANGA DISTRICT COUNCIL  
MAY 2024



*Te Kaunihera ā-Rohe o*  
**Ōtorohanga**  
District Council  
*Where kiwi can fly*



## OVERVIEW

A total of seven people and organisations submitted on the Ōtorohanga District Economic Wellbeing Strategy Consultation. Submissions on the specific consultation questions Council sought feedback on are summarised in the table below.

YES/NO QUESTION	OPTIONS	NUMBER OF SUBMISSIONS
Do you agree with the Economic Wellbeing vision?	1. Yes	7
	2. No	0
	3. I don't know	0
Do you agree with the Mātāpono/Principles?	1. Yes	6
	2. No	1
	3. I don't know	0
Do you agree with the Pou/Pillars?	1. Yes	6
	2. No	1
	3. I don't know	0
Do you agree with the challenges?	1. Yes	6
	2. No	1
	3. I don't know	0
Do you agree with the actions?	1. Yes	6
	2. No	1
	3. I don't know	0

## SCOPE AND PURPOSE

This report summarises submissions received on the following documents by topic:

- The Vision
- The Mātāpono/Principles
- The Pou/Pillars
- The Challenges
- The Actions
- General Comments

You have also received copies of the full submission from each submitter.





## THE VISION

OPTION ONE: Agree with Vision	
Submitter No's:	1, 2, 3, 4, 5, 6, 7
OPTION TWO: Doesn't agree with vision	
Submitter No's:	0
OPTION TWO: Doesn't know	
Submitter No's:	0

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p>Submitter No: 1</p> <p>The submitter suggested the following detailed additions to the Vision:</p> <ul style="list-style-type: none"> <li>• Creative Expression: Emphasising the importance of creative development and culture in fostering community wellbeing.</li> <li>• Youth Empowerment: Providing opportunities for young individuals to explore their creativity and develop skills in creative ways.</li> <li>• Cultural Celebration: Promoting diverse cultural expressions that enrich community identity and pride.</li> <li>• Community Collaboration: Encouraging inclusive projects that harness creativity to address social challenges and promote positive mental health.</li> </ul>	<p>Thank the submitter for their comments and note that;</p> <ul style="list-style-type: none"> <li>• The Vision is deliberately broad so every individual and whanau can determine their own priorities to 'living their best lives'.</li> <li>• Many of the specific comments suggested for inclusion in the vision are addressed in the body of the Strategy, for example: <ul style="list-style-type: none"> <li>○ The Creative Sector section of the District Snapshot emphasises the importance of arts and culture.</li> <li>○ Actions within the Skills + Education Pou</li> </ul> </li> </ul>
<p>Submitter No: 2</p> <p>The submitter agreed with the vision: "The people and the environments across Ōtorohanga District thrive, with opportunities for everyone - nice and simple and high level"</p>	<p>Note and thank the submitter for their comments.</p>
<p>Submitter No: 5</p> <p>Submitter noted that the vision of "the people and the environments across the Ōtorohanga District thrive, with opportunities for everyone to live their best lives", aligns with their own organisation's purpose and priorities.</p>	<p>Note and thank the submitter for their comments.</p>



## THE MĀTĀPONO/PRINCIPLES

OPTION ONE: Agree with Mātāpono / Principles	
Submitter No's:	1, 2, 3, 5, 7
OPTION TWO: Doesn't agree with Mātāpono / Principles	
Submitter No's:	4
OPTION TWO: Doesn't know	
Submitter No's:	0

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p><b>Submitter No: 4</b></p> <p>Submitter suggested that all wellbeing principles have an even weighting when it comes time to make decisions. Concerned that if one principle is elevated above others it will result in another area being missed or unrepresented.</p> <p>Asked if Council will use a decision tree or consider merit of projects keeping an equal weighting across the wellbeing sectors.</p>	<p>Thank the submitter for comments.</p> <p>Advise that:</p> <ul style="list-style-type: none"> <li>It is the intent of the strategy that the principles are considered equally.</li> <li>Merits of a project will take into account a number of factors including; partnerships, funding, alignment to other work and priorities. With the principles forming a foundation to our work as a whole rather than decision mechanism.</li> <li>Like much of the work council undertakes weighting across the Wellbeings and Community Outcomes shifts and changes dependant on the project.'</li> </ul>
<p><b>Submitter No: 5</b></p> <p>Submitter noted strong alignment with Council's Economic Wellbeing Mātāpono/Principles and the four Pou/Pillars, with many of the 'Tumu' identified in the Waikato's Regional Economic Priorities 2022-25, including:</p> <ul style="list-style-type: none"> <li>Affordable Housing</li> <li>Education, Skills &amp; Talent</li> <li>Investment &amp; Innovation</li> <li>Enabling Infrastructure</li> <li>Cross-regional Collaboration</li> <li>Impact &amp; Relevance</li> <li>For the Broader Good</li> <li>Embracing Our Identity</li> </ul>	<p>Note and thank the submitter for their comments acknowledging that importance of having regional alignment.</p>



Submitter No: 6

The submitter made specific mention to the Mātāpono/Principle; Te Ao Māori, suggesting that it is not only be a Māori world view considered when making decisions that affect the community and environment.

Note and thank the submitter for their comments.

Advise the submitter:

- A Māori world view offers a holistic perspective that can benefit everyone by promoting values and practices that contribute to the well-being of individuals, communities, and the environment
- That Te Ao Māori Mātāpono is one of seven principles and that the Inclusive Mātāpono guides us to make decisions that will benefit everyone.





## THE POU/PILLARS

OPTION ONE: Agree with Pou / Pillars	
Submitter No's:	1, 2, 3, 4, 5, 6, 7
OPTION TWO: Doesn't agree with Pou / Pillars	
Submitter No's:	0
OPTION TWO: Doesn't know	
Submitter No's:	0

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p>Submitter No: 1</p> <p>The submitter commented that the Pou are broad and positive and suggested including opportunities for businesses to provide scholarships and sponsorships.</p>	<p>Note and thank the submitter for their comments.</p> <p>Inform the submitter that their suggestion will be incorporated by making explicit reference in the Skills and Education Pou to scholarships and sponsorships alongside the reference to apprenticeships.</p>
<p>Submitter No: 2</p> <p>Noted that Housing and Employment are not specifically called out and are important challenges. Suggested these are highlighted in the wording.</p>	<p>Note and thank the submitter for their comments.</p> <p>Advise that:</p> <ul style="list-style-type: none"> <li>Housing is addressed in the Challenges section and that the strategy identifies the Community-led Ōtorohanga Housing Plan will sit alongside this strategy as a key component and contributor to economic wellbeing.</li> <li>Pou: Skills and Education- speaks to making sure everyone in our community is work ready – it is about preparing people for life.</li> </ul>
<p>Submitter No: 6</p> <p>The submitter noted that Skills and Education are extremely important and that Ōtorohanga is tracking higher than NZ where people aged between 15-24 are not employed or engaged in training or education. The submitter expressed the need to identify the gaps and rectify them quickly.</p>	<p>Note and thank the submitter for their comments.</p> <p>Advise that a collective approach will explore solutions/actions as part of the strategy's implementation plan.</p>





## THE CHALLENGES

OPTION ONE: Agree with Challenges	
Submitter No's:	1, 2, 5, 6, 7
OPTION TWO: Doesn't agree with Challenges	
Submitter No's:	3
OPTION TWO: Doesn't know	
Submitter No's:	0

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p><b>Submitter No: 5</b></p> <p>The submitter generally agreed with challenges and provided some detail from the Waikato Business Sentiment Survey (May 2024).</p> <p>They suggested that the lack of digital connectivity could be due, in part, to affordability given new technology advances has increased availability.</p>	<p>Thank the submitter for their comments which will help inform the next steps.</p> <p>Advise that through implementation a deeper exploration of digital connectivity challenges is expected to highlight barriers and opportunities.</p>
<p><b>Submitter No: 2</b></p> <p>The submitter suggested that next steps should not only include the prioritisation of the actions but, as way to help that process, look to prioritise the challenges also.</p>	<p>Thank the submitter for their comments and agree to the suggested approach.</p>
<p><b>Submitter No: 6</b></p> <p>The submitter expressed the following concerns:</p> <ul style="list-style-type: none"> <li>Challenges with funding to do everything.</li> <li>Identifying the needs from the wants and ensuring that the implemented plans benefit the right needs.</li> <li>Sticking to plan and getting it completed promptly. Getting bogged down in bureaucracy, where the bulk of funds are spent on consultation rather than implementation.</li> <li>The need to be more dynamic in getting things done.</li> <li>The longer time it takes to get things done the costlier it becomes.</li> </ul>	<p>Thank the submitter for their comments.</p> <p>Advise the submitter that</p> <ul style="list-style-type: none"> <li>Following the strategy adoption in June an implementation plan will be developed that will consider: <ul style="list-style-type: none"> <li>short/medium/and long-term actions</li> <li>prioritisation and costs</li> <li>key delivery/funding partners and leads.</li> </ul> </li> <li>The identified actions will span short, medium, and long term. It cannot all be delivered or achieved immediately.</li> <li>Council will not be the sole funder of the strategy's activities. The strategy strongly states the need for council to form partnerships (which will include funding or co-funding) to realise outcomes.</li> <li>Economic Wellbeing is a never-ending aspiration and as such the</li> </ul>



	<p>strategy/implementation plan will need reviewing and updating (likely every 3 years) in an ever-changing world</p> <ul style="list-style-type: none"><li>• It is important to invest in the development of plans and strategies that capture community voice and aspirations, to help guide the activity and investment.</li><li>• Well-developed plans form a base for council to seek partnerships and funding/co-funding for implementation showing clear goals and outcomes.</li><li>• Ōtorohanga District Council is committed to doing. The 'What We Already Do' section of the Strategy is testament to our ability to listen, work with others and get real things done.</li></ul>
Submitter No: 7	
The submitter noted that the changing nature of work and the online space is a consideration – but it is included in elements of your outlined challenges	Thank the submitter for their comments.







## THE ACTIONS

OPTION ONE: Agree with Actions	
Submitter No's:	1, 2, 4, 5, 6, 7
OPTION TWO: Doesn't agree with Actions	
Submitter No's:	3
OPTION TWO: Doesn't know	
Submitter No's:	0

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p><b>Submitter No: 1</b></p> <p>The submitter provided examples of creative based courses as pathways and suggested resourcing to encompass these types of digital/upskilling and cultural storytelling.</p> <p><u>Recommendation</u> to allocate resources/funding for screen sector initiatives</p>	<p>Note and thank the submitter for their comments.</p> <p>Advise that there are actions identified the Skills + Education Pou section of the EWS that address this suggestion. An important aspect of the strategy and next step (following adoption) involves prioritising the allocation of the limited funds available for maximum District benefit. Council will include the submitter's suggestion in the process it is undertaking to determine budget priorities.</p>
<p><b>Submitter No: 2</b></p> <p>Noted the need for prioritising actions and creating an implementation plan that identifies who is involved/leading/partnering.</p> <p>During the submitters verbal presentation, they suggested that the same co-design process for the strategy development should be used for the prioritisation of actions</p> <p><b>Submitter No: 3</b></p>	<p>Thank the submitter for their comments and advise that prioritisation of actions, including contributors, will follow Councils' adoption of the strategy in late June. Further that Council agree with their suggestion of using a co-design process to prioritise the actions.</p>
<p>Suggested that commercial accommodation, to service visitors to Waitomo, could be explored further.</p>	<p>Note and thank the submitter for their comments.</p> <p>Advise that the EWS noted a recent report identifying that even with additional tourist offerings the numbers of tourists would not support such investment. Further investigation into servicing visitors to Waitomo Caves could be considered through the more detailed implementation plan and sits under the Pou: Strong Communities &amp; Strong Rural Communities</p> <p><i>Action: Work with our economic development</i></p>



<p>Submitter No: 5</p>	<p><i>partners, agencies and community representatives to understand how we can diversify, and to identify other business opportunities that are available for our district (especially Kāwhia and surrounds), building resilience to economic impacts for everyone in our community for the future.</i></p>
<p>The submitter provides a number of specific comments on actions in the strategy including:</p> <ul style="list-style-type: none"> <li>Clearly identifying <ul style="list-style-type: none"> <li>To whom Council will advocate to</li> <li>Partners, leads, delivery agencies, decision makers, funders.</li> </ul> </li> <li>Suggested specific agencies to support rangatahi/youth</li> </ul> <p><u>Recommendations:</u></p> <ul style="list-style-type: none"> <li>Include ‘affordability’ as a key consideration alongside speed and reliability in relation to telecommunications and internet speed (page 40)</li> <li>Include a broader set of potential funders in relation to infrastructure provision. (page 40)</li> </ul>	<p>Thank the submitter for the comments and the time taken to provide detailed information noting it will support the next stages of delivery of the strategy.</p> <p>Advise submitter that:</p> <ul style="list-style-type: none"> <li>Prioritisation of actions and development of an implementation plan, including delivery partners, will follow Council’s adoption of the strategy in late June.</li> <li>The ‘affordability’ will be incorporated in the relevant section regarding telecommunication on page 40.</li> <li>The first action on page 40 states “Identify other funding sources for infrastructure provision...” while noting the central government is a key funder it doesn’t exclude others.</li> </ul>
<p>Submitter No: 6</p> <p>The submitter suggested that the strategy should “identify what we can control and what we can’t”.</p>	<p>Thank the submitter for their comments noting that the EWS is heavily focussed on partnering/working with others, particularly where it is not a role/action that fits within Council.</p>
<p>Submitter No: 7</p> <p>The submitter made several suggestions for potential actions across all Pou / Pillars.</p> <p><u>Pou Skills and Education:</u></p> <ul style="list-style-type: none"> <li>Delivery of creative programmes</li> <li>Providing teachers with creative education resource kits</li> <li>Delivery of workplace Creative Programmes</li> </ul> <p><u>Pou Infrastructure, Planning and Our Environment</u></p> <ul style="list-style-type: none"> <li>Work with Creative Waikato to implement a soft infrastructure approach</li> </ul> <p><u>Pou Thriving Communities</u></p> <ul style="list-style-type: none"> <li>Work with Creative Waikato to utilise programmes, tools and resources</li> </ul> <p><u>Pou Strong Town and Strong Rural Communities</u></p>	<p>Thank the submitter for the comments noting that the submission is very informative.</p> <p>Advise the submitter that:</p> <ul style="list-style-type: none"> <li>The strategy actions sit at a higher level than what has been suggested however the suggestions do align strongly to the Arts Culture and Heritage work that council also undertakes and will be shared with relevant council teams.</li> <li>Within the EWS the higher-level actions that most of suggestions could be considered within include: <ul style="list-style-type: none"> <li><i>Work with our partners, to support events and activations that connect our communities, to provide them with opportunities and places to come together, to celebrate our arts, events, and recreational activities.</i></li> <li><i>Investigate an event and activation contestable fund targeted at smaller events</i></li> </ul> </li> </ul>



<ul style="list-style-type: none"> <li>• Provide opportunities for creatives through community hubs and opportunities for connection</li> </ul>	<p><i>that increase the vibrancy of Ōtorohanga town and Kāwhia.</i></p> <ul style="list-style-type: none"> <li>• <i>Continue to facilitate the development of a multi-purpose community hub in Ōtorohanga township that focuses on arts, connectivity, social services, and civic participation.</i></li> <li>• Council staff will continue to forge a strong relationship with the submitter to maximise the opportunities linked to their service delivery.</li> </ul>
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## General Comments

ADDITIONAL COMMENTS/CLARIFICATION SOUGHT	STAFF RECOMMENDATION(S)/RESPONSES TO SUBMITTERS
<p><b>Submitter No: 2</b></p> <p>“Well done to all involved this strategy is well written and provides good insights to the community and the community's voice.”</p> <p>Additionally, to the congratulations for a well-written plan the submitter made the comment that now we need to ‘get on’ and deliver it and seek co-delivery support</p> <p><b>Submitter No: 3</b></p> <p>The submitter noted:</p> <ul style="list-style-type: none"> <li>• The role of Hamilton &amp; Waikato Tourism in ensuring visitors are aware of and enjoy the wide variety of experiences and places on offer, and to support tourism-based businesses.</li> <li>• That Hamilton &amp; Waikato Tourism and the visitor sector provide economic wellbeing for the Ōtorohanga District.</li> <li>• The importance of tourism for Ōtorohanga with visitors contributing \$40million to the district economy for the year to October 2023 – \$10million from international visitors, and \$30million from domestic visitors.</li> <li>• The value and benefit from collaborating with neighbouring districts.</li> </ul> <p><u>Requested</u> that ŌDC continues its partnership with Hamilton &amp; Waikato Tourism in collaboration with other Waikato based councils.</p>	<p>Note and thank the submitter for their comments.</p> <p>Advise that the strategy strongly states the need for council to form partnerships (which will include funding or co-funding) to realise outcomes.</p> <p>Acknowledge the work that HWT undertakes for Hamilton and the wider Waikato Region, and its contribution to the economic wellbeing of the Ōtorohanga District.</p> <p>Note that:</p> <ul style="list-style-type: none"> <li>• The importance of tourism is acknowledged in the Challenge section of the Strategy. The reference to reviewing the level of tourism specific investment is not specific to any one programme or agency.</li> <li>• Co-funders of HWT have indicated their intention to reduce their contributions which may have the effect of diluting the services ŌDC.</li> <li>• Recent research undertaken as part of the Economic Wellbeing Strategy identifies tourism as being a low GDP earner in comparison to other sectors for the District.</li> </ul> <p><i>Response to submitter will reflect Council's LTP deliberations</i></p>



<p>Submitter No: 4</p>	
<p>Recommended that more needs to be done to ensure the connection with the rural communities remain strong, suggesting that facilitating local area community groups and making people feel like they are part of the community and town. Noted that there is loss of local leadership in rural halls</p> <p>Submitter noted in verbal submission the transitional nature of farm workers and a need to connect new farming residents with town.</p>	<p>Note the submitter's suggestions and agree that connection between rural and town is important.</p> <p>Outline ways in which council have done (continue to do) this in recent years:</p> <ul style="list-style-type: none"> <li>• Rural public engagement days</li> <li>• Pop-up Council</li> <li>• Development of the Rural Concept Plan</li> </ul> <p>Advise that the purpose of the Rural Concept Plan is to understand and respond to our rural communities' aspirations. Aligning the delivery of the Rural Concept Plan and the Economic Wellbeing Strategy will be critical.</p> <p>Relay that there are a number of actions in Pou 'Infrastructure, planning &amp; our Environment' and Pou 'Thriving Communities' that will require working alongside, forming strong relationships /partnerships with, the rural community.</p> <p>Advise the submitter that we will amend the high-level action in Pou Strong Towns and Strong Rural Communities to include new residents: <i>Work with our partners, to support events and activations that connect our communities <b>and new residents</b>, to provide them with opportunities and places to come together, to celebrate our arts, events, and recreational activities.</i></p>
<p>Submitter No: 4</p> <p>Cautioned council to be financially prudent when deciding on and delivering projects</p>	<p>Thank the submitter for their comment.</p> <p>Advise that the strategy strongly states the need for council to form partnerships (which will include funding or co-funding) to realise outcomes.</p>
<p>Submitter No: 6</p> <p>Submitter commented that the document was well done, noting where we go from here is important. Submitter asked if there was a timeline for this project? Noted the workshops were done in November, with the results not published until April. Asked Is there a date for the publishing of the survey results and then a plan?</p>	<p>Thank the submitter for their comments. Advise the submitter that:</p> <ul style="list-style-type: none"> <li>• Prioritisation of actions and development of an implementation plan will follow Council's adoption of the strategy in late June, when the final Strategy will be published.</li> <li>• The results of the submissions/survey have been uploaded to the EWS project page and on Councils website as part of the agenda.</li> <li>• The timeframe for development and adoption of the EWS was aligned with the Long Term Plan.</li> </ul>
<p>Submitter No: 7</p>	
<p>The submitter commends Council on its extensive community consultation in developing the strategy</p>	<p>Thank the submitter for their comments and acknowledgement of our development process.</p>





Recommends a timeframe for some actions so that the strategy remains relevant and current  
Offered to work with Council on the development of an Arts Action Plan

Advise the submitter that prioritisation of actions and development of an implementation plan, including delivery partners, will follow Councils adoption of the strategy in late June.

Council staff will continue to forge a strong relationship with the submitter to maximise the opportunities linked to their service delivery.





## APPENDIX ONE: LIST OF SUBMITTERS

SUBMISSION NO.	NAME/ORGANISATION	REQUESTED TO BE HEARD
1	Waikato Screen	Yes
2	Ōtorohanga District Development Board	Yes
3	Hamilton Waikato Tourism	Yes
4	Michael Woodward	Yes
5	Te Waka Regional Economic Development Agency	No
6	Michelle Erickson	No
7	Creative Waikato	Yes