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Waitakere City Maori Community Partnerships Project



This report has been prepared for the Waitakere City Council

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Introduction

Tena koutou te hunga Maori o Waitakere, ki a ratou hoki e aro ana ki te kaupapa nei. Koutou e nga matua, nga whaea, nga kuia me nga koroua, nga kaitiaki o nga taonga o ratou ma. Kua homai koutou nga whakaaro hei whakakii i tenei kete matauranga.

Ko oku wawata kua tau nga whakaaro kua homai koutou, ki roto i enei o nga tuhinga kia hangai atu, ki muri i tenei kaupapa nui ka pa ki te whanaketanga taha ohanga a te Maori.

No reira, tena koutou, tena koutou, tena koutou katoa.

The report *Maori Economic Development, Te Ohanga Whanaketanga Maori (2003)* combined a rigorous economic analysis with practical knowledge of the Maori commercial sector and demonstrated the positive contribution Maori made to the wider New Zealand economy.

Since then the *Hui Taumata 2005* further proclaimed the need for Maori to grow their capability by becoming part of an innovative and creative economy. The emphasis of the Maori economy to date has been in the primary sector but the challenge is to become active players in a global knowledge economy.

Within Waitakere City, the emphasis for building Maori capability has occurred through the development of effective social and political structures such as Te Whanau o Waipareira and Te Taumata Runanga, the Maori Standing Committee within the City Council. Within this environment partnerships and relationships have emerged between Mana Whenua, Urban Maori and the Council over a period of nearly two decades.

These associations gave impetus to the *Waitakere City Maori Community Partnerships Project* which initiated and has become the platform for looking at Maori Community Economic Development within the Waitakere Region.

I am mindful of the many people who laid the foundations for this work to be undertaken within Waitakere City. In presenting this report I wish to acknowledge the support of the steering committee, Tony Rae, Wallace Paki and Georgina Parata (Waitakere City Council), Wayne Knox (TPK), Tipa Compain (AREDS), Kim Penetito (CDG) and Megan Tunks (Auckland Regional Public Health). Also worthy of acknowledgement is Professor Ian Shirley and David Wilson from Institute of Public Policy AUT and Sandi Morrison from AREDA¹ who have helped nurture my involvement with community economic development.

No reira

Amokura Panoho, (DipLabour Studies/GDipEcDvIpt)
Managing Director

¹ Auckland Regional Economic Development Association



Executive Summary

A Stocktake of Maori economic activity in Waitakere City within three key sectors namely, Creative Industries, Tourism and Transport was undertaken and reported to the steering committee the following;

- (i) There is significant activity happening in the Creative Industries sector that is unco-ordinated and lacks a strategic vision for Maori.
- (ii) There is little to no activity in Tourism by Maori, but the potential for Mana Whenua participation to develop a niche tourism product is recognised across the industry.
- (iii) The Transport Sector is facing an increasing skills shortage in its trade's related areas but remains a large employer of predominantly 'low-skilled'² Maori.
- (iv) There is a huge repository of expertise and knowledge held by Maori resident within the Waitakere region in all three sectors.
- (v) Waitakere City is recognised as an LTA that has invested in building strong relationships with its Maori community and therefore has a strong basis from which to support Maori economic activity.
- (vi) There is limited data captured to reflect Maori economic activity or advancement within the whole of the region which will be an impediment for measuring growth and productivity.
- (vii) Enterprise Waitakere does not require for businesses to identify their ethnicity, however a significant no. of Maori users of their services identified themselves as Maori businesses.
- (viii) Enterprise Waitakere's participation in ETP³ represents over 50% of the support given to Maori businesses within the whole Auckland Region.
- (ix) There is a general consensus that the timing for this kind of strategic approach is right.
- (x) Support from other stakeholders such as Unitec, ARC, Tourism Auckland will require significant investment in strategic relationship management.

² 'Low-skilled' implying no qualifications beyond licenses are required for the jobs available.

³ Enterprise Training Programme funded by NZ Trade & Enterprise under their BIZ Training programme



- (xi) From an economic development position, Waitakere City is still considered a dormitory suburb with nearly 60% of its workforce commuting out of the city on a daily basis.
- (xii) An overall strategic development programme for Maori Economic Development within Waitakere City will need the Council's leadership.
- (xiii) There is growing entrepreneurial activity by Maori in the Waitakere evidenced by their willingness to identify as Maori businesses.



Background

In 2004 the *Strengthening Communities through Local Partnership Research Project* produced two key documents, one being the 'Waitakere City Maori Community Research Report'. This report was submitted to a community consultation Hui in July 2004 attended by 80 people from a wide range of Iwi, community, government and cultural backgrounds.

The Hui broke into two parallel workshops to discuss two key points for action;

1. Exploration/development of a Waitakere Treaty partnership framework
2. Mutual capacity building between Maori and non-Maori organisations.

A summary of the meeting notes was collated and due to constraints on resources and the Local Body elections the project was put on hold.

Discussions were then initiated in December and by March 2005 Kura Consulting Ltd (KCL) was contracted to develop a strategy for moving the project forward. The summary notes from the July 2004 hui identified that the community had had enough of consultation and wanted to see some projects established that would demonstrate how partnerships were effectively supporting Maori development.

In attempting to understand the over-riding goal behind the research work that produced "*Key Learning and Ways Forward – The Potential of Partnerships*" KCL determined the following;

- There is recognition of an established collaborative approach in Waitakere City built on community development practice
- The value of this way of working was identified
- The Council has the ability to set the benchmark in terms of Local Development as a response to requirements of the Local Government Act 2002
- The value of investing in partnerships between Maori and non-Maori was recognised.

Development Strategy

KCL recognised that before a specific project was developed the following questions would need to be addressed.

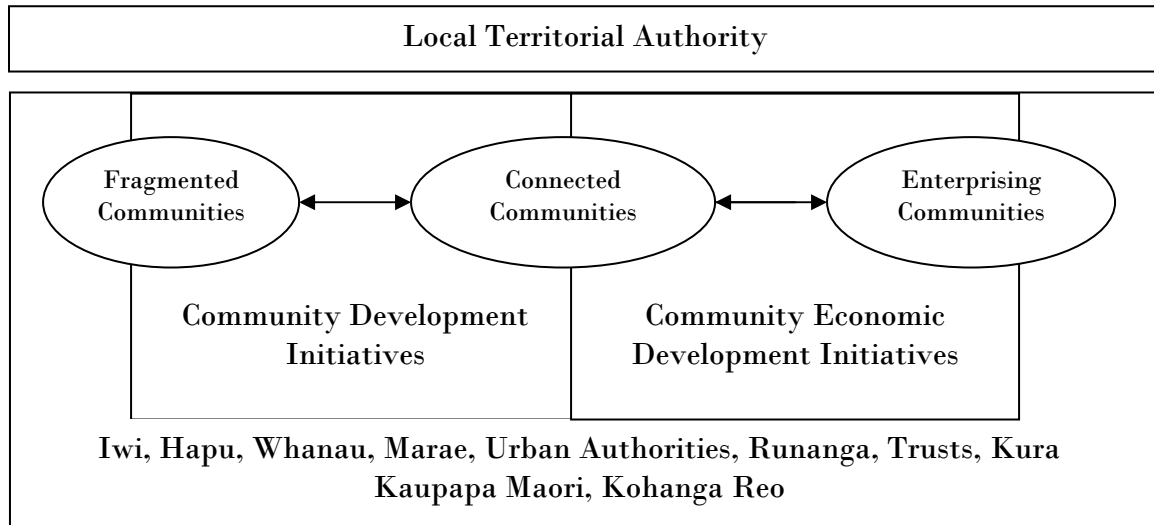
- (a) What connectivity does this project have to the wider Council programme/agenda?
- (b) Can the 'social wellbeing' umbrella which initiated the Waitakere Wellbeing Collaboration project be extended to encompass 'economic, cultural and environmental wellbeing'?
- (c) Is there a policy agenda to sustain the development that will occur?



Given that the *'Potential of Partnership'* document reaffirmed the longstanding community development approach that has defined the nature of the relationship between the Council and the community, it made sense to approach any strategy developed more extensively with the Maori community in the same way.

However, as the diagram demonstrates below, KCL advocated that the challenge for this project lay in advancing beyond a community development approach to a community economic development approach.

Diagram 1



This diagram identifies the range of communities that exist and the work being undertaken through central and local government, as well as at community level, and what they reflect in terms of Maori participation.

Community Economic Development Approach

Community Economic development is a newly defined developmental model that is essentially about the establishment and promotion of enterprises which are community owned, not for personal profit, and with objectives which are of social, economic, cultural and or environmental benefit.

This approach is essentially about sustainable development where the overarching objective is “to maximise human welfare and provide a sound economic, social and environmental base for both present and future generations” (OECD, 1998).

For Maori, this approach aligns to our cultural paradigm, or “Maori World View” and readily impacts on Maori capability to express ‘rangatiratanga’ in terms of having the resources to make choices around employment, housing, health, education and other key social demographics Maori are negatively represented in.

This strategic approach also responds to all of the key issues identified above;



- (i) It recognises the role of local government in providing infrastructure and services to their community as an overall focus and thereby ensuring the economic well-being of its region;
- (ii) It incorporates the social and cultural wellbeing of the region;
- (iii) It connects to the strategic policy framework for the region (eg AREDS) and thereby reinforces the positive contribution Maori can make.

It also links to initiatives already underway via Local Government NZ, Ministry of Economic Development, Trade and Enterprise NZ, MSD, who could be potential sponsors to this strategic approach.

Implementation Phase

KCL put forward to the steering committee the following approaches;

Development of a Treaty Framework

This Framework needs to occur through two mechanisms; namely Policy and Operational Practise.

Because policy development exists in an environment coloured by what went before, what is politically achievable, what is desirable and what ultimately is accepted by ratepayers there will need to be a separate project focussing specifically on developing a policy process that will be acceptable to Maori and to the Council.

The Operational Practise aspects of the Framework will be contingent on the policy development work undertaken but picking up on some of the key issues discussed at the community consultation hui, in terms of non-Maori 'buy-in' it might be worthwhile also to incorporate the concept of 'strategic brokers' and a number of small projects could be developed to enhance this work and make it 'tangible' in terms of the nuts and bolts aspects of building the Framework.

Small enterprise initiatives could be initiated as a means of testing the framework, consolidating the 'value' of a Treaty framework, by facilitating for effective relationship agreements between the business and Maori community.

The concept of 'strategic brokers' is defined as:

- People who bring partners together, and maintain the relationship
- People who coordinate, or have a strategic role involving two or more organisations or sectors or levels of government working together
- The people running around from meeting to meeting, trying to put Humpty Dumpty together again and make it all work.⁴

⁴ Craig, D. & Courtney M. (2004) *The Potential of Partnership*, pg 70



Their job is to:

- Inform and communicate
- Facilitate and negotiate for collaborative action
- Use their radar – keep their ear to ground to pick up on new developments
- Link people and agencies to resources.⁵

Mutual Capacity Building

Some of the key issues raised during the Hui held in July 2004 asked how the partnering process with Maori are recognised and valued as well as what can be done to grow and develop these partnerships.

This strategy should essentially look at where Maori strengths already lie in terms of positive activity and development, identify areas for future development and support as well as investment, and look at more innovative ways to build on what is already working.

It would also be timely to look at a Stocktake of the economic position of Maori within the Waitakere region specifically to get a sense of where there may be real labour market opportunities, business development potential, or potential partnerships or joint ventures that create the opportunity for Maori organisations, businesses, etc, to build their capability.

Establishment of a Steering Committee

As a result of identifying a strategic approach the Waitakere City Council representatives, Tony Rae, Community Partnerships Manager and Warahi Paki, Maori Issues Manager, initiated the formation of a steering committee to oversee the project.

Discussions resulted in four other key agencies becoming involved with the steering committee, namely Community Development Group (CDG) from Internal Affairs, Te Puni Kokiri (TPK), AREDS⁶, and Auckland Regional Public Health. Also represented on the steering committee were representatives from Te Taumata, the Maori Standing Committee and the Council's Maori Policy Adviser.

With the formation of the steering committee, robust discussion around the strategic approach resulted in KCL being endorsed to undertake a scoping study on Maori economic activity occurring within the Waitakere region.

KCL recommended the study focus on three key sectors namely Creative Industries, Tourism and Transport. The intention was to concentrate on two sectors considered sunrise industries where regional and national strategies were being implemented. The other sector, namely Transport, would help identify how Maori could be engaged in contributing to skills development or business opportunities.

⁵ *ibid*, Pg 71

⁶ Auckland Regional Economic Development Strategy



Structure of the Report

This document combines the following reports from KCL;

- (i) 2 February 2005 Waitakere Maori Community Partnerships Project
- (ii) Waitakere Maori Partnerships Project preliminary scoping report April 2005
- (iii) Waitakere Maori Partnerships Project Action Plan 18 May 2005-07-31

These reports identified three key strategies which have been developed into an Action Plan.

All reports were presented to the Steering Committee for endorsement with Reports (ii) and (iii) submitted to the April and May 2005 Te Taumata Runanga meetings for further endorsement.

Accordingly Te Taumata has incorporated the strategies within their submissions to the LTCPP 2006-2010 planning programme for Waitakere City Council.

The final presentation from KCL occurred at the Community Consultation Meeting held on 21 July 2005 at Waitakere City Council Chambers.

Included with the report is feedback received at this meeting to progress the strategies into a Maori Economic Development programme for Waitakere City.



Research Methodology

The report summarises information that was collected from a variety of sources during the course of the Scoping Study.

These sources included printed material (research reports, academic articles, and newspaper and magazine articles) along with desktop research.

Opinions were canvassed from individual stakeholders involved at a practitioner or policy level reflecting an attempt to capture both 'what is being done' in the field of Maori economic activity as well as 'what is known' on the basis of formal research and evaluation.

A demographic profile was developed from information derived from Waitakere City Council and Statistics NZ websites. Other information sources used to a lesser extent were from TPK, MSD and Department of Labour (DOL) websites.

Responses from the Steering Committee, Te Taumata Runanga, Enterprising Waitakere and the IPP AUT to developments with the project also assisted the research process.

It should be noted that there is limited literature that defines 'Maori Economic Development' or even 'Maori Community Economic Development'. The research undertaken by NZIER is the only empirical evidence based research completed that assesses the Maori economy.

The issue of identification as 'Maori businesses' appears in a lot of research literature as problematic given that Statistics NZ does not currently specifically collect information on Maori businesses other than Census and Household Labour Force survey data on Maori self-employment. This is partly due to the lack of a suitable 'Maori identifier' on the enterprise and industry surveys carried out by Statistics New Zealand.⁷

However, TPK considers that Maori ownership is the key criteria for defining a Maori business and that there are also some other elements to consider. These include:

- Self-identification - i.e., do people promote themselves as a Maori business;
- Employment - a business that employs a large percentage of Maori staff;
- Values - e.g., employing whanau, welcoming visitors, using traditional practices.

Accordingly to complete this report some of the information recorded is largely anecdotal or impressionist in nature but is still important in the context of building a picture of Maori economic activity within the Waitakere region.

⁷ Te Puni Kokiri (TPK). (2000). *Maori in the New Zealand Economy, Second Edition*. Wellington; Te Puni Kokiri.



Maori Statistics within Waitakere City

In comparison to many other Local Territorial Authorities (LTAs) Waitakere City has a comprehensive profile of the make up of the Maori community within its district. This is easily accessible on their website www.waitakere.govt.nz which lists a 13 page document, *The State of Waitakere City – Social Environment, Maori Community*.

Also available on the website is relevant information about Iwi, Marae, Urupa and the role and history of Te Taumata Runanga as a standing committee within the Council.

However it is particularly important to compare the city against other LTA's for the purposes of identifying trends specific to Maori within the region.

Waitakere City ranks 6th of the 74 LTA's with 21,390 Maori people, representing 4.1% of the Maori population.⁸ However, though Manukau has the highest Maori population, double that of Waitakere, it is expected that by 2021 the growth rate for that City will have remained the same as in 2001.

For Waitakere it is expected that this region will have the second largest growth rate in Maori population by 2021 up to nearly 32,000.⁹

For general regional statistics, the unemployment rate 8.3 % is slightly higher than the national average for the country of 7.5% but less than Manukau City's rate of 10.1%. Waitakere at 69.3% also compares favourably against Manukau with 65.3% in home ownership rates, and is above the national average of 67.8%¹⁰

Another favourable statistic for Waitakere against Manukau is in median income with Waitakere City at \$20,800, Manukau City at \$19,000 and the national average at \$18,500.¹¹

A majority of Maori employed in Waitakere are in Service industries.¹² However this is relevant as the *'core of the economy in Waitakere which is still in retailing and other service based industries, which will continue to expand to meet population growth but have limited capacity for growth beyond this.'*¹³

These statistical benchmarks are established indicators that can be used to measure the impact of a Maori economic development strategy over a period of time.

Other statistical benchmarks that relate to the city that can also be used as indicators for growth;

⁸ Statistics NZ Census 2001

⁹ Statistics NZ Population Growth 2004

¹⁰ *ibid*

¹¹ *ibid*

¹² Te Puni Kokiri (1998) *Trends in Maori Employment, Income & Expenditure*, TPK Factsheet, No. 2 1998.

¹³ Syme, C. (2004), *Waitakere City Council Economic Development Strategy "Towards Leading Edge City"* – adopted June 2004.



- A majority of businesses within the city are Small to Medium enterprises (SME's) employing 9 people or less
- 42% of the local workforce works in Waitakere City with the remaining 58% commuting out of the city each day
- Waitakere is a 'middle income' city. Although median household income is higher than the national average, it is lower than the regional average.
- Waitakere also has a relatively young population and high workforce participation rate. 69% of the population aged 15 and over in the workforce.¹⁴

In 2004 Te Puni Kokiri (TPK) commissioned NZIER¹⁵ to develop a social accounting matrix (SAM) that could be used in the Auckland Regional context for the purposes of defining the Auckland Maori Economy.

Manukau City Council went a bit further in looking at their Maori Economic Development Strategy by commissioning a study to look at;

'developing a series of locally defined indicators to monitor growth rates for Maori economic performance that are meaningful to Maori. To establish benchmarks to measure Maori participation in economic activities in Manukau city and to develop recommendations on a database that collates Maori indicators and benchmarks'.¹⁶

Each study recognised that there are limited mechanisms that can effectively measure Maori economic activity in terms of quantum and quality.

NZIER recognise the significance of the Waitakere City Maori Communities project. It can help gain key insights into the drivers and impediments for economic growth and sustainability because it is a community economic development approach that incorporates bottom-up 'grass roots' analysis and research.

Nevertheless though the subsequent projects may add real value to the building of a Maori Community Economic Development strategy, unless there is a process in place that can effectively trace out the 'path' of development and where crucial decisions are made then substantiating the commitment of resources to support a macro economic strategy may prove difficult.

This particular issue has been addressed within the Action Plan developed from the Scoping Study.

¹⁴ ibid

¹⁵ NZ Institute of Economic Research

¹⁶ Market Economics Ltd (2004), *Economic Position of Maori in Manukau*, Prepared for Manukau City Council, March 2004 Pg 4.



Maori Economic Activity in Waitakere City

The Economic Development strategy for Waitakere City has six objectives built around a vision statement aimed at supporting and growing local economic development through a range of proactive approaches;

“Waitakere is home to innovative and sustainable economic activities which provide a range of quality local employment options for its people, enable a growing proportion of them to work closer to home. All people of Waitakere have the opportunity to participate in, or benefit from this dynamic local economy.”¹⁷

To date a majority of economic development initiatives have been the responsibility of the Economic Development Agency, Enterprising Waitakere which has automatic Maori representation on the Board by way of the Chair of Te Taumata Runanga.

Enterprise Waitakere does not require for businesses to identify their ethnicity, but they are required to provide statistics on Maori and Pacific participation in their programmes. Nevertheless a significant number of Maori users of their services actually identified themselves as Maori businesses.

Over 50% were trusts seeking advice in relation to governance. In the 8 years they have managed the Enterprise Training Programme¹⁸ (ETP) they have supported 764 Maori businesses and another 25 through TPK's MBFS¹⁹ 12 month programme (2003/04). This statistics also incorporates clients from the neighbouring Rodney district. 23 clients were from the Creative Sector, 3 in tourism, 6 in transport.

Another important statistic relates to Enterprise Waitakere's participation in the ETP which represents over 50% of the support given to Maori businesses within the whole of the Auckland Region.²⁰

The combination of Maori business identification and participation rates appears to correlate to the long tradition of innovation, strong leadership and progressive community development that has resulted in many initiatives springing forth from Waitakere becoming national firsts.

However Maori aspirations for economic development have yet to be fully articulated for the Waitakere City region and this report has gone some way to addressing this issue. The formation and management of an overall economic development strategy for the City has still to be clearly identified within the infrastructure of the council which may be contributing to limited Maori engagement.

It is clear, nevertheless, that the areas the scoping study researched have overlapped into existing Council activity and incorporated into the Action Plan. Within the national

¹⁷ Syme, C. (2004) *ibid*

¹⁸ Enterprise Training Programme is geared for established SME's as opposed to start up businesses.

¹⁹ MBFS – Maori Business Facilitation Service contracted to Business support service agencies to assist Maori to establish business opportunities.

²⁰ Enterprise Waitakere, *Enterprise Training Profile (2004)*



and regional context the strategies within the Action Plan will also be significant and the case for this is clarified in Stakeholder engagement.

Creative Industries

In 2002 policy initiatives instigated by the Labour government helped identify the 'Creative Industries' and the industry's estimated \$5b a year contribution to the economy. However it is recognised that *'its size, nature and prospects and how to develop, facilitate or intervene in them'*²¹ is still being defined. Such is the reality of emerging sectors within the new economies of *knowledge workers* who are becoming more recognised because of their ability to combine innovation with new technology.

The Auckland region is seen as having a particular advantage over other New Zealand cities because it is home to a sizeable number of creative individuals and creative enterprises. Its multicultural makeup with a critical mass in terms of people and organisations also increases its advantage along with a significant youth market and overlap into cultural tourism capacity.²²

The Creative industry base exists within fashion design, music, design, architecture, advertising, screen production and broadcasting, landscaping, performing arts, visual arts, literature and publishing, object makers, digital developments, as well as heritage and personal services.

An example of the Creative Sector as an emerging industry relates to the vision for positioning Waitakere City as a mecca for filmmakers. This may have seemed idealistic when the incumbent mayor Bob Harvey declared his ambition over ten years ago. However, with the formation of the Henderson Valley Studios, the infrastructure now exists to allow Waitakere and subsequently Auckland to seriously compete as a film location within an international market. More importantly, private investment has occurred and service businesses to the film industry have relocated to Henderson Valley. This is a clear recognition of growth opportunities.

No formal research has been undertaken to identify Maori economic activity within the Creative Industries anywhere in New Zealand. Organisations such as Creative NZ and Toi Maori have been engaged however, in marketing and funding Maori Creativity for a number of years.

At the recent *Hui Taumata 2005* the value of a Creative Sector Strategy was recognised;

Hui Taumata saw the creative sector as an area of strength for Maori, in which the cultural renaissance of the past twenty years is paying substantial economic dividends. The Hui saw infinite scope for original ideas to spring from the art forms of our tupuna, giving expression to and strengthening identity. The uptake of new technology in such areas as broadcasting and film is opening exciting new channels for Maori development and allowing for Maori stories to be told with mana. It was felt that the creative sector could profit from widespread partnership

²¹ Cunnigham, S. (2002) *From Cultural to Creative Industries: Theory, Industry and Policy Implications*, The Second International Conference on Cultural Policy Research 2002, Wellington.

²² Starkwhite Report (2002) *Rethinking Auckland As A Creative City: Concepts, Opportunities and Practical Steps*. Report for the Auckland City Council, August 2002



*with national, international and indigenous interests, and that the community of Maori artists would profit from training in relevant enterprise skills. The challenges for building a sustainable creative sector were held to be integrity, innovation, investment and infrastructure.*²³

For Maori their *creative capital* within the Waitakere region (and probably across the Auckland region) resides with the ability to utilise their cultural knowledge innovatively within a traditional and contemporary context.

Waitakere City hosted the first Kura Kaupapa Maori primary and secondary school and subsequently the graduates are now emerging role models within the broadcasting arena based on their bilingual ability.

Waitakere City is also home to Te Roopu Manutaki and Te Waka Huia, two of the top six Kapa Haka Performing Arts groups within the country for over a decade. Their presence on the national stage has helped shape Traditional Performing Arts and build the capability in this art form for generations to come.

Also out of Hoani Waititi Marae, based in Glen Eden, Te Whare Tu Taua Mau Rakau (Maori weaponry) wananga brought about a renaissance of this traditional practice as a fitness regime and a healthy lifestyle practice. National Wananga are now held for training and grading participants in the practice.

This scoping study engaged with a number of key stakeholders involved with the Sector and identified the following opportunity;

The formation of a Maori Creative Industries Cluster

There is no clear vision for Maori involved in this sector as to how to become engaged in the industry initiatives such as those that have been undertaken in Screen, and Film.

There are four key platforms by which a strategic vision could be implemented;

- (a) **Te Whare Wananga o Hoani Waititi** – When TEC²⁴ established in 2002 Hoani Waititi Marae was one of last two Wananga that were gazetted to be built. Negotiations are still underway and eventually the vision is that it will become a Wananga promoting Maori traditional and contemporary performing arts. With the focus being on establishment there is presently no plan in place for how graduates from the Wananga will enter the industry or create a labour market presence.
- (b) **Formation of a Music Studio** – Maori within the Music Industry state that it is difficult to develop opportunities within an industry that is very much locked into marketing an urban Pasifika brand. Maori musicians who are proactive in using their culture and language are generally referred to as *kaupapa artists*.²⁵ Discussions are underway by Maori in the industry resident within Waitakere to

²³ Hui Taumata Summary Report 2005, pg 9

²⁴ Tertiary Education Commission

²⁵ Maniapoto, M. (2000) Report to New Zealand Music Commission, “Maori Music Industry”



- develop a Studio Centre to cater for the development of Maori not only as musicians but as producers, studio engineers etc.
- (c) Formation of an Indigenous Film Academy – Initial discussions held with Manukau City Council looked at establishing the academy in South Auckland. The incentive was to maximise the Maori population density within that city. However given the lack of infrastructure the concept fell over. The issue for many Maori production houses relates to retraining graduates into the realities of the industry. The ambition of this academy would be to build the capacity of Maori Directors, Producers, and Screenwriters etc as well as contribute to building indigenous film capability as promoted by Sundance Film Academy.²⁶
- (d) Unitec's future plans for the Civic Building in Henderson – the institution is very much in a strategic planning phase in relation to how to utilise this resource effectively. They recognise the need to try to provide a seamless educational service from school to the workplace. Unitec started some of the first performing arts degree programmes and are actively engaged in creating strategic alliances that add value to improving their capability and that of their students.

Recommendation to look at holding a Strategic Planning Hui for Maori engaged in the Creative Industries sector, related to Performing Arts, Music, Film and Television. The key objective is to establish a vision for Maori in the Creative Industries Sector for Waitakere City.

Tourism Sector

Waitakere City has also been proactive in establishing itself as an Eco-City. The natural resources such as the Waitakere Forest Range, the West Coast beaches, and Rivers are assets the Tourism industry and Waitakere City are promoting internationally and nationally. The Twin Coast Discovery Highway now starts from within the Waitakere City region and forms the basis by which tourism ventures are promoted and supported by Enterprise Waitakere and Tourism Auckland.

Waitakere City has also recognised the status of Mana Whenua, Kawerau-a-Maki and Ngati Whatua. Each Iwi are awaiting the outcomes of Waitangi Tribunal hearings that will further enhance their asset base from which potential tourism ventures could be established.

Fundamental to establishing a Maori tourism strategy within Waitakere is the recognition of a Maori-centred tourism approach.

'A broad, integrating framework for defining Maori tourism was derived from a review of the different definitions. This was based on the dimensions of 'control of the business' and the 'nature of the product'. While useful as a tool for measuring

²⁶ **The Sundance Institute's commitment** to supporting Native Cinema is woven throughout the 23-year history of the Institute along with its support for the artistic vitality of American Cinema. Rooted in the recognition of a rich tradition of story telling and artistic expression by Native Peoples, the Institute established a Native Program as a means of supporting the development of Native filmmakers and the exhibition of their work. The Sundance Institute has supported nearly 45 Native writers and directors over the past 23 years, and showcased nearly 100 films by Native filmmakers. The Sundance Film Festival's Native Forum is a gathering of Indigenous filmmakers from around the world, and offers opportunities for them to share their expertise and knowledge with each other and the independent film community through workshops, panels, networking events, and special screenings. www.festival.sundance.org



*Maori involvement in tourism, this framework failed to capture the cultural value-based definitions of Maori tourism. This illustrated the difference between Maori doing tourism and a more specific Maori tourism based on cultural values, coined 'Maori-centred tourism'. There is considerable support for conceptualising and expressing Maori tourism as a distinct activity.'*²⁷

The recognition of this approach will also aid in understanding how to incorporate Maori cultural values into commercial development which impacts directly on the capability of Mana Whenua. Hopefully it will also allow the existing Tourism sector to understand that building Mana Whenua capability does not mean just concentrating on being capable of providing a tourism product to slot into the existing tourism environment eg Twin Coast Discovery.

Increase the capability of Mana Whenua to develop Eco-tourism opportunities.

Within the Waitakere Region there is little to no activity by Maori in tourism. There have been a number of Maori who have utilised the small business support services available through Enterprise Waitakere who have identified themselves as Maori tourism operators. However, within the industry and to key stakeholders their presence is not obvious.

The only Maori Tourism operator evident from web searches is Potiki Adventures²⁸. They advertise on the internet Waitakere bushwalks as part of their Urban Maori experience and Waterfall Abseiling on West Coast beaches as part of their outdoor adventure based activities.

Te Whanau o Waipareira undertook a couple of tourism ventures, but they have since sold their interests in the businesses and have focussed their economic development strategies elsewhere.

Marae in the region host visitors who may be tourists but none of them consider themselves involved in providing a tourism product.

There is however a well supported initiative underway via the Twin Streams project which has been seen as potentially developing into an Eco-tourism programme that could be supported at a community level.

ARC and CDG representatives are keen to make a connection in terms of identifying the Maori economic development potential of such a project.

This could potentially happen if the capability of Mana whenua is enhanced to ensure that the cultural integrity of the area is sustained in terms of its physical and spiritual importance.

²⁷ Zygaldo, F., MacIntosh A., Matunga H. et al (2003) *Maori Tourism : Concepts, Characteristics and Definition*, Tourism Recreation Research and Education Centre, Report No. 36, March 2003.

²⁸ www.potikiadventures.com



Kawerau a Maki, Te Ahiwaru and Waiohua had undertaken a joint venture application with Tourism Auckland to AREDS in February to provide a culturally significant tourism product for the Auckland region. They wanted to build a small eco-tourism initiative focussing on guided tours around their Maunga, ngahere, awa and moana, including their waahi tapu. This application was withdrawn due to the lack of capability of the Iwi.

If the application had been successful the funding would have been used to build capability in terms of personnel, transport, and infrastructure and communication tools.

Kawerau-a-maki are keen to investigate the potential for a joint venture with the Arataki Visitor Centre to provide a traditional Maori village concept located close by.

Ngati Whatua also are stakeholders in any potential tourism opportunities developed in Waitakere City and are already engaged in the Auckland City region with developing a Maori Tourism Project known as *Te Pa* to be based at Takaparawhau, Bastion Point.

'A major water screen, light, fire and sound show, a craft village with retail outlets including sales of Maori herbal treatments, contemporary Maori food and tattooing will be developed at Bastion Point as part of a major tourism facility called "Te Pa". A key feature will be the sound and light journey through time seen through Maori eyes. \$100,000 funding has been provided by the Ministry of Economic Development'.²⁹

After discussions with Mana whenua the following recommendation was made.

That a project is established that assists mana whenua involvement in eco-tourism by supporting their capability to participate in developing a tourism product.

Transport Sector

The Transport Sector is presently facing significant skill shortages especially in trades related areas. The *Jobs Jolt* Package from WINZ³⁰ is an example of a central government response. However within Waitakere City there are specific projects looking not only at the many infrastructural issues around Transport facing the city but also at addressing skills shortages.

For the Steering Committee scoping issues around the Transport Sector led to some debate as to the relevance for Maori. What exactly are we attempting to find? Do we want to contribute to improving Maori skills within this sector, or do we want to look at whether there are business opportunities for Maori in this sector such as becoming owner operators?

Questions were also asked by other stakeholders why the Transport Sector and not the Construction Industry that is also facing critical skill shortages. After some discussion it was recognised that there is a need to look specifically at this industry given anecdotal evidence of the high level of Maori participation as bus drivers, truck drivers, owner operators, and service providers to the Industry. Furthermore the Sector also provided an important service for both the Creative Industries and Tourism Sector. Another

²⁹ Anderton, J., Minister of Economic Development, Press Release 19 June 2003.

³⁰ www.workandincome.govt.nz



mitigating factor is that it is not as easily prone to bust and booms as the Construction Industry.

Contribute to improving skills shortages in the Transport Sector.

Though there is anecdotal evidence that Maori participation in this sector is high there is not a lot of empirical evidence to support this.

The job classifications within the Transport Sector that information was sought for were;

Drivers (Truck/Bus/Taxi/Courier)
 Owner Operators
 Roadwork Crews
 Mechanics
 Panel Beaters
 Automotive Electricians

Apart from receiving information from Enterprise Waitakere as to the number of Maori businesses classified in this sector that received business advice and mentoring³¹, the only other source that information could be found from was the Northern Distribution Union.

They identified through their membership database 451 Maori members employed as drivers that resided in Waitakere. They believed that this represented about 1/3 of the Maori Drivers workforce within the Auckland region with a large number not unionised. In terms of Maori representation within that particular job classification they believed the ratio to be about 75-80% of the actual workforce, a high presence of Maori in the industry.³²

The Department of Labour Job Vacancy Monitoring Reports clearly identify that there is a real skill shortage in trades' related areas of the sector. This is predominantly put down to two factors; the impact of trade training programmes being eliminated in the 1990's³³ to the lure of more 'sexier' or 'knowledge economy' jobs which are attracting school leavers.³⁴

Though more comprehensive research is needed to understand Maori participation rates and needs within this sector, there is an opportunity to look at creating a linkage between the other two key sectors, given each clearly have transport capability issues that impact on their sustainability and viability.

It was recommended that;

More research is undertaken to look at how Maori could be engaged in contributing to the improving the skills shortage in these areas.

³¹ Refer Enterprise Waitakere Statistics 2003/04

³² Information provided by Syd Keepa, NDU Organiser, Auckland.

³³ www.dol.govt.nz/publications/jvm/job-ad-trades.asp

³⁴ Starkwhite, *ibid.*



Key Agency Stakeholders

From the research that was undertaken a number of key agency stakeholders have been identified and incorporated within the Action Plan.

The purpose for this relates specifically to the collaborative nature of the project and strategy as well as the vested interest in the outcomes of this project the stakeholders have, both at a policy and implementation level. Within the Action Plan these agencies are identified as potential contributors to key strategies.

Te Puni Kokiri, Ministry of Maori Development www.tpk.govt.nz

The Minister of Maori Affairs, Parekura Horomia in his Budget 2005 presentation identified the key focus of TPK would be around Whanau Development, Enterprise Development and Relationships. Within the context of *'Realising Maori Potential'* the Enterprise Development initiatives focus on building business capability, piloting projects to develop land initiatives, and developing regional networks to support tourism and enterprise. Another important aspect around their Relationships strategy is to invest in initiatives that develop Maori communities by responding to Local level solutions.

Community Development Group, DIA www.community.dia.govt.nz

Having engagement from CDG at a project management level is critical to retaining a community development approach to the overall strategy. Their fundamental role is to support community development practice and engagement and subsequently provide funding revenues to sustain this kind of activity. With the demise of Community Employment Group, CDG remain one of the key central government agencies with the ability to broker and network across a range of agencies to facilitate a community outcome.

Auckland Regional Council (ARC) www.arc.govt.nz

The ARC has become more significant to the project with the formation of an independent business unit established to oversee economic development strategies across the Auckland region. The recent appointment of the ex Chief Executive of Enterprising Waitakere also bodes well for establishing the Maori Economic Strategy in Waitakere as a benchmark for the region. Though it is too early to say to what degree they would be able to assist with resourcing the strategy their leverage will add considerable weight to any central government funding that may be utilized to assist the strategies projects.

Ministry of Economic Development www.med.govt.nz

The Ministry is the main catalyst behind a lot of the regional development strategies and as noted earlier in the report have the ability to fund initiatives they think will add significant value not only to the region but to an industry. As the key central government agency the Ministry lent a lot of weight to the establishment of a Maori economic programme for the Auckland region, under AREDS. This has since been shelved or dissipated and therefore impacts negatively on the expectations Central government had



for the strategy. The formation of a Maori economic strategy within Waitakere City is a strong platform from which to build across the region given the focus of the sectors identified.

Ministry of Social Development www.workandincome.govt.nz

With the demise of CEG³⁵, the Ministry has increased its policy framework to include community enterprise administered by Work and Income NZ. The new policy is Enterprising Communities Funding for:

- Community Enterprise Organisations (CEO) – support to develop and grow community owned businesses that generate assets and employment opportunities to address the needs of the local community and local economy
- Community Labour Market Organisations (CLMO) – support to develop and grow community owned businesses that provide employment opportunities and work experience for long-term unemployed
- Ecoworks - support for initiatives that will lead to environmentally based employment opportunities.

Enterprising Waitakere www.enterprisewaitakere.co.nz

The Economic Development Agency has an established contract with Waitakere City Council to deliver specific outcomes. Their expertise and leadership will be critical in supporting a Maori Economic Development strategy especially in relation to the formation of clusters, business investment ventures, and entrepreneurial activity.

Film Auckland www.filmauckland.com

Film Auckland's objective is to ensure any film and screen production experience in and around the region is seamless. It is an industry-led organization set up in 2003 to help grow the screen production industry in the region. As a film office they provide tangible on the ground support and are the vehicle through which regional marketing efforts and information on filming in the region are coordinated and can provide a catalyst for the development of collaborative working relationships between industry members for the benefit of the region. Their participation in the formation of a Maori Creative Industries strategy will be important to ensure connectivity to regional strategies.

Tourism Auckland www.aucklandnz.com

Tourism Auckland is responsible for marketing the entire Auckland region as a visitor destination, from Warkworth to Bombay. Six of the LTA's fund their activities, however Waitakere City does not currently fund Tourism Auckland because of limited benefits in the past. It is not clear at this stage to what degree Tourism Auckland could add value to the strategies being developed, nevertheless, as a key player within the industry for the region it would be worthwhile engaging with their representatives.

³⁵ Community Employment Group, DOL



FRST³⁶ www.frst.govt.nz

The foundation is a major investor in Maori research and innovation. They also funded the research project, 'The Potential for Partnership' which became the catalyst for this strategy report. In 2004 they undertook a consultation process around developing a Maori Economic Innovation Strategy to create an effective mechanism for encouraging involvement of Maori in Research Science and Technology. Their support for building the research capability of the strategy will be important and aid in the development of strategic relationships with research institutes.

Institute of Public Policy, AUT www.aut.ac.nz

The institute has been identified in this instance as a potential research institute to become engaged in the strategy for a number of reasons. A significant reason relates to their objectives to be a leading research and development centre engaged in regional and social development and in forging relationships with Economic Development agencies nationally and internationally. This essentially means that they have the influence to ensure that any OECD initiative undertaken in the Pacific region includes the Institute and University as 'partners in development'.³⁷ Presently they are engaged in an international study with a focus on Creative Space and the Creative Industries in association with the London Development Agency and Toronto, Canada. Discussions are underway with other potential partners in New Zealand.

³⁶ Foundation for Research Science and Technology

³⁷ IPP AUT Annual Report 2004, pg 21



Action Plan

This plan was developed in response to milestones established between KCL and the Council to;

- Engage with key stakeholders to identify potential strategic relationships and investment;
- Develop and present an action plan for three key projects.

The model for the Action plan was developed by KCL in order to clearly demonstrate:

- The Key Strategy
- The Objectives of the strategy
- Key Outcomes to be Achieved
- Milestones to be established
- Constraints and Opportunities
- Key Actions to be undertaken and by whom
- How the activity could be resourced

For the Managers from the City Council, the Action Plan would identify how to advance the strategy within the LTCPP process with a view to having it implemented in 2006. This would allow for resourcing of the strategy to be negotiated during the normal bidding processes that occur annually from September to be incorporated into the following financial year from 1 July 2006.

Given that Te Taumata Runanga had already incorporated the Action Plan and strategies within their submissions to the LTCPP for 2006-2010 it was expected that the process would require further political support in order to be advanced further.

However, a meeting was held in June 2005 with the Corporate and Civic Service manager, Ross McLeod, responsible for servicing Te Taumata Runanga and it was agreed that the Creative Industries strategy would be implemented immediately. The intention is to pick the 'low hanging fruit' to give impetus to mobilizing the interest generated from the project to date.

Resources that can be relegated to support the strategy are presently being identified with seeding funding already tagged. The intention is to identify what resources exist and then seek other stakeholder engagement and investment. Accordingly the role of the steering committee is likely to remain with wider membership sought from other stakeholders.



KEY STRATEGY 1						
<i>To look at holding a Strategic Planning Hui for Maori engaged in the Creative Industries sector, related to Performing Arts, Music, Film and Television. The key objective is to establish a vision for Maori in the Creative Industries Sector for Waitakere City</i>						
Key Objectives	A Database of Maori engaged in the Creative Industries Sector is developed		A Maori Creative Industries Cluster in Waitakere is established		A Maori Creative Industries Strategy is implemented	
Key Outcomes	Benchmark Indicators in relation to Data Collection is developed	A systematic collection process is instigated to monitor and track progress	Maori within the Industry are benefiting from being engaged in the cluster	As an Industry Cluster it is linked to existing regional cluster activity	A strategic planning hui has been held	Waitakere City Council include the strategy within their economic development plan
Milestone 1	A resource within Waitakere City Council Policy/Research Unit is designated to undertake this project		A resource within Enterprise Waitakere is designated to manage the cluster development and activity		Te Taumata Runanga have been mandated by Waitakere City Council to take responsibility for the implementation of the strategy	
Milestone 2	A strategic relationship is developed with Auckland University of Technology to engage in a Research project related to Maori Participation in the Creative Industries as a model of practice for Maori economic development					
Milestone 3	An annual customer satisfaction survey is developed to better collect data on perceptions of Maori regarding Waitakere as a place to work and conduct business within		A significant event/activity is undertaken that showcases the participants within Waitakere Maori Creative Industries Cluster and promotes the industry strategy that has been developed			



Key Objective				
A Database of Maori engaged in the Creative Industries Sector is developed				
Key Outcomes	Benchmark Indicators in relation to Data Collection is developed		A systematic collection process is instigated to monitor and track progress	
Milestones	A resource within Waitakere City Council Policy/Research Unit is designated to undertake this project	A strategic relationship is developed with Auckland University of Technology (IPP) to engage in a Research project related to Maori Participation in the Creative Industries as a model of practice for Maori economic development	An annual customer satisfaction survey is developed to better collect data on perceptions of Maori regarding Waitakere as a place to work and conduct business within	
Constraints	<ul style="list-style-type: none"> - Lack of clarity where the functional relationship/responsibility should exist within Council infrastructure <ul style="list-style-type: none"> - Newly formed Economic Development Unit still establishing its role within Council - Non-existence of a Maori Economic Development strategy within the Council's Strategic Plan 			
Opportunities	<ul style="list-style-type: none"> - Utilising the community relationships that exist and building quantitative and qualitative measurements around Waitakere City's contribution to Maori development - Contributing to the implementation of a Treaty Framework within the Council's operational arm, not just at a political level 			
Key Actions	This objective forms part of the Economic Development Units strategic plan	ARC (AREDS), Enterprise Waitakere, AUT (IPP), TPK and Te Taumata Reps establish a working party to oversee project	A MOU is developed between Te Taumata and AUT IPP to instigate a research project and funding is sourced from either FORST or Trade & Enterprise	A joint project is developed with Manukau City Council that looks at establishing benchmark indicators in relation to identification of sources for Maori Economic Data
Resourcing	Within existing budget until budget bid is implemented for the 2006/7 years	Each agency commits resources to facilitate participation in the project	Negotiations held with FORST, Ministry of Economic Development, Trade & Enterprise, Local Govt NZ	Te Puni Kokiri, NZIER, Councils, ARC



Key Objective				
A Maori Creative Industries Cluster in Waitakere is established				
Key Outcomes	Maori within the Industry are benefiting from being engaged in the cluster		As an Industry Cluster it is linked to existing regional cluster activity	
Milestones	A resource within Enterprise Waitakere is designated to manage the cluster development and activity	A strategic relationship is developed with Auckland University of Technology (IPP) to engage in a Research project related to Maori Participation in the Creative Industries as a model of practice for Maori economic development	A significant event/activity is undertaken that showcases the participants within Waitakere Maori Creative Industries Cluster and promotes the industry strategy that has been developed	
Constraints	<ul style="list-style-type: none"> - Limited knowledge of Maori who are engaged in Creative Industries - Lack of participation by Maori in existing Creative Industry activity <ul style="list-style-type: none"> - Limited encouragement or incentive for Maori to engage - Non-existence of a Maori Economic Development strategy within the Council's Strategic Plan 			
Opportunities	<ul style="list-style-type: none"> - Opportunity to consolidate four key platforms identified in Preliminary report (eg Wananga, Music Studio etc) - To put Waitakere City at the forefront of Maori economic development by concentrating effort into one significant strategy - Better engagement by Maori in the industry and ability to work to comparative and competitive advantage thereby strengthening Waitakere's position globally 			
Key Actions	This objective forms part of the Enterprise Waitakere's Strategic and Business plans	ARC (AREDS), Enterprise Waitakere, AUT (IPP), TPK and Te Taumata Reps establish a working party to oversee project	The Cluster to be instigated after the Strategic Planning Hui with specific training related to this kind of development	The cluster once developed identify as part of their strategy a key event eg Matariki 2006 to showcase cluster's capability to contribute to the sector and Waitakere City
Resourcing	Within existing budget until budget bid is implemented for the 2006/7 years	Each agency commits resources to facilitate participation in the project	Enterprise Waitakere, Trade and Enterprise NZ, AUT IPP	Waitakere City, Creative NZ, TPK, Tourism Auckland, Film Auckland, local Marae, Te Whanau o Waipareira, Hapu and Iwi



Key Objective				
A Maori Creative Industries Strategy is implemented				
Key Outcomes	A strategic planning hui has been held		Waitakere City Council include the strategy within their economic development plan	
Milestones	Key personnel representing Mana Whenua are resourced to undertake initiatives that promote better community understanding of Maori history within Waitakere region	A strategic relationship is developed with Auckland University of Technology (IPP) to engage in a Research project related to Maori Participation in the Creative Industries as a model of practice for Maori economic development	A significant event/activity is undertaken that showcases the participants within Waitakere Maori Creative Industries Cluster and promotes the industry strategy that has been developed	
Constraints	<ul style="list-style-type: none"> - Limited knowledge of Maori who are engaged in Creative Industries - Lack of participation by Maori in existing Creative Industry activity nationally let alone regionally or locally <ul style="list-style-type: none"> - Limited encouragement or incentive for Maori to engage - Non-existence of a Maori Economic Development strategy within the Council's Strategic Plan 			
Opportunities	<ul style="list-style-type: none"> - To put Waitakere City at the forefront of Maori economic development by concentrating effort into one significant strategy <ul style="list-style-type: none"> - Better engagement by Maori in the industry and ability to work to comparative and competitive advantage - Opportunity for Maori businesses to develop and grow within Waitakere 			
Key Actions	A project manager is contracted to facilitate and implement the strategic planning hui and who is responsible for ensuring stakeholder engagement and providing report	ARC (AREDS), Enterprise Waitakere, AUT (IPP), TPK and Te Taumata Reps establish a working party to oversee project	This objective forms part of the Economic Development Units strategic plan	The cluster once developed identify as part of their strategy a key event eg Matariki 2006 to showcase cluster's capability to contribute to the sector and Waitakere City
Resourcing	Within existing budget for Waitakere City Maori Community Partnerships Project	Each agency commits resources to facilitate participation in the project	Within existing budget until budget bid is implemented for the 2006/7 years	Waitakere City, Creative NZ, TPK, Tourism Auckland, Film Auckland, local Marae, Te Whanau o Waipareira, Hapu and Iwi



KEY STRATEGY 2				
<i>That a project is established that assists mana whenua involvement in eco-tourism by supporting their capability to participate in developing a tourism product.</i>				
Key Objectives	To strategically position Mana Whenua's capability to actively engage in Tourism opportunities within the Waitakere region		To provide the opportunity for Mana Whenua to demonstrate the value they bring to Tourism within Waitakere	
Key Outcomes	The stories of the historical significance of whenua, waahi tapu, Maunga, awa, moana within the region are catalogued	Engagement in a locally based community initiative has been facilitated	The Twin Coast Discovery Tourism package incorporates Mana Whenua provided tourism packages/product	The opportunity for a Joint Venture with the Arataki Visitor Centre has been developed
Milestone 1	Key personnel representing Mana Whenua are resourced to undertake initiatives that promote better community understanding of Maori history within Waitakere region			
Milestone 2	A partnership relationship is developed to undertake eco-tourism opportunities related to the Twin Streams Project		Tourism Auckland are engaged with promoting and marketing the Tourism product being developed by Mana Whenua	
Milestone 3	Mana Whenua are participants in regional Maori tourism initiatives.			



Key Objective			
To strategically position Mana Whenua's capability to actively engage in Tourism opportunities within the Waitakere region			
Key Outcomes	The stories of the historical significance of whenua, waahi tapu, Maunga, awa, moana within the region are catalogued		Engagement in a locally based community initiative has been facilitated
Milestones	Te Taumata Runanga have been mandated by Waitakere City Council to take responsibility for the implementation of the strategy	A partnership relationship is developed to undertake eco-tourism opportunities related to the Twin Streams Project	Mana Whenua are participants in regional Maori tourism initiatives.
Constraints	<ul style="list-style-type: none"> - Tribal boundaries that aren't recognised and extend beyond Waitakere region <ul style="list-style-type: none"> - Limited internal capability of Mana Whenua in the industry - Lack of recognition by Tourism operators and Industry representatives 		
Opportunities	<ul style="list-style-type: none"> - Contribute to enhancing Waitakere City's Eco-tourism - Community engagement increases knowledge of local Maori history <ul style="list-style-type: none"> - Incentives for more Maori to be engaged in Tourism - Te Taumata Runanga to endorse objective as part of their submission towards the LTCPP objectives for 'Urban and Rural Villages' and 'Green Network' - - 		
Key Actions	Participate in Twin Streams Project by supporting initiative around capturing and documenting historical knowledge of area	Appointment of key co-ordinator to oversee and promote Mana whenua initiatives	
Resourcing	Waitakere City Maori Community Partnerships Project funding	Internal Affairs, CDG, Auckland Regional Council, TPK, Te Kawerau a Maki	



Key Objective			
To provide the opportunity for Mana Whenua to demonstrate the value they bring to Tourism within Waitakere			
Key Outcomes	The Twin Coast Discovery Tourism package incorporates Mana Whenua provided tourism packages/product	The opportunity for a Joint Venture with the Arataki Visitor Centre has been developed	
Milestones	Te Taumata Runanga have been mandated by Waitakere City Council to take responsibility for the implementation of the strategy	A partnership relationship is developed to undertake eco-tourism opportunities related to the Twin Streams Project	Tourism Auckland are engaged with promoting and marketing the Tourism product being developed by Mana Whenua.
Constraints	<ul style="list-style-type: none"> - Tribal boundaries that aren't recognised and extend beyond Waitakere region <ul style="list-style-type: none"> - Limited internal capability of Mana Whenua in the industry - Lack of recognition by Tourism operators and Industry representatives 		
Opportunities	<ul style="list-style-type: none"> - Contribute to enhancing Waitakere City's Eco-tourism - Community engagement increases knowledge of local Maori history <ul style="list-style-type: none"> - Incentives for more Maori to be engaged in Tourism - Te Taumata Runanga to endorse objective as part of their submission towards the LTCPP objectives for 'Urban and Rural Villages' and 'Green Network' - - 		
Key Actions	Participate in Twin Streams Project by supporting initiative around capturing and documenting historical knowledge of area	Appointment of key co-ordinator to oversee and promote Mana whenua initiatives	A strategy meeting is held between Tourism Auckland, the Maori RTO, TPK, WCC and Te Kawerau Maki to identify opportunities
Resourcing	Waitakere City Maori Community Partnerships Project funding	Internal Affairs, CDG, Auckland Regional Council, TPK, Te Kawerau a Maki	Respective agencies



KEY STRATEGY 3				
<i>That more research is undertaken to look at how Maori could be engaged in contributing to improving the skills shortage in the Transport Industry</i>				
Key Objectives	To better understand the needs of Maori either employed or in business in the Transport industry		To leverage off the participation rates of Maori in the Transport industry to advance Maori business development opportunities	
Key Outcomes	Maori within the industry see the value of this strategy	Skill shortages within the industry are identified	Business support services are more effectively utilized by Maori businesses in this industry	New business opportunities are explored and promoted
Milestone 1	Maori capacity, skills, knowledge and critical mass within this industry have been documented			
Milestone 2	Key issues for Maori within this industry are reported on			
Milestone 3	A resource within Waitakere City Council Policy/Research Unit is designated to undertake this project		Waitakere City Council has a better understanding of Maori participation within this industry and at what level	



Key Objective			
To better understand the needs of Maori either employed or in business in the Transport industry			
Key Outcomes	Maori within the Transport industry see the value of this strategy		Skill shortages within the Transport industry are identified
Milestones	Maori capacity, skills, knowledge and critical mass within this industry have been documented	Key issues for Maori within this industry are reported on	A resource within Waitakere City Council Policy/Research Unit is designated to undertake this project
Constraints	<ul style="list-style-type: none"> - Very little data available to identify Maori participation, and at what level within the industry <ul style="list-style-type: none"> - Te Taumata unclear about the value of this objective - Maori representation is predominantly at an 'unskilled' level - Project is not connected to an Economic Development strategy 		
Opportunities	<ul style="list-style-type: none"> - Contribute to the development of Waitakere City Council's Transport strategy by identifying key issues related to this sector of the community <ul style="list-style-type: none"> - To enhance existing Maori business activity in this area or stimulate more business development - To capture empirical evidence that will contribute to identifying Maori economic activity within the region 		
Key Actions	Connect project to existing activity within Waitakere City Council around transport initiatives	Develop a research project focusing on identifying job classifications and undertaking research project	
Resourcing	WCC Business Units	Waitakere City Council/Te Taumata Runanga 2006/07 Budget Labour Market Policy Group	



Key Objective			
To leverage off the participation rates of Maori in the Transport industry to advance Maori business development opportunities			
Key Outcomes	Business support services are more effectively utilized by Maori businesses in this industry		New business opportunities are explored and promoted
Milestones	Maori capacity, skills, knowledge and critical mass within this industry have been documented	Key issues for Maori within this industry are reported on	Waitakere City Council has a better understanding of Maori participation within this industry and at what level
Constraints	<ul style="list-style-type: none"> - Very little data available to identify Maori participation, and at what level within the industry <ul style="list-style-type: none"> - Te Taumata unclear about the value of this objective - Maori representation is predominantly at an 'unskilled' level - Project is not connected to an Economic Development strategy 		
Opportunities	<ul style="list-style-type: none"> - Contribute to the development of Waitakere City Council's Transport strategy by identifying key issues related to this sector of the community <ul style="list-style-type: none"> - To enhance existing Maori business activity in this area or stimulate more business development - To capture empirical evidence that will contribute to identifying Maori economic activity within the region 		
Key Actions	Develop a research project focusing on identifying job classifications and undertaking research project		
Resourcing	Waitakere City Council/Te Taumata Runanga 2006/07 Budget Labour Market Policy Group		



Community Feedback

At the conclusion of presentations from Mayor Bob Harvey and KCL the community Hui held on 21 July 2005 broke into four groups to undertake a SWOT analysis of the report.

Two guest speakers and a councillor made concluding remarks to give an overview of the evening's proceedings.

The following are responses from the group workshops held:

Strengths

- Maori Economic Development – positive
- Utilises natural Maori ability, talent, resources – nurturing / acknowledgement
- Identifies Maori working in industry – builds on opportunities
- “Doable”
- Maori Potential – schools / kura / kōhanga
- Maori Models gaining momentum – birth / elderly eg. Wai Health
- Innovation / Healthy Nation
- Entrepreneurial
- Plants the seed – WCC partners
- Eco-tourism
- Te Atatu Marae
- Gateway to Waitakere
- People available: Kura Kaupapa
- Building on what's there and bringing groups together
- Exports:
 - Maori Cultural Heritage
 - Asian Market
 - Promotion
- Planned approach
- Well researched
- Language
- Links to initiatives eg. Central Government
- Some of it already occurring eg. Partnership eg. Bus company training, WINZ participants
- Creative industries cluster – useful database – many connections



- Clusters are supportive – weavers/bone carvers
- Transport – Maori men great operators: good paying positions/furniture removals
- Connectedness between Wellbeing Collaboration and Economic Strategies (eg. Maori Womens Welfare league)

Weaknesses

- Lack of participation because not listened to
- Globalisation of Maori
- Tourism externally owned
- Transport Issues
- High tech futures
- Info tech to be set up Limits us to 3 major areas
- Lack of:
 - connection
 - capacity
 - resources
 - access
 - awareness
 - communication
 - consultation
- Lack of “children” tamariki voice? – mokopuna / our future
- Scoping report limited – only looks at ‘low skill’ sectors. Need to have a focus on ‘high skill’ sectors
- “Bouncing off ideas” opportunities
- Database needs to be useful
- Parents need initial guidance
 - idea – retreat to strengthen whanau - parents / tamariki
- Moving forward Wellbeing Refuge
- Take down barriers to achieving – extended whanau support



Opportunities

- WA Arts” – equivalent to be established
- Quality performance centre
- Arts Council strengthened
- Learning tools of trade/performing
- Potential for capacity building
- Resourcing venues used now eg. Marae
- Work opportunity from learnings
- Partnership with industry
 - excellent outcomes eg. skills
 - sustainable employment
 - cyclic
- Mana whenua needs resourcing – it’s a pathway
- To demonstrate the VALUE
- Cohesion potential
- Involvement Maori youth
- Waitakere Mana Whenua stories!
 - creativity
- Getting information out: Stats
- Eco Tourism – Westie / Waipareira / Hoani Waititi
- Maori tourism
- Manawhenua: Knowledge / people / land
- Council: Resourcing / funding
- Ownership: Maori
- Maori Employment
 - Tino Rangatuatanga
 - Upskill
 - Self determination
 - Independence
- Money
- Communication / partnership / increasing wellbeing / competence / confidence
- Potential to tap our wider communities
- Overcomes isolation – leadership / focus
- Industry leaders



Threats

- Change of Council
- Change of Government
- Too many chiefs not enough indians
- No buy in from Maori
- Overuse of our kaumatua
- Transient population
 - Brain drain
 - Loss of skills
- Lack of Leadership
- Cultural Conflicts – tall poppy / Maori politics
- Maori moving to different whenua
- Political risk
- Strong enough to stand alone
- Plan “B” for creative industries in Waitakere
- Risk of “putting Maori culture etc. out there”
- No funding, people resources
- Raised expectations not followed through with implementation of an operation plan
- If collaboration partners step back – to soon or out completely



Defining Maori Community Economic Development

Within the context of this report Maori Economic Development has been overlaid with Maori Community Economic Development. However it is important to distinguish their differences.

Essentially the difference is based on approach and levels of engagement.

Presently Maori Economic Development strategies from central government promoted at *Hui Taumata 2005* focus on industry and business sector approaches. People engaged in the development of these strategies are politicians, government officials, business leaders, Maori community leaders, Iwi and Hapu representatives and academics. The intention is to improve Maori economic wellbeing across all levels by building the capability of existing industries and business by being engaged in new market opportunities. The flow on effects can impact directly on the standard of living Maori will enjoy either as shareholders or owners of the businesses or assets. This should have a trickle down effect on Maori capability to be able to make choices around health, education and housing. More importantly as hoped by the recent formation of the Maori Business and Professional Association³⁸, it will result in Maori having the resources to be more engaged in their hapu and Iwi development. Maori business entrepreneurship is also recognised as being a major contributor to Maori Economic Development (MED).³⁹

An example of a MED strategy is the formation of the RTO/Maori Tourism Group Partnership. A key objective of the New Zealand Tourism Strategy 2010 is greater participation by Maori in tourism. The Strategy calls upon Maori to partner with Regional Tourism Organisations (RTOs) to agree roles and accountabilities on regional tourism planning and development, destination marketing and destination management. July 2005 has seen the formation of the NZ Maori Tourism Council as a result.

Maori Community Economic Development strategies could include the same kind of people at different levels of engagement. However the strategies are usually developed from a community based initiative that is then linked into existing or new activity either with businesses, other communities of interest, local and central government or hapu/Iwi activities. The ownership for the development remains with the community with a view that it will have a positive flow on effect to individuals, whanau, and organisations that are stakeholders in the outcomes. It requires social entrepreneurship and visionary thinking to implement strategic relationships. Many established Maori enterprises or businesses have evolved from a Maori Community Economic Development approach.

³⁸ The MBPA is an initiative from the MWL which was launched at the June 2005 Inaugural Maori Business Awards. *Toward High Growth Enterprise in New Zealand*

³⁹ Frederick, H. (2004), *The Unitec Global Entrepreneurship Monitor, 03/04: Toward High Growth Enterprise in New Zealand*. Unitec New Zealand's Centre for Innovation & Entrepreneurship Research Report Series, Vol. 3, No. 1, Auckland : Unitec New Zealand, pg 36



An example of a Maori Community Economic Development approach is the development that has happened in Moerewa, Northland where;

He Iwi Kotahi Tātou Trust, the trust that had been formed to assist Moerewa to grow positively, saw the potential of the Community Development model. In fact, key people in the Moerewa community and the trust had already begun to work in the Community Development framework - and their work was starting to effect change in the behaviour and attitudes of the townspeople. The community had started to take back their control and build up the esteem within the community.

He Iwi Kotahi Tātou Trust started looking for an alliance with organisations where the community would still have the control and the last say in the town's development, but where they could turn for moral support and financial assistance to continue to improve their living conditions in Moerewa.⁴⁰

From this approach four new Maori owned businesses were established, Tuna Café, 2001 Hair Salon, Moerewa Co-operative (fashion and arts), and Moerewa Arts & Craft Galley.

Throughout the implementation phase of the Action plan the two approaches will inevitably overlap as market conditions, the political environment and other regional or local imperatives occur. The leadership of the Council, Te Taumata Runanga and the Steering Group will help ensure the waka stays on the right course.

⁴⁰ ALAC Casestudy : *Moerewa - A Community Development approach to solving alcohol and drug problems in a community.* www.alac.org.nz



Conclusion

This report attempts to capture all of the elements necessary to take the project initiated under Waitakere City Maori Community Partnerships forward.

The groundwork has been undertaken to achieve quiet spectacular outcomes to enhance and frame up a Treaty relationship between Maori and the Waitakere City Council as well as contribute to mutual capacity building between Maori and Non-Maori organisations.

As identified within the feedback from the 21 July 2005 Community Hui the scope of the report has been limited to focusing on three key sectors for strategic action.

In the first report KCL submitted in February it was noted that taking a strategy to an implementation phase would require a supportive policy and operational environment. Furthermore it is important to be able to get 'buy in' from non Maori. It is KCL's contention that the work that has been completed to date from this project has built the framework for stakeholders to see the direct benefits for advancing these strategies.

Throughout consultations KCL has encountered real enthusiasm from Maori to see this initiative advanced further. Kura Consulting Ltd looks forward to when the strategy officially becomes the 'Waitakere City Maori Economic Development strategy'.

Me kimihia te ara totika hei oranga mo te Ao.

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