

# Evaluation and analysis of Motueka 2030 projects

*Approved by the VMDT board, October 22nd 2015*

## **Background**

This report follows on directly from the major report "*Community priorities for Motueka*", commission by Vision Motueka Development Trust (VMDT), authored by Eva Lawrence, and published in July 2015.

"*Community priorities for Motueka*" summarised the findings of the Motueka 2030 program, conducted by VMDT during the month of May 2015, which aimed to elicit from the Motueka community their thoughts about what would be needed to make Motueka a stronger community into the future. Copies can be seen in the reference section of the Motueka Library, or downloaded from the Vision Motueka website at [www.visionmotueka.org.nz/motueka2030/docs/Motueka2030-full-report.pdf](http://www.visionmotueka.org.nz/motueka2030/docs/Motueka2030-full-report.pdf).

The main purpose of the Motueka 2030 program was to gauge what developments were wanted most by the community, in order to allow VMDT to identify and prioritise our own future project program. Secondly, it was to provide useful information and guidance to other community organisations (including local government agencies and in particular Tasman District Council) and individuals who may also be planning or working on community developments (including those which VMDT does not expect to be involved).

In September and October VMDT board members examined and analysed the findings of that report and considered their implications, for our board and the town. We ran a series of workshops to crystallise and prioritise the potential projects that were identified by the Motueka 2030 report, and to decide which ones our organisation will tackle in our own project programme. This document sets out and explains the outcomes of those deliberations.

Board members involved in the analysis and the preparation of this second report were David Armstrong, Peter Canton, Mark Chapman, John Fisher, Linda Glew, Paul Hawkes, Eva Lawrence, Kym Parsons, Rima Piggot, Liz Salt, Joy Shorrocks and Gabrielle Thorpe.

## **Summary of evaluation results**

1. Projects that are happening which Vision Motueka is already (and is likely to continue to be) involved in as a leader, partner or contributor:

- Install high-speed broadband throughout the town and surrounds
- Build a covered swimming pool
- Build a new, larger library
- Build a community and visitor hub offering a range of facilities (including the library) in one place
- Encourage pakeha and Maori to work together on common projects
- Commission large public art works - murals, sculptures etc
- Create better advocacy and representation for Motueka
- Foster innovation and entrepreneurship

## 2. Projects that are happening without the involvement of Vision Motueka:

- Create a more extensive network of walking/bike paths
- Broaden and develop local craft industries
- Install traffic lights at the High St - Pah St / Greenwood St intersection
- Widen the Motueka River SH60 bridge
- Youth participation in the community and youth-led initiatives
- Plant more trees on reserve land that have edible fruits, nuts etc
- Create a picnic area north of the Motueka River bridge
- Expand and add more community gardens
- Restore the historic wharf on Motueka Quay as a tourist attraction
- Restore the Riwaka wharf linked to a coastal walkway
- Strengthen the community and its identity
- Improve the town centre
- Improve road signage to town amenities
- Introduce more conference and function facilities
- Plan for climate change
- Improve and extend the recreational park areas around town
- Improve the state of all Motueka footpaths
- Encourage time banks, barter system, non-dollar currencies
- Upgrade the salt water pool
- Move education delivery toward "democratic schools" concepts

## 3. Future projects which Vision Motueka could (or should) lead or partner in:

- Provide a youth-focused workplace training centre or scheme
- Organise a large 'signature event' repeated each year
- Improve the quality and usefulness of Thorp's Bush
- Create a technology, innovation and business hub
- Create a master plan for the layout, attractions and facilities of Motueka
- Create a tertiary educational facility for local primary industries
- Make Motueka known as a great area to retire comfortably to
- Encourage more Maori cultural features in the town
- Plan for an ageing community

## 4. Future projects which Vision Motueka need not (or could not) play a part in:

- Be more self-sufficient with power, sewage, food, water collection
- Improved flood protection (including the river stop banks)
- Organise more activities in town for youth
- Provide public transport services to Nelson and Kaiteriteri
- Encourage all new housing to be self-sufficient in power, water
- Create added-value businesses around existing primary industries
- Promote Motueka for winter holidaying
- Fix environmental risks before promoting more tourism and industry
- Make Motueka a model town for eco-friendly neighbourhoods
- Develop a major, unique visitor attraction that Motueka is known for
- Conduct more extensive visitor promotions and marketing
- Further develop the marina and boating industrial area near Talley's
- Encourage more extensive tree plantings generally around Motueka streets

- Move the wastewater (sewage) plant to higher ground
- Develop and use Te Awhina Marae for more tourist attractions
- Plant an avenue of trees along the length of High Street
- Create a heavy traffic (or general traffic) bypass to the west of Motueka
- Increase the targeted rate to \$1/week to run only Motueka projects

## **General comments**

Evaluating potential projects presents a number of challenges. Several important factors are worth mentioning. These helped in applying appropriate weightings to the various evaluations.

### **1. Timetable**

Some projects are already under way, some are not but could be tackled very quickly, some would need several years to bring to a starting point, some may take several years to complete, and some are ongoing developments with no end date. It is not feasible to tackle them all at once. However, according to our Motueka 2030 project title, we have 15 years in which to sensibly pursue a broad program. Some projects, though desirable right now, may have to wait.

### **2. Capacity and Resources**

Most projects require people to run them or take part in them. There is a limited pool of people in the community who are prepared to put in significant work on community-wide development projects. Involvement across the majority of the Motueka community would be highly desirable, but very difficult to do except with particularly popular projects. VMDT has only a limited number of people who can take on project leadership or partnership roles. Resources that can be applied to projects must be a significant factor in project planning, particularly those projects that are to take place in parallel. The common principle applies: it's better to do fewer projects well than more projects badly. It is also important to keep "putting runs on the board" by achieving some short-term, visible project goals while working towards other longer term ones that often have a lower (or zero) public profile in their early stages. In some cases, a key resource will be some sort of paid project administrator, so in these cases the availability of finance from larger funding agencies also becomes a critical factor.

### **3. Community control and influence**

As is noted in several of the items in the project lists, some projects can be delivered by community organisations without the need for local government funding or supervision/permission. Some can be community-led but need to go through TDC's Long Term and Annual Plan processes because they involve land or amenities that are under Council control. And some projects can be implemented only by local or central government agencies. This report attempts to identify all of these and suggests the appropriate actions, which may include advocacy and lobbying.

### **4. Finance**

As with human resources, finances available are limited and sometimes very tight. Sometimes large community projects compete with each other within the same funding pools. Timing of the commencement and completion of large-scale projects must often align with the times when funds are made available in annual cycles. This also includes those projects which require TDC input and funding, according to their Long Term Plan.

### **5. Potential benefits**

Some subjective criteria inevitably play a part in any evaluation of the potential benefits of any development to the community as a whole. Some developments may have almost universal support, others may be highly contentious. Whenever there may be doubts as to the value or suitability or

potential benefits of any project in this report, in making its decision VMDT must consider the alignment of the project with Vision's expressed purposes (see [www.visionmotueka.org.nz/about.html](http://www.visionmotueka.org.nz/about.html)). Where opinions of board members vary, this alignment becomes a key factor in deciding our involvement (or otherwise) in that potential project.

Note that this assessment does not stop any other organisations or people from mounting those projects themselves. The VMDT board does not assume that that our view of benefits and suitability represent those of the community as a whole.

It should also be noted that VMDT's charter forbids us from advancing "... the causes or agendas of political groups, special interest groups or particular businesses." This does not mean that we will not support specific projects that are organised by such groups, if our board feels that those projects will have beneficial outcomes for the community as a whole and that our support is needed to make it happen. But in such cases our support will be for specific projects (that have a start point, measurable end point and identified purpose) and not just broad statements of intent. That is, we are primarily a project-based development group and not a lobby or advocacy group.

## **6. Specificity of projects**

Many of the findings of the May consultation, and in particular of the questionnaire, did not point to specific projects. As noted above, normally we think of projects as activities that have a measurable goal, a start and end date, and a project team. VMDT board members have referred to these "non-specific project" findings (and the questions that triggered them) as "attitudinal", in that they sought people's attitudes to the idea behind the question rather than their priority rating for specific project developments. For example, we see "Build an indoor swimming pool" as a specific project, but "Fix environmental problems before growing the economy" as seeking an attitude.

In quite a few of items in the analysis below, therefore, the board considers that the priorities identified by the Motueka 2030 report do not translate easily into specific projects. In such cases this is noted, and in many of these VMDT could support the ideas behind the priorities and may be in a position to help with advocacy around associated projects by interested parties.

## **7. Other project options**

VMDT acknowledges that the initial choice of the survey questions (and the related ones that triggered discussions on the Facebook group) has shaped the results. Not every potential development project was included in the questionnaire, and it is easy to imagine that several other ones may have emerged had they been included.

Examples of questions that could have been included in the questionnaire are:

- Should there be more community policing?
- Is there a need to provide more services for mentally unwell people?
- Is there a need to provide more services for migrants settling into the community?
- Is there a need to provide more services for disabled people?
- Should footpath improvements be a major priority?
- Should there be more security cameras in the CBD?
- Should there be more car parking / less car parking in the CBD?
- Should there be stronger links and more cooperation between Motueka business people?

All of these, and many more, could have started yet further debates and possibly project ideas. Therefore this Motueka 2030 project cannot be said to be definitive, and VMDT will remain open to considering and prioritising other potential projects as they arise over time.

## Evaluation goal

The main purpose of analysing and evaluating the Motueka 2030 findings is to provide the Vision Motueka board with a guide to projects it will seek to undertake in the near, medium and distant future. It will also allow us to group projects according to which ones VMDT could lead, partner, support and advocate for. Note again that this does not rule out projects that VMDT would not expect (or considers itself unable) to take part in - any other organisation or people can tackle these at any time using their own resources.

The secondary purpose of the evaluation is to suggest projects or targets that the broader community could take on, based on what community members said during the consultation. However, it does *not* suggest any plan or even recommendations or opinions for projects which our board have decided not to take on. At the very least, this document could open the way for further conversations and debate within the community about the town's future.

Some of the more ambiguous or "attitudinal" items that arose in the Motueka 2030 consultation could be developed and refined into specific work that could eventually lead to new project ideas. VMDT needs to be open to adding further projects, as long as they are evaluated in the same way as our initial set.

If VMDT goes down the path of assembling a costed and staged project package, followed by seeking significant funds through a targeted rate collected by TDC on our behalf, then the project planning will need to be meticulous, strongly supported and very persuasive.

## Format of this report

The report published in August 2015 of the findings of Motueka 2030 listed the potential projects in order of questionnaire popularity, plus other issues or project ideas which arose during the month that were not in the questionnaire.

This report of the analysis of those findings takes a different tack, sorting the projects into four groups (while acknowledging that some projects fell within two or even three of those groups). This mirrored the way in which our team initially sorted the results.

The four categories used were:

- projects that are happening which Vision Motueka is already (and is likely to continue to be) involved in as a leader, partner or contributor;
- projects that are happening *without* the involvement of Vision Motueka;
- future projects which Vision Motueka could (or should) lead or partner in;
- future projects which Vision Motueka need not (or could not) play a part in.

Clear examples of the second and fourth categories include major works which are the sole responsibility of local or central government, or which other community groups are successfully running. However, we agreed that on many of these potential or current developments VMDT could take an advocacy/support role, and some of them could enter our project line-up in time as the ideas that underlie them crystallise into specific community projects. Most that potentially fall into this category are noted below.

## **A. Projects that are happening which Vision Motueka is already involved in**

The following set of projects that figured in the Motueka 2030 findings were identified by VMDT as already active, either in execution or in advance planning, in which Vision Motueka is either a leader or a partner. VMDT intends to continue to work in all of these projects to the degree described below.

### **A1. Install high-speed broadband throughout the town and surrounds**

This was a highly popular project in the questionnaire, and it aligns closely with VMDT objectives. Although not specified in the question, implicit is the requirement to plan and carry out programs which will enable high-speed broadband to be used effectively by residents and businesses. The first draft of these programs were set out in TDC's submission to MBIE for UFB funding to the town. VMDT would wish to be a key partner in a strategy and development group, tentatively named "Connect Motueka". At the time of writing this report, VMDT is effectively leading this group.

If government funding for UFB is not supplied in this round, this project should still go ahead at least in planning and steps to prepare the town for the time when UFB can be supplied. VMDT (or other not-for-profit groups) would not expect to be involved in raising funds to bring UFB to Motueka; rather, any funding for project initiatives based around the arrival of UFB would be expected to come from organisations and business groups which would benefit financially from such an upgrade.

Partners in this project would be expected to be Our Town Motueka, Tasman Bays Promotions Association, Seniornet, Te Awhina Marae, schools, Motueka library, and individual business owners.

The direct benefits of this project are varied across the population but are mainly for businesses and education and community connections, and indirectly for almost everyone because of the younger and better-off new residents it attracts.

### **A2. Build a covered swimming pool**

This was a highly popular project in the questionnaire, and it aligns well with VMDT objectives in terms of community cohesion and individual health, as well as community pride.

During that time of the Motueka 2030 program, plans to enclose the outdoor High School to make it usable year-round were made public and a fundraising committee formed. This project is now a partnership between Good Sports Motueka (as leader) and VMDT, with the committee also being made up of interested volunteers. This project is therefore underway, and VMDT intends to remain part of it at least until the money is raised and building commences.

The cost of the first (major) stage of this project is expected to be about \$1.2 million, of which up to perhaps \$400,000 will need to be raised by Motueka people, businesses and organisations. (The rest will be raised from larger funding agencies.) VMDT believes this is achievable.

### **A3. Build a new, larger library**

This was a highly popular project in the questionnaire, and it aligns well with VMDT objectives. Although the original question included the possibility of expanding the existing library, VMDT has been very actively campaigning and advocating for a new library (in Decks Reserve) for several years, and will continue to do so. This project is now merged with the following one, to build a community

hub, and further comments are included there. VMDT expects to remain one of the key partners in developing this project until its completion.

TDC has written into its long term plan a funding contribution of a little over \$2 million toward a new library (or major upgrade of the existing library). VMDT believes that by combining this with money raised by the community and through large funding agencies will suffice to create a good community and visitor hub facility.

#### A4. Build a community and visitor hub offering a range of facilities (including the library) in one place

This was a popular project in the questionnaire, and it aligns well with VMDT objectives. The question in the survey did not provide much in the way of clues as to what the hub would include or where it would be located, although a fair amount of publicity over the past three years has provided enough clues as to the thinking of the project originators. It is now accepted that the hub complex would be built on Wallace Street in the space between the Japanese garden and where i-Site is now, with a new i-Site being incorporated into the hub. All planning at present is based on this assumption.

Planners are also assuming that the facility will be more than just a set of buildings, but will also incorporate landscaping connections with the Decks Reserve spaces, and eventually extend into becoming the community and commercial centre of the town, incorporating shops which are presently on the east side of High Street and back onto Decks Reserve.

Facilities offered within the hub are not yet fully decided, but it is assumed that it will contain at least a new library, relocated TDC service centre, a meeting room and new i-Site, with also possibly a facility for Department of Conservation and a technology or business innovation centre.

The direct benefits include improved community connections, modern day learning facilities, a better connection between Council and residents, and a "heart" of the town for both residents and tourists. Having these modern facilities will make the town more attractive to younger families and potential skilled business people.

Funding requirements for the community will be large, even with TDC committing over \$2 million to the library section. Rough estimates suggest the final cost may be in the region of \$4 million - \$5 million. Significant work will need to be done by a fundraising team to attract large funding agencies as well as involve the local community.

Given that the hub concept was first introduced by VMDT, we intend to remain a key partner with TDC, Tasman Bays Promotion Association (i-Site), Motueka Community Board and other potential partners.

#### A5. Encourage pakeha and Maori to work together on common projects

Although this survey item sought mainly the attitudes and priorities of the community, and not a specific project, the strong, positive response nevertheless gave a strong endorsement to VMDT's philosophy of partnership, collaboration and inclusivity and our endeavours to include both Treaty partners in all our decision making and project planning (where appropriate).

VMDT will continue to actively facilitate meetings, collaborations and joint advocacy between Maori entities and the main community groups of the town such as Our Town Motueka, Keep Motueka

Beautiful, Motueka Arts Council and the community board. It will also encourage tangata whenua to provide some simple, easy-to-read documentation available to the general public as to what each of the five major Maori entities are and how they relate to each other.

#### A6. Commission large public art works - murals, sculptures etc

This activity includes the work of several organisations (mainly Motueka Arts Council with artworks and sculptures) and continues under the steam of those groups. There was no strong vote for this in the survey, and VMDT thinks that this is most likely because most of those surveyed didn't mind the idea, but just thought it was not all that important to the extent that future works should be *commissioned*. VMDT is presently involved through its work on painting murals.

#### A7. Create better advocacy and representation for Motueka

Advocacy for projects, initiatives and plans that VMDT sees as fitting its core philosophy will continue and is seen as a vital activity for the trust. These are addressed as and when they arise. VMDT may take a more active role in some of these by convening (alone or with partners) public meetings that raise and debate certain issues.

An important way of providing more effective advocacy is to create and foster better relationships with key partners, in particular Tasman District Council and Motueka Community Board, as well as the other leading community organisations and iwi entities who are represented on our own board. Nurturing these relationships must be an ongoing process, including frequent and regular reassessment and flow of information.

#### A8. Foster innovation and entrepreneurship

This activity is taking place in pockets in the community already, and individual VMDT members are involved in several. The trust's role should increase, but will largely be research, advocacy and facilitation where required, and mainly as part of partnerships with the "Connect Motueka" team (see item A1 above) and/or with Our Town Motueka. Key partners external to Motueka will be Nelson Chamber of Commerce, Nelson EDA, and Ministry of Innovation and Enterprise, which is looking to set up an innovation trust for the area. The amount of funding required is most likely not trivial, but most would come from business groups and the leading partners, as per item A1.

### **B. Projects that are happening without the involvement of Vision Motueka**

The following set of projects that figured in the Motueka 2030 findings were identified by VMDT as already active, either in execution or in advance planning, but to date Vision Motueka has not been actively involved. VMDT is unlikely to become actively involved in any of these projects apart from in some cases support in the form of advocacy.

#### B1. Create a more extensive network of walking/bike paths

This improvement rated highly in popularity, and is an endorsement of the work of Keep Motueka Beautiful, TDC and the Motueka Community Board over past years. VMDT is happy to advocate for ongoing work as it aligns well with our objectives, but our input in path identification and creation is not needed as the three existing partners have their own clear vision and evolving plan. VMDT may support ideas that add value to such paths, such as signage, refreshment places, promotion, events, etc.



Related to this, the Motueka 2030 findings identified the desirability of developing a "master plan" by urban design specialists. VMDT may assist with (or even seeding of) the commissioning of urban design specialists to create a master plan; this possibility is noted in section C below.

## B2. Broaden and develop local craft industries

This survey item was rather too general to be used as evidence for any significant new initiatives. It would be difficult for VMDT (or anyone outside the set of industries) to implement. To a degree, TDC and Motueka Arts Council provide some encouragement and finance to arts and crafts groups, mainly for specific purposes (such as events), and many groups themselves are active in developments in their area (plus the marae in encouraging Maori crafts). From there it's really a matter of these small businesses that create and sell crafts either working harder or organising themselves into cooperatives or at least collaborative marketing. The item's popularity in the survey was not high enough to warrant any special input from VMDT.

## B3. Install traffic lights at the High St - Pah St / Greenwood St intersection

This was highly popular among most survey takers but was also opposed by a sufficient number (most of whom preferred a roundabout) to pull its net popularity down. It was clear, however, that an overwhelming majority of people who live in the town would like *some form* of better traffic management at this intersection.

The implementation of this wish is totally in the hands of NZ Transport Agency, which is receiving its advice from TDC, which in turn receives strong advocacy from Motueka Community Board. VMDT could add its voice to the advocacy through the community board and its ward councillors, but authorities have made it clear that NZTA will make its decisions based on its own studies.

Messages from NZTA to the community (via TDC) over the past few years have been mixed, involving not only this intersection but also the possibility of pedestrian-operated crossings in the CBD. NZTA policies appear to be changing but the present indication is that serious upgrading of the traffic management system in Motueka is back on the agenda for the next few years. If this changes again, VMDT will renew its advocacy for a solution for the intersection which considers the needs of the local population.

## B4. Widen the Motueka River SH60 bridge

As with item B3, this was highly popular in the SWOT analysis and other discussions, although it was not on the questionnaire. The implementation of this wish is also totally in the hands of NZTA, which is receiving its advice from TDC, which in turn receives strong advocacy from Motueka Community Board. VMDT could add its voice to the advocacy through the community board and its ward councillors, but authorities have made it clear that NZTA will make its decisions based on its own studies.

Messages from NZTA to the community (via TDC) over the past year indicate that the agency is likely to widen the bridge within about five years. This could change, but we believe that TDC and the Community Board will be keeping a close eye on that plan.

## B5. Youth participation in the community and youth-led initiatives

This project goal was an extension from a questionnaire item that asked: "The community organise more activities in town for youth". The response in the survey was strongly in favour, but the

Facebook discussion on the matter plus the ideas expressed in the Youth Summit indicated that these activities must be youth-led and not adult-led.

The potential benefits are controversial and not cut and dried. Some say that well-planned and supported youth activities will hold youngsters in town and help keep them out of trouble. Others say it will benefit only a small number of them who would engage, while church youth groups and the Recreation Centre can already provide for these needs just as well. Nevertheless, VMDT acknowledges the importance of encouraging greater youth involvement in and engagement with the whole community, and foster ways of helping them to remember good things about their place of upbringing, if they have to leave the area for study or work.

The questionnaire did not ask who would organise these activities. Such a project or goal would also need considerable buy-in by young people and their peers, and some may argue that all VMDT (or any other adult community organisation) needs to do is be supportive but otherwise let the young people organise their own activities. Some say an established "youth hub" is needed to provide a focus for well-managed activities; others say the kids will choose their own venues for hanging out regardless. VMDT believes that this is an area in which we need to tread carefully and be led by those directly involved with our young people.

#### B6. Plant more trees on reserve land that have edible fruits, nuts etc

This project began during 2015 under the leadership of Our Kai Motueka, within the structural support of Keep Motueka Beautiful, and with the blessing of TDC. The survey item was quite popular, and because it aligns quite well with our purposes VMDT is happy to endorse (and advocate for if necessary) the work of this group without need to be involved ourselves.

#### B7. Create a picnic area north of the Motueka River bridge

This project is being investigated by the Motueka Community Board in association with TDC. Keep Motueka Beautiful is likely to also be involved. In the form envisaged by the community board, the picnic area is likely to be relatively undeveloped, apart from making a space that is more comfortable for potential users. The likelihood of flood events precludes too much planning going into sophisticated equipment or amenity planting construction etc. Given that the survey item had medium popularity, VMDT is happy to endorse this work but does not need to be involved.

#### B8. Expand and add more community gardens

Given that the present gardens are large and seem to be fully satisfying present need, there is no great need for expansion. Motueka Community Gardens as an organisation appears to be running smoothly and satisfying its own goals and those of the people who use the facility. Given that the survey item had a low to medium popularity and community gardens align quite well with our purposes, VMDT is happy to endorse this work but does not need to be involved.

#### B9. Restore the historic wharf on Motueka Quay as a tourist attraction

The popularity of this survey item was sufficient that it warrants at least support. An independent trust has been set up by a Golden Bay man, Paul Sangster, to raise funds and plan for the restoration of all significant wharfs in the Tasman District. The Motueka Quay wharf is one of the main projects on their list. The trust involves three prominent Motueka people, and has the skills to see this project through in the long term. Therefore, VMDT does not need to be involved, but is happy to endorse ongoing work.

### B10. Restore the Riwaka wharf linked to a coastal walkway

The same analysis applies here as for item B8. The Riwaka wharf will be part of the project work of the aforementioned trust. A linked coastal walkway would need to be done by Keep Motueka Beautiful and TDC in partnership, possibly along with Riwaka residents who support this. It is best left to the specialists. VMDT considers this a lowish priority project.

### B11. Strengthen the community and its identity

This was not a survey item, but rather an activity or attitude brought out the programs SWOT analysis and other consultation. Of course it is a core responsibility of VMDT as well as all other forward-looking community groups. And it underlies many of the community development works being undertaken already, such as caring for Pacific Island horticultural workers.

### B12. Improve the town centre

This was another common wish for the future brought out in both the Facebook forum and in the SWOT analysis. Although it does not point to any specific large-scale project (apart from creating a heavy traffic bypass, or even "pedestrianising" central High Street, both of which would be hugely controversial and fully controlled by external agencies), it does support ideas expressed elsewhere for the development of a "master plan" for the town centre and surrounds.

At the micro level, groups such as Our Town Motueka and Keep Motueka Beautiful are constantly looking at ways of making the town centre more attractive and user-friendly, and these will continue with the mostly hands-off support of VMDT. We will be open to supporting such a venture if the idea develops into a plan.

### B13. Improve road signage to town amenities

Many people have commented about the lack of signs (as well as the lack of uniformity in existing signs) pointing out all the facilities and attractions in the town that visitors may like to see. The Motueka Community Board is currently working on a plan to address this issue, and VMDT supports that work but probably does not need to be involved.

### B14. Introduce more conference and function facilities

VMDT feels that the town (and nearby Kaiteriteri) is adequately served for places at which conferences and other large functions can be hosted. It is therefore considered a low priority to construct a further ones, and VMDT is unlikely to be involved.

### B15. Plan for climate change

On this issue, VMDT is advised that Tasman District Council staff are already involved in serious planning for the effects of sea level rise and more severe adverse weather events. Action in general to educate and advocate for the country as a whole to take climate change more seriously is an issue which is currently being promoted by several environmental groups in Motueka. VMDT has offered those environmental groups to support any task forces or other initiatives which they can identify as specific projects to address local climate change issues, such as education. VMDT as an organisation will not become involved in any overt political action around this issue, but may help in the process of specific project identification that may advance climate change planning for the town.

### B16. Improve and extend the recreational park areas around town

This is the core work of Tasman District Council and Keep Motueka Beautiful. The survey question was mainly testing whether people thought present recreational parks were sufficient and adequate or not. VMDT notes also that TDC is planning a review of all its reserves and parks in the coming financial year, so we would need to wait for the results of that exercise before making decisions. However, we do note that work in this area aligns closely with VMDT's purposes, so the trust will support any worthwhile related activities, and possibly be involved if requested.

### B17. Improve the state of all Motueka footpaths

This request was not included in the survey but arose in other forums. It was noted that after many years of what many local people considered neglect on the part of TDC, recent pressure (much of it through the Community Board) has caused TDC to begin a program of upgrading many of the footpaths in and close to the CBD. This has already begun. Furthermore, the Community Board has placed high on its "special projects" plans the construction of footpaths and pram/mobility crossings in a range of locations. VMDT believes this is being adequately addressed now and needs no further input from our group.

### B18. Encourage time banks, barter system, non-dollar currencies

There is already a time bank and a local non-dollar currency (TALENTS), both of which are actively used by a small but significant number of people. Anecdotal evidence suggests they are running well and satisfy some of the financial and purchasing needs of its users. VMDT considers that there is no need for any further input into the management of these systems from our board. This may change in the event of some major economic or financial breakage in the conventional economy.

### B19. Upgrade the salt water pool

This could have been a project that is reasonably well defined (though it doesn't say upgraded to what) and therefore costed, but the results of the survey suggest this is not a pressing issue and probably the baths are adequate now. VMDT will not be involved in any further work on this potential project in the immediate future.

### B20. Move education delivery toward "democratic schools" concepts

Although not discussed in any link in the Motueka 2030 survey, but ideas regarding new ways of teaching and learning that proponents believe better suit the 21st century arose particularly at the "sustainability" meeting at Memorial Hall. Under the various headings of "democratic schools", "education cities" and "21st-century learning network", advocates of change in the education system and particularly in curriculum delivery in conventional schools are working toward these ends. VMDT believes there is no need for our board to be involved at present, although this may change in future. VMDT will be open to supporting such a venture if the idea develops into a plan.

## **C. Future projects which Vision Motueka could (or should) lead or partner in**

The following set of projects were suggested new initiatives which proved popular in the Motueka 2030 survey and/or the Facebook and other consultation forums, but which to date have either not started or have only been talked about. They are also thought by the trust to be both of sufficient

importance and amendable to fruitful community action (that is, it is do-able) that Vision Motueka should take the role of being either an initiator, to a leader or a partner in such an initiative.

Although timing and resources will be an issue in some cases, in principle VMDT is open to seeding, developing or actively supporting these initiatives. As has been the case in several projects in which VMDT has been involved in recent years, sometimes the trust needs mainly to seed and facilitate the creation of project teams which can then take on the development tasks themselves without being directly led by VMDT.

### C1. Provide a youth-focused workplace training centre or scheme

This item rated very highly in the survey. The intent behind the wording of the question was based around the well-publicised initiative that began in Otorohanga several years ago and continues through a New Zealand-wide Mayoral Task Force on "jobs for youth", of which TDC is a part. This report assumes the reader is aware of that program. In August 2013 the Mayor of Otorohanga visited Motueka to explain their program and its success, and a good number of Motueka business people and training providers (plus Vision Motueka) expressed interest in transferring and adapting the Otorohanga model here. This never got off the ground due to lack of funding for someone to research and coordinate the plan. This current survey question therefore was asking people's opinions about putting appropriate resources into building such a scheme, although space limitations on the questionnaire did not allow this to be fully explained.

VMDT believes that such a project aligns very closely with our objectives, and if done well could provide considerable benefits. The direct benefits are varied across the population but are mainly for the participating young people themselves and participating local businesses, and indirectly for almost everyone because of the flow on effect of having young people staying in the town after leaving high school, learning employable skills and becoming better engaged with the rest of the community.

The experience from Otorohanga shows that such a project requires a champion to drive it. Informal discussions between VMDT and several potential industry trainers and education providers suggest that, while ideally one of them should be in a position to lead this project, in fact it may require an organisation such as VMDT to bring together the various potential partners and at least facilitate the project start up and seeking funds.

VMDT also believes the project could be built in stages, starting with training opportunities in specific areas and then broadening. The existing programs in Motueka High School would provide one foundation to build on.

Potential partners are the industry training organisations (especially ATET and Whenua Iti), Motueka High School (through its Trades Academy and Gateway system), Our Town Motueka, TDC (through the Mayoral Task Force), Nelson Marlborough Institute of Technology, Sports Tasman, some tourism operators in the Able Tasman Park, and youth leaders.

While planning for a comprehensive system is being investigated, there is scope for small partial initiatives based around youth mentoring, which emerged from the Youth Summit. An ultra low-cost network or database could be set up and operated in which volunteering adults and older youths can mentor young people in skills such as preparing a CV, public speaking, money management and other skills that young people themselves suggest would be helpful to them. VMDT would be pleased to play a part organising such a system or network, but to a degree it should be youth-led.

Before this whole project could be properly costed, it would have to be defined and scoped etc. Such definition, scoping and costing could be part of a project package that VMDT could take on; it would be expected that a key part of such a project would be the contracting of a coordinator or planner for this specific task. Funding for this would probably be in the \$10,000 - \$20,000 range and run for perhaps 3 to 6 months.

## C2. Organise a large 'signature event' repeated each year

This project idea (the survey question suggested "one or two large signature events") was medium to high in popularity in the questionnaire results, but very popular on the Facebook discussion forum. The latter discussion result itself into one popular event, a Harvest Festival or similar based around celebrating and popularising the quality foods and beverages that are produced in our area.

Subsequent discussions between potential partners in such a project have given support to this idea, with participants noting how many boxes this potentially ticks off - including community celebration, the identity of the town and the area, attracting more tourism in the shoulder season, assist retailers especially hospitality, providing excellent partnership and participation between various cultures, providing education about quality foods and local production, et cetera. VMDT therefore believes that such a project would align very closely with our objectives.

A low-key event could be organised by any one of several community organisations, but to make it a special annual event over time that attracts visitors from outside the town and can be sustained into the future will require a team of partners and, initially at least, an organisation such as VMDT coordinate and organise the event, acting as the facilitator to engage other better-resourced community groups, and eventually hand on to a separate management team.

VMDT is currently sounding out this possibility through meetings of potential stakeholders, and is happy to continue in this role through the end of 2015. It is expected that a low-key first event, in autumn 2016, could be put on with a small to medium amount of funding gained by participating businesses. Thereafter, if the project is built into a major event, significant extra funding and paid employee(s) will likely become needed.

## C3. Improve the quality and usefulness of Thorp's Bush

This question, which is agreed was highly ambiguous (was it about quality of the natural bush; or usefulness of the area for lots of community activity?), led to a significant amount of discussion, particularly within Keep Motueka Beautiful. The amount of discussion indicated how important this bush amenity is seen by many in the community

Because of the importance of this bush - one of the very small number remaining in the District - VMDT will offer to be involved in any future project planning. At the outset, we believe that it will be entirely possible to take steps to preserve the "bush" parts of the reserve in as close as possible to a natural state, and even enhance it with educational signage and careful path construction; while at the same time making the westward playground and picnic area more amenable to families and community activities. We believe the two can exist together. We also recognise that Keep Motueka Beautiful has a legitimate and strong interest in optimal use of this bush.

More work needs to be done find out more broadly what all community sectors want of this area. The Motueka Youth Council has already taken a step in that direction, with its investigations into people's attitudes to the safety of the area. We await the publication of their findings before making

any further decisions, but we intend to engage with KMB and the Community Board to help in their decision-making.

#### C4. Create a technology, innovation and business hub

The original survey question was worded slightly differently and received a mixed reception in terms of voting, although it is believed that many people had no idea what lay behind the project proposal. But subsequent discussion has already moved this idea further into the limelight as a key part of Motueka's ultra fast broadband submission to government. VMDT is therefore very closely involved already in this project, and intends to continue to be involved as one significant partner. We are also open to the possibility of being the project facilitator.

As per our submission to government, the hub envisaged does not initially need to be anything flash or sizable, but rather just a place or room where start-up businesses can rent space and equipment which they cannot find elsewhere, and where any business can use facilities that require fast broadband such as videoconferencing. It could also be used as a venue for small business training workshops. It would also allow for business mentoring and cooperative ventures. In time this hub could expand or move to more appropriate facilities, one definite possibility being inclusion in the community and tourism hub in Decks Reserve (Item A4 above).

Initial costs for this project are expected to be on the low to medium size, depending on what solution is chosen for the location of the hub. Funding for this should be expected to come from small grants and/or local businesses and/or regional organisations such as Nelson Chamber of Commerce. Experience over the first year or two will indicate ongoing costs for a more formal facility.

Partners in this project would be expected to be Our Town Motueka, Tasman Bay Promotions Association, Te Awhina Marae, Motueka library and the Tasman regional Digital group. If done properly, this initiative would produce broad benefits across businesses and the district economy including tourism.

#### C5. Create a master plan for the layout, attractions and facilities of Motueka

This was not part of the Motueka 2030 questionnaire, but the suggestion did arise in several other forums and indirectly in a lot of the SWOT analysis, where people were suggesting the need for the town layout to be worked on to make it easier to live in (particularly in relation to State Highway 60 bisecting the town), better internally connected and visually more attractive. VMDT acknowledges that any changes to State Highway 60 at present cannot be instigated by anyone other than NZTA.

However, VMDT believes it is worth keeping on our project horizon the possibility that things may change, and to this end we are open to the idea of commissioning an urban planning specialist (or perhaps working with TDC's own urban planning team) to develop a multi-staged plan that could (1) start with things that could be achieved now (such as connections between reserves, footpaths and cycleways, beautifying of small Council reserve spaces and the like); and then (2) develop further concepts which could be achieved one day if something was done with State Highway 60 and other land ownership issues were addressed both in the centre of town (particularly around Decks Reserve) and the outskirts. Such a plan would require some significant funding, probably in the order of a few tens of thousands of dollars, which may be hard to raise among people who do not want change. However, we believe it should be an option as part of our view towards the year 2030 and beyond.

It is known that some members of Keep Motueka Beautiful and Our Town Motueka are keen to pursue this and some kind of partnership, and VMDT would be keen to contribute at least strategic and design ideas to such a future project, as perhaps a minor partner.

VMDT also acknowledges that some significant improvements are likely to be made as the West Motueka development proceeds, and our board hopes to be able to contribute to aspects of that planning which are amendable to the general public. Keep Motueka Beautiful is likely to also want to be part of the West Motueka development process.

#### C6. Create a tertiary educational facility for local primary industries

This was another questionnaire item which may not have registered closely with many respondents. The idea was first publicised at the first Economic Summit in August 2014, with several speakers suggesting this as a way of keeping trades oriented young people in the town and attracting skilled people in science, technology and engineering to Motueka to study. Some discussions took place after that Summit around the possibility of extending the high school's trade academy into a tertiary facility for ongoing research and development, particularly in horticulture. Several potential partnerships with large industry training providers and with Maori enterprises seemed a good place to start.

This would be a very large and relatively expensive project which, once underway, would most likely be run totally by some combination of the local primary industries and training providers. VMDT would be interested in playing a part in gathering potential stakeholders together, but would be unlikely to be able to contribute significantly thereafter. We included therefore in a list of projects which we believe would provide great benefits and take several boxes, but which at best VMDT could help "seed" the idea and enthuse potential stakeholders.

#### C7. Make Motueka known as a great area to retire comfortably to

Mixed results and relatively low popularity in the questionnaire scoring could reflect the ambiguity in the question. Is it suggesting we should draw more attention to the town as a great place for old people and risk an even faster ageing population? Or is it aimed at getting more cashed-up retirees to move here? Or is it about ensuring the town looks after its older population well?

If it is just the first of these - aiming to make the town's average age even higher - then this is not something that VMDT would likely want to encourage. Having more cashed-up retirees moving in is often not particularly beneficial if they do not get involved in community activities and spend most of their money on their own properties or overseas trips. But part of VMDT's purposes is to ensure that all residents are well looked after, and particularly those who may be vulnerable, so we would be happy to help in whatever ways we can to help this to happen. Thankfully, there are already a good number of community groups actively engaged in the care of older and vulnerable people in Motueka.

#### C8. Encourage more Maori cultural features in the town

Sadly, this was not a particularly popular questionnaire item, but VMDT believes is important for the community for this to happen (or continue to happen). Carrying this out would be done on a project-by-project basis, with po, entrance signs and other structures gradually being introduced, rather than a single project to do some sort of mass makeover. The result should not discourage Maori to continue to press for a greater say in this matter, plus greater encouragement from council. The



VMDT board will offer to help on any specific project where it is able to, in partnership with and through our iwi representatives

### C9. Plan for an ageing community

We have already touched upon this in item C6 above, but VMDT believes that broader planning is required continuously to ensure that the inevitably ageing population of the town and the area around is well understood and addressed as best can be done. We recognise that in terms of community infrastructure, political leaders such as TDC are already involved in this, and that groups such as Motueka Community Board also take a keen interest. VMDT is open to playing a more active role in helping to ensure that residents of all ages have access to all standard community facilities.

## **D. Projects which Vision Motueka need not (or could not) play a part in**

The following projects were identified as potential new initiatives (or in some cases ongoing and unsolved issues) in which to date Vision Motueka has not been actively involved. VMDT has decided it is unlikely to become actively involved in any of these projects, apart from in some cases support in the form of advocacy. In several cases, these items refer to questions in the questionnaire which would not so much directed at specific projects but rather at gauging people's attitudes toward the underlying world views.

### D1. Be more self-sufficient with power, sewage, food, water collection

This is an example of an item which drew a strong positive response but which reflects an attitude or a wish rather than any specific project. VMDT firmly supports any practical activities that make self sufficiency more possible, and believes that they align closely with our purposes.

Action in general (as against mounting specific projects) to educate and advocate around self-sufficiency is currently being promoted by several environmental groups in Motueka. VMDT has offered those environmental groups to support any task force or other initiatives which they can identify as specific projects to assist with self-sufficiency. Until such projects are presented to our board, VMDT will not become involved but, if invited, may help in the process of project identification that may advance self-sufficiency planning for the town.

Vision could support some well planned proposals for initiatives that have a likelihood of being effort-effective and come with a sound business case, but would need to await these being put together and justified by others. In the meantime, VMDT's role will remain an advocacy only.

### D2. Improved flood protection (including the river stop banks)

This was also a questionnaire item which received strong positive result, and we suspect that this arose mainly from the mention of the river stop banks. Because this is a sole responsibility of Tasman District Council, and it's likely cost is in the tens of millions of dollars, VMDT is happy to stand back from this and provide, if necessary, a voice of advocacy to Council and to the Community Board.

It is worth noting here two factors. First, there is a school of thought that says that we should worry less about a breakage and the stop banks and more about preparing the secondary flood flow paths to minimise damage when there is a flood. Second, a standard risk analysis leads to the inevitable

question regarding costs and benefits: what sort of flood (1-in-100 year, a 1-in-200 years, etc?) are we prepared to tolerate, and how much are we prepared to pay for what level of preparedness?

Aside from the stop bank issue, Vision can lobby the Community Board and TDC for more work to be done on general stormwater threats, keep drainage channels clear, and preparing secondary flow paths in case of a stop bank breach.

### D3. Organise more activities in town for youth

This item rated very highly in the questionnaire, and was also debated vigorously in the Facebook group. The question did not ask who would organise these activities. Such a project or goal would need considerable buy-in by young people and their peers, and VMDT believes all we need to do is be supportive but otherwise let the kids and their leaders organise their own activities.

The benefits are controversial and not cut and dried, and this is reflected in a host of discussions about the topic in various forums. Some say that well-planned and supported youth activities will hold youngsters in town and help keep them out of trouble, that an established "youth hub" is needed to provide a focus for well-managed activities. Others say it will benefit only a small number of them who would engage, while church youth groups and the Recreation Centre can already provide for these needs just as well. And others say the kids will choose their own venues for hanging out regardless. This is an area in which VMDT needs to tread carefully, and we do not intend to become involved unless explicitly asked by youth leaders or other groups already working with young people.

### D4. Provide public transport services to Nelson and Kaiteriteri

This item also rated highly in the questionnaire and received largely positive responses on Facebook and in discussion groups such as the SWOT analyses. What was missing from the questionnaire but came up often in discussions was, of course, who would provide and pay for the services.

The direct benefits would vary across the population. Given New Zealanders' well-established love with cars, the large majority of residents would be unlikely to use such services. Regular users would most likely be those unable to afford anything but a minimum fare, and may only use the services infrequently. It is possible that more in-depth analysis may find some reliable market segments (such as secondary students travelling to and from Nelson for school).

Such a project would need considerable financial commitment and resources. It would almost certainly have to be run by private enterprise, or possibly (but unlikely) at least subsidised by TDC. It would have to be financially viable, well advertised and promoted. Many people would be sceptical that it would be supported by customers consistently into the future. Many like the idea but wouldn't use services often. A project around this would need to be defined, scoped and a business case made first. VMDT believes that this would need to be a role for a private enterprise, and advocacy from outside would be most unlikely to have any effect. VMDT will therefore not be involved in any further work on this at least present.

### D5. Encourage all new housing to be self-sufficient in power, water

The same comments and assessment applies here as for item is discussed earlier in this report. No further discussion is needed here.

#### D6. Create added-value businesses around existing primary industries

This item received medium support in the questionnaire. It was noted that its intention would be unclear to some people who may not fully understand what a value-added business is. VMDT believes that such a direction would be of benefit to the economy of the town in the region, with the benefits accumulating slowly over many years.

This will probably happen over time anyhow, left to the free market. It is not one that VMDT could have much influence over, except to promote it in forums where such economic initiatives are discussed, and generally to promote more collaboration within (and between) business sectors. It is up to existing business owners and entrepreneurs to establish such businesses.

#### D7. Promote Motueka for winter holidaying

This questionnaire item was mainly asking if it was a good idea or not, and it received only lukewarm acceptance, with some residents saying they like having a quiet time between the main seasons. The benefit could be significant in terms of retail and general business income over the quiet period, but it would be hard to estimate beforehand and the quantum of financial benefit would depend on what holiday activities or benefits the town could offer to tourists. It would be a project for others, particularly Our Town Motueka and Nelson Bay Promotions Association, to pick up, with little if any input needed from VMDT.

#### D8. Make Motueka a model town for eco-friendly neighbourhoods

As with item D5 above and several other questions around environmental issues, this question was mainly probing attitudes to such an idea, although if there had been stronger support it may have been possible to crystallise the idea into some specific project steps.

If a project along these lines were to even start, we believe it would require a team of relatively independent experts in design and engineering to evaluate options, do costings, create project plans, and find ways of working in with Council and national planning rules. VMDT believes this aligns well with our purposes, and we could support this and even facilitate the investigation process. On a note of caution, however, the project activity would need to be in the hands of practical engineers, designers and planners. The risk is that many people with agendas could excessively lobby for ideas that simply could not be achieved within current regulatory or financial frameworks, or achieve any lasting impact. Money allocated to the project could leak with every impractical idea adopted.

#### D9. Develop a major, unique visitor attraction that Motueka is known for

This project idea could not be taken any further until a particular attraction was suggested. Some people said the Abel Tasman National Park is already such a unique attraction. Others interpreted it as suggesting something like a giant waterslide. The question was really asking whether or not people thought such a thing would help the town's future in a way that was agreeable to them. The response in the questionnaire was lukewarm at best, and VMDT will not pursue it any further. It is likely that people with grand schemes in mind will still come up with suggestions in time anyway.

#### D10. Conduct more extensive visitor promotions and marketing

This is a job for Our Town Motueka and Nelson Bay Promotions Association, and they are trying to address this. VMDT could not add much value to this, and from the response to the questionnaire it is questionable whether a lot of residents want much more in the way of visitors.

#### D11. Further develop the marina and boating industrial area near Talley's

This was possibly the most surprising result of the survey, given that the August 2014 Economic Summit - and conversations following it - were suggesting that this was potentially most beneficial to our future economy. It is quite possible that further detail, which could not be included in the questionnaire item, may have helped some people understand what could be involved.

Keep Motueka Beautiful, supported spasmodically by TDC, is already putting considerable resources and effort into improving the environment of the area, particularly on the eastern side and at the main inlet quay. Other quiet work is known to be taking place around the possible dredging and infilling of parts of the area adjacent to the marina, which could be used for some commercial development. It is believed that issues around land zoning and ownership may complicate any "grand" development of the port.

Apart from improvement to the amenity value, significant development would need to be done by private business, possibly along with support from TDC. VMDT believes we should keep this idea on the radar and watch for potential new developments, and may become involved if circumstances permit.

#### D12. Encourage more extensive tree plantings generally around Motueka streets

This item received only moderate support in the questionnaire, and this has disappointed Keep Motueka Beautiful and those people who would like a greener environment. Were people worried about leaf drop? Or roots damaging footpaths? Given this lack of support and no strong alignment with Vision Motueka's main purposes, VMDT will not take this any further, but will be interested to see if there are any further developments.

#### D13. Move the wastewater (sewage) plant to higher ground

Clearly this issue - that the present sewage plant is vulnerable to sea level rise - is not worrying most people. Probably the only people who rated this highly were those really worried about climate change and looking toward the very long term future (30 - 50 years plus), and those who see that it will have to be done at some stage anyway, so how about now. This is totally a TDC issue over which VMDT has no influence except as another lobby.

#### D14. Develop and use Te Awhina Marae for more tourist attractions

The low priority this received in the questionnaire, as well as some comment made during discussions, suggests that most of the town think this is mainly up to the Marae's Maori trustees to work on. Some of the Marae's Trustees have included the hope that the wharekai, which is soon to be redeveloped, could be built to such a size and standard that it could be used as a conference facility for large gatherings. This would also enable the Marae to develop other facilities and activities within the grounds that would attract more visitors. VMDT will be open to supporting such a venture if the idea develops into a plan.

#### D15. Plant an avenue of trees along the length of High Street

This would be a project for Keep Motueka Beautiful in partnership with TDC and NZTA. However, given the very low priority shown in the questionnaire results, VMDT could probably not support it.

#### D16. Create a heavy traffic (or general traffic) bypass to the west of Motueka

A project to develop some sort of traffic bypass was a very popular topic of discussion in many forums, including the SWOT analyses and the Facebook group. In principle at least, there are two possible paths of such a project: (a) a route that would take all heavy traffic and trucks away from High Street but not encourage people travelling in cars to do the same; and (b) a bypass aimed at taking as much traffic as possible of High Street.

There was clear evidence in the findings that a heavy traffic bypass would be supported by a vast majority of residents, but the evidence is nowhere near as clear with regard to general traffic. Many people believe that diverting all tourist and commercial traffic away from High Street could do serious damage to High Street businesses. This project suggestion therefore needs further examination and evidence. VMDT in principle is a strong supporter of a heavy traffic bypass, but has not debated a position on a general traffic bypass.

Regardless, it is acknowledged that the only organisation capable of making this decision (and paying for it) is NZTA. VMDT must consider such a project in the same way as described in item B4. above. NZTA has made it totally clear that any bypass of Motueka is not within its 25 year horizon. If any movement occurs around this decision, VMDT may choose to become involved as an agent for lobbying and support.

#### D17. Increase the targeted rate to \$1/week to run only Motueka projects

This question was included to test people's attitude to the proposal that would have to succeed if a referendum or other voting facility was to be used in order to try to raise funds for large-scale projects. The result, while unenthusiastic in most quarters, was surprisingly positive.

## Summary of Vision Motueka's project goals

### Projects we are leading or are contributing to

- Install high-speed broadband throughout the town and surrounds
- Build a covered swimming pool
- Build a new, larger library
- Build a community and visitor hub offering a range of facilities (including the library) in one place
- Encourage pakeha and Maori to work together on common projects
- Commission large public art works - murals, sculptures etc
- Create better advocacy and representation for Motueka
- Foster innovation and entrepreneurship

### Projects we will actively support in partnership with other lead organisations

- Provide a youth-focused workplace training centre or scheme
- Organise a large annual 'signature event'
- Improve the quality and usefulness of Thorp's Bush
- Create a technology, innovation and business hub
- Create a master plan for the layout, amenities, attractions and facilities of Motueka
- Create a tertiary educational facility for local primary industries
- Make Motueka known as a great area to retire comfortably to
- Encourage more Maori cultural features in the town
- Plan for an ageing community

## What next?

For Vision Motueka the next step will be to take this above list of VMDT project goals and develop them further. Existing, active projects we are involved in will most likely continue, but for all potential projects that are yet to commence, the board will:

- do further fact finding where necessary
- conduct scoping of work to be done and possible timeframes for that work, including stages if projects can be broken up into specific components or stages
- determine and sound out potential project partners
- assess details to include costings, timings, and resource requirements
- decide whether or not to retain them in our project plans, and with what priorities; or to redefine them.

The aim will be to create a more detailed plan of achievable projects to be tackled over the next 10 - 15 years that includes costs, stages, partners, resources allocations, and approximate start times.

We will also be alert to any new project ideas or initiatives that arise in coming years which we believe we can contribute to and which align with our goals as an organisation.

We recognise that future VMDT board members may amend this plan according to their needs and resources.