



**DEVELOPMENT**  
WEST COAST

*Te Ohu Whakawhanake o Te Tai Poutini*



# GROWING BUSINESS TO GROW THE COAST

**ANNUAL PUBLIC MEETING 2020  
UNAUDITED**

## AUDIT OPINION

The Covid-19 pandemic has added significant complexity to the audit this year, which requires more time and additional audit work to ensure that the estimates and judgements made by management, and that financial statement disclosures reflect the impact of the Covid-19 pandemic on Development West Coast.

The prioritisation of audits in accordance with the Auditor-General's priorities has also meant that the completion of this additional audit work has been delayed.

John Mackey  
Director  
Audit New Zealand | Mana Arotake Aotearoa  
Improving trust, promoting value

Cover photo by Jase Blair.

ISSN 1178-3338 (print)

ISSN 1178-3346 (online)

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## TĒNĀ KOUTOU KATOĀ

We are pleased to provide this report on Development West Coast's operations for the period ended 31 March 2020. This report is unaudited due to delays in Audit New Zealand's timeline as a result of COVID-19. To provide relevant information, this document has been updated to reflect data on some of our key activities up to 31 October 2020.

DWC's final Annual Report and financial statements for the year ended 31 March 2020 will be produced and available to the public on conclusion of the 2020 audit.



*Te Ohu Whakawhanake o Te Tai Poutini*



# ABOUT US



DWC COVID-19 strategy session on 16 March 2020



# DIRECTORY

## Trustees

Rooney, Renee	Chair	Elected – Grey District
Mulligan, Patrick	Deputy Chair & Chair Investment Committee	Independent - New Zealand Law Society Appointed Trustee
Christie, Julie DNZM		Elected – Buller District
Oldham, Brent	Chair Finance & Audit Committee	Elected – Westland District (from 1 November 2020)
Rea, Chris		Tangata Whenua Trustee
Tumahai, Francois		Independent– Chartered Accountants Australia & NZ
Vacant		
<b>Past Trustees</b>	Lockington, Mark	to 10 January 2020
	Little, Hugh	to 31 October 2020

## Executive

Milne, Heath	Chief Executive
Brown, Stuart	Chief Financial Officer
Lunn, Belinda	Executive Manager
Bernie, Jo	Economic Development Manager
Rees, Aaron	Marketing & Communications Officer

## Advisory Body

Bestwick, Jenn	Chair
Rushbrook, Keith	Retired 30 June 2020
Steele, David	
Milne, Chris	Appointed 1 May 2020

## Registered Office

1st Floor, Brunner House, 54 Tainui Street, Greymouth  
PO Box 451, Greymouth

## Advisors

<b>Investment</b>	Bancorp Treasury Services Ltd JBWere (NZ) Ltd
<b>Legal</b>	Buddle Findlay Duncan Cotterill
<b>Tax</b>	KPMG
<b>Bankers</b>	Westpac
<b>Auditors</b>	Audit New Zealand, on behalf of the Controller and Auditor-General

# STRATEGY 2020-2025

Development West Coast (DWC) was established as a Charitable Trust in 2001 with a settlement of \$92m received from the Government as an economic adjustment package for the loss of indigenous forestry and the privatisation of much infrastructure on the West Coast in the late 1990s.

DWC manages its funds to enable the investment and distribution of income back into the region to meet its core objectives of promoting sustainable employment opportunities and generating sustainable economic benefits for the West Coast region. These objectives are met through the provision of a range of business and economic development interventions, including business finance, business support and advisory services, industry and sector support and research and innovation projects.

DWC is governed by a board of 7 Trustees and is supported by an Advisory Body which assists with the commercial finance function, and investment advisors who assist with the management of DWC's Investment Fund. A team of 17 staff carry out the day-to-day functions of the organisation.

## VISION

Unleashing the full business potential of the West Coast

## MISSION

To grow business to grow the Coast  
*Ki tē tupu pakihī, ki tē tupu Te Tai Poutini*

## OUR FOUNDATION DEED OF TRUST

Promoting sustainable economic benefit and employment for the West Coast Region

## DWC PRIORITIES

### Manaakitanga - Value our people

To encourage diversity, prioritise professional development, keep our people safe

*Hei whakatenatena i nga rereketanga, me whakahou i te whakawhanaketanga ngaio, kia ora to tatou iwi*

### Managing the fund for current and future generations

- Protect DWC's charitable status
- Ensure DWC has a perpetual fund to invest by maintaining the real value of DWC's equity

### Grow our revenue

- Leverage DWC resources to attract further funding
- Maximise the potential of central government funding
- Pursue all possible external forms of revenue

### Attract regional investment

- Pursue investors and investment opportunities for the benefit of the region
- Identify and enable public and private investment in West Coast ventures



*Te Ohu Whakawhanake o Te Tai Poutini*

## Enable/accelerate the development of our business

- Develop the capability and knowledge of local businesses to improve productivity and performance
- Foster relationships with successful business people
- Learn from the experiences and success of others
- Support start-up business
- Identify opportunities to diversify our businesses and sectors
- Develop and promote digital utilisation
- Target businesses that demonstrate:
  - Real potential to employ more people in skilled jobs
  - Strong medium to long term prospects of success
  - Ability to stimulate or strengthen a supply chain or commercial eco-system
  - Potential to export
- Facilitate sector development strategies to promote jobs and attract investment
- Assist in rationalising resources and efforts across the region.

## Enhancing the profile and visibility of our region

- Be the identifiable voice for regional development
- Be a key influencer and partner in the development of our region
- Develop strong central government relationships for the benefit of the region
- Develop strong working relationships with key stakeholders
- Be proactive and responsive to the economic climate and external factors affecting the region
- Maintain a regional profile which showcases the region as an attractive place to live, work, invest, do business and visit, while identifying opportunities and risks, and potential strategies to address these



## CORE VALUES

A leader in all that we do



Exceed expectations



Be problem solvers



Collaborative



Act with Integrity



Develop our people



Challenge ourselves and others

# CHAIR'S REPORT

**A more customer-centric organisation, a better communicator of the work we do, and better at telling the story behind our numbers. This is the commitment DWC has made in recent years to our West Coast community. It gives me great pleasure to present our Annual Report for the year ended 31 March 2020.**

Change is constant and disruption frequent, so it is vital to keep steady and focused on a chosen path. DWC has refreshed its internal strategic plan to ensure we as an organisation are aligned, committed and disciplined in our mission of 'Growing Business to Grow the Coast', of maintaining the real value of the Investment Fund, and being open-minded to opportunities to distribute funds on projects that will strengthen and support our economy.

**DWC'S DIRECT INVESTMENT INTO THE WEST COAST ECONOMY HAS NOW REACHED \$158.8M WHILE STILL MAINTAINING THE FUND AT \$127.7M. THIS HAS ALL BEEN ACHIEVED FROM AN INITIAL FUND OF \$92M.**

It is important that we maintain the real value of the Fund to ensure future generations on the Coast can benefit from continued distributions into the economy, and to ensure resources are available to assist in times of crisis, such as we have experienced with the COVID-19 pandemic.

The true value of DWC to the region goes far beyond direct investment into the economy. DWC staff are working with more local businesses than ever before to build capability, as well as helping them access other capital and business opportunities.

We are continuing to leverage the Fund to attract investment into the region. Over the last 4 years DWC has contributed around \$250k towards feasibility studies, business cases and funding applications which have helped secure over \$50m in central government funding for projects that will create jobs and strengthen resilience on the West Coast.



Regional development is a massive task and a team effort. Working collaboratively and strengthening regional relationships is key to succeeding. DWC would like to thank all businesses and organisations that have partnered with us during the year.

Thanks also to our West Coast Councils and Iwi for another productive year of collaboration. As at 1 July 2020, the West Coast had secured over \$244m in government funding for projects through the Provincial Growth Fund and other recent funding streams, only made possible through working together. We greatly appreciate central government for this investment and their optimism in the West Coast Region.

A review of the operations of DWC and the Trust Deed was undertaken in 2019. These reviews are undertaken intermittently ensuring the Deed is fit for purpose, and the governance and operations are appropriate and aligned to give the best effect to DWC's objects. It is an extensive process and we thank all those stakeholders who contributed, including our Settlor, the Minister of Finance Hon Grant Robertson who has signed off the review.

This financial year saw a significant changing of the guard at DWC. In September 2019, Chris Mackenzie finished his tenure as Chief Executive after more than three years in the role. I sincerely thank Chris for the substantial contribution he made to DWC and to the West Coast.

Trustees were delighted to announce the appointment of Heath Milne, a Coaster, and former General Manager of ANZCO Foods UK. Heath has brought with him extensive commercial skills and leadership acumen, which have been on full display during the COVID-19 crisis that unfolded shortly after his arrival.

Although Heath did not commence his tenure until January 2020, DWC was fortunate to have a solid and committed team in place to ensure business as usual under the watch of interim Chief Executive,



Original Equity  
of the Fund 2001 **\$92m**



Current  
Equity 2020 **\$127.7m**

Mark Dawson.

In January we also bid farewell to Mark after 16 years with DWC. I acknowledge the long service and commitment Mark gave to DWC in his role as Chief Financial Officer.

Trustees farewellled Westland Trustee Hugh Little. Hugh contributed enormously to DWC for six years but chose to not re-stand in the 2019 local body elections held in October. The elections saw the re-election of Buller District Trustee Brent Oldham, myself for Grey District and newly elected Westland Trustee Chris Rea.

Long-serving Independent Trustee Mark Lockington finished his tenure in January 2020 after 14 years' service. The Institute of Chartered Accountants New Zealand appointee, Mark was an incredibly valuable member of the board and also the Finance and Audit Committee which he chaired for the past 12 years.

The financial year ended with New Zealand going into lockdown on 26 March in response to the COVID-19 pandemic. This unprecedented event has presented a major shock to our economy, businesses and wider community, and the region's recovery will remain a focus of DWC for some time to come.

I would really like to acknowledge how Heath and the DWC team came together, reacted quickly, put a plan in place and worked with key stakeholders to execute it when COVID-19 struck. The efforts the team has gone to in supporting businesses and the economic recovery is a testament to their hard work and commitment to the West Coast.

I thank and acknowledge the Advisory Body for their ongoing sound professional and independent advice.

Sincere thanks to my fellow Trustees for their continued support, and for their contribution and dedication to DWC and the West Coast Region.

Renee Rooney, Chair

## What our clients are saying:

"DWC has been an amazing helping hand in our development."

*Jed Findlay, Punakaiki Beach Camp*

"We highly recommend other Coast businesses tap into the many forms of assistance available through DWC."

*George Field, Logic Street Scene*

"Over the three years of planning this project we have faced countless challenges and obstacles and through it all DWC has been unwaveringly supportive."

*Angelo Ioanides, Hoki Dental*

"DWC has been nothing short of fantastic by way of support, regular contact, advice and mentorship."

*Dave Jellie, Wild Outdoorsman Outfitting*

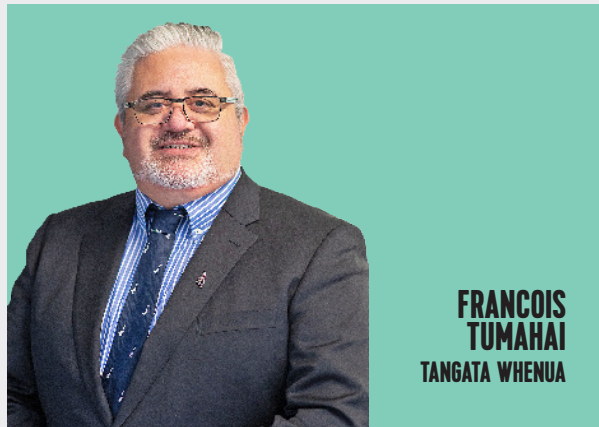
"We feel we've been pretty fortunate to have DWC here on the Coast."

*Ronnie Buckman, The Future Dough Company | Broadway Tearooms & Bakery*

"We are so grateful to the team at DWC for providing us with access to resources and ideas which have helped us evolve."

*Anat Edwy, It's All Good*

# TRUSTEES



## Renee Rooney - Chair

### Elected – Grey District

Renee was elected to DWC in 2016 for the Grey District. Renee is a West Coaster by birth, a mum to three teenagers, and a dairy farm business owner with her husband.

Renee is actively involved in her community, and currently holds a variety of roles at a regional level including: director of Tai Poutini Polytechnic; executive member of Federated Farmers West Coast; committee member of OSPRI/TBFree West Coast, and Lake Brunner Community Catchment Care Group. Renee was a long serving member and immediate past Chair of Lake Brunner School Board of Trustees, and also served on the Federated Farmers National Dairy Industry Executive from 2017-2019.

Renee is a graduate of the 2014/15 DWC Leadership and Governance Programme.

## Francois Tumahai

### Tangata Whenua Appointee

Francois Tumahai is the Tangata Whenua Appointee of Ngāti Waewae. He is a proud West Coaster with whakapapa links to Ngāi Tahu and Ngāti Whatua, and has served as the Chair of Ngāti Waewae since 2008.

Francois has been instrumental in the project management of the Ngāti Waewae Arahura Marae development. He is currently the Chief Executive Officer of Arahura Holding Limited, the commercial arm of the Papatipu Rūnanga, which encompasses property, environmental, forestry, business, and pounamu portfolio management.

In addition to this, Francois is involved in many boards including West Coast Conservation Board, West Coast District Health Board, New Zealand Institute for Minerals to Materials Research and Executive Director Ngāi Tahu Pounamu. He is part of the Mayors and Chairs Forum and most recently Westland, Grey and Buller District Councils.

## Julie Christie, DNZM

### Council Appointee

Dame Julie Christie was appointed in 2017. Born and educated in Greymouth, she now resides in Auckland.

A former international television producer, Dame Julie has extensive governance and industry experience in media, IP, business development, hospitality, and sport. She has served on the Board of New Zealand Trade & Enterprise, Rugby World Cup NZ 2011 and Mediaworks. Dame Julie currently sits on the Advisory Board of The New Zealand Story and on the New Zealand Steering Group for World Expo Dubai 2020, as well as chairing the board of the new tourism venture, The All Blacks Experience, and chairing the Rugby World Cup 2021 organising committee.

Julie was made a Dame Companion of the New Zealand Order of Merit for Services to Governance and the Television Industry in 2017.

## Patrick Mulligan – Deputy Chair

### Independent – New Zealand Law Society

Patrick was appointed to DWC in 2016.

Patrick is a lawyer specialising in resource management and environmental issues. He is a partner in the Auckland office of the national law firm, Buddle Findlay, and heads its litigation team. He has over 25 years' legal experience relating to a wide range of commercial and public law issues.

Although Patrick and his family now reside in Auckland, he was born and educated on the West Coast, coming from a well-known Reefton mining family.

## Brent Oldham

### Elected – Buller District

Brent was elected as the Buller District Trustee in October 2016. Born and raised in Westport, Brent has been involved in the IT industry for over 30 years, the last 20 years of which he has been self-employed running his own IT company, IT@work.

Brent has skills and experience across the IT, management, retail, and service sectors. He chairs the regional lobby group, GO West Coast, is a committee member of the Buller Gorge Marathon, and has contributed as a member of the Buller District Council Economic Advisory Group.

Brent is married to Buller district councillor Sharon Roche and has two adult daughters.

## Chris Rea

### Elected – Westland District

Chris was elected as the Westland District Trustee in October 2019. Born and raised in Ross, South of Hokitika, Chris is the father of three school aged boys, and a small business owner employing ten people at Hokitika Automotive. His new 2015 start-up venture, ChatR Communications, is now a West Coast wide digital radio network that sees Chris actively involved in the New Zealand radio communications industry.

Currently Chris is a Director of Westland Holdings Limited and Destination Westland (CCO). Past directorships include Tai Poutini Polytechnic, and the West Coast Rural Fire Authority. Chris's community involvement includes over 20 years' service with the Hokitika volunteer fire brigade, and past Board of Trustee positions with Kaniere Primary School and immediate past Chair of Westland High School.

Chris is a member of the New Zealand Institute of Directors, and a graduate of the 2012/13 DWC Leadership & Governance Programme.

# CHIEF EXECUTIVE'S REPORT



Stepping into the role of Chief Executive just two months before the end of the financial year offers the chance to freshly reflect on the performance of Development West Coast, what the organisation has achieved during the year and the change in direction it is taking.

The year saw a great deal of change at DWC, including the departure of Chief Executive, Chris Mackenzie in October 2019 and Chief Financial Officer, Mark Dawson in January 2020. Mark ably filled the role of acting Chief Executive prior to my arrival and I thank him for his valuable insights and assistance before his departure.

A review of the operations and Trust Deed undertaken in 2019 by PricewaterhouseCoopers (PwC) concluded that the Trust Deed was permissive in terms of how DWC might give effect to its purpose - to promote sustainable employment opportunities and generate sustainable economic benefits for the West Coast. While no substantive changes were recommended, it did recommend some operational changes as a result of DWC taking on the responsibility of being the West Coast's regional economic development agency and functions of the regional tourism organisation (RTO) - formerly Tourism West Coast.

I joined the DWC team in January 2020 and was given the mandate from Trustees to implement the necessary changes for DWC to become a more effective organisation. The PwC review was very useful in assessing where we were at. To complement this, I spent time engaging with internal and external stakeholders across the region. A survey of West Coast businesses and other stakeholders was also commissioned to gauge the perception of DWC. Valuable feedback from the survey contributed in part to internal changes to meet the needs of businesses, industry, and stakeholders.

Key changes occurred within the business development team with roles being refocused and replaced with Capability & Growth Advisors. Key staff have also started to spend more time across the region. These changes led to several team members departing DWC and I want to

thank them for their service.

The 2019/2020 financial year sees DWC parent with total assets of \$135.3m and total income for the year of \$8.4m (excluding unrealised revenue). Our total operating expenses were \$3.0m and DWC also invested \$2.6m in community distributions and projects. The year ended with a net profit of \$1.4m – ensuring DWC's ability to continue investing in the region.

We have a diversified portfolio of investments from New Zealand and International markets that hold cash or cash equivalents (max 65%) and equities (Max 35%). While the financial markets remain volatile, DWC's growth (or equity investments) returned 2.38 percent for the year. The direct investments portfolio as at 31 March 2020 held a value of \$76.3m. We have recovered well from the impact of COVID-19 on the economy with the investment portfolio recording a positive recovery of \$8m by 31 October 2020, returning the portfolio back close to pre-COVID levels.

The 2020 financial year saw an increase in operating expenses of \$1.0m. This was largely related to the merging of the former Tourism West Coast with DWC, recruitment costs for key roles and additional external consulting expenses, such as conducting the PwC Trust Deed review.

DWC invested \$2.37m into regional development during the year - an increase of \$856k. This increase was linked to delivering the tourism marketing function for the region, and for the wider economic development role we have taken in the region. This was part funded with income of \$765k from central government and local council funding contributions.

DWC succeeded in securing several projects through the Provincial Growth Fund during the year. These included \$800k for digital hubs in the Grey and Westland districts and \$2.1m for the PGF Te Ara Mahi West Coast Employment Scheme. Both projects are very relevant in the current climate and will be true enablers for economic development in coming years.

Along with the rest of the country, DWC went into lockdown on 26 March. Through some excellent

preparatory work the previous week, we had a seamless transition to remote working. This meant we were able to immediately focus on assisting West Coast businesses through that tumultuous time. I congratulate and thank everyone in the DWC team for making this happen.

Through lockdown and through to the end of October 2020, DWC had direct business support contact with local businesses through over 450 engagements. This included facilitating \$680,000 in expert advisory funding to 190 businesses through the Regional Business Partner programme. 15 new West Coast businesses were also signed up as service providers, thereby keeping both the advice and revenue on the Coast.

In collaboration with a number of other organisations, DWC established the West Coast COVID-19 Recovery Group in April 2020. Chaired by Rob Caldwell and secretariat services provided by the West Coast Regional Council, the Group was tasked with ensuring all options were considered and opportunities taken, at pace, during the crisis. As a vehicle for communication, the Group proved invaluable, particularly in the early stages as the situation evolved and various government support opportunities were announced on an almost daily basis. I acknowledge and thank the Group for their constructive and positive contribution throughout this recovery period.

A separate Tourism Recovery Group was also commissioned in response to the severe impact of the lockdown and border closures on the tourism industry. This Group consists of representatives from the various tourism industry groups from across the region and has input into both business recovery and promotional activity. It is a great example of collaboration in a time of crisis.

DWC's Tourism Advisory Group, established in 2019 when the RTO functions of former Tourism West Coast were merged with DWC, was reviewed with the separate tourism governance structure deemed unnecessary in light of the establishment of the Tourism Recovery Group. Comprising the former board members of Tourism West Coast, the Tourism Advisory Group was disbanded in May 2020. I want to thank the former members for their guidance and contribution to the industry.

Over the past year, DWC approved over 85 percent of commercial finance applications received, seeing over \$3.5m allocated to businesses across the region.

Trustees approved a temporary change to expedite DWC's commercial finance process to enable financing of businesses experiencing cashflow issues as a result of COVID-19. Targeting businesses suffering in the short term but with a viable future, \$682,900 was distributed during April to October.

The impact of COVID-19 on many businesses and individuals has been acute but it is heartening to also see much resilience and positivity. Opportunities are out there to improve the situation and the DWC team is well placed to facilitate taking the West Coast towards a positive future.

I must acknowledge the support and guidance of Trustees from the time of my arrival and throughout the COVID-19 crisis, and the Advisory Body members who have been extremely proactive in their support of DWC.

Lastly, I want to thank the DWC operational team for their professionalism and dedication since my arrival.

**Heath Milne**  
Chief Executive

## DWC YEAR COMPARISONS

### Actively managed clients

2019/2020:

**270+** ▲93%

2018/2019: circa 140+

### Commercial loans approved

2019/2020:

**\$3.6M** ▲61%

2018/2019: \$2.23m

### Attendees at DWC business events, trainings and workshops

2019/2020:

**1,181** –

2018/2019: 1,179

### Regional development spending

2019/2020:

**\$2.37M** ▲57%

2018/2019: \$1.51m



# COVID-19 RESPONSE



IT IS GREAT TO KNOW THAT THERE IS AN ORGANISATION OUT THERE THAT HAS OUR BACK. THE COVID-19 BUSINESS ADVISORY FUNDING THROUGH DWC HAS GIVEN US THE OPPORTUNITY TO SOURCE MUCH-NEEDED SERVICES WE WOULD HAVE OTHERWISE STRUGGLED TO PAY FOR. I HOPE ALL BUSINESS ON THE COAST THAT ARE CURRENTLY FINDING IT TOUGH ARE ABLE TO MAKE THE MOST OF THIS FANTASTIC RESOURCE.

Oscar Morgan, Rainforest Retreat  
Franz Josef



## DWC DURING COVID-19

The COVID-19 pandemic has presented a global crisis with far reaching implications. As the West Coast’s regional development agency, DWC has been focused on helping local businesses manage the impacts of COVID-19, as well as looking ahead at the economic recovery.

On 11 March 2020, the World Health Organisation declared the outbreak of COVID-19 a pandemic. Two weeks later the New Zealand Government declared a State of National Emergency. The country was in lockdown at Alert Level 4 from 26 March to 27 April, and then remained in lockdown at Alert Level 3 until 13 May.

DWC closed all office sites and staff worked remotely from home during this period. Video conferencing may have replaced face-to-face interaction, but clients and businesses remained well supported with regular communication on available assistance and advice. After 13 May, staff returned to the office under more ‘normal’ operations.

COVID-19 triggered a significant economic shock to the West Coast. DWC’s focus is on supporting the region as effectively as possible under its Deed and working with industries and businesses around sustaining the current workforce with a ‘hope’ to grow in the future, or where new opportunities arise. From lockdown until the end of October 2020, DWC directly engaged with over 450 enquiries from local businesses.

Although many of the projects featured in the following pages have taken place post balance date, the significance of COVID-19 to our region warrants an overview of the work DWC has undertaken in response to the pandemic.



**450+**

Engagements with local businesses



**15**

New West Coast businesses signed up as RBP service providers

## ECONOMIC IMPACT OF COVID-19 ON THE WEST COAST

### COVID-19 survey responses

**62%**

of businesses experienced decreases in sales/revenue by 25% or more

**26%**

of businesses reduced their staffing levels

Source: DWC survey of 200 businesses between 18 April – 1 June

### Tourism spend

March – end May 2020

**\$57m** ▼60%

March – end May 2019

**\$143m**

Source: Ministry of Business, Innovation and Employment

### Unemployment rate for working age population

October 2020

January 2020

**8.6%** **6.1%**

Source: Ministry of Social Development

## COVID-19 RECOVERY

### West Coast COVID-19 Recovery Group

DWC initiated the establishment of the West Coast COVID-19 Recovery Group in collaboration with Iwi, the Department of Conservation, Provincial Development Unit, Tai Poutini Polytechnic, Ministry of Social Development and the West Coast Regional Council.

Chaired by Rob Caldwell, the Group established some key principles around what they were looking to achieve. Those principles included challenging DWC in terms of supporting the region for the recovery, identifying barriers to the West Coast recovery, ensuring like-minded groups collaborated effectively on like-minded projects and utilising the members contacts and influence to get things done.

As a workstream of this Group, a Tourism Recovery Group was also established to work on transforming our tourism industry for a post COVID-19 environment. This group consists of representatives from the various industry groups from across the region with input into both business recovery and promotional activity.

### RBP Advisory Funding

The government allocated an initial \$15m for a COVID-19 business advisory fund into the Regional Business Partners (RBP) network. Through this fund, DWC connected firms to expert advice at no cost to the business. Advice covered topics like business strategy, finance and cash flow, continuity planning, HR and employment relations, marketing and digital enablement strategies, and health and wellness for owners and staff.

Richard Benton, Director of the Franz Josef Wildlife Centre, utilised the COVID-19 business advisory fund through DWC to access 'exceptional' HR advice from Brannigans. "This has been essential in helping us to navigate through some very choppy and uncharted waters," says Benton.

The government allocated a further \$40m nationwide to this COVID-19 advisory support



Bazil's Hostel.  
Photo: Stewart Nimmo

“ WE USED COVID-19 BUSINESS ADVISORY SUPPORT WITH OUR ACCOUNTANT TO COME UP WITH SOME PLANNING STRATEGIES AND A BUDGET. WE MADE URGENT CHANGES TO OUR BUSINESS PLAN IN ORDER TO SURVIVE THIS DIFFICULT TIME. WE ARE VERY GRATEFUL TO DWC FOR THE HELP.

Steve Lunn, Bazil's Hostel in Westport

through the RBP programme, as well as \$10m for advisory support specific to tourism businesses.

DWC's Capability and Growth Manager Fiona Hill, who manages the RBP programme for the West Coast, says DWC has been supporting West Coast enterprises at unprecedented levels since Alert Level 4 restrictions were put in place.

Before the funding ran out, DWC allocated 286 COVID-19 business advisory vouchers for professional services valued at around \$680,000 to 190 West Coast businesses.

### COVID-19 Commercial Finance

Changes to DWC's commercial finance process enabled a fast turnaround of emergency funding to support businesses that were experiencing cashflow issues.

Targeting businesses suffering in the short term but with a viable future, \$682,900 was distributed during April to October.

**Delivery Rebate Scheme**

Doing business in Alert Level 3 involved new challenges and costs associated with social distancing requirements. To help businesses adapt to the changing environment, DWC set up a Delivery Rebate Scheme which enabled businesses offering a delivery service the ability to receive a \$5 rebate for each delivery, up to a total of \$250.

During her daily press conference to the nation, Prime Minister Jacinda Ardern commended DWC’s Rebate Scheme as “a great initiative.”

Jane Knight from Selao Home and Garden Art in Westport said: “The rebate really helped with some of the extra costs we incurred at that time due to the high volume of online orders we had to courier out.”

**Advocating for the West Coast**

DWC advocated with other regional leaders for government support of essential transport services, including Sounds Air, Intercity and the TranzAlpine. This unified front resulted in significant government funding being allocated to the region for a range of projects linked to the COVID-19 recovery that provide connectivity that is vital for the West Coast and its recovery.


**TranzAlpine Resumes**

*The TranzAlpine service between Christchurch and Greymouth was stopped in its tracks on March 22 due to COVID-19. It resumed partial services with heavily discounted tickets on 4 July and was largely sold out during the winter school holiday period.*



**SNAPSHOT OF DWC DURING COVID-19**

**NOWOPEN.CO.NZ**

website showcasing 260+ businesses 

**\$680,000**

COVID-19 business advisory voucher funding allocated to 190 businesses

**\$682,900**

Commercial finance approved under COVID-19 emergency funding

**27** Businesses received delivery rebates

**2** Business surveys

**4** Business webinars



## COVID-19 RECOVERY

### Now Open Website

DWC collaborated with EPIC Westport and Tai Poutini Polytechnic to implement an online business directory to assist in promoting businesses that were able to operate when New Zealand shifted into Alert Level 3.

Within a week of entering Alert Level 3, the West Coast 'Now Open' website was live with over 260 businesses listed - many of which had never been involved in e-commerce.

THE WEBSITE ATTRACTED NATIONAL ATTENTION WHEN PRIME MINISTER JACINDA ARDERN FEATURED IT IN HER 'KIWI INGENUITY STORY OF THE DAY', AND PRAISED THE INITIATIVE SAYING, "PEOPLE ARE WORKING TOGETHER TO MAKE SURE THEY ARE SUPPORTING ONE ANOTHER."

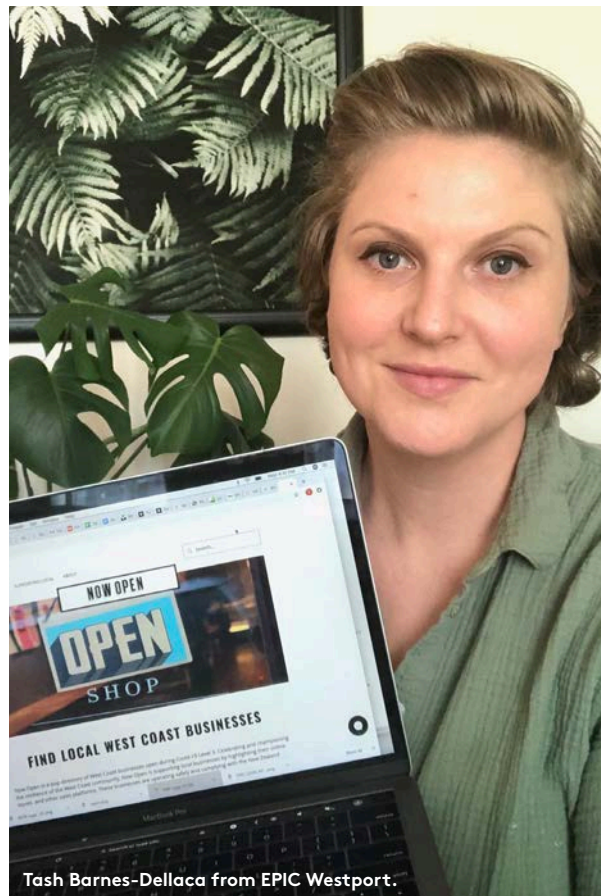
TVNZ Breakfast host, John Campbell, described the Now Open website as 'absolutely charming'. "There are shops selling groovy pottery and then there are tractors. It's a lovely representation of the West Coast ... in its wide glory," Campbell said.

Greymouth-based Hopaholics Brewery was one of the many businesses listed on the Now Open website. According to Sarah Johnson, they received a flurry of activity on their website. "We had more enquiries from further afield than we have before. We have now sent our beer as far north as Coromandel and as far south as Mosgiel."

Blue Spur Milk and Honey experienced a spike in sales after the Now Open website was showcased by PM Ardern and TVNZ's Breakfast Show.

“ WE RECEIVED ORDERS FROM ACROSS NEW ZEALAND AS WELL FROM THE US AND AUSTRALIA. BEING LISTED ON NOW OPEN GAVE US A LOT OF EXPOSURE, WHICH WAS MUCH APPRECIATED DURING THIS CHALLENGING TIME.

Miriam Rees, Blue Spur Milk and Honey



Tash Barnes-Dellaca from EPIC Westport.







### Marketing Campaigns

To help the region bounce back after lockdown, DWC has run a number of campaigns encouraging Coasters to shop and travel locally. This included the 'Keep it Coastal, Support Local' campaign, and a collaboration with the Greymouth Star through 'Welcome Back' newspaper supplements encouraging people to shop locally.

Once the country shifted to Alert Level 2 and inter-region travel was allowed, DWC ran a 'Big Coast, Big Deals' campaign targeting Christchurch, Nelson and Dunedin visitors. The campaign, in combination with great weather, resulted in the West Coast achieving the highest growth in visitor arrivals over Queen's Birthday weekend compared to the average level of domestic travel in Alert Level 2.

In the lead up to the winter school holidays, DWC ran campaigns promoting West Coast packages and deals, and promotions featuring the West Coast Wilderness Trail and Old Ghost Road. These campaigns, in combination with more good weather, contributed to a 51 percent boost in visitor numbers compared to the winter school holidays the previous year. This was the second highest growth rate in the country.

According to Professor David Simmons from Lincoln University, the West Coast has done "a marvellous job of bundling together packages for the domestic market."

### Regular Communications

With the situation evolving at such a rapid rate, DWC released regular communications to keep the West Coast business community up to date on changing regulations and restrictions, and the different forms of business support available.

#### South Westland Salmon Limited

"As the impact of COVID-19 became obvious, even before Level 4 lockdown, we turned to DWC for guidance. They have kept us up to date with every piece of information as it became available, including the financial assistance we could access through various channels.

"We were grateful to receive the DWC delivery rebate offer of \$250, which helped immensely in the fledgling stages of our online shop. We look forward to continuing to work with DWC as we make our way through the COVID-19 crisis and beyond."  
 Brenda Monk, South Westland Salmon Limited.

### Growth in visitors over Queen's Birthday weekend

West Coast

94.3%

New Zealand

75%

Source: Data Ventures

### Visitors to the West Coast during winter school holidays

2020

14,010 ▲ 51%

2019

9,300

Source: Data Ventures



Billboard in Christchurch.

# BY THE NUMBERS



# KEY NUMBERS & HIGHLIGHTS 2020

	DWC (Parent)		Group (Consolidated)	
	2019-20	2018-19	2019-20	2018-19
Total Revenue (Including Unrealised Gains)	\$6.9M	\$10.4M	\$13.3M	\$14.5M
Total Operating Expenses	\$3.0M	\$2.5M	\$7.7M	\$6.7M
Profit Before Tax	\$1.4M	\$5.4M	\$2.5M	\$5.4M
Community Distributions and Projects	\$2.5M	\$1.9M	\$2.5M	\$1.9M
Total Assets	\$135.3M	\$137.2M	\$151.0M	\$154.3M
Total Equity	\$127.7M	\$128.4M	\$128.9M	\$128.8M

# 2001-2020 DWC AT A GLANCE

## FINANCIAL OVERVIEW

INCOME 2001-20

**\$157M**

OPERATING EXPENSES 2001-20

**\$43.0M**

NET PROFIT 2001-20

**\$35.2M**

TOTAL ASSETS AS AT 31 MARCH 2020

**\$135.3M**

TOTAL EQUITY AS AT 31 MARCH 2020

**\$127.7M**

## COMMERCIAL DISTRIBUTIONS\* 2001-20

**334** APPLICATIONS  
RECEIVED  
TALLING

**\$305.8M**

**225** DISTRIBUTIONS  
APPROVED  
TALLING

**\$130.5M**

**167** DISTRIBUTIONS  
COMMITTED  
TALLING

**\$91.5M**

\* A number of distributions approved are not taken up by the applicants. This represents the difference between the distributions approved and the distributions committed.

## COMMUNITY DISTRIBUTIONS & PROJECTS SINCE 2001

**EDF** EXTRAORDINARY DISTRIBUTION FUND

# \$6M

A one-off distribution of \$2m to each of the three district councils. Spent on community assets

**CYCLEWAY FUNDING**

# \$1.5M

Two grants of \$750k to the Westland Wilderness Trail and the Old Ghost Road

**MDI** MAJOR DISTRICT INITIATIVE

# \$20.1M

DWC has committed \$6.7m to the three districts to develop significant community assets

**DESF** DISTRICT ECONOMIC STIMULUS FUND

# \$3M

DWC has committed \$6.7m to the three districts to develop significant community assets

**MRI** TOURISM MAJOR REGIONAL INITIATIVE

# \$2.3M

DWC's funding leveraged further investment of \$5m in 21 different tourism-related projects

**DEF** DIGITAL ENABLEMENT FUND

# \$1M

An allocation of \$1m was made to leverage further government funding available to improve telecommunications on the Coast

**ONE-OFF GRANT TO COUNCILS**

# \$1.5M

\$500k was granted to each of the three district councils for investment in community assets

**GRANTS AND PROJECTS**

# \$31.9

A significant number of regional economic and community development projects have been funded by DWC

**TOTAL COMMITTED COMMUNITY DISTRIBUTIONS**

# \$67.3M



# INVESTMENT FUND (UNAUDITED)

## (STATEMENT OF INVESTMENT POLICY AND OBJECTIVES)

The broad investment objectives for DWC's Investment Fund remain consistent, in that the aim is to achieve a level of income to meet the distribution requirements of DWC in any one year and to provide for a reasonable element of capital growth.

This is expected to preserve the real value of the Trust Fund thereby enabling increased distribution levels over time. More specifically, the Fund's investment policy aims to earn a rate of return, after investment-related expenses and any taxes, that exceeds CPI increases by at least 3% pa over rolling three-year periods.

The Investment Fund's maximum asset allocation for the reported and ensuing financial year is as follows:

Asset Class	Allocation
Cash	100%
NZ Fixed Interest	90%
<b>Total Cash &amp; Fixed Interest</b>	<b>100%</b>
Australasian Equities	25%
Australasian Property	6%
International Equities	25%
Alternative Investments	12%
<b>Total Equities</b>	<b>55%</b>

DWC's investment portfolio returned 4.04% for the 12 months to 31 March 2020, versus the 1.68% return of the benchmark portfolio, with the Growth (Equities & Alternative Investments) portion of the portfolio returning 5.31% and the Defensive (Fixed Interest & Cash) portion returning 2.92%. This strong performance came despite the large sell off in financial markets during March. Following the March sell off, the portfolio has bounced back strongly returning 5.08% for the June quarter. The table below breaks the return down by asset class.

Asset Class	Benchmark Weight %	Benchmark Return %	DWC Return %	+/- %
Cash	20.0	1.3	1.3	1.9
NZD Denominated Fixed Interest	45.0	4.19	2.34	-1.9
Listed Property	3.0	-3.68	1.36	5.0
NZ Equities	6.50	-0.49	10.19	10.7
AU Equities	6.50	-15.18	1.93	17.1
International Equities	13.0	2.66	6.42	3.8
Alternative Investments	6.0	5.3	-0.1	-5.4
<b>Total</b>	<b>100</b>	<b>1.68</b>	<b>4.04</b>	<b>2.4</b>

During the period, the weighting to Growth Assets shifted from 50.2% as at 31 March 2019 to 48.5% as at 31 March 2020. This reduction is due to both a sell down of NZ Equities and Property in early 2020, and the reduction in the value of equities due to the March sell-off.

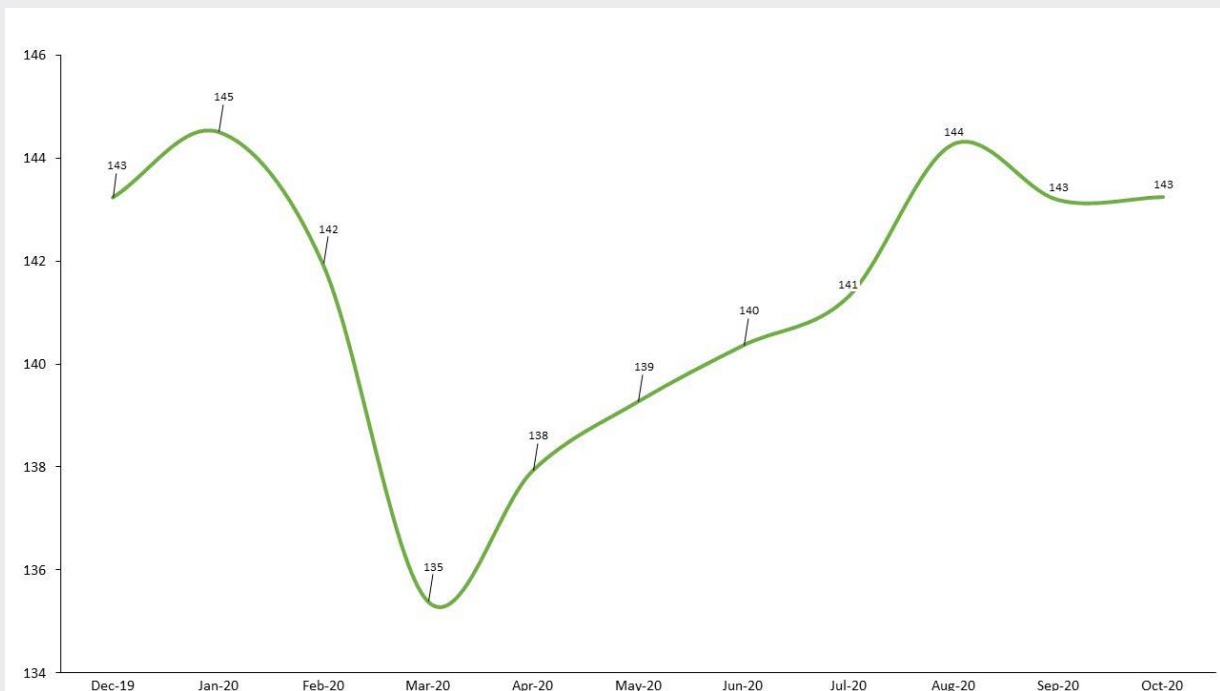
The first quarter of the new Financial Year will go down in the investment almanac as one of the strongest in modern times, despite the implications of COVID-19 being far from resolved. The quarter did follow one of our worst, so recovery was perfectly understandable, although the magnitude, swiftness and how it occurred surprised many.



Heath Milne at a meet the Chief Executive presentation in Hokitika.

## TOTAL ASSETS (MILLION) PARENT COMPANY ONLY

Impact of Covid-19 (Dec 2019 - Oct 2020)



# REGIONAL ECONOMIC DEVELOPMENT

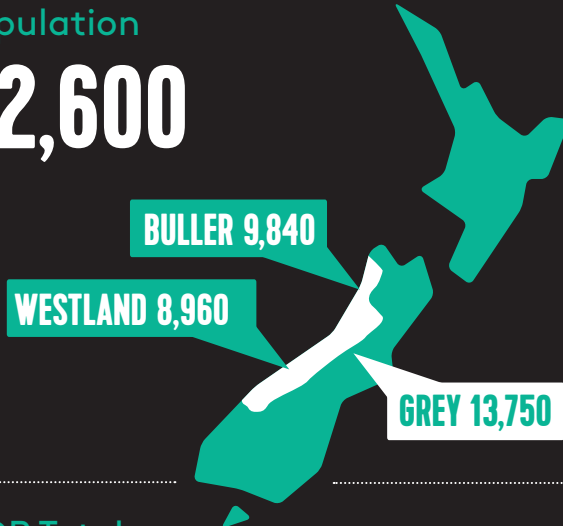


Coastwood Furniture.  
Photo: Jase Blair

# REGIONAL ECONOMIC OVERVIEW

## Population

**32,600**



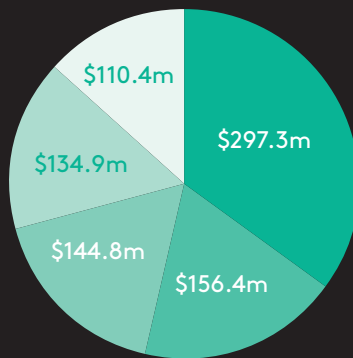
## GDP Total

**\$1,848M**

GDP at 2019 prices

## Main economic drivers

- Agriculture, Forestry and Fishing
- Construction
- Manufacturing
- Mining
- Accommodation and Food Services



## Current median house price

**\$214,866**

West Coast

**\$687,099**

New Zealand

**3,711** Businesses

**16,263** Jobs filled

## Industries that employ the most people

**1,854** Accommodation and Food Services

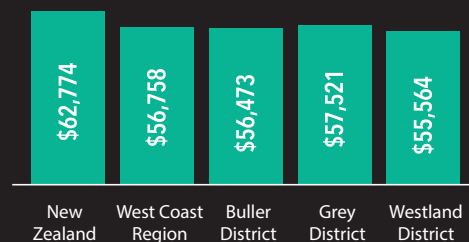
**1,806** Agriculture, Forestry and Fishing

**1,779** Manufacturing

**1,723** Construction

## Mean annual earnings

**\$53,967**



Source: Infometrics (2020). West Coast Region Economic Profile. Accessed from: <https://ecoprofile.infometrics.co.nz/West%20Coast%20Region>

# REGIONAL DEVELOPMENT AND INDUSTRY SUPPORT

DWC works alongside stakeholders to assist and identify potential opportunities for the creation, development and innovation of business and industry. DWC’s involvement ranges from desktop research to identifying new and emerging opportunities, supporting industry body initiatives, facilitating research projects, regional promotion, and leveraging funds to attract investment.

DWC contributed to the following Regional Development projects for 2020:

Project	Funding up to:
Co.Starters Programme	\$2,551
PGF Ports Management Study	\$87,429
Pounamu Pathway PGF Application	\$10,000
Regional Promotion	\$65,812
Regional Event Promotion	\$26,000
BP Business Challenge (Youth Enterprise Scheme)	\$3,450
Lake Brunner Wilderness Trail	\$30,700
Feasibility Study Funding	\$23,971

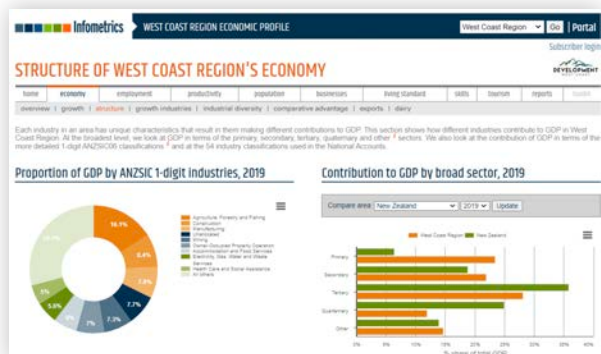


## Economic Indicators

Working with Infometrics, DWC continues to provide the region with up-to-date economic indicators. Through the Infometrics dashboard, regional and district indicators along with other key statistics are available for anyone to view and download from [www.dwc.org.nz](http://www.dwc.org.nz).

**REGIONAL DEVELOPMENT PROJECTS**

2019/2020: **\$249,913**





# TOURISM

**For a more coordinated delivery of economic development, the functions of the regional tourism organisation (RTO), formerly Tourism West Coast, migrated into DWC on 1 April 2019. We are pleased to have the tourism team on board and working in the wider economic development context to maximise the full potential of the West Coast.**

After experiencing significant growth in the tourism sector in recent times, this financial year brought with it a series of major challenges.

The loss of the Waiho Bridge during an extreme weather event in March caused much disruption to the tourism sector and the wider economy. The Omoto slip in October closed State Highway 7 between Greymouth and Reefton and prevented the TranzAlpine train coming through. In December, a large section of Mt Hercules came down closing State Highway 6, south of Harihari and causing further disruption.

West Coast tourism operators were already hurting from the economic impact of these extreme events, when COVID-19 hit. New Zealand closed all entry ports to non-residents from 20 March and entered a

nationwide lockdown from 26 March until 13 May.

These events have contributed to an extremely difficult time for our tourism sector, which is reflected in the \$22m drop in tourism spend on the West Coast this financial year. Despite these disruptions and challenges, West Coast tourism operators have demonstrated great resilience and innovation.

DWC’s tourism team has had a productive year working with operators and promoting the region through creative campaigns. This work was acknowledged at the 2019 New Zealand Tourism Awards, with DWC taking home the ‘Industry Connections’ award.



Destination Management Scoping Day.

# TOURISM YEAR IN REVIEW

## Challenges during 2019/2020



## Major tradeshows attended by DWC



\* Several tradeshows were cancelled towards the end of the financial year due to COVID-19.

## Marketing campaigns



## Awards for DWC

# WINNERS

Industry Connections  
Award at the 2019 New  
Zealand Tourism Awards

Finalists: Mumbrella Tourism Marketing Awards, Sydney

## Famils hosted by DWC

# 201 PAX

Trade and media  
famils came through  
the West Coast

## West Coast collateral distributed

# 100,000

West Coast **visitor  
guides** printed and  
distributed nationally

# 1,000

**USB drives** with trade  
manuals, presentations and  
general information about  
the Coast presented to  
international travel agents

## Digital presence

Westcoast.co.nz  
website sessions:

2019-2020:

# 423,826 ▲72%

2018-2019: 246,165

West Coast, New  
Zealand Facebook  
page likes

2019-2020:

# 69,367 ▲101%

2018-2019: 34,532

We have also initiated the development of a destination management plan for the West Coast. This commenced with a scoping day facilitated by Kiri Goulter of MBIE, and was attended by over 30 key stakeholders, including representatives from DOC, KiwiRail, New Zealand Transport Authority, Tourism Industry Aotearoa, Ngāi Tahu Tourism and Christchurch International Airport Ltd. This destination management planning focusses on the future of not only the West Coast tourism sector, but also the wider regional economy and will play an important role in the recovery of region.

### Hands on Campaign

The Hands On competition was part of an overall campaign to increase visitors to the region following the Mt Hercules road slip in December 2019. The campaign was funded by MBIE.

HANDS ON CAMPAIGN	
Entries received	13,400
Website page views	151,433

“ IT WAS GREAT TO RECEIVE SUCH A LARGE NUMBER OF ENTRIES TO THE COMPETITION HIGHLIGHTING THE PAID ACTIVITIES ON THE WEST COAST. ENCOURAGING VISITOR GROWTH FOLLOWING THE MT HERCULES SLIP WAS OUR OVERALL OBJECTIVE. IT WAS A GREAT RESULT FOR THE COAST

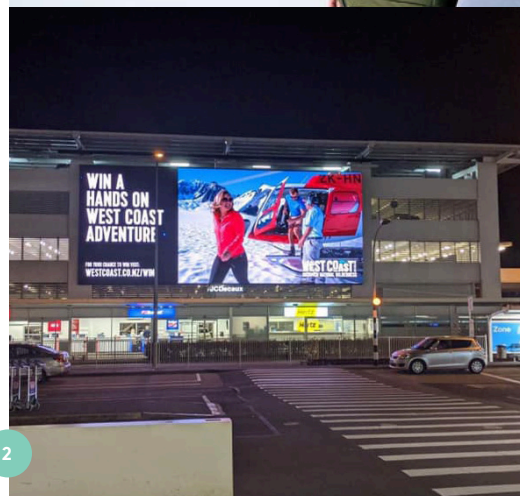
DWC Regional Tourism Manager Jim Little

Photos:

- 1 Te Radar marketing campaign
- 2 Hands On campaign billboard at Auckland Airport
- 3 Singapore Tourism Trade Show
- 4 Alicia Ulrich, Samantha Beneke and Renee Rooney pictured at the New Zealand Tourism Awards



1



2



3



4

Photo: Stephen



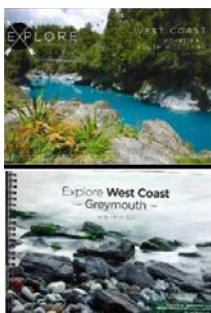
## REGIONAL PROMOTION

**Journalists have long been impressed by the West Coast's natural beauty, writing many articles about the region being a great tourist destination – such as the New York Times declaring: 'On New Zealand's Stunning West Coast, the Beauty Doesn't Stop'.**

The media are now paying closer attention to the Coast, not just as a great place to visit, but also as an amazing place to live, work and do business.

To raise the profile and visibility of our region, DWC has been working closely with the media to share stories of West Coast business success, and this has resulted in significant positive coverage of the region with national headlines including:

- 'Life on the Coast hard to beat'
- 'Boomtown Revival: The metamorphosis of a mining community'
- 'The little region that can'.

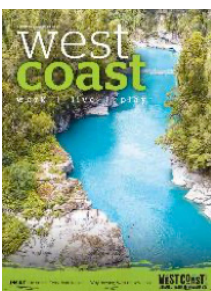


### Explore West Coast Compendiums

The Greymouth Star produces unique in-room compendiums for accommodation providers on the West Coast. These compendiums show visitors what activities are available in each district as well as providing information on where to eat, drink and shop.

Greymouth Star Sales and Marketing Manager Brett Kokshoorn says with DWC support this year they were able to further expand the reach of the Explore West Coast visitor compendiums.

"By increasing the distribution, we can encourage visitors to stay longer and spend more when they are visiting the region."



### West Coast Work Live Play

DWC teamed up with NZME to run another 'West Coast Work Live Play' campaign. A comprehensive newspaper supplement was distributed via the New Zealand Herald showcasing the advantages of living, working, and doing business on the West Coast.

NZME Media Specialist Tracey Anderson says: "We were thrilled to collaborate with DWC again on the 'Work Live Play' series. DWC enabled the publication to happen, giving a broad range of businesses on the West Coast the opportunity to showcase themselves to a wider New Zealand audience. Our team from the Herald highly regard this publication as it always has great content which is interesting for our readers."



Anat Edwy from 'It's All Good'.  
Photo: Jules Anderson

**DWC SUPPORTED US BY PUBLISHING A BEAUTIFUL ARTICLE ABOUT OUR COMPANY'S STORY, AND OUR JOURNEY FROM ISRAEL TO THE WEST COAST AND WHAT WE OFFER THE COMMUNITY. THE ARTICLE WAS PUBLISHED IN THE LOCAL NEWSPAPER AND NZBUSINESS MAGAZINE BRINGING US A LOT OF NEW CUSTOMERS.**

Anat Edwy, It's All Good

## REGIONAL EVENTS

Events play an important role in our communities, not only do they attract visitors whose spending contributes to our economy, they promote the region as an attractive place to live, work and play. Over the past year DWC has contributed to a variety of West Coast events.

### Haast's Whitebait Festival 1

"Without DWC's sponsorship we would not have been able to promote the festival."

[Tracey Dinan, Haast's Whitebait Festival.](#)

### Gold Trail and Ride the Wilderness Events 2

DWC was a key sponsor for the Gold Trail and Ride the Wilderness race events run by CJM's Events Ltd.

"We're proud to bring our events to the West Coast and help the economy. So many people around the country don't realise what the Coast has to offer, and we're rapt to be able to help the businesses that benefit from the events we hold."

[John Moore, Events Coordinator for CJM's Events Ltd.](#)

### Wildfoods Festival 3

"DWC's contribution towards Hokitika's 2020 Wildfoods Festival was truly invaluable and greatly appreciated. The festival prides itself on uplifting the community, and it was certainly evident in the way the DWC team assisted us. They compiled a digital and radio marketing package which elevated our festival numbers."

[Melanie Anderson, Chief Executive Destination Westland.](#)

### Greymouth Motorcycle Street Race 3

"The support of DWC financially, meant that we were able to deliver a safe and well run event for riders and spectators alike. DWC's marketing support has aided us in raising the profile of the event and bringing more people to town, providing a valued boost to the local economy. We were also able to return approximately \$10,000 to the local clubs and charities who volunteered their time on race day."

[Anita Hyde, Greymouth Motorcycle Street Race.](#)



1



2



3



4

Photo: Stephen Roberts



## RECENT GOVERNMENT FUNDING

The West Coast has been identified by Central Government as a 'surge-region' for early investment. Through working together, the West Coast has secured over \$244m in government funding for projects through the Provincial Growth Fund (PGF) and other government funding streams.

PGF Projects (as at 1 July 2020)	Funding up to:
Feasibility Study for Upgrade of Westport and Greymouth Ports	\$125,000
Development Plan for Governance Structure for West Coast Ports	\$100,000
New Dredge – Greymouth Port	\$800,000
Port Jackson Wharf Repairs	\$500,000
Greymouth Lagoon Dredging	\$750,000
West Coast Wilderness Trail	\$500,000
Kawatiri Coastal Trail	\$9,360,000
Old Ghost Road Cycle Trail	\$500,000
West Coast Strategy Development for Regional Cycle Trails	\$37,500
Croesus Road	\$3,500,000
Oparara Arches	\$5,700,000
Punakaiki Master Plan	\$130,000
Punakaiki Redevelopment (Dolomite Point)	\$26,600,000
Hokitika to Westport Rail Feasibility	\$250,000
Marsden Aged Care Facility – Business Case	\$40,000
Greymouth Master Plan	\$200,000
Runanga Miners' Hall	\$408,120
Digital Connectivity	\$28,000,000
Westport Airport	\$2,074,000
South Island Regional Driver Hub	\$1,086,094
Blackwater Gold Mine at Waiuta	\$15,000,000
Regional Digital Hubs	\$1,200,000
West Coast Employment Scheme	\$2,080,040
Westport Waterfront – District Revitalisation	\$1,860,000
Te Ara Pounamu – The Pounamu Pathway	\$17,873,625

Other Government Funding	
TranzAlpine Service Upgrade (Multi Region PGF)	\$12,000,000
Tourism Infrastructure Improvements	\$4,083,992
Punakaiki Coastal Restoration Project	\$1,209,000
West Coast Ports Infrastructure	\$8,000,000
West Coast Roads Upgrade	\$1,500,000
Granity Seawall Protection	\$3,600,000
Planting Projects	\$900,000
Greymouth Reservoir Replacement Project	\$1,000,000
Mt Te Kinga – Predator Free 2050	\$4,400,000
West Coast Ports Package	\$7,000,000
'Shovel-Ready' Projects	\$90,000,000
<b>Total Funding</b>	<b>\$244,194,246</b>

“ THIS GOVERNMENT IS COMMITTED TO FUNDING REGIONAL GROWTH BECAUSE LOCAL JOBS AND BUSINESSES DRIVE RESILIENT, THRIVING COMMUNITIES AND THE WEST COAST HAS SO MUCH POTENTIAL

Prime Minister Jacinda Ardern

### RECENT GOVERNMENT FUNDING

Allocated to the West Coast as at 1 July 2020

**\$244.2M**

## ATTRACTING INVESTMENT

As the regional economic development agency, DWC is leveraging its funds to attract investment into the West Coast. DWC has worked with key stakeholders on business cases, feasibility studies and funding applications for projects that have helped attract significant investment into the region.

### Digital hubs

Applications to the PGF from DWC and EPIC Westport have secured \$1.2m in funding for digital hubs on the West Coast.

Government has allocated \$800,000 through the PGF to DWC for a Grey District digital hub and a mobile hub in Westland, and \$400,000 to EPIC Westport for a Buller District digital hub.

These hubs will provide access to digital services for businesses in Westport, Greymouth, and the Westland District, including meeting space with the latest video conference facilities and programmes to increase ICT capability of small businesses.

### West Coast Ports

PGF funding of \$125,000 initiated work to carry out a feasibility study for the upgrade of the Westport and Greymouth ports. An additional \$100,000 was then funded to create a development plan for the governance structure of the West Coast ports, leading into a DWC-funded project to develop a PGF application with the goal of securing the future of the ports. This application resulted in funding of \$8m being invested in West Coast ports and laid the foundation for further government funding. Over \$17m has now been invested in port projects in the region, ensuring the creation of jobs and strengthening the resilience of the Coast.

WEST COAST PORTS	
DWC contribution (towards business case)	<b>\$87K</b>
Government investment	<b>\$17M+</b>

DIGITAL HUBS	
DWC contribution	<b>\$375K</b>
Government investment	<b>\$1.2M</b>



## ATTRACTING INVESTMENT

### Ōpārara Arches <sup>1</sup>

The Regional Growth Study identified the development of the Ōpārara Arches into an iconic attraction as a major opportunity to stimulate development of the local and regional visitor economy and deliver social and economic benefits to the local area and its communities.

DWC contributed \$60,000 towards a business case on improving tourism infrastructure at the Ōpārara Arches to protect the unique environment and enhance visitor safety. Based on this business case, an application to the PGF was successful in securing funding of \$5.7m.

The first stage of the project has commenced, which includes track surface and toilet upgrades. The project is expected to employ 35 to 40 people over two stages.

### Upskill West Coast, Te Ara Mahi Regional Employment Scheme



Upskill is a DWC-led initiative focused on supporting people to attain recognised qualifications and creating sustainable employment opportunities to keep both people and businesses on the West Coast.

Government has invested \$2.1m in the programme through the PGF Skills and Employment (Te Ara Mahi) Fund for 24 months and is also supported by the Ministry of Social Development who will work alongside DWC to complement each other's services.

The Upskill programme provides an employment pathway scheme, matching available people to employment opportunities. Supporting sustainable positions which are either new or vacant and are for at least 30 hours per week, the programme can assist people to achieve a recognised qualification to gain employment, or support existing employees to undertake new training or education to move up or transition into a new role.

### OPARARA ARCHES

DWC contribution (towards business case)	<b>\$60K</b>
Government investment	<b>\$5.7M</b>

### UPSKILL WEST COAST

DWC contribution (towards programme coordination and management)	<b>IN KIND</b>
Government investment	<b>\$2.1M</b>

### POUNAMU PATHWAY

DWC contribution (towards PGF application)	<b>\$10K</b>
Government investment	<b>\$17.9M</b>

### KAWATIRI COASTAL TRAIL

DWC contribution (towards business case)	<b>\$50K</b>
Government investment	<b>\$9.4M</b>

### ACCESS TO THE PAPAROA TRACK

DWC contribution (towards business case)	<b>\$40K</b>
Government investment	<b>\$3.5M</b>



### Pounamu Pathway <sup>2</sup>

DWC contributed \$10k towards the PGF application for the Pounamu Pathway project – a region-wide collaboration led by Te Rūnanga o Ngāti Waewae seeking to develop four new visitor attractions in Haast, Hokitika, Greymouth and Westport.

The application was successful, securing \$17.9m to develop state-of-the-art hubs, which will use innovative digital technology to bring alive the Coast's culture and history with an emphasis on pounamu and early Māori connections. The Pounamu Pathway project will be run by Te Ara Pounamu Ltd - a new company owned by Te Rūnanga o Ngāti Waewae, Te Rūnanga o Maakawhio and DWC.

Parliamentary Under-Secretary Fletcher Tabuteau believes “over 50 jobs will be created through the construction, management and operation of the hubs”.



1

### Kawatiri Coastal Trail <sup>3</sup>

The PGF has allocated \$9.4m to develop the Kawatiri Coastal Trail. The 55km, family-friendly cycling and walking trail will wind its way through gold rush heritage sites and areas of high significance to Ngāti Waewae to highlight the region's rich history.

The idea for the trail began in 2015 when a group of Charleston residents built a shingle track between Rotten Row and Nile Bridge. In late 2016, the Kawatiri Coastal Trail was included in the Government's Regional Growth Study and led to DWC and MBIE co-funding a business case and feasibility study for the project. The Charleston–Westport Coastal Trail Trust prepared a PGF application aligned with the business case which subsequently secured PGF funding in November 2018.

Construction on a section of the Trail from Westport to Carters Beach commenced this year and is scheduled to be open before Christmas 2020. The overall project is expected to employ over 30 people in construction, project management, design, engineering, ecology, and archaeology, providing much-needed economic stimulus.



2

“ THANKS TO DWC WHO HELPED PROGRESS THIS INITIATIVE BY CONTRIBUTING \$50,000 TOWARDS THE BUSINESS CASE, WHICH HELPED SECURE THE \$9.4 MILLION FUNDING FROM THE PGF FOR THIS PROJECT.

Siobhan Neill, Secretary, Charleston–Westport Coastal Trail.



3

Carters Beach along to Cape Foulwind. Photo: Daimon Schwalger

### Access to the Paparoa Track (Croesus Road upgrade) <sup>4</sup>

As part of the Regional Growth Study, DWC contributed \$40,000 towards a business case on upgrading the Croesus Road at Blackball to improve access to the Paparoa Track and Pike29 Memorial Trail. The Grey District Council subsequently secured \$3.5m from the PGF to upgrade the Croesus Road.

The Department of Conservation's \$12m Paparoa Track was fully opened to the public on 1 March 2020 and has received significant international attention, making number 17 on the New York Times list of '52 Places to Go'.



4

Photo: Stewart Nimmo

## INDUSTRY SUPPORT

### Minerals West Coast

Minerals West Coast is a charitable trust established to promote and assist the region's mining industry. It advocates for the collective interests of the sector within the region and across the country.

DWC approved a grant of \$95,000 to Minerals West Coast for work that has spanned the last two financial years. This work included preparation of an industry factbook outlining the social, economic, and environmental benefits of the region's mining sector, and organisation of the annual Minerals West Coast forum.

DWC also provides an office space for Minerals West Coast's manager within DWC's premises.

*"THE MINING INDUSTRY HAS A LOT TO OFFER FOR THE WEST COAST ECONOMY AND COMMUNITY. IT'S BEEN AN HONOUR TO SHARE AN OFFICE WITH THOSE COMMITTED TO HELPING THE REGION PUSH AHEAD."*  
PATRICK PHELPS, MANAGER, MINERALS WEST COAST.

### New Zealand Institute of Minerals to Materials Research

DWC has provided financial support for the New Zealand Institute of Minerals to Materials Research's (NZIMMR) work. Based in Greymouth, NZIMMR has been bringing on staff and developing research projects to add value to the country's mineral resources since 2018.

NZIMMR is constructing a minerals processing laboratory and a minerals-to-materials laboratory

near Spring Creek, north of Greymouth. NZIMMR has had a strong focus on building in-house research capability and capacity.

Key research projects include extracting tungsten from tailings; proving up resources such as rare earth elements and titanium; enhancing gold recovery from alluvial mining; developing slow-release fertiliser; recycling and reusing pounamu shavings from carving; and developing advanced carbon-based materials.

NZIMMR is also exploring the concept of a centralised mineral processing facility, to improve the economics of extracting and commercialising the West Coast's heavy mineral sands resources.



Photo: Stephen Roberts

### West Coast Farming Roadshows

Property Brokers, with support from DWC, presented interactive seminars promoting living and farming on the West Coast.

"We approached DWC with a new concept to promote farming on the West Coast to the next generation of farmers throughout the country. DWC's support has been instrumental in getting this new initiative off the ground with roadshows held in February 2020 in both the North and South Island," says Gareth Cox from Property Brokers.

"From these events we're now actively working with a number of young farmers who are looking to relocate their families and business to the Coast to buy their first farm."



Photo: Stewart Nimmo



### Moss Industry group

DWC has been actively working with West Coast moss farmers and growers to facilitate the establishment of a formal moss industry group.

Following legislation coming through local and central government level regarding controls on the use of land, the need for a collective voice in the moss industry was identified that could effectively advocate for it and keep the industry informed on critical industry matters and potential external factors that could negatively impact on it.

The proposed moss industry group will enable representation and advocacy of its members, promotion of good practice in moss resource management across the region, and collaboration of moss farm owners and associated businesses.

### Support for Cycle Trails

DWC has been a significant financial contributor to the West Coast’s popular cycle trails. Over the years, DWC has contributed over \$1.5m to the Old Ghost Trail and \$3.25m to the West Coast Wilderness Trail.

DWC, with PGF co-funding, conducted a review looking at the current status and strategic direction for cycle trails on the West Coast. Given the rapid rise in the number of high-quality cycle ways on the Coast and their increasing popularity, this review was timely to ensure opportunities are maximised.



The West Coast Cycle Trail Review was released this year and is available on [www.dwc.org.nz](http://www.dwc.org.nz).

INVESTMENT IN CYCLE TRAILS	
DWC	\$4.75M+



Coastpak Besgrow.  
Photo: Jase Blair



Old Ghost Road.  
Photo: HagePhoto

# SUPPORTING BUSINESS





# BUILDING CAPABILITY

**DWC is engaging with a record number of local business people. We are listening to what they need to maximise their skill sets and develop their capabilities. We believe that growing the skills of our people will grow businesses to grow the Coast.**

DWC engages with businesses of all sizes and at all stages of development, helping them gain knowledge, connect with the right people, and grow.

DWC has worked with over 270 business people this year, including Sonya Matthews and Andrew Lyes who took over Hokitika’s iconic Porky’s Takeaways business in September 2019.

“After a manic six and a half months working in the business, a near vertical learning curve, the borders closed and the country went into lockdown due to COVID-19,” Sonya says. “It was almost heart attack material. Having caught up on sleep, talked with our

team and taken stock we hit the phone and with one of the first calls struck gold! We rang Fiona at DWC and asked her about business coaching options.”

Through the Regional Business Partner (RBP) network, Sonya accessed one-on-one business coaching sessions with James O’Connell from the Hospitality Company.

“We are blown away with how far we’ve come and what we’ve navigated; we are totally inspired with where we are headed; we are excited to have started building that best practice business we’re striving for and we will be eternally grateful for the incredible opportunity and support DWC has enabled for us via the RBP network,” says Sonya.

## ACTIVELY MANAGED CLIENTS

2019/2020:

**270+**



**I AM SO GRATEFUL FOR THE SUPPORT OF DWC. THEY HELPED ME OUT FOR THE FIRST TIME WHEN I PARTICIPATED IN THE CO.STARTERS PROGRAM. THIS HELPED ME REFINE MY BUSINESS IDEA AND CREATED VALUABLE CONNECTIONS, STRUCTURE AND SUPPORT THAT I STILL USE. FURTHERMORE, DWC HAS CONNECTED ME WITH CLIENTS THROUGH THE RBP NETWORK WHICH HAS ENABLED ME TO GROW MY SKILLSET AND BRING NEW TRAINING AVAILABILITY TO THE WEST COAST. I BELIEVE IN THE VALUES OF DWC AND AM PROUD TO WORK ALONGSIDE THEM IN MY OWN BUSINESS.**

Hannah Fitzgibbon.

## REGIONAL BUSINESS PARTNER NETWORK

DWC continues as the Regional Business Partner (RBP) for the West Coast. The RBP network is a collaboration between New Zealand Trade and Enterprise (NZTE), Callaghan Innovation, Business Mentors New Zealand and thirteen other Regional Business Partners across New Zealand.

The network delivers support services to businesses with an aim to improve management capability and increase research and development activity in SMEs. Regional Business Partners work with SMEs to identify development needs and provide information, advice, services, and funding that will address those needs and help SMEs with the aspiration, commitment and potential to innovate and grow.

The Business Mentors New Zealand service connects business owners and entrepreneurs with a mentor for one-on-one advice. Utilising their knowledge and experience to aid the success and growth of a business, mentors provide an independent and impartial review of a business, assistance with implementation of any necessary improvements and personal support at a level not generally available through standard courses or workshops.



“ WE CAN BE SOMEWHAT DISADVANTAGED GEOGRAPHICALLY WITH TRAVEL EXPENSES TO MAIN CENTRES FOR TRAINING, HOWEVER, TO BE ABLE TO SOURCE RBP FUNDING THROUGH DWC ENABLES US TO BRING THE TRAINER TO THE WEST COAST AND RUN THE COURSES ONSITE.

Josh Gordon, Brightprint



### Capability Vouchers

Over the year, NZTE Capability Development voucher assistance was provided for businesses to assess capability training in the following areas:

- Governance
- Business Systems
- Managing Resources
- Business Planning
- Marketing
- Business Sustainability
- Finance
- Lean Manufacturing

### REGIONAL BUSINESS PARTNER NETWORK

34	NZTE Capability Development vouchers awarded to West Coast businesses, valued at \$55,373
13	West Coast businesses matched with mentors through the Business Mentors New Zealand programme
52	New RBP business registrations
1	Business accessed West Coast Accelerator Programme funding
1	Business participated in Lean Innovation Programme

**CASE STUDY****Logic Street Scene**

Logic Street Scene is one of the many West Coast businesses who have benefited from NZTE Capability Development vouchers through DWC.

The Westport-based family business specialises in the design, manufacture and installation of high-quality Urban Street Furniture, specialising in bespoke and custom projects. Logic Street Scene's urban furniture is popping up in public spaces across New Zealand - from unique parklets in Dunedin, a 65-metre curved timber bench at Jellie Park in Christchurch to bespoke park benches in Auckland.

One of the keys to Logic Street Scene's success, in addition to their innovative products, has been their willingness to invest in their staff. Over the years, Logic Street Scene has utilised the RBP network through DWC to help build capabilities within their organisation.

This financial year they received a NZTE Capability Development voucher to help put a staff member through a 12-month advanced business management programme delivered by the Universal Business Team.

Logic Street Scene's Managing Director George Field says many people are unaware of the business support services available on the West Coast.

"Fiona (DWC Capability & Growth Manager) has been excellent to work with, providing us with access to resources to assist our growth and innovation," says George.

**“ WE HIGHLY RECOMMEND OTHER COAST BUSINESSES TAP INTO THE MANY FORMS OF ASSISTANCE AVAILABLE THROUGH DWC.**

George Field, Logic Street Scene





## CO.STARTERS PROGRAMME

The 2019/2020 year saw DWC continue its popular Co.Starters business start-up and development programme.

Co.Starters is a programme targeting budding entrepreneurs who have the ideas but are unsure how to turn those ideas into successful business models. The programme is geared towards providing practical skills to help attendees develop new endeavours or strengthen existing businesses.

The nine-week programme ends on a high note with participants pitching their business ideas to an audience. These pitches have showcased a diverse range of inspiring new businesses and business ideas.

DWC Events Coordinator Rachel Doolan says the success of Co.Starters is built on collaboration and support from the local business community.

**"THE PROGRAMME WOULD NOT BE AS SUCCESSFUL AS IT IS WITHOUT THE BUSINESS COMMUNITY GETTING RIGHT BEHIND IT, SHARING THEIR TIME AND KNOWLEDGE WITH THE PARTICIPANTS."**

### CASE STUDY

#### A Little Blue

Jeanette Goode wrote a children's picture book in 2008 for her Diploma in Children's Literature. At the time her tutors felt it worthy of publication. Jeanette presented it to publishers but being an unknown writer and illustrator, they were not interested. Self-publishing was considered but the task was daunting.

Jeanette attended the Co.Starters programme in Westport run by BullerREAP. The course was just what she needed to create a business plan with achievable goals.

With experts to help understand a breakeven worksheet the project felt viable and achievable.

"Being able to share ideas and have the support of tutors and other participants really helped me gain confidence. The pitch night was a success and an anonymous benefactor put up the \$6,000 needed to cover the cost of printing," says Jeanette.

"In 2020 there have been a few hold ups with the print factory in China closed due to COVID-19. Things are back on track and 'A Little Blue' will be ready for a book launch in October 2020."



Graduates of the Greymouth Co.Starters programme run by WestREAP.



Jeanette Goode with help from a friend reading 'A Little Blue' at the Westport Co.Starters celebration night.

## PREVIOUS CO.STARTERS GRADUATES INCLUDE:



Wash Rite West Coast



Grounded Garden Services



Hopaholics Brewery



West Coast Scenic  
Waterways Retreat



Logic Street Scene



Wave Wise

“ THIS WAS A GREAT COURSE FOR ME AND AT THE RIGHT TIME. I HAD THE IDEAS FOR MY BUSINESS BUT DIDN'T KNOW HOW TO DEVELOP IT. CO.STARTERS RAN ME THROUGH THE WHOLE PROCESS FROM MARKET RESEARCH TO THE LEGAL STUFF. I LEFT FEELING CONFIDENT WITH AN 'I CAN DO THIS' ATTITUDE.”

Jan Fraser, Lomah Felt

### CO STARTERS

West Coast Co.Starters graduates since 2016:

118

## WEST COAST LEADERSHIP PROGRAMME

DWC's Leadership Programme was delivered this year by the New Zealand Institute of Management and Leadership (NZIML). The seven-month programme was held across the Coast with workshops on the core facets of leadership and management.

Since its launch in 2011, the content of the Leadership Programme has been evolving to meet the needs of the region. 87 Coasters have now graduated from the programme.

Past graduates include Buller Mayor, Jamie Cleine, and local government officials. Graduates have gone on to join boards of West Coast and New Zealand businesses, not-for-profit organisations, and community groups.

DWC Chair Renee Rooney graduated from the programme in 2015 and stresses its importance for the West Coast. "This programme provides a fantastic opportunity for growing and supporting our West Coast talent pool. Having more people in our communities with strong leadership capabilities is of immense importance to our region for its growth, success, and sustainability into the future. Holding a programme of this calibre locally ensures participants don't have to travel off the Coast to other cities to attend and, more importantly, it provides a setting for current and future Coast leaders to network amongst each other, build relationships and keep connected," Renee says.

Travis Terry from Ngāi Tahu Forestry participated in the programme saying it gives you a great foundation to grow in a management role.

"I would recommend the DWC Leadership Programme for anyone starting out in a management role or working in a leadership role and wanting to grow their capabilities to further their career," says Terry.



“ THE WEST COAST LEADERSHIP PROGRAMME WAS A CONSTRUCTIVE LEARNING EXPERIENCE AND I AM GRATEFUL THAT IT WAS AVAILABLE TO US ON THE COAST. THE PROGRAMME HELPED TO BUILD A FOUNDATION OF KNOWLEDGE AND SKILLS THAT I'LL CONTINUE TO USE AND BUILD ON THROUGHOUT MY CAREER.

Rimu McGrath, Business Manager, Mokihinui-Lyell Backcountry Trust.



Renee Rooney (DWC chair), Pauline Ansley, Frank O'Toole, Abbie Provis, Scott Nelmes, Anna-Marie Thompson, Travis Terry, Joy Comrie, Andrew McCord, Rimu McGrath, Neal Clementson, Anthony Hopkins and Therese La Porte (NZIML); Absent: Ross Thomas, Crystal Koki, Toni Bang and Scott Freeman.



## BUSINESS EVENTS

2019/2020 was another busy year for business events on the West Coast. DWC is listening carefully to the needs of our business community and host a range of events targeted to meet those needs.

“The importance of holding business events goes far beyond building capabilities, they also provide invaluable opportunities for our business and community leaders to come together to network and share knowledge,” says DWC Events Coordinator Rachel Doolan.

Business events this year included a succession planning workshop with NZTE, and a business continuity breakfast was held with Runacres in response to the Waiho bridge washout. DWC hosted seminars in Greymouth and Westport on ‘the future of small towns and regional economic development’, featuring Otago University specialist Dr Sean Connelly, Professor Etienne Nel and Alison Floyd. Julia Jones the head of analytics from NZX gave an inspiring talk in Hokitika on ‘capturing value from a unique region’ and John Barnes from Business Mentors New Zealand held a business start-up workshop. We have also continued to deliver the nationally syndicated Ambassador programme across the region.

With the migration of the tourism function into DWC, we have also had a busy schedule of events and capability building workshops targeted specifically at tourism operators, including regular Tourism Lighthouse meetings with the region’s tourism promotion groups.

The annual Celebration of Tourism event, with a heavy hitting line-up of speakers which included keynote speaker Christopher Luxon, ex-Air New Zealand Chief Executive, drew around 100 attendees.

The year ended with our new Chief Executive, Heath Milne, holding events across the region to introduce himself and meet members of the local communities.



Emily Miazga (Em’s Power Cookies) at a Women in Business event.



Celebration of Tourism event.



Capturing value from a unique region with Julia Jones (NZX).



### Boosting Digital Capabilities

In a DWC survey, 34 percent of West Coast businesses reported a need for digital marketing training. To address this need, DWC partnered with several organisations during the year to bring workshops to the region to equip businesses with the latest digital marketing skills and techniques.

This included two workshops with Stuart Dillon-Roberts from Digital Journey during Techweek held at Tai Poutini Polytechnic. These workshops shed insights on how to grow business through social media and how to boost business productivity with digital tools.

DWC also collaborated with NZME to bring Google Specialist workshops to Greymouth and Westport and hosted a Pakihi digital marketing workshop for Māori businesses facilitated by Crowe Horwath and Te Wānanga o Aotearoa.

### Building Financial Capabilities

A variety of DWC-facilitated seminars run this year to help boost financial capabilities included New Zealand Institute of Management and Leadership’s Accounting for Non-Accountants programme; Duncan Cotterill’s debt collection seminar; and Pakihi ‘Show me the Money’ workshop for Māori businesses presented by Crowe Horwath and Te Wānanga o Aotearoa.

### Women in Business on the West Coast

DWC Trustee Dame Julie Christie hosted a popular series of Women in Business events with inspirational guest speakers: Emily Miazga (Em’s Power Cookies), Andrea Rogers (The Crafty Chook) and Patsy Bass (Reefton Distilling Co).

Dame Julie said the speakers all showed the importance of a strong and authentic story.

“THESE WOMEN ARE LIVING PROOF THAT THERE IS NO SUCH THING AS GOOD LUCK IN BUSINESS, IT IS IN FACT IMPECCABLE TIMING AND EXCELLENT MANAGEMENT.

DWC Trustee Dame Julie Christie

Lee Harris, from the West Coast Professional Women’s Network, attended the Greymouth event saying it was inspirational for women on the Coast who were considering starting their own businesses. “These three also all mentioned DWC in their speeches - good to hear of practical assistance for our entrepreneurs.”



Host Dame Julie Christie, with presenters Emily Miazga, Andrea Rogers and Patsy Bass at a Women in Business event.

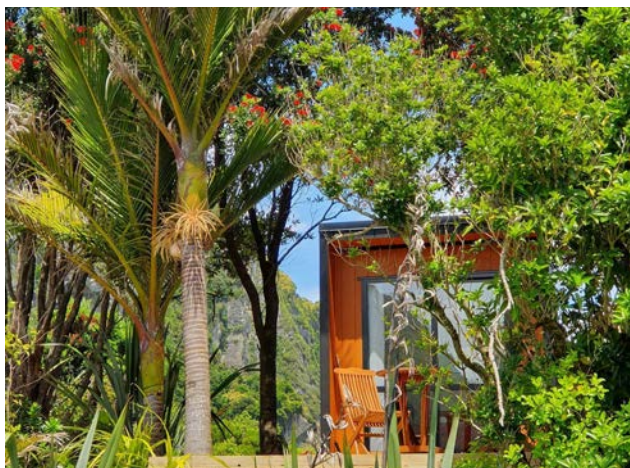
ATTENDEES AT DWC BUSINESS EVENTS	
2019/2020	1,181*
2019/2020	1,179
2019/2020	571

\*Note: The COVID-19 pandemic forced the cancellation and postponement of several events towards the end of the financial year.

# COMMERCIAL FINANCE

DWC provides a range of commercial financing options for West Coast businesses, including commercial lending, equity investment and guarantees.

Of the 12 applications received this financial year, 10 were approved with the remaining two being in progress at year end. A further two applications carried over from the previous year were also approved, giving a total of 12 approved applications with a value of \$3.61m – providing a much-needed boost to grow local businesses.



New riverside cabins being lifted into place at the Punakaiki Beach Camp.

**CASE STUDY:**

**Punakaiki Beach Camp**

The Punakaiki Beach Camp, located at the end of the Paparoa Track, is one of the many local businesses expecting to benefit from the country’s newest great walk.

Punakaiki Beach Camp Manager Jed Findlay says, “our focus is on getting people to stay longer and see more of Punakaiki than just the rocks. With the Paparoa Track we expect to see more New Zealanders coming to stay with us.”

The Findlay family has developed Paparoa Track Services and now run a shuttle to Blackball for walkers to start the track. Walkers will stay the night before, park their cars in the campsite and jump in the shuttle to start the walk. After three days they will stay again for a much-needed rest.

“DWC HAS BEEN AN AMAZING HELPING HAND IN OUR DEVELOPMENTS. THEY HAVE WORKED WITH US THROUGH MARKETING COURSES, AN ACCOUNTANCY COURSE AND GENERAL ADVICE.

“All of these were great, but we needed our product to be amazing to match our newly learned marketing skills. We realised that we needed more roofed accommodation to host the excited and finally tired walkers. DWC has also helped us with commercial finance giving us the opportunity to install eight new cabins alongside the beautiful Pororari River. These will be very popular.”

COMMERCIAL DISTRIBUTIONS	
12 applications approved this year	\$3.61M
167 distributions committed since 2001	\$91.5M

## CASE STUDIES

### CASE STUDY

#### Wild Outdoorsman Outfitting

Wild Outdoorsman Outfitting caters and specialises in guided free-range hunting, primarily for Alpine Chamois and Himalayan Thar.

The West Coast provides a great opportunity for hunting success due to a unique and favourable environment for the animals and the knowledge and experience of business owner and lead guide, Dave Jellie, who has lived and hunted on the West Coast for years.

Due to concessions held and networking contacts formed with other professional guides, Wild Outdoorsman Outfitting provides a variety of hunt options throughout New Zealand for potential clients. Dave can also cater for and book hunting adventures in the Canadian Yukon.

Wild Outdoorsman Outfitting are in a symbiotic partnership with Wild Outdoorsman, Fishing and Firearms in Hokitika and Greymouth. Both branches are West Coast owned and staffed. Dave was advised by them to seek help from DWC in getting the business off the ground and he says it has proven to be some of the best advice he has received yet.

"DWC has been nothing short of fantastic by way of support, regular contact, advice and mentorship," Dave says. "When COVID-19 hit this country, Wild Outdoorsman Outfitting, like many other Westland businesses, lost almost all of the season's work overnight. DWC has gone above and beyond to make sure this small business has a chance to survive. We are grateful for this and benefitting from the partnership between Wild Outdoorsman Outfitting and DWC."



### CASE STUDY

#### Hoki Dental

Construction of a purpose-built dental surgery in Hokitika is underway with support from DWC.

Established Greymouth dentist Angelo Ioanides says the new clinic should be up and running by late November 2020. "Like it or not, dentistry is an essential service. Having gone without the services of a local dentist for almost eight years, I'm incredibly excited to not only re-establish this essential service but to also be setting up one of New Zealand's most technologically advanced dental surgeries right here in the heart of Hokitika," says Angelo.

"We're looking to secure the services of various visiting dental specialists to provide specialist care locally. Not only will this greatly reduce the need for Coaster's to travel over the hill for care, it will also create more jobs locally. In fact, our plan is to employ nine locals to help us deliver extraordinary dental care to the region.

"Setting up a brand-new dental practice is incredibly expensive. Taking on this project as an independent solo dentist simply would not have been possible without the remarkable help of DWC. Over the three years of planning this project we have faced countless challenges and obstacles and through it all DWC has been unwaveringly supportive," says Angelo.





**CASE STUDY**

**The Future Dough Company | Broadway Tearooms & Bakery**

The Broadway Tearooms & Bakery has been part of Reefton since its beginnings. It has served the miners and their families for close to 150 years.

Ronnie Buckman says: “DWC has been alongside us since we purchased the business, initially as part of the Reefton shop front project upgrade where we rebuilt the shop’s facade and gave back its heritage finish – which involved removing aluminium windows reinstating with wooden ones and stained glass and replacing the veranda poles with wooden posts.”

“We have upgraded the majority of the shop, including the roof, floor, piles, wiring and plumbing

but were unable to access further funding to install public toilets and do the much-needed upgrade to the bakery and kitchen area. Fortunately, John Bougen’s team and Retail Solutions assisted us with the public toilets and bakery, and we were again fortunate that DWC approved borrowing for the kitchen – enabling us to ‘finish’ the building upgrade.”

Ronnie and the team at Broadway Tearooms & Bakery have utilised a variety of DWC business support services over the years.

“WE’VE USED THE BUSINESS MENTOR PROGRAMME AND CONTINUE TO TAKE TRAINING AND BUSINESS OPPORTUNITIES THAT ARE OFFERED. THE MOST RECENT BEING OUR TWO MANAGERS, TONI BANG AND CRYSTAL KOTI, WHO JOINED THE 2019 DWC LEADERSHIP PROGRAMME.

“RBP vouchers through DWC assisted Toni and Crystal onto the programme and most recently business planning assistance which has helped us look at how we can move forward during and following COVID-19.

“So yes, we feel we’ve been pretty fortunate to have DWC here on the Coast.”





# SPOTLIGHT ON OUR COMMUNITY



Greymouth Town Square.

# COMMUNITY SUPPORT

DWC has continued its support of the community, providing funding to enhance a range of community facilities and programmes.

In addition to DWC's continued funding of the Major District Initiative (\$400,000 to each district council annually through to 2022) and the Extraordinary Distribution Fund (one-off \$2m to each West Coast district council), DWC provided the following community in 2019-20:

- West Coast Community Trust \$90,000
- Kotuku Surf Life Saving Club Inc \$7,217

## Major District Initiative Fund (MDI)

DWC continues to financially support significant assets and facilities throughout the West Coast through the Major District Initiative Fund (MDI). DWC recognises that community facilities are important to support and help build vibrant communities.

Through the MDI funding stream, DWC has supported many community projects and facilities, including the region's major sporting facilities and theatres. These assets promote the wellbeing of our communities and encourage participation in sports, arts, and culture through the many activities utilising these facilities.

Established in 2005, MDI funding will continue through to 2022, being drawn down at a rate of \$400,000 per year by each of the three West Coast councils. The following schedule shows projects receiving MDI funding to date. The unallocated and undrawn amounts are shown as a liability in Note 17.

## COMMUNITY DISTRIBUTIONS & PROJECTS

Since 2001

**\$67.3M**

## Major District Initiative Fund (MDI)

### Buller District

Pulse Energy Recreation Centre	\$6,000,000
NBS Theatre	\$700,000
<b>Total</b>	<b>\$6,700,000</b>

### Grey District

Aquatic Centre	\$6,000,000
Cobden Sports Complex	\$50,000
West Coast Theatre Trust	\$400,000
Grey United Tennis Club	\$20,000
Westurf Recreation Trust	\$100,000
Uncommitted Funds	\$130,000
<b>Total</b>	<b>\$6,700,000</b>

### Westland District

Westland i-Site	\$296,952
Hokitika Regent Theatre (Stage I)	\$340,000
Library Relocation	\$489,392
Donovan's Store Refurbishment	\$60,586
Hokitika Gorge Upgrade	\$82,014
Westland Boys' Brigade Hall	\$247,349
Hokitika Regent Theatre (Stage II)	\$570,000
Hari Hari Community Hall	\$455,000
Franz Josef Community Centre	\$100,000
Fox Glacier Community Centre	\$1,000,000
Ross Community Hall	\$90,000
Hokitika Westland RSA	\$400,000
Westland Sports Hub	\$1,500,000
Chinese Miners' Memorial Reserve	\$68,709
Whataroa Community Hall	\$200,000
Haast Community Track	\$50,000
Westland Industrial Heritage Park	\$50,000
Carnegie Library	\$500,000
West Coast Riding for the Disabled	\$200,000
<b>Total</b>	<b>\$6,700,000</b>

## COMMUNITY PROJECTS

To help build vibrant communities across the Coast, DWC has supported various community projects.

### Major sporting facilities

This year saw a major development in sporting facilities for Westland, with the completion of the DWC Westland Sports Hub. DWC has allocated \$1.5m of MDI funding towards the Sports Hub. The project included covering the outdoor courts, gymnasium improvements, developing a pavilion and upgraded drainage for the playing fields.

Finance Minister Hon. Grant Robertson attended the grand opening of the DWC Westland Sports Hub. Discussing the establishment of DWC in 2001, Robertson said: "Here we are with a whole host of projects across the Coast being funded by DWC including this (the DWC Westland Sports Hub)."

DWC HAS NOW INVESTED IN MAJOR SPORTING FACILITIES IN EACH DISTRICT: THE WESTLAND RECREATION CENTRE IN GREYMOOUTH, THE PULSE ENERGY CENTRE IN WESTPORT AND THE DWC WESTLAND SPORTS HUB IN HOKITIKA.



The Pulse Energy Centre in Westport



Westland Recreation Centre in Greymouth  
Photo: Stephen Roberts

### DWC INVESTMENT > SPORTING FACILITIES

Pulse Energy Recreation Centre	\$6M
Westland Recreation Centre	\$6.6M
DWC Westland Sports Hub	\$1.5M



The DWC Westland Sports Hub in Hokitika



### Support for Kotuku Surf Life Saving Club

Assistance from DWC has enabled the Kotuku Surf Life Saving Club to replace a damaged motor on their inflatable rescue boat allowing them to continue their vital work across the region.

“ HAVING ORGANISATIONS SUCH AS DWC SEE THE VALUE IN WHAT WE DO GIVES US THE CONFIDENCE THAT THE VOLUNTEER TIME WE GIVE TO PREVENT DROWNING ON WEST COAST BEACHES AND SUPPORTING LOCAL COMMUNITIES WITH WATER SAFETY AND SEARCH AND RESCUE IS HEADED IN THE RIGHT DIRECTION.

Mark Bolland, Chairperson,  
Kotuku Surf Life Saving Club



Asher Lambert who has completed his Advanced Lifeguard Award.





## COMMUNITY PROJECTS

### Hokitika’s Regent Theatre

“Assistance from DWC has been a major factor in Hokitika being able to retain and refurbish the Regent Theatre building, and to equip it with state-of-the-art gear, optimising its use for many purposes,” says Bruce Watson from the Westland Community Centre Incorporated.

The Regent Theatre is, in effect, Hokitika’s town hall. It has an auditorium that can handle large meetings, events, and conferences, and two cinema screens to play movies on. The Regent is also an important heritage building, one of few art deco style small town cinemas still operating for their original purposes.

It is used by over 40 community groups and organisations and has more than 25,000 visitors per year, quite something in a town of only 3,400. When operating ‘normally’, the Theatre and its tenants provide full and part time jobs for about 14 people, giving priority to local businesses for work and supplies.

MDI funding of \$910,000 has been provided by DWC, in turn acting as seed money for grants from other sources. With the support of Westland District Council, the Theatre was also awarded \$165,000 from DWC’s District Economic Stimulus Fund (DESF). About half of this was spent in 2017/18 upgrading the projection equipment in the 17-seat Reynolds Room to D-cinema.

In 2019/2020, DWC repurposed the remaining DESF grant to help future proof the Theatre operation. This involved replacing the aging main auditorium projector and other hardware and software with the most up to date gear.

“WHILE COVID-19 HAD NOT BEEN ANTICIPATED, THE NEW EQUIPMENT WILL BE CRUCIAL IN HELPING THE THEATRE SURVIVE ITS IMPACT,” SAYS BRUCE.

“The revitalised projection gear is used not just for cinema but for most community events from school shows, to Anzac Day commemorations, to meetings and conferences. Thanks to DWC, the Theatre is one of the most versatile ‘town halls’ in the country.”



Hokitika's Regent Theatre



Regent Theatre, Greymouth



NBS Theatre, Westport

### DWC INVESTMENT > THEATRE FACILITIES

Hokitika Regent Theatre	\$1.08M
Regent Theatre, Greymouth	\$650K
NBS Theatre, Westport	\$700K

## EDUCATION

Since its establishment, DWC has supported a range of educational projects, acknowledging that education is a key component to long-term improvements in our region's economic performance.

### Toki Pounamu - Chromebooks in schools

DWC continues to support the Toki Pounamu Education Trust and its initiative to help West Coast children access Chromebook laptops. To date, \$480,000 of loan funding from DWC has been approved to Toki Pounamu and over 2,500 students from 14 schools across the West Coast have gained their own computers through the scheme.

The benefit of having a robust digital infrastructure and platform to deliver the curriculum during COVID-19 was instrumental in the success of 'learning from home'.

"The schools have acknowledged the value of being prepared and the fact that our learners were not disadvantaged because they had their own devices, they had completed the Kawa of Care programme to ensure they were cybersmart," says Mandy O'Sullivan.

"Whanau become aware of the importance this programme plays in our kura and engaged with their children's learning. Our facilitators continue to support schools and teachers to ensure they are abreast of new pedagogies and our tamariki and young people are leading 21st century learners."

#### TOKI POUNAMU

Chromebooks for students

2,500+



DWC Chair Renee Rooney

### Life Education Trust

"We very much appreciate the wonderful support we receive from DWC in being a major sponsor, thus enabling us to deliver the Life Education programme here on the West Coast; a charity that every single child benefits from. Thank you DWC for continuing to see the value in the work that we do for all the children of the West Coast." Suzi Taylor, Fundraising Manager, West Coast Life Education Trust.

### West Coast BP Business Challenge

The BP Business Challenge is a unique three-day learning programme, run by the Young Enterprise Trust, which introduces students to the world of business in a fun and engaging way.

The programme was held in November at Tai Poutini Polytechnic in Greymouth. Support from DWC ensured Year 10 and 11 students from secondary schools across the West Coast could participate in the event.

The BP Business Challenge finished on a high note with mixed-school teams coming up with their own concept, developing it, and pitching their business to five judges.



## WEST COAST COMMUNITY TRUST

The West Coast Community Trust receives \$90,000 annually from DWC. Since 2012, DWC has contributed \$810,000 to the Trust to be distributed to community groups that have an economic benefit to the region.

"The West Coast Community Trust appreciates the continued support from DWC to fund local not-for-profit organisations and continues to work closely to ensure funds are available in these uncertain times," says West Coast Community Trust's Grants Manager Angela Keenan.

### Recipients of DWC Bulk Funding through West Coast Community Trust for year ended 31 March 2020:

Buller Gymnastics Club Incorporated	\$5,492
Greymouth Aero Club Inc.	\$3,000
Greymouth Churches Community Youth Project	\$6,000
Greymouth Motorcycle Street Race Inc.	\$10,000
Hokitika Gold Club Inc.	\$5,528
Hokitika Netball Centre	\$6,562
Love Kawatiri Community Trust	\$4,628
New Coasters Inc.	\$8,750
Northern Buller Communities Society Inc.	\$4,462
The Karamea Events Trust	\$3,437
West Coast Basketball Association 2019 Inc.	\$6,500
West Coast Gem & Mineral Club Inc.	\$3,200
West Coast Riding for the Disabled	\$4,000
West Coast Wilderness Trail Trust	\$7,357
Westland REAP	\$4,875
Westport Performing Arts	\$3,250

### CONTRIBUTIONS TO THE WEST COAST COMMUNITY TRUST

Since 2001

**\$810K**



Chips and Jam event hosted by Love Kawatiri

### Love Kawatiri

"Support from DWC, through the West Coast Community Trust, provided Love Kawatiri with an office space based at EPIC Westport. This grant has enabled us to have a presence in our community and equip us with the background resources required to fulfil our aspirations and empower our community,"

[Pete Howard, Trustee, Love Kawatiri.](#)

### WestREAP <sup>1</sup>

"The WestREAP Leadership Programme, now in its 12th year, is for Year 6-8 students across the Westland and Grey Districts. As a Not-for-Profit community organisation, we rely on funding to support our programmes. The funding we receive from DWC via the West Coast Community Trust is instrumental in making our leadership camps happen.



"These camps provide a valuable opportunity for students to learn and develop problem solving and teamwork skills. We see the benefits of our leadership camps and the follow-up days as being not just a way for students to learn leadership and team building skills but as a good way to collaborate and connect with each other, especially as many come from rural and geographically isolated communities."

[WestREAP](#)

### Hokitika Golf Club <sup>2</sup>

"The Hokitika Golf Club is very proud of the current state of its course, one of the best Links Courses about. DWC, and the West Coast Community Trust, have played a huge part in this. Their funding support has made possible the purchase of a new state of the art fairways/rough mower. Our Trimax mower is a real game changer for us and one of the main reasons we are so proud of our course. Thanks very much for your support."

[Mike Meuli, Chief Fund Raiser, Hokitika Golf Club.](#)

### Buller Gymnastics Club <sup>3</sup>

"Buller Gymnastics Club has been operating in Westport for the past five years. We are steadily growing as an Incorporated Society offering classes to the Buller children and young people. We were fortunate to receive funding from DWC. We value the support they offer to clubs and organisations across the West Coast."

[Buller Gymnastics Club.](#)

### New Coasters <sup>4</sup>

"Thanks to DWC New Coasters can support newcomers and our community to connect and thrive. Improving English skills, learning with each other, and sharing cultures - we are a multicultural social network. Supporting vibrant, diverse, interconnected West Coast Communities - where we all love living!"

[Cassandra Struve, New Coasters.](#)



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2



3



4



# EXTRAORDINARY DISTRIBUTION FUND (EDF)

## EXTRAORDINARY DISTRIBUTION FUND \$6M

In 2011, DWC provided each of the three district councils with a one-off \$2 million Extraordinary Distribution Fund (EDF) grant enabling each West Coast district council to fund community assets and projects that would boost its local economy. The following pages show projects receiving EDF funding to date.



Buller District  
**O'CONOR HOME EXTENSION  
& EARTHQUAKE  
STRENGTHENING**

**\$150,000**



Grey District  
**SHANTYTOWN**  
CONFERENCE FACILITIES  
**\$150,000**



Buller District  
**REEFTON**  
POWERHOUSE TRUST  
**\$400,000**



Buller District  
**OLD GHOST CYCLE &  
TRAMPING TRAIL**  
**\$250,000**

## Grey District EDF Projects

**Total \$2M**

Aquatic Centre/Miners Memorial		\$600,000
Cobden Breakwater-Eco Cluster	Develop Cobden breakwater	\$150,000
Southern Breakwater	Develop Southern breakwater	\$268,870
Moana Foreshore	Redevelopment	\$20,000
Cycleway Paroa -Taramakau	Complete GDC section of cycleway	\$215,000
Town Development Strategy	Improvements to CBD	\$60,000
West Coast Theatre Trust	Upgrades to Regent Theatre	\$250,000
Paroa Pony Club	Toilets to serve club & cycleway	\$60,000
Shantytown	Improvements to conference facilities	\$150,000
SPCA	New facility	\$10,000
West Coast Gem and Mineral Club	Minerals display	\$6,500
Netball	Resurface Courts	\$50,000
Greymouth Golf Club	River protection etc	\$19,630
St John	Emergency Power supply	\$22,500
Blackball	New pool liner	\$15,000
Nelson Creek Hall	Renovations & picnic facilities	\$5,000
West Coast Football League	Carpark Wingham Park	\$25,000
Westurf Recreation Trust	Lighting Upgrade	\$35,000
Uncommitted Funds		\$37,500

## Buller District EDF Projects

**Total \$2M**

Buller Rugby Football Union	Lights for Craddock Park	\$25,000
Carters Beach Hall Committee	Upgrade Hall	\$50,000
Karamea Medical Assn Trust	New house for medical staff	\$195,000
Salvation Army	Building work for 'The Shed'	\$50,000
Sunset Speedway Club	Replace safety fence	\$25,000
Westport Kindergarten Assn	New facility	\$100,000
Coaltown Trust	Construct cultural Hub	\$500,000
Reefton Powerhouse-ITPS	Reconstruct powerhouse	\$400,000
Mokihinui-Lyell Backcountry Trust	Old Ghost Road Cycle & Tramping Trail	\$250,000
Seddonville Community Assn	Relocate fire station & library	\$35,500
The O'Connor Institute Trust Board	Extension & Earthquake strengthening	\$200,000
Westport Volunteer Fire Brigade	Support vehicle	\$15,000
Reefton Early Learning Centre	New Learning Centre	\$100,000
Tai Poutini Polytechnic	Trades Training Centre	\$54,000
Uncommitted Funds		\$500

## Westland District EDF Projects

**Total \$2M**

Westland Wilderness Trail Trust	Construction of trail	\$2,000,000
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Te Oho Whakawhanake o Te Tai Poutini

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