



STRATEGIC OVERVIEW

NAME Focus Paihia Community (Charitable) Trust

VISION

The heart of the Bay of Islands,
where extra-ordinary experiences beat with the rich,
flowing harmony between ocean and land,
mankind's past, present and future.

MISSION STATEMENT

To make 'Paihia shine', through:

- clear leadership and direction by inspiring and uniting our community and celebrating our successes;
- facilitating and influencing future developments;
- having strong relationships and open communication practices;
- increased employment opportunities through encouraging sustainable businesses;
- a sustainable charitable entity;

while remaining impartial and focused on the bigger picture.

KEY OBJECTIVES (3 -5 years)

To increase overall community well-being and provide year round employment opportunities for local people, through:

1. Defining and promoting a 'contemporary/maritime' theme that will uplift Paihia's current look and feel. One that aligns with and supports community aspirations, while ensuring an exceptional visitor experience.

Aim – to encourage more visitors and provide an exceptional place for the community to live and work.

2. Significantly lifting current standards of public facilities, while ensuring long term planning & implementation of public infrastructure; to meet anticipated growth, specifically roading, water quality, sewerage and other public amenities.

Aim - to ensure that public facilities meet with demand, are appropriate, affordable and deliver at a sustainable level.

3. Build strong relationships with key stakeholders; to have influence and the ability to advance Paihia`s interests as a whole.

Aim – to ensure that future development within the Paihia area is appropriate, meets with community aspirations and is affordable for the community.

4. Interact with social groups in Paihia, such as youth, the elderly, the disabled, special interest groups (e.g. history) and people with young children, in order to identify their needs and help to address these.

Aim – to support the well-being of specific groups as well as the community as a whole.

5. Operate a sustainable charitable entity that meets its objectives by involving and inspiring the community.

Aim – to do what we say we will do.

6. Support Business Paihia Inc. to grow and support diverse economic activity, for year round benefit, specifically around employment and better business practices for community prosperity.

Aim – to ensure that there are sustainable businesses that provide good employment opportunities, while uplifting service levels year round.

VALUES

The Trust greatly values the community it represents and the visitors that come to the area. It seeks to operate in a way that is:

- open, transparent and is with integrity;
- inspirational and aspirational;
- is accountable to the appointing organisation;
- acts with accountability and is responsible to and on behalf of the community; and
- is respectful of the people and the environment.

ONE YEAR GOALS

Objective One – Define ‘look and feel’

Goals	Timeframe
To create a concept design for Paihia	Jun 2011
Take concept plan and develop an urban design plan	Dec 2011
To safely pedestrianise the CBD waterfront (including upgrade of walkway - Opuia to Haruru Falls)	Jun 2012
Commence/implementation of urban plan	By 2012

Objective Two – Improve Infrastructure

Goals	Timeframe
To develop plans and have these included in local government documents, to ensure implementation of appropriate infrastructure	Ongoing
Improve current public facilities, specifically parking, toilets, rubbish, lighting in the CBD	Ongoing
Encourage better 'connectivity' between the communities	Ongoing

Objective Three – Strong Relationships

Goals	Timeframe
Encourage conversations with key stakeholders that supports the communities best interests, including submissions and being actively involved with public consultation.	ongoing
Facilitate active community input through communications and no less than two public events per year.	At least 2 per annum
To form working partnerships with key stakeholders to define and advance key objectives i.e. government working party, community reference groups.	By Nov 2011

Objective Four – Social Interaction

Goals	Timeframe
Identify formal/informal organisations representing specific groups	Oct 2011
Liaise with such organisations with a view to recognising and supporting their needs, especially in relation to the alleviation of poverty	Ongoing
Build such needs into the priorities of the Trust, where appropriate	Ongoing

Objective Five – Sustainable entity

Goals	Timeframe
Clarify and set up a 'Company' to operate in the Trusts' best interests/objectives	By Aug 2011
Develop business protocols, planning requirements (including plans, budgets, etc) to meet Trust objectives	by Sept 2011
Community input. See point 3-relationships.	Ongoing

Objective Six – Economic Prosperity (increasing employment opportunities)

Goals	Timeframe
Support Business Paihia Inc (and Council) to appoint a business navigator	By Feb 2012
Research visitor/community to gauge 'current picture' and 'potential picture'	By Dec 2011
Establish and implement ongoing training to up-skill local people, particularly unemployed in hospitality, tourism and retail areas	By Nov 2011
Be involved in the development of a Bay of Islands 'Marketing group'	By Sep 2011

CUSTOMER

Our customers are the wider Paihia community and its visitors.

KEY STAKEHOLDERS

- The wider Paihia community

KEY RELATIONSHIPS

- Business Paihia Inc
- Paihia Residents and Ratepayers Association
- Paihia Haven of History
- Waitangi National Trust
- Tourism Development Group
- Paihia Primary School
- Ngapuhi Iwi
- Local Hapu
- Neighbouring towns
- Central and local government bodies, particularly the Eastern Community Board, Far North District Council and Northland Regional Council
- Top Energy
- Enterprise Northland
- Destination Northland

Strengths	Weaknesses
<p>Community support Have creditability FNDC & NRC Support Trust formed Excellent foundations/vision Strong leadership Timing BOI strong brand Skills (Trust) Strong summer season Brands/operations Internationally recognised Location Culture – Maori history of NZ ‘Firsts’ Huge marketing potential Twin coast DN in Paihia Opportunity/potential People (youth)</p>	<p>Funding New Not everyone ‘onboard’ Baggage (past events) Afraid of change (mentality) FNHL influence Growing ‘absentee’ ownership (residential/commercial) Access (road/waterfront) Seasonality Lack of diversity (business/activities) Support could ‘wane’ (need to be doing) Parking Public transport ‘identify’ of Paihia Local of political representation Follow through ‘government’ tourism (investment) Don’t always provide consumer wants/needs Skilled staffing Lack of investment Schooling (primary/high) decile rating Retention of youth Water quality One road in one road out Space Lost marketing ‘drive’ Monopoly (ferry’s) Lack of competition Long term thinking</p>
Opportunities	Threats
<p>Funding Tourism Events Centre Politicians Advocacy/a voice Build stronger relationships, gain better understanding One voice Increased communication Better linking Better buy-in</p>	<p>Other destinations Lack of focus on Paihia Weather The market (rentals)</p>