



# FROM THE GROUND UP

Creating a sustainable food and  
beverage economy

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# Introduction

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Many food and beverage businesses in Tāmaki Makaurau Auckland were adversely affected by the impacts of COVID-19. *From the Ground Up* project aims to assist some of these businesses on their journey toward greater resilience and increased productivity, innovation, and better outcomes, by harnessing specialist expertise and following global best practice.

Started in October 2021, the project was a direct response to the needs and requests of Auckland food and beverage businesses, which continued to face uncertainty and were looking for new pathways towards growth. Through academic research and interviews with key industry stakeholders, we discovered a clear need for businesses to consider innovative business models and value-add products to survive and meet the global demand for New Zealand-made products.

*From the Ground Up* supports Tātaki Auckland Unlimited's economic development activities, with a focus on sustainable food and beverage innovation and the circular economy. The purpose of this work is to establish frameworks, aligned to four workstreams, that will provide a basis for future initiatives and interventions.

The project aligns with central and local government actions to lower carbon emissions to combat climate change. In Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, Auckland Council has identified the need to grow a low-carbon, resilient food system that provides all Aucklanders with access to low-carbon, fresh and healthy food.

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## Project outline and aims

*From the Ground Up* consists of four workstreams:

- 1. Onehunga:** Identify activations for the Onehunga community that support urban renewal, focusing on seafood and the circular economy.
- 2. Mussel Farming:** Create a strategy for the development of mussel farming in Clevedon, connecting Onehunga and The Coromandel, with a focus on sustainable growth.
- 3. Sustainable Seafood Initiative:** Create inter-regional alignment with a focus on sustainable growth and collaboration between the seafood sectors in Auckland and The Coromandel.
- 4. Potato Starch Proposition:** Assist Earthpac, an Auckland business manufacturing an environmentally sustainable alternative to single-use plastic trays, as an opportunity for businesses in the sector to create new value by harvesting waste streams and moving towards a circular economy model.

# Opportunities

**THROUGH BRIDGING CULTURES AND BUILDING COMMUNITIES,  
THIS PROJECT HAS IDENTIFIED OPPORTUNITIES FOR FOOD AND  
BEVERAGE SECTOR GROWTH IN THESE KEY AREAS:**



Innovation in  
the value-add  
sector



Developing a strong  
collective narrative  
around local food



Community  
development through  
food & beverage  
activations



Sustainability &  
circular economy  
principles in the  
seafood sector



Stakeholder  
partnerships to  
deliver a high-  
value proposition

# Project team

## **Wendy Voegelin**

Growth Programme Specialist,  
Food & Beverage:

**Tātaki Auckland Unlimited**

## **Paula Cooper**

Growth Programme Specialist,  
Green Economy:

**Tātaki Auckland Unlimited**

## **Eric Pateman,**

Global Culinary Strategist and  
Advisor:

**ESP Culinary Consulting**

Tātaki Auckland Unlimited – Tāmaki Makaurau Auckland’s economic and cultural agency, committed to making our region a desirable place to live, work, visit, invest and do business. As an Auckland Council-controlled organisation, Tātaki Auckland Unlimited delivers a coordinated, region-wide programme to maximise cultural, social and economic benefits for our residents and visitors. Driving investment and innovation, Tātaki Auckland Unlimited supports Auckland businesses to thrive.

ESP Culinary Consulting is owned and operated by Eric Pateman, one of the world’s leading consultants and strategists in the food and beverage sector. Eric combines his background as a chef with an MBA in Finance and international experience in more than 100 countries. With COVID-19 and the disconnect this brought to the rest of the world, Eric’s expertise as a global industry leader has enabled the *From the Ground Up* project to put a wider lens on the issues facing New Zealand as we seek to re-establish our links with the rest of the world.

## Workstream 2: Mussel Farming

Aotearoa New Zealand has a long history of both seafood-related entrepreneurship and culinary creativity, particularly in respect to mussels. This piece of work focuses on sustainable seafood innovation, including mussels, seaweed, and other prospects for developing value-add products.

### PROJECT AIM

The aim of this workstream is to outline a strategy for the development of mussel farming in Clevedon, with a value-add focus, connecting Onehunga and The Coromandel. Specifically, this includes linking the Onehunga Wharf, with its connection to the sea and early Māori seafood gatherers, and the developments of Kōpū and Te Ariki Tahi/Sugarloaf wharves in The Coromandel. Clevedon lies between Onehunga and The Coromandel and is an area with an established aquaculture industry in the form of mussel and oyster harvesting.

We interviewed key stakeholders (see Appendix A) and compiled key learnings and recommendations, supported by international best practices identified by ESP Culinary Consulting and backed up by the academic research supporting this project.

### RESEARCH BACKGROUND

Professor Nathan Berg of Otago University conducted academic research to identify a shortlist of the most promising avenues for New Zealand to grow the sustainable seafood industry, with a primary focus on aquaculture and seaweed production.

Professor Berg specialises in behavioural economics and teaches microeconomics, financial economics, and econometrics. He is a member of the International Social Council (United Nations) Food Futures Network and has published 15 new scholarly works.

Thirty-six interviews were conducted with selected individuals, who have an intimate knowledge of sustainability regarding New Zealand's seafood industry and marine ecosystems, food innovation and new product development, products that use mussels or other bivalves in their production, and products that use seaweed.

Interviewees were categorised as: Group A - ecologists, scientists, marine biologists and non-government organisations; Group B - small producers or other industry participants focused primarily on start-ups and SMEs; and Group C - large producers or other industry participants focused on large corporates, national aquaculture and/or export growth strategies. Multiple interviewees with iwi affiliations were included in all three of the categories.

The academic research also investigated circular economy opportunities to reduce mussel waste and utilise mussel shells in other industries. This aligns with other circular economy work across multiple sectors and addresses the need to reduce waste and meet net carbon-zero targets.

The project team also worked with Fabian Steele, a mussel farmer originally based in Clevedon, but who has more recently been working at Kōpū in The Coromandel as he rebuilds his business post COVID-19. Fabian has worked in all facets of the industry, from producer to marketing product overseas to 'playing' with value-add product to increase the domestic market appetite for green shell mussels.

"Things have changed in the sector over the last few years and the future lies in value-add," says Fabian. "If things do not change in the industry, it will be burned. The sea is getting warmer, and mussels are not growing. There is a need for the industry to do something and do it fast."



KEY STAKEHOLDERS	
<b>Thames-Coromandel District Council</b>	Laurna White, Community Outcomes Group Manager Mitch King, Economic Development Lead
<b>Clevedon and Thames-Coromandel Mussel Farmers</b>	

## KEY LEARNINGS

The research uncovered a number of learnings from key stakeholders (see [Appendix A](#)) that have helped form recommendations to achieve sector growth.

The *From the Ground Up* project team travelled by barge out to the mussel farms in The Coromandel to learn about the ecosystem that supports the mussel farms and the impact on these due to weather, warming waters, and increased urban development.

While snapper are plentiful around the mussel lines, it is not easy to get fresh fish on local menus in the area. Aucklanders visiting The Coromandel do not currently have the opportunity to enjoy daily catch prepared by a chef in a local restaurant. Many of the Coromandel restaurateurs spoken to indicated that most of fish on their menus came from a central hub (sometimes in Auckland), rather than directly from the wharf and local fishers. This is partly due to quotas being amalgamated, and thus restaurants having to rely on catch from commercial fishers.

### Thames-Coromandel District Council (TCDC)

Increased marine protection to ensure sustainability and future supply is vital.

- Small local fishers in The Coromandel were once able to sell fresh fish but are now prohibited from doing so, with a maximum total levy of 10kg per day.
- The TCDC is focused on how much the farmed aquaculture industry contributes to the district socially and economically, and what infrastructure the council can support to enable the industry to thrive?

### Clevedon & Thames-Coromandel mussel farmers

- There is significant opportunity for the development of a seafood innovation facility for value-added seafood products.

- A huge opportunity exists within the value-add sector through product differentiation. Products such as half-shell raw frozen oysters have high potential for the export market and require the establishment of a development centre.
- Opportunity also lies in further research and development, and in marketing and branding of local and complementary products such as mussel tamales and seaweed products.
- It would be great to see more ventures like [Open Ocean Whakatōhea Mussels](#), an open ocean mussel farm centred around Ōpōtiki. This is an inspiring example of community and commercial benefits aligning, with its facilities employing local families and delivering product to consumers the day after harvesting. Support from iwi, businesses, government, and shareholder investment helped the venture to scale up.
- Most mussel farms are running at around 70% capacity, due to challenges with nutrient flow resulting from the warmer waters. This has also affected spat growth.
- To mitigate the requirement for intensive mussel farming, mussel farmers have expressed a need for farm expansion. This would help generate a higher-quality product and help them keep up with demand.
- Mussel farmers are facing higher costs due to increased fuel prices, loss of product incurred during growth, and inclement weather resulting in an inability to harvest.
- Timely resource consent is the top concern of most farmers spoken with.

## Academic research findings

Increasing the proportion of seafood in the domestic market's protein consumption is feasible and would bring numerous health benefits to consumers associated with eating fish and other seafood, such as brain, eye and heart health.

- On-board digital tech has great promise in increasing the freshness, taste, and waste profiles of commercial fishing, while using price signals to better coordinate economic decisions with environmental costs directly reflected in prices.
- Seaweed and fish waste can be used as bio-stimulants that are applied to seeds, plants and soil to influence plant growth. AgriSea and Ocean Organics are among a group of New Zealand firms growing this sector.
- There is continuing growth among New Zealand's already formidable producers of mussel and seaweed containing nutraceuticals.
- Further government support is needed to help finance:
  - regulatory guidance for food start-ups
  - the consent process for marine farms
  - further economic research to measure consumer preferences, learn more about demand for novel products, and quantify the potential size of domestic and export markets
  - research and development of education and influencer campaigns aimed at the domestic market.
- According to farmers, there is little to no wastage in the sector: any unsold or damaged mussels (for example, those with cracked shells) can be turned into mussel powder, which has a shelf life of at least one year. Research shows that there is not currently an oversupply of mussel powder, although some may be stockpiled by certain producers.
- The shell represents approximately 70% of a mussel's total weight and creates a large volume of waste, some of which currently goes to landfill.
- There is an opportunity to achieve circular economy efficiencies by using the shells in medicines, fertilisers, animal feed and water treatment.
- New Zealand's mussel sales have levelled off and there is increasing competition from Thailand and Chile. The domestic market is also not as strong as it once was.
- The oil and powder segments of the sector are showing strong [growth](#) and there is increasing value for supplements and other health products. Mussel powder, mussel oil, and seaweed (macroalgae) are all mentioned in the Government's [Accelerate the Aquaculture Strategy: Investment Roadmap](#) as fledgling industries with great potential. Marine farms block trawling and other potentially damaging activities in the marine environment, thereby providing a regulatory service that protects other marine life (NIWA, 2019).



- The full academic research paper ‘Sustainable Seafood Innovation: Mussels, seaweed and other prospects for value-add’ by Professor Nathan Berg, Department of Economics, Otago Business School is found in [Appendix B](#).

### ESP Culinary Consulting

- There is an opportunity for greater representation by iwi at all levels of the mussel industry, including storytelling around kaimoana.
- There are current discussions and research into the potential of multi-tier aquaculture opportunities, where existing farms could add layers of seaweed on top, potentially fin fish (snapper or kingfish), and sea cucumbers under the mussel lines. The latter would provide an opportunity to consider new products for consumption and for export to Asia.
- One of the challenges with increased production and innovation facilities is staffing shortages. [Sandford noted in its Q1 2022 report](#) that domestic supply was down due to the inability to staff facilities distributing product domestically.
- While there is increased competition within the international marketplace for mussel powder, oil and frozen half-shell product, New Zealand enjoys a competitive advantage over suppliers of black shell mussels due to superior size and nutritional composition. New Zealand mussels offer increased levels of antioxidants, omega-3 fatty acids, zinc, iron, and selenium.
- There is a significant opportunity to increase domestic consumption by creating the right marketing and narrative around the mussel industry and its benefits to the local ecosystem, for example, by providing recipes and cooking techniques that go beyond those already used (such as mussel fritters and steamed mussels).
- Shipping costs (especially air and frozen shipping containers) have more than doubled in price in the past 18 months and are having a detrimental impact on profit margins. These costs are not expected to decline in the coming year(s), so looking at adding more value to the product will allow for improved profitability within the sector.
- Most of the mussel harvest is used to supply frozen half-shell products to export markets. Generally, these are cooked, frozen and left plain. There is scope to increase this value-added segment by looking at new product ideas, which could include pre-flavoured mussel kits, frozen smoked mussels, mussel tamale, and mussels as part of meal kits (such as stir fry and fried rice).
- The value proposition of processing provides more than double the value of simply selling at a fresh commodity level, and this could be increased even further with more specialty products and flavours.

### RECOMMENDATIONS

While there is already a substantial number of sustainable seafood innovators in the Auckland to Coromandel region and wider New Zealand, increased support for the sector will provide a strong prospect of achieving greater ecological, cultural, and commercial success.

This is particularly so in respect to mussels and seaweed.

Different kinds of innovators across the sector are looking for different forms of additional support, increased investment, and support to simplify, clarify, and reduce the costs of satisfying regulatory requirements.



To achieve sector growth, we recommend increased government collaboration and support in three key areas:

### 1. Incubator & education facility

- Further economic research to measure consumer preferences, learn more about demand for novel high-value-add products, and to quantify the potential size of domestic and export markets.
- Increased investment in R&D to support the development of new value-add products, reducing the sector's reliance on commodity markets, leading to job creation, and the improvement of the region's economic prosperity.
- Culinary created and prepared seafood-ingredient-containing products, chowders, seasonings, and other products to showcase a uniquely New Zealand cultural expression.
- Wider opportunities include multi-tier aquaculture, mussel and seaweed-containing nutraceuticals and other health products, mussel oil and powders, utilising seaweed and fish waste in biostimulants as low nitrogen complement or substitute for synthetic fertiliser.
- Use of mussel shells in medicines, fertilisers, animal feed and water treatment to achieve greater circular economy efficiencies.

- On-board digital technologies that increase the freshness, taste, and waste profiles of commercial fishing, while using price signals to better coordinate economic decisions with environmental costs directly reflected in prices.
- Support the creation of a seafood innovation centre located in the Auckland to Coromandel region.

### 2. Raising local awareness of seafood products

- Appropriate marketing activities and strong narratives around the products and industry, particularly with respect to mussels, to increase domestic consumption of locally produced seafood.

### 3. Increased marine protection to ensure sustainability and future supply

- Mussel beds and other aquacultural activities centred around bivalves benefit the waterways by filtering and cleaning them, and [can be used where possible, to clean up polluted areas](#) as has been seen recently in Auckland's Hauraki Gulf.
- This would mitigate the requirement for intensive mussel farming and help generate a higher-quality product and keep up with demand.
- Improving the consenting process for marine farms would, for example, help make the complexities of adding seaweed production to an existing marine farm more affordable.

## Conclusion

Mussel farming in New Zealand is currently below capacity due to warming waters, increased shipping rates, potential over supply, and the lack of labour. The key to unlocking the industry's potential is identifying and creating value-added products and conducting market research to evaluate the best economic use of mussels.

Various industry sources identified a significant need to focus on the value-added sector to reduce the reliance on commodity prices. There is the opportunity to develop value-added products if processing facilities were developed in The Coromandel, Clevedon and Onehunga. There is also an opportunity to highlight the environmental benefits of bivalves, and to tie this into industry storytelling.

# Workstream 3: Sustainable Seafood Initiative

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The Sustainable Seafood Initiative workstream focuses on creating cohesive, inter-regional development for seafood innovation. How can the geographical and economic relationship between Onehunga Wharf, Clevedon, Kōpū Wharf and Te Arika Tahī/Sugarloaf Wharf in The Coromandel contribute to the growth and development of each region through collaboration around shared learnings, resources, and research? It is also important to identify this relationship and the value it brings to the New Zealand economy for long-term value via innovation and collaboration.

## PROJECT AIM

The aim of our investigation is to support a strategic shift for the seafood industry from a state of regional fragmentation to a state of regional cohesion.

The objective of the research undertaken by Professor Nathan Berg of Otago University, which forms the basis of this report, was to identify a shortlist of the most promising ways for New Zealand to grow an industry that harmonises ecological, social, and commercial objectives and complements the government's [Aquaculture Strategy to 2025](#).

*From the Ground Up* team also tapped into the expertise of ESP Culinary Consulting, whose knowledge of global seafood innovation helped form key recommendations for this workstream.

### Future focus

The Thames-Coromandel District produces at least 30 per cent of the country's aggregate tonnage of green lipped mussels, with the aquaculture industry contributing over \$70 million to the district's economy per year. The government has set a target for New Zealand's aquaculture industry to become a \$3 billion industry by 2035 to meet the world's demand for sustainable food protein.

The government's Aquaculture Strategy has committed to making substantial investments in the sector and is targeting growth in the aquaculture industry. Iwi are already major owners, operators and producers of shellfish aquaculture (for example, Moana, Sealord and Ngāi Tahu Seafood) and can be expected to play a major

role in deciding how aquaculture will develop in the coming years.

The farmed aquaculture industry is a significant contributor to The Coromandel's economic and social well-being. The development of and investment in the Kōpū and Te Arika Tahī/Sugarloaf Wharves strengthens The Coromandel's position in Aotearoa's seafood/aquaculture industry.

The Coromandel remains one of the most popular getaway destinations for Aucklanders, and the contribution this makes to the local economy was evident during the '100-day' Auckland lockdown due to COVID-19 in 2021. The lockdown had a roll-on effect on The Coromandel's local economy and businesses, with the lack of visitors and weekend residents forcing many to reduce opening hours and staffing, or in some cases even closing.

The Coromandel's coastal setting and its proximity to Auckland provides an opportunity to develop a 'seafood culinary focus' that would add to the region's attractiveness as a destination to 'escape to'; away from Auckland's more intense business-focused lifestyle. While the Whitianga Scallop Festival is in hiatus due to a rāhui on scallops, menus around the district could feature local fish, oysters and mussels, with the latter featuring creative alternatives to steamed or marinated mussels and elevating a common, but readily available, product to gourmet status.

## KEY STAKEHOLDERS

### Thames-Coromandel District Council

Laurna White, Community Outcomes  
Group Manager  
Mitch King, Economic Development Lead

## KEY LEARNINGS

The major finding from the overall research data is that there is already a considerable number of sustainable seafood innovators across New Zealand. There are significant opportunities to achieve ecological, cultural and commercial success, and innovators are already investing in substantial intensities of R&D and new product development.

Different types of innovators are looking for different forms of additional support, most of which focus on simplifying, clarifying, and reducing the costs of satisfying regulatory requirements. Innovators would like the public to understand and connect with the potential ecological, cultural, and commercial value that food and seafood product innovation can generate. These values are intrinsically linked – ecological and cultural benefits improve commercial success and product value.

### ESP Culinary Consulting

- New Zealand is one of the only countries in the world that is surrounded by water, and with a

thriving fishing industry, where you cannot buy fresh locally caught fish from a boat, access it in a plethora of restaurants, find it in retail channels, and celebrate it in coastal towns.

- There is a need to create a cohesive, proactive strategy for the region that addresses areas such as increased local consumption, the creation of jobs, innovation, and incubation of new businesses focusing on value-added products. This would help create employment in sectors such as processing, distribution, retail, fishing, and tourism.
- With the development of shared regional processing facilities, similar to abattoirs, the fishing and aquaculture industries could be far more innovative and provide fresh catch and value-added products to the domestic market.
- The development of a regional seafood alignment will result in a much more efficient retail and distribution network that allows for local fishers to gain increased value for their catch.

## RECOMMENDATIONS

Given New Zealand's surrounding waters and thriving fishing industry, visitors assume they will have easy access to fresh, local seafood, however, this is not currently the case. Coordinated and proactive initiatives that address this issue will significantly improve the destination marketing story and boost visitor satisfaction.

1. Working together, the Coromandel and Auckland regions have an immense opportunity to set themselves apart from the rest of New Zealand, and global seafood communities in general, if they adopt a strong focus on high-value, high quality seafood that tells a uniquely New Zealand story.

- One organisation already doing this is Gravity Fishing. Gravity Fishing is a non-profit organisation established by quota owners, annual catch entitlement (ACE) holders and fishers to work together to advance their interests in inshore finfish, pelagic, and tuna fisheries. They ensure that New Zealand gains the maximum economic yields from its inshore fisheries resources, managed within a long-term sustainable framework. Their mission is to provide dynamic and transparent leadership, inform decision making and actively engage with their members, officials, and other stakeholders. They collaborate with the government to ensure improved fisheries management, undertake fisheries research and stock assessment programmes, implement and monitor fisheries management programmes, and manage and minimise environmental impacts.

- Using hand-harvested or premium treated seafood, both prime catch and underutilised species, would create a demand from both export buyers and local chefs who want to showcase the best of New Zealand. An example of this is the work undertaken by Southern fisherman Nate Smith. His mission is to ensure the sustainability of inshore fishing and harvests fish to order, using hook and line, and killing fish using the humane Japanese Ikijimi method - fish that then goes directly to the customer. This approach supports an improved narrative on quota sustainability and provides a unique selling proposition for the industry in terms of global leadership.

2. Focus on improving protection of waterways. A Marine Protection Report released in May 2022 revealed that New Zealand has similar levels of protected waters to countries like China and Russia (less than 2%), whereas more than 30% of Australia's waters are protected.

3. Implement a commercial sustainability and certification programme that looks at both commercial and recreational fishing. The closest organisation currently operating in New Zealand is FishCare. FishCare promotes best practice techniques to help recreational fishers reduce their impact on our inshore fisheries. Examples of global best practice include:

- [Ocean Wise, Canada](#): protecting and restoring marine species for ocean health and sustainable food sources.
- [GoodFish, Australia](#): Australia's Sustainable Seafood Guide is a comprehensive guide aimed at helping restaurants and food businesses embrace seafood sustainability.
- [Marine Stewardship Council, United Kingdom](#): an international non-profit organisation that recognises and rewards efforts to protect oceans and safeguard seafood supplies for the future.

4. Make changes to the quota system that allow for seafood (especially fin fish) to be sold locally without having to go through a processing facility.

5. Overcome challenges with quota and availability with local fresh fish in all regions. Small local fishers in The Coromandel were previously able to sell fresh fish but are now prohibited from doing so with a maximum total levy of 10kg/day. This has resulted in amalgamating individual quotas and selling to large fishing companies. This limits involvement in the industry and the opportunity to tell the story around local seafood.

6. Around the world, business and industry are looking at significant opportunities with seaweed (both land and ocean-based systems) for new edible products, plant-based alternatives, fertilisers, and methane reduction among other initiatives.



7. Create a compelling narrative for Auckland, The Coromandel, and New Zealand (both domestically and internationally) around the seafood industry, with a focus on the quality and uniqueness of New Zealand seafood, and celebrating the rivers and oceans, the fish stocks, and our unique geographic positioning. This will drive increased domestic and export sales, create employment, engage local iwi, and encourage both investment and visitors to New Zealand. Additionally, a thoughtful education and marketing plan engaging all layers of the sector's economy will help drive domestic demand, and could include chefs, retail chains, fishers, educational facilities from primary through to trade school, and national social, print, TV, and radio media.

8. Globally, there is a huge push for the use of baitfish and bycatch on menus and in retail channels. With the variety of fish species off the coasts of New Zealand, and the lack of diversity in harvested seafood, there is a significant opportunity for more education, marketing, and a specific catch focus. This could include an education programme for both the public and seafood retailers on using underutilised species and ageing fish, how to cook them and their health benefits, as well as providing more support and product availability for restaurateurs.

- An international example is the Marine Stewardship Council's ambassador Fabrizio Ferrari. One of the leading seafood chefs in Italy, Ferrari's restaurant

Al Porticciolo 84 was the first restaurant in Italy to obtain the Marine Stewardship Council's Chain of Custody certification. Several years ago, he learned that some of the seafood products he was using on his menu were overfished, so he swapped them out in favour of some lesser-known but more sustainable fish. He believes that the sourcing of sustainable seafood is becoming a valuable marketing differentiator that customers will expect from the hospitality industry. There is opportunity for New Zealand to select key locals to become ambassadors and advocates for the local seafood industry.

- A working group could be set up in collaboration with parties such as Te Puni Kōkiri (TPK) to identify Māori community members and leaders to help bridge communities and bring change to the seafood sector.

9. As previously identified in the Onehunga workstream, waterfront locations can be developed in a way that celebrates the proximity to the ocean and its resources, thereby creating a platform for education initiatives. One of the most prominent opportunities for a waterfront activation is within the Auckland city centre. There are underutilised real estate assets in the Viaduct Harbour area, including vacant buildings and land, which could be used to activate a barge-based park and an oyster bar, an educational facility, or a Māori culinary incubator.

## Conclusion

Visitors to Aotearoa New Zealand expect to be able to enjoy fresh, sustainable seafood in waterfront areas. However, changes are required to improve access to fresh local product, sustainability, or waterfront development to make that a reality.

Seafood can and should be a key part of the New Zealand culinary story. A sustainability certification programme, more educational resources, working with designated seafood ambassadors and Māori, and broadening the focus to include a greater variety of baitfish and bycatch products are just some of the ways to make that happen.

Additionally, reducing red tape for small businesses in the field can ensure they are incentivised and able to keep products available for visitors and locals rather than just for export.

## Appendix A

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### Key Stakeholders

Onehunga Business Association  
Eke Panuku Development Auckland  
Thames-Coromandel District Council  
Fabian Steele  
AgriSea  
Thames Wholesale Fisheries  
Gastronomics  
Waiomu Beach Café  
Coromandel Smokehouse  
Salt Restaurant and Bar, Whitianga  
Dive Zone  
Whitianga Oceans Festival  
Espy Café  
Joe Davis  
Peter Bull  
Whangamata Seafood  
Earthpac Ltd  
Earthpac Starch Ltd  
Onions New Zealand  
Balle Bros  
University of Otago  
EverEdge Global