

*Economic Strategy
Last reviewed: 2006
Next review: 2009*

Economic

Overview

The Western Bay of Plenty subregion, comprising the Western Bay of Plenty District and Tauranga City, is one of the fastest growing regions in the country. Residential construction has boosted the region's recent growth, building on the traditional horticulture and agriculture industries in the Western Bay District, and the manufacturing, services and transportation industries based in Tauranga City.

Since Council's last review of its economic strategy, a subregional strategy, SmartEconomy, has been developed. This involved the economic development agency Priority One, key agency and industry representatives, the local authorities of the subregion, tangata whenua, and New Zealand Trade and Enterprise. Council adopted the SmartEconomy Strategy in 2004.

Prior to the development of SmartEconomy, the subregion's economic development efforts were focussed on ensuring there was adequate commercial and industrial land to attract businesses and create employment opportunities to sustain the flow of migrants to the region. The SmartEconomy strategy broadened this outlook, and addressed the quality of jobs being created, in an effort to increase the average income of the region's residents. It recognised that, like the rest of New Zealand, the region is experiencing severe shortages of the skilled staff needed to sustain the growth of local business and develop opportunities to provide higher value jobs and boost exports.

The strategy uses five themes to address these issues:

- Innovation and entrepreneurship*
- Lifestyle*
- Business environment*
- Education and skills*
- Networked economy.*

The subregion has a high proportion of small businesses, so improving communication and business networking could make a significant impact on the economy. There is potential to develop the tourism industry from a mainly summer destination to a more all-year-round destination. It is also recognised that the health sector has the potential to become a key economic driver in the future.

The Te Puke Town Centre Plan, adopted by Council in March 2006, identified several town centre development projects designed to ensure that Te Puke remains a competitive location for business in the subregion.

In future, other town centres are likely to identify similar projects, so it is proposed that everyone will contribute to a fund for the upgrading of the District's town centres.

In June 2006, Western Bay of Plenty District Council and Tauranga City Council approved the establishment of Tourism Bay of Plenty as a Council Controlled Organisation (CCO), in accordance with a Statement of Proposal that was released for public consultation between 18 March 2006 and 18 April 2006. Hearings and deliberations were held on 3 May 2006. In terms of the proposal, Western Bay of Plenty District Council will own 30% of the CCO and Tauranga City Council the remaining 70%. Council will continue to fund the organisation through a service delivery contract.

10-year programme highlights

- Continuation of Council's annual support for the subregional economic development agency Priority One \$111,500 and for Tourism Bay of Plenty of \$146,500.*
- Support for town centre promotion in Te Puke and Katikati of \$74,000 and \$30,000 per year respectively.*

- The promotion of reserves through improved signage or publicity, in order to maximise the use of these assets as visitor attractions (\$30,000 per year).
- The establishment in 2006/07 of a District-wide town centre development fund for enhancements of town centre infrastructure that may be identified through future comprehensive development plans. The first project to be funded is the development of a town square in Te Puke, in 2007/08, costing \$680,000.
- Council has scheduled a strategic review of the Waihi District Drainage Society in 2006/07 - 2007/08 and has agreed to meet the \$50,000 cost of this review, \$10,000 to be funded from General Reserves and \$40,000 funded from the area of benefit.
- \$10,000 has been allocated in 2006/07 for the development of an implementation plan for the establishment and operation of the Te Puke Markets.

What Council wants to achieve

Council Outcome 1: Sustainable economic development in the subregion is enabled, supported, and promoted.

SEEC1

Council is one of many organisations that seek to support and promote the economic development of the District. It has an important enabling role in providing planning, regulation and infrastructure development, which are the prerequisites of a stable and efficient business environment. Council recognises that the District's primary production is a major driver of the District's economy, and that the versatile soils on which it is based should not be wasted.

Council recognises that economic development agencies can provide the essential "soft infrastructure" necessary for a thriving local economy, consisting of good communication networks, and co-ordination and monitoring of subregional strategies and actions.

For economic development to be sustainable, Council recognises that the environmental and social impact of business must also be considered, and that responsible business practices should be encouraged.

Why Council wants to achieve this

To contribute to the following Community Outcomes:

- Our economy is thriving.
- Our communities are vibrant and welcoming.
- Our environment is clean, green and valued.

To ensure consistency with:

- SmartGrowth principles.
- SmartEconomy Strategy.
- SmartTourism Strategy.

Council activities in this strategy

- Economic Development.
- Waihi Land Drainage.

Significant negative effects associated with these activities

Economic Development

- Air, noise and environmental pollution from increased motor vehicle use and some industrial development.
- Increase pressure on natural landscape as demand for business land increases.

Waihi Land Drainage

- Loss of natural landscape as a result of drainage activities.

How Council will achieve this

Outcome 1

Sustainable economic development in the subregion is enabled, supported, and promoted.

SEEC1

1. Land use planning and infrastructure

Council will provide land use planning and infrastructure to enable and encourage sustainable economic development close to residential areas. For economic development to occur, adequate infrastructure needs to be in place, and resources such as land, air, and water must be available. This strategy recognises that each community in the Western Bay of Plenty has different infrastructure needs and priorities, and acknowledges that resources must be managed in a sustainable way that meets the needs of the present, without compromising the ability of future generations to meet their needs.

1.1 Develop appropriate infrastructure for each community

- a) Council will cooperate with electricity and communications network providers to facilitate efficient development of appropriate infrastructure for each community (delivered through the Sustainable Development Strategy).

Council's role: Lead, Advocate, Facilitator

- b) Council will support the development of a subregional environmental education strategy to ensure a coordinated response to environmental education needs across the District. The strategy will particularly address biodiversity issues on private land. On completion of the strategy, Council will review operation and funding of Council's environmental education programme to ensure most efficient use of resources.

Council's role: Facilitator

Links to other Council Strategies:

Refer Transportation: Strategies 1.1 - 1.3.

1.2 Maintain a range of climatic and soil types available for agricultural and horticultural use, and manage resources

In accordance with the SmartGrowth strategy, when planning for residential, industrial and commercial activities, Council will take into account the productive potential of the land in question, and the relative availability of land with similar characteristics available for primary production. Council will ensure that competition for water resources is also taken into account and planned for (delivered through the Sustainable Development Strategy).

Council's role: Lead

1.3 Promote and develop growth nodes as locations for business development

In accordance with the SmartGrowth "live, work, play" principles, Council will support and develop the vitality of town centres, recognising that for residents of small towns, a vibrant town centre contributes to their quality of life. Council will support organisations that promote the respective town centres with the aim of attracting residents and visitors to town centres. Council will encourage the organisations to provide community feedback during Council planning processes and to bring to Council's attention local issues that affect the town centre's prosperity.

Council's role: Partner

1.4 Support community infrastructure projects

Council will facilitate, and advocate where appropriate, for environmentally acceptable infrastructure projects designed to increase or secure the productive capacity of the land.

Council's role: Facilitator

1.5 Support programmes to encourage productivity of Maori land

Council will support and advocate for plans that enable Maori to unlock the economic potential of their land, and will work with other organisations to assist the removal of barriers to such development. (Refer SmartGrowth action 7.2.8.4)

Council's role: Advocate

2. Business expansion, diversification and skill development

Council will support business expansion and diversification, and encourage the development of skills. This strategy addresses the ability of businesses to provide quality jobs, and develop and attract skilled workers. It recognises that the District has a higher proportion of small businesses than the country as a whole. Diversification of the economy will reduce the risk that the area will be severely affected by a downturn in any particular industry.

2.1 Support development of small and medium-size enterprises (SMEs)

2.1.1 Local delivery of national programmes

Many national programmes that are aimed at developing business skills and improving the performance of small businesses are funded by central government. Council will support and advocate for the delivery of these programmes locally, and will encourage local business to take advantage of these programmes.

Council's role: Facilitator

2.1.2 Local networking and clusters

Council will support the development of clusters within the subregion, and encourage SMEs to join those clusters. The development of linkages between SMEs with common interests can, for example, speed up the process of technological innovation, promote the early adoption of improved technology, and reveal opportunities for joint marketing initiatives. Through participating actively in clusters, SMEs can overcome some of the handicaps that

might result from their smaller size, and also provide a sounding board for new ideas.

Council's role: Facilitator

2.1.3 Access to grants and awards

Council will promote awareness of the opportunity to apply for various grants and awards to fund research and technology that are available.

Council's role: Facilitator

2.2 Attract new investment and business opportunities

a) Council will work with other local authorities, business groups and organisations to promote the District and subregion as a prime location for investment, particularly for industries that provide higher value jobs, and add value to the District's primary production. Council will support organisations that provide information and encouragement to potential investors, attract new investment and retain existing businesses.

Council's role: Partner

b) Council will sign the Local Government Protocol for Film Friendly Regulation and share information with the regional film office, Film Volcanic, to maximise the benefit to local businesses of screen production initiatives in the district.

Council's role: Facilitator

2.3 Support programmes aimed at addressing skills gaps in the local economy

Council will support agencies facilitating programmes to reduce the skill gaps in the local economy. This could include programmes to encourage

family-friendly employment policies, address childcare issues, provide options for older workers, as participants and mentors in the workforce, and make the most of skills in the voluntary sector.

Council's role: Partner

2.4 Access to appropriate training opportunities

Council will support strategies for further development of tertiary education and training facilities within the subregion, and advocate for increased linkages and communication between the productive and education sectors, in developing local training opportunities tailored to the subregion's needs.

Council's role: Facilitator

2.5 Tangata whenua

Council will facilitate and advocate for local iwi initiatives that are aimed at employment generation, education opportunities and the creation of new enterprises. (Refer Building Communities - Communities activity.)

Council's role: Facilitator, Advocate

3. Support for tourism

Council recognises that tourism has the potential to contribute significantly to the growth and diversification of the economy, and that the benefits of tourism spread throughout the economy. Tourism is a relatively labour intense industry that provides both skilled and unskilled jobs, and also has spin-offs for a community's sense of pride and identity. Through its ownership of passive and active recreation reserves, Council is also an important operator in the tourism industry. Two new subregional reserves will be developed over the next few years to become significant tourism attractions in their own right.

3.1 Support destination marketing

Through the regional tourism organisation, Council will support the efforts of the tourism industry to market and promote the subregion as a prime domestic and international tourist destination. To achieve a presence in national and international markets, the combined resources of tourism operators and other stakeholders will be required, as well as cooperation with neighbouring regional tourism organisations.

Council's role: Partner

3.2 Support destination management

3.2.1 Provide high quality recreational facilities, and public open space

Council will ensure the ongoing improvement of public facilities that support the visitor industry, including beaches, boat ramps, walkways and reserves, toilets and motorhome dumpstations. Council will work with neighbouring local authorities and government departments to enhance access to reserves that are significant tourist attractions. Council will work with subregional partners to develop facilities for residents that will also attract visitors.

Council's role: Partner, Lead

3.2.2 Improve signage of public facilities and amenities that support the visitor industry

Council will work with Tourism Bay of Plenty and Tauranga City Council and Transit NZ to advocate for appropriate and effective signage for the region's gateways, event venues and major attractions.

Council will assess its own reserves to identify those that are visitor attractions in their own right, and consider the need for directional or interpretive signage to improve the visitor experience of these reserves. Implementation will be guided by a schedule of priorities.

Council's role: Partner, Lead

3.3.3 Provide information facilities that support the visitor industry

Council will ensure that appropriate visitor information services at Katikati and Te Puke are provided, and will encourage community initiatives to provide visitor information in smaller communities.

Council's role: Lead, Advocate

3.3 Support destination leadership

3.3.1. Implementation of SmartTourism Strategy

Council will support the regional tourism organisation to provide leadership to the industry, and to facilitate and monitor the implementation of the SmartTourism strategy. Council will encourage the regional tourism organisation to work effectively with Maori tourism representatives in the subregion.

Council's role: Partner

3.3.2 Facilitate and support local tourism clusters

Through its local economic development programme, Council will facilitate and support local tourism clusters and advocate for their interests in the subregion.

Council's role: Facilitator

3.3.3 Advocate for government funding for tourism infrastructure

Council will advocate for central government funding to develop infrastructure where the need for it is driven by visitor demand. Council will advocate for the development of access to Department of Conservation reserves to attract visitors to the region.

Council's role: Advocate

3.3.4 Improve communication between Council and tourism industry operators

Council will develop and maintain tools to improve communication between Council and tourism operators, to develop a better understanding of regulations - e.g. signage and event traffic management requirements.

Council's role: Lead

3.4. Support destination development

3.4.1 Events support

Council will encourage the clustering of events to create a critical mass that will attract visitors. Council will work with stakeholders to develop a world-class Te Puke signature event.

Council's role: Facilitator

3.4.2 Town centre promotion

Council will encourage the development of tourist attractions and activities in the District's towns, and advocate for their recognition in regional promotional literature.

Council's role: Partner, Advocate, Facilitator

4. Encourage sustainable environmental practices

4.1 Advocate for sustainable business practices

Council will encourage the implementation of environmentally responsible practices, and will promote environmental, social and financial sustainability of enterprises. Council will support the recognition of businesses that set an example in this regard.

Council's role: Advocate, Partner

4.2 Promote cleaner production initiatives

Council will support initiatives that promote cleaner technologies and practices. (Refer Protecting the Environment - Solid Waste activity.)

Council's role: Partner

5. Subregional economic strategy

5.1 Subregional economic development monitoring

Council will co-operate to implement and monitor the subregional economic strategy SmartEconomy. Council will support organisations that facilitate and monitor the implementation of the subregional economic strategy.

Council's role: Partner

5.2 Facilitate sharing of information

Council will play its part in sharing information with its partner organisations in economic development and the public.

Council's role: Partner, Facilitator

5.3 Improve business-local government relationships and understanding

Council will maintain systems to undertake internal liaison to assist and facilitate businesses working through Council processes.

Council's role: Lead

5.4 Foster partnerships between business, local government, central government and education sectors

Council will work with organisations that bring together cross-sectoral teams to ensure that economic development planning takes into account related issues, such as infrastructure, multiple ownership of land, and the skill requirements of business.

Council's role: Partner, Facilitator

How Council will track progress

Council uses performance measures to track its progress towards the achievement of Council Outcomes, and delivery of levels of service.

Council Outcome	Performance measures	Base	Targets				
		30/06/05	2007	2008	2009	2012	2016
Outcome 1 (SEEC1): Sustainable economic development in the subregion is enabled, supported and promoted.	Key Performance Measure Percentage of actions identified in the Economic Strategy and action plan for the year that have been completed.	100%	100%	100%	100%	100%	100%
	Key Resident Measure Level of resident satisfaction with Council's role in promoting employment and business opportunities within the subregion.	52%	55%	55%	55%	60%	60%

Levels of service and measurement

Levels of service	Performance measures	Base	Targets				
		30/06/05	2007	2008	2009	2012	2016
Economic programme identified through comprehensive development plans for each Urban Growth Node.	Number of comprehensive development plans in place.	2	3	4	5	5	5
Establish an eastern and western Economic Forum.	Number of economic forums.	1	1	2	2	2	2
	Number of businesses participating in the economic forums.	35	35	55	75	75	75

Projected Financial Summary - Economic

	2007 (\$'000)	2008 (\$'000)	2009 (\$'000)	2010 (\$'000)	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
Analysis of expenditure - by activity										
Waihi land drainage	235	232	239	246	252	258	263	268	272	277
Economic development	565	573	638	645	648	650	651	650	647	642
Total operating expenditure	801	805	878	890	900	907	914	918	919	919
Analysis of expenditure - by class										
Direct costs	737	749	771	791	810	828	845	860	874	888
Interest costs	0	(10)	25	15	3	(9)	(22)	(35)	(49)	(64)
Overhead costs	64	66	68	69	71	73	74	76	77	78
Depreciation	0	0	14	15	15	16	16	16	16	17
Total operating expenditure	801	805	878	890	900	907	914	918	919	919
Revenue										
Service charges	333	343	353	363	372	380	388	395	402	408
User fees	0	0	0	0	0	0	0	0	0	0
Total revenue	333	343	353	363	372	380	388	395	402	408
Net cost of service - surplus / (deficit)	(468)	(462)	(524)	(528)	(528)	(527)	(526)	(522)	(517)	(511)

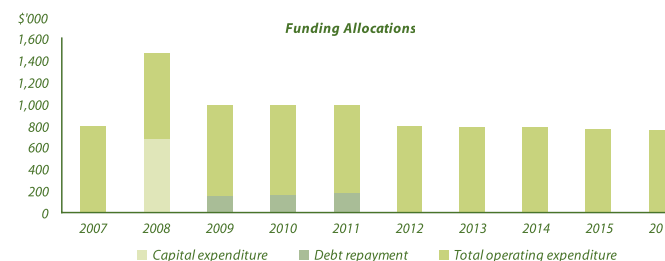
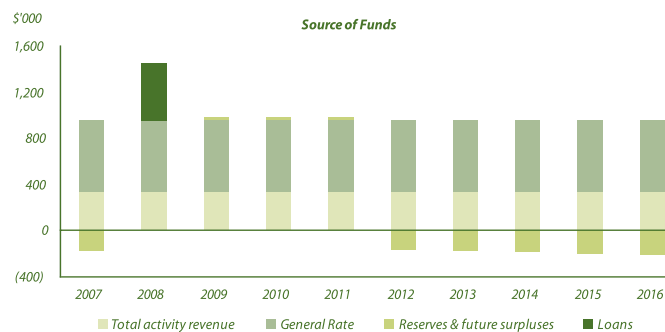
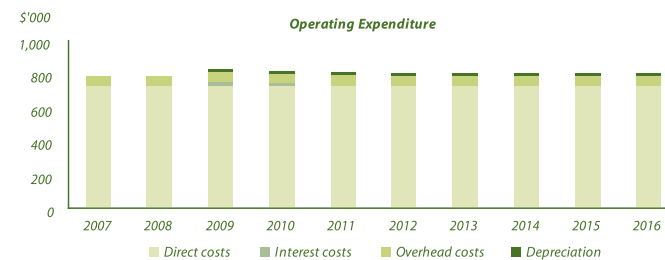
Projected Financial Summary - Economic (continued)

	2007 (\$'000)	2008 (\$'000)	2009 (\$'000)	2010 (\$'000)	2011 (\$'000)	2012 (\$'000)	2013 (\$'000)	2014 (\$'000)	2015 (\$'000)	2016 (\$'000)
Capital expenditure	0	701	0	0	0	0	0	0	0	0
Debt repayment	0	0	156	166	178	0	0	0	0	0
Capital and debt repayment	0	701	156	166	178	0	0	0	0	0
Total other funding required	(468)	(1,163)	(680)	(694)	(706)	(527)	(526)	(522)	(517)	(511)
Other funding provided by										
General rate	639	648	667	684	701	717	731	744	756	768
Loans	0	500	0	0	0	0	0	0	0	0
Reserves and future surpluses	(171)	15	13	9	5	(190)	(206)	(222)	(239)	(257)
Total other funding	468	1,163	680	694	706	527	526	522	517	511

All information from 2008 - 2016 includes an adjustment for inflation

Supplementary Information: Summary of expenses and funding in 2006/07 dollars (no inflation adjustments) - Economic

	2007	2008	2009
Analysis of expenditure - by activity			
Waihi Land Drainage	235	225	225
Economic Development	565	556	603
Total operating expenditure	801	781	828
Analysis of expenditure - by class			
Direct costs	737	727	727
Interest costs	0	(10)	24
Overhead costs	64	64	64
Depreciation	0	0	14
Total operating expenditure	801	781	828
Revenue			
Service charges	333	333	333
User fees	0	0	0
Financial contributions	0	0	0
Subsidies	0	0	0
Other income	0	0	0
Total revenue	333	333	333
Net cost of service - surplus / (deficit)	(468)	(448)	(495)
Capital Expenditure	0	680	0
Debt Repayment	0	0	156
Capital and debt repayment	0	680	156
Total other funding required	(468)	(1,128)	(651)
Other funding provided by			
General Rate	639	629	629
Loans	0	500	0
Reserves and future surpluses	(171)	(1)	22
Total other funding	468	1,128	651



Council's additional asset requirements - Economic

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Te Puke Town Centre Development Capacity Increase		680,000								
Total capital expenditure		680,000								
Additional levels of service		680,000								
Additional capacity for future residents										
Capital expenditure in 2006/07 dollars		680,000								
Capital expenditure after adjustment for inflation		701,080								

All capital expenditure will be recovered by Uniform Annual General Charge

Key assumptions - Supporting our Economy

Assumption	Description	Confidence (High, Med, Low)	Consequence of error in assumption
Economic subregional partner - Priority One	Priority One remains an effective organisation, and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Priority One continues on a three-year rolling basis.	High	If an effective subregional economic development organisation no longer existed, Council's strategies would be less effective, and may cost more to implement.
Economic subregional partner - Tourism BOP	Tourism Bay of Plenty becomes a Council Controlled Organisation, 70% owned by Tauranga City Council and 30% owned by Western Bay of Plenty District Council, and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Tourism BOP continues on a three-year rolling basis.	High	If an effective regional tourism organisation no longer existed, Council's strategies would be less effective, and may cost more to implement.
Economic subregional partnerships	Council's strategic partners remain committed to the implementation of the SmartEconomy Strategy adopted by Council in 2004.	High	If the SmartEconomy strategic partners were no longer committed to the subregional strategy, Council would have to reconsider its own strategy.
Growth in visitor numbers	For the coastal Bay of Plenty, international visitor nights are forecast to increase by 12.6% during the period 2004 to 2011, and domestic visitor nights are forecast to increase by 8.2% over the same period. The impact of visitors is expected to be concentrated on coastal communities of Waihi Beach, Katikati, Pukehina Beach and Maketu. Together with Omokoroa, these communities also receive a significant number of day visitors, but there is limited information on the number.	Medium	If visitor numbers grow faster than expected, there could be pressure on Council infrastructure and visitor facilities, especially at peak season.
Resident population growth	The District's population is expected to grow by 19.1% between 2006 and 2016. The number of households will increase by 20.1% over the same period.	High	Significant differences between forecast population and household growth and actual outturns would result in Council failing to provide appropriate and cost-effective levels of service to communities.

Key assumptions - Supporting our Economy (continued)

Assumption	Description	Confidence (High, Med, Low)	Consequence of error in assumption																																										
Inflation projections - Economic	<p>Financial projections within the Economic group of activities have been calculated by applying the following inflation factors to core costs:</p> <table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Staff Inflation</td> <td>2.5%</td> <td>2.4%</td> <td>2.2%</td> <td>2.0%</td> <td>1.8%</td> <td>1.7%</td> <td>1.5%</td> <td>1.3%</td> <td>1.3%</td> </tr> <tr> <td>Other Inflation</td> <td>3.1%</td> <td>3.0%</td> <td>2.6%</td> <td>2.5%</td> <td>2.3%</td> <td>2.1%</td> <td>1.8%</td> <td>1.7%</td> <td>1.6%</td> </tr> </tbody> </table> <p>These factors have been applied to operating costs as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>Share of operating costs affected by Staff Inflation factor</th> <th>Share of operating costs affected by Other Inflation factor</th> </tr> </thead> <tbody> <tr> <td>Economic support</td> <td>16%</td> <td>84%</td> </tr> <tr> <td>Visitor information</td> <td>78%</td> <td>22%</td> </tr> <tr> <td>All other economic activities</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table> <p>For capital expenditure, the Other Inflation factor has been applied.</p>		2008	2009	2010	2011	2012	2013	2014	2015	2016	Staff Inflation	2.5%	2.4%	2.2%	2.0%	1.8%	1.7%	1.5%	1.3%	1.3%	Other Inflation	3.1%	3.0%	2.6%	2.5%	2.3%	2.1%	1.8%	1.7%	1.6%		Share of operating costs affected by Staff Inflation factor	Share of operating costs affected by Other Inflation factor	Economic support	16%	84%	Visitor information	78%	22%	All other economic activities	0%	100%	Medium	If actual inflation rates vary from those assumed, costs will either be over or under estimated. This will affect the financial projections for the activity, including the expenditure, revenue and financing requirements for this activity.
	2008	2009	2010	2011	2012	2013	2014	2015	2016																																				
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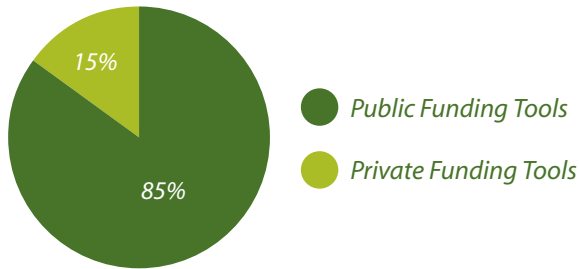
Revenue and Financing Policy - Supporting our Economy

Rationale for choice of revenue and financing tools

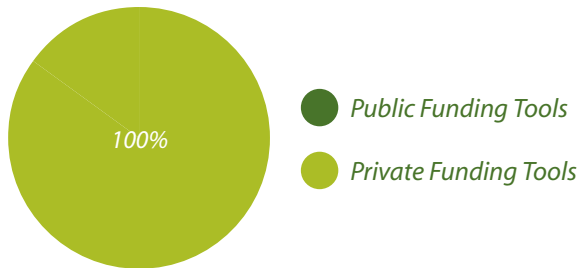
Public benefits identified	Private benefits identified	Other considerations
<p>Economic development The public benefits from a strong and sustainable local economy - increased prosperity and the availability of a wide range of employment opportunities provide third party benefits to the public.</p> <p>The promotion of the region as a desirable place to work and do business, and the facilitation of investment and training opportunities in the District, provide third party benefits to the public.</p> <p>The marketing, development, and management of the region as a tourism destination benefit both the tourism industry and other businesses in the District. The public may receive third party benefits, because if tourism is growing, facilities can be developed to cater for visitors that are also enjoyed by residents of the region.</p>		<p>In considering the practicality of charging businesses a targeted rate for economic development, it was noted that it would be technically difficult to identify "businesses" located on land zoned rural or residential. In addition it was noted that the horticultural and agricultural businesses also benefited from economic development expenditure, as they are also businesses.</p>
<p>Town centre promotion Council support for town centre promotion programmes benefit the respective communities as a whole. Individuals cannot exclude themselves from receiving the benefit.</p>	<p>The town centre business community derives a greater benefit from town centre promotion than the community as a whole.</p>	
<p>Visitor information This service is provided in anticipation of visitors' need for information. There are public benefits from the existence of the service, and from the option of using it when they need it.</p>	<p>Some individuals benefiting from the visitor information service can be identified and charged. Some commercial tourism operators may benefit from referrals made by the service.</p>	<p>Council policy It is not Council policy to charge users for the provision of visitor information. Volunteers provide some of this service.</p>
<p>Community infrastructure support Land drainage and private water supply</p>	<p>The properties served by the drainage and water supply companies can easily be identified and charged for the service.</p>	

Funding targets

Economic Development, Visitor Information, Town Centre Promotion, Town Centre Development



Community Infrastructure Support (Waihi Land Drainage and Gibraltar Water Supply Company Ltd)



Financing sources

Revenue sources

General Rates	Economic development, tourism support and visitor information services.
Commercial and Industrial Uniform Annual Charges	Town centre promotion, service delivery contracts.
Ward Uniform Annual Charges	Town centre promotion, service delivery contracts.
Service Charges/ Targeted Rate	Community infrastructure support (Waihi Land Drainage and Gibraltar Water Supply Company Ltd)
Uniform Annual General Charge (UAGC)	Town centre development projects across the District.

For further details of Council's rating tools, refer to the Funding Impact Statement within the Financial Summaries and Statements section.