

Supporting our Economy

➤ Economic



Supporting our Economy

Why Council is in the business

Group of Activities	Community Outcomes	Rationale for Delivery	Activities	Significant Negative Effects	Status / Work in Progress
Economic Support Programme	COENV 4 COC 3 COC 4 COC 6 COC 7 COC 8 COC 10 COECO 1 COECO 2 COECO 3 COECO 4 COECO 5 COECO 6 COCU 1	Some of Council's core services are essential to the economic development of the District, including: <ul style="list-style-type: none"> • Provision of roading and utilities, • Management of resources through the District Plan. <p>Council undertakes other economic support activities in response to community demand and the expectation that Council will play its part in the funding of economic development programmes in the subregion.</p> <p>Facilitating the local delivery of national economic development programmes and initiatives improves the economic and social wellbeing of the community.</p>	<ul style="list-style-type: none"> • Operational activities • Local Economic Development Officer • Visitor Information Services • Subregional Economic Development • Tourism Support • Town centre Promotion • Events Co-ordination 	Nil	Activity restated in 2002. Next review after sub-regional Economic Strategy 2004.
Waihi Land Drainage	COECO 3	Council collects service charges on behalf of the Waihi Land Drainage Society Incorporated, over a defined area of benefit.	<ul style="list-style-type: none"> • Waihi Land Drainage Drains • Waihi Land drainage Pumps 	Nil	

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Where Council is heading

District Vision

*In 20 years time,
we want to find
a District where*

- The environment is valued, cared for and improved so that future generations will be able to access what this generation now enjoys; and
- people enjoy a healthy and safe lifestyle where values and diversity are respected, and
- the economy is based on a wide range of activities that are friendly to the environment.

The economy of the Western Bay of Plenty District is underpinned by the agriculture and horticulture industries. The District is three times more reliant on this sector for its economic output than New Zealand as a whole. This dependence presents challenges for the District, as well as opportunities.

The District's economy is closely intertwined with that of Tauranga District, which provides most of the sub region's manufacturing and services.

The Western Bay of Plenty District's environment, soils and climate are not only attractive for agricultural production but they also act as a magnet for people wishing to enjoy a relaxed outdoor lifestyle, close to the amenities of Tauranga, yet still retaining a rural or small town atmosphere. Between 1996 and 2001, the District's population growth rate was almost three times the national population growth rate, while the population of Tauranga District grew at more than five times the national average rate. It is not difficult to attract new residents to the Western Bay - the challenge lies in ensuring employment and business opportunities grow at a similar rate, the environment is not adversely affected, and the lifestyle values that attract people to the area are not compromised.

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What Council wants to achieve

- | | |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome 1
SEEC1 | Transport and Infrastructure planning is co-ordinated for each community
For economic development to occur, adequate infrastructure needs to be in place. This outcome recognises that each community of the Western Bay of Plenty has different infrastructure needs and priorities. |
| Outcome 2
SEEC2 | Council plans support the development of strategies for sustainable economic development
This outcome recognises that to attract economic development, resources such as land, air and water, must be available, and that to sustain economic development, the resources themselves must be managed in a way that meets the needs of the present, without compromising the ability of future generations to meet their own needs. |
| Outcome 3
SEEC3 | Business and employment opportunities are supported
This outcome concerns the District's ability to provide employment opportunities, in both the short and the long term. It concerns the ability of the businesses and the workforce to respond to change and to make the most efficient use of the natural and human resources available. |
| Outcome 4
SEEC4 | Responsible environmental practices are encouraged
This outcome recognises that Council will have regard for the environmental impacts that economic development has on the District. |
| Outcome 5
SEEC5 | Provision of employment and services close to residential areas is encouraged
For residents of small towns, the ability to work, shop, and obtain services in their hometown is important, and helps to foster the community's sense of identity. |
| Outcome 6
SEEC6 | Intersectoral participation in an overall regional economic strategy is facilitated
This outcome recognises that participation will be required from across the community if the development of a regional economic strategy is to be successful. |

How Council will do it

Outcome 1 SEEC1

Transport and Infrastructure planning is co-ordinated for each community

1.1 Appropriate infrastructure for each community

- Refer Outcome 4 - Sustainable Development – Leadership

1.2 Transport corridors

Council will develop, as part of the SmartGrowth sub-regional study, a Transportation Strategy to provide an efficient and co-ordinated transportation network.

1.3 Community infrastructure projects are designed to enhance the productive capacity of the land.

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

Outcome 2 SEEC2

Council plans support the development of strategies for sustainable economic development

Council can help ensure that land with a range of different soil types and climatic conditions remains available for primary production, and that competition for water resources is taken into account and planned for.

2.1 Land Use Provision

Reconciling and providing for the competing demands of the residential, agricultural and horticultural and industrial and commercial sectors requires a sub regional approach. It is expected that the SmartGrowth project, currently underway, will address this issue at a sub regional level. The results of this study are expected in 2004, and will have an important influence on the future mix of economic activities that will flourish in the sub region and their location.

Refer also to Outcome 4 – Sustainable Development – Leadership

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- 2.2 **A range of climatic and soil types available for agricultural and horticultural use is maintained.**
In 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.
- 2.3 **Support programmes aimed at restoring the productivity of Maori Land.**
Council will advocate for, and support where possible, plans to unlock the economic potential of Maori land.

Outcome 3 **Business and employment opportunities are supported**
SEEC3

- 3.1 **Support for Development of Small and Medium Size Enterprises (SMEs)**
 - a) **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.
 - b) **Local networking and clusters**
Council will support the development of clusters within the sub region, and encourage SMEs to join those clusters. The development of linkages between SME's 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 insignificant size, and also provide a sounding board for new ideas.
 - c) **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.
- 3.2 **Attracting New Investment**
Council will work with other local authorities, business groups and organisations to promote the District and sub-region as a prime location for investment. Council will support organisations that provide information and encouragement to potential investors.

3.3 Tourism Support

Council recognises that the development of tourism provides many opportunities for diversification of the economy without significantly reducing the primary productive capacity of the land. It is suited to the development of small and medium sized enterprises, 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. Council also acknowledges that the tourism industry creates additional seasonal demands on its reserves, utilities and recreation infrastructure, which are maintained and developed as part of Council's core services, and funded by local ratepayers.

3.4 Tourism Support

a) Visitor and Recreational Amenities

Council will ensure the ongoing improvement of public amenities that support the visitor industry. Council will support the development of a wide range of visitor and recreational opportunities that are environmentally acceptable.

b) Destination Marketing

Council will support the efforts of the tourism industry itself to market and promote the sub region as a tourist destination. It is recognised that to achieve a presence in the national or international markets, the combined resources of the tourism operators and other stakeholders will be required, as well as co-operation with regional tourism organisations in neighbouring regions.

This should not only involve tourism operators, and Councils, but should also involve some of the other sectors that benefit from increased tourism in the District.

3.5 Access to Appropriate Training Opportunities

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

3.6 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. Council may support initiatives through its Discretionary Grants Scheme. Refer also to Building Communities – Communities Strategy Outcome 1.

Outcome 4 **Responsible environmental practices are encouraged**
SEEC4

4.1 **Sustainable Business Practices**

Council will support the implementation of environmentally acceptable policies and practices in all sectors of the economy.

Council will advocate for the development and promotion of sustainable production methods in the District. This means adopting business strategies that meet the needs of the enterprise and its stakeholders today, while protecting and enhancing the human and natural resources that will be needed in the future.

4.2 **Cleaner Production Initiatives**

Council will support initiatives that contribute to its economic and environmental outcomes by promoting cleaner technologies and practices. Refer also to Protecting the Environment – Solid Waste Strategy Outcome 4.

Outcome 5 **Provision of employment and services close to residential areas is encouraged**
SEEC5

For residents of small towns, a vibrant town centre contributes to their quality of life. The ability to work, shop, and obtain services in the place one lives can be socially and environmentally significant, and helps to foster the community's sense of identity. Economic development of small towns also calls for a balance between preserving the lifestyle values of the community and encouraging economic development.

5.1 **Town Centre Promotion**

Council will support organisations that promote the respective town centres with the aim of attracting residents and visitors to the town centres. Council will encourage these 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.

5.2 Events Coordination

Council will support the community to coordinate festivals, sporting and cultural events that may be held in town. These events play an important part in attracting visitors and residents to town, and coordination of the efforts of various groups will help obtain the maximum community benefit from such events.

**Outcome 6
SEEC6****Intersectoral participation in an overall regional economic strategy is facilitated****6.1 Sub-regional Economic Development Coordination and Monitoring**

Council will work with adjoining local authorities and other stakeholders in developing key sub-regional economic strategies, and monitoring economic development.

6.2 Sharing of Information

Council will provide user-friendly information so that people have access to the quality economic information they need to fully participate in the policies, decisions and services that affect them.

Council Action Plan - Supporting our Economy

Summary of Major Projects & Activities

	Priority 1 [2003-2006]	Priority 2 [2006-2009]	Priority 3 [2009-2013]
Outcome 1 SEEC1	Te Puke Comprehensive Development Plan ¹ (refer Leadership Strategy 4.6) Transport Corridors – Access Project ¹ (refer Leadership Strategy 4.5) District Plan review (ops) ¹ Land drainage (as agreed with Waihi Land Drainage Society Inc.)	Transport Corridors – Access Project ¹ District Plan review (ops) ¹ Land drainage (as agreed with Waihi Land Drainage Society Inc.)	Transport Corridors – Access Project ¹ District Plan review (ops) ¹ Land drainage (as agreed with Waihi Land Drainage Society Inc.)
Outcome 2 SEEC2	District Plan review (ops) ¹	District Plan review (ops) ¹	District Plan review (ops) ¹
Outcome 3 SEEC3	Procurement Policy Review Local Economic Development Programme Sub regional Inward Investment and Employment promotion projects Tourism Support Tourism signage review	Local Economic Development Programme Sub regional Inward Investment and Employment promotion projects Tourism Support	Local Economic Development Programme Sub regional Inward Investment and Employment promotion projects Tourism Support

¹ These projects are included in the information for Leadership (Outcome 4)

Council Action Plan - Supporting our Economy (continued)

Summary of Major Projects & Activities

	Priority 1 [2003-2006]	Priority 2 [2006-2009]	Priority 3 [2009-2013]
Outcome 4 SEEC4	Education and implementation programmes to minimise waste ²	Education and implementation programmes to minimise waste ²	Education and implementation programmes to minimise waste ²
Outcome 5 SEEC5	Town Centre Promotion Te Puke Events Co-ordination Katikati	Town Centre Promotion Te Puke Events Co-ordination Katikati	Town Centre Promotion Te Puke Events Co-ordination Katikati
Outcome 6 SEEC6	Sub regional economic co-ordination and monitoring Visitor Information Services	Sub regional economic co-ordination and monitoring Visitor Information Services	Sub regional economic co-ordination and monitoring Visitor Information Services
Operating costs	\$1,968,000	\$1,968,000	\$2,624,000
Capital and Debt Repayment	\$0	\$0	\$0
TOTAL EXPENDITURE Refer 10year financial summary	\$1,968,000	\$1,968,000	\$2,624,000

² These projects are included in the information for Solid Waste (Outcome 2)

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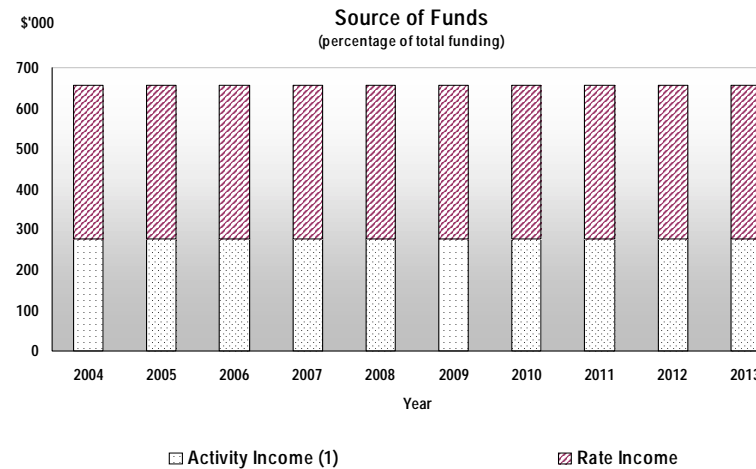
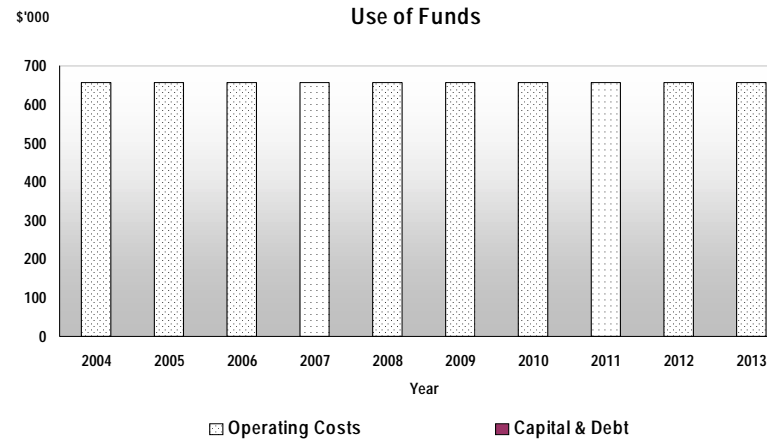
How Council will track progress - Supporting our Economy

Coordination of, and assistance with Economic activities that promote the District and Sub-region.

Performance Measures		Target					
		Base	2004	2005	2006	2009	2013
Key Performance Measure	Percentage of actions identified in the Economic 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 Western Bay.	New	70%	No survey	No survey	No survey	70%
Supporting Measures	Number of Comprehensive Development Plans in place.	1	2	2	2	2	3
	Operation of Economic Forums.	0	1	2	2	2	2

Projected 10 year financial summary - Economic

	2004	2005	2006
Expenditure (\$'000)			
Operating Costs			
Operational Costs	622	622	622
Interest	0	0	0
Overhead Allocated	34	34	34
Depreciation	0	0	0
Operating Costs	656	656	656
Activity Income (1)	277	277	277
Net Cost of Service	379	379	379
Capital Expenditure			
Capital Expenditure	0	0	0
Debt Repayment	0	0	0
Capital and Debt Repayment	0	0	0
Funding Required	379	379	379
Funded by:			
Rate Income	379	379	379
Loans	0	0	0
Reserves & Future Surpluses	0	0	0
Total Funding	379	379	379
Activity Income includes (1)			
Service Charges	271	271	271
Development Impact Fees	0	0	0
User Fees	0	0	0
Interest Received	6	6	6
Subsidies & Grants	0	0	0
Other Income	0	0	0
Total Activity Income	277	277	277



Note 1: Full 10 year financial information available in the Financial Information section of this plan.
 Note 2: Any differences in addition are the result of rounding. Loans include internal loans and advances.
 Note 3: Reserve and future surpluses include the use of depreciation.

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Revenue and financing policy - Supporting our Economy

Activity Description

Operational expenditure for this activity includes:

- Visitor information services
- Local economic development officer

Other services delivered by way of service delivery contracts and grants includes:

- Town centre and events promotion services: funding of an events co-ordination function in Katikati and a town centre promotion service in Te Puke.
- Tourism support: contribution to the funding of the regional Tourism organisation, Tourism Bay of Plenty.
- Sub regional employment promotion and business support: Grant made to Priority One Western Bay of Plenty.

The activity also includes the collection of service charges for the Waihi Land Drainage.

Rationale for choice of revenue and financing Tools

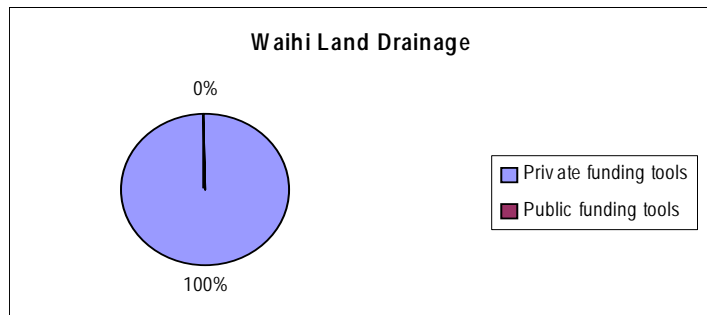
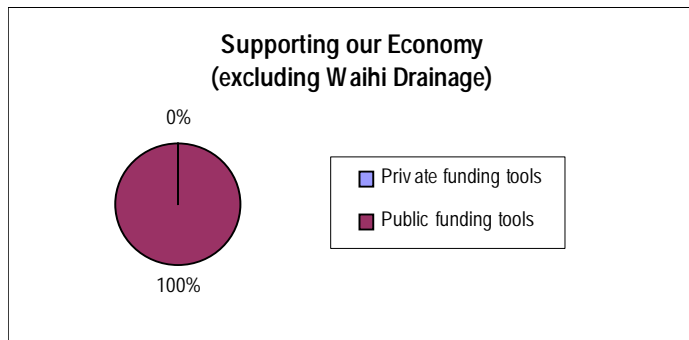
Public Benefits Identified	Private Benefits Identified	Other Considerations
<p>Visitor information: This service is provided in anticipation of visitors' need for information. The public benefits from the existence of the service, and from the option of using it when they need it.</p>	<p>Individuals benefiting from the Waihi Land Drainage works can be identified and charged.</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 visitor information service.</p>	<p>No intergenerational benefits were identified.</p> <p>No exacerbators were identified.</p> <p>It is not Council policy to charge users for the provision of visitor information. Volunteers provide some of this service.</p>

Public Benefits Identified	Private Benefits Identified	Other Considerations
<p>Katikati Events Co-ordination: This activity benefits the Katikati community as a whole. Individuals cannot exclude themselves from the activity, and if they refused to pay for it, Council could not stop them from receiving the benefit. It could be argued that the business community derives a greater benefit from the activity than other residents.</p> <p>Te Puke Town Centre Promotion: This activity benefits the Te Puke and Maketu communities as a whole. Individuals cannot exclude themselves from the activity, and if they refused to pay for it, Council could not stop them from receiving the benefit. It could be argued that the business community derives a greater benefit from the activity than other residents.</p>		
<p>Local and subregional Economic Development: The public benefits from strong and sustainable local economy – increased community prosperity and the availability of a wide range of employment opportunities provides third party benefits to the public.</p> <ul style="list-style-type: none"> ▪ The local service, which consists of facilitating improved networking among local businesses, access to national programmes and capacity building, is provided in anticipation of the business community's need for information and advice. The public benefits from the existence of the service, and from the option of using it if they need it. ▪ At a subregional level, the promotion of the region as a desirable place to work and do business, and the facilitation of investment into the District, provides third party benefits to the public. 		

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Public Benefits Identified	Private Benefits Identified	Other Considerations
<p>Tourism Support: Support for the marketing of the region done by the regional tourism organisation benefits both the tourism sector, and other businesses in the District. The public may receive third party benefits from having a vibrant tourism sector, as facilities can be developed to cater for visitors that are also enjoyed by residents.</p>		

Funding Target



Financing Sources	
Revenue Sources	
General Rates	Sub regional and Local Economic Development, Tourism Support, and Visitor Information Services.
Separate Rates	Town Centre Promotion, Events Co-ordination
Ward UACs	Town Centre Promotion, Events Co-ordination
Service Charges	Waihi Land Drainage

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

How Council is Managed

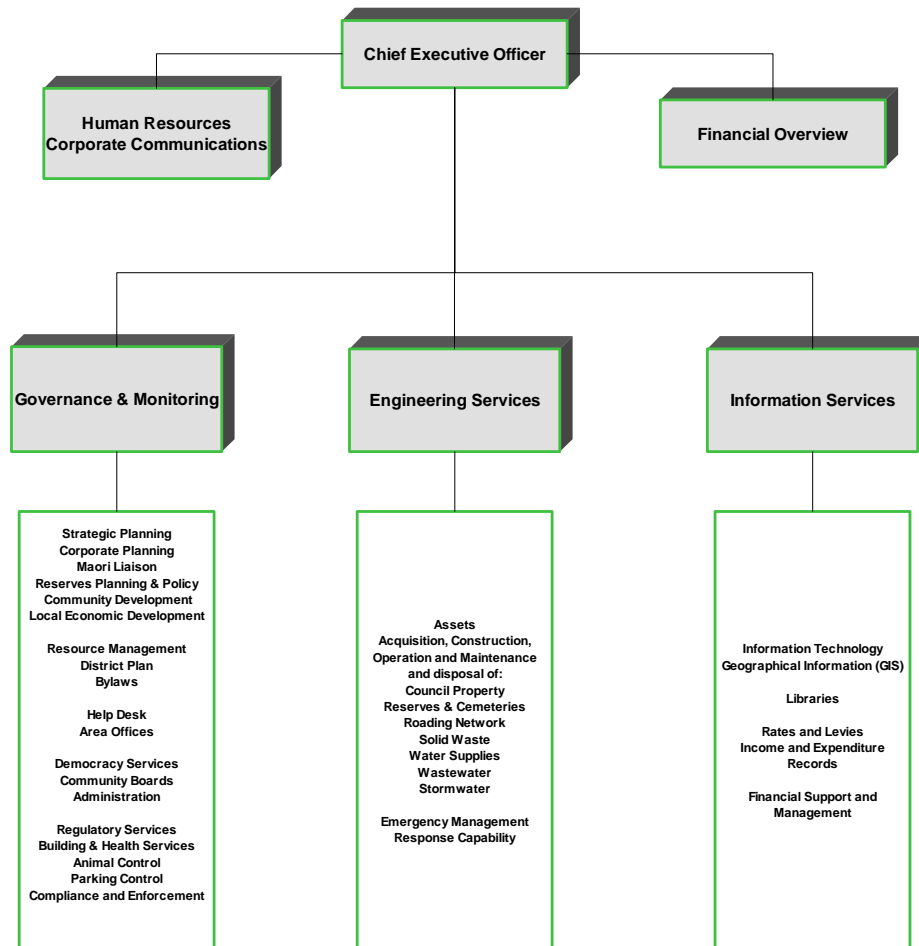
- Organisation
- Internal Services



How Council is Managed

General Management – How Are We Organised?

"Providing people with best value service by implementing plans that deliver social, cultural, environmental, and economic progress across the Western Bay of Plenty District."



Internal Services

Council's general management function co-ordinates not only the Significant Activities described in the previous chapters, but the many internal services which keep the organisation operating on a daily basis. They include:

- General Management
- Human Resources
- Corporate Communications
- Finance
- Information Services
- Accounts
- Corporate Property
- Rating