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ECONOMIC

ECONOMIC

OVERVIEW

This strategy focuses on Council's role in supporting economic development, tourism, promotions, events and town centre development.

Council participates in regional and sub-regional economic development initiatives in recognition of our close relationship with Tauranga and the rest of the region. At a regional level there is a Bay of Connections Strategy which focuses on aquaculture, freight logistics, energy and forestry production and a Māori Economic Development Strategy (He Mauri Ohohoho). Iwi and hapū are significant land owners and contributors to the District economy which is set to increase as iwi and hapū in the District complete their Treaty settlements. Closer to home we are a part of Smart Economy which focuses on innovation, entrepreneurship, social infrastructure which attracts people to the area, education and skill development, partnerships and joint initiatives, and providing a business-friendly environment.

Kiwifruit production has risen dramatically since the recovery from the impact of the PSA V disease. The District produces approximately 123 million trays per year of kiwifruit, and this is estimated to increase to 200 million over the next 10 years. Avocado production is also anticipated to increase in production.

Town centre development continues across the District, with a review of the Omokoroa Structure Plan underway, the development of Jellicoe St in Te Puke and improving car parking in Maketu and Katikati. Developments such as these are particularly important for attracting locals and visitors to Te Puke in light of the Tauranga Eastern Link which bypasses the town. Landscaping and other improvements in Katikati showcase the War Memorial Hall, in particular removing the car parking spaces in front of the hall and improving the amenity of this area. Promotions and events organised by Council-funded Katch Katikati and EPIC Te Puke also help attract locals and visitors. Katch Katikati and the Te Puke Economic Development Group continue to support businesses by providing networking and training opportunities, as well as advocating on their behalf.

In recognition that Waihi Beach is a popular tourist destination, the Waihi Beach Community Events and Promotions Association provides visitor information facilities, networking opportunities for businesses and organises promotions and events. The Waihi Beach Community Board and Council are strong supporters of the association and its activities.

At a more strategic level, Council is a co-funder of Priority One, the Western Bay of Plenty sub-regional economic development agency focused on attracting businesses to the sub-region. Priority One has been instrumental in progressing the development of a university campus in the central business district of Tauranga.

Tourism Bay of Plenty, for which Council provides funding, has been instrumental in increasing the number of tourists to the District. Notably, Tourism Bay of Plenty has developed a 10 year Visitor Economy Strategy in conjunction with key agencies, including Council. The purpose of this strategy is to identify actions to increase the visitor spend in the sub-region. In 2016 visitor expenditure was \$901m and this is now estimated to have leapt to over \$1b by year end 2018. Council will have a role in supporting the implementation of the Visitor Economy Strategy.

Council has given consideration to whether these service providers are appropriate for the future and whether collectively they maximise the services provided to the District. Increased communication, networking and joint initiatives will be encouraged between the providers to ensure there is a consistent approach throughout the District, while recognising the unique qualities of each area.

Council still sees its role as supporting and promoting economic development, however it is proposing to change the focus of this work with more of an emphasis on:

Working closely with businesses, industry and other agencies including the education sector.

- The interconnections between economic, social, cultural and economic outcomes (e.g. adequate affordable housing for the workforce)
- Facilitating businesses and community organisations to learn from each other to improve economic, social and environmental outcomes
- The importance of continuing to take an active role in growing healthy, thriving and vibrant town centres that service their communities, visitors and businesses
- Localised economic community development
- Encouraging innovation.

WHAT WE PROVIDE



TOWN CENTRE PROMOTION

Te Puke, Katikati, Waihi Beach

SUPPORT FOR
EXTERNAL
ORGANISATIONS

FOCUSED ON STRENGTHENING

our local economics

SUPPORTING

ECONOMIC DEVELOPMENT & TOURISM

DID YOU KNOW...

- BA5 (Business After 5) in Katikati, meets on the third Wednesday each month. The venue is at a different business each month. Contact the co-ordinator for more information on 549 5250 or email info@katchkatikati.co.nz
- BA5 (Business After 5) in Te Puke is held on the fourth Wednesday each month at various venues. Starting at 5.15pm and aiming to finish at 6.30pm, each session enables business owners to network and discuss a different theme each time. Contact 573 6772 or email coordinator@tepuke.co.nz for further information
- A range of international speakers on relevant issues have presented to a wide range of community groups to inspire and motivate community action
- An emerging focus on youth issues in both Katikati and Te Puke is evident and much work is being invested in these areas. In Te Puke there is a focus on making pathways to employment easier while Katikati is focusing on young people at risk

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

OUR GOALS

- Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development
- Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities
- Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.	<ul style="list-style-type: none"> • Participate in existing networks (e.g. Smart Economy, Bay of Connections, Māori Business Network, SmartGrowth, and Sustainable Business Network) and encourage the inclusion of social, cultural and environmental perspectives to advance the sustainable economic development of our communities • Improve the linkages between organisations that advance the economic development of the District. 	Lead/Partner/Facilitator
	<ul style="list-style-type: none"> • Work closely with primary industries (e.g. kiwifruit) and where necessary advocate to Central Government to accommodate the projected growth of these industries • Work with educational institutions and relevant agencies to ensure all residents in the District, especially young people, have meaningful education, employment and training opportunities and are able to effectively participate in the workforce and community • Recognise the importance of having sufficient affordable, healthy and safe housing to accommodate the workforce • Recognise the increasing cultural diversity of our communities, workforce and employers and support their contribution to a sustainable District economy • Work with iwi and hapu to support their economic development aspirations in line with the Māori Economic Development Strategy - He Mauri Ohoho • Investigate initiatives that recognise and support the cultural diversity of the Western Bay of Plenty District economy. 	Lead/Partner/Facilitator/ Advocate

GOAL	OUR APPROACH	OUR ROLE
<p>Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p>	<ul style="list-style-type: none"> • Strengthen the 'business friendliness' of Council services. • Provide cost effective, sustainable and productive infrastructure to enable the District to function and prosper such as water, waste water, storm water, wi-fi and transportation. • Take an active role in growing healthy, thriving and vibrant town centres that service their communities, visitors and businesses with a quality experience that encourages them to keep coming back: <ul style="list-style-type: none"> - Work with the community, landowners, stakeholders and potential sponsors to develop and implement town centre plans - Provide community and visitor information facilities in Katikati and Te Puke town centres - Provide town centre promotion, support events and festivals and work with organisers to ensure successful event management within our towns and communities - Develop the western Bay of Plenty as a leading domestic and international tourist destination. 	<p>Lead/Partner/Facilitator</p>
<p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<ul style="list-style-type: none"> • Advocate for and facilitate the establishment of an environment that builds the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services <ul style="list-style-type: none"> - Investigate community ownership of asset models that build the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services • Encourage businesses to adopt sustainable business practices to improve community outcomes • Encourage and facilitate collaboration between the 'for profit' sector and the community, voluntary and social enterprise sectors to create positive social and environmental outcomes • Foster and recognise business innovation that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> - Recognise innovation by supporting awards for businesses that incorporate economic, cultural, social and environmental benefits - Investigate ways in which Council could incentivise innovation which incorporates economic, cultural, social and environmental benefits - Advocate to Central Government for increased funding and resources to undertake research and development to support innovation in the District • Foster and encourage innovation within Council that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> - Investigate ways to encourage innovation internally. 	<p>Partner/Facilitator/Advocate</p>

WHAT WE ARE PLANNING TO DO

All information from 2020 - 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	\$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
298901	Tourism BOP Service Delivery Contract	210	222	236	251	267	283	302	321	342	380
299001	Priority One Service Delivery Contract	176	180	184	188	192	196	201	205	210	216
299101	Community Capacity Building	15	20	16	21	16	22	17	23	18	24
299301	Te Puke Promotion Service Delivery Contract - Te Puke Edge	71	72	74	75	77	79	81	82	84	87
299302	Te Puke Promotion Service Delivery Contract - Civic	32	33	34	35	35	36	37	38	39	40
299401	Katikati Town Centre Promotion Service Delivery Contract	77	79	81	82	84	86	88	90	92	95
302201	District Town Centre Development	-	-	-	234	239	244	250	256	262	269
313505	Waihi Beach Town Centre Development - Capital Wk Program	-	306	365	53	-	-	-	-	-	-
326804	Katikati Town Centre Development - Ward Funded	90	93	96	100	104	108	113	117	122	126
326805	Katikati Town Centre Development - Capital Work Program	150	306	-	-	435	-	-	-	-	-
326903	Omokoroa Town Centre Development - District Funded	220	224	229	-	-	-	-	-	-	-
336501	Waihi Beach Promotion Service Delivery Contract	51	52	53	54	55	57	58	59	61	62

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS'

OUTCOME

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL						TARGET	
		2017	2019	2020	2021	2022-24	2025-28		
<p>Foster partnerships between organisations, including local and central government and businesses to support economic, social, cultural and environmental development.</p> <p>Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p> <p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<p>Key Performance Measure Percentage of economic contracts where key contract requirements have been achieved.</p>	New	≥90%	≥90%	≥90%	≥90%	≥90%		
	<p>Key Resident Measure Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region.</p>	68%	≥65%	≥65%	≥65%	≥65%	≥65%		

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL			TARGET		
		2017	2019	2020	2021	2022-24	2025-28
<p>Council will support external organisations tasked with developing economic activity in the District.</p>	Total invested in economic support through service delivery contracts.	New	≥ \$12 per resident	≥ \$11 per resident	≥ \$11 per resident	≥ \$11 per resident	≥ \$10 per resident
	Number of joint economic initiatives identified in the service delivery contracts that have been implemented.	10	≥2	≥2	≥2	≥2	≥2
<p>Council will facilitate economic development through the development and promotion of the town centres.</p>	Level of resident satisfaction with the promotion of town centres and events in Katikati, Te Puke and Waihi Beach.	64%	≥65%	≥65%	≥65%	≥65%	≥65%

Investment in Economic Support per resident based on population projections. The increasing population and no increase in funding means \$ per resident is reducing.

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
Economic sub-regional 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.	If an effective subregional economic development organisation no longer existed our strategies would be less effective and may cost more to implement.
Economic sub-regional partner: Tourism Bay of Plenty	Tourism Bay of Plenty remains an effective organisation and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Tourism Bay of Plenty continues on a three year rolling basis.	If an effective regional tourism organisation no longer existed our strategies would be less effective and may cost more to implement.
Economic sub regional partnerships: SmartEconomy	Our strategic partners remain committed to the implementation of the SmartEconomy Strategy which we adopted in 2004 and reviewed in 2013. We remain committed to the Regional Economic Strategy, which is driven by the Bay of Connections Governance Group.	If the SmartEconomy strategic partners were no longer committed to the sub-regional strategy we would have to reconsider our own strategy. Similarly, should commitment towards the Regional Economic Strategy differ this connection/alignment would be reviewed.
Local economic development organisations	Town centre promotion and local economic development organisations in our District remain viable, effective and able to take part in joint projects with us.	If effective town centre and local economic development organisations did not exist we would need to consider alternative service delivery models, which may have higher operational costs.
Growth in visitor numbers	International visitor spend is forecast to grow by 5.3% per annum, and domestic visitor spend growth by 3.7% per annum. Overall, tourism is expected to grow by 60% over 10 years to \$1.45 billion. The impact of visitors will be concentrated on our District's coastal communities.	If visitor numbers grow faster than expected there would be pressure on infrastructure and visitor facilities.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	<ul style="list-style-type: none"> ✓ A strong, sustainable local economy is essential for our communities and the District as a whole. A vibrant and viable town centre provides a focus for the community and provides jobs and services along with a destination for socialising and leisure. ✓ The social well-being of communities is affected by its residents' ability to access employment and a range of goods and services. ✓ Economic growth can stimulate provision of additional services and facilities so improving the social infrastructure on offer to our communities. ✓ Social outcomes are inextricably linked to the economy which is recognised in the Economic Strategy. ✓ Community organisations/non-government organisations provide a large number of jobs and significantly contribute to the gross domestic product of the economy. Assisting these organisations in their day-to-day operations and management will improve their ability to contribute to the economy and communities. 	<ul style="list-style-type: none"> ✗ Our role is relatively limited and, while we can support provision of the 'right conditions' for economic development, we cannot control all aspects. 	<ul style="list-style-type: none"> • Maximising what influence Council does have to support economic development.
Environmental	<ul style="list-style-type: none"> ✓ Sustainable economic development considers its potential impact on all four of the well-beings, including the environment. ✓ Supports innovation which maximises the use of local resources and minimises waste that occurs in the production of goods. ✓ Minimising the impact of economic growth on the environment while considering the benefits and need for such growth are important. 	<ul style="list-style-type: none"> ✗ There is often a tension between environmental protection and economic progress. 	<ul style="list-style-type: none"> • We consider the impact of economic development on the environment. Our approach to sustainable development and our legislative framework and guidelines indicate our mechanisms for regulating the impacts of this growth, where this is possible. • We resource community development staff to work with environmental care groups to enhance and improve the environment, particularly in areas where growth has had negative impacts on the natural environment. • Our District Plan has introduced incentives such as Environmental Protection lots to offset some of the impacts of growth on the environment. • We provide educational literature (leaflets, signage) to help our communities appreciate the impacts of growth/human disturbance on the environment.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	<ul style="list-style-type: none"> ✓ A strong local economy is a key part of a robust, attractive, sustainable community. ✓ Supporting the provision of the right conditions for economic development, including employment land, accessible town centres, supporting infrastructure and a quality lifestyle, is vital. ✓ We provide visitor information facilities which encourage more visitors and more spending within the local economy. 	<ul style="list-style-type: none"> ✗ The local economy is driven by many external factors. Our role is therefore limited and while we can seek to create desirable conditions for economic growth we cannot control the direct creation of employment opportunities and continuation of local economic development. 	<ul style="list-style-type: none"> • We understand the need to support economic development and are keen to improve those processes which have an impact on those delivering economic development, for example building and consent processes and our planning framework. • We encourage businesses, landowners, developers and communities to have input our planning and policy development frameworks. We encourage feedback from our communities.
Cultural	<ul style="list-style-type: none"> ✓ Our cultural and historic heritage is a considerable asset and adds to the high quality landscape and built heritage our District offers, all part of a favourable location for economic development. ✓ We support protection and enhancement of this asset and are also aware of the economic opportunities available from cultural and historic tourism. ✓ The Māori economy is significant in the District and has potential to grow and positively impact on the overall economy, particularly as Treaty settlements are concluded. 	<ul style="list-style-type: none"> ✗ There is often tension between the protection of our cultural heritage and economic progress. 	<p>We are aware of the sensitive cultural and historic heritage within our District and seek to work with Tangata Whenua and historic protection agencies to ensure that economic development positively impacts our cultural and historic assets.</p> <p>Where possible we will work to enhance and support opportunities for our communities to learn more about our cultural and historic heritage.</p> <p>Council will support, as appropriate, the development of the Māori economy.</p>

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

ECONOMIC

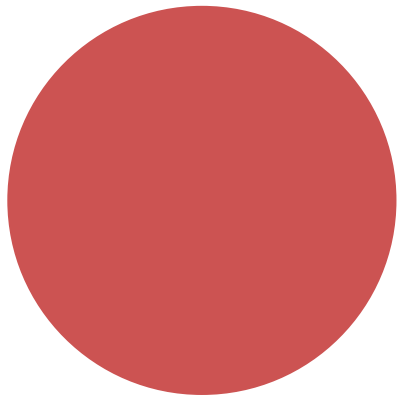
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	\$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	460	929	690	387	778	353	363	373	384	396
To improve the level of service	-	-	-	-	-	-	-	-	-	-
To replace existing assets (renewals)	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	460	929	690	387	778	353	363	373	384	396

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for economic.

FUNDING SOURCES FOR ECONOMIC 2018/19



Economic

● 100% Rate Income