

# Current Activities

The current activities below have been developed from the original "Securing Our Future" Strategy 2002 and are compatible with Council's Long Term Plan 2006-16 direction.

Council and the Trust are engaged in a number of current activities which will continue through the life of this Strategy refresh. These include:

## ***Business Support Group***

The South Waikato Economic Development Trust (SWEDT) (formed in December 2002) established the one-stop shop for business support in Mannering Street, Tokoroa, to service businesses across the District and anyone considering establishing a business. Business Facilitators work with individuals and groups to find the resources they need and provides confidential one-to-one facilitation for new business ideas, training, funding and general direction.

Ongoing strategic business guidance workshops, including local and external networks, are provided to existing businesses at all stages of development. A modest fee for specific projects may apply.

## ***Business Communication Strategy***

SWEDT is developing a Communication Strategy to ensure heightened promotion of its activities, both locally and nationally. An existing communication tool is the South Waikato business development website, [www.southwaikato.com](http://www.southwaikato.com). Monitoring results show that this website is increasingly being accessed as a source of information.

## ***South Waikato Enterprise Evaluation Tool (SWEET)***

SWEET is a web-based business evaluation tool that enables businesses to benchmark, evaluate, monitor and improve their businesses. It was developed by QLBS.com. Information developed using this tool allows SWEDT to provide businesses with targeted facilitation, mentoring and training. SWEET won the Trust a Vero Excellence in Business Support Award 2006 in the Local Government category, ahead of more established centres such as Christchurch and Rotorua. The award recognises SWEDT's outstanding contribution to local business.



## ***Cluster Development***

Council and SWEDT are supporting the development of clusters within the District and encouraging Small to Medium Enterprises (SMEs) to join these clusters. The development of linkages between SMEs with common interests can speed up innovation, promote early adoption of improved technology and enable opportunities for joint marketing and increased purchasing power. Engineering, farming and tourism are the first emerging networks in the District.

## ***Employment Skills Strategy***

In 2005, Council and SWEDT entered into a partnership with Work and Income and Waiariki Institute of Technology to undertake a South Waikato Skills Gap Study and develop an Employment Skills Strategy, identifying key training needs for the District. Many of the actions in the Employment Skills Strategy centre around youth transitions from school to work. With funding from the Ministry of Social Development and administration from SWEDT, a co-ordinator will be employed in 2006 to develop the Employment Skills Strategy into an implementation plan.

## **Youth Employment**

Council and SWEDT are committed to several projects that address youth employment and youth transitions. The Mayors' Taskforce for Jobs, a collaboration of Mayors throughout New Zealand, offers potential to encourage innovative employment creation for 18-26 year olds within the District. Council has signalled it will provide for five cadetships within this scheme. Additional youth transition activities are likely to result from the development of the South Waikato Youth Strategy during 2006/07. Both SWEDT and Council are actively supporting the Gateway programme and the Young Enterprise Scheme.

## **Attracting New Investments**

Council works with other local authorities, business groups and organisations to promote the District as a prime location for investment. Council also supports organisations that provide information and encouragement to potential investors. Through its Long Term Plan 2006-2016, Council is committed to a programme of infrastructure improvement and development. This includes planning for how Council will respond to requests for contributions for infrastructure in new subdivisions. Council proposes to make a provision of \$100,000 from interest in the South Waikato Investment Fund (SWIF) over the next three year period (2006/07 to 2008/09) to contribute to extension of infrastructure to growth areas on a case by case basis.

## **Branding Strategy**

Council will continue to facilitate the development and promotion of the District. Council has trademarked the tag line *Discover it...live it...love it* for use on District promotional material. New billboards already display this branding. Billboards will be erected for each town in the District in 2006/07, with a revolving cycle to keep them fresh. The programme of billboards in towns and promotion of the brand will continue to create a new and attractive image of life and spirit in the District. The branding displays South Waikato as an emerging economic community.

## **Major Regional Initiative**

Council and the Trust are jointly building research and capacity toward an application to NZTE to fund a Major Regional Initiative. The Regional Partnerships Programme provides up to \$2 million for regional economic growth initiatives. The partners are currently working to identify potential opportunities. This programme will be undertaken in 2006/07, following the Economic Development Strategy refresh.

## **Visitor Information Centres**

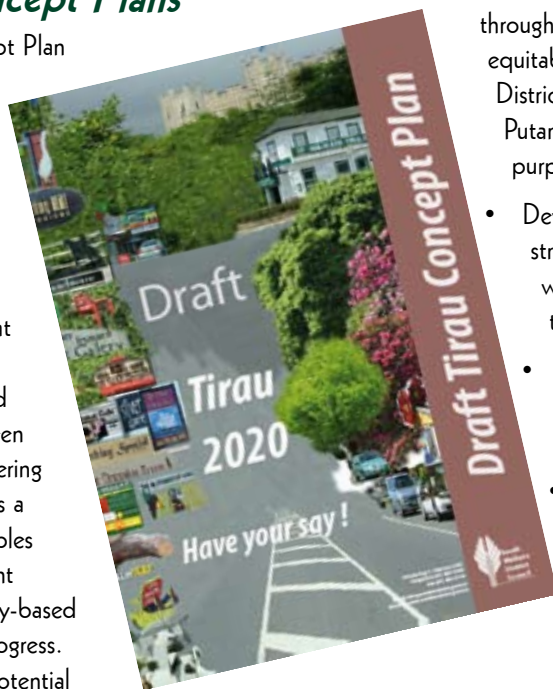
Council funds the provision of Visitor Information Centres in Tirau, Putaruru and Tokoroa. The Tirau Visitor Information Centre ("The Dog") is a national icon visited by an average 500 people per day, peaking at more than 1,000 on weekends and public holidays.

*Corrugated Iron Art: Tirau Visitor Information Centre with Shepherd at Tirau Co-operating Parish Church in foreground*



## Local Area Concept Plans

Council is initiating Concept Plan development for the urban centres of Tirau and Arapuni (2006/07), Putaruru and Tokoroa (2007/08) through community consultation. A Concept Plan is a local area plan that provides co-ordination of key community projects and priority issues and is overseen by a community-based Steering Group. Each Plan involves a long term vision and principles to guide future development planning and has community-based ownership of issues and progress. The Concept Plans have potential to help strengthen community and economic development in each of South Waikato's towns.



burden on ratepayers. Projects financed through the proposed fund would be equitably distributed throughout the District over time including Arapuni, Putaruru, Tirau and Tokoroa. The purpose of the SWDF would be to:

- Develop facilities and amenities of strategic value to the District that would otherwise require financing through rate funding.
- Enhance local employment opportunities and economic growth.
- Attract and retain residents by making the District a more desirable place to live.

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## South Waikato Development Fund (SWDF)

Through its Long Term Plan 2006-2016, Council has established a SWDF to finance approved development projects (amenities), without reliance on rate funding. This would enable strategic development projects to be financed in cases where depreciation funds cannot be applied, or loan funding is considered to place too high a

## Economic Monitoring

Both SWEDT and Council have economic monitoring functions. Council is obliged, under the Local Government Act 2002, to monitor and report progress towards South Waikato's Community Outcomes, including social, economic, environmental and cultural aspects of community wellbeing. Council is identifying a core set of economic indicators as part of this monitoring and reporting process. For further information refer to [www.southwaikato.govt.nz/communityoutcomes](http://www.southwaikato.govt.nz/communityoutcomes).

The following indicators have been jointly chosen by SWEDT and Council representatives as the most relevant to measure the impact of the South Waikato Economic Strategy.

## Economic Indicators

These indicators have been chosen as the most relevant to measure the impact of the strategies agreed to by the participating organisations.

Indicator	Benchmark	Source	Review Date
Population	22,500 prov 2006	Census	June 2011
Employment	7,780 at 2005	Household Labour Force Survey (HLFS)	Annually
Maori Employment	TBA	NZIER/Census	Annually
Unemployment	400 at 2006	HLFS & Work and Income	Annually
Mean Income	TBA	Census	2006
Gross Domestic Product (GDP)	Growth -2 (2004)	Treasury	Annually
New Business	15	SWEDT	Annually
Business Closure	< 10 per annum	SWEDT	Annually

Indicator	Benchmark	Source	Review Date
Retail Vacancy	April 06	Mainstreet	Quarterly
Tirau	8		
Putaruru	18		
Tokoroa	19		
Productivity	Industry specific	Berl/Statnz	Annually
Home Ownership	Increase by 5%	Census	2011
Visitor numbers	Overnight Nos	Tourism Research Council	Annually
	Visitor Nos	Information Centres	
Building Consents 2004/2005	724 permits worth \$23,357,987	SWDC	Annually
Subdivisions	Tirau 5 Putaruru 11 Tokoroa 14	SWDC	Annually
Further Education	912	SWLLG/Census	June 2011
Business Satisfaction	80%	Mainstreet Survey	Annually
Brand Awareness	80%	Council Survey	Annually
Economic Impact Assessment of Events	To be developed	SWDC	Quarterly
Business Success	Average overall score of 7 or more on Business Assessment Tool of SW participants	SWEDT	Annually

## Economic Indicator Glossary

### *Population*

Population is about people residing in the South Waikato District. This indicator can further show ethnicity, age, sex and groups with similar characteristics. The distribution of a population within a defined area can be an important factor to consider for planning and analysis work. Population is measured in three ways actual counts, estimates of changes in actual counts due to population growth from births, deaths and migration.

### *Employment*

The number of people in paid work for one hour or more per week. This figure is different from the labour force figure, which takes the number of people either employed or unemployed, ie, those who want to work. The labour force participation rate is the proportion of the working age population that is in the labour force. As a number of women are choosing to stay at home to bring up families, this skews the availability figure. More generally, it refers to the population aged 15-64 years. This is a crude definition, as some people aged 65 years and over may be in the workforce.

### *Income*

Income before tax which a person aged 15 years and over receives for a financial year from all sources, eg, wages, salary, social welfare payments, interest, dividends, commission, pre-tax business or farming income (less expenses).

### *Gross Domestic Product (GDP)*

A major objective of national accounts is to measure the value added resulting from production. If all production, including non-marketed output was added together, considerable duplication would occur because many goods and services provided by one producer are purchased by another for use in subsequent production. As a result, the value of some goods and services becomes incorporated in the value of other goods and services. One purpose of the national accounting process is to remove the value of intermediate consumption and so arrive at a value of production free of duplication. This is the concept of value added, or GDP.

For individual producers, gross output less intermediate consumption measures their value added and represents the producer's contribution to GDP. GDP therefore, equals the sum of value added from all producers, plus unallocated taxes.

### *Unemployment*

This figure comes from those people registered as unemployed with Work and Income. It does not represent people not working or those who are receiving benefit.

### *New Business*

New business units will be measured in the traditional method in the manner of a Business Directory maintained by SWEDT. This will reveal more current information than business surveys that are available from Statistics New Zealand.

### *Business Closure*

These indicators will show business closure for the District. It does not reflect whether the business has transferred out of the District. However, it does give a picture of business and employment impact.

### *Productivity*

Statistics New Zealand is developing official measures of productivity. These measures are considered vital to better understanding improvements in New Zealand's living standards, economic performance and international competitiveness over the longer term.

Productivity is often defined as a ratio between economic output and the inputs, such as labour and capital, which go into producing that output. Under this project, Statistics New Zealand is developing ways to measure labour, capital and multifactor productivity in New Zealand.

In the New Zealand data series, labour productivity is measured as the amount of goods and/or services produced per hour paid. This measure can be affected by technological change and changes in other inputs, as well as changes in labour efficiency. Capital productivity will be measured as the amount of goods and/or services produced per unit of capital services used. As with labour productivity, this can also be affected by technological change and changes in other inputs, as well as changes in the efficiency of capital.

### *Subdivisions*

Subdivisions of land are an indicator of change of use and possible increase in population. The time lapse from division to development is usually within one year.

### *Building Consents*

Building consents can be separated into residential, commercial and industrial applications. Building consents can show value of consent and therefore capital investment decisions made. This can indicate confidence level of businesses and community in the sustainable future of this District.

### *Business Success*

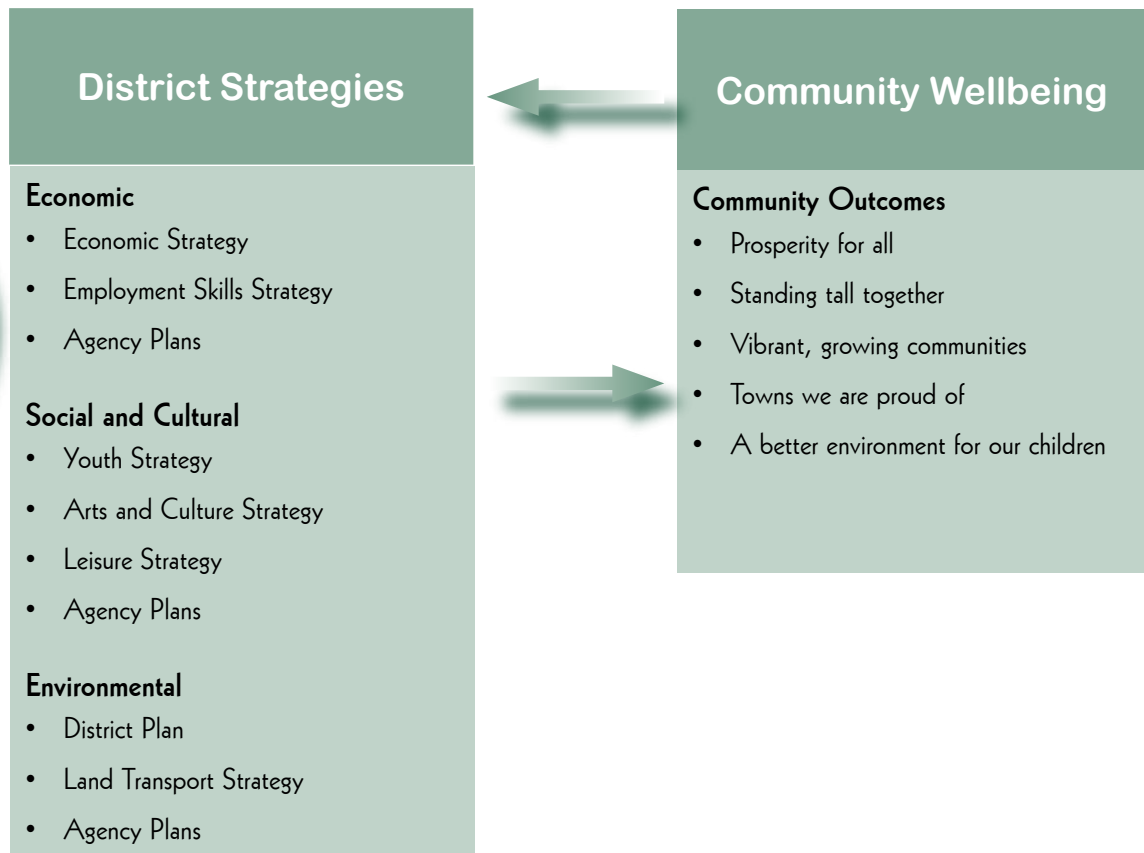
The WebQ tool for business assessment is a feature available free of charge to South Waikato businesses through SWEDT ([www.southwaikato.com](http://www.southwaikato.com)). A score of 7.0 or below indicates areas of greatest opportunity for action to ensure ongoing business success. Each area is awarded a score and an overall score is also recorded. The indicator of business success will see an improvement in overall scores awarded to South Waikato businesses participation in the business assessment tool as monitored regularly by the Trust.

*Sunflower corrugated sign, Tirau*



# Strategic Framework

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## *Community Outcomes*

Community Outcomes are the aspirations expressed through the Long Term Council Community Planning process.

Specific Community Outcomes to which the Economic Strategy contributes include:

CO1.1 Existing businesses and industries are retained and supported.

CO1.2 New business start-ups are encouraged.

CO1.3 Tourism is developed as a key industry and the potential of the Waikato River is realised.

CO1.4 The economic potential of Maori and Pacific Island communities is fulfilled.

CO1.5 South Waikato young people have a future in the District's workforce.

CO1.6 South Waikato has quality infrastructure to support communities and business.

CO2.1 South Waikato has a positive image to anchor community pride and new investment.

CO2.3 South Waikato is renowned for its flourishing arts and culture.

CO3.4 People are connected with employment and activities they want to do.

CO4.1 South Waikato has attractive urban areas, open spaces and private properties that people take pride in.

CO4.3 The District's urban environments are kept clean and tidy and there is a widespread culture of respect for our communities and identity.

CO5.6 Economic growth is in keeping with the special character and environment of the District.

*For further information on South Waikato's Community Outcomes refer to:  
[www.southwaikato.govt.nz/communityoutcomes](http://www.southwaikato.govt.nz/communityoutcomes)*

# Vision, Principles and Objectives

Through a series of industry consultation meetings and workshops, the following Vision, Principles and Objectives have been adopted for this Strategy.

## Vision

*A dynamic thriving District built on the unique qualities of its people, industries and natural strengths*

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## Principles

- To treat all people equitably.
- To foster new ideas and initiatives.
- To leave the whole more prosperous.
- To have economic growth which is not at the expense of the environmental or social wellbeing of the community.
- To work in collaboration with others to deliver benefits for all.

## Objectives

The following Key Objectives will be undertaken over the next three years. Some will continue beyond that period.

Objective	Description
1. Stimulate Employment Growth	1.1 Cadetships. 1.2 Implement Employment Skills Strategy. 1.3 New Business Information and Enquiries.
2. Support Existing Businesses	2.1 Tirau Concept Plan. 2.2 Central Government Employment and Economic Programmes. 2.3 New Forums for Economic Partnerships. 2.4 Research Information. 2.5 Networking and Collaboration. 2.6 Business Awards.

Objective	Description
3. Develop Capacity in all Resources	3.1 Business Training. 3.2 Events Evaluation Tool. 3.3 Waikato River Trail. 3.4 Feasibility Study for Events Centre. 3.5 Cultural Tourism Product. 3.6 Creative Arts Industries. 3.7 Infrastructure. 3.8 Feasibility Study for Aquaculture.
4. Developing a Positive Image	4.1 Billboards for District's Towns. 4.2 Communication Strategy for District Brand. 4.3 Promotional Brochures. 4.4 Environmental Tourism Products. 4.5 District Tourism Strategy. 4.6 Urban Design Protocol. 4.7 Events Database. 4.8 Attractions and Events Promotion. 4.9 Tourism Based Around Major Industries. 4.10 Heritage Tourism
5. Reducing Barriers to Economic Development	5.1 Business-Friendly Council Protocols. 5.2 Venture Capital for Small Businesses. 5.3 Database for Funding Resources. 5.4 Relationship Potential with "Bankable Hamilton".
6. Attracting New Investments and Industries	6.1 Database of Retail and Industrial Sites. 6.2 Zoning Strategy. 6.3 Investor Promotional Pack. 6.4 Business Opportunities Evaluation. 6.5 New Industry Capability Studies.

## *Evaluation and Review*

This Economic Strategy will be reviewed by Council and SWEDT in 2009 and refreshed for a further three year period. Performance measures and targets for evaluating this Strategy are incorporated into the following Economic Action Plan 2006-2009.