

13. ECONOMIC AND COMMUNITY DEVELOPMENT

13.1. What is Economic and Community Development?

- Facilitate the economic development of the District
- Promote our District and communities
- Partner with the South Waikato Investment Fund Trust for the economic benefit of the District
- Carry out economic development planning and actions
- Provide community grants
- Support youth initiatives
- Organise community events to help foster community pride
- Undertake joint ventures with government agencies
- Support skills training and business development
- Advocate for (and with) South Waikato communities

13.2. Why do we do economic and community development?

Growth, resilience and relationships have been identified as core outcomes for the Council over the next ten years. The economic and community development activities of Council are key to the successful delivery of these outcomes in partnership with our communities.

Economic development activities are important so that we can create employment opportunities, attract people to live in the district and move from a declining to a growing population.

The development of a new district Economic Development Strategy is planned to occur in the 2019 year after the Southern Waikato Economic Action Plan (SWEAP) has been completed. The SWEAP is a plan that includes the Waitomo, Otorohanga and South Waikato Districts and has been initiated as part of the region wide Waikato Plan.

Waikato Means Business and the Waikato Regional Council are leading the SWEAP in close partnership with the three Councils. We intend to work through the SWEAP process to develop a sub-regional economic development plan that then aligns to our local district focussed plan. The aim of this approach is to achieve some co-ordination from the Waikato plan through to the SWEAP and then to our local Economic Development Plan.

The SWEAP is a key opportunity for the three districts as the plan will form the basis allowing the districts to apply for and the Government to then potentially channel significant funding into the three areas via its Regional Growth Programme.

An ongoing component of our economic development work is maintaining a strong working relationship with the South Waikato Investment Fund Trust (SWIF). SWIF hold approximately \$24m of funding sourced from funds previously held by Council. These funds are to be used for the benefit of the district to achieve economic development.

We will continue to advocate for the installation of fast fibre to enable improved broadband across our communities. The Tokoroa upgrade has been completed, Putāruru is due in the 2018 and Tīrau is due in year one or two of the LTP.

Community development is important because it helps build community sustainability by encouraging community pride and supporting our community groups. An emphasis on increased participation and engagement is aligned with our planned outcome to increase the value of our relationships with the community and in particular with Māori.

As identified in the Council Outcomes we are in a period of growth for the first time in over twenty years. A key focus for this Long Term Plan is facilitating and supporting growth given that long term population decline has previously been identified as a significant risk to the district. It is essential that our future planning and new housing, community infrastructure and increases in population are

sustainable and in alignment with the environmental, social and cultural aspirations of existing residents. Significant community engagement will be undertaken to ensure that our residents co-develop the district's growth plan. The current District Plan change, which commenced in 2017, is planned to enable business and residential housing growth in Putāruru. Collaboration around the growth planning process started in 2016. Upon the completion of growth planning for the remainder of the district further District Plan changes for the remaining settlements are proposed.

To drive economic growth and development an ongoing focus is on the implementation of a marketing strategy that helps to showcase the benefits and value of living in our district. During this Long Term Plan period Council will focus on enabling positive internal and external perceptions of our district, to support the growth period we are currently experiencing.

In relation to community development we intend to continue our programme of community grants, partnering with and funding our community contract holders, funding clean heating upgrades to improve air quality and to continue as a partner in the district's trade training programme.

Economic and community development contribute primarily to the following Council outcomes and strategies:

Council Outcome	Council Strategy
Growth	<p>Population growth: Council planning for future growth in our settlements with appropriately zoned land will support new housing and business developments to occur when demand is present. This activity provides a method of addressing the previously identified risk to the district of long term population decline. It also responds to the recent increase in demand for the district as a place to live and work.</p> <p>Business and Job growth: The economic development programme will promote the district as a location to carry out business activities. The Trade Training programme will continue to develop skills relevant to the needs of the district.</p> <p>Sustainable growth: Council will consider the infrastructural requirements to support growth and the affordability implications. Concept Planning in collaboration with communities provides for a joint vision to be developed for our various communities.</p>
Resilience	<p>Skill development: Continued collaboration between Council, industry and training providers to develop people with relevant industry skills will increase community resilience through decreasing unemployment.</p> <p>Funding Community Organisations: The Community Grants and Community Contract programmes provide funding for community organisations that carry out positive community and economic development activities. In some cases these activities would not occur without Council support.</p> <p>Clean Air: Our continued involvement in the Warm Homes Clean Air programme contributes to improved air quality and living conditions for our residents.</p>
Relationships	<p>Community relationships: Collaborating with and facilitating connections between community organisations helps develop stronger community relationships and support the rich culture(s) within the communities.</p> <p>Relationship with environment: Growth and concept planning will consider the importance of environmental sustainability in the future development of communities.</p>

13.3. What is planned for economic and community development?

Over the next 10 years, Council has the following major projects (over \$100,000) planned for economic and community development: (a number of these projects sit in other activities of Council eg airport future plan, district infrastructure plan in support of the growth plan and Development Contributions Policy)

Activity	Major Project	Year/s delivered	Cost \$000	Funding source
Talking Poles	Pole installation	2019-2028	112	Level of service
Mainstreet Tokoroa	Community Security Cameras	2021 & 2027	113	Renewal
Putāruru CBD	CCTV camera replacement	2022 & 2028	139	Renewal
Economic Development	Council's involvement in residential property development	2019-2024	1,907	New

13.4. Significant negative effects

The economic and community development group of activities have the potential to impact negatively on our community and environment. These potential effects, and how Council mitigates them are described below.

Potential negative effect	How it will be mitigated
Particular residents may feel deprived of certain opportunities when Council community and economic development policy is implemented in the interest of the general public.	Council will ensure that there are clear policies, systems and processes in place that permit the wellbeing and consensus of the general public.

13.5. How is economic and community development funded?

Rates	98%
Subsidies & Grants	0%
User Charges	1%
Reserves	1%

13.6. What you can expect from us

This section describes what level of service you can expect Council to deliver and how we are going to measure our performance. Unfortunately no baseline data for our performance measures is included in this Long Term Plan because most of our performance measures have been updated and we do not hold any baseline data. We will report on our performance towards achieving these standards in upcoming Annual Reports and Annual Plans.

Level of service

Council is involved in community and economic development to improve social and economic outcomes for the district. This includes mechanisms such as the Warm Homes Clean Air programme, facilitating community events, funding community contract partners, various economic development projects and supporting the Tokoroa Trade Training Centre.

13.7. How you can measure our performance?

The Following Key Performance Indicators (KPIs) relate to the Economic and Community development team and are applicable for the 10 years of this LTP:

- Community Development: Facilitate ten or more events per year, with no less than two key stakeholders supporting or partnering with Council to hold each event.
- Community Development: Engage with, support or facilitate 10 interagency collaboration meetings in the social, education, health, youth and aged care areas annually.
- Community Development: Community Development: 90% of the key performance indicators within community contracts are satisfactorily met by individual contract holders annually.
- Customer Services: At least 80% of the customers who engaged with our frontline customer services team, indicated that they received courteous and respectful service.

13.8. The financials

Funding Impact Statement - Economic and community development
For the year commencing 1 July

	Annual Plan	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
SOURCES OF OPERATING FUNDING											
Rates Revenue:											
General Rates, Uniform Annual General Charges, rates penalties	2,271	2,561	2,614	2,678	2,682	2,611	2,689	2,745	2,803	2,873	2,930
Targeted Rates	134	223	270	280	278	289	296	302	309	317	325
Other Revenue:											
Fees, charges & targeted rates for water supply	7	7	6	7	6	6	6	7	7	8	8
Internal charges & overheads recovered											
TOTAL OPERATING FUNDING (A)	2,412	2,791	2,890	2,965	2,966	2,906	2,991	3,054	3,119	3,198	3,263
APPLICATION OF OPERATING FUNDING											
Payments of staff & suppliers	494	617	630	644	656	670	686	700	715	730	748
Finance Costs	46	57	64	73	81	93	108	115	114	113	111
Internal charges & overheads applied	437	509	532	549	564	563	587	591	602	626	631
Other operating funding applications	1,267	1,416	1,479	1,501	1,456	1,490	1,525	1,563	1,603	1,645	1,690
TOTAL APPLICATIONS OF OPERATING FUNDING (B)	2,244	2,599	2,705	2,767	2,757	2,816	2,906	2,969	3,034	3,114	3,180
SURPLUS (DEFICIT) OF OPERATING FUNDING (A-B)	168	192	185	198	209	90	85	85	85	84	83
SOURCES OF CAPITAL FUNDING											
Increase (decrease) in debt	(127)	150	147	137	126	248	244	(100)	(101)	(103)	(104)
TOTAL SOURCES OF CAPITAL FUNDING (C)	(127)	150	147	137	126	248	244	(100)	(101)	(103)	(104)
APPLICATION OF CAPITAL FUNDING											
Capital expenditure:											
- to improve the level of services	-	-	-	52	-	-	-	-	-	-	-
- to replace existing assets	65	315	322	329	401	329	337	-	-	61	75
Increase (decrease) in reserves	(81)	(40)	(51)	(114)	(126)	(57)	(68)	(74)	(74)	(134)	(148)
Increase (decrease) in investments	57	67	61	68	60	66	60	59	58	54	52
TOTAL APPLICATIONS OF CAPITAL FUNDING (D)	41	342	332	335	335	338	329	(15)	(16)	(19)	(21)
SURPLUS (DEFICIT) OF CAPITAL FUNDING (C-D)	(168)	(192)	(185)	(198)	(209)	(90)	(85)	(85)	(85)	(84)	(83)
FUNDING BALANCE ((A-B)+(C-D))	-	-	-	-	-	-	-	-	-	-	-