

**KAWERAU DISTRICT COUNCIL**

**REGIONAL GROWTH ADVANTAGE  
STRATEGY**

**PART ONE**

**November 2005**

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## Executive Summary and Recommendations

### ❖ Summary

The Kawerau Growth Advantage Strategy focuses on practical ways that actions can be undertaken for the district to take advantage of the growth that is occurring in the wider Bay of Plenty. It is about taking initiatives that support Kawerau being an attractive and desirable place to live yet work elsewhere through reasonably priced housing but with a community having a full range of facilities and services.

Ultimately, the actions recognise and provide for increased employment opportunities as part of a longer term view and capitalising on the Kawerau location for wood based, geothermal and outdoor recreation opportunities.

It is also recognised that collaboration and partnership will be key elements in successfully implementing the actions and an Implementation Group is proposed to assist in this.

This approach has the advantage of ensuring there is ongoing collaboration and that the responsibility is spread across agencies other than just the Kawerau District Council and recognising that this approach capitalises on input from both the public and private sectors. The representation on the group would comprise of local and government agencies together with tourism and education sectors.

Finally it should be noted that implementation is envisaged to occur over 8-10 year period. It is about taking a step at a time, but ensuring each is well anchored.

### ❖ Recommendations

➤ ***That the following growth advantage vision be confirmed;***

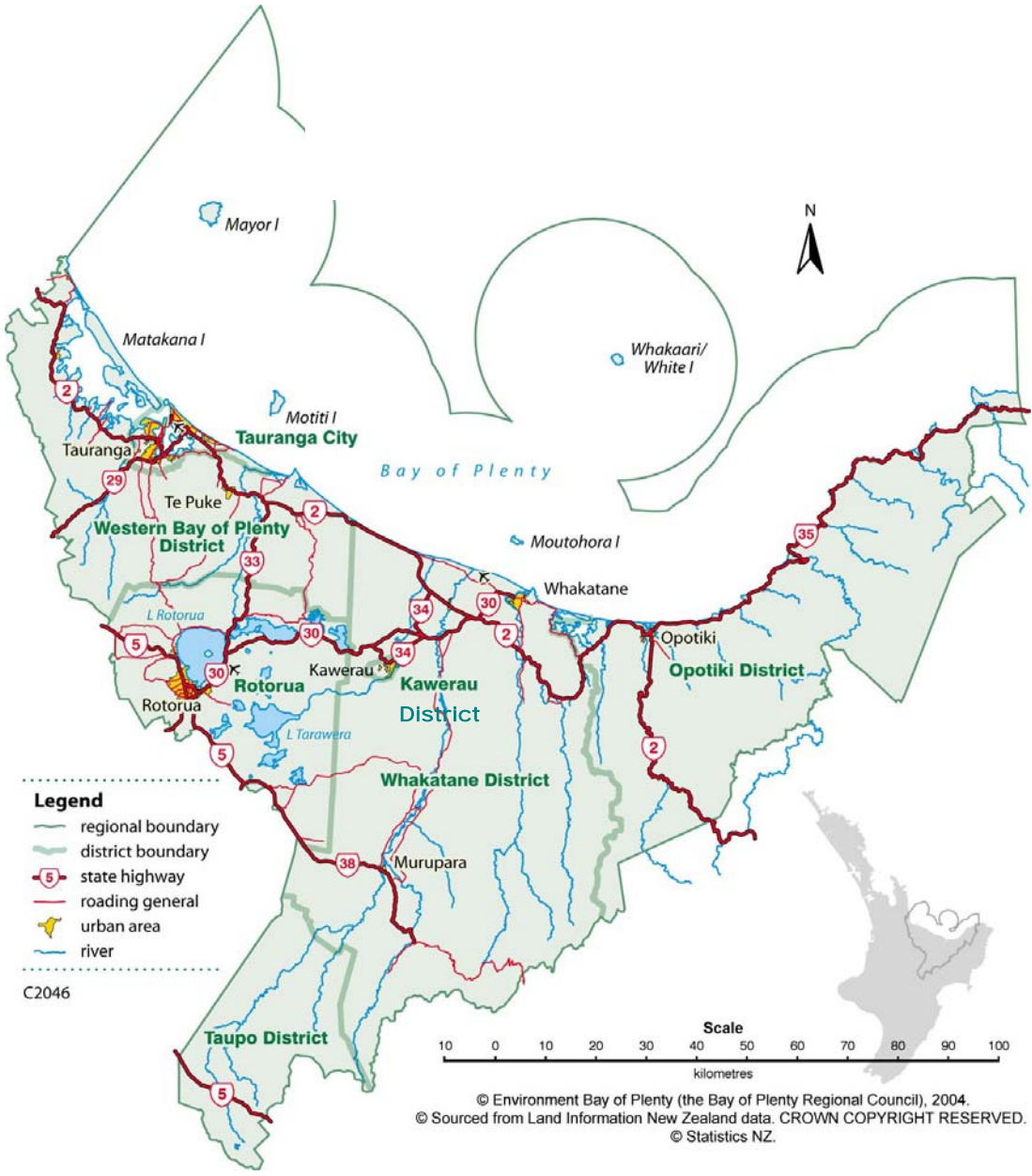
***'Kawerau is a district and community that has a demographically balanced population, provides a range of residential living opportunities and takes advantage of growth and associated initiatives occurring in other parts of the Bay of Plenty region.'***

***This will result in a community that:***

- ***Provides significant residential living opportunities although employment may be in other parts of the region;***

- ***Will have increased community well being with a range of community, social, education and health facilities;***
  - ***Will have, in the longer term, increased employment opportunities;***
  - ***Is capitalising on wood based, geothermal and outdoor recreation opportunities.'***
- ***That the strategy and actions as outlined in Section 7 be confirmed for implementation.***
- ***That the following actions to anchor and overview implementation be confirmed.***
- ***That Kawerau Growth Advantage Implementation (Governance and Technical) Groups be established to oversee and review implementation for the next 3 year period, with membership from the Council, local and government agencies.***
  - ***That Kawerau District Council establish a promotion and marketing fund as part of the LTCCP, to provide dedicated funding to support the promotion and marketing actions.***
  - ***In conjunction with relevant partners, Kawerau District Council establish a dedicated district development fund for property purchase and renovation, once the initial scoping work has been completed and a programme of action determined.***
  - ***That staff be requested to investigate and report back to the Council on the options for funding sources which could include debt and depreciation funding.***
  - ***That the strategy and implementation actions be circulated to all relevant agencies for consideration as a basis for their future involvement in implementation***

# Kawerau: Central Location within the Bay of Plenty



# 1 Background

## 1.1 Regional Growth: Opportunities

A range of regional and sub-regional initiatives have been completed regarding growth management, economic development, transport and the like in the last year in the Bay of Plenty region and the sub-regions such as western Bay of Plenty. One of the more significant strategies that have been put in place is SmartGrowth, the western Bay of Plenty 50 year Growth Management Strategy.

As result of this range of strategy and implementation initiatives, the Kawerau District Council (Council) wishes to undertake a study that will identify the key opportunities available to Kawerau, to take advantage of regional growth, particularly in the western Bay of Plenty.

Kawerau offers many advantages as a lifestyle location and the Council is keen to encourage investment in Kawerau's residential sector and over a longer time period, encourage further business investment into the District. Currently it is estimated that 50% to 60% of the workforce in Kawerau reside outside of the district.

Market forces and individual lifestyle choices will continue to be a strong determinant of where people live, work and play and whether they choose to do this within the confines of a specific community or across boundaries. Affordable living and/or lifestyle may not always be achieved in the same locality that a person works.

Kawerau's central location and proximity to the other major urban centres in the Bay of Plenty Region (55kms from Rotorua, 75 kms from Te Puke, 100kms from Tauranga, 35kms from Whakatane), its relative affordability and the excellent range of community and recreational facilities available to residents, all contribute to a potential to offer living and lifestyle choices for both resident and commuting workers.

## 1.2 Current Situation

Kawerau, which was established as a planned town in the mid 1950's has matured into a community that offers a range of opportunities. These are:

- High levels of public amenity with extensive network of parks and reserves, well planted public areas and road berms.

- Infrastructure capacity to cater for an increased population. The infrastructure can generally handle a population of up to 15,000 people. The current population (2001) is 6,975.
- Significant existing housing stock and potential to add to this immediately. Currently there is little vacant housing stock.
- By comparison with the Western Bay of Plenty and Coastal areas, modest land prices for residential sites.
- Potential opportunities in respect of utilisation of geothermal energy, additional industrial land and relocating housing stock into Kawerau.
- Being a very reasonably priced retirement destination.
- Rural/residential lifestyle subdivision opportunities.
- Heated year round swimming complex and a modern indoor sports complex.

Some future opportunities include:

- Adjustment of local authority boundary to include land for future industrial development.
- Increased opportunity for residential provision for those working in the western Bay of Plenty through reduced travel time once the Tauranga Eastern Arterial is completed in 2010. One of the key aspects of this opportunity is the provision of appropriate public transport such as improved bus services.
- Collaboration with organisations/ agencies in the region in respect of tourism opportunities, economic development initiatives and marketing.
- Involvement and awareness in respect of growth and development initiatives in the western Bay of Plenty due to increased collaboration.
- Increased public sector involvement in the residential and commercial property market such as purchase, renovation, and then resale or long term lease. This would assist in creating a market through the upgrading and renovation process and sending signals that there is a long term future in growing Kawerau as a key residential and lifestyle opportunity for some of the region's increasing population. Improvement of some of the housing stock would assist in enhancing the district as a place to live.

## **2 Purpose**

A major focus of the strategy is to identify what needs to be done to make Kawerau an even more attractive place to live, for people working in the Bay of Plenty region. The study will explore what opportunities are available, what action needs to be taken, and what needs to be done to influence key stakeholders to implement actions that have been identified.

This approach is to provide the basis upon which Council can make longer term planning decisions that will encourage managed growth and the provision of adequate resources and infrastructure to sustain the Kawerau community's regeneration aspirations out to 2015 and beyond.

It will also enable the Council to influence regional land use policy (regional settlement strategy) and transport funding.

## **3 Methodology**

The methodology involved a desktop analysis and review of existing policy and strategy documents as they relate to the Bay of Plenty, Western and Eastern Bay of Plenty and Rotorua. In addition, a number of interviews were conducted and these are noted in Appendix I. The questions which formed the basis of the interviews are contained in Appendix II.

The consultant team also spent time in Kawerau, conducted workshops with elected members, together with input from senior staff and drew on their own knowledge and involvement in respect of the region and district.

Understanding the nature of the Kawerau community was assisted through the Statistics NZ community profile which is contained in Appendix III.

## **4 Deliverables Sought**

A range of deliverables are sought from the study. These include;

- Identification of areas where urban development, including business zones, will intensify in the region and undertake an assessment of the effects such development may have on the Kawerau community and the potential cross boundary work/live/play interaction.

- Defining opportunities to promote Kawerau as a residential lifestyle option.
- Defining ways to influence government and responses to key drivers of change, are considered, including:
  - Central and local government policy
  - Housing growth
  - Demographic change
  - Economic growth
  - Infrastructure investment
  - Environmental change
- Agreement on sensible population projections.
- Agreement from relevant stakeholders on the required infrastructure and services to facilitate growth, including transportation corridor improvements to meet inter-urban needs.
- Noting and actioning existing and proposed linkages with existing central and local government strategies including SmartGrowth, Regional Integrated Growth Strategy, Regional Land Transport Strategy, Regional Economic Development initiatives and Bright Economy (refer Section 10).
- Identification of implementation actions and strategies. It is important to ensure all key players will work effectively together to agree priority actions for facilitating change.

## **5 Strategy Timeframes and Emphasis**

The strategy has a 20 year horizon although it will be reviewed every three (3) years in conjunction with the Long Term Council Community Plan.

In the initial 10 years out to 2015, there is an emphasis on developing Kawerau as a significant residential and lifestyle area that provides for a range of employment opportunities.

A key element of the strategy focus is creating awareness of Kawerau as a place to live and then encouraging people to make the move to do so.

From 2015 to 2025, there will be a greater emphasis on developing further local employment.

## 6 Strategy Vision and Themes

### 6.1 Growth Advantage Vision

The vision outlines what the Kawerau District Council on behalf of the community, would like to achieve in respect of encouraging growth and development and taking advantage of growth in other parts of the region. That vision is as follows;

***Kawerau is a district and community that has a demographically balanced population, provides a range of residential living opportunities and takes advantage of growth and associated initiatives occurring in other parts of the Bay of Plenty region.***

***This will result in a community that:***

- ***Provides significant residential living opportunities although employment may be in other parts of the region;***
- ***Will have increased community well being with a range of community, social, education and health facilities;***
- ***Will have, in the longer term, increased employment opportunities;***
- ***Is capitalising on wood based, geothermal and outdoor recreation opportunities.***

### 6.2 Themes

In order to achieve the project deliverables, four themes have been formulated, around which a number of strategy areas have been developed. It is these strategy areas that will provide the focus for implementation.

<b>THEMES</b>	
<b>Marketing, Branding &amp; Information</b>	
<i>Strategy Areas</i>	<p><b>Marketing to highlight residential, lifestyle and business location opportunities and ensure adequate land is available.</b></p> <p style="text-align: center;">◆</p> <p><b>Working with other territorial authorities and the Regional Council to expand and optimise economic opportunities.</b></p> <p style="text-align: center;">◆</p> <p><b>Provision of agreed population projections and statistical information that fairly reflects current and future trends in respect of Kawerau</b></p> <p style="text-align: center;">◆</p> <p><b>Collaborative marketing opportunities implemented.</b></p>
<b>Awareness &amp; Opportunities</b>	
<i>Strategy Areas</i>	<p><b>Take advantage of the significant level of growth occurring in the western Bay of Plenty by capitalising on the opportunities it provides.</b></p> <p style="text-align: center;">◆</p> <p><b>Consider opportunities that could be provided in the longer term by increased airline services from Tauranga and Rotorua airports and possible new Tauranga base hospital.</b></p> <p style="text-align: center;">◆</p> <p><b>Take a collaborative approach to growth and economic development strategy initiatives.</b></p> <p style="text-align: center;">◆</p> <p><b>Collaboration and partnership with Tourism Bay of Plenty as a regional tourism organisation.</b></p> <p style="text-align: center;">◆</p> <p><b>Assist in the development and achievement of a tourism major regional initiative for the coastal Bay of Plenty.</b></p> <p style="text-align: center;">◆</p> <p><b>Consider and promote opportunities in respect of Kawerau as a sports training venue.</b></p> <p style="text-align: center;">◆</p> <p><b>Support funding application for, and development of sub-regional economic development strategy, with tourism component.</b></p>

<b>Lifestyle</b>	
<b>Strategy Areas</b>	<p>Attract and retain residents by offering unique mix of lifestyle opportunities.</p> <p style="text-align: center;">◆</p> <p>Promote reinvestment and redevelopment of residential areas and properties.</p> <p style="text-align: center;">◆</p> <p>Promote and assist in upgrading and redevelopment of housing in Kawerau.</p> <p style="text-align: center;">◆</p> <p>Work with Housing New Zealand and other social housing organisations on ways of improving use of key property assets in Kawerau. This is also to include use of land banked housing assets that are currently not utilised in some instances.</p>
<b>Facilities and Infrastructure</b>	
<b>Strategy Areas</b>	<p>Continue to offer high quality community facilities and recreational opportunities.</p> <p style="text-align: center;">◆</p> <p>Promote private investment in commercial areas.</p> <p style="text-align: center;">◆</p> <p>Provide input into the Bay of Plenty draft rail strategy, contained in the RLTS review.</p> <p style="text-align: center;">◆</p> <p>Support the development of new airport services both from Tauranga and Rotorua to North and South Island destinations and trans-tasman services from Rotorua.</p> <p style="text-align: center;">◆</p> <p>Support the implementation of enhanced public transport between Kawerau, Rotorua, Whakatane and Tauranga both for commuter and general public usage.</p> <p style="text-align: center;">◆</p> <p>Promote the establishment of both visitor and training staff accommodation and support services such as restaurants.</p> <p style="text-align: center;">◆</p> <p>Provide opportunities for additional industrial land.</p> <p style="text-align: center;">◆</p> <p>Promote and encourage government agencies to locate sub-regional/regional facilities either in the district or in surrounding area.</p>

	<p><b>Promote and encourage indigenous/cultural tourism development with Tauranga Moana Regional Maori Tourism Organisation and opportunities to create a point of difference e.g. Ruatahi Marae has carvings representing the 42 nations from where people have come to work in Kawerau.</b></p>
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## 7 Strategy and Actions

### 7.1 Marketing, Branding & Information

STRATEGY AREA	WHAT	WHO & WHEN
<b>1 Marketing to highlight residential, lifestyle and business location opportunities and ensure adequate land is available</b>	Develop and implement a “live and invest” in Kawerau marketing plan and implementation campaign which specifically targets key existing and potential residential opportunities for Kawerau.	KDC, KEA  1 July, 06
	Provide investor ready business land to support Business growth, employment and investment	Refer Action 7, 7.4
	Need to seek out and collaborate in any regional marketing opportunities and to undertake intra regional campaigns	KDC, KEA ongoing after 1 July 2006
<b>2 Working with territorial authorities and the Regional Council to expand and optimise economic opportunities.</b>	Ongoing liaison between the respective economic development agencies on a minimum of a six monthly basis	KDC
	Potential use of the triennial agreement between the local authorities in the region to formalise collaboration and communication frameworks. This may build on current initiatives, in particular with government departments which is occurring as a result of the LGA 2002 and the LTCCP/ Community Outcomes processes	KDC & Other Councils
<b>3 Provision of agreed population projections and statistical information that fairly reflects current and future trends in respect of Kawerau</b>	Request Statistics NZ to update population projections post the 2006 census	KDC, EBOP  By July 07
	Receiving the University of Waikato population projections, for Kawerau, that have been commissioned by EBOP and considering this information and providing to Statistics NZ as part of the population projection review process	KDC, EBOP  By March 06
<b>4 Collaborative marketing opportunities implemented</b>	Undertake district marketing opportunities in conjunction with tourism and economic development strategy implementation. This would include linking with Conference Incentives NZ. (Marketing)	KDC  Ongoing

## 7.2 Awareness and Opportunities

ACTION AREA	WHAT	WHO & WHEN
<b>1 Take advantage of the significant level of growth occurring in the western Bay of Plenty by capitalising on the opportunities it provides.</b>	Establish the Manager Regulatory & Planning role as the liaison person for 'SmartGrowth' and other growth related strategies, that provides input into strategy implementation and other initiatives.	KDC By December 05
	Establish the Manager Regulatory & Planning role as being responsible for overall strategy implementation.	KDC By December 05
	That KDC be actively involved in the development and implementation of a regional settlement strategy as it applies to the Bay of Plenty, and as noted in the SmartGrowth strategy. In particular this is to ensure that Kawerau is recognised as a location for affordable housing. This may involve changes to the RPS for the Eastern Bay of Plenty and other policy documents/ plans to ensure the role of Kawerau in providing for residential opportunities, particularly affordable housing, is defined.	KDC & EBOP  By September 06 for funding allocation & implementation in 07/08
<b>2 Consider opportunities that could be provided in the longer term by increased airline services from Tauranga and Rotorua airports and possible new Tauranga base hospital</b>	Maintain an interest and provide input into the regional airport investigations and the proposed relocation of Tauranga airport	KDC with TCC, RDC & EBOP  Ongoing with annual review of progress
	Maintain interest and provide input into any discussions regarding the establishment of a new base hospital in the SmartGrowth eastern corridor	KDC & SmartGrowth  Ongoing
<b>3. Take a collaborative approach to growth and economic development strategy initiatives</b>	Advocating to adjoining areas on need to have a collaborative approach and to develop and implement complimentary economic development strategies as opposed to a competitive approach.	TOi EDA, KDC, KEA & other EDAs
	Consideration on an ongoing basis; opportunities to undertake research, investigations, strategy development and economic activities on a joint or collaborative basis.	Toi EDA/KEA

	Meet with the local authorities and economic development agencies in each of these locations to start to identify areas of common interest/ mutual benefit and sharing of information from SmartEconomy, BrightEconomy and local initiatives.	Toi EDA, KEA & KDC & SmartGrowth & BrightEconomy Board  By July 06
	Undertake discussions with Tourism Bay of Plenty to ascertain whether there are opportunities to leverage off the Great NZ Touring Route and Pacific Coast Highway initiatives in a collaborative manner to benefit Kawerau and tourism operators. The promotion of outdoor experiences (walk to Lake Tarawera, possible heritage development & other initiatives)	KDC, Kawerau Community Tourism Trust (KCTT) & Tourism BOP  By February 06 & Ongoing
<b>4. Collaboration and partnership with Tourism Bay of Plenty as a regional tourism organisation</b>	Discuss with Tourism Bay of Plenty the opportunities to become informally and formally involved/ part of that organisation to assist with opportunities and marketing in a collaborative manner	KDC, KCTT & Tourism BOP
<b>5. Assist in the development and achievement of a tourism major regional initiative for the coastal Bay of Plenty</b>	Work with and assist Tourism Bay of Plenty in developing and submitting an application for a major regional tourism initiative in respect of NZTE regional partnerships programme	KDC, KCTT, Toi EDA, Tourism BOP, NZTE  Initial scoping by September 06 with lodgement by July 07
<b>6. Consider and promote opportunities in respect of Kawerau as a sports training venue</b>	Work with the NZ Canoeing Association, Kayaking NZ & others to establish Kawerau as a training venue.	KDC, KEA  Initial scoping by December 06
<b>7. Support funding application for, &amp; development of sub-regional economic development strategy, with tourism component</b>	Work with and support Toi EDA in making funding application and be involved in strategy development. Tourism to be one of the strategy components	Toi EDA, KDC, KEA

## 7.3 Lifestyle

STRATEGY AREA	WHAT	WHO & WHEN
<p><b>1. Attract and retain residents by offering unique mix of lifestyle opportunities.</b></p>	<p>Lift the collective perception of the district by raising awareness within the community of the positive aspects of living and working in Kawerau through targeted and general marketing campaign ( local and those elsewhere)</p>	<p>KDC</p> <p>Refer Action 1 in 10.1</p>
	<p>Measure positive and negative perceptions of Kawerau as a place to live, work, invest and do business.</p>	<p>KDC</p> <p>By December 06</p>
<p><b>2. Promote reinvestment and redevelopment of residential areas and properties.</b></p>	<p>Encourage property owners and developers to invest in redeveloping and upgrading residential properties by such incentives as rates rebates, outlining to developers how straight forward the Council's planning framework is, and Council giving consideration to entering the property market</p> <p>(This would involve purchase, renovation and resale)</p> <p>Housing NZ wish to be involved in such an initiative Also the involvement of Ministry of Social Development (MSD) should be pursued.</p>	<p>KDC, HNZ, Office of Treaty Settlements, MSD &amp; Others</p> <p>Establish working group to undertake scoping report of this action, by March 06.</p> <p>Final Working Group report received in October 06.</p>
<p><b>3. Promote and assist in upgrading and redevelopment of housing in Kawerau.</b></p>	<p>Working with community organisations and iwi/hapu housing providers to leverage maximum funds from Central Government for the upgrading, refurbishment and redevelopment of housing in Kawerau.</p>	<p>Refer to Action 2, above</p>
<p><b>4. Work with Housing New Zealand and other social housing organisations on ways of improving use of key property assets in Kawerau. This is also to include use of land banked housing</b></p>	<p>There are properties administered by Housing New Zealand that may present an opportunity for redevelopment and therefore the use of such housing could be improved by more effective maintenance and utilisation.</p>	<p>Refer to Action 2, above</p>

<b>assets that are currently not utilised in some instances.</b>		
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## 7.4 Facilities and Infrastructure

STRATEGY AREA	WHAT	WHO & WHEN
<b>1. Continue to offer high quality community facilities and recreational opportunities</b>	Continue to maintain to a high standard and develop recreational activities (walkways, cycleways, parks, reserves, gardens etc)	KDC Ongoing
	Continue developing facilities such as the Recreation Centre for events, conferences/seminars and a wide range of recreational activities including heated pool complex	KDC Ongoing
<b>2. Promote private investment in commercial areas</b>	Encourage property owners to invest in redeveloping and upgrading their buildings, for example by providing incentives such as: <ul style="list-style-type: none"> <li>- Rates rebates</li> <li>- Painting incentives</li> <li>- Potential Council purchase, renovation resale or long term lease</li> <li>- Continued Council upgrading of public open spaces</li> </ul>	KDC, Business Association & Property Owners  Initial scoping of action by July 07
<b>3. Provide input into the Bay of Plenty draft rail strategy, contained in the RLTS review</b>	Ensure that the rail infrastructure is adequate to meet the needs of industry in Kawerau, including investigations into rail corridor duplication, route security and ultimate provision/ preserving of options to cater for passenger transport in the long term	KDC  Provide comment on RLTS review by April 06
<b>4. Support the development of new airport services both from Tauranga &amp; Rotorua to North &amp; South Island destinations, and trans- tasman services from Rotorua</b>	Actively support the development of additional airline services through both informal and formal advocacy	Refer Action 2, 7.2
<b>5. Support the implementation of enhanced public transport</b>	Investigate in conjunction with EBOP & MSD the opportunities for public transport provision, both funded and subsidised, including the	

<p><b>between Kawerau, Rotorua, Whakatane and Tauranga, both for commuter and general public usage</b></p>	<p>establishment of taxi service for Kawerau</p> <p>Provide input into the RLTS Review</p>	<p>KDC, EBOP &amp; MSD</p> <p>By April 06</p>
<p><b>6. Promote the establishment of both visitor and training staff accommodation and support services such as restaurants</b></p>	<p>Investigate the future opportunities for provision of visitor and training staff accommodation. The development of further accommodation is important to development of events in the district and attracting sports teams to use Kawerau as training venue. Also consider how other support services could be established such as restaurants.</p>	<p>KDC, KCTT, KEA &amp; Others</p> <p>Initial scoping by June 07</p>
<p><b>7. Provide opportunities for additional industrial land</b></p>	<p>Commence discussions with Whakatane District Council to have zoned and incorporated within Kawerau District, land adjacent to the railway marshalling area, east of the state highway. Seek support of economic development agencies to champion such a proposal on the basis of it's economic benefits to the local economy</p>	<p>KDC, WDC, Toi EDA &amp; KEA</p> <p>Commence discussions by March 06</p>
<p><b>8. Promote and encourage government agencies to locate sub-regional/ regional facilities either in the district or in surrounding area</b></p>	<p>Investigate such opportunities. Examples include correction facilities and training facilities</p>	<p>KDC, KEA, Government Agencies</p> <p>Commence discussions regarding awareness by July 06</p>
<p><b>9. Promote and encourage indigenous/ cultural tourism development with Tauranga Moana Regional Maori Tourism Organisation and opportunities to create a point of difference eg Rautahi Marae has carvings</b></p>	<p>Initiate discussions with Tauranga Moana Regional Maori Tourism Organisation (TMRMTO) regarding the development of indigenous tourism product and associated marketing opportunities</p>	<p>KEA, KCTT, TMRMTO</p> <p>Initiate discussions by June 06</p>

<b>representing the 42 nations from where people have come to work in Kawerau</b>		
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## **8 Implementation, Monitoring & Collaboration with Others**

### **8.1 Implementation Proposals**

The critical success factor of any strategy and actions is leadership and ongoing commitment to implementation. The following initiatives are proposed to assist in achieving successful implementation.

- ***That Kawerau Growth Advantage Implementation (Governance and Technical) Groups be established to oversee and review implementation for the next 3 year period, with membership from the Council, local and government agencies.***
- ***That Kawerau District Council establish a promotion and marketing fund as part of the LTCCP to provide dedicated funding to support the promotion and marketing actions.***
- ***In conjunction with relevant partners, Kawerau District Council establish a dedicated district development fund for property purchase and renovation, once the initial scoping work has been completed and a programme of action determined.***
- ***That staff be requested to investigate and report back to the Council on the options for funding sources which could include debt and depreciation funding.***
- ***That the strategy and implementation actions be circulated to all relevant agencies for consideration as a basis for their future involvement in implementation.***

### **8.2 Implementation Groups and Independent Chair**

- **Implementation Group (Governance)**

This group is to provide governance overview and direction in regarding strategy implementation. It is about spreading the challenges and commitment to implementation across both the public and private sector to assist with a collaborative approach and recognising the contribution each sector can make to successful and well anchored implementation.

Specific tasks would include:

- Leadership in implementing the Kawerau Growth Advantage Strategy
- Overseeing and anchoring the implementation of the strategy particularly the actions for the 3 years from 1 July 2006
- Monitoring and reporting progress on implementation to the Council and other agencies involved
- Reviewing and recommending to the Council, any adjustments to the strategy and actions
- Assisting the Council in undertaking any advocacy and partnership initiatives to achieve strategy implementation
- Providing advice to the Council in respect of any issues arising and how these may be resolved

The group would be serviced and supported by Kawerau District Council.

Generally the skills for membership of this group relate to their existing and future contribution to Kawerau, and a commitment to strategy implementation. It is not intended that those on the group would represent the views of the agency that may have appointed them but to take a wider, more comprehensive view of what is best in the long term for Kawerau.

- **Independent Chair**

It is recommended that an Independent Chair be appointed to lead the governance group. This would assist in sharing the challenges of implementation and allow someone with a dedicated focus to assist in driving implementation in conjunction with the governance group.

The skills being sought in relation to this role include:

- Knowledge of the district
- Build and facilitate teamwork, consultative and collaborative approach and style to make things happen
- Ability to develop and maintain relationships with range of agencies and individuals
- At ease in undertaking an advocacy and leadership role
- Being able to distil issues and provide direction to the governance group

- **Implementation Group (Technical)**

This group will generally comprise of staff from the various organisations and agencies.

It is to assist with undertaking the various actions, providing input and resources as required, ensuring that there is agency collaboration and input, with a focus on understanding the various actions, and reporting progress to the governance group.

This group would have a clear focus on the doing.

Specific tasks would include:

- Undertake, and report on achievement of the actions
- Provide advice to the governance group on issues arising from implementation and how these may be resolved
- Liaison with staff in their respective organisations who may be involved in implementing actions
- Ensure work relating to the actions is undertaken within the agreed timeframes and budget allocations

This group would be chaired by the Council's Manager Regulatory and Planning, with administrative support and services to be provided by the Council.

## 9 National Overview

### 9.1 Demographics and Growth Drivers

New Zealand is a highly urbanised country with more than 85% of the population living in cities and towns. The New Zealand population is projected to grow to 4.4 million by 2021 and 4.6 million by 2051, then to decrease to 4.2 million by 2101. A decreasing birth-rate will become the norm and increasingly, population growth will depend on gains from immigration.

There is considerable population growth in places near water (the coast and lakes) and in areas where there is a more benign climate. The Bay of Plenty is one of those regions and exhibits a range of growth drivers. Although drivers vary in different parts of the country, they include such factors such as:

- Population growth, including local and international migration
- Labour force and employment growth
- Changes in the nature of household composition as a result of demographic change e.g. fewer family households, more single and childless households
- “Sea change” factors such as
  - baby boomer aging
  - the need to cash in a portion of a the primary house investment to help fund retirement
  - declining levels of amenity/safety and transport frustration in larger cities
  - the quest for coastal/rural lifestyle amenity
  - the influence of technology
- Economic activities such as a domestic and international visitor industry

Because of the increasing pressure on communities where population growth is occurring, the challenge is to provide for a range of living opportunities. It becomes more challenging to provide this range, particularly as property values increase out of proportion to income. Therefore there is a need to spread growth and development to a range of areas in close proximity to the actual growth areas.

Also given the increasing mobility of people, they can locate where the living is good but work somewhere else. The attraction of

places for people to live however can be put down to four critical amenities being;

- Variety of services and local 'goods', including restaurants, proximity to sporting and cultural facilities, and access to outdoor recreational activities.
- Aesthetics and physical setting, physical environment and climate.
- Good public services, including quality schools and low crime rates.
- Ease with which individuals can move around. As time becomes more valuable, individuals will tend to avoid areas where transport (time) costs are high.

## **9.2 Economic Development**

From an economic development perspective, there have been significant initiatives in the last 4-5 years. One example has been the establishment of NZ Trade and Enterprise (NZTE) which implements a range of programmes within the Growth and Innovation Framework (GIF) which provides a policy platform for returning New Zealand's per capita income to the top half of the Organisation for Economic Co-operation and Development Countries (OECD).

NZTE's main activities fit into the following areas of:

- Business Development – including incubators, enterprise training, enterprise development, and business clusters
- Export Services – including consultancy services for New Zealand exporters as well as information provision, and export education.
- Sector Development – Bio-technology, creative industries and ICT are the key sectors of focus, while a range of other sectors including agritech and life-sciences, food and beverages and niche manufacturing have also been targeted.
- Regional development.

Through the Regional Partnerships Programme, NZTE is able to fund Major Regional Initiatives (MRIs) of up to \$2 million each.

Kawerau has been successful in attracting a MRI in the form of 'Maintain NZ'. There is an opportunity identified through this strategy to be involved in another MRI, though a collaborative approach in respect of tourism.

## 10 Regional Overview

### 10.1 SmartGrowth

The SmartGrowth Strategy, which was completed in May 2004, is a 50 year vision and implementation plan to manage the growth in the western Bay of Plenty sub-region. It concentrates on the principles of live, work and play in order to provide a balance for growth management.

The population of the sub-region has increased by 14.5% in the period between 1996 and 2001 and is predicted to rise to 198,000 by 2021 and to 284,000 by 2051. The number of households is projected to increase from 49,000 in 2001 to 80,000 by 2021 and 119,000 households by 2051.

- **Corridor Approach**

The Strategy also contains a number of development corridors, whereby future land uses and transportation are closely interrelated. The eastern corridor is of particular interest given it is encouraging growth to the east of Tauranga toward Whakatane and Kawerau.

The components of this corridor include;

- Additional residential and business development at Papamoa East for an additional 45,000 people by 2051.
- The Tauranga Eastern Arterial between Tauranga and Paengaroa to be completed by 2010.
- Possible relocation of Tauranga domestic airport to Paengaroa (200ha post 2021).
- Possible airport related business land (150ha).
- New Tauranga base hospital (40-50ha post 2021).
- Rangiuru Business Park (150ha from 2006). Initiatives are underway to zone land for a major regional business park at Rangiuru, east of Te Puke. This development is closely interrelated with the completion of the eastern arterial. It also has considerable benefits for the Eastern Bay of Plenty area in providing employment opportunities within reasonable commuting distance to Kawerau

A map outlining the SmartGrowth corridors is contained in Appendix IV.

- **Housing**

The significant growth that is occurring in the western Bay of Plenty has meant significant increases in housing costs. Escalating property prices has put pressure on people, particularly working families.

A recent report from the Housing Corporation of New Zealand indicates that Tauranga City has a high percentage of households that are unable to afford a home.

Labour force and population growth will create more demand for affordable housing within the sub-region. There needs to be an adequate supply of affordable housing for the workforce.

This provides a significant opportunity for Kawerau to provide such housing particularly to support the regions workforce and in particular first home owners or those wishing to cash up, have a home in Kawerau as well as cash in the bank to do other things.

## 10.2 BrightEconomy

BrightEconomy which was completed in May 2005, is the Rotorua Economic Development Strategy and is aimed at creating wealth and prosperity for the Rotorua community.

The strategy is comprised of the five action areas of Adding Value to the economy, Dynamic Place, Business Environment, Education & Skills and Building Networks & Growing Capacity.

Contained within the strategy under the Building Networks & Growing capacity are some actions that include the “Eastern Bay of Plenty” and are summarised as follows;

<b>Working with local authorities in the BOP region and adjacent area, to expand and optimise economic opportunities.</b>	Meet with the local authorities and economic development agencies in each of these locations to start to identify areas of common interest/mutual benefit.
	Consideration to be given in collaborating and participating with adjacent Economic Development Agencies and others as appropriate, on a regional approach to a Major Regional Initiative.
	Advocating to adjoining areas on need to have a collaborative approach and to develop and implement complimentary economic development strategies as opposed to a competitive approach.
	Consideration on an ongoing basis; opportunities to

	undertake research, investigations, strategy development and economic activities on a joint or collaborative basis.
<b>Ensure effective advocacy to central government so it responds to needs and priorities of the district.</b>	Hold a forum with central government – key agencies and politicians – to initiate dialogue about the region's issues and priorities.
	Develop relationships with Ministers, Members of Parliament and key government officials to enable dialogue and influence in respect of government policy, funding initiatives and other matters to occur. This is key to Rotorua assisting in leading the Bay of Plenty.

In respect of the Business Environment theme, the following actions are defined.

<b>1. Upgrade transport links between Rotorua, adjacent areas and other regions.</b>	Roading: Promote the continued upgrading of State Highway 36, from Rotorua to Tauranga (Pyes Pa/Tauranga Direct Rd).
	Air: Ensure that airport extensions proceed and that more frequent services between Rotorua and locations such as Auckland, Christchurch, Wellington and Queenstown are implemented.
	Develop Trans-Tasman services.
	Rail: Work with Toll and the New Zealand Railways Corporation to facilitate better use of the local line.

As with SmartGrowth, there are some collaborative opportunities for Kawerau in working with various Rotorua agencies.

### 10.3 SmartEconomy

Smart Economy is the western Bay of Plenty sub-regional Economic Development Strategy. The strategy was completed in 2004.

The following three critical barriers to achieving the vision and outcomes have been identified as the most important to address:

- The Smart Transport Corridors which are incomplete and have insufficient capacity to service the needs of the business community – the movement of products, services and people.
- A critical shortage of land zoned for business purposes. Whilst new business areas have been identified, there is a need for these to be prioritised and action plans to be developed that will ensure that the appropriate zoning and infrastructure is established – including the roading infrastructure.

- A number of industries unable to recruit employees with appropriate skills.

While the Strategy takes a broad view of future economic development, issues of infrastructural deficiency are viewed as a key challenge for future economic development.

One of the most important infrastructural issues for the sub-region is transport, in particular traffic and roading. High population growth has placed increased pressure on the sub-regions infrastructure.

The airport is also another infrastructural concern highlighted. The main issues are: land use and where the airport should be located, services provided, and linkages with other transport facilities. The need for transport linkages has also been noted. An efficient transport network is vitally important to the future prosperity of the sub-region.

#### **10.4 Sub - Regional and Local Economic Development**

The establishment of Toi EDA (Eastern Bay of Plenty Economic Development Agency) has recently occurred. This involves the three territorial local authorities in the sub-region and will provide the basis for the subsequent development of a sub-regional economic development strategy.

Kawerau has been active for many years in respect of economic development and this is best exemplified by the Kawerau Enterprise Agency which was established in 1985, to improve the economic wellbeing of Kawerau. The aims are to maximise the use of available resources, grow existing business and attract new business.

A recent success for Kawerau has been the establishment of a major regional initiative in the form of Maintain NZ, which focuses on developing and implementing training in respect of the reliability of maintenance procedures.

There are further opportunities in growing the wider benefits of this initiative and the provision of training staff accommodation, which is underway, is an example of this.

#### **10.5 Sub - Regional Growth Management Initiatives**

The Regional Policy Statement and SmartGrowth provides the opportunity for joint growth management initiatives between the three territorial Councils in the eastern Bay of Plenty sub-region,

and Environment Bay of Plenty, to undertake some work relating to growth drivers and associated initiatives appropriate to the eastern Bay of Plenty.

The Rotorua District Council has yet to develop a long term strategic land use pattern, but has undertaken some structure planning to accommodate growth on the eastern side of Lake Rotorua.

## **10.6 Regional Land Transport Strategy and Joint Officials Group (JOG) Report**

In September 2004 Environment Bay of Plenty adopted the Bay of Plenty Regional Land Transport Strategy (“RLTS”) under the new Land Transport Management Act 2003 (“the Act”). The document is a first for New Zealand. It has been prepared in response to the rate of growth in the Bay of Plenty.

The strategy has a 10 year focus on transportation in the Bay of Plenty Region. It has a particular emphasis on the 2004 – 2006 period and will be reviewed again in 2006.

The vision of the strategy is;

*“an integrated, safe, sustainable land transport needs that meets the current and developing needs of the people of a vibrant and growing region”.*

Section 3 of the RLTS identifies a number of key issues facing the region, in particular, the critical links between future land use and transport. The strategy focuses on a corridor pattern of development and seeks to implement in a practical manner, the key strategic corridors from the SmartGrowth Strategy.

The Strategy focuses on the following Strategic Outcomes:

- Integration
- Safety and Personal Security
- Responsiveness
- Sustainability
- Economic Development
- Energy Efficiency
- Access and Mobility
- Public Health

Other outcomes relate to inter and intra regional corridors, demand management, monitoring and funding.

As a result of extensive public submissions this Strategy has a much greater emphasis on both rail and public transport.

The RLTS recognises that successful growth management requires timely infrastructure investment. There is an infrastructure lag particularly in the major roading areas in the western Bay of Plenty. The Strategy identifies a significant funding gap for the region.

- **Transport Funding**

The Bay of Plenty Transport Funding Project involved the formation of a steering group and two working groups to examine funding options for the continued development of the region's land transport infrastructure. Importantly, the project was regional in focus with the emphasis on Tauranga due to the serious need within the city.

The project group was made up of representatives from local government, the Ministry of Transport, Treasury and Land Transport New Zealand and a final report was produced in early July and recommendations went to Cabinet based on that report.

On the 3 August, the Hon Pete Hodgson announced the outcomes of the funding project, which included a \$150 million Crown Grant, and also confirmed the tolling of Harbour Link. The announcement was significant for the Bay of Plenty and can be attributed to the hard work and good thinking that has gone on as a result of projects such as SmartGrowth and the Regional Land Transport Strategy.

Without these initiatives it would have been much more difficult, if not impossible, to have achieved the current outcomes.

Further detail is contained in Appendix V.

- **Rail**

Freight transportation is vital to the Bay of Plenty, particularly in terms of the Port of Tauranga. Rail plays a large role in the movement of freight and the region would like to see any barriers that currently exist to using this mode removed. At present, the Bay of Plenty has the highest heavy vehicle weight intensity on roads in the country. There are growing community concerns over the volume of freight being carried via trucks on the roading network.

The Bay of Plenty handles over a third of New Zealand's rail traffic and has the most densely utilised sector of the national rail network. As part of implementing the RLTS a meeting has been held with OnTrack and Toll Rail to discuss issues and opportunities for rail in the Bay of Plenty.

Opportunities for the Bay of Plenty include increasing rail freight capacity, rail corridors (protecting existing corridors, designating new corridors) and funding sources. Key outcomes from the

meeting was the need for the region to support current rail initiatives in terms of increasing freight capacity, to ensure that future opportunities for rail are not foreclosed (such as the removal of rail corridors), and for the region to take a visionary approach in terms of future possibilities for rail, such as passenger transport.

A Draft Rail Strategy for the region has recently been developed and will be the subject of discussions over the next few months. It is intended that it will form part of the reviewed Regional Land Transport Strategy. Investigation into long term public transport opportunities is an action within the strategy.

It is also On Tracks intention to produce a capital works programme for the region for the next 10 years. The Council should assess this programme in order to ensure that it meets its expectations for future rail development, in particular the reopening of unused lines.

Appendix VI defines the rail network for the Bay of Plenty region.

### 10.7 Sub - Regional Demographic Forecasting Project

Environment Bay of Plenty has commissioned the University of Waikato to undertake population and demographic forecasting for the eastern Bay of Plenty. This work has not been completed but preliminary information has been provided to the Regional and territorial Councils.

In respect of Kawerau District, the following projections have been made.

Year	SNZ	DFP	DIFF
2001	7,290	7,290	0
2011	6,320	6,320	0
2021	5,710	5,710	0
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2031	4,910	5,410	500
2041	3,810	5,600	1,790
2051	2,480	5,970	3,490

SNZ = Statistics NZ  
DFP = Demographic Forecast Projection

## 11 Local Influences and Initiatives

### 11.1 Community Outcomes

The Local Government Act 2002 requires the identification of long term outcomes that are important to the community. Outcomes have been determined in respect of the Kawerau community and these are contained in Appendix VII.

Where appropriate, community outcomes have been reflected in the strategy actions.

### 11.2 Population Projections

The following projections are sourced from Statistics New Zealand and are based on historical and future trends. Significant population decreases are indicated, however given the resurgence in people wishing to live in Kawerau, it is proposed that after the 2006 census, that discussions be held with Statistics New Zealand to ensure there is an understanding of changing trends and the increasing desirability of Kawerau as a place to live, work and play.

In addition, the demographic forecasting noted in Section 10.7 will have been completed and the population projection and demographic information will be available as an input to such a review.

Territorial Authority	Variant	Population at 30 June						Change 2001-2026	
		2001	2006	2011	2016	2021	2026	Number	Percent
Kawerau District	High		6,900	6,600	6,500	6,300	6,100	-1,200	-17
	Medium	6,975	6,700	6,300	6,000	5,700	5,300	-1,900	-27
	Low		6,600	6,000	5,600	5,200	4,600	-2,600	-36