

Strategic Planning & Policy Committee Public Agenda - 1 April 2025

Council Chambers
Waipā District Council
101 Bank Street
Te Awamutu



Chairperson
Her Worship the Mayor SC O'Regan

Members

AW Brown, LE Brown, PTJ Coles, RDB Gordon, ML Gower, MG Montgomerie, DM Morgan, MJ Pettit, EM Stolwyk, CS St Pierre, BS Thomas, B Harris - Te Kanohi

01 April 2025 09:10 AM

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APOLOGIES



DISCLOSURE OF MEMBERS' INTERESTS

Members are reminded to declare and stand aside from decision making when a conflict arises between their role as an elected member and any private or other external interest they may have.



LATE ITEMS

Items not on the agenda for the meeting require a resolution under section 46A of the Local Government Official Information and Meetings Act 1987 stating the reasons why the item was not on the agenda and why it cannot be dealt with at a subsequent meeting on the basis of a full agenda item. It is important to note that late items can only be dealt with when special circumstances exist and not as a means of avoiding or frustrating the requirements in the Act relating to notice, agendas, agenda format and content.



CONFIRMATION OF ORDER OF MEETING

Recommendation

That the order of the meeting be confirmed.



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Governance

Subject: **CONFIRMATION OF MINUTES**

Meeting Date: 1 April 2025

1 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

The local authority, its committees, subcommittees and any local and community boards must keep minutes of their proceedings. These minutes must be kept in hard or electronic copy, authorised by a Chairperson’s manual or electronic signature once confirmed by resolution at a subsequent meeting. Once authorised the minutes are the prima facie evidence of the proceedings they relate to.

The only topic that may be discussed at a subsequent meeting, with respect to the minutes, is their correctness.

2 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

That the open minutes of the Strategic Planning and Policy Committee meeting held on 5 February 2025, having been circulated, be taken as read and confirmed as a true and correct record of that meeting.

3 ATTACHMENT - ĀPITITANGA

Strategic Planning and Policy Committee Open Minutes – 5 February 2025.

COMMITTEE MINUTES



Committee: Strategic Planning and Policy Committee
Time: 9.10am
Date: Wednesday 5 February 2025
Venue: Council Chambers, Waipā District Council
101 Bank Street, Te Awamutu

PRESENT

Chairperson

EM Stolwyk

Members

Her Worship the Mayor SC O'Regan, AW Brown (left the meeting prior to the recommencement of the meeting), LE Brown, PTJ Coles (left the meeting prior to the recommencement of the meeting), RDG Gordon, ML Gower, MG Montgomerie, DM Morgan, MJ Pettit (left the meeting prior to the recommencement of the meeting), CS St Pierre, B Harris - Te Kanohi

Opening Karakia – Councillor Morgan

1 APOLOGIES

RESOLVED

2/25/01

That the apology from Councillor Thomas who was away on Justice of the Peace Service be received.

Councillor L Brown / Councillor St Pierre

2 DISCLOSURE OF MEMBERS' INTERESTS

None.

3 LATE ITEM

None.

COMMITTEE MINUTES



4 CONFIRMATION OF ORDER OF MEETING

RESOLVED

2/25/02

That the Strategic Planning and Policy Committee confirms the order of the meeting.

Councillor Morgan/Councillor Coles

4A RESOLUTION TO EXTEND THE MEETING

[The meeting was adjourned at 9.12am and reconvened at 3pm]

[Councillor A Brown gave his apologies prior to the recommencement of the meeting]

[Councillor Coles gave his apologies prior to the recommencement of the meeting]

[Councillor Pettit gave his apologies prior to the recommencement of the meeting]

RESOLVED

2/25/03

That it is acknowledged that the Strategic Planning and Policy Committee meeting will continue beyond 6 hours and that Item 9 - Lake Ngā roto Reserve Management Plan Review be taken before item 7 – Government Changes Impacting Local Government and Submission to the Resource Management (Consenting and Other System Changes) Amendment Bill.

Councillor St Pierre/Councillor L Brown

5 CONFIRMATION OF MINUTES – 5 NOVEMBER 2024

RESOLVED

2/25/04

That the open minutes of the Strategic Planning and Policy Committee meeting held on 27 November 2024, having been circulated, be taken as read and confirmed as a true and correct record of that meeting.

Councillor St Pierre/Councillor Morgan

6 CONFIRMATION OF MINUTES – 3 DECEMBER 2024

RESOLVED

2/25/05

That the open minutes of the Strategic Planning and Policy Committee meeting held on 3 December 2024, having been circulated, be taken as read and confirmed as a true and correct record of that meeting.

COMMITTEE MINUTES



Councillor L Brown/Councillor St Pierre

7 GOVERNMENT CHANGES IMPACTING LOCAL GOVERNMENT AND SUBMISSION TO THE RESOURCE MANAGEMENT (CONSENTING AND OTHER SYSTEM CHANGES) AMENDMENT BILL

[This item was taken after item 9]

The purpose of this report was to:

- provide an overview of the changes being progressed by Central Government that may impact Waipā District Council or local government more broadly; and
- obtain approval from the Committee on the content and lodgement of a submission on the Resource Management (Consenting and Other System Changes) Amendment Bill 2024.

RESOLVED

2/25/07

That the Strategic Planning and Policy Committee

- a) *Receives the report of Melissa Russo, Manager Strategy titled Government changes impacting Local Government and submission to the Resource Management (Consenting and Other System Changes) Amendment Bill [ECM number 11376929]*
- b) *Approves the submission to the Resource Management (Consenting and Other System Changes) Amendment Bill [Appendix 2 ECM number 11378220] to be lodged with the Environment Select Committee on or before 10 February 2025.*

Councillor Morgan/Councillor Gower

8 FUTURE PROOF FAST-TRACK DEVELOPMENT

The purpose of this report was to provide an initial update and background on the Fast-track Approvals Act 2024, set the course for Future Proof processes and seek approval for a delegation to the Chief Executive to approve items in relation to the pre-substantive application stage of the process.

RESOLVED

2/25/08

That the Strategic Planning and Policy Committee

- a) *Receives the report of Wendy Robinson, Manager District Plan & Growth titled Future Proof Fast-track Development [ECM number 11372773];*

COMMITTEE MINUTES



- b) *Delegates authority to the Chief Executive to undertake such tasks, make such decisions, provide such information and enter into such communications on behalf of Council, as appropriate, in relation to engaging with, and/or responding to consultation requests from the Minister, any authorised person or applicant relating to a project, prior to a substantive application for that project being made under the Fast-track Approvals Act 2024 (“2024 Act”). For the purpose of this delegation, “authorised person”, “applicant” and “project” have the same meaning as in the 2024 Act.*

Councillor St Pierre/Councillor Gower

9 LAKE NGĀ ROTO RESERVE MANAGEMENT PLAN REVIEW

[This item was taken before items 7 and 8]

[At the commencement of this item Committee Member Harris declared an interest]

The purpose of this report was to:

- provide an update on the Lake Ngā Roto Recreation Reserve Management Plan 2009 (RMP) review;
- seek the Strategic Planning and Policy Committee’s (Committee) endorsement of the new draft RMP for public consultation; and
- confirm the Committee would hear submissions.

Xsyt Senior Consultant, Anna McElrea (via Zoom) spoke to the Committee and was available to answer questions.

An amendment was made to recommendation c) delegating authority to the Group Manager Customer and Community Services to make editorial amendments to the draft Lake Ngā Roto Reserve Management Plan prior to notification. The original recommendation c) in the report became recommendation d).

RESOLVED

2/25/06

That the Strategic Planning and Policy Committee:

- a) *Receives the report of Aidan Kirkby-McLeod, Reserves Planning Team Leader titled Lake Ngā Roto Recreation Reserve Management Plan Review (document number 11353186);*
- b) *Approves providing notice under sections 41(6)(a)-(b) of the Reserves Act 1977 enabling a two-month period for objections, comments or suggestions on the draft Lake Ngā Roto Reserve Management Plan in Appendix 1;*
- c) *Delegates authority to the Group Manager Customer and Community Services to make editorial amendments to the draft Lake Ngā Roto Reserve Management Plan prior to notification, and*

COMMITTEE MINUTES



- d) *Confirms the Strategic Planning and Policy Committee will hear submissions if submitters wish to speak to their submissions in accordance with section 41(6)(d) of the Reserves Act 1977.*

Councillor St Pierre/Councillor L Brown

10 RESOLUTION TO EXCLUDE THE PUBLIC

RESOLVED

2/25/09

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
<i>11. 290726 Cambridge Wastewater Treatment Plant Inlet Works Equipment and Peripherals – Increase to Approved Contract Sum.</i>	<i>Good reason to withhold exists under section 7 Local Government Official Information and Meetings Act 1987</i>	<i>Section 48(1)(a)</i>

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act, or Sections 6, 7 or 9 of the Official Information Act 1982, as the case may be, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, are as follows:

Item No.	Section	Interest
<i>11</i>	<i>7(2)(b)(ii)</i>	<i>To protect information which if public would unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information.</i>



Councillor Morgan/Councillor Gower

The meeting went into Public Excluded session at 3.35pm

There being no further business the meeting closed at 3.40pm

CONFIRMED AS A TRUE AND CORRECT RECORD

CHAIRPERSON:

.....

DATE:

.....



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Governance

Subject: **CONFIRMATION OF MINUTES**

Meeting Date: 1 April 2025

1 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

The local authority, its committees, subcommittees and any local and community boards must keep minutes of their proceedings. These minutes must be kept in hard or electronic copy, authorised by a Chairperson’s manual or electronic signature once confirmed by resolution at a subsequent meeting. Once authorised the minutes are the prima facie evidence of the proceedings they relate to.

The only topic that may be discussed at a subsequent meeting, with respect to the minutes, is their correctness.

2 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

That the open minutes of the Strategic Planning and Policy Committee meeting held on 24 February 2025, having been circulated, be taken as read and confirmed as a true and correct record of that meeting.

3 ATTACHMENT - ĀPITITANGA

Strategic Planning and Policy Committee Open Minutes – 24 February 2025.

COMMITTEE MINUTES



Committee: Strategic Planning and Policy Committee
Time: 9.10am
Date: Monday 24 February 2025
Venue: Council Chambers, Waipā District Council
101 Bank Street, Te Awamutu

PRESENT

Chairperson

Her Worship the Mayor SC O'Regan

Members

AW Brown, LE Brown, PTJ Coles, RDG Gordon, ML Gower, MG Montgomerie, MJ Pettit, CS St Pierre, EM Stolwyk, BS Thomas, B Harris - Te Kanohi

Opening Karakia – Committee Member Harris

1 APOLOGIES

RESOLVED

2/25/08

That the apology from Councillor Morgan who was away on personal business be received.

Committee Member Harris/Councillor St Pierre

2 DISCLOSURE OF MEMBERS' INTERESTS

None.

3 AHU AKE WAIPĀ COMMUNITY SPATIAL PLAN DELIBERATIONS

[The meeting adjourned at 11.15am and reconvened at 11.32am]

[Councillor Gordon left the meeting at 11.51am and rejoined the meeting at 11.54am]

The purpose of this report was to enable deliberations and decisions on Waipā District Council's Draft Ahu Ake, Waipā Community Spatial Plan and Draft Implementation Plan.

COMMITTEE MINUTES



Group Manager Strategy, Kirsty Downey formally opened this item acknowledging the passing of kaumātua Harold Maniapoto, who helped to develop, encourage and guide Ahu Ake Waipā Community Spatial Plan.

Ms Downey introduced Principal Strategic Planner, Vanessa Honore who led the item and consultant Ben Petch who was in attendance to provide support.

Ms Honore spoke to the summary of submissions and associated recommended amendments to the Ahu Ake Waipā Community Spatial Plan for the Committee to consider.

During deliberations the Committee requested some minor changes to the document as reflected in recommendation e) i, ii and iii.

The Committee directed staff to seek clarification with Hamilton Airport regarding the formal name of the airport being either Hamilton Airport or Waikato Regional Airport Limited.

RESOLVED

2/25/09

That the Strategic Planning and Policy Committee

- a) **Receives** the report of Vanessa Honore – Principal Strategic Planner titled ‘Ahu Ake Waipā Community Spatial Plan Deliberations’, (ECM Number 11347947);
- b) **Notes** that written submissions for Ahu Ake Draft Waipā Community Spatial Plan and Draft Implementation Plan were received by the Committee on 27 November 2024, as attached in Appendix 6 - Schedule of full submissions (ECM 11338108 and ECM 11338118);
- c) **Notes** that verbal submissions on Ahu Ake Draft Waipā Community Spatial Plan and Draft Implementation Plan were heard by the Committee on 27 November 2024;
- d) **Considers** and **determines** all verbal and written submissions on Ahu Ake Draft Waipā Community Spatial Plan and Draft Implementation Plan as referred to in recommendations b) and c) and summarised further in this report and Appendix 1 (ECM 11384253) and Appendix 2 (ECM 11384267), along with staff comments and recommendations as set out in Appendices 2 and 3 to this report;
- e) **Recommends** that Council adopts Ahu Ake Draft Waipā Community Spatial Plan and Draft Implementation Plan attached as Appendix 3 (ECM 11388761) and Appendix 4 (ECM 11388762) subject to the following amendments:

COMMITTEE MINUTES



- i. Change the name of the “Heritage Asset Master Plan” to “Heritage and Cultural Asset Master Plan”,*
 - ii. Undertake a broader approach to the wording used in the documents on addressing the housing needs of an ageing population by using terminology that references seniors rather than retirement/retirees, and*
 - iii. Ensure that our Iwi and Mana Whenua partners are specifically referenced in the sections on “Reinforcing Council collaborative and co-design approach”,*
- f) Delegates authority to the Group Manager Strategy to make minor editorial changes to the Ahu Ake Draft Waipā Community Spatial Plan and Draft Implementation Plan prior to the documents being presented to Council for adoption.*

Committee Member Harris /Mayor O’Regan

Closing Karakia – Committee Member Harris

There being no further business the meeting closed at 12.05pm

CONFIRMED AS A TRUE AND CORRECT RECORD

CHAIRPERSON:

.....

DATE:

.....

COMMITTEE REPORT



INFORMATION ONLY

To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Manager Governance

Subject: **Community Boards 6 Monthly Reporting**

Meeting Date: 1 April 2025

1 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

As part of Community Boards 2.0, both community boards are required to report to the dedicated oversight committee, the Strategic Planning and Policy Committee. The purpose of this reporting is for the Committee to consider the success of the community boards in the context of Community Boards 2.0.

2 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

That the Strategic Planning and Policy Committee receive the report of Jo Gread, Manager Governance titled Community Boards 6 Monthly Reporting (ECM Number 11417002).

3 COMMENTARY - KŌRERO

The role and function of our community boards was reviewed, at the request of Waipā District Councillors, in early 2022. Dr Steven Finlay of EQUIP Consultancy carried out the review and reported his findings to Council in July 2022. His report recommended that the councillors, executive, staff and community boards, work collectively to raise both the state of the community boards functioning and relevance to their respective communities.

The following recommendations from the EQUIP review were adopted at Council's 26 July 2022 meeting:

1. The state and relevance of community boards needs to increase so that Council can see the value proposition of participative democracy in action;
2. Council to reaffirm its relationship to its community boards and delegate responsibility, resourcing and oversight to the appropriate committee and Executive Leadership Team;

11417002

3. Community boards to reaffirm their relationship to Council and staff and to improve their governance maturity with professional relationships;
4. Council to renew delegations to a more narrowly defined community need; and
5. Community boards to re-engage with their communities and mana whenua, with support from Council staff enabling engagement processes.

The findings of this review are what is now known as Community Boards 2.0.

As part of Community Boards 2.0, the Strategic Planning and Policy Committee was appointed as the oversight committee for community boards as the matters considered by that committee were noted to be of key interest to the community boards, such as: bylaws, policies, Long Term Plan, Annual Plan and Ahu Ake – Waipā Community Spatial Plan. The Implementation Plan that was produced for Community Boards 2.0 recommended regular reports from community boards to the oversight committee to measure the successes of the community boards.

Each community board has prepared a memo to the Committee (included as appendices), which looks at their strategic priorities, documenting what work they have undertaken to date, as well as what is planned over the next 6 months.

4 APPENDICES - ĀPITITANGA

No:	Appendix Title
1	Memo from Cambridge Community Board (ECM Number 11417026)
2	Memo from Te Awamutu & Kihikihi Community Board (ECM Number 11416999)



Jo Gread
MANAGER GOVERNANCE



Approved by Kirsty Downey
GROUP MANAGER STRATEGY

APPENDIX 1

Memo from Cambridge Community Board (ECM Number 11417026)



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Elise Badger, Deputy Chairperson Cambridge Community Board

Date: 17 March 2025

Subject: **CAMBRIDGE COMMUNITY BOARD UPDATE**

Community Board Strategic Priorities

Priority	Action to Date	6 Month Work Plan
New Cambridge Library/Community Hub	<ul style="list-style-type: none"> • Preparation of submission to long term plan • Understanding current financial pressures for WDC 	<ul style="list-style-type: none"> • Continue attending the library and understand the ongoing need for a new library/community hub • Final submission into LTP • Continue to workshop new library alternatives that may fit more feasibly with the financial constraints.

<p>Cambridge Connections</p>	<ul style="list-style-type: none"> • Preparation of submission to long term plan • Attended Fort St parking sessions • Attended Chamber led timed parking issue sessions 	<ul style="list-style-type: none"> • Support conversations with the community in terms of the value of safe multi-modal transport options and opportunities for all members of the community • Submit to LTP for permanent improvements in safety and access for pedestrians, school children, multi-modal users through Shakespeare St • Ensure the community are kept up to date with this project • Advocate for the continued timely progression of Cambridge Connections
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	<ul style="list-style-type: none"> • Created space at our public forums for community discussions and information sharing. • Continued an ‘open door’ policy to hear from the community regarding the way forward for the Cambridge Connections project 	
<p>Sister Cities</p>	<ul style="list-style-type: none"> • Le Quesnoy ANZAC delegation 2025 planned • ANZAC Service Planning • Armistice service planning 	<ul style="list-style-type: none"> • Le Quesnoy Delegation April • ANZAC and Armistice Service • Continue Cambridge-Le Quesnoy FA meetings

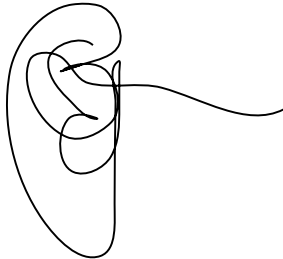
<p>Vibrant CBD</p>	<ul style="list-style-type: none"> • Continued relationship with Cambridge Chamber of Commerce to understand the needs of the CBD • Attended CBD and Fort St parking meetings with stakeholders including emergency services • Installed Christmas decorations 	<ul style="list-style-type: none"> • Preparation of LTP submission on enhancing vibrant CBD • Advocate for drinking fountains in CBD and reserve spaces • Advocate for increased seating in CBD • Advocate for feasibility study into Riverside Park development • Submit to LTP for feasibility study for Riverside Park Development • Continue to advocate for parking solutions for Cambridge CBD (some cross over into Cambridge Connections)
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Commentary

Community connection continues with important progress being made in our relationships with community groups, as well as attendance at a range of community and council events.

The next body of work will be focused on developing a comprehensive and influential LTP submission. Our work these past 6 months has reflected our increased understanding of the council’s financial restraints, and of course the challenging timeline of the LTP preparation. Our Chair has attended LTP workshops and had the opportunity to ask questions and feed into the process.

The CCB awaits updates and progress on Cambridge Connections, and the opportunity to submit to the LTP. The CCB is currently workshopping the way for Cambridge Community awards to enhance community engagement in this space.

A handwritten signature in black ink, appearing to read 'Elise Badger', written over a faint, stylized outline of an ear.

Elise Badger
Deputy Chairperson Cambridge Community Board

APPENDIX 2

Memo from Te Awamutu & Kihikihi Community Board (ECM Number 11416999)

To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Ange Holt, Chairperson Te Awamutu & Kihikihi Community Board

Date: 23/03/2025

Subject: **TE AWAMUTU AND KIHIKIHI COMMUNITY BOARD UPDATE**

Community Board Strategic Priorities

Priority	Action to Date	6 Month Workplan
Enhance Connection to Our Communities	<ul style="list-style-type: none"> • Another Clean Up Day in Te Awamutu & Kihikihi was held on Sun 29 Sept 2024. • Continued Media columns in both papers • Board members are regularly connecting with service groups and organisations including the Business Chamber and Destination Te Awamutu. • Regular attendance at the KK Residents & Ratepayers meetings. • Engagement with the Community Board National Body by way of attending Quarterly updates. Sharing ideas with other Community Board leaders and members. • Attend opening of the bridge panel installation. • Attended the Kakepuku Mountain Open Day 	<ul style="list-style-type: none"> • Make a media plan (meeting pending). • Continue to connect with community via attendance to organisation meetings, openings and public engagement events, regular catch ups with key groups such as Destination TA, the Business Chamber and KK Residents & Ratepayers
Improve Internal Processes	<ul style="list-style-type: none"> • Maintain polite and supportive communication with staff. • Attended LWDW workshops and LTP workshops. • Met with Cr Clare St Pierre and Dale-Maree Morgan. • Create a document to keep up with where we are at with queries to staff and recommendations. 	<ul style="list-style-type: none"> • Attend monthly meetings with staff, if they are re-established • Implement recommendations from the review. • Follow up, being provided with memos of items that impact Te Awamutu from Council Meetings

<p>Improve Governance and Advocacy</p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Continued participation in submissions to date. These continue to include ideas and recommendations from the community. • Advocating for a review of the Kihikihi Cycle Ways on behalf of the community. • Fluoridation advocacy. Attended presentation by US Lawyer Michael Connett. • Attended Memorial Park Meetings to support the community and find a way forward for the development and maintenance of the Park • After meeting with WDC staff, retail, chamber, greypower and public changes were made to CBD parking times (extended to 120min) • Listened to the Community request a tidy up of our welcome sign on Ohaupo Road and that they do not want it removed. • Waste incinerator (Waste to Energy Plant) preparation for EPA Board of inquiry. • Create a document to keep up with where we are at with queries to staff and recommendations. • Provided initiative for Memorial Park regarding cost saving opportunities regarding replacement of seats. • Heritage signage - received initial designs - seeking greater input to make this a community project with Council input. 	<ul style="list-style-type: none"> • Continued work with staff and councillors to iron out the differences around the TA Memorial Park Plan in support of the TA Community • Continue to advocate for the community (70% role) • Continue to encourage attendance by the public to attend the public forum so they can bring their issues to the fore • Attend council meetings to speak to submissions where necessary. • Continue to advocate for the inclusion of Holmes Garage as an ideal site and for purpose project for Te Awamutu in this location. • Request a meeting with Mayor, CEO and Chairs to discuss a more effective method for Community Board to be heard without being stymied by Conflict of Interest
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Support Projects in the Community	<ul style="list-style-type: none"> • Working with the Business Chamber to support The Holmes Garage Project – providing a covered community space for markets etc • Support for Te Paparoa and Kihikihi Skatepark • Support for a Kaipaka Pa Park and walkway • Support Kakepuku Mountain restoration work, included taking part in a Wattle Pulling Working Bee 	<ul style="list-style-type: none"> • Working on tidying up the Ohaupo Rd Welcome Sign, with Softwash booked. • Follow up and continue to advocate and support projects that the community want through the discretionary fund. • Now electric ground cables are in, continue talks with Waipa Networks and Ngāti Apakura – currently waiting for their aspirations.
Promote Waste Minimisation in Our Community including Leading on Waste Minimisation Projects	<ul style="list-style-type: none"> • Regularly attend and support the e-waste collection by Urban Miners • Continuing Project Battery by providing a place for waste batteries to be disposed. This has included ongoing sponsorship from Pak'n'Save to help cover increased costs due to the success of the project. 	<ul style="list-style-type: none"> • Continue to support current initiatives like Urban Miners, with a minimum of 3 members at each event & the Battery Recycling.

Commentary

Since our September report to SP & P we held another Clean Up day, that went pretty well, and got us out in the community. We had a couple of very light agenda's, and did not have a December Meeting as there was nothing to go in our agenda. With January off we have only had 4 meetings at the time of writing this report, but a nice long break, ready for the last few months of our term.

During this time, I have been fortunate to attend the Local Water Done Well Plans and the Long Term Plan workshops and am very grateful to have been invited to attend. These have been very interesting and worthwhile, improving my understanding of both topics. We have also very much appreciated having Melissa Russo attend our meetings (via zoom) to bring LTP updates and answer any questions we might have.

We also have had the opportunity to get together to go over our Strategic Plan for the remainder of the term. As outlined above we do not have a huge number of things on, but will continue to participate in E waste days with Urban Miners, run another "Clean Up" day, along with our normal advocacy role.



Kane has worked hard on behalf of the Community Board to raise awareness of the new scientific data that has come out of the States in regard to fluoridation. He also attended the presentation given by US lawyer Michael Connett. If you are interested in having a look, the YouTube video of his Wellington presentation is here: [\(1620\) Water Fluoridation: US Attorney Michael Connett's Presentation - Landmark Court Case Against US Govt - YouTube](#)

It is worth a look. As a Community Board we have supported stopping the addition of fluoride, not only due to the harm it may cause but because we as a community should have a choice to have fluoride in our water – it should not be a government decision. We are disappointed that at a local level this has not been supported, especially when you see many other councils taking a stand.

Lou and John stepped up to try to make a case for fixing the fence and repairing the seats in the War Memorial Park to save a significant amount (approx. \$65,000). Total cost would have been about \$2,500 as we also ended up with a kind offer from Dan at Mitre 10 Mega to sponsor the repair of the seats. Once again, an opportunity to save money and to involve the community by doing something they asked for was denied on the basis that councillors had approved the renewals budget, and it needed to be followed so the work would go ahead.

Jill has the portfolio of seniors in our community. She has taken it upon herself to work with parliament to make our rest homes a better place to be. For the special folk in our lives to have quality in their life. Jill was invited in October to speak to the Health Select Committee at Parliament and will follow this through until it is in action. Her proposal is to have 6 key factors, which Barbara Kuriger has said should be followed through.

In reflecting we have done our best to act on behalf of the community who elected us. We worked very hard to get The Holmes Garage Project across the line, we have continued to speak up for the community. Unfortunately, most of these things have not gone in the direction the community supported.

We did however have one small success and that was to get extended parking in the Te Awamutu CBD from one to two hour parking. To date the feedback has been very positive. Thank you to Bryan Hudson and Rachael Algar for the hard work you put in to make this happen.

I'd like to make special thanks to Debs Holmes, for all her hard work behind the scenes getting our meeting agendas organised and all the mahi that goes into this.

Thank you to my fellow Community Board Members who continue to work hard, listen to their community and strive towards getting results for them, in what is a very challenging environment.

Ange Holt
Chairperson Te Awamutu & Kihikihi Community Board

COMMITTEE REPORT



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Economic Development Advisor

Subject: **Approval of the draft Economic Wellbeing Strategy and supporting information for public engagement**

Meeting Date: 1 April 2025

1 PURPOSE - TAKE

The purpose of this report is to seek approval of the draft Economic Wellbeing Strategy, draft Implementation Plan and supporting information for public engagement and feedback.

2 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

The draft Economic Wellbeing Strategy, draft Implementation Plan and supporting information are presented for approval to allow for public engagement and feedback. This strategy aligns with Ahu Ake, Waipā Community Spatial Plan and will guide Council in its role in supporting economic wellbeing. It is proposed that public engagement will be undertaken over a three-week timeframe, to ensure the community have opportunities to provide feedback in accordance with section 82(1)(d) of the Local Government Act 2002.

3 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

That the Strategic Planning and Policy Committee

- a) *Receives the report of Joy Mickleson, Economic Development Advisor, titled 'Approval of the draft Economic Wellbeing Strategy and supporting information for public engagement', (document number 11260378); and*
- b) *Approves the draft Economic Wellbeing Strategy (document number 11230635, attached as Appendix 1) and draft Implementation Plan - Economic Wellbeing Strategy (document number 11279023, attached as Appendix 2) for public engagement and feedback, with timing to be advised; and*
- c) *Approves the Economic Wellbeing Strategy draft summary feedback document (document number 11264328, attached as Appendix 3) and Economic Wellbeing Strategy - draft feedback form, (document number 11264442,*

attached as Appendix 4), as a basis of public engagement seeking feedback on the draft Economic Wellbeing Strategy.

- d) *Delegates to the Group Manager Strategy authority to make any final minor editorial amendments to the draft Economic Wellbeing Strategy, draft Implementation Plan - Economic Wellbeing Strategy, Economic Wellbeing Strategy draft summary feedback document and the Economic Wellbeing Strategy - draft feedback form, prior to public engagement.*

4 BACKGROUND – KŌRERO WHAIMĀRAMA

Rapid change, multiple challenges and enormous opportunity have become the everyday ‘norm’ facing Waipā’s economy today. These factors impact our key industries, infrastructure, and community services, and the ability of Council to respond in a way that is relevant and agile. There is a need for an Economic Wellbeing Strategy to guide Council in its role in supporting sustainable economic growth and enhancing community wellbeing.

This strategy signals a new direction for Council in supporting a sustainable economy. The current strategy has focussed on economic *development* – business investment and attraction, employment numbers, production of goods and services – where the value generated is measured solely against the contribution to Gross Domestic Product. Economic *wellbeing* (the focus of this strategy) takes a more holistic view, considering the value generated as determined by the contribution to a range of outcomes including social, cultural, environmental, and economic outcomes. Economic development is a part of this wellbeing and relies on synergies with other wellbeings to be truly effective.

The strategy has been drafted informed by feedback received during informal engagement and formal consultation on Ahu Ake, Waipā Community Spatial Plan, and workshops that were undertaken with the business community at the commencement of the review process. This feedback highlighted three key themes: high-quality employment growth, rural economic growth, and tourism/destinations and culture-based foundations. Feedback from Mana Whenua emphasised the importance of a strong Māori economy in Waipā, improving our approach to these themes.

This draft strategy helps us focus on priorities, define the Council's role, and ensures we adopt a holistic approach to economic growth, with consideration of all aspects of community wellbeing.

On 12 February 2025, a workshop was held with Elected Members to outline and receive feedback on the draft Economic Wellbeing Strategy, accompanying draft Implementation Plan, summary feedback document and feedback form prior to the documents being released for public engagement. Any feedback that was received was actioned and is incorporated into the documents as tracked changes.

Moving forward, our engagement focus lies in validating the three themes with the community. There will be a mixture of engagement methods, including traditional and social media, calling for feedback from the wider community through Council's webpage (Have Your Say), social pinpoint, Facebook, etc. We propose to have focus group meetings with Mana Whenua and Iwi and key stakeholders. This process provides an opportunity to check that our direction resonates with the community's expectations, rather than revisiting what should be included in a strategy. This alignment is important as the Economic Wellbeing Strategy is one of a suite of plans which will advance the objectives set out in Ahu Ake.

5 SIGNIFICANCE & ENGAGEMENT – KAUPAPA WHAI MANA ME NGĀ MATAPAKINGA

Staff have considered the key considerations under the Significance and Engagement Policy, in particular sections 7 and 8 and have assessed that the matters in this report have a medium level of significance. Accordingly, public engagement seeking feedback on the proposal, rather than a formal special consultative procedure, is proposed.

6 OPTIONS – NGĀ KŌWHIRINGA

Option	Advantages	Disadvantages
<p>Option 1: Do nothing</p>	<ul style="list-style-type: none"> No staff or other Council resources required. 	<ul style="list-style-type: none"> Fails to meet the strategic framework package requirements of implementing Ahu Ake. Council has no clear guidance on its role in supporting economic wellbeing in the community.
<p>Option 2: Approve the draft strategy, draft implementation plan and supporting information as the basis for public engagement seeking feedback on the draft Economic Wellbeing Strategy and draft Implementation Plan</p>	<ul style="list-style-type: none"> Keeps project timelines on track and avoids delays in implementation. 	<ul style="list-style-type: none"> Limited opportunity for further refinement of the draft documents and supporting information prior to the commencement of public engagement.
<p>Option 3: Request additional work to be done on the draft strategy, draft</p>	<ul style="list-style-type: none"> Allows for further refinement to better reflect the desires of Elected Members. 	<ul style="list-style-type: none"> Further delays the process, which has already been extended due to the need to consider other workstreams. Given that this

<p>implementation plan and supporting documents before public engagement on the draft Economic Wellbeing Strategy and draft Implementation Plan is undertaken</p>		<p><i>work has been in the pipeline for a significant period, any further delays may impact overall progress and timeframes.</i></p>
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The recommended option is Option 2 because it keeps the project on schedule and does not require additional staff input and/or resources. Further refinement will be able to be undertaken having regard to the feedback provided through this public engagement process.

7 OTHER CONSIDERATIONS – HEI WHAIWHAKAARO

Council’s Vision and Strategic Priorities

One of Council’s community outcomes is to be economically progressive, which means:

- We have financially sustainable decision making and work programmes.
- We provide new infrastructure as an economic stimulus for our district.
- Our services provide excellent value for money.
- We actively promote our district to enable development, employment, and business opportunities.
- Waipā is a great place to invest and do business.

The Economic Wellbeing Strategy aligns with Council’s community outcomes by guiding Council’s role in supporting and investing in infrastructure, community services and programmes that contribute towards economic growth in Waipā.

Additionally, Ahu Ake is an umbrella strategy, with one of the key focus areas being the economy. The Economic Wellbeing Strategy allows us to deliver on Ahu Ake, as well as the community outcomes.

Legal and Policy Considerations – Whaiwhakaaro ā-Ture

Staff confirm that the Option 2 complies with Council’s legal and policy requirements.

Financial Considerations – Whaiwhakaaro ā-Pūtea

The total cost to complete the development of the Economic Wellbeing Strategy is estimated to be \$30,000. This includes costs relating to engagement, design and publishing of the Economic Wellbeing Strategy, Implementation Plan and supporting information. This amount is budgeted for within operating budgets for the 2024/25 current year when the costs will be incurred.

Risks - Tūraru

There are no known significant risks associated with the decisions required for this matter.

Iwi and Mana Whenua Considerations - Whaiwhakaaro ki ngā Iwi me ngā Mana Whenua

Mana Whenua and Iwi were involved in developing Ahu Ake. Several themes emerged through this partnership, one of which was the desire to create an even stronger Māori economy in Waipā. The implementation of the Economic Wellbeing Strategy includes provisions that can strengthen the Māori economy, such as:

- Investing in young Māori leadership programs
- Implementing social procurement measures that encourage local employment
- Developing urban design guidelines that incorporate art and cultural elements within public spaces
- Collaborating with Mana Whenua and Iwi to understand and address the impacts of rural business activities on the environment
- Monitoring economic impacts on Māori communities.

8 NEXT ACTIONS

Action	Responsibility	By When
Public engagement	Economic Development Advisor supported by the Strategy and Comms & Engagement teams	Timing to be advised
Consideration of feedback and adoption of Economic Wellbeing Strategy	Strategic Planning and Policy Committee	Timing to be advised

9 APPENDICES - ĀPITITANGA

No:	Appendix Title
1	Draft Economic Wellbeing Strategy (document number 11230635)
2	Draft Implementation Plan – Economic Wellbeing Strategy (document number 11279023)
3	Economic Wellbeing Strategy draft summary feedback document (document number 11264328)
4	Economic Wellbeing Strategy – draft feedback form (document number 11264442)



Joy Mickleson
ECONOMIC DEVELOPMENT ADVISOR



Approved by Kirsty Downey
GROUP MANAGER STRATEGY

APPENDIX 1

Draft Economic Wellbeing Strategy (document number 11230635)

DRAFT

WAIPĀ ECONOMIC WELLBEING STRATEGY

APRIL 2025



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SETTING THE SCENE

In 2023 we engaged with our communities as part of the development of Ahu Ake – Waipā Community Spatial Plan. Here is a taste of what we heard that has helped inform this Waipā Economic Wellbeing Strategy.



“Māori economy will strengthen with relationships. Need to bring Māori business leaders together in a shared space.”



“Housing and better pay elsewhere are key obstacles for working whānau wanting to come home.”



“Great idea for Waipā as a destination! Capitalise on our natural assets!”



“A focus on youth education and employment also delivers on providing for overall community wellbeing.”



“To attract high quality businesses that create new jobs, our towns need good developers to create great new/revitalised spaces for office, retail and living.”



“The district needs to provide a high quality of infrastructure and social infrastructure to support thriving families.”



“Business and accommodation needs to be encouraged in Pirongia and Te Pahu to support the mountain as a destination.”



“Agree with retaining Hautapu as a key industry area, provided that the supporting infrastructure the development would need is in place (beforehand).”



“We should be encouraging live, work, play options in and around key centres alongside focussed and targeted industrial land use activities.”

Ready. Act. Aim.

This is the mantra for business today as rapid change, multiple challenges and enormous opportunities have become everyday occurrences impacting our economy.

We face the same challenges in developing a strategy to provide for economic wellbeing in our communities – how can we provide a relevant, agile strategy in anticipation of fast-paced change?

Firstly, we need to understand that economic **wellbeing** is different from economic **development**. Wellbeing is all encompassing and includes our people, culture and environment as key parts to a thriving economy. Economic wellbeing relates to everything and everyone including access, equity, social support, income, housing, medical care, education, employment, and community development.

Economic **development** focuses on business development, investment and productivity. All important to a 'well' economy, but not the only aspects that indicate success.

Secondly, we need to use data-driven analysis and reporting to develop assumptions for the future. Throughout this strategy we reference several data reports from various sources including Infometrics, Market Economics and Waikato Regional Council.

These reports, on a range of data including housing, population, and industry sectors, tell us we can expect to see continued population growth in our towns and villages; continuing demand for industrial land; increasing impacts from climate change and changes in farming and land use practices; and a desire to entwine culture and art in the public realm as both an expression of our communities and to create destinations.

Thirdly, through the development of Ahu Ake, Waipā Community Spatial Plan, we have engaged with Mana Whenua and Iwi, business and industry, key stakeholders and our communities, to get their input into how Council can provide for economic wellbeing.

We have created the Waipā Economic Wellbeing Strategy to understand what we need to do as a Council as we work together with Mana Whenua and Iwi partners, key stakeholders and our communities to deliver the outcomes our communities aspire to have. In striving to build a sustainable and growing economy we recognise that economic wellbeing does not stand alone – to truly thrive our community needs to be well culturally, socially, and environmentally.

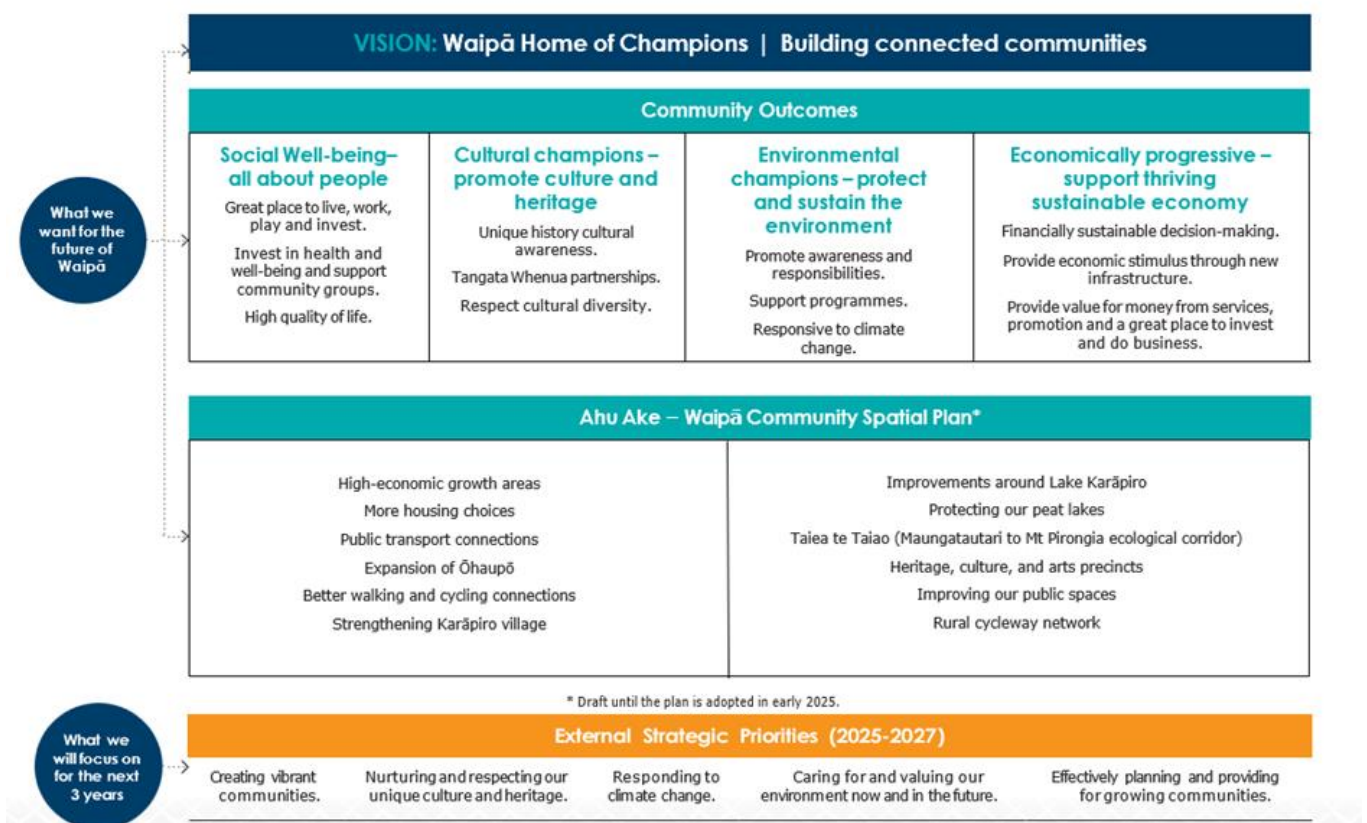
People, places, and partnerships are at the core of our communities and this strategy, along with others that implement Ahu Ake, Waipā Community Spatial Plan, will help to guide us along this journey to successfully achieve our vision and community outcomes.

Connecting Our Vision: From Strategic Framework to Economic Wellbeing Strategy

In our pursuit of building connected communities, one of our four community outcomes is to foster an economically progressive environment. This commitment to “supporting a thriving economy” was one of the key factors that informed the development of the Ahu Ake – Waipā Community Spatial Plan.

Ahu Ake serves as a blueprint for shaping our community’s future, and includes a comprehensive chapter on economic development. Within this plan, we recognise that our Economic Wellbeing Strategy is not just a standalone initiative but a crucial component of Ahu Ake’s broader framework.

The Economic Wellbeing Strategy emerged from the strategic vision outlined in Ahu Ake. By aligning with Ahu Ake’s goals, our strategy aims to address key economic priorities and ensure sustainable growth.



* to be adopted as part of the 2025-34 Long Term Plan in June 2025.

HOW DID WE GET HERE?

Council supports and contributes to Waipā District's economic wellbeing through our everyday areas of work that include:



Infrastructure: Water services, roads and pathways



Community Assets: Libraries, pools, parks, reserves and playgrounds



Planning: District Plan, Spatial and Strategic Planning



Community Programmes: Mayoral Task Force for Jobs



Partnership: Collaboration with Mana Whenua and Iwi, and our local government partners with Colab and Hamilton Waikato Tourism being examples



Future Proof: Growth planning and Affordable Housing across the sub-region



Climate Change: Through delivery of a comprehensive work programme to better understand and effectively respond to impacts of climate change



Events: An events programme that brings our community together and attracts tourists and tourism investment

The Waipā Economic Wellbeing Strategy outlines a pathway towards our vision and community outcomes, through partnerships and collaboration, further defining the role we play in economic wellbeing.

Mana Whenua and Iwi, key stakeholders and community members who joined us in workshops informing the development of the strategy as well as those who contributed to Ahu Ake – Waipā Community Spatial Plan through world café workshops, told us that an Economic Wellbeing Strategy needs to be delivered with a 'whole of community' approach. We also sought input from businesses, industry bodies and associations, support and training organisations, tertiary institutions, local and central government authorities, and agencies.

We will continue to grow relationships with these organisations as we deliver the strategy – walking shoulder-to-shoulder, not in front or behind, meeting challenges and making the changes needed for collaboration, alignment and agreement.

OUR WAY FORWARD

Connecting Our Future: The Link Between Ahu Ake and Economic Wellbeing

In Waipā, we are committed to a future where everyone thrives – our land, our people, and our economy. Ahu Ake has laid the groundwork through extensive community engagement where we heard that economic wellbeing and a district that balances growth with sustainability are important to our people. Now, the Economic Wellbeing Strategy (EWS) takes these ideas forward, turning vision into action, creating the foundations for new opportunities right here in our communities.

What We Have Learned – our Foundations

From listening and engaging with our community while developing Ahu Ake, three key themes emerged which have informed the new Economic Wellbeing Strategy. The themes are:

1. **High-quality employment growth in urban areas:** Our communities emphasised the need for more high-quality jobs that are accessible within our urban centres. This aligns with our commitment to transform Waipā’s urban areas into dynamic economic hubs where innovation and opportunities thrive.
2. **Rural economic growth, including support for land-based primary production industries and adaptation to climate change:** Engagement highlighted the importance of supporting our rural economy and the necessity for sustainable practices that are adaptable to climate change. We aim to support our rural economy by promoting methods that combine tradition with innovation, ensuring our agricultural and horticultural practices can thrive sustainably.
3. **Tourism/destinations and culture-based foundations:** Our communities highlighted the value of our cultural and natural heritage and its potential to attract tourists. This insight is driving our focus on developing tourism in ways that celebrate our cultural narratives, making Waipā a must-visit destination.

These themes guide our actions, ensuring that the Economic Wellbeing Strategy is a comprehensive response to the community’s needs and aspirations. Ahu Ake has been developed to ensure we successfully deliver our vision and community outcomes, providing for the enhancement of community wellbeing. The Economic Wellbeing Strategy gives us the ‘how’ – the specific steps we’ll take to make that happen.

Incorporating the Māori Economy

The Māori economy, deeply rooted in values of whanau (family), health, well-being, and support, aligns naturally with the principles of the Anchor Institution Framework. While traditional European economic models are often dollar-centric, focusing primarily on financial gain, the Māori economy prioritises making sure that all elements—social, economic, cultural, and

environmental—are in harmony. This values-based approach resonates strongly with this strategy, which is not solely about financial success but about nurturing our communities.

The Māori economy was, and still is, built on trade. Thriving and vibrant well before European settlement, it continues to do so today and is predicted to be the fastest growing economy nationally. Historically Māori have traded domestically and internationally in kai (food, including kaimoana), tools and utensils, clothing and textiles.

Today, Maori own a significant portion of assets in the primary sectors: 50% in fishing quotas; 40% in forestry; 30% in lamb production; 30% in sheep and beef production; 10% in dairying and 10% in kiwifruit.¹ The Māori economy is also diversifying, with new investment areas including geothermal, digital, services, education, tourism and housing. Māori have adapted quickly to the digital age, combining these skills with a natural entrepreneurial flair producing a new era of Māori enterprise.

Culture, whanau, and whakapapa are core principles in the Māori economy, and align strongly with the three themes identified in Ahu Ake.

By integrating these themes we ensure that:

- In our urban centres, economic initiatives actively include Māori enterprises and cultural insights, enhancing the economic landscape.
- Our rural strategies are enriched by traditional Māori knowledge and current practices that together foster sustainable environmental management.
- The promotion of tourism is deeply connected with Māori culture, ensuring that our cultural tourism not only attracts visitors but also educates and inspires them about the Māori way of life.

~~The Māori economy, deeply rooted in values of whanau (family), health, well-being, and support, aligns naturally with the principles of the Anchor Institution Framework. While traditional European economic models are often dollar-centric, focusing primarily on financial gain, the Māori economy prioritises making sure that all elements—social, economic, cultural, and environmental—are in harmony. This values-based approach resonates strongly with this strategy, which is not solely about financial success but about nurturing our communities.~~

¹ [New Zealand Ministry of Foreign Affairs and Trade \(MFAT\), *The Māori Economy*](#)

Council as an Anchor Institution



As we developed this strategy we recognised our role as an Anchor Institution in Waipā, providing the right environment for economic development, voice, choice and control at a local level. Legislative change; tough economic times; recognition of our place in the district as a major employer and procurer of local goods and services; and our ability to leverage local strengths through partnerships, all contributed to this understanding.

Anchor Institutions are organisations characterised as:

- Large, place-based organisations with an enduring presence in their communities

- Having long term, enduring commitment to a place
- Combining several characteristics – large scale employers; having control of large landholdings or assets; major purchasers; enhancers of community-led initiatives.

The Anchor Institution Framework was approved by Council in April 2024 and an accompanying Work Programme was adopted in June 2024. Collectively they show the alignment between Ahu Ake, the draft EWS strategy and the Anchor Institution Framework.

Through our workshops and conversations, we identified consistent themes (employment growth, rural economy growth and tourism/culture based destinations) that align with the Anchor Institution Framework illustrated. Employment growth as a theme aligns with Employment in the framework – creating employment opportunities for local people. Likewise rural economic growth aligns with Cluster development in the framework. Tourism/culture-based destinations align with Community Assets/Infrastructure and Community Collaboration. These themes identify how we need to work and the actions we need to take to respond to the challenges and opportunities ahead.

This framework will form the strong foundation on which we will bring together and enhance what we are already doing. It seeks to provide for increases in efficiency, improve effectiveness, and enhance community wellbeing.

WHY DO WE NEED AN ECONOMIC WELLBEING STRATEGY?

“Without families and communities, the economy means nothing. It has no life of its own. Its only purpose is to enable us to live, to care for one another and to raise our children to take our place. If we lose the power to do that, no matter how fast the gross domestic product rises or how much the budget surplus grows, we will not have a future worth working for.”

- **Anne Else, New Zealand writer, editor and author, 1996**

Waipā’s economy faces challenges/opportunities that have effects at community, regional, national and global levels.

Macro trends impacting economic wellbeing

Climate change – this is already influencing our key industry sectors, communities, infrastructure, and the cost of services. We need to consider how we build resilience into what we produce, how we live, how we move around, and how we deliver infrastructure and services.

Unprecedented forecast population growth – our population is expected to grow from almost 55,000 people in 2018 to 79,000 by 2050. Within this growth, we will see a shift in demographics, with the Māori population increasing from 13.1 per cent to the 15 per cent of the total

population. More people from diverse cultures are moving to Waipā, attracted by the location and quality of life on offer. We anticipate that people affected by climate change – ‘climate refugees’ – will also choose to live here in the future.

The number of aged residents (over 65 years) is expected to double to 30 per cent by 2050. When combined with a population that is ageing overall, we will see increasing demand for services, facilities and amenities that provide for this sector of our communities. We also need to recognise that ageing itself has changed. Older people are more active and involved and many want to keep working beyond the traditional retirement age of 65 years. They have skills, knowledge and work habits that suit today’s work environment and can be valuable contributors to the workforce population. For the first time, we are seeing workplaces with five generations of workers.

We need to consider how these changes will affect the types of jobs and the skill sets we need in our workforce to best meet industry needs.

A skilled workforce – Waipā District has a higher-than-average number of semi-skilled or low-skilled workers and individuals without qualifications compared to the rest of New Zealand. At the same time, we have industry sectors lacking skilled workers. Our agricultural and construction sectors are examples of this. We need to improve our educational outcomes and skill building for employment opportunities to more effectively meet these demands. To do this, we need to be active in our role as an Anchor Institution, fostering new and existing relationships with providers who have the skills, expertise and experience to make a real difference.

Technology – how we work has changed. Remote working is not just the ‘new norm’ – it is now an integral way of working. Today, Artificial Intelligence (AI) is doing jobs that were previously exclusive to humans. Robots are no longer limited to assembly lines; they are used in customer service and healthcare as example industries. By automating time-consuming tasks, AI boosts overall efficiency, allowing employees to focus on more creative and highly skilled work. We need to consider how we can incorporate the future of work into our skills-for-work programmes and training.

Affordable housing – An increased population means we need more housing across the entire housing continuum to provide homes for our residents. We need to plan for growth in areas best suited to residential development, and to make sure we have a regulatory environment that allows for alternative and less traditional housing options. We need to make sure housing is not considered in isolation from cultural connectivity, transport, access to community recreational and leisure opportunities, and access to work.

In April 2024 Council adopted a Housing Implementation Plan with a vision that ‘every person in the Waipa district is well-housed, living in sustainable, flourishing and connected communities. In adopting the plan, Council acknowledges that a diverse supply of housing across the Housing Continuum is required as a stepping stone for individuals and families to achieve their goals of safe, warm and affordable houses.

Our housing statistics (Appendix 3) show that not everyone shares the same quality of life within our district. The starting line is not the same for everyone – we need to remove barriers, so more opportunities are created.

Challenges

Sustainability and climate change

Our district faces challenges from the impacts of climate change and moving towards a sustainable economy. Balancing the use of key resources, like fresh water and soil, to support our economic wellbeing while ensuring sustainability will be an ongoing challenge. As high intensity rainfall events and droughts become more frequent and severe, our agricultural and horticultural sectors, our supply chains, and our infrastructure are at greater risk. These risks can impact local businesses and contribute to rising costs, which can increase hardship in our communities and potentially increase inequality and inequity.

To address these issues, we must prioritise resilience and help our economy to adapt to climate impacts and industry changes. Diversifying economic activities and promoting sustainable practices in our district will be key to long-term success. Initiatives like moving towards a circular economy and investing in sustainable infrastructure can help reduce climate risks, create jobs, and boost economic wellbeing in our communities.

Circular economy

Central Government's Te Rautaki Para/ Waste Strategy, commits New Zealand to become a low emission, low waste economy by 2050, built upon a circular economy. A waste-focused circular economy is based on three key principles:

- Design out waste and pollution.
- Keep products and materials in use.
- Regenerate natural systems

Some of the benefits of taking a circular economy approach are:

- Long-term cost savings
- Increased local job opportunities
- Encouragement of technical innovation
- Reducing the amount of harmful waste produced
- Reversing our impacts on climate change.

Council and other large businesses in the community have a very real role to play in exploring ways to increase our social procurement. Social procurement is about creating more value and better outcomes through our purchasing of goods and services. This can look like buying local, opting for more environmentally sustainable methodologies,

and local learning and capability building opportunities being built into our larger contracts.

Infrastructure Transport

Waipā is growing and changing. This presents challenges in how we plan the transport network now and safeguard for the future. While growth continues, vehicles will still be part of the transport solution, but we also need to prioritise low carbon solutions, improve people's access and mobility, and support community and stakeholder aspirations.

Road maintenance and construction costs have increased up to 25 per cent in the last four years.

An efficient public transport network that keeps us mobile and connected is also essential. We contribute funding towards a passenger service between Hamilton and Cambridge, and Hamilton and Te Awamutu, in conjunction with Waikato Regional Council.

What we have heard from our community:

Community feedback received through Ahu Ake engagement revealed that our communities are calling for a safer, more sustainable, and multi-modal transport system. They imagine a future where public transport, walking, cycling, and wheeling are the preferred modes of transport by 2050. The feedback outlined residents want less reliance on private vehicles, especially in towns and villages. There is a preference for faster, more frequent public transport options.

The community is keen to make places around schools and local centres safer and easier to reach. Strategic projects like the Cambridge-Piarere SH1 extension are seen as crucial for linking places together and helping the economy grow. These projects aim to make towns more people-friendly and vibrant.

During the development of our Waipā Transport Strategy, the community raised several concerns. These include dealing with climate change effects, improving cycleways and walkways, managing growth and traffic congestion, and making buses and trains more readily available. People really supported better pathways, safe road designs, and buses and trains running more often and reaching more places. Parking was also highlighted, particularly for the elderly and rural residents visiting our towns. Submitters also said it's important to use technology to manage traffic and keep roads safe. Overall, from both sets of feedback, there is a clear community sentiment for a shift towards more sustainable and inclusive transport options that not only meet current needs but also anticipate future growth, opportunities and challenges.

Energy

There are two lines companies servicing Waipā District – Waipā Networks and WEL Networks. This means that cross-district organisations need to build relationships with both companies to discuss energy supply issues. This can lead to time delays and uncertainty for businesses looking to expand or to invest in the district.

Increasing energy costs are starting to impact on business viability. Recently announced closures of timber processing plants in Ohakune and Ruapehu provide evidence of this.

Solar energy is still relatively new technology in terms of supporting commercial and industrial development in New Zealand. All the country's current solar installations are 'distributed generation' – meaning they feed into the local distribution networks, rather than connecting directly to the national grid. This type of generation is usually used at or near where it is produced, like smaller hydro generation schemes, geothermal, windfarms and generation produced from industrial processes. While Waipā does not currently have any solar farms in the district, it is expected that farms will be established during the period covered by this Economic Wellbeing Strategy.

As a recognised high population growth area, the Council must maintain a more than sufficient long-term supply of development capacity for projected residential growth as well as business demand in the district. It does this through the sequenced release of greenfield growth cells to accommodate the demand for additional residential and industrial development capacity.

The most recent 2023 Housing and 2024 Business Development Capacity Assessment carried out by Market Economics for Waipā as part of the Future Development Strategy led by Future Proof, concluded that based on current information and growth projections, there was more than sufficient development capacity in Waipā for the next 30 years. In terms of development capacity, Central Government requires Waipā to provide for a competitive margin of 20 per cent above the projected demand in the short and medium term and 15 per cent for the long term. This margin is said to ensure that land and capacity supply is not constrained by real world market issues such as a fragmented ownership of land or individual landowners holding onto vacant land (land banking).

Council has been proactive in setting aside land for commercial and industrial development and is actively bringing this land into development as demand requires. We need to work closely with energy suppliers to our district to make sure that this land, when released, has energy infrastructure in place.

Three waters

Having a resilient and sufficient water supply is a priority. We cannot grow as a district without it. With a new direction coming from Central Government, we are now considering a water services model and are required to develop a water services delivery plan. We will need to

provide access to water and the management of wastewater and stormwater in a way that our community now and into the future can sustain.

Finding efficient and affordable ways for delivery of water services is an issue we are working on together with our neighbouring councils, and as a region. While Council has progressed this work with a preferred option proceeding to consultation, we are still uncertain what our future role will be or what delivery will look like.

A new Wastewater Treatment plant is being built in Cambridge that will treat wastewater to a standard that is comparable to the best treatment plants in New Zealand. The new plant will also align with Te Ture Whaimana o te Awa o Waikato, the Vision and Strategy for the Waikato River, and with Tai Tumu Tai Pari Tai Ao, the Waikato-Tainui Environmental Plan. These are both legal requirements. It will comply fully with Waikato Regional Plans and resource consent conditions imposed by the Waikato Regional Council while also having considered matters of importance to Mana Whenua and Iwi.

The new plant will be operational in late 2026 and provides supporting infrastructure to existing and newly released commercial and industrial land in Cambridge, as well as to our residential residents.

There is also work underway in upgrading the Alpha Street Water Treatment Plant in Cambridge to provide a more resilient water supply for Cambridge to support growth. In Te Awamutu, Council is planning for a technology upgrade to the wastewater treatment plant by 2030.

Digital connectivity

With an increasing population we need to make sure digital connectivity is maintained and improved in more remote places where connectivity is non-existent/slow. Flexible working and studying, increased online shopping and services, e-commerce and growth in artificial intelligence are continuous challenges.

Social Infrastructure

Places to gather and support services are all part of a welcoming and thriving community and great attractants to businesses looking to invest here. Marae, kohanga, schools, parks, pools, halls and meeting spaces are part of this social infrastructure. We need to make sure it is fit for purpose and able to meet our future needs.

As examples, Council worked with Cambridge High School to provide a school gym and community facility, and they partner with Go Waipā in supporting the ASB Stadium in Te Awamutu. These facilities provide not just physical spaces bringing communities together, but also nurture social, physical, and mental wellbeing. They are safe places of connection.

Housing

A lack of suitable, affordable, healthy housing and rental insecurity can lead to social issues that undermine economic wellbeing and wider individual, whānau and community wellbeing.

Businesses find it hard to expand and attract workers when they cannot find suitable housing.

There is opportunity to make our urban areas more affordable and attractive with greater housing choice through partnerships offering innovative community-driven solutions. Council is working alongside Hamilton City Council, Waikato and Matamata-Piako District Councils and the Waikato Housing Initiative in the Future Proof Partnership, investigating possible pathways to promote the provision of affordable housing in our districts.

Housing affordability is a significant issue for Waipā. A report on Housing Affordability by Infometrics completed in February 2024 showed that housing costs were higher in Waipā District, as were house values and rents, than across the sub-region. Waipā District also had the most unaffordable housing market in comparison to its Future Proof partners. People lack choice in the type and location of housing. Home ownership rates have declined, and Māori and Pacific peoples have lower home ownership rates compared to the general population. The average house value in Waipā is 7.3 times the average household income, above the New Zealand average of 7 times [\(refer Appendix 3\)](#). Affordable renting options are also an increasing concern with average rents in Waipā accounting for almost a quarter of weekly income. Again, this is higher than the New Zealand average.

Rangitahi – preparing youth for work

Tukuna te rangatahi kia tū, kia whanake | Allow youth the opportunity to grow²

Across the district, there are a high number of 15 to 24-year-olds that are not in education, employment or training compared to the region and nationally. In 2023, the figure for this was 9.4 per cent. Some local employers have identified that employing people from out of the district and sometimes even from overseas to work in their businesses and take on apprentices is preferable and more affordable than employing local young people, because some local youth are not work-ready.

Access to adequate public transport, affordable housing and a supportive social network are all barriers to taiohi/youth as they transition from school into the workforce.

Through the engagement approach within Ahu Ake, some progress was made in hearing taiohi/youth aspirations for the future. Recognising this as a starting point, Council is in a

² This whakataukī is attributed to Ngāti Maniapoto

formative state of better understanding what these needs are and what options could be explored for the future.

Providing a safe, meaningful environment to share their aspirations is essential to growing trusted relationships with taiohi/youth, as is collaboration with Mana Whenua partners and community organisations.

Skills and Education

In 2023 secondary school zoning was reintroduced. New enrolments will be restricted by zone boundaries. The anticipated population growth should see an increase in student numbers district wide, giving secondary schools greater access to Ministry of Education funding to support continuing improvement of educational opportunities to the community.

“It has become even more important to better utilise what people and skills we currently have (It’s called growing our own). This means education and training outcomes need to be better, and more targeted for our district. And focussed on retention in the district.”

– Business Focus Group Workshop feedback, November 2021

THE FUTURE

Improving economic wellbeing is a long game. This strategy will help us focus on agreed priorities, define the role of Council with respect to economic wellbeing and ensure any investment of Council resources helps us to more effectively achieve our community outcomes.

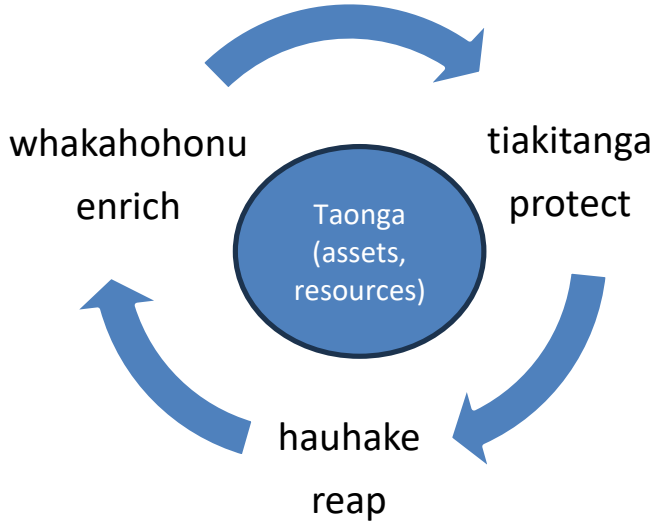
This strategy and the implementation plan that supports it:

- Highlights Council’s direct role as an Anchor in our Waipā communities
- Helps clarify Council’s role in economic wellbeing, and where and how we can invest to make a difference across all parts of our communities
- Identifies economic wellbeing priorities, ways to leverage our existing strengths and resources, and opportunities to innovate and diversify our local economy
- Explores opportunities to improve better wellbeing for Mana Whenua and the environment
- Explores synergies and shared goals we might have with Mana Whenua and Iwi, businesses, other supporting agencies/organisations, and communities of interest. It will allow us to discover collectively what effective collaboration could achieve.
- Identifies ways to invest, retain and attract people, increase opportunities to work together, partner and collaborate as we seek opportunities for attracting external investment.

- Identifies ways we can come together through spaces and events to continue to build our community, making sure that those already here as well as those who are new feel welcome and connected.

High quality jobs in urban areas; a thriving rural economy, and growth in tourism and destination-based offerings that leverage Waipā’s unique cultural offering are the goals of this strategy. The Implementation Plan outlines the specific programmes and timelines for delivery of the programmes that will ensure we achieve these goals, in partnership with key stakeholders and the community and as funding allows.

Most importantly it signals the change in how we view our involvement in the economy – moving from the traditional economic development focus, measured by changes in GDP, employment numbers and industry growth, to a more holistic approach as shown below.



By utilising our Taonga (assets and resources) in a sustainable way we ensure their longevity (protect) while still being able to draw the benefits from them (reap) that ensure community wellbeing (enrich).

MONITORING AND REVIEW

This strategy is a living document. It provides a pathway to our shared vision. We will regularly monitor both the delivery of our actions identified in the accompanying Implementation Plan and the outcomes we are achieving and be ready to flex to deliver better outcomes. We will report progress to our communities as

part of our environmental scan every three years to support the delivery of our Long Term Plan.

APPENDIX 1: HOW THIS STRATEGY WAS DEVELOPED

In 2012 Waipā District Council adopted an Economic Development Strategy to guide Council in its role supporting business development. Twelve years have now passed, and this strategy is redundant – COVID, legislative changes, the challenges of a global economy have made the need for a new strategy with a broader focus on wellbeing necessary.

In 2022 Council started working with iwi/mana whenua and the community on creating a vision for the future through Ahu Ake – Waipā Community Spatial Plan. As part of this process several workshops and world café-style engagement opportunities were held district wide where economic wellbeing was discussed.

We heard from iwi/mana whenua, business owners and operators, business chambers, key community and business stakeholders, industry associations and peak bodies, neighbouring local and regional councils, universities and schools, training and skill building providers, government and non-government support agencies and members of our community.

From the Ahu Ake engagement we summarised the feedback into four bottom lines:

There are a range of businesses in our District

The types of businesses in Waipā diversify with growth focusing increasingly on knowledge based economic activities with higher value employment, improving local career choices for the next generations.

There are more Māori owned businesses in Waipā

Mana whenua can better use their land to support their whānau.

High quality soils and peat soils are preserved

We minimise further loss of high-quality soils and peat soils.

We manage growth so it is affordable

Growth and the provision of infrastructure are integrated for a cost-effective approach to development.

From business engagement workshops, we heard:

- Must balance protection of the Waipā lifestyle against promoting positive growth and progress.
- Affordable housing is important to employment and education.
- We want to attract businesses and people – accommodation is important for this.
- Economic wellbeing is a ‘whole of community’ approach and needs support from others e.g. government and non-government support agencies, schools, major employers, business chambers.

- Planning for growth, regulating land use, protecting high quality soils are key drivers.
- Events, tourism and promotion of the district also important.
- A focus on youth education and employment not only upskills and increases our labour pool, it improves quality of life, community connectivity and so on.
- We need to 'grow our own' – provide better education and skills training for our labour force.
- Agriculture and agribusiness are important to Iwi and Waipā as are sustainable farming practices.

We also completed work on Town, Village and Urban Concept Plans for Pirongia, Ōhaupō, Cambridge and Te Awamutu-Kihikihi to help us better understand what things are important to our communities.

We used data and statistics from a range of sources to support evidence-based decision making for this strategy.

APPENDIX 2: WHAT WE ALREADY DO

Our mahi

We fund, [are a member of](#) and/or [provide support to](#):

Hamilton Waikato Tourism

Hamilton Waikato Tourism attracts domestic and international visitors to the region to contribute to cultural, economic, environmental and social wellbeing. Their work includes:

- Marketing to attract visitors to the region and encouraging them to stay longer.
- Capability building and working with operators.
- Responding to emergency events such as Cyclone Gabrielle – wherever tourists might be impacted.

Business Chambers

Cambridge and Te Awamutu Business Chambers lead and support Waipā's strong, connected business community through a programme including workshops and skills training; advocacy; networking and awards.

Future Proof Waikato

Future Proof Waikato is a joint project set up to consider how the Waikato region will develop into the future. This approach is needed to manage growth in a coordinated way. The project will deliver a 30-year growth strategy and considers Iwi aspirations, building a strong and productive economic corridor, thriving communities and neighbourhoods, housing and the environment.

Mayoral Taskforce for Jobs (MTFJ) – Tuia Programme

MTFJ is a national group of Mayors working towards the vision of all young people under 25 being engaged in education, training, work or other positive activity in their communities.

One of MTFJ's successful programmes is the Tuia Programme to develop the leadership capacity of young Māori in their communities. The programme is funded by MSD in partnership with Council.

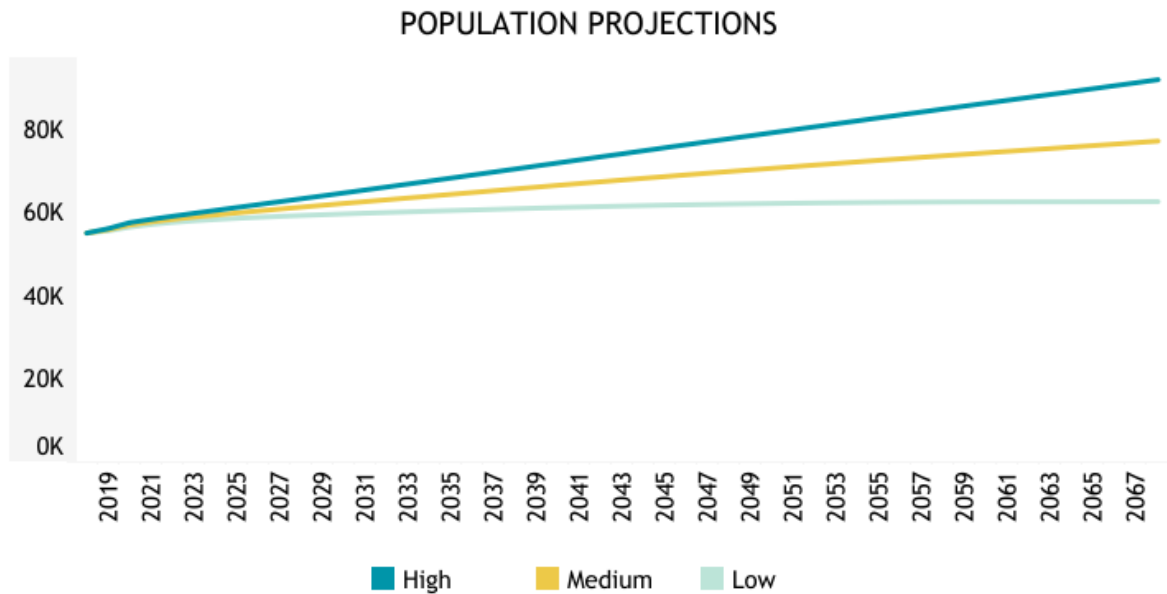
We also

- Strengthen our relationships with Iwi/Mana whenua through existing Joint Management Agreements with Waikato/Tainui, Raukawa and Maniapoto/Te Nehenehenui and enhance the relationship with Ngāti Koroki Kahukura and other Iwi.
- Administer the Creative Communities grant scheme
- Administer the Waste Minimisation Community Fund
- Provide and administer the Community Discretionary Fund, District Promotion (Event) Fund, Heritage Fund

- Support and encourage private events that promote the district
- Invest time in community partnerships
- Provide housing for older persons
- Build and maintain roading, water and community infrastructure
- Provide district library services
- Facilitate events attracting visitors to our district and providing opportunities for our communities to showcase, connect and build strong cultural connections.

APPENDIX 3: DATA & STATISTICS ~~(ALL NEED TO BE PRETTIED UP)~~

Population



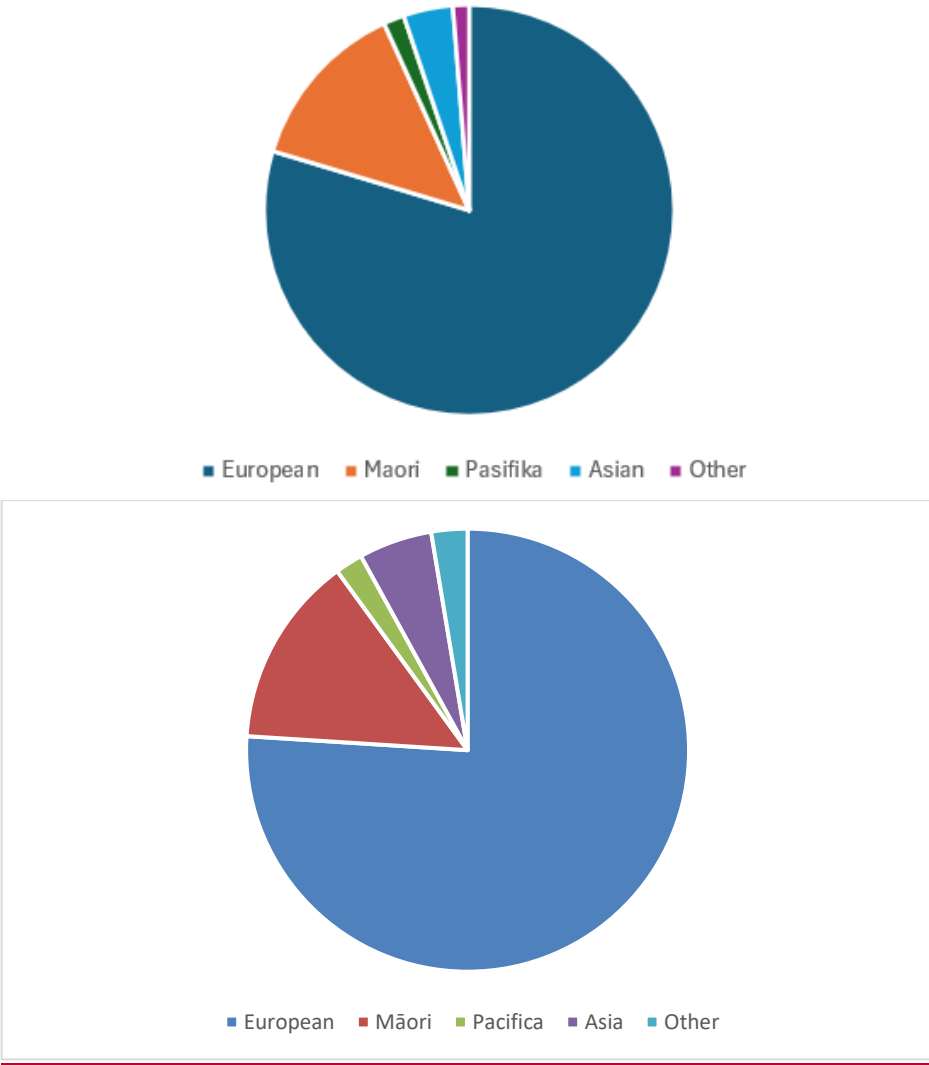
Source: Waikato Regional Council Data Dashboard 2024

Waipā’s population has grown at double the average rate for New Zealand over the past five years, and this growth is expected to continue from a start of approximately ~~62,700~~ ~~61,000~~ in 2024~~3~~ to over 78,000 in 2068.

Māori are returning to the rohe in greater numbers as they respond to the call of whenua and whanau. New Zealand’s record high migration rates have also seen a boost to growth in international migrants, bringing greater cultural diversity. These cultures bring their own economic expertise and contribute towards a more diverse economy.

Most people live in the townships of Cambridge and Te Awamutu, with smaller towns of Kihikihi, Pirongia and Ōhaupō supporting surrounding rural populations.

Waipā Population - Ethnicity



Source: [Stats NZ 2023 Infometrics 2018](#)

Income and Employment

The Top 5 employment sectors for Waipā in 2024~~3~~ were:

<p>14.53.9% <u>14.53.9%</u> Agriculture, Forestry & Fishing <small>Construction</small></p>	<p>9.813.5% <u>9.813.5%</u> Manufacturing <small>Agriculture, Forestry & Fishing</small></p>	
<p>8.110.2% <u>8.110.2%</u> <small>Construction</small> Manufacturing</p>	<p>7.89.6% <u>7.89.6%</u> <small>Rental, hiring and real estate services</small> tail</p>	<p>7.58.1% <u>7.58.1%</u> Professional, Scientific & Technical, retail</p>

Mean annual earnings

Waipā	<p>\$69,2776,337 <u>\$69,2776,337</u> to March 2024</p>
New Zealand	<p>\$78,7314,754 <u>\$78,7314,754</u> to March 2024</p>

Average household income

Waipā	<p>\$121,198020 <u>\$121,198020</u> to March 2024</p>
New Zealand	<p>\$132,812538 <u>\$132,812538</u> to March 2024</p>

Source: Infometrics-2023 & 2024

Earnings are income earned through employment, whereas household income includes income earned through employment, self-employment, allowances, benefits and superannuation. It provides a more holistic measure of living standards and affordability than income alone.

Māori Employment

Māori are the second largest ethnic group in Waipā and play an increasingly important role in our economy as their population is much younger than the average for our district and increasing faster, so they make up more of our workforce – a trend that is projected to rise.

The Top 5 employment sectors for Māori in Waipā in 2024 were:

18.1% Construction	14.3% Manufacturing	
10.19% 9.9% Retail	8.69% 9.0% Agriculture, forestry & fishing	7.06% 6.9% Education and training Accommodation and food services

Source: Infometrics 2024

Skill level

Higher skilled jobs offer a higher standard of living for residents. There is also a better chance of retaining residents and attracting more people into the area if there are more highly skilled jobs and knowledge-based jobs available.

Skill level to March 2024 ⁴³	Waipā	Māori
Highly skilled	36. <u>54</u> %	29. <u>2</u> %
Semi skilled	15. <u>68</u> %	15. <u>48</u> %
Skilled	11. <u>45</u> %	8. <u>45</u> %
Low skilled	36. <u>43</u> %	46. <u>41</u> %

Source: Infometrics 2024⁴³

There is a higher percentage of Māori in low skilled jobs which aligns with the large numbers of Māori employed in the Construction and Agriculture industry sectors which have traditionally been lower skilled sectors. This is expected to change as technology and the rise of artificial intelligence in these sectors increases requiring a higher skilled workforce.

Housing

Region	Value to March 2024	Affordability*	Rent to March 2024	Affordability**
Waipā	\$873,900 \$808,541	7. <u>23</u>	\$575	24.7%
NZ	\$928,623 \$833,612	7.0	\$560	<u>21.92</u> %
Waikato	\$807,218 \$722,390	7. <u>01</u>	\$4954	22.2%

Source: Infometrics 2024

*Affordability – Housing. Ratio of average household income to average house price. 2024

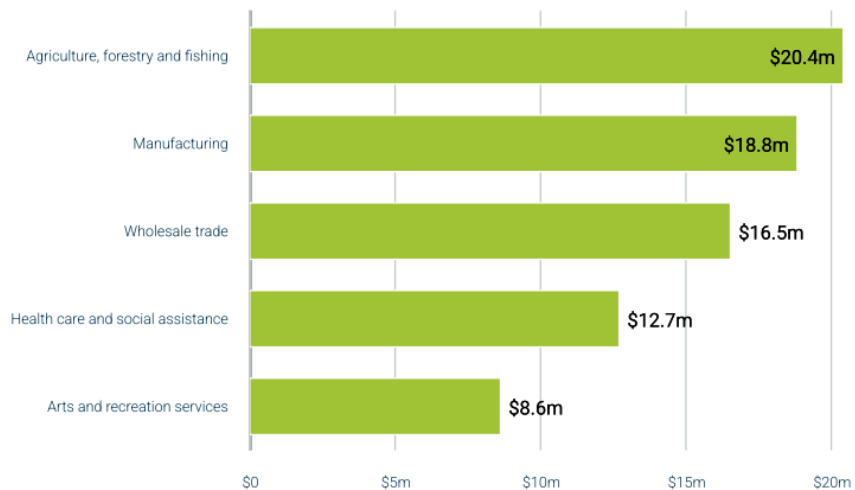
** Affordability – Rent. Percentage of average weekly rent to average household income. 2024

Gross Domestic Product

Top 3 Industry sectors contributing to Gross Domestic Product (GDP) growth in 2024⁴³ were Agriculture, forestry and fishing, Manufacturing and Wholesale trade. Although an industry may be growing rapidly, if it's a small sector relative to the district economy it may not contribute much to local GDP.

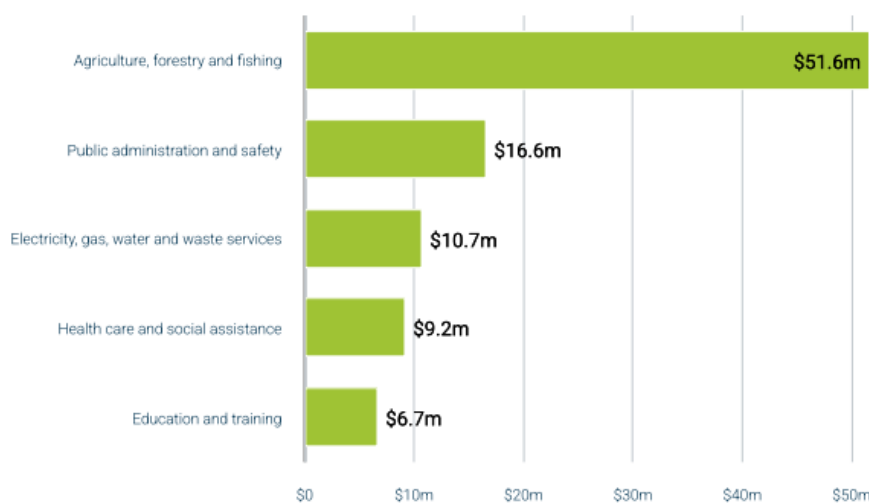
Top five industries, ANZSIC Level 1, 2022 - 2023

Absolute change in GDP, March years, 2023 prices



Top five industries, ANZSIC Level 1, 2023 - 2024

Absolute change in GDP, March years, 2024 prices



Source: Infometrics 2024⁴³

Waipā has a more diverse economy than the average when measured across New Zealand's 68 Territorial Authorities – great news for the district as this means that if one industry sector experiences a downturn, we have a greater range of other sectors who are good performers, lessening the impact.





TE AWAMUTU

101 Bank Street, Te Awamutu Ph 07 872 0030

CAMBRIDGE

23 Wilson Street, Cambridge Ph 07 823 3800

 /Waipā DistrictCouncil  /Waipā_NZ

APPENDIX 2

Draft Implementation Plan – Economic Wellbeing Strategy (document number 11279023)

ECONOMIC WELLBEING STRATEGY

DRAFT IMPLEMENTATION PLAN

April 2025

INTRODUCTION

Waipā's Economic Wellbeing Strategy gives effect to two key plans that in turn inform Council's Vision and Community outcomes - Ahu Ake Waipā Community Spatial Plan and the Long Term Plan (LTP).

This Implementation Plan supports Waipā's Economic Wellbeing Strategy, outlining the projects and initiatives that will turn the strategy into reality. To be effective, these projects and initiatives need funding support from Council over the anticipated ten-year timeframe of the strategy. Many are inter-dependent on other Council activities, [collaborative support from external stakeholders/partners](#) and subject to those also being delivered in a timely manner and funded appropriately.

Timeframes have been allocated using a Short/Medium/Long Term categorisation commencing 1 July 2025. Each term is for three years.

IMPLEMENTATION PLAN

<i>Themes</i>	<i>Projects</i>	<i>Initial actions</i>	<i>When</i>	<i>We know we're successful when</i>
High quality employment growth in urban areas	Programs and pathways that allow the community to make their own decisions about their employment future.	Mayoral Taskforce for Jobs – The Tuia Program supporting Young Maori leadership.	Short term	Tuia Program successfully delivered annually. Increase in Māori Employment (Stats NZ).
		Mayoral Taskforce for Jobs – Apply to Initiative Fund to commence Taiohi/Youth Removing Barriers to Work Program Phase 2.	Short term	More local taiohi/youth are in training or working in local businesses and industries (Business stats). Improved educational qualification outcomes (Stats NZ data).
		Coordinate discussions between Mana whenua/Iwi, aged support organisations and businesses and industry sectors to develop programs that recognise and utilise the skills and capabilities of our older population.	Medium term	Appropriately skilled local talent is available to fill local jobs. (Stats NZ)
		Coordinate discussions between key industry sectors, local business chambers, schools and universities, skills providers and support services to identify skill gaps and training needs, aligning training with industry requirements ensuring a pipeline of skilled, work-ready people are available to fill higher valued jobs.	Short term	Skill gaps identified in key industry sectors and training programs developed to meet the need (#programs developed). Appropriately skilled local talent is available to fill local jobs (Stats NZ).

Themes	Projects	Initial actions	When	We know we're successful when
				Secondary Schools Employment Program delivered locally
	Social procurement that encourages local employment	Encourage other Anchor Institutions and employers to adopt social procurement measures that encourage local employment.	Short term	District employment numbers. (Stats NZ)
	Masterplan high-growth areas in collaboration with Mana Whenua, stakeholders, and developers to enable co-investment in infrastructure.	Encourage Council to masterplan in high-growth areas.	Short term	There is strong demand for commercial/industrial investment in high-growth areas.
	Foster sustainability of new and existing businesses	Facilitating discussions with Mana Whenua, business chambers, and stakeholders investigating the need for and ways to support working labs/micro business startups.	Short term	≥10% of new startups survive beyond two years. (MBIE stats)
Rural Economic Growth	Respond to and plan for Climate Change through the development of Climate Change policies and strategies.	Investigate with and learn from others to better understand the risks and opportunities of climate change on communities including our rural community. Develop and adopt a Climate Change Strategy.	Short term – commence discussions with our communities Short to Medium term – develop draft Climate Change Strategy	Our communities are more informed about the effects of climate change and how their activities impact on the environment. <u>Number of businesses adopting sustainability measures</u> <u>Number of businesses reporting benefits from discussions/support</u> Waipa Climate Change Strategy adopted.
	Understand the impacts of changing land use on our economy	Facilitate discussions with Mana whenua/iwi, key stakeholders and key industry sectors to better understand food security and how we can ensure our community has access to sufficient food at all times. Work with Mana whenua/iwi and the rural sector to understand the effects of carbon farming and increasing horticulture on the agricultural industry and how to best manage the change. This includes defining 'no-go' areas for certain types of land use to manage reverse sensitivity issues and to help manage effects that are impacting farming operations. <u>Investigate and facilitate opportunities for research into new crops and land use opportunities as a result of climate change</u>	Short term – commence discussions Short term - commence mapping	We are more informed about food security in our district and the impacts of changing land use on it. Mahinga kai is recognised as an essential component of food security for future generations. The impacts of changing land use are understood and inform the District Plan review. Mapping of rural activity sites in AA and mahinga kai commences

Themes	Projects	Initial actions	When	We know we're successful when
		Map major rural activity sites in Ahu Ake Waipa Spatial Plan and historic locations of mahinga kai (where available) to inform decisions about reverse sensitivity.		
	Work with our primary sector to develop a Rural Economic Strategy	<p>Initiate discussions with primary industry sector stakeholders to better understand their changing business environment and to understand what Council's role could be in assisting them.</p> <p>Work with Mana whenua/Iwi, Anchors and business/industry to understand the impacts that may be on the environment from rural business activities, how they can be minimised and managed, and encourage the introduction/use of more sustainable business practices.</p> <p>Using this information, develop a Rural Economic Strategy.</p>	<p>Medium term</p> <p>Medium term</p>	<p>Communities have a better understanding of the effects of their business operations on the environment and know what steps to take to mitigate these effects.</p> <p>Number of regenerative farming initiatives hosted in Waipā</p> <p>Draft Rural Economic Strategy developed and adopted.</p>
	Protect highly productive land	<p>Ensure changes in land use are monitored in accordance with the provisions of the District Plan, using the district plan to proactively manage reverse sensitivity constraints.</p> <p>Align terminology in the District Plan to the National Policy Statement – Highly Productive Land.</p>	Medium term	<p>Highly productive land is available to meet production needs.</p> <p>District Plan review reflects changes.</p>
Tourism, destination and culture	Combined Te Ara Wai/Pirongia to Te Awamutu Cycleways proposal	Contribute towards discussions with Mana Whenua/Iwi and stakeholders to explore combining the two projects into one; include potential ownership models and funding options	Short, Medium term	Revised project plan adopted, and potential funding model and partnership agreed
	Work with other infrastructure providers and our partners to advocate on behalf of our community to deliver new infrastructure where it is needed and to encourage improvements in existing infrastructure	<p>Contribute, as appropriate to plans and strategies including:</p> <ul style="list-style-type: none"> Local Waters Done Well – provision of water infrastructure Waikato Regional Public Transport Plan 2022 – 2032 and Waipa Transport Strategy actions underway Future Proof Waikato Housing Initiative. 	Short, Medium and Long term	A connected community through appropriate provision of infrastructure with capacity to support growth.
	Carry out systematic reviews of our processes, systems, planning rules and	<p>District Plan review.</p> <p>Ongoing Bylaw/ Policy reviews.</p>	<p>Short term</p> <p>Short, Medium and Long term</p>	<p>District plan review is completed.</p> <p>Ongoing reviews completed.</p>

Themes	Projects	Initial actions	When	We know we're successful when
	policies to become more enabling for business			
	Placemaking – embed culture in our physical landscape to foster a ‘sense of place and belonging’ as well creating a physically unique location.	Align with Ahu Aki’s urban design review.	Medium and Long term	Waipā District has a unique physical landscape that showcases our cultural history and is expressed visibly through our rural villages and town landscapes. Planned capital and operational infrastructure projects include art and cultural elements in design and installation.
	Destination Marketing Plan	Working with Mana Whenua/Iwi, Hamilton Waikato Tourism, businesses and industry, develop a Waipā Destination Marketing Plan to brand, promote and market our district as a premier tourist destination <u>where unique experiences are found.</u>	Medium term	Increased tourism numbers. (Hamilton Waikato Tourism Statistics)
	Waipa Property Strategy	Develop a strategy for the best use of and future development opportunities for Council lands that considers how they can catalyse redevelopment or improved community outcomes.	Medium term	Property Strategy drafted and adopted.
	Inter-regional collaboration to identify opportunities to grow our economic wellbeing	Work in collaboration with sub-regional and regional local authorities <u>and central government agencies e.g. Department of Conservation</u> to leverage subregional opportunities in investment promotion, business engagement and development of narratives.	Short term	Work actively with Future Proof Waikato and contribute towards achievement of FP Vision and Outcomes. Contribute to sub-regional alliance between Waipa, Waikato, Matamata-Piako and Hamilton Councils in leveraging opportunities in economic development.

APPENDIX 3

Economic Wellbeing Strategy draft summary feedback document (document number 11264328)

Waipā District Council

Draft Economic Wellbeing Strategy

Summary

Waipā Home of Champions: Building connected communities

A sustainable and growing economy is vital for the wellbeing of our people. Our communities, land and partnerships are at the core of our community and this strategy. It will guide us together along this journey to achieve our vision and community outcomes for the future.

Feedback closes **Timing to be advised**

For more information, visit waipadc.govt.nz/economicwellbeing

[WDC LOGO]

Setting the scene

A thriving economy is essential for the wellbeing of our community.

In striving to build a sustainable and growing economy we recognise that economic wellbeing does not stand alone – to truly thrive our community needs to be well culturally, socially, and environmentally.

This summary includes the issues you've helped us identify through the development of the 2021-31 Long Term Plan and Ahu Ake, Waipā Community Spatial Plan, how we propose to tackle them and a feedback form for your feedback. Did we hear you right? Have we clearly defined how we plan to support the local economy? We want to hear from you – your perspective is vital in shaping our economy's future.

How did we get here?

We spoke with Mana Whenua / Iwi, businesses, key stakeholders and community organisations to understand the key economic issues and help us develop this strategy. We also heard from our community as part of the Ahu Ake – Waipā Community Spatial Plan (Ahu Ake) engagement over the past three years.

You told us that an Economic Wellbeing Strategy needs to be one delivered with a 'whole of community' approach. We also sought input from industry bodies and associations, support and training organisations, tertiary institutions, local and central government authorities and agencies.

We will continue to grow relationships with these organisations as we deliver the strategy – walking shoulder-to-shoulder, not in front or behind, meeting challenges and making the changes needed for collaboration and agreement.

What we already do

- Infrastructure (roads, water, stormwater and wastewater)
- Parks, pools and playgrounds
- Community facilities (libraries/museums)
- Community funding
- Planning and collaboration (Future Proof, Waikato Housing Initiative)
- Mayors Taskforce for Jobs - Tuia programme
- Contributions to Hamilton/Waikato Tourism

“Without families and communities, the economy means nothing. It has no life of its own. Its only purpose is to enable us to live, to care for one another and to raise our children to take our place. If we lose the power to do that, no matter how fast the gross domestic product rises or how much the budget surplus grows, we will not have a future worth working for.”

- Anne Else, New Zealand writer, editor and author, 1996

What We Have Learned From You

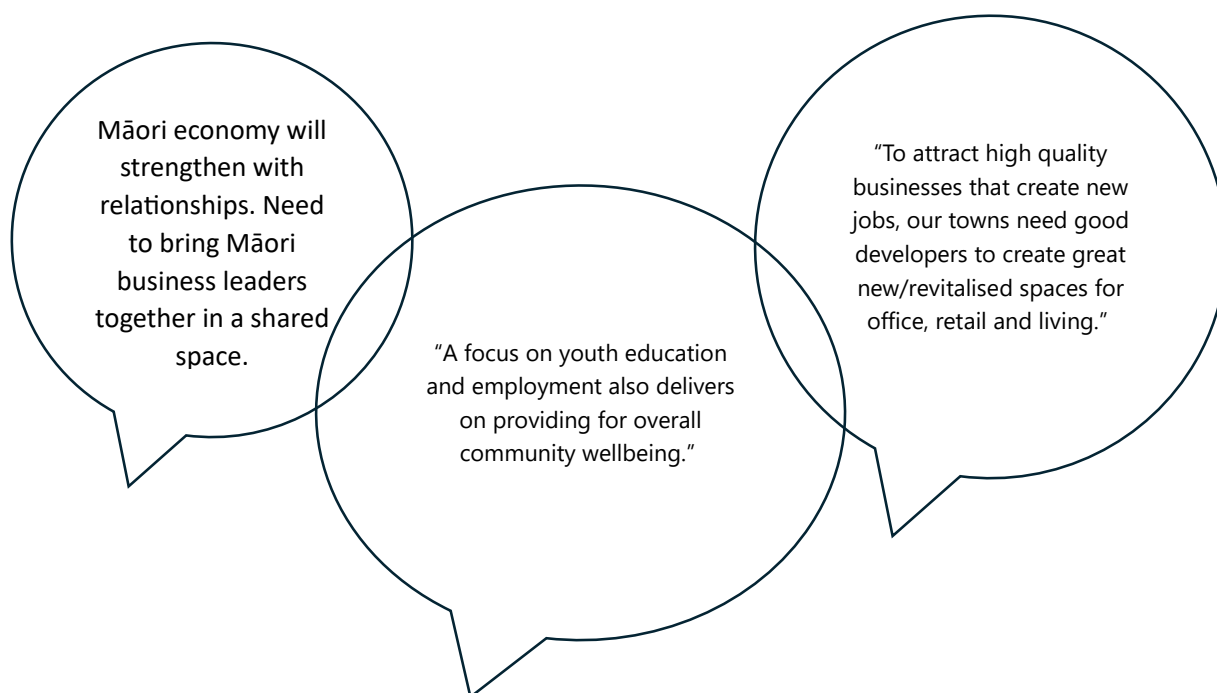
From listening and engaging with you while developing Ahu Ake, key themes have emerged which have informed the draft Economic Wellbeing Strategy:

Employment and skills: High-quality employment growth and quality jobs that are accessible in urban areas.

Rural economic growth: This includes support for land-based primary production industries and adaptation to climate change.

Tourism, destination and culture: Developing tourism in ways that celebrate our cultural narratives, making Waipā a must-visit destination.

Your voice, our direction: Some insights we've heard



Incorporating the Māori Economy

These themes are interwoven with the fabric of the Māori economy. By integrating the themes we ensure that:

- Our urban centres actively include Māori enterprises and culture.
- Our rural strategies are enriched by traditional Māori knowledge.
- The promotion of tourism is deeply connected with Māori culture.

What is Council’s Role?

As we developed this strategy we recognised our role as an Anchor in the community, providing the right opportunity for voice, choice and control at a local level.



Anchors are organisations that:

- Are large, place-based organisations
- Have long term, enduring commitment to a place
- Combine several characteristics – large scale employers; control large landholdings or assets; are major purchasers and enhancers of community-led initiatives.

This framework forms the strong foundation on which we will start the journey to better provide for economic, cultural, social, and environmental wellbeing. It allows us to be flexible and agile in the face of change, ensuring we can leverage the partnerships and relationships we have to effect positive outcomes.

This Economic Wellbeing Strategy and the implementation plan that supports it:

- Highlights Council’s role as an Anchor
- Guides Council in its role in economic wellbeing
- Identifies economic wellbeing priorities
- Explores opportunities to improve better wellbeing for Mana Whenua and Iwi and our environment
- Explores synergies and shared goals we might have with our communities
- Identifies ways to invest, retain and attract people, increase opportunities to work together, partner and collaborate
- Identifies ways we can come together through spaces and events to continue to build our community.

Most importantly, it signals the change in how we view Council’s involvement in the economy – moving from the traditional economic development focus, measured by changes in Gross Domestic Product, employment numbers and industry growth, to a more holistic approach that includes all four well-beings.

Trends and challenges impacting Waipā's economic wellbeing

Trends



Climate change: Managing the impacts of climate change. For example, more extreme weather on our key industry sectors.



Population growth: Catering for 79,000 people by 2050.
Workforce development: Moving towards a highly skilled workforce.



Technology: AI and ChatGPT impacting employment and how we do business.



Affordable housing: House prices increasing at a rate faster than residents can afford.

Challenges/Opportunities



Sustainability: Building resilience into what we produce, how we live and move around.



Infrastructure: Increasing construction and maintenance costs and central government requirements to provide.



Housing: Providing housing options to suit all our residents



Rangatahi: Creating pathways to employment



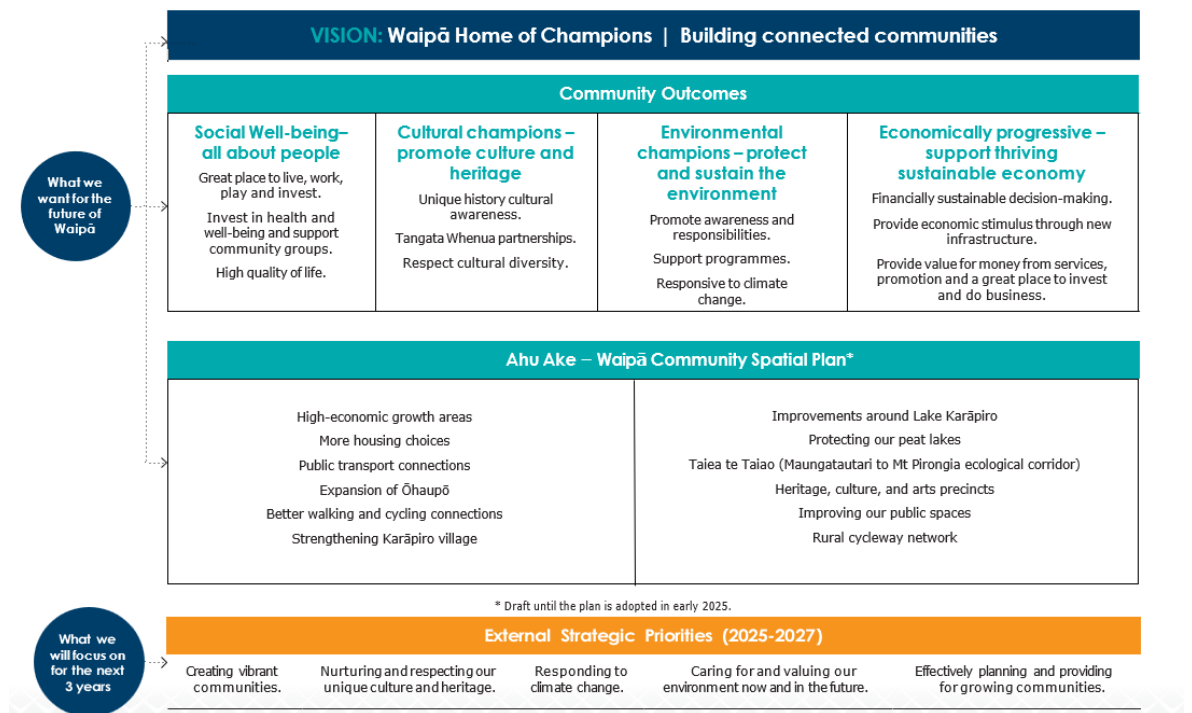
Skills and education: Programs that meet the skill gaps between local industry sector employers and our workforce.

Connecting Our Vision From Strategic Framework to Economic Wellbeing Strategy

In our pursuit of building connected communities, one of our four community outcomes is to foster an economically progressive environment. This commitment to “supporting a thriving economy” was one of the key factors that informed the development of the Ahu Ake – Waipā Community Spatial Plan.

Ahu Ake serves as a blueprint for shaping our community’s future, which includes a comprehensive chapter on economic development. Within this plan, we recognise that our Economic Wellbeing Strategy is not just a standalone initiative but a crucial component of Ahu Ake’s broader framework.

The Economic Wellbeing Strategy emerged from the strategic vision outlined in Ahu Ake. By aligning with Ahu Ake’s goals, our strategy aims to address key economic priorities and ensure sustainable growth.



* to be adopted as part of the 2025-34 Long Term Plan.

Draft Waipā Economic Wellbeing Strategy

Implementation Plan at a glance:

Employment and Skills People know and have the skills they need for the job.	Rural Economic Growth Understand the challenges and plan for change.	Tourism, Destination and Culture Foster a ‘sense of place and belonging’ and physically express our uniqueness.
Objectives <ul style="list-style-type: none"> • Programs and pathways • Working with partners • Aligning training with industry • Opportunities for kaumatua/mature aged workers • Social procurement • Urban areas that attract highly skilled employers • Sustainable local economy. 	Objectives <ul style="list-style-type: none"> • Plan for Climate Change • Understand the implications of changing land use • A Rural Economic Strategy that guides future rural investment • Protect our highly productive lands. 	Objectives <ul style="list-style-type: none"> • Progress Te Ara Wai • Infrastructure that supports tourism • Enabling planning and policies that support tourism related businesses • Placemaking - develop a ‘sense of belonging’ and physical expression of our unique culture • Inter-regional destination marketing.
Projects <ul style="list-style-type: none"> • Mayoral Taskforce for Jobs and The Tuia Program • Smart Waikato and the Secondary Schools Employment Programme • Start discussions with Mana Whenua/Iwi, industry, academia and business to understand barriers to employment, identify skill gaps and training needs • Encourage other Anchor Institutions to adopt social procurement policies • Develop programs that recognise the skills of our older people • Masterplan high-growth areas to enable co-investment • Foster sustainability of local businesses. 	Projects <ul style="list-style-type: none"> • Develop a Climate Change Strategy • Facilitate discussions in our community about Food Security and how we can ensure Waipa’s community has access to food. • Discuss the effects of changing land use and how to best manage the change • Facilitate research into new crops and land use opportunities as a result of climate change • Map major rural activity and mahinga kai (garden, cultivation, food-gathering) sites to inform future decision making • Protect highly productive lands in our District Plan • Develop a Rural Economic Strategy. 	Projects <ul style="list-style-type: none"> • Contribute, where appropriate towards the Te Ara Wai project • Have input, where appropriate, into related plans and strategies e.g. Local Waters Done Well, Waikato Regional Transport Plan, Future Proof, Waikato Housing Initiative • Ongoing policy and bylaw reviews • Urban Design Guidelines developed as part of the District Plan review • Collaborative partnerships with Hamilton Waikato Tourism, Department of Conservation, and neighbouring Councils to develop shared narratives and marketing for our district and region. • Destination Marketing Plan • Property Strategy.

Have your say

This document summarises the draft Economic Wellbeing Strategy. We are seeking feedback from partners, stakeholders, and the wider community to refine and finalise the strategy and implementation plan. Please visit our website, waipadc.govt.nz/economicwellbeing, or call into one of our offices to review the following supporting material:

- Draft Economic Wellbeing Strategy
- Draft Economic Wellbeing Strategy Implementation Plan
- Online and downloadable feedback form

We want to hear what you think. Please share your views on these questions, your feedback will help us shape the strategy.

- Did we hear you right? Does the draft EWS and Implementation Plan address what you see are the key challenges facing Waipā businesses and wider community in reference to economic wellbeing?
- What are your thoughts on the three themes? Do they reflect your priorities for the community?
- Do you agree the strategy outlines Council's priorities for economic wellbeing in Waipā?

Feedback closes: **Timing to be advised**

Feedback and enquiries can be:

Made online:

waipadc.govt.nz/economicwellbeing

Emailed to:

haveyoursay@waipadc.govt.nz
Subject: Economic Wellbeing Strategy
Attn: Economic Development Advisor

Posted to:

Waipā District Council
Freepost 167662
Private Bag 2402
Te Awamutu 3840
Attn: Economic Development Advisor

Delivered to Council offices:

Waipā District Council
101 Bank Street, Te Awamutu or
23 Wilson Street, Cambridge
Attn: Economic Development Advisor

Head Office 07 872 0030 • 101 Bank Street, Private Bag 2402, Te Awamutu 3840 Cambridge Office 07 823 3800 • 23 Wilson Street, Cambridge 0800 WAIPADC (924 723)

[W] waipadc.govt.nz [F] [/WaipaDistrictCouncil](https://www.facebook.com/WaipāDistrictCouncil) [I] [/Waipa_NZ](https://www.instagram.com/Waipā_DC) [/Waipa_DC](https://www.facebook.com/Waipā_DC)

APPENDIX 4

Economic Wellbeing Strategy – draft feedback form (document number 11264442)

Draft Economic Wellbeing Strategy

Feedback form

Feedback closes: **Timing to be advised**

Your details

Full name:

Organisation (if applicable):

Email:

Postal address:

Phone:

Privacy statement: Your personal information will be used for the purpose of the engagement process, including informing you of the outcome of the feedback. All feedback (including names and contact details) may be provided in full to elected members and Council officers for this purpose. Feedback (including names but not contact details) may be made available to the public at our office and on our website. All information collected will be held by Waipā District Council, 101 Bank Street, Te Awamutu with those who provided feedback having the right to access, and request correction to, their personal information. You can read our full privacy statement at waipadc.govt.nz/privacy-statement.

- I acknowledge that I have read the privacy statement and am happy to proceed.

You can view the full draft Economic Wellbeing Strategy, draft Implementation Plan as well as supporting documents:

- **Online** at waipadc.govt.nz/economicwellbeing
- **Hard copy** from Council offices and Waipā libraries.

What is your connection to this strategy?

Required

Please select all that apply.

- Waipā business owner
- Waipā resident
- Work in Waipā
- Member of a community group in Waipā
- Visitor to Waipā
- I prefer not to say
- Other

Did you participate in the Ahu Ake – Waipā Community Spatial Plan engagement, the first phase of community engagement on this strategy and placemaking?

That community engagement took place in 2023. The feedback that we received during that time has informed this draft strategy. Engagement activities included an online and hardcopy survey, face to face events with the community and focus groups, including World Café workshops.

- Yes
- No

I'm not sure

Did we hear you right? Does the draft Economic Wellbeing Strategy and implementation plan address what you see as the key challenges facing Waipā businesses and wider community, in reference to economic wellbeing?

- Yes
- No
- I'm not sure

Any additional comments?

What are your thoughts on the three themes? Do they reflect your priorities for our community?
Employment and skills, Rural economic growth, and Tourism, destination and culture.

Do you agree the strategy outlines Council's priorities for economic wellbeing in Waipā?

- Yes
- No
- I'm not sure

If you've selected no, please tell us more:

Do you have anything else you'd like to mention?

Would you like to stay updated with the progress and implementation of Waipā's Economic Wellbeing Strategy?

- Yes
- No

Feedback closes: **Timing to be advised**

Feedback and enquiries can be:

Made online:

waipadc.govt.nz/economicwellbeing

Emailed to:

haveyoursay@waipadc.govt.nz
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Attn: Economic Development Advisor

COMMITTEE AGENDA



To: The Chairperson and Members of the Strategic Planning and Policy Committee

From: Governance

Subject: **RESOLUTION TO EXCLUDE THE PUBLIC**

Meeting Date: 1 April 2025

1 EXECUTIVE SUMMARY – WHAKARĀPOPOTOTANGA MATUA

A local Authority may, by resolution, exclude the public from the whole or any part of the proceedings of any meeting under section 48(1) of the Local Government Official Information and Meetings Act 1987.

2 RECOMMENDATION – TŪTOHU Ā-KAIMAHI

THAT the public be excluded from the following parts of the proceedings of this meeting.

The general subject of the matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
<i>10. Confirmation of Public Excluded Minutes – 5 February 2025</i>	<i>Good reason to withhold exists under section 7 Local Government Official Information and Meetings Act 1987</i>	<i>Section 48(1)(a)</i>

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act, or Sections 6, 7 or 9 of the Official Information Act 1982, as the case may be, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, are as follows:

Item No.	Section	Interest
10	7(2)(b)(ii)	<i>To protect information which if public would unreasonably prejudice the commercial position of the person who supplied or who is the subject of the information.</i>