



# **RODNEY DISTRICT COUNCIL**

## **ECONOMIC DEVELOPMENT AND IMPLEMENTATION PLAN**

**1 JULY 2009 – 30 JUNE 2012**

**FINAL VERSION 1 JULY 2009**

**Private & Confidential**

## TABLE OF CONTENTS

	Page No.
<b>1.0 STATEMENT OF INTENT</b>	<b>3</b>
1.1 Introduction	
1.2 Vision Statement	
1.3 Mission Statement	
1.4 Economic Development Priority Areas	
1.5 Infrastructure Development	
1.6 Economic Development Partners	
1.7 Output	
<b>2.0 EDU PURPOSE AND PRINCIPLES</b>	<b>5</b>
2.1 EDU Purpose	
2.2 EDU Principles	
<b>3.0 EDU OVERVIEW</b>	<b>5</b>
3.0 EDU's Functions	
3.1 Immediate Council Priorities	
<b>4.0 OPERATING ENVIRONMENT</b>	<b>7</b>
4.1 Introduction	
4.2 Characteristics of the Market and District Clusters	
<b>5.0 TOURISM AND EVENTS</b>	<b>9</b>
<b>6.0 RUGBY WORLD CUP 2011</b>	<b>10</b>
<b>7.0 COMMERCIAL ENTERPRISE</b>	<b>11</b>
<b>8.0 BUSINESS SUPPORT AND ATTRACTION</b>	<b>12</b>
<b>9.0 CREATIVE INDUSTRIES</b>	<b>13</b>
<b>10.0 AGRICULTURE</b>	<b>14</b>
<b>11.0 AQUACULTURE</b>	<b>14</b>
<b>12.0 EDUCATION</b>	<b>15</b>
<b>13.0 SECURITY OF ENERGY SUPPLY</b>	<b>16</b>
<b>14.0 BROADBAND</b>	<b>17</b>
<b>15.0 KEY PERFORMANCE INDICATORS</b>	<b>17</b>

## **1.0 STATEMENT OF INTENT**

### **1.1 Introduction**

The Rodney District Council ("RDC" or "Council") has an established economic development unit within Council ("EDU"). External to Council but funded in part by RDC is the Rodney Economic Development Trust ("REDT"). The Rodney Economic Development and Implementation Plan ("Plan") is fundamentally concerned with EDU, as the Council unit charged with accelerating economic growth in the Rodney District.

### **1.2 Vision Statement**

- EDU's vision statement is:

*To be an economic development unit that measurably improves economic growth in the Rodney District.*

### **1.3 Mission Statement**

- EDU's mission statement is:

*To accelerate sustainable economic growth in the Rodney District.*

### **1.4 Economic Development Priority Areas**

The priority areas for accelerated economic development are:

- Tourism and events.
- Rugby World Cup 2011.
- Commercial enterprise.
- Business support and attraction.
- Creative Industries – film/animation production.
- Agricultural / rural industry.
- Aquaculture.
- Education and transition to trades.

Specific transformational strategies include:

- Security of energy supply.
- Availability of broadband.
- Availability of business land at the right price and in the right location at the right time.

Underpinning the priority areas listed above, will be a programme of continuous activity to monitor economic resilience and delivery of support necessary for businesses to work through the current challenging economic conditions.

### **1.5 Infrastructure Development**

A number of major infrastructure projects have been identified as key enablers of economic growth in the District. These include:

- *Effective transport linkages* – including Penlink Toll Road that will support the effective development of Silverdale and the State Highway 1 Puhoi to Warkworth upgrade.

- ❑ *Sewerage and water reticulation* – prerequisite for industrial and commercial development in Kumeu, Huapai, Riverhead and Helensville areas.
- ❑ *Security of energy supply related projects* - including the Transpower North Auckland and Northland (NAaN) project, Crest Energy tidal project and Genesis Energy Gas power plant.

These infrastructure projects will provide an opportunity to leverage economic growth in the surrounding District areas.

## **1.6 Economic Development Partners**

To achieve its stated mission, EDU will purchase smart economic development services from external providers and form high impact partnerships.

The Council has signed a Partnership Agreement and a Rodney District Council Funding and Service Agreement that clarifies the deliverables that REDT is responsible for, together with key performance indicators (“KPIs”). These agreements form the core of a strong working partnership between Council and REDT.

The REDT budgeted funding in the LTCCP for the period 2009 to 2019 is:

- ❑ 2009/10 \$347k;
- ❑ 2010/11 \$359k; and
- ❑ 2011/12 \$370k.

The Council has developed strong, empathetic and productive relationships with three local Iwi, evidenced by the signing of a Memorandum of Understanding with each hapu: Ngati Whatua Nga Rima O Kaipara, Te Uri o Hau Settlement Trust and Manuhiri Omaha Kaitiakitanga Ora (“MOKO”) Trust Board. These relationships are expected to strengthen over the three year period of this Plan, especially in regard to key projects such as broadband, aquaculture and the Rugby World Cup (“RWC”) 2011 programme of activity.

Several Government Ministries including Social Development, Economic Development and Environment, are acknowledged as key partners in the delivery of sector outcomes, listed in this Plan.

Council also recognises that there are a number of other parties that contribute to economic development in the District. This includes business associations, i-sites and other organisations operating both within the District and across the region.

## **1.7 Output**

This is a three year Plan that aligns with identified Council funding and has been developed to:

- ❑ Align with Regional and Council strategies and plans.
- ❑ Identify resources required.
- ❑ Identify time frames.
- ❑ Allow progress to be measured against KPIs.

The intent of the Plan is to ensure Rodney emerges from this period of reduced economic activity well positioned for growth and development by ensuring resources are focused on the appropriate actions over the next 3 years.

## 2.0 EDU PURPOSE AND PRINCIPLES

### 2.1 EDU Purpose

The purpose of EDU is to accelerate:

- ❑ Employment growth and diversification.
- ❑ Industry investment.
- ❑ Industry sector collaboration.
- ❑ District promotion

EDU will achieve these objectives by working in partnership with REDT to:

- ❑ Identify regional economic opportunities in order to develop sustainable industries.
- ❑ Establish and support sustainable industry clusters.
- ❑ Support the commencement, development and growth of successful businesses in Rodney.
- ❑ Offer a range of business development products and programmes.
- ❑ Promote Rodney as the place to visit, work and play.
- ❑ Identify opportunities for youth development

### 2.2 EDU Principles

EDU operates as a commercially focused team within RDC to accelerate economic growth in the Rodney District. EDU thinks regionally but acts locally to deliver a net economic gain to the District, Auckland region and New Zealand as whole. EDU is a team that:

- ❑ Provides an enabling function that attracts increased funding and investment to the Rodney District.
- ❑ Supports emerging businesses, established industries and community enterprises.
- ❑ Targets sectors with a natural fit to Rodney District's regional comparative strengths and competitive advantages.
- ❑ Ensures it has a broad 'buy-in' from REDT, surrounding councils, Central Government, industry and tertiary education institutions.
- ❑ Is a supportive shareholder in REDT by delivering on its responsibilities as a party to the Partnership and Funding Agreements.
- ❑ Understands Council's regional economic role.

## 3.0 EDU OVERVIEW

### 3.1 EDU's Functions

EDU will either directly or through REDT:

- ❑ **Drive district wide economic policy decisions.** In its role as the Council's internal economic development agency, EDU will understand why businesses and people are attracted to, and relocate to the Rodney. EDU will continue to have the responsibility for developing local economic policy.
- ❑ **Enable new and existing businesses to grow.** This will require EDU to assist and support businesses that will add value to the Rodney District, primarily by providing services, products and where appropriate, incentives.

- ❑ **Focus on developing industry and clusters.** Replicating and building clusters in target sectors such as aquaculture, tourism and the creative industries will be an important driver of success for EDU.
- ❑ **Promote the development of new tourism opportunities based around industries.** It will be important to provide tourists with an exciting experience that enables the district to share and communicate its economic success and identify, protect and promote those characteristics that attract them.
- ❑ **Strengthen value chains based on district strengths.** Facilitating the development of value chains by linking businesses has significant potential to increase market opportunities and the economic development potential of Rodney.
- ❑ **Support strong community brands.** EDU will also work on strengthening the brand portfolio, working with REDT and business clusters. The success of the Matakana brand is a useful model to follow for other Rodney District based destinations.
- ❑ **Disseminate relevant regional economic information.** This will involve facilitating and managing the collection and dissemination of relevant information and have input into other economic development plans and projects as necessary.
- ❑ **Offer a portfolio of services and products.** These services must be relevant and targeted, with real potential to generate income.
- ❑ **Actively pursue all funding sources and income generating activities.** It is essential that all the component parts of EDU and REDT are successful in economic development delivery and this will require that they have sufficient resources to effectively carry out their functions.
- ❑ **Develop and measure relevant economic development performance measures.** These measures will reflect our core purpose, direction and focus to achieve regional objectives.

### 3.2 Immediate Council Priorities

The Council wants to focus on a narrow range of priority actions in the short term to improve economic development outcomes given the impact of the current world financial crisis. Accordingly it has set the following immediate key priorities:

- ❑ Continue to improve process and regulatory functions to provide fast, efficient service.
- ❑ Promote Rodney District Council's improvement in customer service and 'business friendly' services.
- ❑ Focus on delivering support infrastructure, such as transport, waters and business land at a realistic cost and environmentally acceptable standard.
- ❑ Development of a business land strategy which identifies how much land is available over what time period and the criteria for identifying suitable industrial and commercial land.
- ❑ Deliver the Rugby World Cup programme of activity, including infrastructure legacy projects (e.g., Silverdale park and ride, Helensville toilets, Orewa campground units, dump stations).
- ❑ Develop, coordinate and promote an annual programme of events.
- ❑ Continue to maximise promotional activity, with a specific focus on expanding and improving events, tourism packages, and on-line marketing.
- ❑ Continue to lobby and advocate for economic development investment in Rodney District during the transition to a new Auckland governance model.
- ❑ Work collaboratively with other local authorities as part of any Auckland governance model to ensure Rodney District continues to receive an appropriate economic development focus.

## 4.0 OPERATING ENVIRONMENT

### 4.1 Introduction

EDU will adopt the following economic development practices and understanding, namely:

- ❑ A clear understanding as to what the strengths are within Rodney, both regionally and at a district level.
- ❑ Realism – a sound understanding of market forces and real costs and what can be achieved through economic development activities.
- ❑ Focus resources, capabilities and disciplines on building these strengths further, to the exclusion of all else. This will manifest itself through RDC, government, tertiary and industry “pulling” in the same direction.
- ❑ Deploy financial resources to “make a difference,” to be fleet-footed, yet disciplined.
- ❑ Supporting planning policies that aim to maintain the strengths of the District and support selected economic development sectors.

### 4.3 Characteristics of the Market and District

The characteristics of our District include:

- ❑ Population growth is the most significant driver of economic growth in Rodney. Coupled with this growth is the subsequent rise in construction, retail trade and service industries to support this growing population. A substantial proportion of this growth (around 20%) is high-income lifestyle block households.
- ❑ The population of Rodney is highly stable, with 73% of households owning their own home, compared with 64% in Auckland.
- ❑ The high earning 35-54 year old demographic as a proportion of the total population is well above the national average.
- ❑ The District has high levels of entrepreneurship and self-employment, with 17% of Rodney residents self-employed, compared with 11% for the Auckland region.
- ❑ The creative industries and recreational sector are amongst the strongest growing areas of the Rodney economy.

Our District's main strengths include:

- ❑ Being declared the “happiest” place to live out of 12 Cities and Districts who took part in the Quality of Life survey<sup>1</sup>.
- ❑ Natural ecosystem advantages (soil, pasture, water and climate) on which sound pastoral, viticulture, horticulture and dairy industries have been built.
- ❑ Aquaculture based on clean marine and fresh water, skilled and capable local businesses and close proximity to a major local and international market access points.
- ❑ Vibrant retail and construction industries.
- ❑ Proximity to the Auckland region's sea and air ports and population.
- ❑ A rising affluence which supports growth in quality amenities.

Our District's main weaknesses include:

---

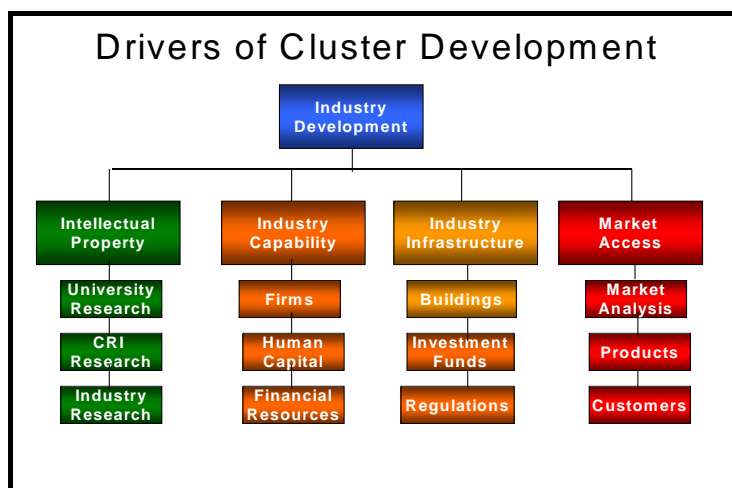
<sup>1</sup> ASB commissioned a series of “Topspots” reports that have utilised the qualitative data collected for the Quality of Life Report 2008 commissioned by 12 participating city and district councils from across the country.

- ❑ Relative to the national average Rodney District is home to a low number of 15 to 34 year olds.
- ❑ Low volume of commercial activity, resulting in limited commercial rating base and community wealth for infrastructure investment for growth management.
- ❑ The District's reliance on the construction and property sector for a large proportion of employment and economic activity.

#### 4.4 Clusters

A cluster can be defined as “competitors collaborating to compete.” Clusters encourage the creation of new enterprises for a number of reasons: individuals working within a cluster can more easily see potential opportunities to specialise and will set up their own niche firms. Barriers to entry are lower and there is a ready supply of expert workers, market data, experienced researchers and customers. Banks that are familiar with a particular cluster are likely to feel more comfortable about lending to a start-up within the same cluster. New suppliers proliferate because the concentration of customers reduces the risks of setting up a new business, cuts marketing costs and makes it easier to identify opportunities.

In developing industry clusters, there are four integrated components that need to be developed as set out in the diagram below:



Cluster opportunities are divided into:

- ❑ **Global:** Where Rodney District can demonstrate comparative advantage, either actual or potential, on a global basis.
- ❑ **National:** Where the Rodney District can demonstrate comparative advantage in New Zealand.

District cluster opportunities in the Rodney District that are part of wider regional clusters include:

- ❑ Viticulture.
- ❑ Aquaculture.
- ❑ Boatbuilding and marine engineering.
- ❑ International and domestic tourism.
- ❑ Creative industries.

EDU will also be sufficiently responsive so that it can address any significant opportunities for cluster business development in Rodney that emerge from time to time.

It is important to note that sometimes businesses in Rodney may be part of a larger Auckland Region cluster. EDU will support these businesses to contribute to regional economic development.

**4.5 Strategic Guidance**

Overarching strategic documents at the national, regional and local level have provided direction for the development of this Plan. These include:

- ❑ National Digital Strategy
- ❑ National Energy Strategy
- ❑ New Zealand Aquaculture Strategy
- ❑ Auckland Region Economic Development Strategy (AREDS).
- ❑ Metro Plan.
- ❑ Economic Futures for the Auckland Region.
- ❑ Vision Rodney.
- ❑ Planning Rodney.

**5.0 TOURISM AND EVENTS**

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
“Bringing the World to Auckland” – Visitor Strategy	Draft Tourism Strategy 2002	EDU	2009/10 \$314k 2010/11 \$335k 2011/12 \$335k
“Positioning Auckland as a Major Events Destination” - Major Events Strategy	REDT Business Plan January 2009 to June 2010	REDT  i-sites and Visitor Centres	

The Rodney District is rich in actual and potential tourism opportunities and the Council is particularly keen to see increased utilisation of East and West coast options - *Twin Coast Discovery* – in partnership with Destination Northland. The challenge is to deliver the message to domestic and international tourists. A significant number of tourists use the District’s i-Sites and it is important that these information outlets are “top class”, well staffed and provide high quality marketing material. Web based information is growing in importance as a planning and booking medium for tourists, and Rodney District’s online presence should be clear, well managed and compelling.

The main RDC priorities are to:

- ❑ Complete a District Marketing & Events Plan by June 2010.
- ❑ Annually coordinate the Food and Beverage sector Hospitality Awards.
- ❑ Continue to maximise promotional activity, with specific focus on expanding and improving events and tourism packages, including supporting the updating of marketing material where appropriate.
- ❑ Establish a web presence that both promotes Rodney and is informative in providing relevant facts, figures and statistics about working and living in the region with links to other relevant tourist information websites.
- ❑ Identify tourism enabling infrastructure, such as boat ramps, parking, toilets, camp ground upgrades to highlight priorities for improvements.
- ❑ Support the Te Hana Community Development Trust and its commercial venture “Te Hana Te Ao Marama”.

- ❑ Research and survey the existing and potential tourism activities.
- ❑ Create and facilitate improved packaging of tourism products and work with international operators to 'sell' the District as part of a regional tourism package.
- ❑ In close partnership with REDT, create and facilitate increased packaging of tourism products. Two products identified for investigation are:
  - Tourism opportunities in Council owned and other forests, including opportunities to expand 4WD, horse trekking & hiking.
  - Food and beverage trails through the District's wine country.

The main REDT priorities are to:

- ❑ Support tourism and hospitality related businesses by providing training, mentoring and networking services.
- ❑ Encourage the provision of a range of accommodation and Qualmark / quality ratings.

## 6.0 RUGBY WORLD CUP 2011

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Auckland Region RWC 2011 Vision	RWC 2011 Vision, Outcomes and Initiatives	EDU  REDT  Community Partnerships	2009/10 \$92k 2010/11 \$201k 2011/12 \$334k  Note: This is the incremental economic development expenditure

The RWC 2011 has been identified as a key economic development priority for Council as it presents a unique opportunity to promote and market Rodney on the global stage and to strengthen the District's brand and recognition levels. A programme of initiatives has been developed to deliver the long term community benefits associated with the hosting of this event, a major proportion of which will take place in the Auckland region. The initiatives will be facilitated by the Council and delivered by local community groups.

The RWC 2011 vision adopted by Council is to:

*"Deliver a landmark district wide event that showcases the Rodney District's unique identity and community spirit. Featuring wise investment and creativity, it creates enduring benefits and lasting memories for the people of the Rodney District; and confirms the emergence of the district as the most desirable lifestyle and tourism destination in the Auckland region."*

The main RDC priorities are to:

- ❑ Implement Rodney District's RWC 2011 Vision and Action Plan.
- ❑ Maximise Rodney District's return on investment from RWC projects identified as part of the Auckland regional initiatives.
- ❑ Advocate and lobby at the regional and national level to attract maximum exposure and activity in Rodney District and ensure that regionally funded programmes deliver desired outcomes for the District.

- ❑ Undertake where necessary a local economic / community impact assessment prior to investment (between September and December 2009 following the announcement of training and accommodation bases).
- ❑ Undertake a detailed post analysis of Rodney District's return on investment in terms of the four Well Beings – Economic, Social, Environment and Cultural.

The main REDT projects are to:

- ❑ Support Rodney businesses to identify opportunities and to optimise benefits arising from RWC 2011 e.g., supply chain potential, visitor packages.
- ❑ Identify specific opportunities to show case Rodney businesses during the RWC.

## 7.0 COMMERCIAL ENTERPRISE

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Auckland Region Business Land Strategy	<p>REDT Business Plan January 2009 to June 2010</p> <p>Business Land Strategy (draft due to be complete December 2009)</p>	<p>EDU</p> <p>Council Strategy and Planning Team</p> <p>REDT</p>	<p>2009/10 \$13k</p> <p>2010/11 \$13k</p> <p>2011/12 \$13k</p> <p>Note: This includes expenditure for economic research</p>

EDU will drive regional economic policy decisions by reviewing and prioritising which industry sectors will add real, long-term economic value to the District, based on prevailing economic conditions, long-term trends and specific industry developments and issues (e.g., Government broadband and infrastructure development focus). An improved understanding of key business drivers will assist in developing appropriate strategies, policies and initiatives to continue to attract and retain businesses in Rodney.

The main RDC priorities are to:

- ❑ Promote a Knowledge Economy Zone in Silverdale in partnership with landowners.
- ❑ Ensure commercial enterprises in existing locations and in locations likely to be attractive to the market as growth centres (e.g., Kumeu, Huapai and Warkworth) are supported.
- ❑ Provide for growth in rural, tourism and service sectors which do not locate specifically in business zoned land
- ❑ Publish annual reports profiling the District's economic performance.

The main REDT priorities are to:

- ❑ Develop two new industry clusters; primary targets include creative industry, aquaculture, and food and beverage.
- ❑ Advise Council on the suitability and location of commercial and industry land to be zoned.

## 8.0 BUSINESS SUPPORT AND ATTRACTION

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Relevant sections of the Auckland Regional Economic Development Strategy and Metro Plan	REDT Business Plan January 2009 to June 2010  Business Improvement Districts Policy	EDU  REDT  Business Associations	2009/10 \$13k 2010/11 \$14k 2011/12 \$12k  Note: This includes expenditure for promotion of Silverdale Business Zone

It is important that the reasons why businesses are attracted to Rodney, as well as their reasons for relocating out of the region are well understood. Research will aid in understanding what is unique about Rodney District and key points of difference that businesses consider when making decisions about where to locate business operations.

The Council and REDT will continue to evolve its 'economic stimulus' activities which are primarily a combination of council enablement activities and REDT delivered business mentoring and training programmes.

EDU will focus on developing a package of measures to attract and grow business. This will include, *inter alia*:

- ❑ Continuation and expansion of 'economic stimulus' activities in partnership with REDT.
- ❑ Developing an enabling package (as part of Council's 'economic stimulus response'), based on Council services and products to support and grow businesses.
- ❑ Establishing key relationships through REDT with local agencies that can assist businesses to relocate, retain or expand their operations in Rodney District.
- ❑ Marketing Rodney to existing and potential businesses.
- ❑ Identifying and reducing barriers to business establishment and growth.
- ❑ Developing REDT as the District's Single Facilitation Point for Foreign Direct Investment ("FDI") and domestic investment.
- ❑ Developing a business case to present to Council on the issue of providing financial and other incentives, such as many competitor cities currently offer.
- ❑ Developing and supporting events, such as business expos, within Rodney.

The main RDC priority is to:

- ❑ Implement the Business Improvement District policy based on a coherent place based approach.

The main REDT priorities are to:

- ❑ Implement and maintain a comprehensive business contacts database.
- ❑ Continue to deliver and expand the Rodney District business mentors scheme
- ❑ Establish 2 BIDs (Warkworth and one other).
- ❑ Investigate the opportunities to develop an industry centre of excellence in the District (e.g., hospitality centre).
- ❑ Investigate providing an incentive package (financial and non-financial).
- ❑ Provide a one stop shop for prospective investors and business owners (in effect hand holding businesses through the set-up process, including regulatory guidance).

## 9.0 CREATIVE INDUSTRIES

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Auckland Creative Industries – Snapshot 2005  Growing Auckland's Creative Industries - 2007	Economic Impact assessment – Proposed Film Stage in Rodney District  REDT Business Plan January 2009 to June 2010	EDU  REDT  Regional partnerships with: Film Auckland Creative Digital Content (CDC) Auckland Plus	2009/10 \$17k 2010/11 \$22k 2011/12 \$23k

Rodney is rich in talent relating to creative industries. The Council is keen to undertake specific initiatives that will provide the foundation for the development of a wide range of creative industries in the District.

The main RDC priorities are to:

- ❑ Develop a Film Website to promote Rodney based creative industries.
- ❑ Assist the development of the Kelly Park Film Village Zone.
- ❑ Advocate and lobby regionally for expansion of creative industry facilities and promotion, benefiting Rodney District based organisations.
- ❑ Facilitate access to and improvements in, provision of broadband speeds and connectivity.
- ❑ Identify opportunities to involve youth in creative industry related initiatives

The main REDT priorities are to:

- ❑ Investigate developing a creative content cluster. The cluster development could include home based digital content businesses (e.g., designers, media advertisers, publishers).
- ❑ Support potential investors to investigate film industry projects within the District.

## 10.0 AGRICULTURE

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Regional Rural Economy Report (2008)	Rural Strategy to be completed December 2009  REDT Business Plan January 2009 to June 2010	EDU  REDT  Council Policy and Planning Team  Council Property team (Forestry)	2009/10 \$0 2010/11 \$0 2011/12 \$0

RDC has completed three major studies which look at the rural economy, analyse the rural landscape and survey rural lifestyle preferences in the District. It is currently compiling a range of research into rural land use and development issues.

The Council wants to support and partner with local growers to meet local supplier needs and to expand the organics market potential within the District.

The Council also wants to, in time, research carbon farming, sedimentation and 'cutting rights' issues relating to local forestry and implement positive change.

The main RDC priorities are to:

- ❑ Complete the District Rural Strategy to address pressure on land use and activities in the rural area and consult with stakeholders on approach options for agriculture and alternative uses.
- ❑ Review RDC's forestry portfolio with view to maximise opportunities around carbon credits and greater Iwi partnership and participation.
- ❑ Educate, advocate and where necessary, legislate to manage agriculture, farming and forestry practices towards industry environmental best practice, such as riparian strips around waterways.

The main REDT priorities are to:

- ❑ Attract added value processing plants (e.g., meat, crops).
- ❑ Produce a crop register.
- ❑ Facilitate research.
- ❑ Research, in conjunction with Council, zoning protection for agriculture.
- ❑ Identify forestry added value processing opportunities.
- ❑ Investigate viticulture sustainable practices (e.g., waste disposal and manufacturing of residues).

## 11.0 AQUACULTURE

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Auckland Regional Council joint application to Ministry for the Environment ("MfE")	Assessment of the Potential for Aquaculture in the Rodney District (NIWA 2002)  Land-based Aquaculture guidance notes (2009)	EDU  REDT  Regional partnerships and MfE funding	2009/10 \$6k 2010/11 \$6k 2011/12 \$6k

REDT has successfully applied for a Ministry for the Environment grant to develop a business case for the development of an aquaculture cluster (\$80,000). This will form the base to formally commence the establishment of a cluster and governance framework. An ancillary project will be to develop a feasibility study for land-based aquaculture activities.

A key issue for RDC is to be proactive in managing potential community sensitivity around increased aquaculture development.

The main RDC priority is to:

- ❑ Assist REDT to develop an aquaculture cluster framework.
- ❑ Review aquaculture policy from an economic development perspective and promote guidance notes.

The main REDT priority is to:

- ❑ Develop an aquaculture cluster framework and identify the implementation steps. This will include:
  - Identifying areas for land and water based sites.
  - Identifying processing sites.
  - Facilitating research with universities.

## 12.0 EDUCATION AND TRANSITION TO TRADES

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Relevant sections of the Auckland Regional Economic Development Strategy and Metro Plan	Employment and Employability Strategy 2005-2008	EDU REDT	2009/10 \$10k 2010/11 \$11k 2011/12 \$22k
	Review report of Employment strategy 2009	Mayors Taskforce for Jobs	
	REDT Business Plan January 2009 to June 2010	Department of Labour	

The Council has finalised a review (January 09) of its Employment and Employability Strategy 2005–08, and this showed there is a need for further investment in educational and training facilities in the District. Local schools are experiencing significant grow pressure, and there is currently a shortage of training options in the District. Furthermore, TEC is currently being restructured and is in the process of redefining its strategic focus which may offer potential for tertiary institutions and private training institutions to offer other services in the District.

The Council recognises the critical importance of youth development and transition from school to training or employment. The Council will maximise youth training and employment outcomes, leveraging where possible opportunities around the major projects included in this plan, such as RWC 2011 and tourism.

The main RDC priorities are to:

- ❑ Assist REDT to develop education and training investment in Rodney.
- ❑ Where possible lobby and influence Government to improve education investment in the District.
- ❑ Review bi-annually strategies and plans for youth transition and training.

The main REDT priorities are to:

- ❑ Encourage universities and business to co-operate and develop new industries.
- ❑ Investigate research triangles.
- ❑ Support the development of training programmes to assist local businesses.
- ❑ Increase access to industry based training.

## 13.0 SECURITY OF ENERGY SUPPLY

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Auckland Regions Joint Submission to the Draft NZ Energy Strategy (2007)	Sustainable Energy Supply Options for Rodney District (SKM, April 2006)	EDU REDT	2009/10 \$5k 2010/11 \$5k 2011/12 \$5k

The Council has had prepared a report on the 'Sustainable Energy Supply Options for Rodney District' (SKM, April 2006) that it wants to continue to implement.

The main RDC priorities are to:

- Encourage the prioritisation of Vector's electricity distribution network upgrade proposals in Rodney.
- Support Transpower's North Auckland and Northland electricity grid upgrade proposal.
- Work with potential electricity suppliers, such as Genesis Power and Crest Energy to advance options for local power generation.

The main REDT priorities are to:

- Investigate alternative energy sources.
- Encourage sustainable waste management practices (e.g., biofuel development from waste).

## 14.0 BROADBAND

Auckland Region Strategies and Plans	Local Strategies and Plans	Delivery Agent / Resource	LTCCP 2009-2019
Relevant sections of the Auckland Regional Economic Development Strategy and Metro Plan	Broadband Investment Fund Application (2008). Includes Vision, Goals and projects	EDU Councils Broadband Steering Team REDT	2009/10 \$50k 2010/11 \$0k 2011/12 \$0k

The Government has recently announced its intention to establish a Crown Fibre Investment Company that has the role to work with the private sector to invest in broadband capability across New Zealand. This provides a new opportunity for the Council to work with this new organisation to ensure the District has the broadband capability appropriate to meet the diverse requirements of the community.

The main RDC priorities are to:

- Contribute to regional development of broadband friendly protocols, policies, standards and consenting processes.
- Provide advocacy and exemplars of broadband.
- Be closely engaged with Central Government.
- Facilitate industry relationships and support deployment.

The main REDT priority is to:

- Support EDU in identifying sector demand requirements and potential demand clusters.

## 15.0 KEY PERFORMANCE INDICATORS

Measuring performance and outcomes is an essential activity in driving substantive change. Set out below is the framework that EDU will use to report on economic development outcomes in the Rodney District.

IMPACT LEVEL	RESULT LEVEL	RESULT TYPE	DESCRIPTION
SOCIETY	MEGA	OUTCOMES	Impact and contribution to Auckland Region and Rodney District in Economic, Social and Environmental terms.
KEY STAKEHOLDERS	MACRO	OUTPUTS	Results or Outputs delivered to key stakeholders by EDU, including through REDT, e.g. TLA's, AREDS, MED, IWI and other partners
Rodney EDU	MICRO	PRODUCTS (Enablers)	Results which are the building blocks for macro and mega results produced by EDU and REDT in the form of activities – products and services

### 15.1 Mega Level Results – Shared and Indirect Contribution

Set out below are the KPIs that will be used at Council level to monitor performance and outcomes:

IMPACT LEVEL <i>SOCIETY</i>	RESULT LEVEL <i>MEGA</i>	RESULT TYPE <i>OUTCOMES</i>
Key Result Areas	Performance Indicators	Performance Standards
Tourism attraction	<ul style="list-style-type: none"> <li>• % Increase in Tourism GDP</li> <li>• % Increase in Visitor Nights</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>
Investment Attraction	<ul style="list-style-type: none"> <li>• % Increase in GDP</li> <li>• % Increase in employment</li> <li>• % Increase in target sector job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>• % increase in number of businesses</li> <li>• % Increase in business start ups</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>
Marketing the Region	<ul style="list-style-type: none"> <li>• % Increase in net inward migration</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>

Cluster Facilitation	<ul style="list-style-type: none"> <li>• % Increase in cluster aggregate revenue</li> <li>• % increase in number of businesses in key clusters (Aquaculture, Creative Industries and Tourism)</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>
Infrastructure Development	<ul style="list-style-type: none"> <li>• % increase in broadband penetration</li> </ul>	<ul style="list-style-type: none"> <li>• Better than Auckland Region Average</li> <li>• Better than National Average</li> </ul>

## 15.2 Macro Level Results – Direct Results

Set out below are the KPIs that will be used at EDU level to monitor performance and outputs:

<b>IMPACT LEVEL SOCIETY</b>	<b>RESULT LEVEL MACRO</b>	<b>RESULT TYPE OUTPUTS</b>
<b>Key Result Areas</b>	<b>Performance Indicators</b>	<b>Performance Standards</b>
Tourism Attraction	<ul style="list-style-type: none"> <li>Sustained increase in visitor numbers and spend during and following RWC 2011</li> </ul>	<ul style="list-style-type: none"> <li>Post analysis report to measure increase tourist numbers and spend during RWC (Mar 2012)</li> </ul>
Investment Attraction	<ul style="list-style-type: none"> <li>Marketing and Communications Plan</li> </ul>	<ul style="list-style-type: none"> <li>Promotional material in brochure and web form developed for Rodney Districts investment opportunities</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>Number of REDT assisted new business start ups in target sector</li> <li>Number of R&amp;D and education institutions attracted to the region</li> <li>Number of collaborative partnerships established between recognized research bodies and businesses within target sectors</li> </ul>	<ul style="list-style-type: none"> <li>Business land strategy adopted by Council (June 2010)</li> <li>Business Mentors scheme rating of "B" or better.</li> </ul>
Marketing the Region	<ul style="list-style-type: none"> <li>Customer satisfaction rating of EDU/REDT sponsored events</li> <li>External profile rating of EDU by regional businesses</li> <li>Number of REDT branded events rated as successful</li> </ul>	<ul style="list-style-type: none"> <li>Annual customer satisfaction survey</li> </ul>
Cluster Facilitation	<ul style="list-style-type: none"> <li>Number of clusters formed</li> </ul>	<ul style="list-style-type: none"> <li>Robust clusters operating for Aquaculture and Creative Industries</li> <li>Silverdale knowledge economy zone begin occupation (June 2010)</li> </ul>
Infrastructure Development	<ul style="list-style-type: none"> <li>Broadband friendly protocol</li> </ul>	<ul style="list-style-type: none"> <li>On average, broadband related consents processed within 16 working days.</li> </ul>