



# Waikato Regional Economic Development Programme 2018-2022



## Te Waka - Anga Whakamua Waikato

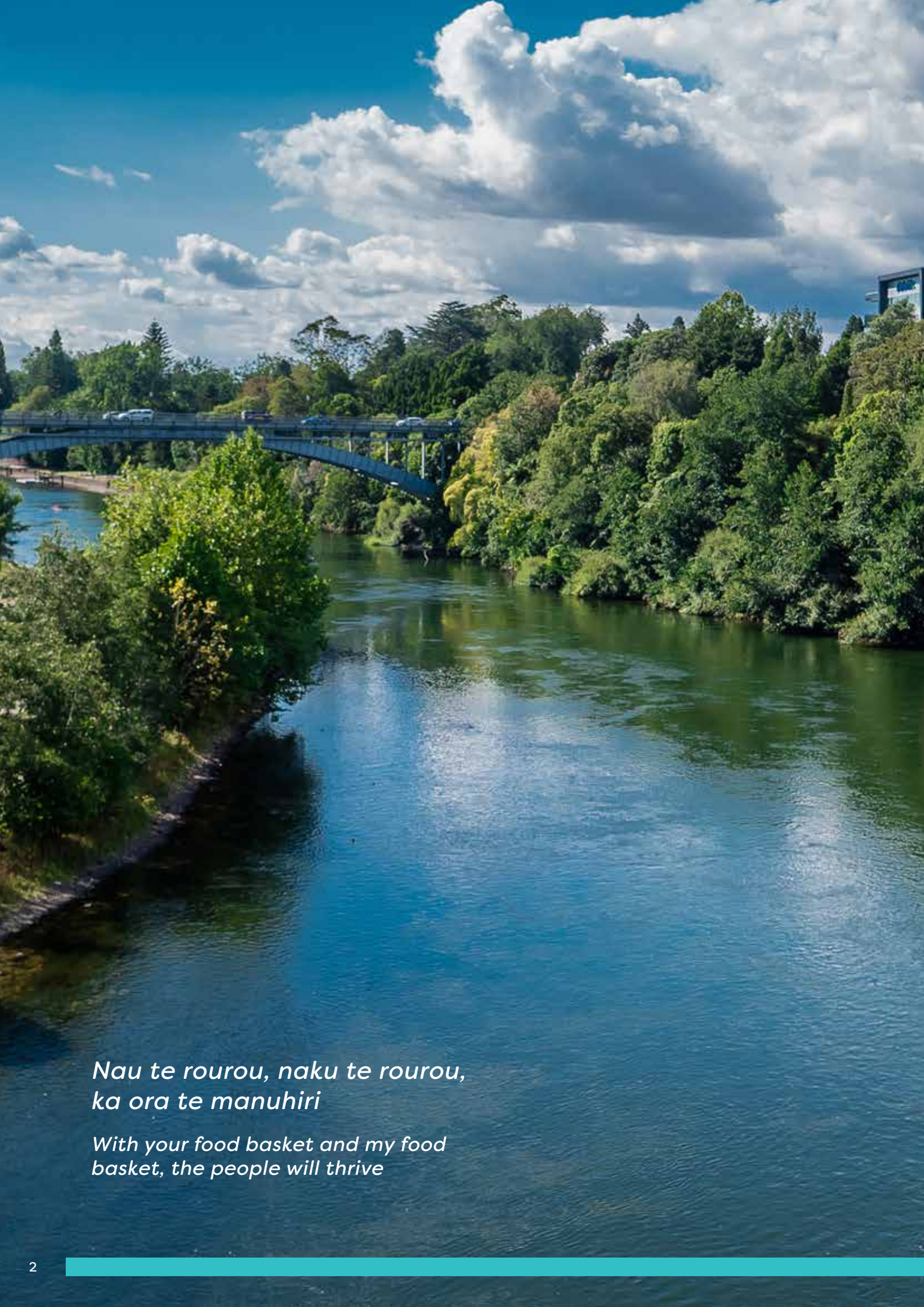
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The inspiration for the Te Waka logo comes from the takarangi/double spiral on the tauihu found between the two figures (tauihu figurehead and kaitiaki) and the multiple ripples made as the warrior's hoe is driven into the awa. The double spiral represents heritage (past) and opportunity (future). By using two double spirals, our logo represents the coming together of different people/kaupapa merging into one, to help drive the waka forward.

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*Nau te rourou, naku te rourou,  
ka ora te manuhiri*

*With your food basket and my food  
basket, the people will thrive*





# Te Waka – Anga Whakamua Waikato

## WAIKATO REGIONAL ECONOMIC DEVELOPMENT PROGRAMME 2018-2022

Te Waka is pleased to present its first regional economic development programme for the Waikato. This programme is the culmination of the work of previous regional economic development organisations including Waikato Means Business, the many organisations currently involved in economic growth in the Waikato, and the countless ideas put forward both at the Waikato Economic Summit in late August 2018 and in the many discussions which have taken place since that date.

The programme is an overarching narrative of the things which Te Waka thinks are the big drivers for the region's economic future, as well as a discrete series of projects and initiatives.

Inevitably new ideas continue to emerge, and projects will be completed. The programme will be periodically refreshed and re-published, along with a summary of the region's achievements and economic development performance.



## Who is Te Waka?

**Te Waka is Waikato's regional economic development agency. Formed in mid-2018, Te Waka is a business-led and governed organisation established to drive economic growth in the Waikato.**

The Waikato region's prime location and diverse economy are at the heart of the region's competitive advantage. We will help the Mighty Waikato to reach its full potential. Our long-term goals for the region were established through a full public process in the Waikato Regional Economic Development Strategy (2014) and further through the Waikato Plan (2017). The economic development strategy states that by 2035 the region will have achieved:

- Household incomes above the New Zealand average
- Value-add per capita growth of greater than 2.8% per annum
- Productivity growth of more than 1% per annum
- The proportion of working age people (15-65) with Level-4 qualifications above the New Zealand average
- Value-add for the region's key economic sectors increased by 80%
- International export value increased by 1.5% per annum

Te Waka's objectives are to:

- Lift economic performance across the Waikato region
- Attract, retain and grow investment, talent and business across the region; and
- Champion and lead the region's collective voices for economic and business needs and opportunities

The culture and practice of Te Waka reflects the intent of the organisation and its business purpose. We will achieve our goals working together with everybody in the region, driving and leading where we are best placed to do so, and supporting, facilitating and advocating where others have the mandate to lead. Our identity and practice is about working together with others in the spirit of kotahitanga and manaakitanga to achieve our shared goals and aspirations.

Our region is vast, from the peaks of Ruapehu in the south to Pōkeno in the north; from Aotea Harbour in the west to Opito Bay in the east. Our stunning environment and relatively affordable housing, educational opportunities and community networks add up to a place of opportunity for workers, business investors, students and visitors.

In July, our first act as Te Waka was to visit Kaitotehe, the pā of Pōtatau Te Wherowhero the first Māori King. There we learned of the abundance of the Waikato, and the success Māori enjoyed as a trading powerhouse, producing and exporting flax and crops not only throughout New Zealand but around the world. Since then the Waikato has continued to thrive, and now Māori are once again positioned as significant contributors to the region's economic success and its future. Te Waka wishes to contribute to and build on this legacy, working with iwi-Māori and all Waikato citizens to improve prosperity and wellbeing. With iwi and Māori business, Te Waka will support the implementation of Māori economic development plans, including the Waikato Māori Economic Development Action Plan and Strategy.

We work in partnership with existing economic development, iwi, business, government and community organisations to get things done and to unearth opportunities that will lead to jobs, prosperity and sustainable economic growth for everybody, thereby improving wellbeing for all communities.



## The Waikato Economic Summit

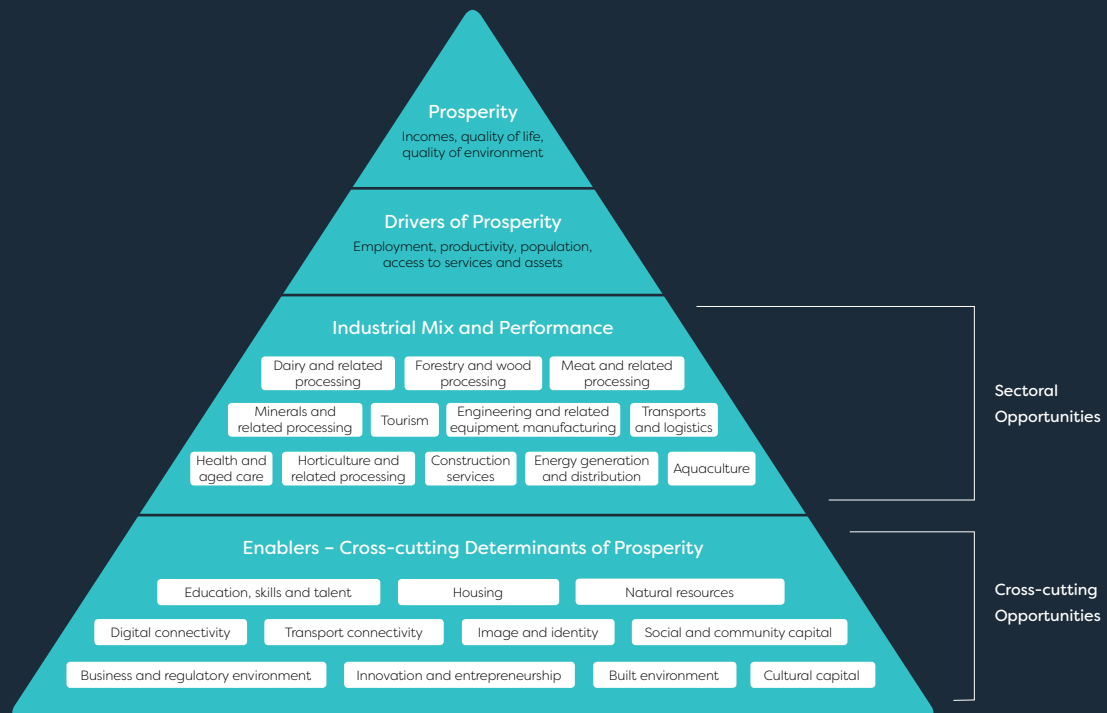
Before it got down to business, Te Waka wanted to ask the Waikato economic leadership community what the region's economic growth priorities should be for the next few years. To do this, we invited 250 of the region's business, iwi, community and local government leaders together for two days in late August 2018. We challenged them to:

**“Agree what economic development initiatives will have the greatest impact for the Waikato and its people.”**

From the beginning to the end, the summit experience was carefully crafted to create a connected, collaborative and welcoming atmosphere. This was an essential element that enabled people to openly and freely discuss their ideas about how Te Waka could achieve its mandate, and what initiatives it should tackle first.

Across the two days attendees worked individually to generate ideas, which they tested and iterated with others, then shared back within their groups. Finally, nineteen groups came together to pitch their ideas to all participants.





## Building the Programme

We have taken the results of the summit and further analysed these, looking at the composition of the Waikato economy and its key sectors, based on work undertaken for the Waikato Economic Development Strategy in 2016. Based on their relative contribution to GDP, jobs, labour productivity, export performance and comparative advantage, we have identified the key sectors for the Waikato region and the underlying systems which provide the platform for economic success the “cross cutting opportunities”. These can be arranged into the model shown.

Our role is to contribute to overall community prosperity, focusing on economic wellbeing, while not losing sight of wider wellbeing and sustainability goals and quality of life as set out in the Waikato Plan and in international frameworks such as the UN Sustainable Development Goals.

Te Waka’s role is mainly to support the growth of the region’s productive sectors, made up of thousands of private businesses. However, we also recognise that without strong foundations the economy cannot succeed. The cross-cutting foundations are largely provided by the public sector especially local and central government making clear the important role

these elements have in facilitating business success and supporting economic growth. Te Waka has a role in providing leadership, advocacy and information to support the development of these foundations.

From this, Te Waka has taken the detailed ideas and the overarching results from the summit to develop a series of sector-based opportunity plans for the region. We have captured information on how each sector works at present, who is involved, its performance and what key opportunities could potentially help it to reach its full potential.

We have then built a programme of actions and projects which reflect and align with the overall priorities of the summit and the Waikato Regional Economic Development Strategy. The programme captures initiatives which are already underway as well as those in the early stages of development.

These range from very specific actions through to more strategic programmes to help further clarify the next generation of priorities and projects for the region. In all cases our support is based on completion of the appropriate business case and commercial feasibility assessment.





## Framing a Narrative

Having listened to the participants at the Waikato Economic Summit, Te Waka has reflected on how it pulls a programme of action together. While the structure gives us a framework to proceed with, it also breaks the Waikato into a series of technical silos which doesn't necessarily tell the full story or capture our ambitions for the region. Furthermore, we know that the moment we develop a list of projects, new ideas will emerge, which also have merit. We will never be able to capture every single idea that is out there, so we are keen to communicate a broader narrative, to indicate the inclusive and enduring factors which we think are key determinants of success for the Waikato region and will help us decide now and in the future whether projects should be supported and implemented.

The overarching programme drivers for Te Waka are:

- **He tāngata** – people are our greatest resource skill development and job opportunities are needed across all sectors in all areas
- **Māori economic powerhouse** – the region's mana whenua are the cultural and historical foundation upon which the region rests, and are once again an economic powerhouse for the Waikato and New Zealand
- **Business led and driven** – Te Waka is here to support businesses, sectors and clusters to lead, grow, create jobs and prosperity across the whole region
- **Understanding whole systems and how they drive value** – creating impact and results along value and supply chains, rather than isolated ideas
- **Taking a sustainable development approach** – recognising that economic prosperity is vital to a successful Waikato community, while also advancing wellbeing outcomes in the social, cultural and environmental spaces
- **Our rivers and coastal areas** – providing the spiritual backbone to our culture, environment and economy are the Waikato, Waipā and Waihou Rivers, the western coast and the Hauraki Gulf. They will also provide the backbone to building value and their value needs to be protected and enhanced
- **The Waikato Story** – we will continue to develop and build the story to showcase our unique business and investment story for ourselves, New Zealand and the world. The Waikato Story must also include the region's unique Māori history, heritage and mana whenua perspectives
- **Hamilton** – Our City – making Hamilton/Kirikiriōa the best city it can be for the Waikato and New Zealand, with a focus on design-driven urban living, creativity and technology driven industry, public art, culture, amenity and healthy lifestyles
- **The greater Auckland economic district and the golden triangle** – we are part of something much bigger – a nationally unique opportunity to build enduring prosperity and take advantage of our central location in the upper North Island
- **Three distinct sub-regions** – we can use scale to our advantage focusing on sub-regional areas of (a) Hamilton to Auckland (H2A) corridor, (b) Thames-Hauraki-Matamata and (c) Southern Waikato (includes Taupō)
- **Our competitive value-add sectors** – we will support industries to move from a commodities and volume base, to a high value-add, knowledge intensive and export-driven focus. We will also support growing sectors where we are strong (e.g. manufacturing, agri-technology) and help to build our strength in emergent areas where we can become a national leader (e.g. tourism, digital industries, freight and logistics)



# The Programme

Our 2018-2022 programme is set out over the following pages. The programme responds to the drivers set out on Page 7 and frames up packages of initiatives based on the priorities of the summit and the sectors identified as being competitive/potentially competitive in the Waikato region. The programme has been divided into the following major sections:

## Section 1: Cross-Cutting Priorities:

- **Economic Leadership** – those projects on which Te Waka will take the lead and be the main delivery agent, in recognition of its role as the Waikato's regional economic development agency
- **Māori Economic Development** – identifying the actions which will help to advance Māori business success and economic wellbeing
- **Skills, Education and Talent** – building, developing and leveraging our people as one of our greatest economic and social assets
- **Transport** – building the connectivity systems the region needs to succeed, now and in the future
- **Housing** – supporting the work being led by the Waikato Plan to address the region's housing shortage and affordability issues

## Section 2: Sectoral Priorities:

- **Primary Production and Agri-Technology** – sectors based on the natural environment including livestock farming and meat processing, dairy (bovine, ovine, caprine and others), horticulture, aquaculture and forestry
- **Tourism and Cultural Assets** – includes tourism-based destination and infrastructure developments with a strong economic development focus, creative and cultural industries and environmentally based eco-tourism. The region's three Regional Tourism Organisations (RTOs) are the main delivery agencies for tourism-based initiatives
- **Manufacturing and Energy** – includes concepts and proposals around sustainable energy and circular economy
- **High Performance Sport** – building upon our existing infrastructure, facilities and experience
- **Aviation** – leveraging off our current infrastructure and industry advantages
- **Digital and ICT** – a sector which is both an industry sector and a cross-cutting platform (especially in terms of infrastructure)
- **Freight and Logistics** – leveraging off our comparative advantages and central location within the golden triangle
- **Construction** – focusing on opportunities for the construction sector to address areas where housing is a limiting factor for economic growth

## Our Toolkit

To drive the Waikato region's economic growth forward requires leadership and focus. We can't do it on our own and most of the projects which will make a difference for our region will be delivered by the private and public sector, by iwi Māori and philanthropic organisations. In many of these, the role of Te Waka will be to provide the necessary support, information and advice, to ensure that we can move from ideas to execution and from problems to solutions. The main tools we will use are:

- **Monitoring and reviewing** regional economic data and performance
- **Leading the conversation** and debate on key regional economic development issues and opportunities
- **Collaborating and coordinating** with other key players to make progress in key areas
- Acting as an **advocate and supporter** for key regional issues and projects
- **Funding strategic projects** which advance the objectives of Te Waka and the region
- **Local, regional and central government** communication and coordination

## Assessing the Programme

For Te Waka, the goal is for Waikato businesses to be succeeding, employing more people in productive rewarding jobs and helping to build community strength and prosperity. Determining the extent of the impact from the projects requires careful assessment of their immediate and wider (multiplier) economic impacts. In some cases, the immediate economic effects of a project may be limited, however the wider economic impacts and benefits could be very significant.

Such effects are sometimes difficult to predict in advance of a project taking place, although it is not uncommon for multiplier benefits to be many times greater than was previously assessed. Reviewing the tables on page 10 shows how we have provided an initial estimate of the jobs impacts of the projects in the programme. In many cases the initial feasibility and business case development will allow for far more detailed estimates to be made. Until such work is done these are indications, not precise predictions.

### Estimated Jobs Impact



#### **Sub Regional - Regionally Significant –**

expected to directly generate between 10 and 100 FTE positions, with additional employment via multiplier impacts



#### **Regionally - Nationally Significant –**

expected to generate between 100 and 500 additional FTE positions, with additional employment via multiplier impacts



#### **Nationally - Internationally Significant –**

expected to generate more than 1000 additional FTE positions, with additional employment via multiplier impacts

### Alignment

We have also indicated where projects are aligned to some of the key existing initiatives already underway in the region. We have also indicated projects that are, or could be significant in terms of Māori economic development and regional/national infrastructure.



Aligned with the Southern Waikato Economic Development Action Plan



Aligned with the Hamilton to Auckland (H2A) Project










Iwi-Māori are, or have potential to be, key investors or partners









Key Economic Infrastructure Project







# The Waikato Regional Economic Development Programme 2018–2022

Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
Section 1. Cross Cutting Priorities						
 <b>A. ECONOMIC LEADERSHIP</b>						
<b>A.1 Prioritise and establish, where required, sector leadership groups and action plans, for example in:</b> I. Aquaculture* II. ICT and Digital (building off Cultivate IT)* III. Tourism (linking to existing RTO plans)* IV. Forestry* V. Agriculture including dairy, beef and sheep, horticulture and agri-technology* VI. Manufacturing (linking to WECA)* VII. Food and Beverage* VIII. Construction IX. Creative Industries X. Energy* XI. Freight and Logistics* XII. Service Export XIII. High Performance Sport XIV. Aviation *= Key sector (Martin Jenkins 2016)			<ul style="list-style-type: none"> <li>Te Waka</li> <li>Industry sectors</li> </ul>	No	Lead and coordinate	<ul style="list-style-type: none"> <li>Te Waka</li> <li>Industry</li> </ul>
<b>A.2 Monitor and report</b> on the state of the Waikato economy, in relation to the key measures and indicators in the Waikato economic development strategy, and the status of major projects			<ul style="list-style-type: none"> <li>Te Waka</li> <li>Waikato Regional Council</li> </ul>	Yes	Monitor and report	
<b>A.3 Integrate and align</b> sector strategies and action plans with the services of the Te Waka business growth team and the NZTE and Callaghan Innovation regional partner programmes to ensure seamless sector and business support services			<ul style="list-style-type: none"> <li>Te Waka</li> </ul>	Yes	Deliver	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>A.4 Support the Hamilton to Auckland Corridor project</b> with a focus on facilitating employment and business/industry development opportunities in the following communities: <ul style="list-style-type: none"> <li>Pōkeno</li> <li>Meremere</li> <li>Hampton Downs</li> <li>Te Kauwhata</li> <li>Huntly</li> <li>Ngaruawahia/Taupiri</li> <li>Hamilton</li> <li>Horotiu</li> <li>Te Awamutu</li> <li>Cambridge-Hautapu</li> </ul>	  		<ul style="list-style-type: none"> <li>MBIE/ Government</li> <li>Industry sectors</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Local authorities</li> <li>Government (PGF and other)</li> </ul>
<b>A.5 Complete the Southern Waikato Economic Action Plan</b> and support key projects for funding and delivery. Include any additional actions into this programme in early 2019	  		<ul style="list-style-type: none"> <li>Te Waka</li> <li>MBIE</li> <li>Local authorities</li> </ul>	Yes	Lead, coordinate, deliver	<ul style="list-style-type: none"> <li>Te Waka</li> <li>MBIE</li> <li>Local government</li> </ul>

Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
A.6 Continue to deliver and further develop the <b>Waikato Story</b> with a focus on (a) industry, investment and skills attraction to the region, (b) celebrating and telling our economic development, investment, business and community success stories to ourselves, New Zealand and the world		  	<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• MBIE</li> <li>• Local authorities</li> </ul>	Yes	Lead and deliver	<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• PGF</li> <li>• WEL</li> <li>• Other sponsors</li> </ul>
A.7 Develop, fund and deliver an <b>investment facilitation, support and promotion</b> (regional “front of house”) function to increase the quantity, quality and impact of investment into the Waikato region. Align with other key investment support organisations		  	<ul style="list-style-type: none"> <li>• Te Waka</li> </ul>	Yes	Lead and deliver	<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• Industry</li> <li>• NZTE</li> <li>• Local govt</li> </ul>
A.8 Work with all Waikato MP's and the Waikato (central government) Senior Regional Official to ensure an integrated and aligned regional and national approach to economic growth and investment in the Waikato region			<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• SRO</li> </ul>	Yes		<ul style="list-style-type: none"> <li>• N/A</li> </ul>



## B. MĀORI ECONOMIC DEVELOPMENT

<p>B.1 Support the formation of a <b>Māori Economic Development Task Force</b> to oversee and coordinate the implementation of the Māori Economic Development Agenda and Action Plan and the development/integration with other Waikato iwi/Māori economic development action plans</p>	   	<ul style="list-style-type: none"><li>• Māori business</li><li>• Te Puni Kōkiri</li><li>• Te Waka</li><li>• Tainui Waka Tourism</li></ul>	Yes	Coordinate and deliver  Advocate and support	<ul style="list-style-type: none"><li>• Te Waka</li><li>• Iwi</li><li>• Te Puni Kōkiri</li></ul>	
<p>B.2. Recruit a <b>Māori economic development advisor</b> in Te Waka to support Te Waka and the Māori Economic Development Task Force to facilitate projects which will deliver economic growth, investment, business and employment benefits to Māori</p>						
<p>B.3. Support major <b>Māori economic development projects</b> across the Waikato region to gain the necessary funding and support to be implemented</p>						
<p>B.4. Support the development of a <b>Waikato regional Māori business hub</b> and/or eco-system to support Māori business capability, capacity and success</p>						
<p>B.5 Support iwi to implement a <b>social procurement programme</b> to ensure that Māori businesses, service providers and rangatahi are provided with opportunities to be part of the growing Waikato economy</p>						
<p>B.6 Support <b>Māori tourism initiatives</b> including marae, river-based events and facilities, accommodation, visitor attractions/ tours, destination development, the Kiingitanga and historical-based (including land-wars) tourism opportunities (refer to G.4)</p>						



## C. SKILLS, EDUCATION AND TALENT

C.1 Reform the <b>Waikato Labour Market Forum</b> as an action focused, sector-led initiative to achieve strategic goals in vocational skills, education and employment in particular:  <ul style="list-style-type: none"> <li>• Procure the appropriate resources in Te Waka to ensure skills, vocational education and employment are key factors in the sector action plans identified in A.1</li> </ul>		<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• MBIE</li> <li>• MSD</li> <li>• Ministry of Education</li> <li>• University of Waikato</li> </ul>	Yes	Lead, coordinate, deliver	<ul style="list-style-type: none"> <li>• Te Waka</li> <li>• Industry</li> <li>• Government (PGF and other)</li> </ul>
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Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
• Strengthen transition pipeline (especially “school to training” and “training to work”) in key priority sectors in A.1			<ul style="list-style-type: none"> <li>• Wintec</li> <li>• Te Wānanga o Aotearoa</li> <li>• Training organisations</li> <li>• Smart Waikato</li> </ul>			
C.2 Support the full expansion of the <b>Secondary Schools Employer Partnership (SSEP)</b> to all Waikato secondary schools by 2023		 	<ul style="list-style-type: none"> <li>• Smart Waikato</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• Business</li> <li>• Te Waka</li> <li>• PGF</li> </ul>



## D. TRANSPORT

<p>D.1 Subject to full cost: benefit assessments and business cases, advocate to central government to advance major strategic transport initiatives in the Waikato which enhance economic, community and environmental wellbeing and are efficient and effective, including:</p> <ul style="list-style-type: none"> <li>• Hamilton–Auckland <b>high speed commuter rail</b> connection</li> <li>• <b>Metro–Hamilton rail</b> connections, including to Hamilton Airport</li> <li>• Completion of the <b>Waikato expressway</b> and extension to the SH29 intersection</li> <li>• <b>Southern Links</b> to unlock industry and employment opportunities in south western Waikato and the airport, and improve inter-regional connectivity</li> <li>• Continued development of <b>Hamilton Airport</b> as a major strategic air-transport, logistics and business asset for the wider Auckland economic district and the upper North Island</li> <li>• Subject to feasibility and business case development, undertake the <b>Taupō Airport Expansion</b> (new terminal and airport precincts)</li> <li>• Align with the NZTA long term view programme currently under development</li> </ul>		  	<ul style="list-style-type: none"> <li>• Government</li> <li>• Waikato local government</li> <li>• Te Waka</li> </ul>	Yes/No	Advocate and support	<ul style="list-style-type: none"> <li>• NZTA</li> <li>• Local authorities</li> <li>• Investors</li> </ul>
D.2 Upgrade <b>State Highway 25</b> to protect its resilience and service levels, so it can connect communities and support the aquaculture industry			<ul style="list-style-type: none"> <li>• NZTA</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• NZTA</li> <li>• TCDC</li> </ul>



## E. HOUSING

E.1 Support the <b>Waikato Plan</b> to develop a full housing programme for the Waikato region to address housing supply and affordability issues			<ul style="list-style-type: none"> <li>• Waikato Plan</li> <li>• MBIE</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• Local government</li> <li>• Government (PGF and other)</li> </ul>
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### Section 2. Sector Priorities



## F. PRIMARY PRODUCTION AND AGRI-TECHNOLOGY





<p>F.1 Develop the <b>Waikato aquaculture (marine farming)</b> industry to reach its full potential for the Waikato and New Zealand including as priority projects:</p> <ul style="list-style-type: none"> <li>• Development of the Sugarloaf Wharf at Coromandel</li> <li>• Coromandel gateway project</li> </ul>		 	<ul style="list-style-type: none"> <li>• Industry</li> <li>• Coromandel Marine Farmers Association</li> </ul>	Yes	Support and coordinate	<ul style="list-style-type: none"> <li>• Industry</li> <li>• Local government</li> <li>• Government (PGF and other)</li> </ul>
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Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
<ul style="list-style-type: none"> <li>Kopu marine precinct – marine servicing, manufacturing and processing</li> <li>Mussel spat harvesting opportunities in Kāwhia and Aotea Harbours</li> <li>Develop finfish opportunities in the Hauraki Gulf</li> <li>Investigate opportunities for re-using/recycling waste products and developing new products</li> <li>Build local employment opportunities through greater processing and value-add in the Waikato</li> <li>Support opportunities in traditional and emerging fisheries, for example eel fisheries and seaweed harvesting</li> <li>Address supply chain security especially State Highway 25</li> </ul>			<ul style="list-style-type: none"> <li>Iwi</li> <li>TCDC</li> <li>Otorohanga District Council</li> <li>Waikato Regional Council</li> </ul>			<ul style="list-style-type: none"> <li>TCDC</li> <li>MPI</li> </ul>
F.2 Advance sustainable agriculture through the <b>Upper Waipa Catchment agri-investment fund</b> with a focus on creating new business and industry opportunities which improve environmental (especially river quality) outcomes			<ul style="list-style-type: none"> <li>Investors</li> <li>Waikato Regional Council</li> <li>MPI</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Industry</li> <li>Private investors</li> </ul>
F.3 As part of a sector action plan support the <b>forestry industry</b> to ensure pruned log supply meets demand, and ensure ongoing viability of timber processing and manufacturing in the Waikato, central North Island and New Zealand		 	<ul style="list-style-type: none"> <li>Industry</li> <li>Iwi</li> </ul>	No	Advocate and support	<ul style="list-style-type: none"> <li>Te Uru Rakāu (Forestry New Zealand)</li> <li>Industry</li> </ul>
F.4 Support the Waikato <b>sheep and goat milk industry</b> to grow and develop value-add dairy and nutritional products			<ul style="list-style-type: none"> <li>Industry</li> <li>Food Innovation Waikato</li> <li>MPI</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Food Innovation Waikato</li> <li>Industry</li> </ul>
F.5 Subject to feasibility and business case development, support value-add dairy product facilities, including the proposed <b>Happy Valley Dairy</b> factory at Otorohanga, with a focus on lower impact premium grade products and linking to local employment opportunities		 	<ul style="list-style-type: none"> <li>Industry</li> <li>Iwi</li> <li>Local government</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Government (PGF and other)</li> <li>Industry</li> </ul>



## G. TOURISM AND CULTURAL ASSETS

G.1 Develop a network of destination heritage, discovery/ museum assets and cultural experiences that draw off our unique intangible cultural heritage, our natural assets (rivers, harbours and mountains) and our built heritage			<ul style="list-style-type: none"> <li>Iwi</li> <li>Hamilton and Waikato Tourism</li> <li>Destination Coromandel</li> </ul>	Yes/No	Advocate and support	<ul style="list-style-type: none"> <li>Various</li> </ul>
G.2 Support the sector to develop more iconic <b>commercially focused products</b> to broaden and strength our regional tourism attributes and help anchor international visitation			<ul style="list-style-type: none"> <li>Local government</li> <li>Tainui Waka Tourism</li> <li>Industry</li> </ul>			
G.3 In relation to G1 and G2, <b>support iwi</b> including Waikato Tainui, Maniapoto, Raukawa, Hauraki, Te Arawa, Ngāti Maniapoto and Tuwharetoa to develop and promote their unique product, stories and experiences						
G.4 In relation to the <b>Waikato River</b> , develop a network of cultural and historic destinations and attractions that includes the historic sites of <b>Rangiriri</b> , <b>Turangawaewae</b> and the home of the <b>Kiingitanga</b> , to the north and links to the Waikato River Trail, Lake Karapiro, Sanctuary Mountain (Maungatautari) and the Taupō Cultural Precinct to the south  Explore the potential to link these as part of the Te Awa cycle trail which could extend to Hobbiton and Waitomo Caves to the south and east (refer action G.14)						

Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
<b>G.5 Complete the business and investment case for the Te Aroha Domain redevelopment in order to:</b> <ul style="list-style-type: none"> <li>• Redevelop the Te Aroha mineral hot spa as a high value boutique resort</li> <li>• Develop Te Aroha as a key high value tourism destination in the Waikato</li> </ul>			<ul style="list-style-type: none"> <li>• MPDC</li> <li>• Hamilton and Waikato Tourism</li> </ul>	Yes	Support and coordinate	<ul style="list-style-type: none"> <li>• PGF</li> <li>• MPDC</li> </ul>
<b>G.6 Complete the business and investment case for the Te Awamutu Heritage Discovery Centre and link to other Waikato land war and Waikato heritage sites via cycle trail extensions</b>			<ul style="list-style-type: none"> <li>• Waipa District Council</li> </ul>			
<b>G.7 Subject to market demand and commercial feasibility, develop and expand the region's network of accommodation to meet current and future expected visitor and event requirements including:</b> <ul style="list-style-type: none"> <li>• Novotel extension (Hamilton)</li> <li>• Hotel at Waitomo Golf Club</li> <li>• Sky City Hamilton</li> <li>• Airport Hotel</li> <li>• Art Hotel (as part of the Waikato Theatre)</li> <li>• Claudelands (Hamilton)</li> <li>• Arts Post carpark site (Hamilton)</li> <li>• Opal Springs (Matamata)</li> <li>• Okoroire Hot Springs</li> <li>• Taupō CBD Hotel</li> </ul>		  	<ul style="list-style-type: none"> <li>• Private investors and operators</li> <li>• Tainui Group Holdings</li> <li>• Iwi</li> <li>• Local government</li> <li>• Hamilton and Waikato Tourism</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• Private investors</li> <li>• PGF (where required)</li> </ul>
<b>G.8 Subject to feasibility and economic impact assessment, develop a network of creative spaces across the Waikato, including the Waikato Regional Theatre. Focus on the immediate and wider/multiplier economic impacts including employment and regeneration of the Hamilton CBD and its connection and integration with the Waikato River</b>			<ul style="list-style-type: none"> <li>• Momentum Foundation</li> <li>• Creative Waikato</li> <li>• Hamilton City Council</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• Momentum Foundation</li> <li>• Hamilton City Council</li> <li>• Government (PGF and other)</li> <li>• Other funders</li> </ul>
<b>G.9 Subject to feasibility and economic impact assessment, develop a network of destinations and attractions which support the role of Hamilton/Kirikirōa as the visitor, destination and event hub for the Waikato region, including:</b> <ul style="list-style-type: none"> <li>• Hamilton Zoo – Waiwhakareke Natural Heritage Park connection and development</li> <li>• Waikato Regional Theatre development (refer G.8.)</li> <li>• Hamilton Gardens development</li> <li>• Riverside boardwalks connection</li> <li>• Embassy Park upgrade</li> <li>• Waikato Walking/Cycling Bridge</li> <li>• Waikato Museum concept design</li> </ul>		 	<ul style="list-style-type: none"> <li>• Hamilton City Council</li> </ul>			<ul style="list-style-type: none"> <li>• Momentum Foundation</li> <li>• Hamilton City Council</li> <li>• Government (PGF and other)</li> <li>• Other funders</li> </ul>
<b>G.10 Develop and test the financial feasibility and economic impact of the concept for the Hauraki Historic Maritime Park and Museum</b>			<ul style="list-style-type: none"> <li>• Hauraki Maritime Park Trust</li> </ul>			<ul style="list-style-type: none"> <li>• Hauraki District Council</li> <li>• PGF</li> </ul>
<b>G.11 Support the development of the Otorohanga Kiwi House and Native Bird Park</b>			<ul style="list-style-type: none"> <li>• Otorohanga District Council</li> <li>• Kiwi House Trust</li> <li>• Hamilton and Waikato Tourism</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>• Otorohanga District Council</li> <li>• Government (PGF and other)</li> </ul>

Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
G.12 Subject to feasibility and economic impact assessment, support the development of the <b>TaTa Valley</b> agri-tourism venture at Pōkeno			<ul style="list-style-type: none"> <li>Private investor</li> <li>Waikato District Council</li> <li>Hamilton and Waikato Tourism</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Private investor</li> <li>PGF</li> </ul>
G.13 Support the development of the business case for the <b>Waitomo Sky Garden</b> attraction			<ul style="list-style-type: none"> <li>Private investor</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Private investor</li> <li>Government (PGF and other)</li> </ul>
G.14 <b>Waikato Regional Cycle Trail Network</b> <ul style="list-style-type: none"> <li>Develop capacity and capability to leverage rail trails upgrades to create economic impact and jobs</li> <li>Develop a programme of trail extensions and connections to fully leverage the economic, social and cultural benefits of the Waikato cycle trail network</li> </ul>		   	<ul style="list-style-type: none"> <li>WRCTN trail operators</li> <li>Local government</li> <li>New Zealand Cycle Trails</li> <li>Hamilton and Waikato Tourism</li> <li>Te Waka</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Te Waka</li> <li>RTOs</li> <li>Local authorities</li> <li>Government (PGF and other)</li> </ul>
G.15 Support the development of <b>Te Awa Lakes</b> Water Adventure Park and associated tourism infrastructure			<ul style="list-style-type: none"> <li>Perry Group</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Perry Group</li> </ul>



## H. MANUFACTURING AND ENERGY

H.1 <b>Waharoa Industrial Precinct</b> <ul style="list-style-type: none"> <li>Complete the business and investment case for additional infrastructure at Waharoa for it to reach its potential</li> <li>Build investment pipeline for new food manufacturing and processing firms to locate to Waharoa</li> <li>Create a skills and employment programme to provide skills development and job opportunities to locals</li> <li>Identify a provider for at scale modular housing solutions at Waharoa</li> </ul>			<ul style="list-style-type: none"> <li>MPDC</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>PGF</li> <li>Industry</li> <li>MPDC</li> </ul>
H.2 Expand the <b>Food Waikato Spray Drier Facility</b> to support value-add food innovation and nutritional product development			<ul style="list-style-type: none"> <li>Food Innovation Waikato</li> <li>Industry</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Food Innovation Waikato</li> <li>Industry</li> </ul>
H.3 Investigate and develop the potential for the Waikato to be the <b>sustainable energy and circular economy</b> centre for New Zealand, especially in terms of: <ul style="list-style-type: none"> <li>Waste to energy</li> <li>Waste recycling and re-use</li> <li>Tyre recycling/pyrolysis</li> <li>On-site bio-digestion and filtering</li> <li>Electricity micro-grids to drive industry precincts and clusters</li> <li>EV transport and associated energy infrastructure</li> <li>Geothermal and hydrogen</li> </ul>		  	<ul style="list-style-type: none"> <li>Te Waka</li> <li>MBIE</li> <li>Tainui Group Holdings</li> <li>NZTA</li> </ul>	No	Lead and coordinate	<ul style="list-style-type: none"> <li>Industry</li> <li>Government (PGF and other)</li> </ul>



Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
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## I. HIGH-PERFORMANCE SPORT

I.1 Develop a **high-performance sport cluster** leadership group and action plan and identify/develop major economic growth and employment opportunities including (but not limited to):

- Existing areas of strength including kayaking, rowing, rugby, cycling, cricket, equestrian, triathlon and multisport
- Hampton Downs as New Zealand's premier motorsport/motor industry innovation cluster
- Develop all-weather high-performance race tracks for the thoroughbred industry in the Waikato
- Investigate developing a Waikato high-performance sports centre to build our role as New Zealand's sporting centre of excellence



- Te Waka
- Sport Waikato
- Other key leaders

No/Yes

Lead and coordinate

- Industry
- Government (PGF and other)



## J. AVIATION

J.1 Further develop an **aviation industry cluster** development plan for the Waikato



- Hamilton Airport
- Aviation industry leaders

- Industry
- Govt (PGF and other)



## K. DIGITAL AND ICT

K.1 Close the digital divide

- Facilitate and support accelerated deployment of fit for purpose infrastructure to main centres and regions
- Facilitate and support the development of fit for purpose public access facilities, programmes and resources
- Promote, facilitate and support initiatives investing in user empowerment, not just infrastructure



- Digital Stakeholder Group
- Industry
- Local government

No (existing UFB rollout)  
No  
No

Advocate and support

- Industry
- Iwi
- Government (PGF and other)
- Business associations
- Community organisations

K.2 Build digital skills and capacity

- Acknowledge, understand and define the digital skills gap and champion addressing it
- Promote, facilitate and support initiatives supporting schools in delivering the digital curriculum
- Support the establishment of fit for purpose pathways and career support programmes, resources and tools



- Digital Stakeholder Group
- Business Associations
- Industry
- Iwi
- Education, training and skills providers

Yes

Advocate and support

- Industry
- Iwi
- Business associations
- Government (PGF and other)
- Education, training and skills providers

K.3 Support digital transformation of SME's

- Facilitate the development, promotion and access to best practice guides, resources and tools
- Establish a framework to facilitate small business digital transformation through a pilot programme
- Encourage and empower the business community to continue to build capacity and leverage technology



- Te Waka business growth team
- Business associations
- Chambers of commerce
- Industry

No

Resource Advocate and support

- Industry
- Government (PGF and other)
- Business associations and chambers of commerce
- Government (PGF and other)

Action	Est. Jobs Impact	Link	Lead	Already Underway or Committed?	Te Waka Role	Resourcing
<b>K.4 Support regional smart cities initiatives</b> <ul style="list-style-type: none"> <li>Support the development of a regional smart cities model supporting economic development and community objectives</li> <li>Support the rollout of regional smart cities across the region in collaboration with local government</li> <li>Support and facilitate stakeholder engagement including alignment with other related initiatives</li> </ul>			<ul style="list-style-type: none"> <li>Digital Stakeholder Group</li> <li>Hamilton City Council</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Hamilton City Council</li> <li>Industry</li> <li>Community and business organisations</li> <li>Government (PGF and other)</li> </ul>
<b>K.5 Foster regional technology innovation</b> <ul style="list-style-type: none"> <li>Facilitate establishment of technology hubs, and supporting programmes, for use by education providers, entrepreneurs, businesses and the wider community in collaboration with social innovation initiatives</li> <li>Promote, facilitate and support initiatives engaging local youth and businesses with technology innovation</li> <li>Support, facilitate and showcase regional technology innovation including in the areas of agritech, high-tech manufacturing and smart cities</li> </ul>		  	<ul style="list-style-type: none"> <li>Cultivate TT</li> <li>Digital Stakeholder Group</li> <li>Industry</li> <li>Social Impact Waikato</li> </ul>	Yes (Pilot in Tokoroa)  Yes  Yes	Resource Advocate and support	<ul style="list-style-type: none"> <li>Industry</li> <li>Community organisations</li> <li>Local government</li> </ul>



## L. FREIGHT AND LOGISTICS

<b>L.1 Support the development of an integrated network of freight and logistics hubs</b> across the Waikato that supports the efficient movement of goods, imports and exports to and from the region, including: <ul style="list-style-type: none"> <li>Ruakura</li> <li>Horotiu</li> <li>Crawford Street</li> <li>Hamilton Airport</li> <li>Tokoroa (R) Lincoln) (refer L.3)</li> <li>Kinleith</li> <li>Taupō</li> </ul> Align with the NZTA long term view programme currently under development		   	<ul style="list-style-type: none"> <li>Te Waka</li> <li>Industry</li> <li>NZTA</li> <li>Local authorities</li> <li>Iwi</li> </ul>	Yes	Advocate and support	• N/A
<b>L.2 Support the continued development of the Ruakura Development</b> as a nationally significant project, especially the logistics precinct and inland port		 	<ul style="list-style-type: none"> <li>TGH</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>TGH</li> <li>Industry</li> </ul>
<b>L.3 Investigate the viability of expanding the Tokoroa Freight Hub</b> and establishing hubs in Te Kuiti and Otorohanga			<ul style="list-style-type: none"> <li>Industry</li> <li>South Waikato District Council</li> </ul>	Yes	Advocate and support	<ul style="list-style-type: none"> <li>Industry</li> <li>PGF</li> <li>Local authorities</li> </ul>



## M. CONSTRUCTION

<b>M.1 Support the building and construction industry to develop modular housing solutions</b> for the Waikato. Focus on locations where lack of housing is restricting employment and business investment opportunities, for example Huntly, Waharoa, Paeroa, Thames and Tokoroa		  	<ul style="list-style-type: none"> <li>Waikato Plan</li> <li>TBA</li> </ul>	No	Advocate and support	<ul style="list-style-type: none"> <li>Industry MBIE (Kiwibuild)</li> </ul>
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## HOUSING

# Regional Map

Use this map to explore Waikato's:

- **natural environment** — rivers, lakes, the ocean, mountains, and features (**brown**)
- **key infrastructure** — rail, ports, roads with 250+ per day heavy traffic counts (**black**)
- **industry highlights** (**blue**)
- **towns and cities** (**red**)
- and **socio-economic demographics** (the darker the **green**, the more impoverished the community)

### \$559k

The mean house value as of March 2018. An increase of **10%** from March 2017. **18% lower** than the national mean.

### 81%

on the affordability measure for buying and is **increasing**. This is **3% more** than the national average

Higher percentage means less affordable housing

### \$365

The mean weekly rent as of June 2018. An increase of **5%** from June 2017. **17% lower** than the national mean.

### 66%

on the affordability measure for renting, and is **decreasing**. This is **9% more** than the national average

Higher percentage means less affordable housing



### 72.5%

of Waikato households have internet access. **6% less** than the national average



### 76

New dwelling consents per 10,000 people as of June 2018. A **decrease** of **2%** from June 2017. **10% higher** than the national average

### 5.7

The population weighted deprivation index in the Waikato for 2013. A **0.3 increase** from 2006  
Deprivation index is measured between 1 and 10, 10 being the most deprived

### 11<sup>th</sup>

Out of the 16 regions of New Zealand on the **deprivation index** as of 2013. Canterbury being 1<sup>st</sup> (least deprived) and Gisborne being 16<sup>th</sup>

## ECONOMY

### \$78.1k

Median annual household income in the Waikato for 2017. A **0.1% increase** over 2016. **5% less** than the national median

### \$49.5k

GDP per capita in the Waikato in the year to March 2017. An **increase** of **6%** from March 2016. **12% lower** than the national average

### 6%

The agriculture share of GDP in the Waikato in 2016. A **decrease** from 2015. **94% more** than the national average

### 4,433

New building consents in the Waikato the year June 2018. A **decrease** of **2%** from June 2017

### 8%

Māori contribution to the total Waikato GDP

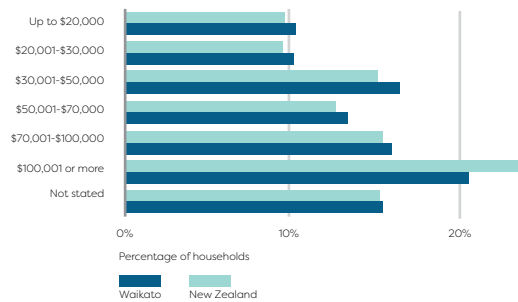
### \$6.2bn

Value of total Māori asset base in the Waikato region

### 26%

of the Māori collective asset base in New Zealand is in the Waikato

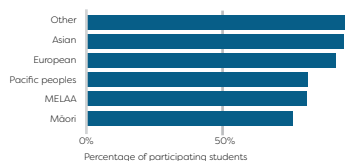
## Household income of Waikato compared to national average



Unless otherwise stated all statistics are sourced from [web.archive.org/web/20180601000000/www.mbie.govt.nz](http://web.archive.org/web/20180601000000/www.mbie.govt.nz)

## EDUCATION

### NCEA Level 2 attainment for 18-year-olds



### NCEA attainment for school leavers For the year to December 2016

### 88.6%

**Achieve Level 1**  
5,213 students

### 78.6%

**Achieve Level 2**  
4,626 students

### 46.9%

**Achieve Level 3**  
2,761 students

### 7,740

Tertiary qualification completions at Level 3-4 by students from Waikato in the year to December 2016

## EMPLOYMENT

### 4.4%

Unemployment rate as of June 2018

### 69.7%

Of working-age people are employed in the Waikato as of June 2018. An **increase** from June 2017

### 72.9%

Labour participation rate as of June 2018. An **increase** from June 2017

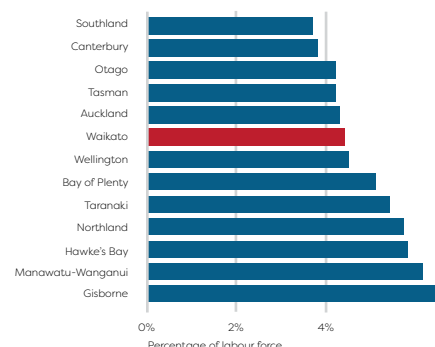
Labour participation is people who are working or actively looking for work

### 12.1%

NEET rate: Youth not in employment, education or training as of June 2018. A **decrease** from June 2017

### Unemployment rate

June 2018



### 6<sup>th</sup>

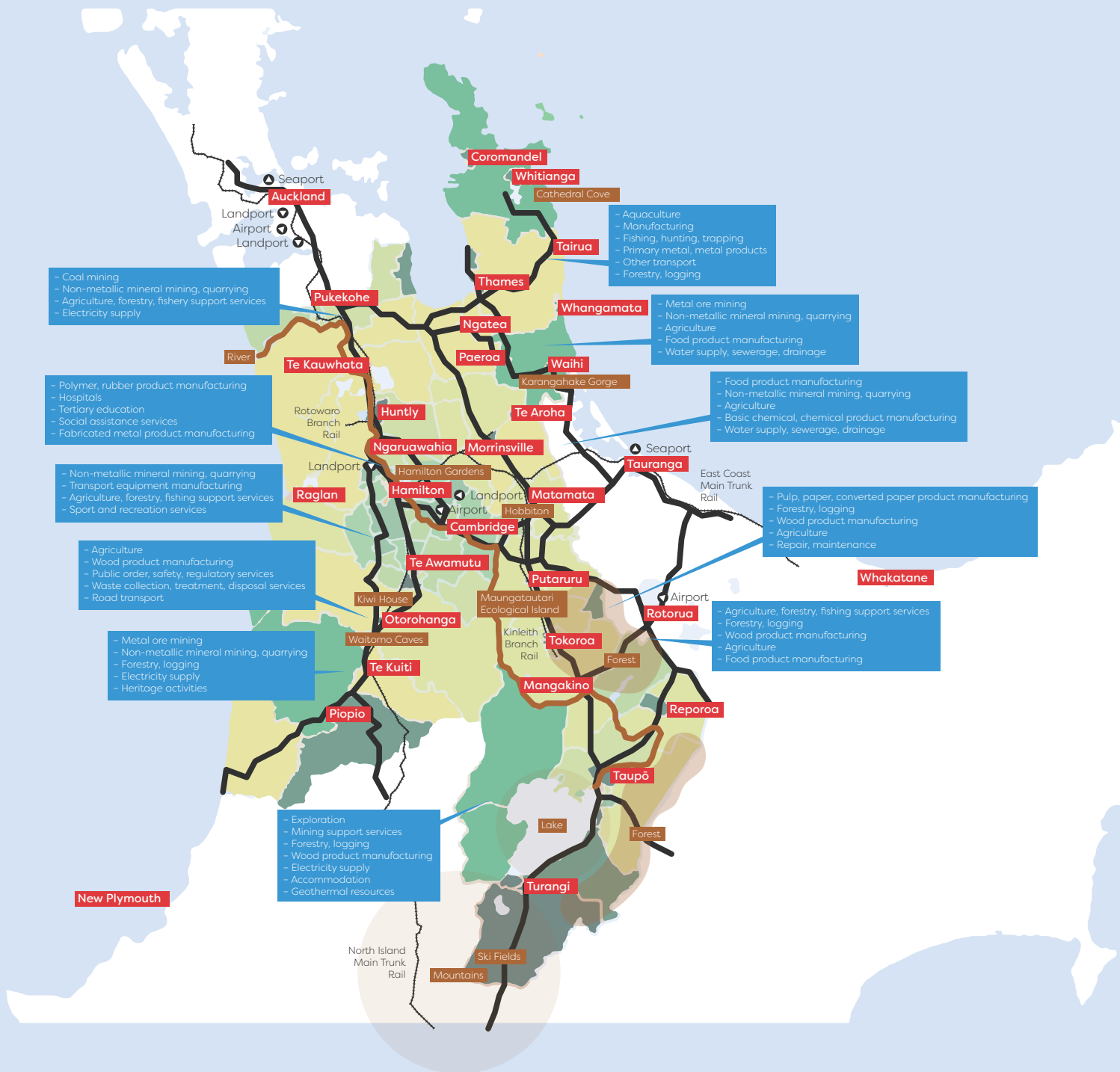
lowest unemployment rate. Below Auckland and above Wellington

### Live and play; not work

The Waikato region is a better place to live and play than it is to work

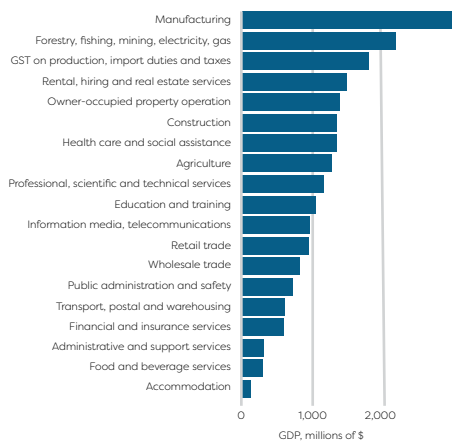
[regionofwaikato.org.nz](http://regionofwaikato.org.nz)

Unless otherwise stated all statistics are sourced from [web.archive.org/web/20180601000000/www.mbie.govt.nz](http://web.archive.org/web/20180601000000/www.mbie.govt.nz)



## INDUSTRY

### GDP share by industry



## TOURISM

The number of international visitor nights to the year March 2018 as per nationality

**1.1M**  
Australia

**641k**  
Germany

**617k**  
United Kingdom

**571k**  
Rest of Europe

**8**

Guest nights per 10,000 residents in year to March 2018. An **increase** from March 2017. **8% less** than the national average

**36.3%**

Accommodation occupancy rate in the Waikato in the year to March 2018. **20% lower** than the national average





## Te Waka Governance and Management

Te Waka is a limited liability company owned by an independent Trust. The company is governed by a board of directors, made up of skilled and experienced business leaders. The organisation is led by a Chief Executive and is located at the Waikato Innovation Park in Ruakura.

### TRUSTEES

#### **Simon Lockwood**

Regional Branch Director of the insurance firm Crombie Lockwood and is currently chair of the Waikato branch of the Institute of Directors.

#### **Alice Thame**

A senior accountant at Dairy New Zealand, Alice is the chair of the local leadership group of the Chartered Accountants Association of Australia and New Zealand.

### BOARD OF DIRECTORS

#### **Dallas Fisher** (Chairperson)

A company owner, director and entrepreneur, Dallas is a co-owner of the Montana Group, NDA Group and 37 South. He sits on many boards including Ngāi Tahu, Tainui GoBus Holdings and MESH Sculpture Hamilton and is a director and former chair of the Chiefs Rugby Club.

#### **Kiri Goulter** (Deputy Chairperson)

A company director and a member of the Wintec Council, a trustee of the Te Awa River Ride Charitable Trust, and a member of the Institute of Directors.

#### **Les Roa**

A company director and director and shareholder of Longveld Ltd.

#### **Kim Hill**

A company director and co-chairperson founder of Te Humeke Waikato Māori Business.

#### **Chris Joblin**

A company director and Chief Executive of Tainui Group Holdings.

### ESTABLISHMENT BOARD MEMBERS

(Non-director members of the Board during the transition phase).

#### **Rob Williams**

Chief Executive Thames-Coromandel District Council.

#### **Blair Bowcott**

Executive Director Special Projects Hamilton City Council.

### CHIEF EXECUTIVE

**Michael Bassett-Foss**





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## Our Funders

