



ECONOMIC DEVELOPMENT STRATEGY

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Introduction and Overview

The draft Economic Development Strategy has been prepared in consultation with a group of key stakeholders and sector representatives. Seven key theme areas have been identified. These themes respond to particular opportunities and challenges, some of which are unique to Waipa:

- Information and Communications Technology
- Enabling and Attracting Business
- High Performance Sport Cluster
- Tourism
- Sustainable Agriculture and Agritech/Agribusiness
- Education and Youth Employment
- Aviation

Waipa's economy however needs to be understood within a wider context. Our economy is closely linked to Hamilton, be it through employment, education or logistics. In turn this sub-regional economy needs to be seen in the context of the wider regional and national economy. However there is currently no regional economic framework to provide an agreed context and vision for local strategies to build on.

A 2003 study identified several areas of advantage within the central Waikato economic region. These include:

- Location (within the golden triangle of Auckland, Tauranga and Hamilton)
- Highly productive soils
- Regional industry (several industries of significance)
- Research and innovation
- Visitor/tourist attractions

Based on these attributes the study suggested Waipa has areas of economic strength in:

- Bloodstock
- Dairy farming and manufacturing
- Airport and related services

These strengths provide a sound foundation for further economic development that also addresses and supports growth in export trades. As well Waipa is also strategically positioned within the golden triangle, and features high amenity towns and rural landscapes.

The Waikato Regional Council has suggested that a regional strategy should be formed on the principles of Green Growth – a shift to more environmentally sustainable or 'greener'

ways of operating and developing modern economies. Waipa District Council believes this is a promising approach and will seek to apply these principles throughout the strategy.

As summarised below the key theme areas outlined in this strategy are well aligned with this approach as sustainable growth is the hallmark of Waipa's strategic direction.

Strategy Summary

Purpose	To partner the community in promoting the wellbeing of its people
Strategic Goals	Economically progressive Environmental and cultural champions Connected with our community Socially responsible

Economic Development Theme Areas	Information and Communications Technology	Enabling and attracting Business	High Performance Sport Cluster	Tourism	Sustainable Agriculture and Agritech/Agribusiness	Education and Youth Employment	Aviation
Council Role	Facilitator	Enabler/Regulator	Facilitator	Facilitator	Facilitator	Facilitator	Supporter
Theme goals	To support the development of and promote access to World Class ICT technologies in the District	To maintain a robust planning framework and infrastructure development plan to support the development of the district and ensure that red tape is reduced	To promote and develop the District as the ideal home of a high performance sports centre of excellence	To promote and provide a range of high quality tourism experiences in and around the District leading to increased visitor numbers	To foster the development of the Waipa district as a hub of sustainable agriculture, horticulture, equine and high tech agribusiness	To support the delivery of quality education services and provide opportunities for youth skill development in the district	To Promote the Aviation Cluster and Hamilton International Airport as a strategic centre in New Zealand for light aircraft manufacture, maintenance and training and the regional gateway for visitors
Key Actions	<ul style="list-style-type: none"> ▪ Prepare an ICT Strategy focusing on ensuring Waipa is an early adopter of the opportunities that high speed broadband provides ▪ Internal WDC video conferences 	<ul style="list-style-type: none"> ▪ Provision of Business Land that attracts and embraces business and services which present optimum value for the District ▪ Concept plans for key Council properties ▪ Council one stop development shop that is led by an enabling culture including provision of supporting services ▪ Identify on-going economic development support requirements 	<ul style="list-style-type: none"> ▪ Prepare business case and strategy to promote ▪ Identify key partners, funders and stakeholders 	<ul style="list-style-type: none"> ▪ Develop Maungatautari visitor experience ▪ Develop 12 months event calendar ▪ Identify potential value of tourism opportunities ▪ Work with Iwi and heritage groups to understand heritage tourism opportunities ▪ Work with stakeholders to develop and promote events ▪ Work with emerging high performance sports to promote events ▪ Develop and progress links between Te Awa Cycleway and the Waikato River trail 	<ul style="list-style-type: none"> ▪ Investigate the potential for a Waipa Sustainable Agriculture forum ▪ Identify opportunities to work with farmers and key stakeholders to promote and celebrate Waipa 'best practice' ▪ Investigate opportunities to promote the uptake of agricultural, horticultural and equine technology and innovation 	<ul style="list-style-type: none"> ▪ Youth mentoring in schools ▪ Investigate youth employment programmes in other districts to determine best practice for Waipa ▪ Promote Youth Award schemes 	<ul style="list-style-type: none"> ▪ Work with Titanium Park and the Aviation cluster to identify potential opportunities to support and promote the Airport and aviation related industries based there. ▪ Work with and support the Airport with any airline attraction initiatives to re-establish Hamilton as the international gateway to the region

Economic Development Theme Areas	Information and Communications Technology	Enabling and attracting Business	High Performance Sport Cluster	Tourism	Sustainable Agriculture and Agritech/Agribusiness	Education and Youth Employment	Aviation
Key Indicators	<ul style="list-style-type: none"> ▪ Uptake rates of rural broadband ▪ Uptake rates of ultra-fast broadband (Urban) – Residential & Business ▪ Number of ICT businesses 	<ul style="list-style-type: none"> ▪ Number of new businesses established in Waipa (net increase) ▪ Uptake of industrial land (Ha/yr.) ▪ New industrial and commercial buildings (gross floor area/yr.) ▪ New Retail buildings (effective floor area/yr.) ▪ Conversion rate of business inquiries to new businesses in the district ▪ Number of green buildings 	<ul style="list-style-type: none"> ▪ Number of ancillary staff employed ▪ Overseas teams using training facilities ▪ Number of National / International Sporting Events attracted ▪ Recognition of Waipa based athletes in International sports events 	<ul style="list-style-type: none"> ▪ Visitor numbers at Maungatautari ▪ Number of new events in the district ▪ Number of hits on Waipa pages of RTO website ▪ Number of hits of Waipa District website ▪ Number i-site services enquiries in Waipa 	<ul style="list-style-type: none"> ▪ Contribution of Agriculture, Horticulture and equine businesses to district GDP ▪ Water quality indicators for Waipa District ▪ Number of people employed in Agribusinesses other than farming 	<ul style="list-style-type: none"> ▪ Numbers of secondary school pupils in mentoring programmes ▪ Unemployment rate (15-24 year olds) in the district 	<ul style="list-style-type: none"> ▪ Number of Aircraft produced per annum ▪ Titanium Park land Developed (m²) ▪ New Jobs provided at the Airport and Titanium Park ▪ Number of new businesses established at the Airport precinct

Waipa's Strategic Direction

In its 10 year Plan 2012-22 Waipa District Council consulted on and confirmed a new strategic direction for the district. The direction is based on the three core values of increasing community prosperity, preserving the special places and character of the District and enhancing the wellbeing of residents.

Purpose

Waipa District Council's purpose is to partner the community in promoting the wellbeing of its people.

Waipa's Strategic Direction is based on five key principles:

- Investing for future wellbeing
- Building on what we have
- Collaboration not isolation
- Financial prudence
- Leadership

These principles are at the heart of our key goals and outcomes:

Economically Progressive

We are focused on growing our prosperity and financial sustainability, now and into the future, providing an attractive and affordable district in which to live and do business.

To be economically progressive, we will continue to develop Waipa as a sustainable thriving economy built upon the District's unique characteristics by:

- Efficiently using resources to deliver services without unreasonably burdening future ratepayers;
- Developing Waipa as a great place to do business; and
- Building a diversified and productive economic base that supports the natural and cultural environment.

A key outcome of this goal is that Waipa's growth will be built on its strengths.

This Economic Development Strategy is Council's response to this goal in particular; however it will also advance our other goals as shown below.

Environmental and Cultural Champions

- We preserve, enhance and showcase the unique environmental and cultural heritage, diversity and history of our district.

Connected with our Community

- We empower and engage our communities to determine and contribute to desired outcomes whilst providing them with opportunity, equality and efficient service.

Socially Responsible

- We act with conscience and integrity to lead the district in valuing and protecting the members of our organisation and community, and enhancing their wellbeing.

The Waipa Economy – A snapshot

Population growth averaged 1.4% between 2001 and 2011 compared with 1.3% for New Zealand as a whole. Growth in Waipa reached a high of 2.1% in 2005 and a low of 0.9% in 2011.

In the year to March 2011 employment grew at 2.8% compared to 0.2% for New Zealand for the same period and Waipa was ranked 8th of 72 Territorial Authorities. Overall employment growth in Waipa averaged 2.4% between 2001 and 2011 compared to 1.6% in the national economy.

Primary industries accounted for 21% of employment in Waipa compared to 7% for New Zealand. The dairy sector accounted for 11.6 % in its own right compared to 1.75% for the national economy. This sector, including both dairy farming and dairy product manufacturing is also responsible for almost half the growth in jobs in the 2010/11 year.

GDP in Waipa in the year to March 2011 was up 3.7% over the previous year compared to an increase of 1.2% in New Zealand's GDP. Economic growth in Waipa averaged 2.6% pa between 2001 and 2011 compared with an average of 2.2% in the national economy.

Perceived quality of life is an important factor in attracting new businesses and employees to an area. In response to a regional perception survey in 2010 Waipa recorded a happiness index 85.7, based on the responses of residents. This was the highest index recorded in the Waikato region.

Key Statistics

Measure	Waipa	New Zealand
GDP (2011 \$million)	1140	135140
GDP per Capita \$	24,728	30,676
Population	46,100	4,405,300
Employment Growth 2011 (%)	2.8	0.2

Implementing the Strategy

The strategy is a whole of district strategy and while it will guide Council's actions it must have the buy in of stakeholders to succeed.

Collaboration and communication between key stakeholders is central to the success of this strategy. Council's role will depend on the focus of the theme area. In some theme areas Council will be responsible for many of the actions, in others it will merely act as a facilitator with actions being carried out by stakeholders.

For each of the theme areas a project team will be established with membership from key stakeholders and council. These teams will act as champions and will be responsible for driving the implementation plan. A Mayoral steering group will maintain an overview of each of the strategy work streams and report progress back to Council.

The strategy takes a three year time horizon, with review in 2015.

The costs associated with the implementation of the strategy are not considered to be significant, and Council's 10-Year Plan signals a maximum \$20,000 per annum for this purpose. Any projects arising from this strategy that require resourcing beyond the level allowed for in the 10-Year Plan will need to be considered for funding as part of Council's annual budgeting process.

Theme Areas

1. Information and Communications Technology

High speed broadband is seen universally as a vital enabler for economic development and global competitiveness. Nationally a significant investment has been made in rolling out Broadband capability through initiatives such as:

- A \$300M rural broadband initiative delivered by Chorus and Vodafone, bringing broadband to rural schools and a wireless broadband service to many rural households;
- A \$1.5B ultrafast broadband initiative that will bring internet speeds of 100m/bit/sec to many urban areas.

Chorus have also invested heavily in the district on a programme to improve internet speeds on their network.

Waipa is set to benefit from all three initiatives.

The rural broadband initiative is anticipated to give wide coverage to the district with download speeds of around 6m/bit/sec available to most rural properties.

The ultrafast fibre service is being deployed in Cambridge and Te Awamutu and is scheduled to be available in from 2013 and completed by mid-2015.

This represents a huge increase in for the district in communication and information processing capability and will ensure that Waipa has an ICT infrastructure the equal of anywhere in New Zealand. This opens opportunities for innovation across many sectors of the Waipa economy including agribusiness, education and other sectors of strength. The key economic development issue then is to encourage a high take up rate and unlock that innovation.

New residents and businesses from larger urban areas may also be attracted to Waipa's many lifestyle opportunities as, with an effective high speed broadband service, location will no longer be as significant a constraint.

1.1 Actions

Key Stakeholders: Broadband infrastructure providers, retail service providers, Crown agencies
Council Role: Facilitator
Lead Agency: Council

Required Actions	Indicative Commencement	Responsibility
Ensuring District Planning requirements support the deployment of ICT infrastructure and the uptake of broadband.	On-going	Council
<p>Preparing a Digital strategy that targets:</p> <ul style="list-style-type: none"> ▪ Increasing awareness of the opportunities that ICT provides and the need for innovation through activities such as technology expos and establishing a digital leaders forum together with keys sector groups to drive the deployment and uptake of ultrafast broadband ▪ Council making supporting deployment through use of Council assets – such as GIS data and property easements ▪ Council being a role model providing leadership by becoming an early adopter of ultrafast broadband and championing its use and possible communications support through the various Waipa District Council channels ▪ Investigating the potential for community technology centres – potentially developed in conjunction with libraries 	March 2013	Stakeholder Group and Council

1.2 How we'll monitor the strategy:

Key Indicators
Uptake rates of rural broadband
Uptake rates of ultra-fast broadband (Urban)
<ul style="list-style-type: none"> ▪ Number of households ▪ Number of businesses (by sector) ▪ Number of ICT businesses

2. Enabling and Attracting Business

Waipa District Council in partnership with the community has prepared a series of visioning documents to support the development of a new district plan. This has included a growth strategy and concept plans for each of our major townships.

Through the growth strategy the following key areas of business land were identified for development –

- Hamilton Airport 117ha
- Hautapu Industrial area 96ha

These areas have been included in Waipa’s proposed district plan. Smaller areas have also been identified in Te Awamutu. Council will work with developers to ensure that this land is developed appropriately. Land in central Cambridge will also be rezoned from industrial to commercial to provide for the redevelopment of Carters Flat.

While a considerable proportion of Waipa resident’s retail spend currently occurs outside of the district, the development of business land to support the ‘live work play’ philosophy, and new development in the town centres will assist in reducing this ‘leakage’.

Council holds several properties in strategic locations throughout the district and many of these are in commercial areas. This provides an opportunity to work strategically with developers to ensure that the developments can meet local needs and reflect the quality results that will maintain the character of our towns.

This character is one of the key qualities that bring people to live and work in Waipa, and it is important that we continue to maintain this and the high standard of amenity of the district.

The development community are key partners with Council to ensure these visions are realized. They need to be confident that doing business with Council will be an efficient process. Council needs to ensure that its culture is enabling and that it strives to reduce red tape, ensuring consenting and other regulatory processes are as simple and timely as possible.

2.1 Actions

Key Stakeholders: Development Community / Key tenants
Council Role: Leader/Enabler/Infrastructure provider
Lead Agency: Waipa District Council

Required Actions	Indicative Commencement	Responsibility
Develop a Strategic Plan for Council land holdings	October 2012	Council Property Manager
Develop concept plans for key Council land holdings in retail areas	Commenced August 2012	Council Business Development Facilitator (BDF)
Continue development of Council 'one stop shop' initiative to streamline the interface between developers and Council. Investigate opportunities to expand this concept to other regulators such as with the Waikato Regional Council and government regulatory agencies	December 2012	Council BDF and Planning & Regulatory Manager
Identify barriers to new businesses	March 2013	Council BDF
Develop and maintain a database of appropriate development information	June 2013	Council BDF
Identify on-going Economic Development support that is required to promote and facilitate Waipa's development	On-going	Council GM Planning and Community Relations

2.2 How we'll monitor the strategy:

Key Indicators
Number of new businesses established in Waipa (Net increase)
Uptake of industrial land (Ha/yr.)
New industrial and commercial buildings (gross floor area/yr.)
New Retail buildings (effective floor area/yr.)
Number of new jobs/yr.
Satisfaction with council processes (% as measured annually)
Conversion rate of business inquiries to new business (Council BDF)
Number of Green certified buildings

3. High Performance Sport Cluster

The Sport New Zealand decision to award the National Cycling Centre of Excellence to the Waikato bid centred on Cambridge established the possibility of a unique opportunity for the Waipa. With the already well-established High Performance rowing centre at Lake Karapiro this provides an opportunity for Cambridge, and Waipa, to become the nation's home of High Performance endurance sport. The proximity to St Peters School and its high quality sporting assets supports this vision.

Aside from the direct benefits of having so many elite athletes and coaches in one district, many ancillary support industries would be established such as sports health and psychology, exercise physiology, and nutritionists. The University of Waikato has already announced that it will establish a performance testing lab at the Avantidrome. There may an opportunity to expand on this to establish a wider sports science research facility in association with the cluster.

Another opportunity lies in providing world class facilities and support for Northern Hemisphere elite sports for off season training. This would be dependent on capacity being available but is potentially a lucrative opportunity.

National and international events centred on the facilities like Mighty River Domain at Lake Karapiro and the Avantidrome will also provide significant benefits to the district with a high demand for ancillary services such as restaurants and accommodation.

Youth academies are already in existence in the district in sports such swimming and the opportunity would be available to expand these and establish new academies as feeders to High Performance programmes – potentially utilising high performance coaches and athletes. The Avantidrome will also provide a flat track area suitable for social or learner riders.

In terms of social benefits, having many athletes as role models living in the community would also provide a resource for schools to draw on and encourage students to aspire for excellence. The opportunity is also extremely sustainable with a relatively low carbon footprint and would provide Waipa and Cambridge in particular, with an international profile and a unique branding opportunity.

The high performance concept could also be extended beyond endurance sports for example to equestrian sports, for which Waipa is also well known.

3.1 Actions

Key Stakeholders: Sport NZ, HP Sport NZ, Sport Waikato, Rowing NZ, Bike NZ, Tri NZ, Home of Cycling Charitable Trust, St Peters School, Swimming Waikato, University of Waikato, Wananga O Aotearoa, Wintec		
Council Role: Facilitator		
Lead Agency: Key Stakeholders		
Required Actions	Indicative Timeframe	Responsibility
Prepare strategy/business case to establish a high performance cluster	November 2012	Key Stakeholder Group
Identify potential partners and candidate sports	November 2012	Key Stakeholder Group
Identify potential funding opportunities	November 2012	Key Stakeholder Group

3.2 How we'll monitor the strategy:

Key Indicators
Number of ancillary staff employed in cluster
Number of overseas competitors using training facilities annually
Number of National/International Sporting Events attracted to Waipa
Recognition of Waipa based athletes in International sports events

4. Tourism

Waipa and its neighbouring districts are not traditionally known as premium visitor destinations however Waipa is well located – situated between the Rotorua and Waitomo and only two hours by road from Auckland. Hamilton Airport is also located in the district. Waipa is rich in cultural and natural assets providing many opportunities to showcase this in the form of visitor experiences.

The Maungatautari Ecological Island is likely to be the jewel in Waipa’s tourism crown. The scale of this project is unparalleled on mainland New Zealand and development of a visitor centre will assist in putting Maungatautari on the tourist map.

Other ecotourism opportunities have also been proposed such as a National Wetlands Centre at Lake Serpentine.

Waipa is synonymous with the New Zealand Land Wars and with characters from history such as Von Tempsky, General Cameron and Rewi Maniapoto. The story of the New Zealand land wars is one of Waipa’s most important and could provide a niche tourism opportunity. This could be supported by development of a new Museum at Te Awamutu.

Equine, sports and agritourism also provide potential niche visitor opportunities.

4.1 Actions

Key Stakeholders: Hamilton and Waikato Tourism (RTO), Maungatautari Ecological Island Trust, i-sites, Iwi, National Fieldays Society, Chambers of Commerce, Te Awa River Ride Charitable Trust
Council Role: Facilitator
Lead Agency: To be determined

Required Actions	Indicative Timeframe	Responsibility
Continue to work with MEIT and other stakeholders to develop the Maungatautari visitor experience.	October 2013	Council
Continue to work with stakeholders to understand the potential value of tourism opportunities and events to the Waipa economy and how these might be developed.	on-going	Council BDF
Work with Iwi and heritage groups to understand the opportunities for heritage and ecological tourist experiences in the Waipa district and the challenges that may be involved in developing them.	on-going	Council community relationships team
Work with National Fieldays Society and other local and regional bodies to develop and promote events	on-going	Council BDF

Required Actions	Indicative Timeframe	Responsibility
Work with emerging high performance sports to develop and promote events	on-going	Council community relationships team
Develop a 12 months event calendar	2014	Stakeholder group
Develop and progress links between Te Awa Cycleway and the Waikato River trail	2014	Stakeholder group

4.2 How we'll monitor the strategy:

Key Indicators
Visitor numbers at Maungatautari
Number of new events in the district
Number i-site enquiries in Waipa
Number of hits on Waipa pages of RTO website
Number of hits of Waipa District website

5. Sustainable Agriculture and Agritech/Agribusiness

Agriculture is the backbone of the Waipa economy. Much of our wealth as a district is derived from dairy farming and manufacturing of milk products. The district is also renowned for local investment in equine and horticulture ventures which, like agriculture, lead to sustainable export opportunities.

Our proximity to the Ruakura Agricultural research Centre, LIC, Waikato Innovation Park and the University of Waikato provides the opportunity to be early adopters of new technologies and innovations.

Sustainability is an important theme in primary production and is consistent with Waipa's goals. We need to look for opportunities to employ technology to ensure that farming and similar activities in Waipa develops even higher levels of production without a consequential impact on the environment.

In terms of animal health some of the largest veterinary practices in New Zealand are located in Waipa District. Many other national agribusiness operators have a strong presence in Cambridge and Te Awamutu. Fonterra also have a significant investment in the district with large plants located at Hautapu and Te Awamutu.

Better alignment across the primary production value chain from researcher to farmer to processor offers the prospect of unlocking significant economic value in the primary industry and high technology sectors. Collaboration across the value chain will be required to achieve this though.

Collaboration will also identify constraints and gaps that may be hindering the level of economic performance we seek.

'Digital agriculture' is an emerging theme, and builds on the developments in infrastructure discussed in the ICT theme. Broadband and digital technology offer the prospect of considerable efficiency gains through innovations such as wireless sensors, robotics and GPS technology.

Workforce issues will also become critical for primary industry as the population ages and the potential pool of workers declines.

5.1 Actions

Key Stakeholders: Waikato Link, University of Waikato, Kiwinet, , National Fieldays Society, Crown Research Institutes, Dairy Co-operatives
Council Role: Facilitator
Lead Agency: To be determined

Required Actions	Indicative Start Date	Responsibility
Work with key stakeholders to identify opportunities to enhance and attract Agritech businesses	March 2013	Council– Manager Strategy
Work with key stakeholders to identify opportunities to deploy technology to enhance sustainable agricultural practices	March 2013	Council– Manager Strategy

5.2 How we'll monitor the strategy:

Key Indicators
Contribution of Agriculture to district GDP
Water quality indicators for Waipa District
Number of people employed in Agribusinesses

6. Education and Youth Employment

A 2012 survey of Waipa residents rated employment and in particular jobs, especially for young people, as the most significant issue facing the district. This was mentioned by 28% of all residents questioned.

At a national scale policy initiatives such as those driven by the Mayoral Taskforce have been introduced with success in some areas. However, as the Human Rights Commission has noted that youth unemployment is a ticking time bomb with economic and social consequences that is not being addressed sufficiently at the moment.

In keeping with the 'work live play' theme there is a clear need to provide pathways to work for those that do not go on to tertiary study. This could take many forms – apprenticeships, work experience and industry based training programmes. These programmes can assist in building self-esteem and a good work ethic.

A mentoring programme is currently in place at Cambridge High School and offers a model that could be replicated at other schools. Mentoring can assist in promoting self-confidence, good health and education and life skills such as goal setting and teamwork. However further research will be required to determine what programmes would be most suitable for the district.

Given Waipa's strength in agriculture there may also be opportunities to develop a programme to introduce young people to possible career options in the primary sector and associated industries.

Perceived quality of schooling is an important determinant in whether families will settle in area or not. If the choice of schools is not perceived as being adequate it can have a significant effect on the nature and rate of economic development in area. There may be opportunities for key stakeholders to work with schools to improve the perceived quality of schooling.

Waipa also has many strengths in education and institutions such as St Peters School and Te Wananga O Aotearoa are successful in their own right and well placed to build on that success.

6.1 Actions

Key Stakeholders: ITO's, Principals Association, St Peters School, Te Wananga o Aotearoa, Cambridge High School, Te Awamutu College
Council Role: Facilitator
Lead Agency: To be determined

Required Actions	Indicative Start Date	Responsibility
Identify key stakeholders and partners willing to assist	November 2012	TBA
Investigate opportunities to support schools including through mentoring programmes	November 2012	TBA
Investigate youth employment programmes in other districts to determine best practice for Waipa	November 2012	TBA

6.2 How we'll monitor the strategy:

Key Indicators
Numbers of secondary school pupils in mentoring programmes
Unemployment rate (15-24 year olds) in the district
Number of aircraft painted per annum

7. Aviation

Hamilton International Airport is a significant regional hub located in the Waipa district.

It is the home to an established cluster of aviation businesses and a growing business park.

Key aviation related capabilities in the cluster value chains include:

- Aircraft and helicopter maintenance and overhaul
- Aviation manufacturing and supply
- Commercial aviation including for the agricultural sector
- Pilot training
- Aviation painting
- Airline ground handling services

The Cluster members share a vision of becoming the Australasian centre for light aircraft manufacture, maintenance and training. The beginning of this vision is already in place with companies such as Pacific Aerospace Limited (light aircraft manufacturing), Eagle Airways (head office and maintenance base), Hamilton Aero Maintenance and Aeromotive already located at the Airport.

A recent development of the cluster to date has been the construction of a specialist aviation paint facility. The CTC pilot training operation is established with over 200 trainees and their instructors based at the airport supported by a fleet of 45 aircraft.

Titanium Park, an airport business park joint venture between Waikato Regional Airport Limited and McConnell Property Limited, provides an ideal home for expansion of not only aviation and airport related businesses but also for many other types of business. This land is zoned as 'Airport Business' under the Waipa District Plan. The park and airport are strategically positioned in the upper North Island in terms of both existing road networks and proposed expressway developments. This provides an ideal basis for development of freight and logistics capabilities including niche freight opportunities such as trans-tasman equine transportation. It also supports recognition and development of Hamilton Airport as both a key regional and national economic asset.

7.1 Actions

Key Stakeholders: Aviation Cluster firms, Waikato Regional Airport, Titanium Park
Council Role: Facilitator/Supporter
Lead Agency: Aviation Cluster/Waikato Regional Airport Ltd

Required Actions	Indicative Start Date	Responsibility
Review possible opportunities to support the cluster development	February 2013	Council
Ensure expansion of Titanium Park is provided for in RMA planning documents	On-going	Council

7.2 How we'll monitor the strategy:

Key Indicators
Number of light aircraft produced per annum
Titanium Park land Developed (m ²)
New Jobs provided at the Airport and Titanium Park
Number of new businesses established at Hamilton Airport