



# **FRANKLIN ECONOMIC DEVELOPMENT ACTION PLAN**

APRIL 2018

## Message from Chair

[To be added]

## Introduction

The Franklin Local Board developed its first Local Economic Development Action Plan in 2014. This refreshed plan builds on the previous plan and provides a clear focus on the areas where the Franklin Local Board can support economic growth over the next 3-5 years.

## Desired Outcomes

The Franklin Local Board Plan sets out the vision for Franklin to have **a thriving local economy** by building on its strengths in rural production / processing and tourism sectors and strengthening connections between employment opportunities and education and skills and improving access to communications technology necessary for economic success.

Objective	Key initiatives
More local jobs are available.	Encourage major employers to locate in Franklin and provide local jobs.
Better connectivity in rural areas for mobile phones and broadband.	Advocate to central government for better phone and broadband connectivity across Franklin.
Young people have clear pathways from school to work.	Use council networks to connect local schools with regional career and employment events. Enable local schools to be involved in regional youth events.
Franklin is a rural centre of excellence.	Encourage rural innovation hubs to be established in Franklin
Increase tourist numbers and visitor spend in Franklin.	Support the promotion and linking of local attractions, events and heritage.

Within the council 10-year budget (2018-28) Franklin Local Board identifies the following priorities for delivery in 2018/19.

- Start on the ground delivery of local trails, including the Hunua cycle trail, Pohutukawa Coast trails, Waiuku trails and Pukekohe trails. We will support local communities and trails trusts to get routes in place and promote their use
- Promoting Franklin tourism opportunities through branding, digital tools and as a motor home-friendly destination in response to recommendations in our recent motor caravanning and camping tourism study

This action plan highlights activities the local board can support to deliver on these economic objectives. It has been developed in consultation with key stakeholders and focuses on areas of activity where the local board can make a difference. It reflects the board's priorities identified in the Local Board Plan and council's 10-year budget. An indicative 3-year programme of how the plan could be implemented is included.

The table below provides several potential areas that stakeholders have identified as areas to consider over the next 3-5 years to unlock the area's economic potential.

The role of the Franklin Local Board in supporting these initiatives is to:

- Lead - by funding investments that stimulate economic activity
- Enable - by partnering with other entities to help them create more economic activity through their respective efforts
- Advocate - by using the board's strategic relationship with Auckland Council and other stakeholders to influence greater investment into Franklin

Some of the activities are regional programmes that are delivered locally, where the local board has limited influence, but can advocate for local delivery to take account of specific local circumstances.

Others are local initiatives where the local board has a key role in shaping activity or supporting the delivery of new activity in support of economic growth. These are identified by colour-coding in the table below.

<b>Local board discretionary funding</b>	
<b>Regional / advocacy projects – no LB funding required</b>	

Following the outline of areas that the local board can focus on, a more detailed set of costed actions over the next three years are provided that will form the basis of the local board's economic development work programme.

<b>More local jobs are available.</b>		
<b>Ref.</b>	<b>Actions and initiatives</b>	<b>Delivered by</b>
1.1	Support mana whenua economic development initiatives with potential to contribute to Māori employment/business development in Franklin (e.g. cultural tourism, skills training, food and beverage sector). e.g. 'Te Mahaniani Hiko Trail'	ATEED advice LB funding
1.2	Advocate in council planning processes (e.g. Structure Plans / Plan Changes, Infrastructure Strategy) for adequate supply of zoned and serviced land for business/commercial purposes to meet local business needs and support the growth of Franklin's key exporting industries.	Council funds the planning work. Local Board representation on Steering Groups and to Planning Committee
1.3	Submit to AP/LTP/RLTP processes that plans should provide for: <ul style="list-style-type: none"> <li>• electrification of rail services to Pukekohe (gantry or battery), increased frequency of services (including evening services), connection of services to the Manukau Transport hub for airport links,</li> <li>• co-ordination with Waikato Regional Council to maintain or increase public transport services from/to the Waikato</li> <li>• roading and public transport projects/services that cater for population growth in the district including improved peak period access to the main roads network</li> </ul>	Auckland Transport advice LB advocacy
1.4	Consider the implications and opportunities arising from the North Waikato Integrated Growth Management Programme and support cross border (Waikato) industry sector initiatives as appropriate e.g. potentially skills training, tourism, horticulture, water and irrigation, food & beverage processing, equine, motor sports.	LB advocacy to Council/CCOs on initiatives
1.5	Support for BID partnership programmes and activities in Pukekohe and Waiuku including: <ul style="list-style-type: none"> <li>• advocacy for land-use policies to protect the vitality and viability of employment precincts</li> <li>• advocacy for business-friendly by-laws to reduce costs of compliance</li> <li>• funding for local events/activities to leverage benefits for local businesses from major events</li> <li>• investigate the business case for co-location of the Council Waiuku Service Centre functions and the Waiuku Business &amp; Development Association, releasing space for retail/commercial use, establishing a "hot-desk" business hub with access to good broadband, and provision of space for tourist information and support</li> </ul>	LB representation to planning and regulatory policy processes, and Panuku Development Auckland and Council's Corporate Property investigations ATEED assistance in relation to events and studies
1.6	Advocate for the natural gas pipeline infrastructure being installed through Waiuku/Glenbrook to have capacity for other potential users in the vicinity of the line to be able to connect.	LB representation

<b>Better connectivity in rural areas for mobile phones and broadband</b>		
<b>Ref.</b>	<b>Actions and initiatives</b>	<b>Delivered by</b>
2.1	Support the roll-out of improved broadband and mobile coverage (through the government's UFB2, RBI2 and MBS programmes) in the Franklin local board area by informing articles in local board and business association information channels, including access to publications on benefits of broadband to business.	LB advocacy

<b>Young people have clear pathways from school to work</b>		
<b>Ref.</b>	<b>Actions and initiatives</b>	<b>Delivered by</b>
3.1	<p>Support youth 'pathways to employment' programmes through:</p> <ul style="list-style-type: none"> <li>• convening the Franklin Skills Network (FSN) - consisting of education providers, ITOs, iwi, MSD, Solomon Group etc. and providing resource to support development and implementation of a skills work programme<sup>1</sup></li> <li>• support for the Young Enterprise Scheme, Youth Connections, Youth Guarantee programme, skills training hubs, and Rangatahi focussed programmes</li> <li>• connecting local schools with regional career and employment events (e.g. JobFest)</li> <li>• focusing on the skill requirements of the priority economic and employing sectors in Franklin: horticulture, tourism, food and beverage, equine industry, and building and construction.</li> </ul>	<p>ATEED Community Empowerment Unit in Council</p> <p>LB advocacy</p> <p>Possible LB funding for P/T project coordinator to support Youth Connections or FSN implementation activities</p>

<sup>1</sup> Whilst the FSN can be convened as part of BAU, most initiatives require dedicated resource to properly scope out and project manage their establishment and secure sustainable on-going funding if necessary (e.g. skills training hubs, Rangatahi focussed programmes). Better links are also required with ATEED staff to ensure links to main industry sectors in Franklin: horticulture, tourism, food and beverage, equine industry, and building and construction.

<b>Franklin is a rural centre of excellence</b>		
<b>Ref.</b>	<b>Actions and initiatives</b>	<b>Delivered by</b>
4.1	<p>Supporting horticultural growers and other primary producers to develop sustainable water-harvesting and irrigation initiatives, including exploring innovative funding / investment options. Establish protocols to reduce uncertainties/costs relating to water harvesting related compliance.</p> <p>Hort NZ considers it a priority given expected demand for Waikato River water from urban development locally (incl. North Waikato towns) and wider Auckland, and the potential for reduced quality of aquifers from urban development.</p>	LB possibly with assistance from Hort NZ, Watercare & Council Environmental Services Department.
4.2	Advocacy for management of impacts from residential and other uses' growth on land at the rural-urban interface currently used or suitable for high-value horticulture.	Local Board representation on Steering Groups and to Planning Committee
4.3	<p>Support the establishment of food and beverage destination facilities / hubs in Franklin to showcase the area's 'food bowl' role and provide opportunities for local growers, processors and the labour-force.</p> <p>Other ATEED / private sector activity supports the development of the Food and Beverage sector in Franklin and should be considered for local board support.</p> <p>Includes potential for Pukekohe Park Farmers market and Franklin Food Junction etc.</p>	ATEED assistance LB funding

<b>Increase tourist numbers and visitor spend in Franklin</b>		
<b>Ref.</b>	<b>Actions and initiatives</b>	<b>Delivered by</b>
5.1	Support on the ground delivery of local trails, including the Hunua cycle trail, Clevedon trail, Pohutukawa Coast trails, Waiuku trails and Pukekohe trails	LB funding support Advice from ATEED, Watercare, and Council Parks Department

Increase tourist numbers and visitor spend in Franklin		
Ref.	Actions and initiatives	Delivered by
5.2	<p>Support the Franklin Tourism Group<sup>2</sup> to develop and implement a Tourism Strategy aimed at domestic and international markets. Scope to include:</p> <ul style="list-style-type: none"> <li>• research information requirements for visitors</li> <li>• optimal location / mechanisms for providing visitor information</li> <li>• co-ordination of tourism promotional content across Franklin and North Waikato- branding, digital presence etc.)</li> <li>• identify gaps in visitor infrastructure (e.g. accommodation, 'freedom camping' facilities, signage)</li> <li>• ways to develop/enhance main visitor attractions</li> </ul> <p><i>An option to consider is whether to develop a Franklin Tourism Strategy utilising underspend from 2017/18</i></p>	<p>ATEED advice / assistance LB direct funding and advocacy (e.g. to NZTA on signage)</p>
5.3	<p>Where business associations identify a need for additional capacity or resource to develop to grow. Support business associations that are not BIDs to grow their membership base and promote their town centres as a visitor destination (e.g. via networking and special events, promotional material / websites).</p>	<p>LB funding ATEED advice</p>

### 3-year work programme

The table below shows specific actions or components of actions that are referenced in the Refreshed Action Plan which would require discretionary funding for delivery over the next three years. An indicative forward budget allocation over 2018-21 is also included. The focus is on those areas of the local board plan where the board has the potential to support tangible outcomes. The first two are identified as priorities for delivery by the Franklin Local Board within the Auckland Council 10-year budget for 2018/19.

<sup>2</sup> The FTG is reliant on voluntary effort and some part-time paid assistance and needs to grow its membership base as well as develop a Visitor Strategy in 2018/19 and then secure funding (from council, MBIE etc.) to implement initiatives to encourage/support tourism activity in Franklin. This activity would also implement findings from the 2017 'Motor caravan' research.

Table 1: Indicative 3-year work programme and potential budget allocation

Ref.	Action	Scope and deliverables	Years 1-3 Budget \$k		
			2018/19	2019/20	2020/21
			Figures in (\$) are subject to projects being brought forward by local organisations		
1	<b>Support the Franklin Tourism Group to develop and implement a Tourism Strategy aimed at domestic and international markets.</b>	<p>Subject to an application from FTG for support or endorsement of the approach, a part-time co-ordinator, specialist external agency or combination of the two could be engaged to:</p> <p>Year 1:</p> <ul style="list-style-type: none"> <li>research information requirements for visitors</li> <li>recommend optimal locations and/or mechanisms for providing visitor information</li> </ul> <p>Year 2:</p> <ul style="list-style-type: none"> <li>co-ordinate tourism promotional content across Franklin and North Waikato - branding, digital presence etc.</li> <li>prepare business cases for addressing gaps in visitor infrastructure (e.g. accommodation, 'freedom camping' facilities, signage) or ways to enhance main visitor attractions</li> </ul> <p>Year 3:</p> <ul style="list-style-type: none"> <li>Implement priority initiatives/business cases</li> </ul>	30	30	30
2	<b>Support on the ground delivery of local trails, including the Hunua cycle trail, Pohutukawa Coast trails, Waiuku trails</b>	<p>Year 1:</p> <ul style="list-style-type: none"> <li>Complete the aspirational plan for the trail and prepare the funding and delivery strategy.</li> <li>Identify remaining needs for signage, promotional communications material, or physical facilities at the established trails, the Hunua Trail and 'emerging' trail proposals (e.g. Clevedon)<sup>3</sup>.</li> <li>Support a 'Wairoa tourism amenity analysis' project and develop responses to</li> </ul>	10	10	10
			15 -		

- <sup>3</sup> While most costs associated with the established trails are expected to be covered by council departments, and the Hunua Trails Trust has already received funding in 2017/18 to develop an Action plan, establish a trust and secure funding, additional support for on the ground delivery may be necessary. Budget provision is therefore indicative and subject to specific proposals emerging (and may not be required).

	<b>and Pukekohe trails</b>	<p>potential risks identified for the Hunua Trail Project.</p> <p>Years 2 and 3:</p> <ul style="list-style-type: none"> <li>Support delivery of identified improvements (e.g. via Franklin Visitor website, Council Parks work programme) in relation to the trails.</li> </ul>	already funded		
3	<b>Support the Franklin Skills Network (FSN) to progress youth education to employment initiatives</b>	<p>Year 1 &amp; 2:</p> <ul style="list-style-type: none"> <li>Provide funding for a part-time co-ordinator to work with the FSN to agree initiatives (e.g. a construction skills hub) and develop project scopes/business cases (with estimates of costs, participant numbers, roles allocated to relevant agencies).</li> <li>Funding for a part-time co-ordinator to project manage/support establishment of initiatives (after which time the future need for the co-ordinator would be re-assessed). Assumes costs of setting up and running actual skills training programmes are met by other agencies (e.g. MSD, ITOs, polytechs).</li> <li>Young Enterprise Scheme Kick Start Days</li> </ul>	25	25	Tbc
			2	2	2
4	<b>Other 'minor' initiatives to consider</b>	<p><b>Support small business associations (that are not BIDs) that want to grow their membership base and promote their town centres as a visitor destination</b></p> <p>Years 1-3:</p> <ul style="list-style-type: none"> <li>Local businesses that are not part of a town centre 'BID' (e.g. in Beachlands/Pine Harbour, Maraetai, Clevedon, Ardmore and Whitford) rely on voluntary efforts to grow their membership and secure funding for public or networking events, or promotion of their business centre.</li> <li>The local board can provide limited funding assistance to such business associations to allow them to test local interest and feasibility of becoming a BID within say 3 years. Activities would be subject to application from business associations but may include hosting of networking events, place activation measures, development of promotional material/websites or other such initiatives.</li> </ul> <p><b>Support mana whenua economic development initiatives with potential to contribute to Māori employment/business development in Franklin (e.g. cultural tourism).</b></p> <p>Year 1:</p> <ul style="list-style-type: none"> <li>Whilst other initiatives may arise in future there is one 'live' example (being worked on by Michelle Wilson at The Southern Initiative) associated with Awhitu lighthouse: 'Te Mahanihahi Hikoi Trail' – promoting the stories of mana whenua (Ngati Te Ata) through a historic trail utilising pou, kowhatu, diorama and digital apps.</li> </ul>	(5)	(5)	(5)
			(5)	(5)	(5)

	<p>A business case has yet to be completed and the role of the local board in this case would be minor (e.g. funding for a launch event).</p> <p><b>Support the establishment of food and beverage destination facilities/hubs in Franklin to showcase the area's 'foodbowl' role and provide opportunities for local growers, processors and the labour-force.</b></p> <p>Year 1:</p> <ul style="list-style-type: none"> <li>Whilst ATEED staff are currently assisting a particular development proposal any proposition for local board funding support is not yet clear. It is assumed that the board could provide some minor support to assist in the launch and promotion of any new venture by way of signage, contribution towards event costs, or the preparation of printed promotional material and digital content for the 'Franklin' website</li> </ul> <p><b>Supporting horticultural growers and other primary producers to develop sustainable water-harvesting and irrigation initiatives</b></p> <p>Year 1:</p> <ul style="list-style-type: none"> <li>Seek Council Environmental Services Dept. to convene stakeholders (Watercare, Hort NZ and Waikato District Council) to develop a brief for options for local water harvesting/storage to be explored (and subject to a joint funding agreement).</li> </ul> <p>Year 2:</p> <ul style="list-style-type: none"> <li>Undertake the study. The LB contribution is assumed to be one-fifth of an indicative \$50k cost. The study to be done once there is greater certainty over urban structure plans and Watercare's consent application to take Waikato river water</li> </ul>			
<b>Total</b>		67 (77)	67 (87)	42 (52)