



RAUTAKI WHANAKE OHAOHA

Economic Development Strategy 2023-33

Our Place: Our Strategy

Tō Mātau Matawhānui | Our Vision

HAKATERE: TE ROHE KA WHIRIA MŌ
TE ĀHUA NOHO, ME TE HAPORI

**ASHBURTON: THE DISTRICT OF
CHOICE FOR LIFESTYLE AND
OPPORTUNITY**

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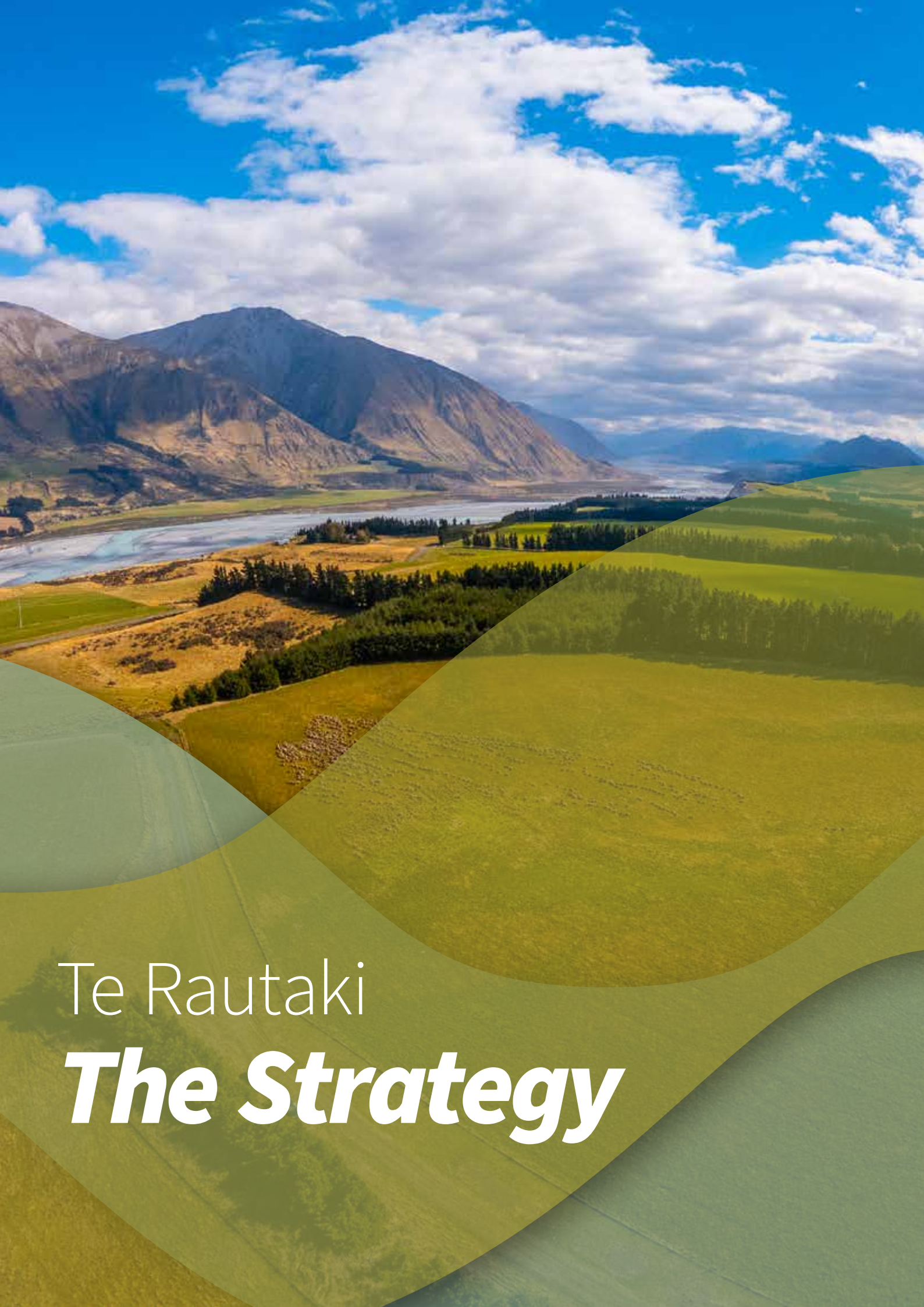
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Te Rautaki
The Strategy

Kōrero Tuaroko | Background Info

What is economic development?

Economic development is focused on improving the quality of life of residents, through improving the economic well-being of a district.

To us, economic well-being is having an economy that can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security and equity of opportunity.

Why is economic development important?

As local government, we are legislated with the task to improve the economic well-being of our community – in the present and for the future.

But we don't just do it because we have to. A thriving economy is essential for the well-being of our community.

A strong and sustainable economy provides better job opportunities, higher wages, and a higher standard of living. It provides business opportunities and attracts more investment into the district, which in turn provides a growing ratepayer base and allows Council to set rates at a level that are more affordable for our residents.

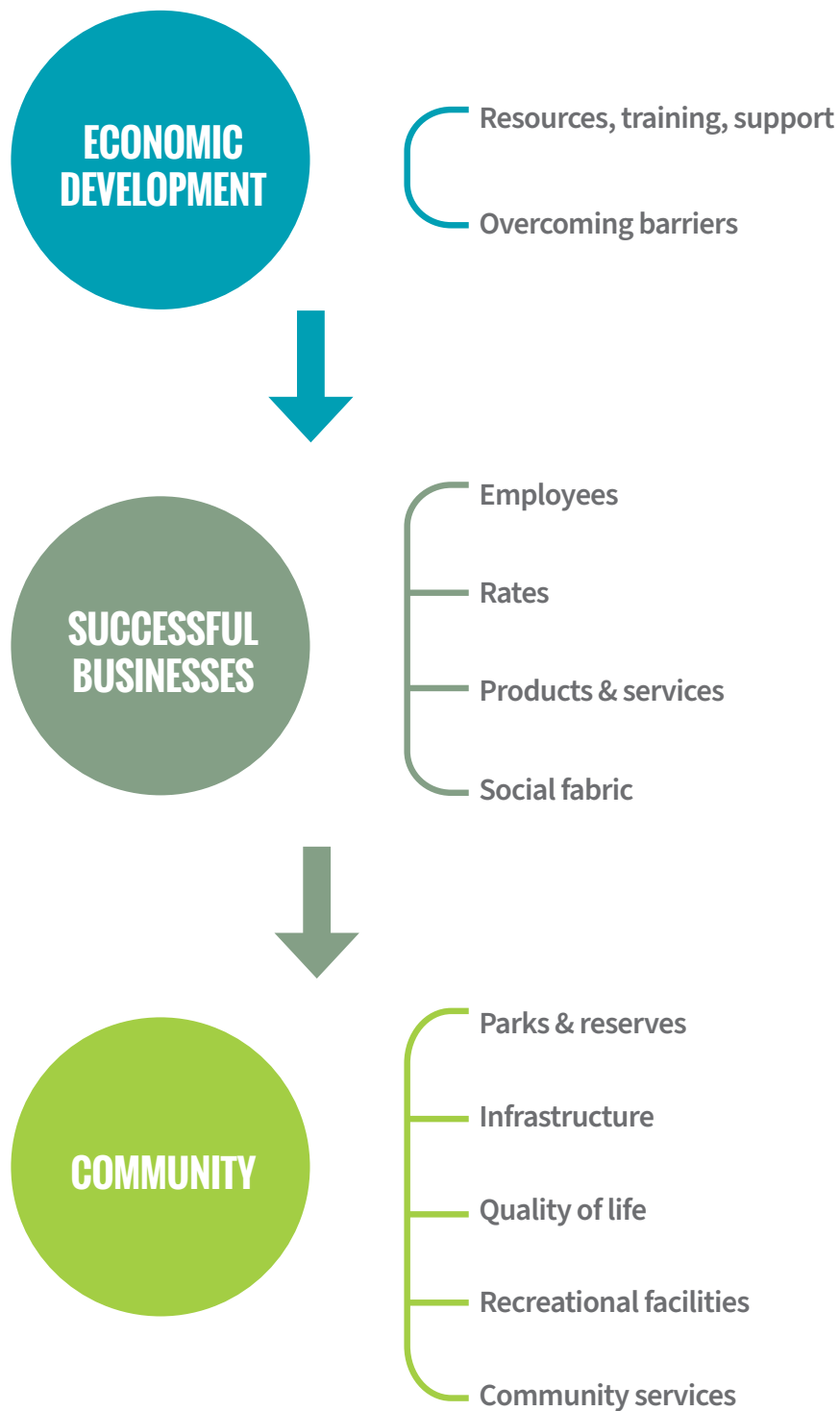
Successful businesses contribute to the community by:

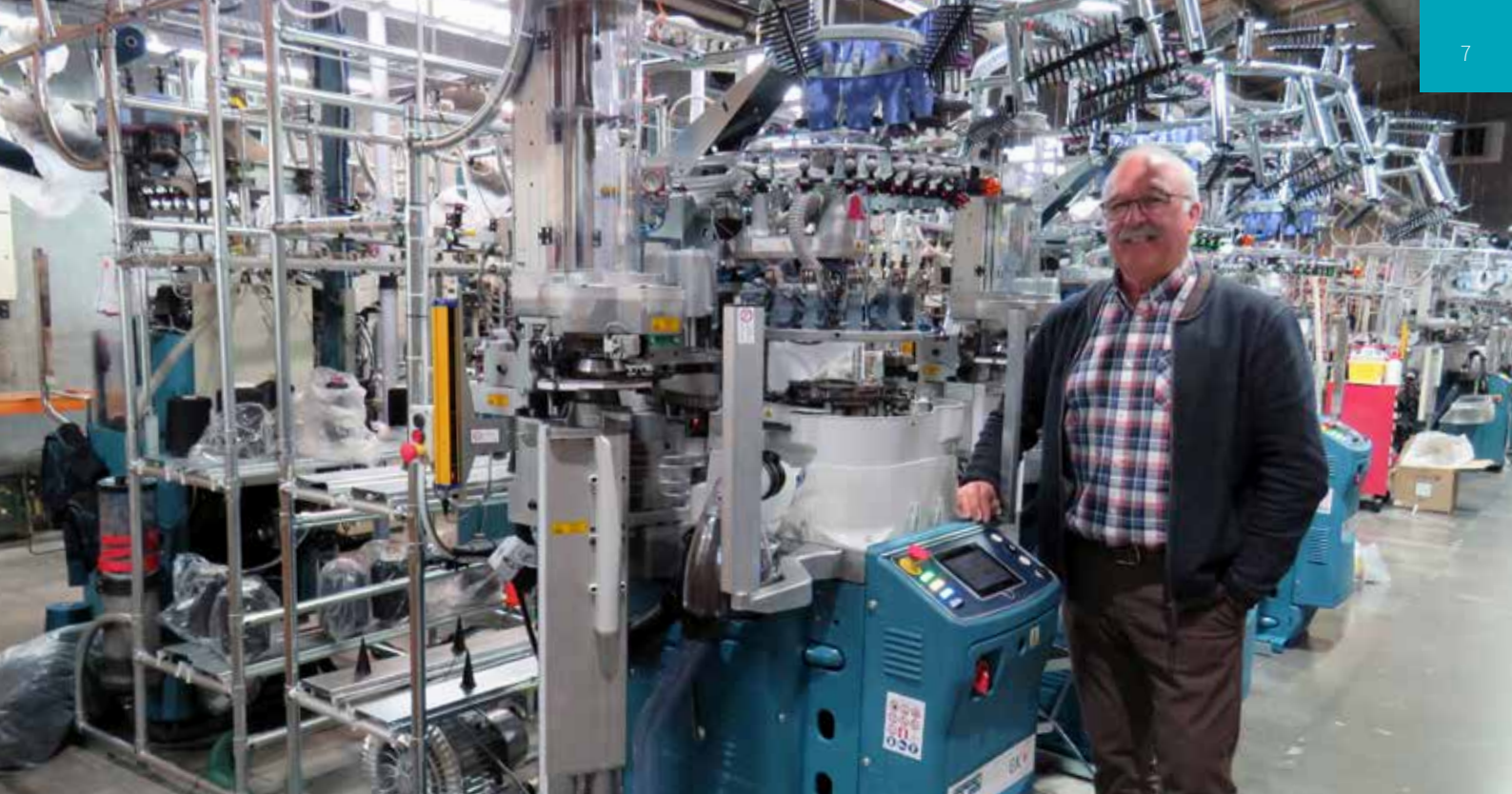
- ✓ selling products and services the community can purchase and enjoy
- ✓ creating jobs to increase the wealth of residents
- ✓ employing workers who choose to live, work, play, learn, shop, eat out, use public services and enjoy recreation and entertainment locally – creating revenue for local businesses and adding vibrancy to the community
- ✓ investing in the community
- ✓ creating opportunities for visitors to enjoy the amenities and recreation in the community, bringing in more revenue.



Ashburton's revitalised CBD

Why communities invest in economic development:





Well-known local manufacturer, NZ Sock Co. is owned by the Sparrow family and in 2022, won the Supreme Award at the inaugural Ashburton District ANZ Business of the Year Awards.

Why do we need a strategy?

The first-generation economic development strategy was adopted by Council in 2017. The strategy had seven areas of focus, with much of the strategy focussed on internal processes.

We have set up many of these processes now and wish to move forward with a more outwards focused strategy that works alongside our community partners.

We have also simplified the strategy to three areas of focus.

What does this strategy include?

The strategy sets out the goals and objectives that will help us, together as a community, achieve a shared vision for our district.

We undertake economic development through many of the activities and services we deliver. Not all are included here, rather this strategy is focused on three priority areas:

1. Living, working and learning here
2. Doing business here
3. Visiting and playing here

We have also included an Action Plan with this strategy. This sets out how we plan to achieve each objective, over the next 10 years.

The Action Plan is intended as a living document. We will undertake an interim review in 12 months' time, with full reviews undertaken every three years, to ensure it is current and meeting the needs of our community.

We will review our overall strategy (the vision, goals and outcomes) and our progress towards achieving these, in five years' time.



How has this strategy been prepared?

To help us develop this strategy, we endeavoured to understand the economic challenges and opportunities from a range of viewpoints. Over 18 months we engaged with more than 30 different organisations, groups, individuals, and businesses, from retailers and hospitality through to those in the farming industry.

The key themes raised in these conversations were:

- the impact government legislation will have on our primary sector
- global supply chain issues impacting on the cost of goods
- lack of availability of skilled employees.

Across May/June 2023 we took a draft of this strategy out to the community to find out what they thought. We received 19 submissions providing us with feedback.

Following this, several updates were made, including increasing the prominence of climate change and including Te Reo Māori throughout the document.

Alignment with other strategies and plans

This strategy needs to align with our other plans and strategies, in particular our Long Term Plan which sets out our direction, plans and budgets for the next 10 years.

The following are our strategies and plans that have strong links to economic development.

Infrastructure Strategy – details the big decisions we have for our water and roading network over the next 30 years.

Ashburton District Plan – determines how we control and manage the development of our district.

Economic Development Activity Management Plan – details the work programme for our Economic Development activity at Council over the next 10 years.

Ashburton Airport Development Plan – our plans for how we will enhance the airport over the next 30 years.

Climate Resilience Plan – details the climate change projects undertaken at Council, including our plans to develop a Resilient Business Plan to support business resilience and preparedness.



What else do we do to promote economic well-being at Council?

This strategy promotes economic well-being through the three areas identified earlier: living, working and learning here; doing business here; and, visiting and playing here. However, at Council, many of our activities that sit outside this strategy also promote the economic well-being of our district.

Some examples of this include:

- our water infrastructure – provides residents and businesses with safe drinking water, sewerage disposal and protects properties and businesses from the damage caused by stormwater flooding
- our stockwater network provides a source of water for animals promoting the productivity of rural land
- our roading network provides for the transportation of produce to markets, and allows residents and tourists to visit and travel around our district
- we provide grants to support community events as well as hosting our own
- using our property portfolio, we continually look for ways to create positive returns to help offset rates
- our halls, reserves, and community facilities provide employment and spaces to host events – they also make our district an attractive place to live, helping to attract future employees
- our regulatory services ensure our properties and businesses are operating in a safe and compliant manner
- our planning services ensure a sufficient supply of appropriately zoned land to meet the community's needs.

Our economy at a glance

Gross domestic product (GDP)



\$2,751M

2022

2.6% ↑
per year

2012 → 2022

Largest contributors to increase in our GDP



2012 → 2022



Business units

5,433

2022

1.0% ↑
per year

2012 → 2022

Productivity

GDP per filled job (2022)

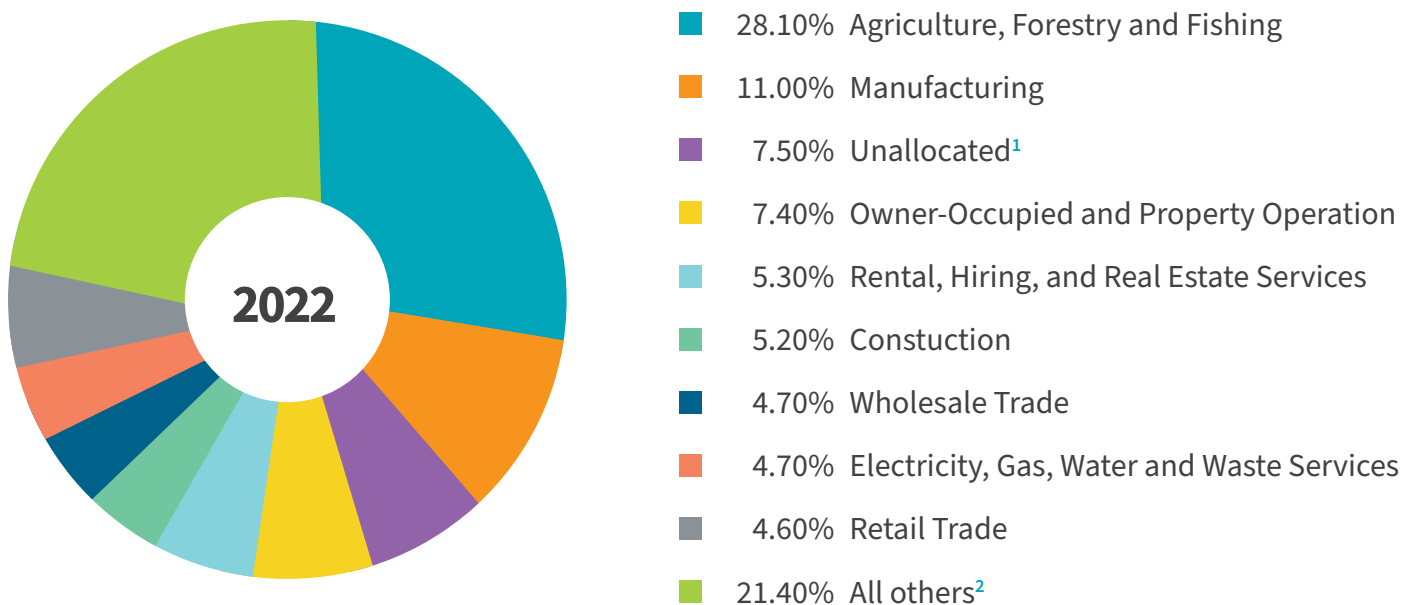
\$140,857

compared with \$132,815/
filled job nationally.

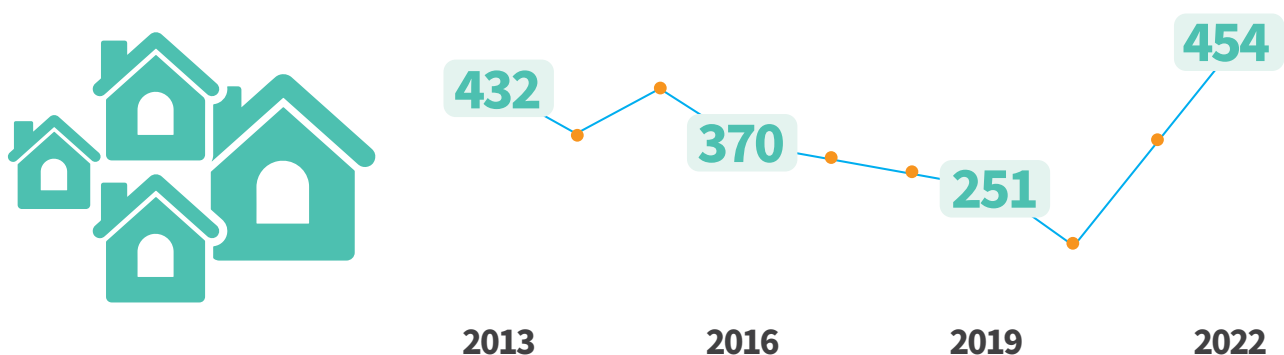
1.2% ↑
per year

2012 → 2022

Proportion of GDP by industry



Residential building consents



¹ Unallocated includes taxes (mainly GST and import duties) and other factors that can't be allocated to a specific industry.

² The top 9 contributors to GDP are included, 'all others', is all of the other industries grouped together – in our case, this includes the likes of health, professional services, education, financial services, transport, public admin, accommodation and food services.

Labour market

Filled jobs

19,531

2022

1.4% ↑
per year

2012 → 2022

Unemployment rate

2.5%

compared with 3.4% nationally

NEET³ rate

9.8%

compared with 11.7% nationally

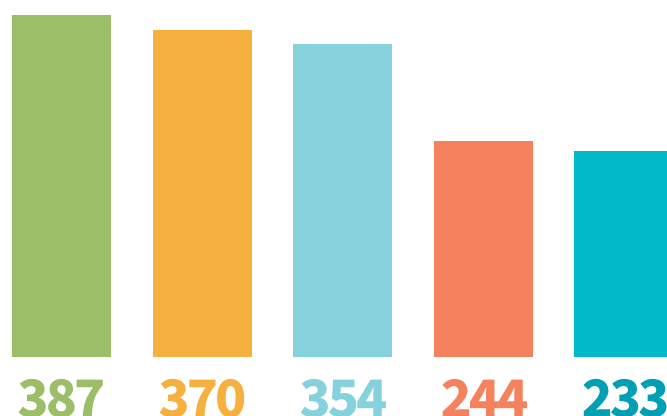
Jobseeker Support recipients

618

peaking at 774 Sept 2020

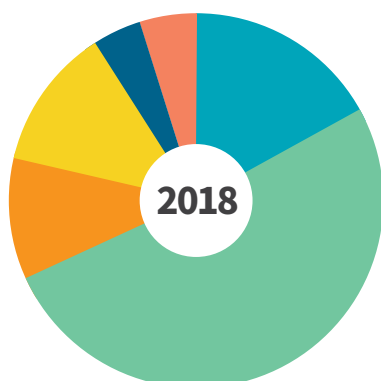
Top job creating industries

2012 ↔ 2022



- Health Care & Social Assistance
- Construction
- Agriculture, Forestry & Fishing
- Manufacturing
- Education & Training

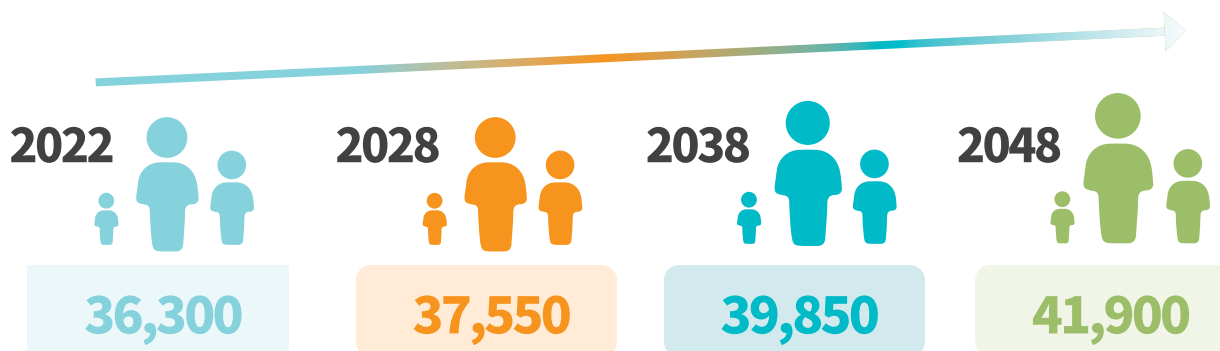
Education level



- 17% No qualification
- 51% Level 1-4 certificate
- 10% Level 5 or 6 diploma
- 11% Bachelor degree / level 7 qualification
- 5% Post-graduate qualification
- 5% Overseas secondary school qualification

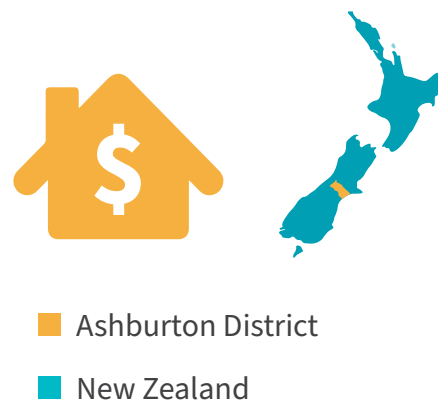
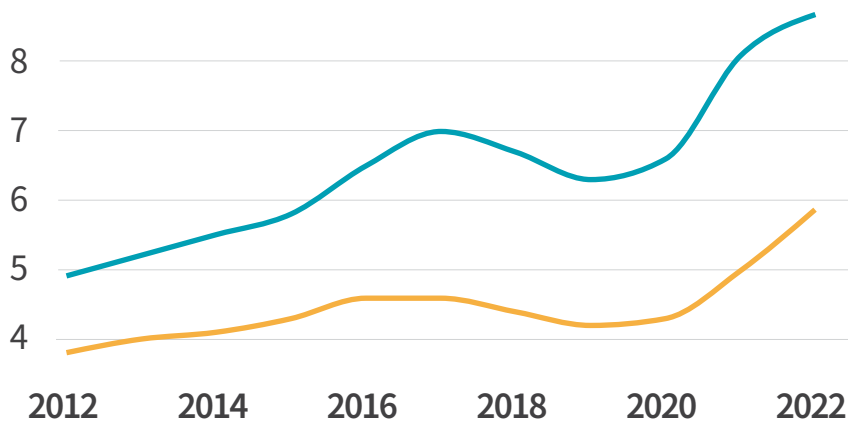
³ NEET rate: Percentage of 15-24 year olds who are not employed or engaged in education or training.

Projected population⁴



Standard of living

Housing affordability⁵ - Higher is less affordable



Mean individual income (2022)

\$62,720

Compared with
\$69,585 nationally

3.5% ↑
 per year
 2012 → 2022

⁴ Stats NZ population projections

⁵ Housing affordability: The ratio of the average current house value to average household income. A higher ratio, therefore, suggests that median houses cost a greater multiple of typical income, which indicates lower housing affordability.

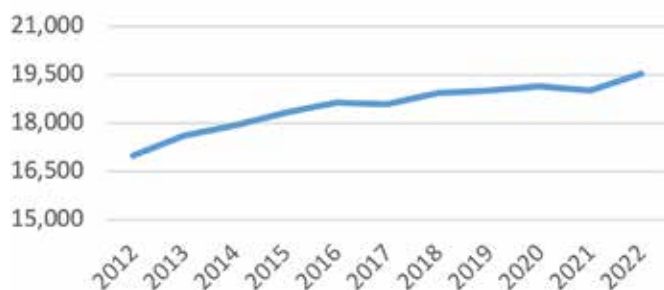
The challenges of today and tomorrow

We live in a dynamic world where external events influence our economy and have the potential to encourage or restrict economic development. Some of the current key factors we've identified that influence this include the following.

1 Covid-19 pandemic

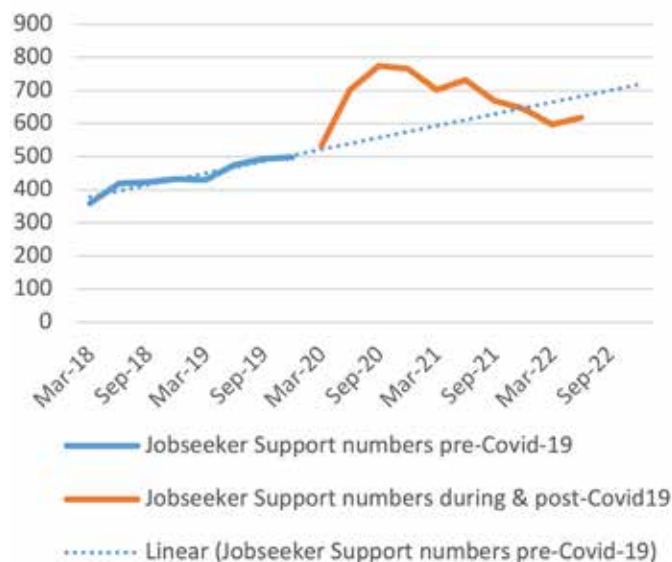
Our economy took a relatively modest hit at the onset of the Covid-19 pandemic, owing to the district's heavy reliance on the primary sector and relatively low exposure to international tourism.

Employment (filled jobs), which had been steadily increasing, dropped across 2021 by 0.7%, but quickly recovered, rising by 2.7% in 2022¹.



Residents receiving Jobseeker Support jumped significantly from March 2020, peaking six months later in September at 774 (a 46% increase)².

While the numbers receiving support are currently higher than pre-Covid-19, they were already trending upwards, albeit at a much more gradual rate, prior to Covid-19. While still higher than we would like, they are now below where we would have expected them to be, had Covid-19 not occurred.



2 Climate Change

Climate change is a global challenge, and we want to play our part. Climate change action and adaptation is a core part of doing business these days, and we want to support business and our community to understand and chart the way forward for Ashburton District.

Climate scientists have told us to expect more droughts and increased severity and frequency of extreme weather events, such as heavy rainfall.

Climate change may bring opportunities to our district, such as opening up new agricultural or horticultural opportunities and adjusting growing seasons.

However, it may also negatively affect our district such as more intense droughts affecting agricultural production and shorter winters affecting the ski season. More regular and severe storms present a threat to people and

¹ Infometrics Regional Economic Profile, [Employment Overview](#), 2023

² Taituara LG Sector Good Toolkit, Jobseeker Support, 2023

property, including private, public and business infrastructure.

Everything in this strategy needs to be considered through a climate change lens. This includes consideration of our district's effect on the climate, how our district can adapt to these changes, how we can take advantage of potential opportunities and how we can meet climate change targets as core to the strategy's success.

3 Increasing Government regulations and societal expectations

The primary sector faces substantial challenges over the medium to longer term as the impact of new regulatory changes is realised. At the same time, the public discourse regarding agriculture's potential impact on the environment has shone a spotlight on farmers, further impacting the sector's confidence.

Societal expectations

Traditionally, farming in New Zealand has had a strong social licence in recognition of its economic contribution, role in essential food production and responsibility as custodians of a large area of the national landscape.

As more and more consumers take an increasing interest in not just what they eat, but how it is produced, the relationship between intensive agricultural production systems and the natural environment, is attracting more scrutiny.

The social licence of farming, the way in which food and fibre is produced, is under review within certain parts of the community.

Government regulations

Parallel with, or in response to these societal expectations, growing regulatory requirements are requiring farmers to better understand and reduce their environmental footprint.

How this looks under our new Government is yet to be seen, but adoption of the National Environmental Standards for Freshwater as they are, would require land use changes in Ashburton³. If our farms were to continue as they were in 2020, this change would be expected to reduce Ashburton's GDP by \$409m or 16.3% from 2020 levels. Employment was also estimated in this report to decrease by 1,735 filled jobs, or 9.1%.

At the same time however, efforts to curtail agricultural greenhouse gas emissions will curb the primary sector from another angle. The Climate Change Commission⁴ estimates that national cow and sheep populations will need to reduce by 15% from 2018 levels, by 2030, to meet emissions reductions targets – although the specific mechanism and regional implications remain to be seen.

³ Fitzgerald, [Freshwater Nitrate – 2.4mg and Economic Impact for Ashburton District](#), 2021

⁴ He Pou a Rangi – Climate Change Commission, [Ināia tonu nei: a low emissions future for Aotearoa](#), 2021

What we're doing

While the challenges are immense, we know farms are starting to take steps to address these issues. The concept of a farm environment plan (FEP) is already well understood and widely adopted within our district. With the introduction of certified freshwater farm plans pending ⁵, our district's farmers are comparatively better positioned for this next stage of farm compliance.

And we're doing our bit too - the Hekeao / Hinds Managed Aquifer Recharge (MAR) involves the intentional recharge of water to aquifers and has shown measurable improvements in groundwater ⁶.

What this means

Given the significance of the dairy industry to our economy, the impact of emissions pricing, land de-conversion to less intensive practices and herd reductions, this will be felt locally. This trend would flow through negatively to goods-producing industries which use agricultural products, such as meat works, as well as industries which service agriculture, such as contractors, wholesalers, and equipment manufacturers.

The key long-term challenge for this industry is to look for the opportunities that address these environmental issues and satisfy political and public interests, while allowing businesses to remain financially sustainable. A strong agricultural industry will then continue to contribute strongly to our district's overall economy.

It is a rapidly evolving area, and there will be much work required to consider the national and local response over the next 10 years. This strategy will need to be flexible to adapt its focus to this evolving environment.

⁵ The new government has signalled changes to these plans but at time of writing, these changes are still unknown.

⁶ [Hekeao / Hinds Water Enhancement Trust](#)

4 Increasing inflation and interest rates

Over the past two years we've experienced the largest increase in living costs in more than 30 years. In 2022, CPI reached 7.2%, and is expected to remain above the Reserve Bank's target band of 1-3% until later in 2024 ⁷.

Following around three decades of stable inflation, the sudden and sustained increase is putting pressure on people's budgets and leading to financial strain and a 'cost-of-living' crisis.

In response to this inflation, New Zealand's Reserve Bank pushed the Official Cash Rate from 1.00% in April 2022⁸ to 5.50% in May 2023⁹. Economists are expecting it to be held at 5.50% through until early 2025¹⁰.

This pathway represents a large increase in servicing costs for borrowers, forcing many households to substantially curtail their spending to ensure they have enough funds to cover essential costs. Businesses will also be significantly impacted, reducing their confidence to invest.

⁷ ANZ, [New Zealand Data Wrap](#), 29 September 2023

⁸ ANZ, [New Zealand Data Wrap](#), 14 April 2022

⁹ ANZ, [New Zealand Data Wrap](#), 26 May 2023

¹⁰ ANZ, [New Zealand Data Wrap](#), 1 December 2023

5 Global supply chain issues impacting on the cost of goods

The Russian invasion of Ukraine has driven up global commodity prices of late, most notably for us: fuel, food and fertiliser¹¹.

Although higher food prices may have a positive impact on local producers, escalating interest rates are expected to dampen economic activity globally. As the global economy approaches recessionary conditions, demand for commodities, including food will wane and potentially drive softer prices.

Geopolitical tensions around the supply of oil may keep oil prices higher than other commodities, for longer. This may result in reduced margins in the primary sector as they risk facing softer prices for their products at the same time as higher prices for oil-based inputs.

¹¹ Newshub, [Fuel, food and fertiliser: How Ukraine's invasion impacted New Zealand's economy](#), 2023

6 Skills and talent availability

At the end of 2022, unemployment was at 2.5%¹². While increasing costs may result in firms hesitating to expand their workforce, it is unlikely unemployment will increase significantly due to the tightening of immigration rules and the difficulties employers are having bringing in staff for lower-skilled roles.

Of those under 65 years, there are less 15-19- and 20-24-year-olds in our district than any other 5-year age band¹³. This is driven by migration out of the district – often for employment or to further education.

These younger age groups are typically highly engaged in the workforce and relatively mobile, meaning they are important for addressing skills gaps in regional labour markets. Attracting these age groups to our district early in their working career will be a key factor towards working to reduce the gaps in labour force.

¹² Infometrics, Regional Economic Profile, Employment: [Unemployment](#), 2022

¹³ Taituara LG Sector Good Toolkit, Population Overview, 2023



Te rautaki | The strategy

Ko hea tō tātou pae tawhiti? **Where do we want to get to?**

We want to make Ashburton District *the district of choice for lifestyle and opportunity – te rohe ka whiria mō te āhua noho, me te hāpori*. This strategy plays an important role in achieving this.

Sitting underneath our vision for our district, are community outcomes. Of particular relevance to this strategy is the community outcome: *A prosperous economy based on innovation and opportunity – he ōhaka whai rawa i ruka i te aroka hou me te whai āheika*.

To us, this means we are a welcoming, enabling and business friendly district that supports the economic well-being of our community.

We provide opportunities for people of all ages and at all phases of life to enjoy a quality of living within our district that is economically sustainable and affordable.

We recognise and manage the effects of population growth and actively promote the district as a destination of choice. We value the role our district's natural, cultural and social assets play in supporting our economic well-being, both now and for future generations.



He pēhea te āhua? | **What does this look like?**

Te noho, te mahi me te ako i konei
Living, working and learning here

RAUTAKI WHANAKE OHAOHA **ECONOMIC DEVELOPMENT STRATEGY**

**LIVING,
WORKING
& LEARNING
HERE**

**DOING
BUSINESS
HERE**

**VISITING &
PLAYING HERE**



GOAL 1

Our residents are engaged and invested in our community

This means:

- ✓ There are opportunities for our residents to earn and learn locally.
- ✓ Residents are able to advance in their desired careers.
- ✓ Our district offers the lifestyle our community wants and expects.

Te tauhokohoko i konei
Doing business here



GOAL 2

Our businesses are thriving, innovative and resilient to change

This means we have:

- ✓ A thriving business environment where businesses are growing and succeeding.
- ✓ A skilled and capable workforce.
- ✓ Employees that meet the needs of our employers, can adapt to change and help innovation.

Te peka mai me te tākarokaro i konei
Visiting and playing here



GOAL 3

Our district is a destination of choice for locals and visitors, with great leisure, entertainment and recreational activities

This means:

- ✓ We have great activities and sights for both visitors and residents to enjoy.
- ✓ We are known as a must-visit destination.

Me pēhea e tutuki | **How do we achieve this?**

Ō MĀTAU MATAWHĀNUI **OUR VISION**

HAKATERE:
TE ROHE KA WHIRIA
MŌ TE ĀHUA NOHO,
ME TE HAPORI
**ASHBURTON:
THE DISTRICT
OF CHOICE FOR
LIFESTYLE AND
OPPORTUNITY**

Te noho, te mahi me te ako i konei
Living, working and learning here

GOAL 1

**Our residents are
engaged and invested
in our community**

Ō MĀTAU WHĀIKA

OUR OBJECTIVES

- a Provide local training solutions relevant to our economy by strategically partnering with formal and informal education providers to meet local learning and training needs.
- b Create an annual calendar of events throughout the district to connect and engage with our community.
- c Build a community and workforce that recognises and accommodates the diverse needs of residents, newcomers, migrants, and former refugees.

Te tauhokohoko i konei
Doing business here

GOAL 2

Our businesses are thriving, innovative and resilient in change

Ō MĀTAU WHĀIKA

OUR OBJECTIVES

- a Our business owners and employees are skilled, adaptable, and capable.
- b Our businesses have access to the expertise, knowledge, and skills to make informed decisions that enable them to successfully adapt to the changing business environment.
- c Our small to medium businesses (SMEs) are well supported locally to enable them to grow and thrive.
- d Businesses are well supported when establishing themselves in our district.

Te peka mai me te tākarokaro i konei
Visiting and playing here

GOAL 3

Our district is a destination of choice for locals and visitors, with great leisure, entertainment and recreational activities

Ō MĀTAU WHĀIKA

OUR OBJECTIVES

- a Support the development of the Ashburton CBD into a must-visit destination.
- b Develop the 'Ashburton District story'.
- c Develop promotional strategies and create and distribute promotional material for our special character places

A woman with long dark hair, wearing a brown fedora-style hat and a light-colored sweater, is smiling broadly while sitting at a table in a restaurant. She is holding a knife and fork, cutting into a dish of food. The background is softly blurred, showing other diners and warm interior lighting. A large, semi-transparent green and blue graphic overlay covers the bottom half of the image, framing the text.

Tā Mātau Mahere Mahi ***Our Action Plan***

Tā Mātau Mahere Mahi | **Our Action Plan**

Monitoring and reporting

The progress of actions and projects outlined in the Action Plan will be monitored. If any actions or projects become unfeasible, they may be removed. New actions and projects can be added and approved by Council as required.

Reports on progress of the Action Plan's implementation will be prepared as part of Council's overall six-monthly reporting.

Review

A review of the Strategy and our progress towards achieving it will be undertaken every five years.

An interim review of the Action Plan will be undertaken after the first 12 months, with full reviews undertaken every three years to coincide with Council's Long-Term Plan processes.



Opened in 2021, Ōpuke Thermal Pools & Spa has proved a popular addition to Methven's growing list of visitor experiences.

GOAL 1: Residents are engaged and invested in our community

KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
A Provide local training solutions relevant to our economy by strategically partnering with formal and informal education providers to meet local learning and training needs.	1. Formalise strategic partnership between ADC and education providers (formal and informal) to participate in a Learning Hub.	Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others	0 – 6 months	Existing budget
	2. Establish and run working groups to develop a concept for Learning Hub with operating structure, location, participants, courses etc.	Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others	6 – 12 months	Existing budget
	3. Undertake a feasibility study for the creation of an Innovation Centre and Learning Hub. Go/no-go approval required.	Contracted service	1 – 2 years	Contracted - additional budget required
	4. If feasibility study is approved, develop business case for a Learning Hub where students can learn both virtually and in person with education and training from strategic partners. Go/no-go approval required.	In-house/ contracted service	1 – 2 years	Contracted - additional budget required
	5. Subject to approval of business case - Implement business plan.	Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others	2 years and ongoing for learning and education	Oversee implementation with existing budget
	6. If contained in the feasibility plan and supported by the business plan, commence construction of a Learning Hub.	Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others	Dependent on Business Case – estimated that design work followed by building to commence in 6 – 8 years	Commercially/ debt funded
	7. If feasibility study is successful, develop a business case for an Innovation Centre at the Learning Hub, where industry can develop new ideas and make new connections.	Local industry partners - TBC	6 – 7 years	Contracted - additional budget required
	8. If business case is approved, commence implementation of the case.	Local industry partners - TBC	7 years and ongoing	Existing budget and commercial funding

KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
B Create an annual calendar of events throughout the district to connect and engage with our community.	1. Create a district-wide events plan.	Tourism advisory group	0 – 6 months	Existing budget
	2. Identify events to be targeted for delivery in our district.	Tourism advisory group	0 – 12 months	Existing budget
	3. Enable and plan for an iconic event per quarter.	Existing and new events	1 – 2 years	Existing budget
	4. Co-ordinate a full programme of events throughout the year, across the district.	Tourism advisory group	1 – 3 years	Existing budget
	5. Develop and circulate event management resource for local event managers – H&S, ADC liaison and best practice guide.	Individual events	1 – 2 years and ongoing	Existing Budget
	6. Develop promotional mediums for promoting district events.	Tourism advisory group	1 – 2 years	Additional budget required
	7. Engage with new events and integrate into events schedule.	Individual events	3 years and ongoing	Existing budget
C Build a community and workforce that recognises and accommodates the diverse needs of residents, newcomers, migrants, and former refugees.	1. Develop an accredited Stage 3 Welcoming Communities plan.	Ministry for Ethnic Communities	0 – 12 months	Existing budget
	2. Implement Welcoming Communities Plan including engagement with ethnic communities and activity schedule.	Multi-cultural council, employers	1 year to implement and ongoing.	Existing budget
	3. Integrate Welcoming Communities into workforce initiatives.	ANZCO, Talleys, various local businesses	1 – 2 years to develop, and ongoing	Existing budget
	4. Review effectiveness of Welcoming Communities Plan and integrate recommended improvements.	All organisations formally involved in the Welcoming Communities Plan	5 years (completion of review report)	Independent review - additional budget required

Goal 2: Our businesses are thriving, innovative and resilient to change


KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
A Our business owners and employees are skilled, adaptable and capable.	1. Develop partnerships between ADC, industry organisations and government organisations.	MSD, MBIE, Business Canterbury etc	0-6 months for initial connection and ongoing	Existing Budget
	2. Establish a structured approach to identifying and acting on opportunities.	MSD, MBIE, Business Canterbury etc	6 – 12 months	Existing Budget
	3. Using the partnerships developed above, identify and develop plans to deliver business support that address specific skills and talent needs of local industry.	Partnership with industry organisations and government organisations	1 – 3 years to develop responses, and ongoing	Existing Budget
	4. Develop strategies to attract and retain suitably qualified employees.	Partnership with industry organisations and government organisations	2 – 4 years for establishment and ongoing	Existing budget
	5. Establish a development pathway for employees to seek ongoing career development and learning (link with action 1.1.E).	MTFJ, MSD, formal and informal education, and training providers	2 years and ongoing	Contracted service - additional budget required
	6. Support young people and jobseekers to be retained in employment through the Mayors Taskforce for Jobs (MTFJ).	MTFJ, MSD, social services, Hakatere Marae	Ongoing	MTFJ. Existing budget if funded by MTFJ

MSD: Ministry of Social Development; **MBIE:** Ministry of Business Innovation and Employment; **CCC:** Canterbury Chamber of Commerce; **MTFJ:** Mayors Taskforce for Jobs

KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
B Our businesses have access to the expertise, knowledge, and skills to make informed decisions that enable them to successfully adapt to the changing business environment.	1. Establish a Business Leadership group.	Key Industry Leaders e.g. EA Networks, Carrfields, etc	0 – 6 months	Existing budget
	2. Undertake sector analysis of emerging risks and opportunities for the district economy (linked to 2.1.B).	Business Leadership Group	6 – 12 months	Contracted service - additional budget required
	3. Develop a plan for addressing risks and utilising opportunities.	Business Leadership Group	2 – 4 years	Existing budget
	4. Partner with Lincoln University and their Centre of Excellence to establish a Centre of Expertise – a virtual network of expertise in land use and water (link to Action 1.1.G).	In partnership with Lincoln University	3 – 4 years	Commercially funded
	5. Support the distribution of expert knowledge to the business community through the Centre of Expertise.	Strategic industry partners	3 – 4 years and ongoing	Existing budget and commercially funded
C Our small to medium businesses (SMEs) are well supported locally to enable them grow and thrive.	1. Undertake a gap analysis of informal industry capability development offered in the district (linked to Action 2.1.B).	Chamber of Commerce, Institute of Directors and other training providers	6 – 12 months	Existing budget
	2. Partner with organisations, such as the Chamber of Commerce and Institute of Directors (IOD), to increase the number of trainings provided to our SMEs locally.	Chamber of Commerce, Institute of Directors and other training providers	6 – 18 months and ongoing	Partner resourced and user pays
D New businesses are well supported when establishing themselves in the district.	1. Liaise with ADC colleagues to identify ways to lower barriers to businesses interested in setting up in our district.	Council staff	0 – 6 months establishment and ongoing	Existing budget
	2. Develop and implement processes within Council to streamline the pathway for potential investors interested in coming to our district.	Council staff, potential investors	0 – 12 months development and ongoing implementation	Existing budget

Goal 3: Our district is a destination of choice for locals and visitors, with great leisure, entertainment and recreational activities.

KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
A Support the development of the Ashburton CBD into a must-visit destination.	1. Scope and undertake a feasibility study of the opportunities available to increase foot traffic in the Ashburton CBD. Go/no-go decision required.	Potential investors, food retailers	1 – 2 years	Contracted service - additional budget required
	2. Following feasibility study approval, develop business case. Go/no-go decision required	Food stall retailers, investors	2 – 3 years	Contracted service - additional budget required
	3. Subject to Business Case approval, implement Business Case.	Food stall retailers, investors	3 – 5 years	Existing budget
	4. Secure participating businesses and confirm commitment.	Food stall retailers	3 – 4 years	Existing budget
	5. CBD retail venue design and construction (linked to 3.1.C).	Commercial investors	4 – 7 years	Commercial/ debt funded
B Develop the Ashburton District story.	1. Undertake research to understand what we are known for and what our district has to offer.	Tourism Advisory Group and tourism community, business community, public consultation	0 – 12 months	Contracted service - additional budget required
	2. Based off the research undertaken above, develop a narrative that promotes our district's unique attributes.	Tourism Advisory Group, business community, community consultation	1 – 2 years	Contracted service - additional budget required
	3. Integrate the Ashburton District story narrative across the district.	Tourism community, business community	2 – 4 years	Existing budget and contracted services
	4. Further development of the story and its execution in the district.	Tourism community, business community	4 years and ongoing	Existing budget

KĀ WHĀIKA OBJECTIVES	KĀ MAHI ACTIONS	Ō MAĀTAU HAUMI OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	KO TE TAU TIME PERIOD	TE WHAI RAUEMI RESOURCING
 <p>Develop promotional strategies and create and distribute promotional material for our special character places.</p>	1. Develop a Destination Marketing Plan.	ChristchurchNZ	0 – 6 months	
	2. Implement the Destination Management Plan.	Tourism advisory group, Ashburton businesses, district's businesses and tourism operations.	6 months and ongoing	Existing budget
	3. Formalise the Highway 72 collaborative group.	Selwyn District Council, Mackenzie District Council, Timaru District Council and others	0 – 6 months	Existing budget
	4. Promote the inland scenic route as a place of interest for visitors.	Highway 72 collaborative group, Tourism Advisory group, Methven community and Methven businesses	6 - 24 months to develop collateral and promotional resources, then ongoing	Contracted service (additional budget required) and existing budget
	5. Engage with the Methven business community and scope Destination Methven concepts.	Tourism advisory group, Methven community, Methven Community Board, Methven iHub and Methven businesses	1 – 3 years	Existing budget
	6. Promote Methven as a unique destination within our district.	Tourism advisory group, Methven community, Methven Community Board, Methven iHub and Methven businesses	3 years and ongoing	Existing budget and contracted services (additional budget required)
	7. Investigate strategies to increase bed nights in Ashburton township.	Tourism advisory group, Ashburton businesses	1 – 2 years	Contracted services - additional budget required
	8. Implement strategies to increase bed nights in Ashburton township.	Tourism advisory group, Ashburton businesses	2 years and ongoing	Existing budget
	9. Develop and strengthen relationships with key stakeholders	Ashburton District Council	Ongoing	Existing budget

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