

Economic Development

Activity Management Plan 2021-31

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Document control

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1. Introduction

Ashburton District Council (Council) has identified four key areas where Council can contribute to the Economic Development of the District;

1. Council's managed activities of a Commercial Nature,
2. Councils managed activities of a Community Nature,
3. Forestry, and
4. Council's support for external activities such as economic development and tourism.

Council owns and manages 1,400 properties including industrial, commercial, residential and rural properties. Of these properties, 700 have leases/licences upon them as well as Council owns 100 Elderly Housing Units.

Some of these properties are strategic investments held for current or future activities, with some non-strategic continually being reviewed for disposal. In the past the portfolio has diminished through sales and Council should review the market for opportunities to purchase high-yield commercial and industrial properties either in Ashburton or other locations.

1.1.1. Commercial Property

Council owns and manages a sizeable property portfolio in order to meet a number of principle objectives;

- provide adequate accommodation for Council activities.
- provide land and or resources for Council activities
- achieve a commercial return on investment from assets in order to offset rates – investment properties,
- seek investment opportunities that promote the social, economic, environmental and cultural well-being of the district
- use Council buildings to enhance economic development

1.1.2. Community Property

Council also owns and manages a large property portfolio for the provision of community facilities including land and buildings, which while not contributing to Economic Development in the broad sense does provide a district of 'great spaces and places' encouraging people to live and visit Ashburton District.

1.1.3. Forestry

Council owns a variety of parcels of land for plantation purposes throughout the district through which it has received a commercial return and has provided a large reserve fund.

A number of these plantations are on land which was previously used for gravel extraction with the forestry providing a somewhat temporary use of these sites.

1.1.4. Economic Development and Tourism

In December 2017, Council adopted its Economic Development Strategy and Action Plan which identify actions that we will undertake in collaboration with key partners, such as central government, the community and industry. This part of Councils work focuses on encouraging people to work, live, and play in Ashburton District. We invest in Economic Development initiatives to provide local economic leadership.

Tourism for Ashburton District is delivered through a contract with ChristchurchNZ.

2. Key issues for Economic Development

Key issues for the next 10 years

2.1.1. Fluctuating market prices

Market prices for land or commercial property, including carbon credits, is subject to geo-political and world economic forces which sit outside of Councils control. These could work for or against Council depending on the direction of the price adjustments. Council could potentially increase revenue through higher returns, or conversely receive less of a return on investments if prices drop dramatically.

Council should not place itself in a position where it is forced to sell assets to lose money but rather hold assets until the market is more favourable.

Council will continue to monitor and plan work programmes and budgets to ensure the best outcome for residents.

2.1.2. Legislative changes

Increased compliance with regulations around Councils Commercial and Community Property assets will increase the costs of managing these facilities over time. Council will continue to monitor these changes and plan work programmes and budgets to ensure legislative changes are met, balanced with the best outcome for residents i.e. the cost to meet these legislative changes may outweigh the investment potential of the property

Council has a large portfolio of historic Glasgow leases where Council owns the land and the improvements are owned by the lessee. Compliance with Earthquake standards for buildings on this land can see lessees with a negative equity in their property, with the potential risk to Council that the lessee may walk away from the lease with Council being left to incur the cost of demolishing the building.

2.1.3. Tourism numbers fluctuate

In a similar vein to the fluctuating market prices, tourism numbers can be impacted by global political or economic trends, resulting in either an increase in demand that the district cannot accommodate, or a rapid decline which can impact on local businesses sustainability. We are unable to control these types of fluctuations.

What we do

Key areas for Economic Development include Council-managed activities of Commercial/Community Property and Forestry, and support for external activities such Economic & Business Development and Tourism.

2.1.4. Commercial Property

The Commercial Property portfolio includes investment properties that can be rented or sold for a return on investment, or further developed by way of subdivision- such as the Ashburton Business Estate. This development historically provided for expansion of industrial activities in Ashburton where private developers were unwilling to develop industrial land. This has changed with private developers entering the market, however Ashburton District Council would still be the largest developer of industrial land in the district of this scale. The Ashburton Business Estate creates an improved return on investment and provides opportunities for Commercial/Industrial activities in the District.

In the past Council has sold properties but has not used this money to invest in properties to add to its portfolio. Over a period of time the portfolio will cease to exist and Council should in Year 1 and 2 look at whether it wishes to continue with this approach or take a more active role in entering the property market.

Council has designated land for the 2nd Bridge across Ashburton River with the result that land with a value of \$2.4 million having been purchased. There is an approximate additional \$2.2 million of land and building purchases required to complete the land requirements when land owners approach Council.

2.1.5. Community Property

Council's community facilities (land and buildings) includes Council occupied such as the Civic Administration Building, Library, Ashburton Art Gallery and Heritage Centre, EA Networks Centre amenities such Town Clock and Cenotaphs in Baring Square East and West, with Balmoral Hall, Mt Hutt Heritage Centre and Memorial Hall providing opportunities for community activities to take place.

There are several community buildings on Ashburton Domain, and industrial/Commercial land and buildings throughout the district for medical centres in Rakaia and Methven in addition Council provided land for private hangers and Community Groups at Ashburton Airport.

Council also provides land for Community buildings such as the Ashburton Trust Events Centre.

2.1.6. Forestry

Council owns a large number of different plantation sized parcels of land throughout the district. This was originally seen as a potential investment that would provide high returns, but the size of the activity is not sufficient to be economically sustainable in the future, so Council reviewed this and sold a number of plantations. Council has sold the majority of i New Zealand Units (NZUs) for the Emissions Trading Scheme (ETS) and we are selling NZUs when market prices are favourable on a continual basis.

2.1.7. Economic & Business Development/Tourism

Economic & Business Development is currently funded support initiatives that encourage economic growth including delivering the ED Action Plan agreed to by Council. The seven pillars are:

- signalling we are ‘open for business’
- placemaking and branding
- unlocking latent potential
- agriculture and technology
- natural resource management (water and tourism & events)
- start-ups, SME’s and business support
- connecting and supporting infrastructure

We plan to implement the Economic Development Strategy through a variety of mechanisms. An appointment of an Economic Development (ED) Manager has seen the beginning of implementation of the Action Plan. Welcoming communities and Events are now part of the ED team and will continue to work across the placemaking and branding pillar of the Action plan.

Ongoing support for business through research and ongoing relationship building with the key sectors within the District.

Tourism for Ashburton District is delivered through a contract with ChristchurchNZ.

Why we do it

Council invests in a Commercial Property portfolio mainly to ensure that facilities are managed and maintained in a financially prudent manner for the public good, and to ensure we get the best return on investment to help offset rates. There is value to the wider community to have public buildings and facilities that provide high quality amenities and recreation opportunities which enhance our lifestyle.

We aim to help business and industry throughout the district by providing high quality information and analysis for economic market trends. As we continue to develop the implementation plan for the Economic Development Strategy & Action Plan we will look towards encouraging more collaboration and partnerships to help boost economic growth.

ChristchurchNZ is funded by Council to help promote tourism opportunities on the national and international stages, much of which is based around the Mt Hutt ski field.

3. Goal for Economic Development

Economic Development’s principles

These are the guiding principles for how we will function and deliver activities and services to the community.

- Plan and provide fit for purpose services.
- Work with the community and engage in meaningful conversations.
- Lead the community with clear and rational decision-making.
- Represent the district on regional / national issues and partner with others when needed.

Economic Development's contribution towards community outcomes

Economic Development activities contribute to the following community outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
Commercial Property	✓	✓	✓	✓
Forestry			✓	✓
Economic & Business Development	✓	✓	✓	✓
Tourism		✓	✓	

4. Levels of service and performance measures for Economic Development

What we're aiming for: To support the local economy by assisting tourism, economic and business development initiatives.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW (2019/20 results)	WHAT WE'RE AIMING FOR			
			2021/22	2022/23	2023/24	2024/25 – 2030/31
Commercial property assets that are financially sustainable	Occupancy of all commercial tenancies at or above 95% at all times.	98%	≥95%	≥95%	≥95%	≥95%
Council builds relationships and collaborates with all sectors in the business community	Resident satisfaction with Council's roles in economic, business and tourism development	New measure	90%	90%	90%	90%

5. Changes made for Economic Development

5.1.1. Commercial Property

The activity is working on updating and capturing records as well as beginning to plan strategically for the future for Council activities as well as commercial opportunities. This has the obvious effect of balancing competing, and at times conflicting, work programs. Until Council records of the approximately 1400 properties including the 800 leases in Council's property portfolio are brought into the 21st century this tension will continue to exist.

In addition the importance of unraveling of undocumented historic land agreements with private and Government agencies cannot be underestimated as a potential risk to. The surprises of undocumented land arrangements will continue for an indeterminate time providing an ongoing stress on current resources. The increase in staff with a diversity of skills in the Commercial Team will address this risk as this work is best handled in-house as there are frequently other Council teams involved, as well as political ramifications of these arrangements.

5.1.2. Economic Development & Tourism

With the adoption in 2018 of the Ashburton District Economic Development Strategy and Action Plan based on the five pillars signalling we are 'open for business', placemaking and branding, unlocking latent potential, agriculture and technology, natural resource management (water and tourism & events), start-ups, SME's and business support, connecting and supporting infrastructure is focused on growing the economic wellbeing of the district it represents.

In the past, tourism was delivered by our Council-Controlled Organisation (CCO) Experience Mid Canterbury (EMC). However, due to the Covid-19 pandemic a restructure was undertaken, and ChristchurchNZ were awarded a 12 month contract in 2020/21 to deliver tourism promotion services on our behalf. EMC has now been disestablished and ChristchurchNZ awarded the contract for the next three years.

6. Key projects for Economic Development

6.1. Commercial Property

6.1.1. Community Halls' assessments and refurbishments

Subsequent to legislative changes, all community halls on Council-owned land (including reserves) need assessment of their condition and compliance with new regulations including Earthquake and Building Act legislation. A plan is developed for the work required on each hall along with a budget. The assessments and plan development will continue to happen in Years One and Two.

6.1.2. Elderly Housing

Council has commenced a review of its involvement in Elderly Housing in mid-2020 with an anticipated completion of the project in mid-2021 at which time a decision will be made as to the future of Council's role. It is obvious that the current model of funding 100% of the activity from rents is unsustainable given the age and legislative changes being made for residential tenancies.

6.1.3. Property Acquisition Plan

Council will need to develop a clear rationale and purpose behind commercial property investments, which is identified in the Economic Development Strategy and Action Plan and is scheduled to happen in Years One and Two. Subsequent to this, there will be a plan for what land and/or buildings are needed to be purchased or sold for the strategic use of Council for Years Three to Ten.

6.1.4. Legislative compliance for Council-owned properties

This will involve an assessment of all Council-owned properties against new regulations including (but not limited to) the Building Act 2004, Earthquake-Prone Building Act 2017, and Resource Management Act 1991 amongst others. This assessment is scheduled to begin in Years One and Two, with an implementation plan of what is needed for compliance (via upgrades or renewals) for Council-owned properties in Years Three to Ten. The proviso to this is that plans will need to be updated as legislation continues to be reformed.

Council has also bought 2 rural properties at Rakaia and Ashton in order to future proof the 2 sewage treatment plants which adjoin the properties should environmental standards become more stringent. The properties will be leased for farming activities until needed for these effluent disposal.

6.1.5. New Civic Administration and Library Facility

A number of properties were purchased in order that the development of a civic administration and library could occur with the buildings on the properties demolished to make way for the new building. The detailed design was completed in August 2020 with the building of the new facility commencing early 2021 with completion in late October 2022. Total project costings are \$51.6 million which will be funded from property reserves, sale of properties and the \$20 million from the provisional growth funds.

Open Spaces depot redevelopment

The Parks & Open Spaces area at the Ashburton Domain has had minor upgrades to provide improved facilities. This is seen as an interim measure until further investigation is undertaken in accordance with the Ashburton Domain development plan which was considered by Council in August 2020. The plan did signal that any location change for the depot would not occur until 2032.

6.2. Forestry

6.2.1. Forestry activity review

In Year One we will conclude a review of Councils continued involvement in Forestry, which will assess the value for money and advise on the future direction we should take in the Forestry activity.

6.3. Economic & Business Development and Tourism

6.3.1. Tourism Strategy

The EMC Board has made a decision to contract out for 2020/21 year because of COVID 19 closing the borders, with a review to take place prior to the 2021/2022 year.

6.3.2. Welcoming Communities

Council has agreed to continue with the Welcoming Communities programme now that the pilot has been completed. As an accredited Welcoming Community Council has committed to ongoing improvements of the wellbeing of migrant workers and new citizens within the district

6.3.3. Economic Development

The Economic Development arm of Council is committed to help business throughout the district. As we continue to develop the implementation plan for the Economic Development Strategy & Action Plan we will look towards encouraging more collaboration and partnerships to help boost economic growth.

7. *Management of activity for Economic Development*

7.1. Capital works programme

The following table details the annual budget for new capital works until 2031. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4-10 2024-31 \$000
TOTAL NEW CAPITAL WORKS	21,010	29,314	11	82
New library and civic centre building	21,000	28,840		
Minor alterations / building maintenance	5	5	5	41
Plant purchases	5	5	5	41
Balmoral Hall upgrades		464		

7.2. Capital renewals programme

The following table details the annual budget for capital renewals until 2031. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4-10 2024-31 \$000
TOTAL CAPITAL RENEWALS	55	52	63	659
Cyclic renewals	55	52	63	659

8. Costs for Economic Development

For Economic Development

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Operating Funding											
Sources of operating funding											
General rate, UAGC*, rates penalties	(1,870)	654	694	785	808	831	868	882	906	939	962
Targeted rates	129	124	129	132	135	139	142	146	150	154	158
Subsidies and grants for operating purposes	0	13,125	154	158	162	166	170	175	180	184	189
Fees and charges	14	10	10	11	11	11	11	12	12	12	13
Internal charges and overheads recovered	2,561	2,296	2,363	2,422	2,482	2,544	2,608	2,676	2,748	2,822	2,895
Local authorities fuel tax, fines, infringement fees and other receipts	6,742	5,705	11,673	6,274	6,261	6,122	6,413	7,272	7,337	7,511	8,125
Total sources of operating funding	7,577	21,914	15,023	9,782	9,859	9,813	10,212	11,162	11,332	11,624	12,342
Applications of operating funding											
Payments to staff and suppliers	2,780	2,705	2,861	2,836	2,857	2,870	2,904	3,116	3,223	3,296	3,367
Finance costs	1,109	1,115	1,063	1,378	1,311	1,243	1,176	1,120	1,079	1,038	997
Internal charges and overheads	1,222	1,466	1,571	1,604	1,771	1,690	1,768	1,803	1,859	1,945	2,004
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding	5,111	5,286	5,494	5,818	5,938	5,803	5,849	6,040	6,161	6,279	6,368
Surplus/(deficit) of operating funding	2,466	16,628	9,529	3,964	3,921	4,010	4,363	5,122	5,171	5,344	5,974

* Uniform Annual General Charges

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Capital Funding											
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/ (decrease) in debt	5,328	(2,333)	14,012	(3,004)	(3,021)	(3,040)	(3,058)	(1,913)	(1,933)	(1,956)	(1,977)
Gross proceeds from sale of assets	5,100	4,500	12,875	4,756	4,879	5,011	3,999	4,111	4,226	4,348	4,466
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding	10,428	2,167	26,887	1,752	1,858	1,971	941	2,198	2,292	2,393	2,489
Application of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve the level of service	13,912	21,010	29,314	11	11	11	11	12	12	12	13
- to replace existing assets	10	55	52	63	87	89	91	94	97	99	102
Increase/ (decrease) in reserves	(1,029)	(2,270)	7,050	5,642	5,681	5,881	5,201	7,215	7,354	7,625	8,348
Increase/ (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding	12,894	18,795	36,415	5,716	5,779	5,981	5,304	7,320	7,463	7,737	8,463
Surplus/(deficit) of capital funding	(2,466)	(16,629)	(9,529)	(3,964)	(3,921)	(4,010)	(4,363)	(5,122)	(5,171)	(5,344)	(5,974)
Funding Balance	0	0	0	0	0	0	0	0	0	0	0

Expenditure by activity

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Business and economic development	480	810	801	821	835	858	895	911	936	970	993
District promotion	265	248	257	265	271	277	285	292	300	308	316
Commercial property	5,280	5,025	5,661	6,599	6,779	6,711	6,743	6,904	7,039	7,157	7,239
Forestry	360	350	381	410	388	330	344	423	451	487	530
Total operating expenditure	6,384	6,433	7,101	8,095	8,273	8,176	8,267	8,530	8,725	8,922	9,078
less depreciation	1,274	1,147	1,606	2,277	2,334	2,373	2,419	2,490	2,564	2,642	2,710
Total applications of operating funding	5,111	5,286	5,494	5,818	5,938	5,803	5,849	6,040	6,161	6,279	6,368

Capital by activity

	Annual Plan 2020/21 \$000	Year 1 2021/22 \$000	Year 2 2022/23 \$000	Year 3 2023/24 \$000	Year 4 2024/25 \$000	Year 5 2025/26 \$000	Year 6 2026/27 \$000	Year 7 2027/28 \$000	Year 8 2028/29 \$000	Year 9 2029/30 \$000	Year 10 2030/31 \$000
Business and economic development	0	0	0	0	0	0	0	0	0	0	0
District promotion	0	0	0	0	0	0	0	0	0	0	0
Commercial property	13,922	21,065	29,365	74	98	100	103	106	109	112	115
Forestry	0	0	0	0	0	0	0	0	0	0	0
Council funded capital expenditure	13,922	21,065	29,365	74	98	100	103	106	109	112	115

9. Key legislation / industry standards and relationship with other planning / policy documents for Economic Development

9.1. Key legislation

Building Act 2004 and Amendments: Any structures to be built or rebuilt on Council-owned land are likely to require consent under this Act. Even though some work on structures within reserves may be exempted from requiring a building consent, compliance with the Building Code for these works is still mandatory.

Health and Safety at Work Act 2015: This Act is intended to reduce and minimise harm to both people working in and those moving around places of work. There are obligations within the Act for employers and other controllers of places of works. Council has multiple obligations for commercial property activities with regard to employees, contractors, tenants and the public to manage safety.

Local Government Act 2002

Strategic asset, in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes—

- (a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- (b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- (c) any equity securities held by the local authority in—
 - (i) a port company within the meaning of the Port Companies Act 1988;
 - (ii) an airport company within the meaning of the Airport Authorities Act 1966.

General Principles Relating to Local Authorities

Section 14 of the LGA places obligations on local authorities to act in accordance with a number of principles. Many of these have relevance for the property function, for example, the obligations for Council:

- To conduct its business in an open, transparent, and democratically accountable manner.
- To make itself aware of, and have regard to, community views.
- To undertake commercial transactions in accordance with sound business practices.
- To ensure prudent stewardship and the efficient and effective use of resources.

Ngāi Tahu Claims Settlement Act 1998

Council has a responsibility to consider the Ngāi Tahu Claims Settlement Act 1998 (NTCSA). The NTCSA created Statutory Acknowledgement Areas and Nohoanga entitlements, both set out under Part 12, which relates to the ability to gather mahanga kai.

The Ngai Tahu Deed of Settlement was signed on 21 November 1997 and, as part of the claims settlement, established the concept of the Right of Refusal (RFR) – its format and general terms and conditions. These were stipulated in Section 9 of the Ngai Tahu Deed of Settlement. On 1 October 1998

the Ngai Tahu Claims Settlement Act 1998 (NTCSA) became law. The statutory rights with respect to the RFR were documented as Part 9 of this Act Te Rūnanga o Ngāi Tahu by Power of Attorney has granted Ngai Tahu Holdings Corporation Limited the full power and authority to exercise the rights and obligations in relation to Part 9 of the Ngāi Tahu Claims Settlement Act 1998. Ngai Tahu Holdings Corporation has in turn given Ngāi Tahu Property authority to act with regard to the RFR process via a Deed signed on 9 December 1998.

Public Works Act 1981

Council has obligations under this Act with respect to road stopping and acquisition and administration of properties within its district.

Public Bodies Leases Act 1969

Council has obligations under this Act with respect to the powers Council has to lease land.

Property Law Act 2007

Council has obligations under this Act with respect to the legislation for the leasing of properties.

Reserves Act 1977

This sets out the management and administration requirements for all land in the district held under this Act. The Minister of Conservation in 2013 delegated some powers for the administration of land held under the Reserves Act 1977 to Ashburton District Council as the administering authority and of particular relevance are:

- Part II: Acquisition of land for Reserves (Sections 14-15)
- Classification and Purpose of Reserves (Sections 17-18, 23-25)
- Management and Control of Reserves (Sections 26-39)
- Leasing powers in respect to recreation reserves
- Powers in respect of historic reserves
- Powers (including leasing) in respect to local purpose reserves
- Farming and other leases (Sections 71-74)
- Afforestation (Section 75)

Residential Tenancies Act 1986

This applies to Council as a landlord of Elderly Persons Housing as well as a landlord for rental dwellings which are held as part of a strategic land purchase or for the management of Council services.

Resource Management Act (RMA) 1991 and Amendments

Provides a statutory framework for Local and Regional Authorities to administer and balance land development with sustainable management of natural resources. The RMA focuses on the effects of activities on the environment rather than on the activities themselves.

Environment Canterbury Plans

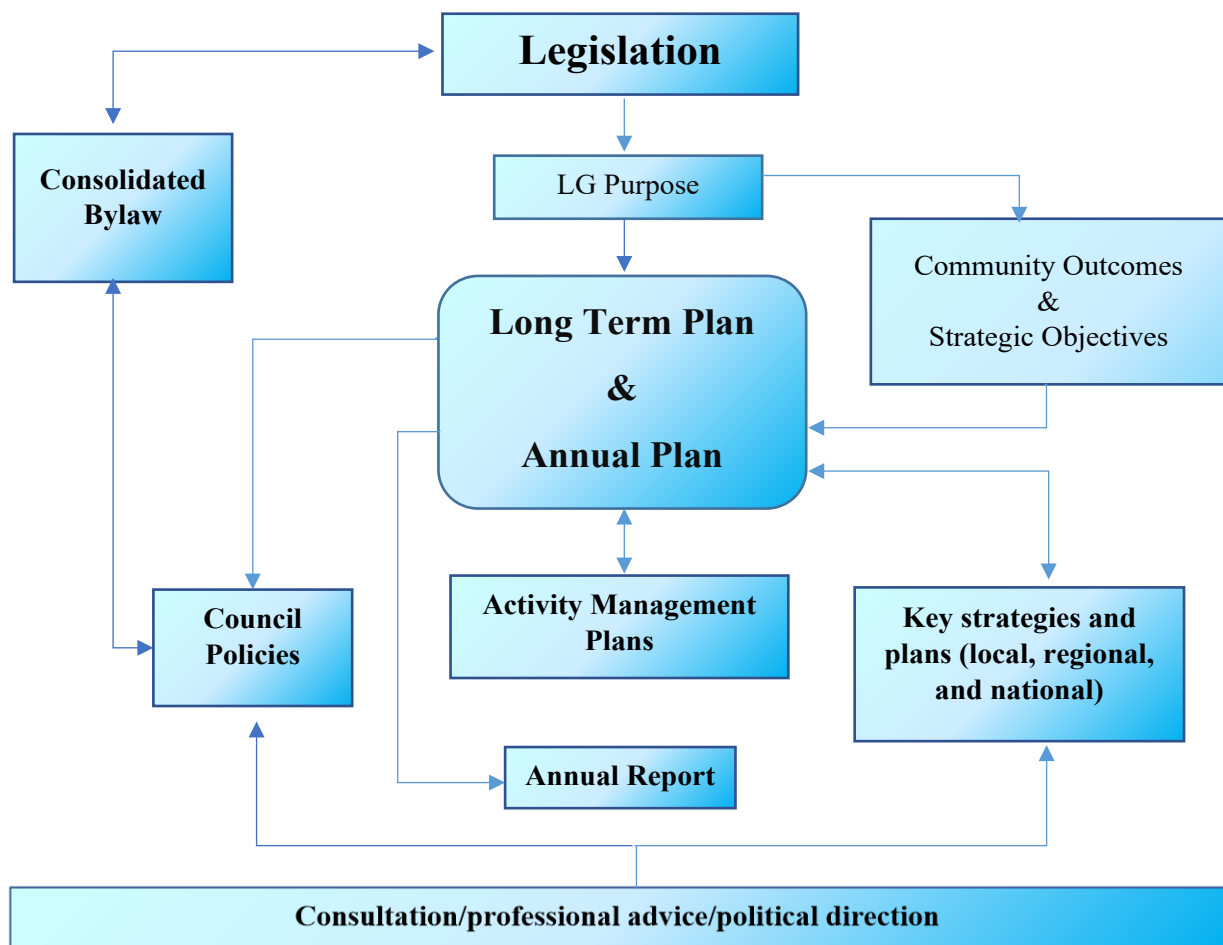
ECan has a number of functions under the Resource Management Act 1991 for land and water, air along with a number of other additional Acts for control of soil and rivers, reserves, civil defence, biosecurity, maritime, land transport, hazard wastes and dams.

9.2. Plans & policy documents

- Ashburton District Plan
- Council-owned or Managed Rural Reserve Policy
- Elderly Persons Housing Policy
- Property Holdings Policy

Activity Management Plans have strong links with many of the Council's other policies, strategies and plans, especially the Long Term Plan which, in turn, is linked with the Council's Annual Plan and Annual Report.

The following diagram illustrates the relationship that Activity Management Plans have with other policies, strategies, and plans. The relationship is not to be confused with the hierarchy that exists with statutory obligations and other plans.



10. Stakeholders and consultation for Economic Development

There are a number of key stakeholders relevant to the activity. These have been identified below:

- Elected Members
- Management team
- Council staff
- Reserve Boards
- Residents and ratepayers
- The community
- Neighbouring territorial authorities
- Community groups
- Rural Groups
- Local agencies and support groups
- Government agencies
- Iwi
- Environment Canterbury
- Industry groups
- Sector groups
- Canterbury Mayoral Forum