

2023-33
Draft Economic Development
Strategy

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THE STRATEGY

BACKGROUND INFO

What is economic development?

Economic development is focussed 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 a 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.

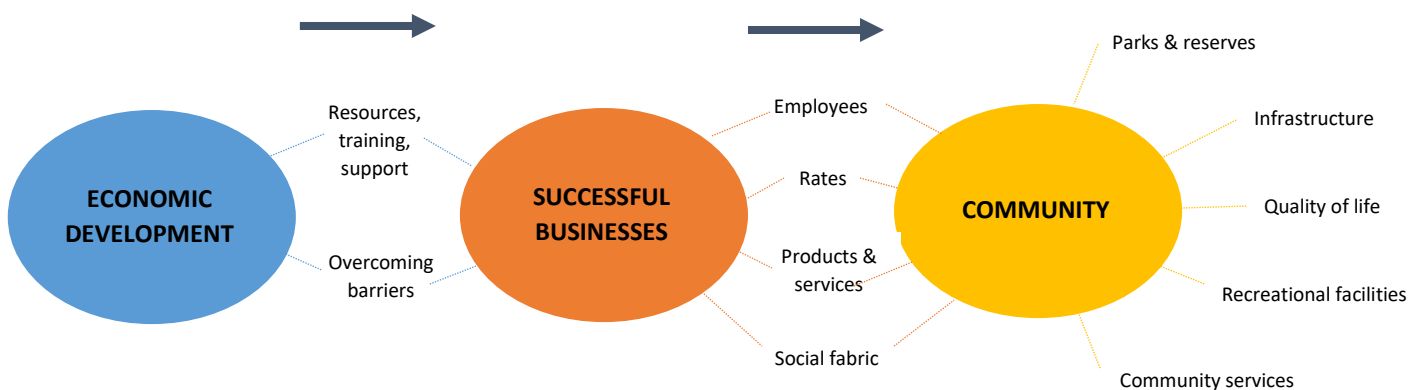
A strong and sustainable economy provides better job opportunities, higher wages, and a higher standard of

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
- investing in the community
- 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
- creating opportunities for visitors to enjoy the amenities and recreation in the community, bringing in more revenue.

Why communities invest in economic development



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 focussed 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 ten 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.

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 ten 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 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, 2022

\$2,751 M **0.8%**
of national total

Economic growth, 2012-2022

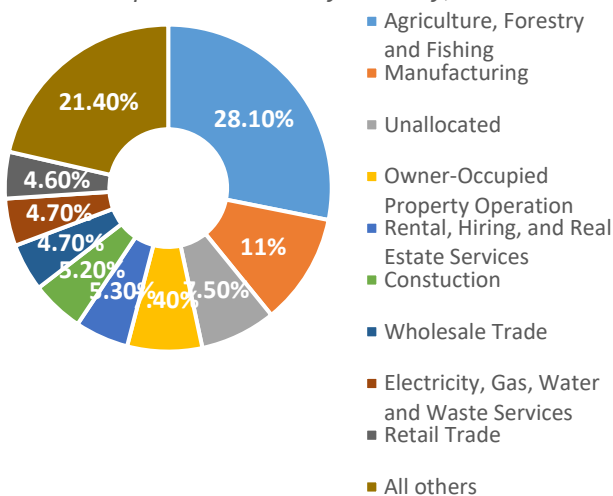
	2022	Last 10 years
Ashburton District	5.1%	↑ 2.6% per year
New Zealand	5.3%	↑ 3.0% per year

Biggest contributors to economic growth, 2012-2022

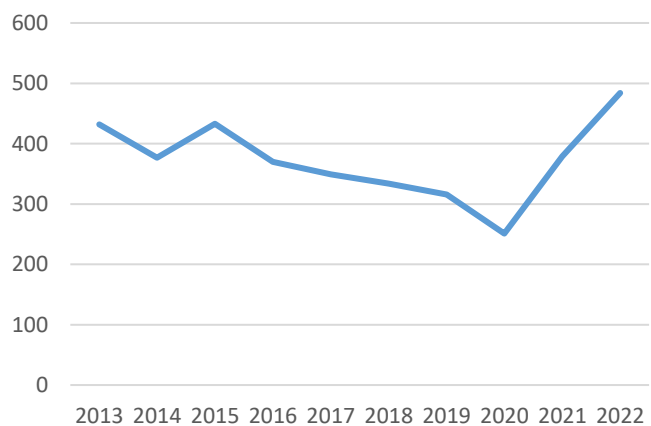
Agriculture, Forestry and Fishing	\$148m
Construction	\$48m
Retail Trade	\$39m
Health Care and Social Assistance	\$38m
Professional, Scientific and Technical Services	\$38m
All other industries	\$311m

Total increase in GDP across the past 10 years **\$623m**

Proportion of GDP by industry, 2022



New residential building consents



1 2

PRODUCTIVITY

GDP per filled job, 2022

\$140,857 **\$132,815**
GDP per employee New Zealand

Productivity growth, 2012-2022

	2022	Last 10 years
Ashburton District	2.3%	↑ 1.2% per year
New Zealand	2.3%	↑ 0.9% per year

BUSINESS UNITS

No. of business units, 2022

5,433 **0.9%**
Business units of national total

Growth in business units, 2012-2022

	2022	Last 10 years
Ashburton District	2.0%	↑ 1.0% per year
New Zealand	4.8%	↑ 2.1% per year

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

² The top 8 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

Total employment, 2022

19,531

Filled jobs

0.7%

of national total

Employment growth, 2012-2022

	2022	Last 10 years
Ashburton District	2.7%	↑ 1.4% per year
New Zealand	3.0%	↑ 2.1% per year

Industries creating the most new jobs, 2012-2022

Health Care and Social Assistance	387
Construction	370
Agriculture, Forestry and Fishing	354
Manufacturing	244
Education and Training	233
All other industries	943
Total increase in employment across the past 10 years	2,530

Unemployment rate

2.5%

compared with 3.4% nationally

NEET³ rate

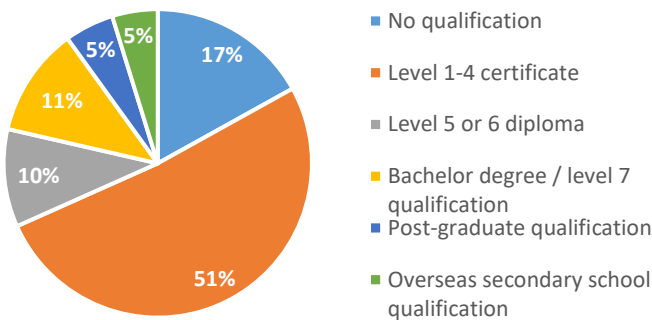
9.8%

compared with 11.7% nationally

618

receiving
Jobseeker Support
- peaking at 774
Sept 20

Education level, 2018



STANDARD OF LIVING

Mean individual annual earnings, 2022

\$62,720

Ashburton District

\$69,585

New Zealand

Annual earnings growth, 2012-2022

	2022	Last 10 years
Ashburton District	4.8%	↑ 3.5% per year
New Zealand	5.6%	↑ 3.2% per year

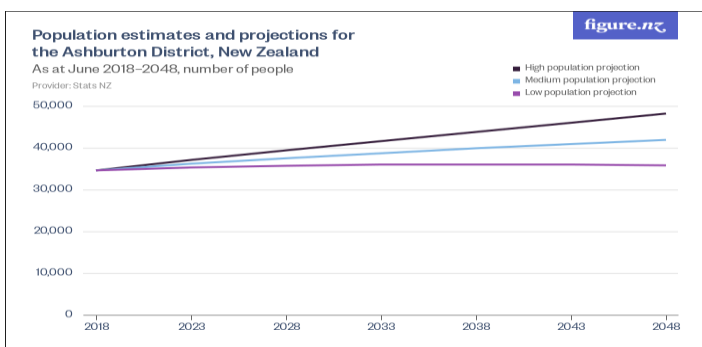
POPULATION

Total population

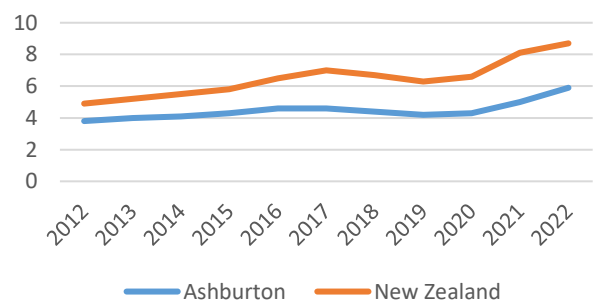
36,300

With 0.7% annual growth expected⁴

Population projections



Housing affordability, 2012-2022⁵ Higher is less affordable



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

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.

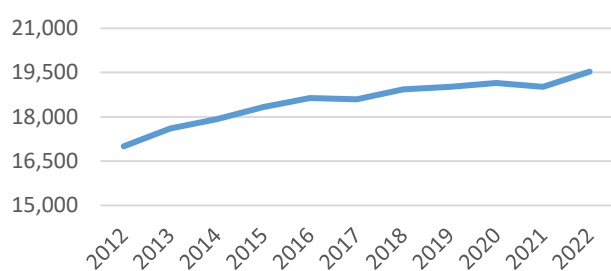
What do we have to think about?

We live in a dynamic economy where a number of factors are, or will, influence our economy and drive economic development. Below is a discussion on some of these key factors and current knowledge.

The Covid-19 pandemic

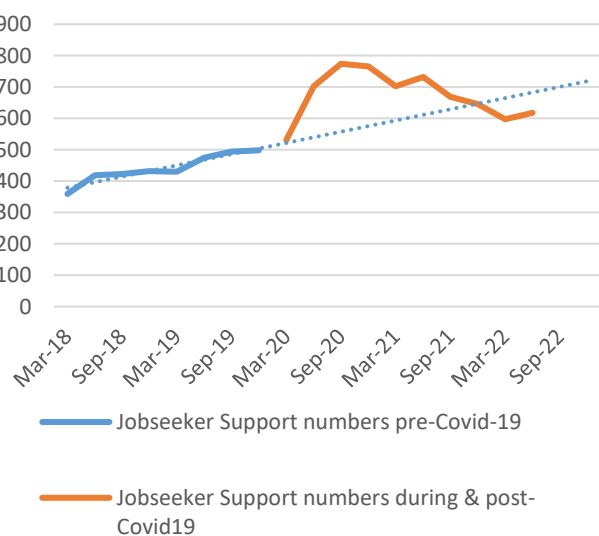
Our economy took a relatively modest hit at the onset of the Covid-19 pandemic, owing to the district's heavy reliance on the primary sector and relatively low exposure to international tourism.

Employment (filled jobs), which had been steadily increasing, dropped across 2021 by 0.7%, but quickly recovered, rising by 2.7% in 2022⁶.



Residents receiving Jobseeker Support jumped significantly from March 2020, peaking 6-months later in September at 774 (a 46% increase)⁷.

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.



⁶ Infometrics Regional Economic Profile, [Employment Overview](#), 2023

⁷ Taituara LG Sector Good Toolkit, Jobseeker Support, 2023

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 on sector 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.

The adoption of National Environmental Standards for Freshwater will require land use changes in Ashburton⁸. 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 Commission⁹ 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.

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, 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 groundwater¹⁰.

What this means

Given the significance of the dairy industry to our economy, the impact of emissions pricing, land de-conversion to less intensive practises 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.

⁸ Fitzgerald, [Freshwater Nitrate – 2.4mg and Economic Impact for Ashburton District](#), 2021

⁹ He Pou a Rangi – Climate Change Commission, [Ināia tonu nei: a low emissions future for Aotearoa](#), 2021

¹⁰ [Hekeao / Hinds Water Enhancement Trust](#)

Increasing inflation and interest rates

Over the past 12 months 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 2024¹¹.

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 has pushed the Official Cash Rate from 1.00%¹² to 5.25%¹³ over the 12 months to April 2023. 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 willingness to invest.

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 fertiliser¹⁴.

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.

Skills and talent availability

At the end of 2022, unemployment was at 2.5%¹⁵. 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 band¹⁶. 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.

¹¹ ANZ, [New Zealand Weekly Data Wrap](#), April 2023

¹² ANZ, [New Zealand Data Wrap](#), April 2022

¹³ Reserve Bank of New Zealand, [Official Cash Rate increased to 5.25 percent](#), 2023

¹⁴ Newshub, [Fuel, food and fertiliser: How Ukraine's invasion impacted New Zealand's economy](#), 2023

¹⁵ Infometrics, Regional Economic Profile, Employment: [Unemployment](#), 2021

¹⁶ Taituara LG Sector good Toolkit, Population Overview, 2023

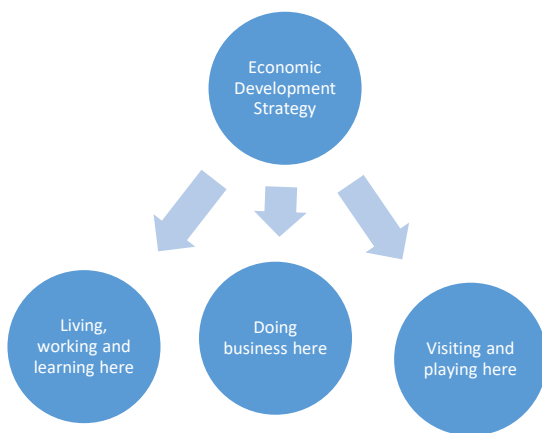
Where do we want to get to?

Council's vision is for Ashburton District to be *the district of choice for lifestyle and opportunity – te rohe ka whiria mō te āhua noho, me te hapori*. This strategy plays an important role in achieving this.

Sitting underneath our vision 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.

What does this look like?



Living, working and learning 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.

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 and can adapt to change and drive innovation.

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.

How do we achieve this?

OUR VISION		
<p><i>Ashburton District - the district of choice for lifestyle and opportunity</i></p> <p><i>Hakatere – te rohe ka whiria mō te āhua noho, me te hapori</i></p>		
Living, working and learning here	Doing business here	Visiting and playing here
GOAL 1	GOAL 2	GOAL 3
Our residents are engaged and invested in our community	Our businesses are thriving, innovative and resilient to change	Our district is a destination of choice for locals and visitors, with great leisure, entertainment and recreational activities
OUR OBJECTIVES		
1.1 Provide local training solutions relevant to our economy by strategically partnering with formal and non-formal education providers to meet local learning and training needs.	2.1 Our business owners and employees are skilled, adaptable, and capable.	3.1 Support the development of the Ashburton CBD into a must-visit destination.
1.2 Create an annual calendar of events throughout the district to connect and engage with our community	2.2 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.	3.2 Develop the 'Ashburton District story'.
1.3 Build a community and workforce that recognises and accommodates the diverse needs of residents, newcomers, migrants, and former refugees.	2.3 Our small to medium businesses (SMEs) are well supported locally to enable them to grow and thrive.	3.3 Develop promotional strategies and create and distribute promotional material for our special character places
	2.4 Businesses are well supported when establishing themselves in our district.	

OUR ACTION PLAN

2023-33

Goal 1: Residents are engaged and invested in our community

Objectives	Actions	Our partners <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	Time period	Resourcing
1.1 Provide local training solutions relevant to our economy by strategically partnering with formal and non-formal education providers to meet local learning and training needs.	A. Formalise strategic partnership between ADC and education providers (formal and informal) to participate in a Learning Hub.	Lincoln University, Canterbury Uni, Ara, Fonterra, and others	0 – 6 months	Existing budget
	B. Establish and run working groups to develop strawman concept for Learning Hub with operating structure, location, participants, courses etc.	Lincoln University, Canterbury Uni, Ara, Fonterra, and others	6 – 12 months	Existing budget
	C. 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
	D. 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 strategic partners. Go/no-go approval required.	In-house/ contracted service	1 – 2 years	Contracted - additional budget required
	E. Subject to approval of business case - Implement business plan.	Lincoln University, Canterbury Uni, Ara, Fonterra, and others	2 years and ongoing for learning and education	Oversee implementation with existing budget
	F. If contained in the feasibility plan and supported by the business plan, commence construction of a learning hub.	Lincoln University, Canterbury Uni, Ara, Fonterra, and others	Dependant on Business Case – estimated that design work followed by building to commence in years 6 – 8	Commercially/ debt funded
	G. 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

Objectives	Actions	Our partners <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	Time period	Resourcing
	H. If business case is approved, commence implementation of the case.	Local industry partners - TBC	7 years and ongoing	Existing budget and commercial funding
1.2 Create an annual calendar of events throughout the district to connect and engage with our community.	A. Create a district-wide events plan.	Tourism advisory group	0 - 6 months	Existing budget
	B. Identify events to be targeted for delivery in our district.	Tourism advisory group	0 – 12 months	Existing budget
	C. Enable and plan for an iconic event per quarter.	Existing and new events	1 – 2 years	Existing budget
	D. Co-ordinate a full programme of events throughout the year, across the district.	Tourism advisory group	1 – 3 years	Existing budget
	E. 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
	F. Develop promotional mediums for promoting district events.	Tourism advisory group	1 – 2 years	Additional budget required
	G. Engage with new events and integrate into events schedule.	Individual events	3 years and ongoing	Existing budget
1.3 Build a community and workforce that recognizes and accommodates the diverse needs of residents, newcomers, migrants, and former refugees.	A. Develop an accredited Stage 3 Welcoming Communities plan.	Ministry of Ethnic Communities	0-12 months	Existing budget
	B. Implement Welcoming Communities Plan including engagement with ethnic communities and activity schedule.	Multi-cultural council, employers	1 year to implement and ongoing.	Existing budget
	C. Integrate Welcoming Communities into workforce initiatives.	ANZCO, Talleys, various local businesses	1 – 2 years to develop, and ongoing	Existing budget
	D. 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

Objectives	Actions	Our partners <i>Led by the ED team at Council, we will work with the following groups and organisations to implement this action plan.</i>	Time period	Resourcing
2.1 Our business owners and employees are skilled, adaptable and capable.	A. Develop partnerships between ADC, industry organisations and government organisations.	MSD, MBIE, CECC etc	0-6 months for initial connection and ongoing	Existing Budget
	B. Establish a structured approach to identifying and acting on opportunities.	MSD, MBIE, CECC etc	6 – 12 months	Existing Budget
	C. 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
	D. 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
	E. 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
	F. Support young people and jobseekers to be retained in employment through the Mayor’s Taskforce for Jobs.	MTFJ, MSD	0 – 6 months pilot and ongoing	MTFJ. Existing budget if funded by MTFJ
2.2 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.	A. Establish a Business Leadership group.	Key Industry Leaders e.g. EA Networks, Carrfields, etc	0 - 6 months	Existing Budget
	B. 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
	C. Develop a plan for addressing risks and utilising opportunities.	Business Leadership Group	2 – 4 years	Existing Budget

Objectives	Actions	Our partners <i>Led by the ED team at Council, we will work with the following groups and organisations to implement this action plan.</i>	Time period	Resourcing
	D. 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
	E. 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
2.3 Our small to medium businesses (SMEs) are well supported locally to enable them grow and thrive.	A. 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
	B. 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
2.4 Businesses are well supported when establishing themselves in the district.	A. 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
	B. 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.

Objectives	Actions	Our partners <i>Led by the ED team at Council, we will work with the following groups and organisations to implement this action plan.</i>	Time period	Resourcing
3.1 Support the development of the Ashburton CBD into a must-visit destination.	A. 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
	B. Following feasibility study approval, develop business case.	Food stall retailers, investors	2 – 3 years	Contracted service - additional budget required
	C. Subject to Business Case approval, implement Business Case.	Food stall retailers, investors	3 – 5 years	Existing budget
	D. Secure participating businesses and confirm commitment.	Food stall retailers.	3 – 4 years	Existing budget
	E. CBD retail venue design and construction (linked to 3.1.C).	Commercial investors	4 – 7 years	Commercial/ debt funded
3.2 Develop the ‘Ashburton District story’.	A. 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
	B. 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
	C. Integrate the Ashburton District Story narrative across the district.	Tourism community, business community	2 – 4 years	Existing budget and contracted services
	D. Further development of the story and its execution in the district.	Tourism community, business community	4 years and ongoing	Existing budget
3.3 Develop promotional strategies and create and distribute promotional	A. Develop a Destination Marketing Plan.	ChristchurchNZ	0 – 6 months	ChristchurchNZ budget
	B. Implement the Destination Marketing Plan.	Tourism advisory group, Ashburton businesses,	6 months and ongoing	Existing budget

Objectives	Actions	Our partners <i>Led by the ED team at Council, we will work with the following groups and organisations to implement this action plan.</i>	Time period	Resourcing
material for our special character places.		district's businesses and tourism operations.		
	C. Establish the Highway 72 collaborative group.	Selwyn District Council, Timaru District Council and others	0 - 6 months	Existing budget
	D. 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
	E. 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
	F. 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)
	G. Investigate strategies to increase bed-nights in Ashburton township.	Tourism advisory group, Ashburton businesses	1 – 2 years	Contracted services - additional budget required
	H. Implement strategies to increase bed-nights in Ashburton township.	Tourism advisory group, Ashburton businesses	2 years and ongoing	Existing budget

Appendix One

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 taken every three years to coincide with Council's Long-Term Plan processes.