



Have your
Say!

Draft Economic Development Strategy

Our Place: Our District

A thriving economy is essential for the wellbeing of our community. For this reason, we have spoken with businesses and organisations to understand the key economic development issues in our district and help us develop a new draft kaupapa (strategy) that plans for the future.

We welcome feedback until 5pm, Sunday 18 June, 2023

Introduction

We are developing a strategy to improve the economic wellbeing of our district.

The aim of this consultation is to help us build on what we have found out so far, seek your thoughts on the proposed strategy and to have your views reflected in our decision-making.

This booklet includes a summary of the issues we've identified, how we propose to tackle them and a submission form for your feedback. Have we got the strategy right? We want to hear your ideas on how we should help our economy to flourish.

What is economic development?

Economic development is focussed on supporting and improving the quality of life of residents, through improving the economic wellbeing of the district.

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

Why do we need a strategy?

Our first Economic Development Strategy was developed in 2017 had seven areas of focus, mostly focussed on internal processes.

With many of these recommendations now completed, we want to move forward with a more outward-focussed approach that will see the Council's economic development team work alongside businesses and the community.

*Have your
Say!*

***We want
to hear
from YOU!***

The full strategy can be read on our website at ashburtondc.govt.nz/haveyoursay

We are accepting feedback until
5pm, Sunday 18 June, 2023

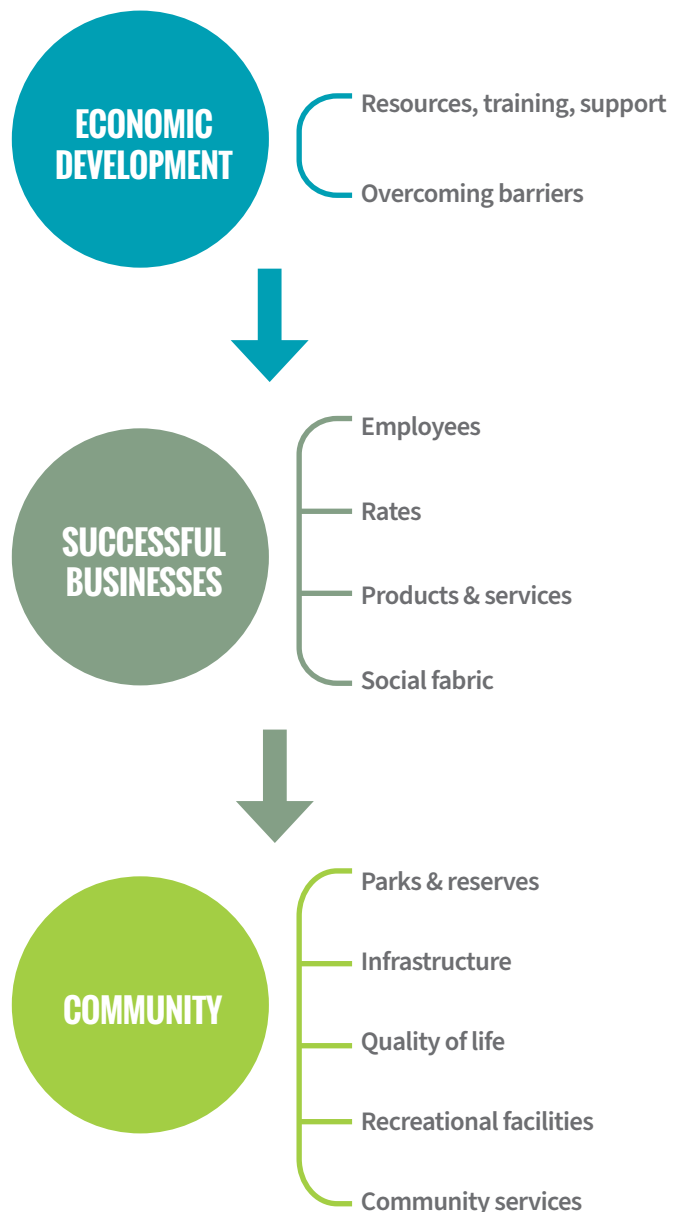


Why is economic development important?

As local government, we are legislated with the task of improving the economic wellbeing of our community – in the present and for the future.

A strong and sustainable economy offers better job opportunities, higher wages, and a higher standard of living. It provides business opportunities and attracts more investment to the district, which expands the ratepayer base and can help keep rates affordable for our residents.

- ✓ selling products and services the community can purchase and enjoy
- ✓ creating jobs which 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.



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% ↑

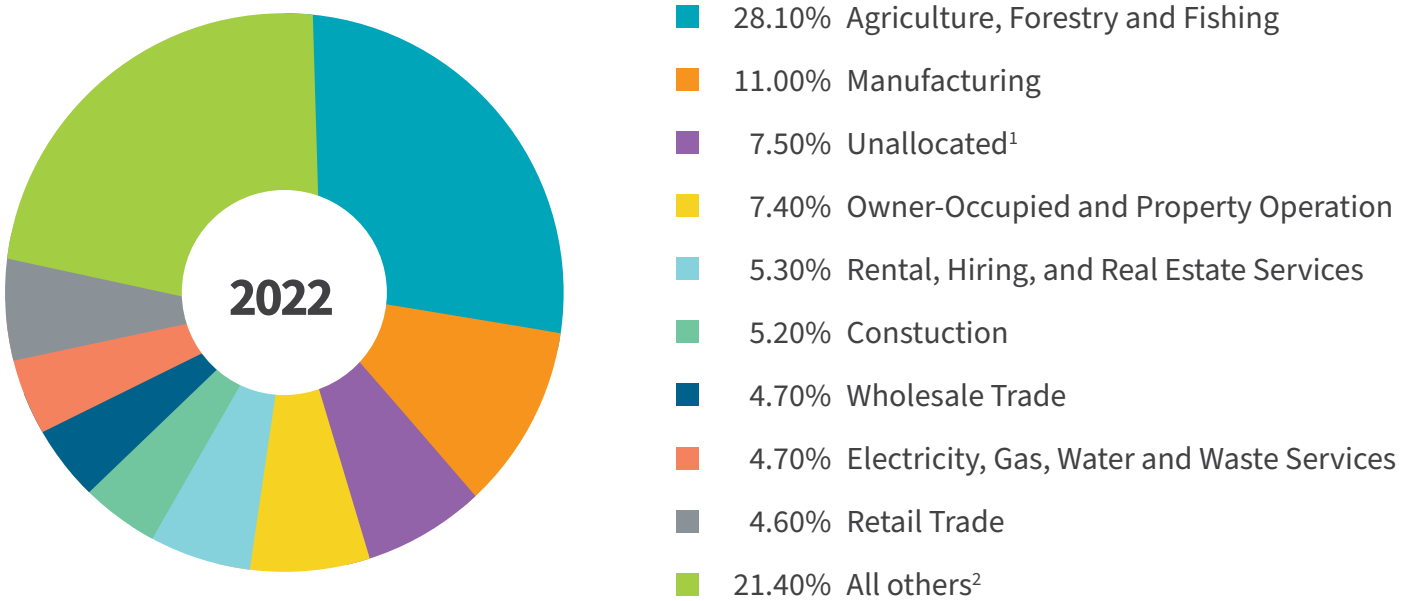
per year

2012

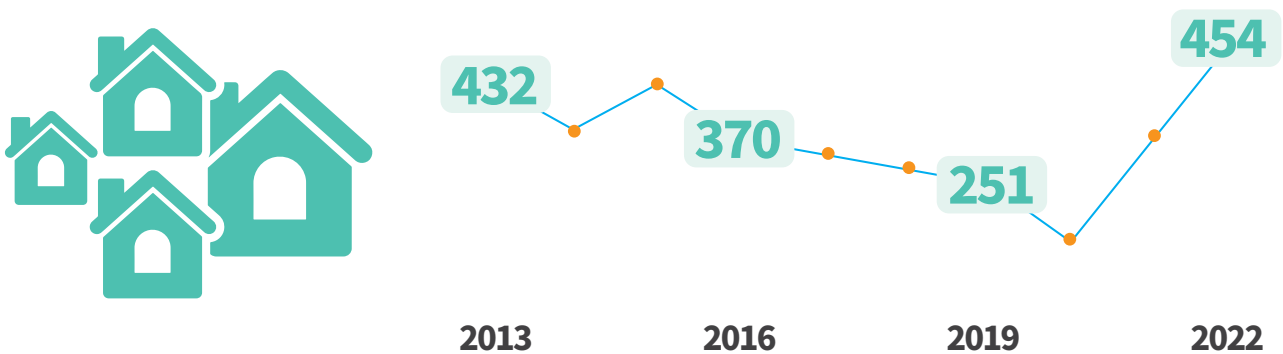


2022

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.

Note: All information sourced from Infometrics unless otherwise stated.

Our economy at a glance

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

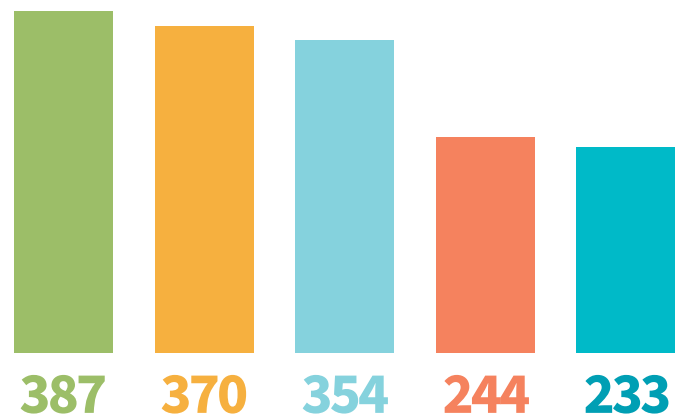
Jobseeker Support recipients

618

peaking at 774 Sept 2020

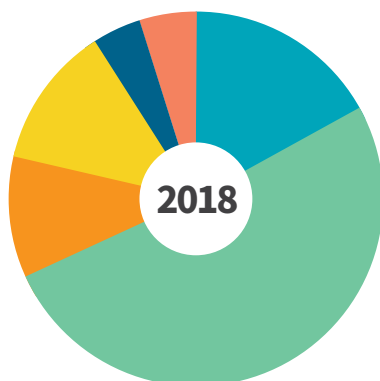
Top job creating industries

2012 ← → 2022



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

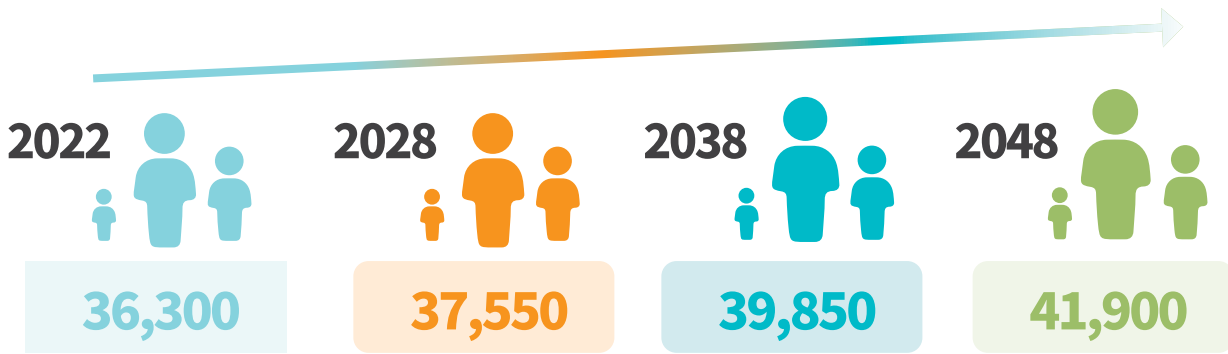
Education level



- 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

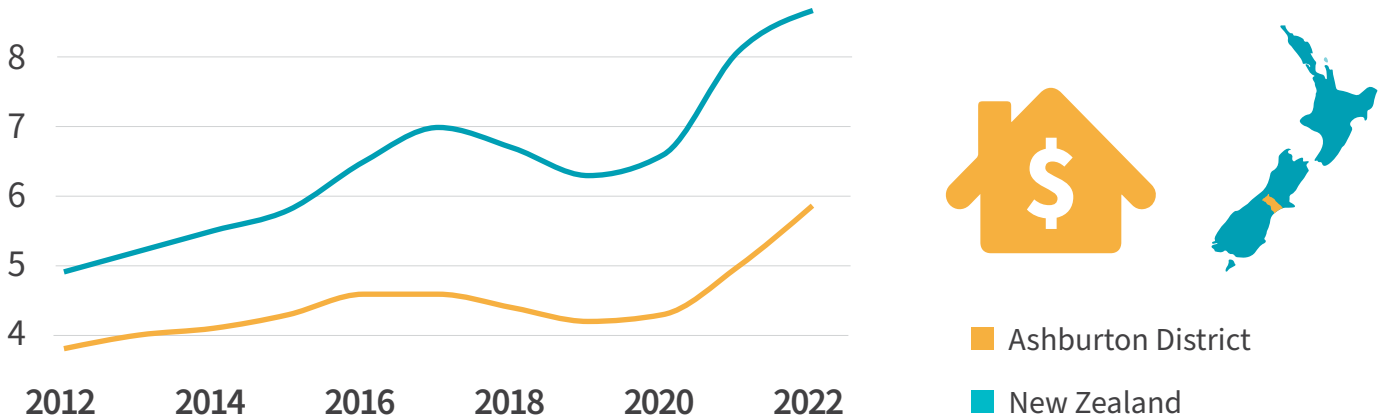
³ NEET rate: Percentage of 15-24 year olds who are not employed or engaged in education or training.

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.

Background

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 discourage 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 from the Covid-19 pandemic, owing to the district's heavy reliance on the primary sector and relatively low exposure to international tourism. Employment dropped across 2021 but has quickly recovered and many businesses are now struggling to fill staff vacancies.

2 Increasing Government regulations and societal expectations



The primary sector faces substantial challenges over the medium to long term as new regulatory changes start to take effect. At the same time, the public discussion around agriculture's potential impact on the environment has shone a spotlight on farmers, further impacting the sector's confidence.

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

Are there any challenges we missed?
Are there also opportunities we should be including?

Let us know at
ashburtondc.govt.nz/haveyoursay

Have your
Say!

3 Increasing inflation & interest rates



Over the past 12 months we've experienced the largest rise in living costs in more than 30 years. Following around three decades of stable inflation, the sudden and sustained increase is putting pressure on business and people's budgets and leading to financial strain and a 'cost-of-living' crisis.

With interest rates on the rise, many households are being forced to substantially curb their spending to ensure they have enough funds to cover essential costs. Businesses will also be significantly impacted, reducing their confidence to invest.

4 Global supply chain issues impacting on the cost of goods



The Russian invasion of Ukraine has driven up global commodity prices, most notably for our district: fuel, food and fertiliser.

Geopolitical tensions around the supply of oil may see oil prices remain higher than other commodities, for longer. This may result in more volatile business conditions, particularly for the primary sector as they risk facing softer prices for their products, while at the same time, paying more for oil-based inputs.

5 Skills and talent availability



While increasing costs may result in firms hesitating to expand their workforce, it's likely unemployment will stay relatively low due to the tightening of immigration rules and the difficulties employers are having finding staff for lower-skilled roles.

Younger age groups are typically highly engaged in the workforce and relatively mobile, meaning they are crucial for addressing skills gaps in regional labour markets. Attracting young people to our district early in their working career will be key to reducing gaps in the labour force.

Our proposed strategy

Our strategy is built on three areas of focus.

ECONOMIC DEVELOPMENT STRATEGY

LIVING,
WORKING
& LEARNING
HERE

DOING
BUSINESS
HERE

VISITING &
PLAYING HERE

LIVING, WORKING & 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, can adapt to change and help innovation.

VISITING & 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.

Our vision

ASHBURTON: THE DISTRICT OF CHOICE FOR LIFESTYLE AND OPPORTUNITY

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

LIVING, WORKING & LEARNING HERE

GOAL 1

Our residents are
engaged and invested
in our community

OUR OBJECTIVES

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

DOING BUSINESS HERE

GOAL 2

Our businesses are thriving, innovative and resilient in change

OUR OBJECTIVES

- 2.1 Our business owners and employees are skilled, adaptable, and capable.
- 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.
- 2.3 Our small to medium businesses (SMEs) are well supported locally to enable them to grow and thrive.
- 2.4 Businesses are well supported when establishing themselves in our district.

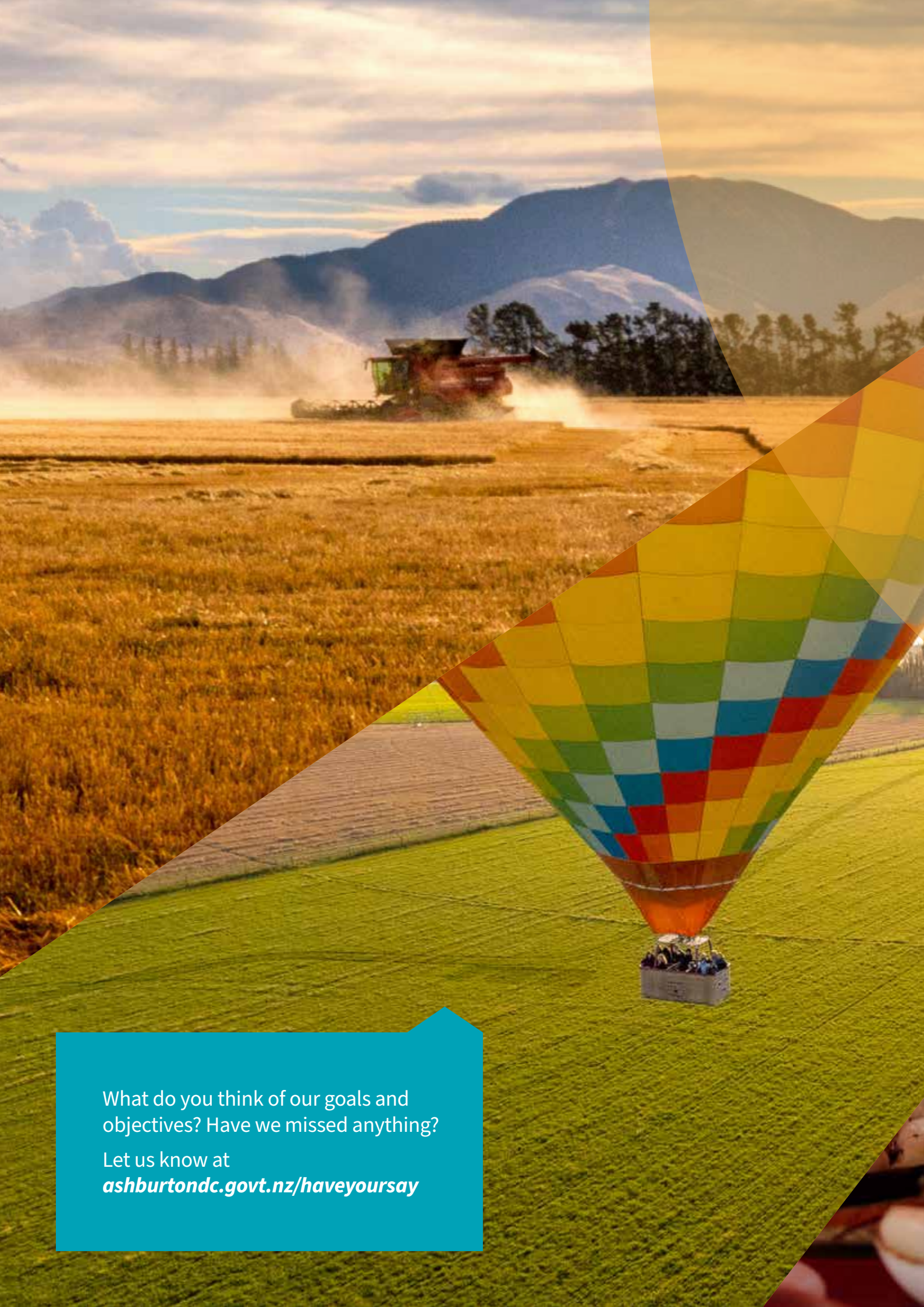
VISITING & PLAYING HERE

GOAL 3

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

OUR OBJECTIVES

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



What do you think of our goals and objectives? Have we missed anything?

Let us know at

ashburtondc.govt.nz/haveyoursay

Have your
Say!



Draft Economic Development Strategy Action Plan

GOAL 1: Residents are engaged and invested in our community

OBJECTIVE	ACTIONS	OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	TIME PERIOD
<p>A</p> <p>Provide local training solutions relevant to our economy by strategically partnering with formal and informal education providers to meet local learning and training needs.</p>	<p>1. Formalise strategic partnership between ADC and education providers (formal and informal) to participate in a Learning Hub.</p>	<p>Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others</p>	<p>0 – 6 months</p>
	<p>2. Establish and run working groups to develop a concept for Learning Hub with operating structure, location, participants, courses etc.</p>	<p>Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others</p>	<p>6 – 12 months</p>
	<p>3. Undertake a feasibility study for the creation of an Innovation Centre and Learning Hub. Go/no-go approval required.</p>	<p>Contracted service</p>	<p>1 – 2 years</p>
	<p>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.</p>	<p>In-house/ contracted service</p>	<p>1 – 2 years</p>
	<p>5. Subject to approval of business case - Implement business plan.</p>	<p>Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others</p>	<p>2 years and ongoing for learning and education</p>
	<p>6. If contained in the feasibility plan and supported by the business plan, commence construction of a Learning Hub.</p>	<p>Lincoln and Canterbury universities, Ara Polytechnic, Fonterra, and others</p>	<p>Dependent on Business Case – estimated that design work followed by building to commence in 6 – 8 years</p>
	<p>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.</p>	<p>Local industry partners - TBC</p>	<p>6 – 7 years</p>
	<p>8. If business case is approved, commence implementation of the case.</p>	<p>Local industry partners - TBC</p>	<p>7 years and ongoing</p>

OBJECTIVE	ACTIONS	OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	TIME PERIOD
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
	2. Identify events to be targeted for delivery in our district.	Tourism advisory group	0 – 12 months
	3. Enable and plan for an iconic event per quarter.	Existing and new events	1 – 2 years
	4. Co-ordinate a full programme of events throughout the year, across the district.	Tourism advisory group	1 – 3 years
	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
	6. Develop promotional mediums for promoting district events.	Tourism advisory group	1 – 2 years
	7. Engage with new events and integrate into events schedule.	Individual events	3 years and ongoing
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
	2. Implement Welcoming Communities Plan including engagement with ethnic communities and activity schedule.	Multi-cultural council, employers	1 year to implement and ongoing.
	3. Integrate Welcoming Communities into workforce initiatives.	ANZCO, Talleys, various local businesses	1 – 2 years to develop, and ongoing
	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)

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

OBJECTIVE	ACTIONS	OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	TIME PERIOD
<p>A</p> <p>Our business owners and employees are skilled, adaptable and capable.</p>	<p>1. Develop partnerships between ADC, industry organisations and government organisations.</p>	<p>MSD, MBIE, CECC etc</p>	<p>0 – 6 months for initial connection and ongoing</p>
	<p>2. Establish a structured approach to identifying and acting on opportunities.</p>	<p>MSD, MBIE, CECC etc</p>	<p>6 – 12 months</p>
	<p>3. Using the partnerships developed above, identify and develop plans to deliver business support that address specific skills and talent needs of local industry.</p>	<p>Partnership with industry organisations and government organisations</p>	<p>1 – 3 years to develop responses, and ongoing</p>
	<p>4. Develop strategies to attract and retain suitably qualified employees.</p>	<p>Partnership with industry organisations and government organisations</p>	<p>2 – 4 years for establishment and ongoing</p>
	<p>5. Establish a development pathway for employees to seek ongoing career development and learning (link with action 1.1.E).</p>	<p>MTFJ, MSD, formal and informal education, and training providers</p>	<p>2 years and ongoing</p>
	<p>6. Support young people and jobseekers to be retained in employment through the Mayors Taskforce for Jobs (MTFJ).</p>	<p>MTFJ, MSD</p>	<p>0 – 6 months pilot and ongoing</p>

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

OBJECTIVE	ACTIONS	OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	TIME PERIOD
<p>B</p> <p>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.</p>	1. Establish a Business Leadership group.	Key Industry Leaders e.g. EA Networks, Carrfields, etc	0 – 6 months
	2. Undertake sector analysis of emerging risks and opportunities for the district economy (linked to 2.1.B).	Business Leadership Group	6 – 12 months
	3. Develop a plan for addressing risks and utilising opportunities.	Business Leadership Group	2 – 4 years
	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
	5. Support the distribution of expert knowledge to the business community through the Centre of Expertise.	Strategic industry partners	3 – 4 years and ongoing
<p>C</p> <p>Our small to medium businesses (SMEs) are well supported locally to enable them grow and thrive.</p>	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
	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
<p>D</p> <p>Businesses are well supported when establishing themselves in the district.</p>	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
	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

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

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

OBJECTIVE	ACTIONS	OUR PARTNERS <i>Led by the Economic Development team at Council, we will work with the following groups and organisations</i>	TIME PERIOD
<p>C</p> <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
	3. Formalise the Highway 72 collaborative group.	Selwyn District Council, Mackenzie District Council, Timaru District Council and others	0 – 6 months
	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
	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
	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
	7. Investigate strategies to increase bed nights in Ashburton township.	Tourism advisory group, Ashburton businesses	1 – 2 years
	8. Implement strategies to increase bed nights in Ashburton township.	Tourism advisory group, Ashburton businesses	2 years and ongoing

What happens next?

Project Timeline



We are accepting
feedback until 5pm,
Sunday 18 June, 2023

*We want to hear
from YOU!*

The easiest way to provide your feedback is online.



ashburtondc.govt.nz/haveyoursay

Alternatively, provide your feedback on the attached submission form and get it back to us by:



FREEPOST TO

Ashburton District Council
Freepost 230444
PO Box 94
Ashburton 7740



ONLINE AT

ashburtondc.govt.nz/haveyoursay



IN PERSON

Dropping it off at:
Ashburton District
Council reception –
5 Baring Square West



EMAIL TO

submissions@adc.govt.nz

Your feedback

Have your
Say!

Draft Economic Development Strategy

Consultation Document

You can submit on any or all of the questions below. You don't have to complete every question.

1 Do you agree with our three areas of focus (*Living, working and learning here; Doing business here; Visiting and playing here*) and their associated goals?

Yes No

Please explain:

2 Do you agree with our draft action plan on pages 12 - 17?

Yes No

Please explain:

Your details

FOLD HERE

Name: _____

Organisation (if appropriate): _____

Address: _____

Phone: _____ Email: _____

Do you wish to speak in support of your submission at the hearing?

(If no boxes are ticked, it will be considered that you do not wish to be heard)

Yes: The hearing is expected to be held in the Council Chamber on **Thursday 20 July 2023**. Please note that hearings are live-streamed to our online channels.

No: I do not wish to speak in support of my submission and ask that my written submission be fully considered.

If yes, do you wish to present: In Person Virtually

Draft Economic Development Strategy

ashburtondc.govt.nz/haveyoursay



You can submit on any or all of the questions below. You don't have to complete every question.

3 Does the draft strategy and action plan address what you see as the key issues facing economic development in our district?

Yes No

Please explain:

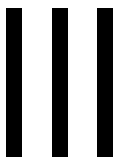
4 The strategy outlines the role Council will play in economic development. Do you agree with this and/or are there any other areas you think we should include?

5 Do you have anything else you'd like to mention?

Submissions must be received by 5pm, Sunday 18 June 2023.

Please note all submissions are public documents and will be made available on Council's website with the names of submitters included. Submissions presented in the form of a petition or accompanied by multiple signatures will be processed as a single submission.

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Ashburton District Council
PO Box 94
Ashburton 7740