

Waimakariri Economic Development Strategy 2024–34



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Foreword

Waimakariri residents live in a district that supports a high standard of living and one which provides easy access to everyday needs including employment, social and cultural activities, and enviable recreational opportunities. It is our unparalleled lifestyle that attracts new residents who choose to make Waimakariri their home. Many in our community feel a great sense of wellbeing with 85% rating their quality of life positively according to the 2020 Canterbury Wellbeing Survey.

We know that a large part of the welfare of our communities relies on the health of our local economy, its ability to withstand external shocks and continue to provide meaningful work for people and to create prosperity for our communities.

However, like everywhere around the world, our businesses and industries have faced extremely challenging times over the past few years with the impact of the Covid-19 pandemic. Many struggled to operate within a severely constricted economy. Compounding these issues has been the impact of the recent Russia-Ukraine conflict, exacerbating product shortages across the globe and fuelling worldwide inflationary pressures, which are influencing rising interest rates and impacting house prices and consumer spending.

Increasing public awareness of environmental issues coupled with recent severe weather events in many countries, has also increased people's focus on both sustainability and climate change. The Government has introduced new legislation, policy and regulations, which will require businesses to be aware of and address their environmental footprints and climate change risk.

Challenges aside, there is still much to be positive about. Upward movement in our construction, manufacturing and knowledge sectors, and strong population growth fuelling population and household demand services, are all factors that support business and bring new opportunities.

Both Waimakariri District Council and Enterprise North Canterbury have critical roles to play in helping our businesses navigate challenging times to ensure the economic potential of our district and the wellbeing of our residents.

The Waimakariri Economic Development Strategy guides our efforts in these areas, outlining our priorities and actions. Alongside the usual support we offer to foster businesses in the district, we recognise that in some critical areas such as environmental sustainability and climate change, we must take a more active role in providing information for local business, fostering ideas, supporting innovation, and leading change.

We are grateful to those stakeholders that have contributed their time and thoughts to help set the direction of this Strategy, particularly those agencies, elected members, and business sector leaders represented as part of the Project Reference Group.

We look forward to executing our roles in the forthcoming years in support of positive action in this space that benefits our communities well into the future.

Mayor Dan Gordon
Waimakariri District Council
Chairperson, Clare Giffard
Enterprise North Canterbury



Executive summary

This Strategy provides a framework that guides the Waimakariri District Council's and Enterprise North Canterbury's efforts and activities in supporting local economic growth over the next ten years, with the support of key delivery partners in critical areas.

While the focus of the previous ten-year period from 2012 to 2022 (Local Economic Development Strategy 2012) was in part a response to earthquake recovery, the next ten years will see an emphasis placed on climate change adaptation. This includes undertaking actions that support our businesses, industries, and wider economy transition to a low-emissions future.

Waimakariri's economy has historically been driven by rural activities, however more recent trends show movement towards an economy led by household/population demands and the need for knowledge industries and services. This leads to a three part economic structure focused on agriculture, the manufacturing base and the population driven elements. While these changes signal a more diversified economy, global climate change and related policy responses present challenges to the way we have traditionally done business, and new opportunities. They require us to rethink the indicators we use to measure economic success.

As the global economy continues to face rising uncertainty due to the impact of global stressors like climate change, pandemics and geo-political tensions, local economies like ours need to recognise and respond to this changing environment. We need to maintain our resilience and the wellbeing of people, communities, and the natural environment upon which we all depend.

Alongside worldwide influences, the Waimakariri economy also faces challenges at the local level. For example, the impacts of new environmental regulations and emission levies on our agricultural sector, our close proximity to Christchurch and associated competition for market share, our ageing labour force, and online shopping competing with our town centre experiences.

But there are also opportunities – our strong population growth creates demand for associated services; our boutique towns and easily accessible mountains, rivers and beaches offer lifestyle, recreation, and visitor opportunities; and our quality infrastructure alongside other key strengths can help support a healthy economic future.

We have approached economic development broadly in this Strategy looking at core business sectors, while also considering the role that arts and events, sport and recreation, and tourism play in supporting economic progress. Similar to business sector growth, expansion in these areas creates jobs and opportunities, while providing a more enriching environment and lifestyle for our residents and visitors.

Planning for economic success requires a clear vision that draws on the wider context and reflects Waimakariri's key issues and opportunities, focusing our efforts toward the delivery of strategic aims, themes and priorities in support of local economic development:



VISION

A thriving, progressive and environmentally responsible economy that underpins a desirable local lifestyle.

THEME 1

Sustainable future

Strategic aims:

- Low carbon economy underpinned by responsible, adaptable and resilient businesses.
 - Increased skill and confidence in business capability through the process of climate change adaptation.
 - Businesses demonstrating a high level of resilience when faced with significant change circumstances.
 - High proportion of business meeting their low emissions obligations.
 - Businesses are aware of and take pride in reducing their environmental footprints.
- Highly productive but sustainable rural and business land use that protects our land, other natural resources and maintains healthy eco-systems.
 - The inextricable link between healthy environment, economy and society is recognised and promoted.
 - Development of new products and practices that reduce energy and resource use, and waste.

Priority 1: Support the adoption of renewable energies across economic sectors and prioritise core sectors.

Priority 2: Optimise the contribution of primary production to the economy by supporting the agricultural sectors' initiatives to reduce emissions, optimise business activities, and increase resilience to the impacts of climate change.

Priority 3: Support and empower our businesses to succeed in a sustainable future.

Priority 4: Facilitate the widespread availability of alternative transport modes connecting key business areas.

Priority 5: Foster opportunities for research and development.

THEME 2

Connected communities

Strategic aim:

- High quality fit-for-purpose internet and transport infrastructure that meets the current and future needs of our business community.
- More rural businesses connected to fast internet services.

Priority 6: Improve the digital connectivity of our businesses operating in limited network coverage areas.

Priority 7: Improve the connectivity and efficiency of the transport network and its resilience, including for the rural sector.

THEME 3

Business responsiveness

Strategic aims:

- Thriving businesses capable of adapting to a changing environment.
- Customer-focused regulatory processes for businesses when engaging with Council.
- Sufficient business land and high-quality infrastructure available to support business and development activity.
- Strong development partnerships and relationships established between business, Council, and Enterprise North Canterbury.
- A fit-for-purpose funding model to support arts and events.
- Ngāi Tūāhuriri-led development is enabled and supported.

Priority 8: Reduce barriers for businesses wherever practicable and provide them with access to information and services to help them prosper.

Priority 9: Develop and enhance strategic partnerships that support economic prosperity and people's wellbeing.

THEME 4

Liveable places and spaces

Strategic aims:

- People-centric improvements to the form and function of our town centres in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend (Ravenswood).
- Increased activity and visibility of arts, events and sports activities within the district, and recognition of their value in supporting economic growth and the liveability of the district.
- A district offering a high-quality lifestyle to its residents, and to attract new residents.

Priority 10: Continue to improve the amenity, vibrancy and accessibility of our public places for people and businesses.

Priority 11: Support the economic and lifestyle contribution of local arts, events, placemaking and sport/recreation endeavours.

THEME 5

Investment attraction

Strategic aims:

- Increase in high-value industries and businesses establishing in the district and associated local employment opportunities, including as a direct result of the implementation of our strategic investment and attraction plans.
- Increased visitation by residents and visitors to our town centres and key business areas.
 - Increase in local spending by residents and visitors.
 - Decrease in leakage (out of the district) spending from residents.
- The district perceived widely as an appealing visitor destination within the wider regional context.

Priority 12: Attract high value industries and job opportunities.

Priority 13: Develop and promote our attractions and assets.

These themes, strategic aims and priorities set the tone of our endeavours over the next ten years. An Implementation Schedule will contain a list of corresponding actions to deliver these key directions.

Introduction

Economic systems across the globe are increasingly connected leading to many business advantages but also vulnerabilities and challenges. Large scale economic issues can play out at a local level meaning economies of all sizes must be able to adapt and evolve in new situations and demonstrate resilience.

Resilient economies are important because they are better able to withstand economic and natural disruptions, as well as sudden shocks (earthquakes, pandemics, extreme weather events etc.) and chronic stresses (social pressures like unemployment that might linger after a major disruption event) meaning they can continue and even prosper in the face of adversity.

As Waimakariri is one of the fastest growing districts in New Zealand, we must work toward developing a resilient economy. One that is underpinned by healthy natural ecosystems, quality infrastructure, social services, employment and business activity, and a range of community use spaces and facilities to support the continued provision of what our communities need to flourish. Local economic development is critical because economic and business activities are key contributors to quality of life and wellbeing.

The global economy is going through a period of rapid transformation. Countries, cities, and communities are grappling to transition to low or net-zero emission economies in response to climate change, and to ensure the goods they consume are produced in environmentally and socially ethical ways. The role of both Enterprise North Canterbury as the local economic development agency and the Waimakariri District Council in providing leadership and support in this area is critical if our businesses are to be prepared and able to adapt, and if future business growth and performance possibilities are to remain intact within the district. Supporting

our businesses to transition to a low emissions economy is a key focus of this Strategy in addition to the business support services we have traditionally provided.

The Strategy outlines a vision of where we want our district to be in 10 years by maximising opportunities for economic prosperity. It focuses on areas of strategic influence linked to opportunities inherent within the district, as well as the changing economic, environmental and legislative landscape. An overarching outcome of this Strategy is sustainable productivity, which is a key determinant in driving growth and wellbeing.

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As Waimakariri is one of the fastest growing districts in New Zealand, we must work toward developing a resilient economy.

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While this Strategy primarily provides a framework to guide both the Waimakariri District Council and Enterprise North Canterbury's actions in this space, it also seeks to align the actions of local businesses and other key organisations that are critical to supporting sustainable economic growth and a more resilient economy.

This Strategy was developed with the support of a Project Reference Group which includes representation and feedback from business leaders across key local sectors, elected members including the Mayor of Waimakariri District, and senior staff from both the Waimakariri District Council and Enterprise North Canterbury. This strategy is also underpinned by specialist economic consultant advice.



Image courtesy of Alissa Wilson (E.N.C)

District profile

WAIMAKARIRI			
Population	2022	67,900	389,300 Christchurch 5,124,100 NZ
Sex	Female	51%	51% Christchurch 50% NZ
	Male	49%	49% Christchurch 50% NZ
Age	Median Age	44yrs	38yrs Christchurch 38yrs NZ
	0 – 14 Years 12,100	18%	16% Christchurch 19% NZ
	15 – 39 Years 18,700	27%	37% Christchurch 34% NZ
	40 – 64 Years 22,800	34%	31% Christchurch 31% NZ
	65+ Years 14,300	21%	16% Christchurch 16% NZ

WAIMAKARIRI			
Ethnicity	European*	92.9%	77.9% Christchurch 70.2% NZ
People may have identified with more than one ethnic group.*	Māori*	8.6%	9.9% Christchurch 16.5% NZ
	Pacific Peoples*	1.4%	3.8% Christchurch 8.1% NZ
	Asian*	2.9%	14.9% Christchurch 15.1% NZ
	Middle Eastern/ Latin American/ African *	0.4%	1.5% Christchurch 1.5% NZ
	Other*	1.4%	1.4% Christchurch 1.2% NZ
	Bachelors Degree and level 7 qualification	9%	15% Christchurch 15% NZ
Education	No Qualification	22%	17% Christchurch 18% NZ

Economic profile

WAIMAKARIRI			
Household income	Median income	\$33.6k	\$32,900 Christchurch \$31,800 NZ
	Over \$70,000	18%	17% Christchurch 17% NZ
House value	Average value in year to Dec 2022	\$712,775	\$725,766 Christchurch \$953,850 NZ
Home ownership	Owned or partly owned	67%	52% Christchurch 51% NZ
	Held in family trust	13%	11% Christchurch 13% NZ
	Dwelling not owned	20%	37% Christchurch 36% NZ

GDP

PROVISIONAL 2022

\$2,697M

Year to Dec 2022 compared to year earlier
Up 4% Christchurch
Up 2.8% NZ
Up 3.4% Waimakariri

Businesses

BUSINESS COUNT

7,050

EMPLOYEES & WORKING PROPRIETORS

21,200

AVERAGE BUSINESS SIZE

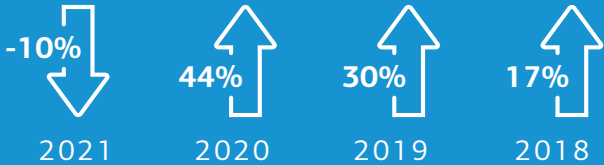
3 people

COMPOUND GROWTH RATE FOR BUSINESS NUMBERS PER YEAR

2.5%

Building consents

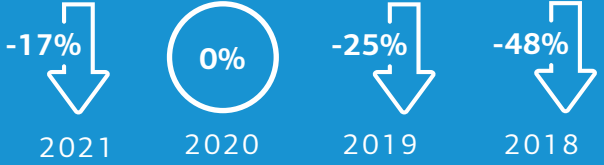
RESIDENTIAL



836

2022 in comparison to past years

COMMERCIAL

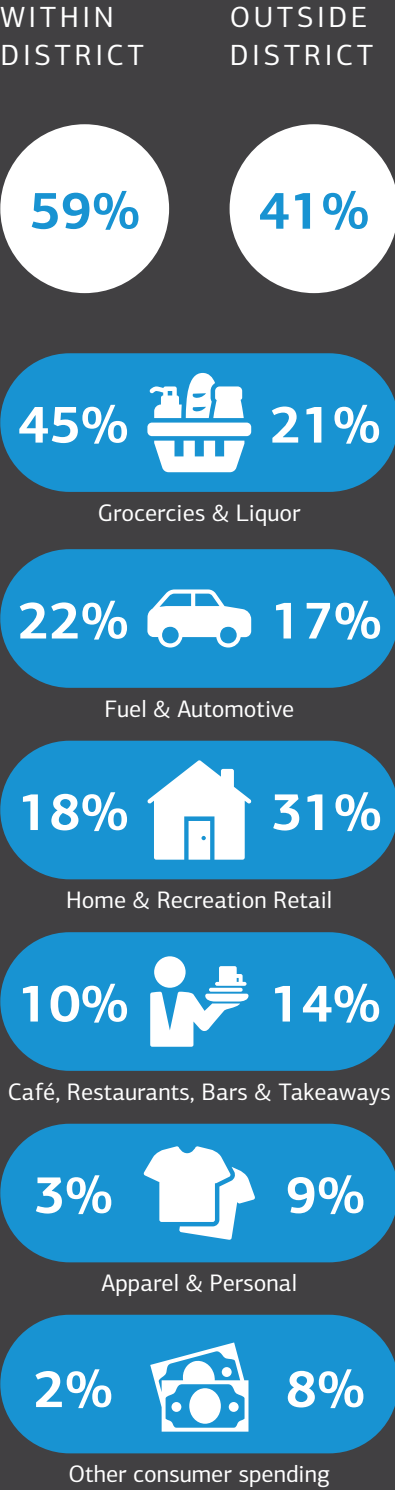


2022 in comparison to past years

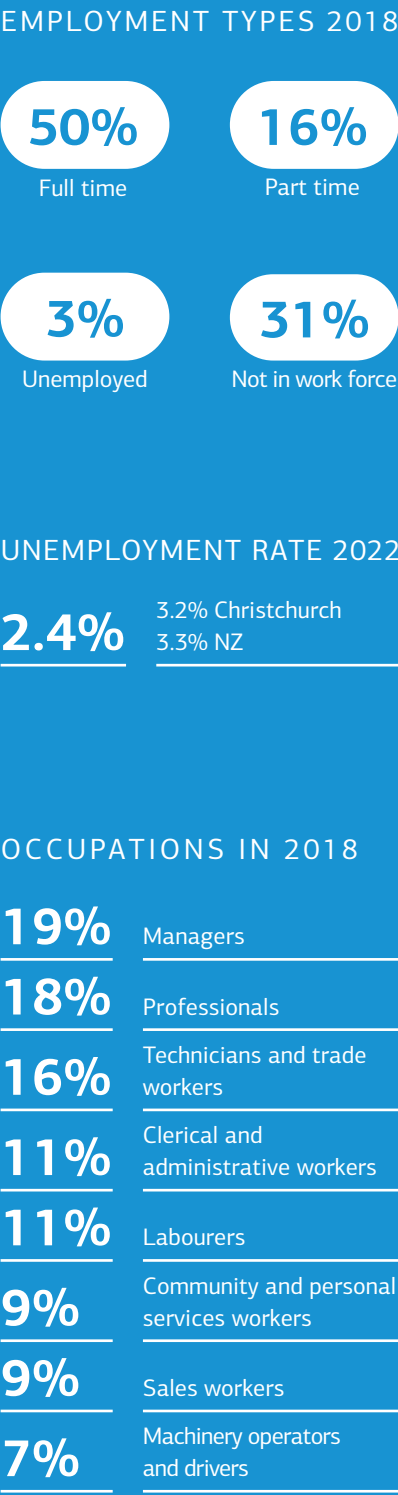
Top 10 sectors in 2022

BUSINESS UNITS		EMPLOYEE COUNT	
1	Agriculture, Forestry and Fishing	1	Construction
2	Construction	2	Manufacturing
3	Rental, Hiring and Real Estate Services	3	Retail Trade
4	Professional, Scientific and Technical Services	4	Education and Training
5	Other Services	5	Agriculture, Forestry and Fishing
6	Retail trade	6	Health Care and Social Assistance
7	Manufacturing	7	Accommodation and Food Services
8	Financial and Insurance Services	8	Other Services
9	Administrative and Support Services	9	Professional, Scientific and Technical Services
10	Health Care and Social Assistance	10	Wholesale Trade

Resident spending in 2022



Employment



Identified growth themes Tourism

Diversifying and increasingly complex economy – lift in knowledge intensive activities such as professional services, office support roles and manufacturing.

Population and household demand driven – sectors that service households, including retail, education, and health services.

Construction related sectors – residential and commercial construction and related trades.



NB: Where appropriate, data has been rounded to the nearest whole number.

Our changing economy

The Waimakariri economy has traditionally been driven by primary production, but trends from the past few decades suggest a shift towards servicing the population and households, as well as the development of support services and the knowledge economy.

During the early 2000's rural industries involving sheep, beef and forestry were important parts of our business landscape from a business count perspective, but the Christchurch earthquakes and recovery period have influenced shifts in local economic complexion. Strong local population growth has supported a rise in industries that service population needs, such as construction related businesses and household demand services relating to retail, health and education. At the same time, smart knowledge economy industries are growing and together with upward movement within manufacturing, are widening our local economic base and supporting high quality jobs.

While the number of our local businesses and their relative sizes has been growing since 2001, growth rates over this time tell us that our business formation rates are slowing, although the outlook remains positive.

Our largest employers are found in sectors that service our people and households such as supermarkets, aged care services and education. General employment across the district has increased by 87.5% against 2001 levels (of 10,880 jobs) and could reach as high as 27,740 people employed by 2051. While employment growth has been largely uneven across sectors, the strongest growth areas for employment point to opportunities in:

- Construction (residential and commercial construction as well as trades)

- Sectors that service households and people
- Sectors that support our diversifying and increasingly complex economy (which includes a lift in knowledge intensive activities and shifts in manufacturing).

As we provide jobs for around 7% of Greater Christchurch's labour, the proximity to Christchurch provides an important way for our businesses to access and attract skilled labour alongside that found within our own district.

Our local economy responds to trade flows across our district in three ways:

- A small number of very important sectors engage externally, trading with other areas. The exporters bring capital back into the district and support other activities through local supply chains and jobs.
- Local businesses servicing businesses and household demands originating from the Greater Christchurch area.
- Within-district focused transactions, servicing local businesses and local household demands.

The local economy engages and interacts with other locations. Christchurch and the rest of New Zealand are important markets for goods and services supporting the parts of our economy that produce goods and services which flow out of the district.

Another important aspect to the economy is the proportion of spending that is retained locally. Forty one percent (41%) of Waimakariri resident spending occurred outside of the district in 2022, with the highest proportion being spent on home and recreation items. This 'retail leakage' suggests there is potential and the opportunity to provide these goods and services within the district.

The future of our economy

Waimakariri district is one of New Zealand's fastest growing areas, with our population projected to approach 97,000 by 2048. Our economy (still impacted currently by the Covid-19 pandemic) is estimated at \$1.5bn, and under a medium growth scenario could rise to \$2.45bn by 2051. Due to our projected growth, the previously identified opportunity and growth areas are likely to continue.

The local economy's three core parts—agriculture, manufacturing and demand-driven services – are expected to remain stable but with shifts within their composition and relative importance, impacted by demographic trends and expansion in the manufacturing sector.

The growth outlook for manufacturing should remain positively linked to the NZ-market for goods and services. There will be a need for more professional services as the economy further grows and shifts in complexity, coupled with an increase in supporting infrastructure and services. Employment is likely to be concentrated (74%) in the largest 10 sectors, with strong growth in the 'manager', 'professionals' and 'labourers' occupation groups as demand for specialist skills increases alongside advances in technology. Local economy-wide labour productivity is expected to increase, although it's currently low compared with other parts of New Zealand. Lifting productivity growth is an important focus.

Although the future economic outlook remains positive, our district will experience challenges. The proximity to Christchurch provides both opportunity and competition. The impact of climate change and the Government's responses will affect all sectors to some degree, including the agriculture sector. The local response will require thoughtful management to ensure the resilience of this critical industry, our food



production, and the integrity of the overall economy. Other global disruptors can be expected (pandemics, wars, economic shocks, etc.) that could impact on our economy and its future performance. The increasingly complex global economic environment will require from us a high level of awareness, adaptability and resilience in capturing our local economy's potential so we can continue to offer a high level of wellbeing to our communities.

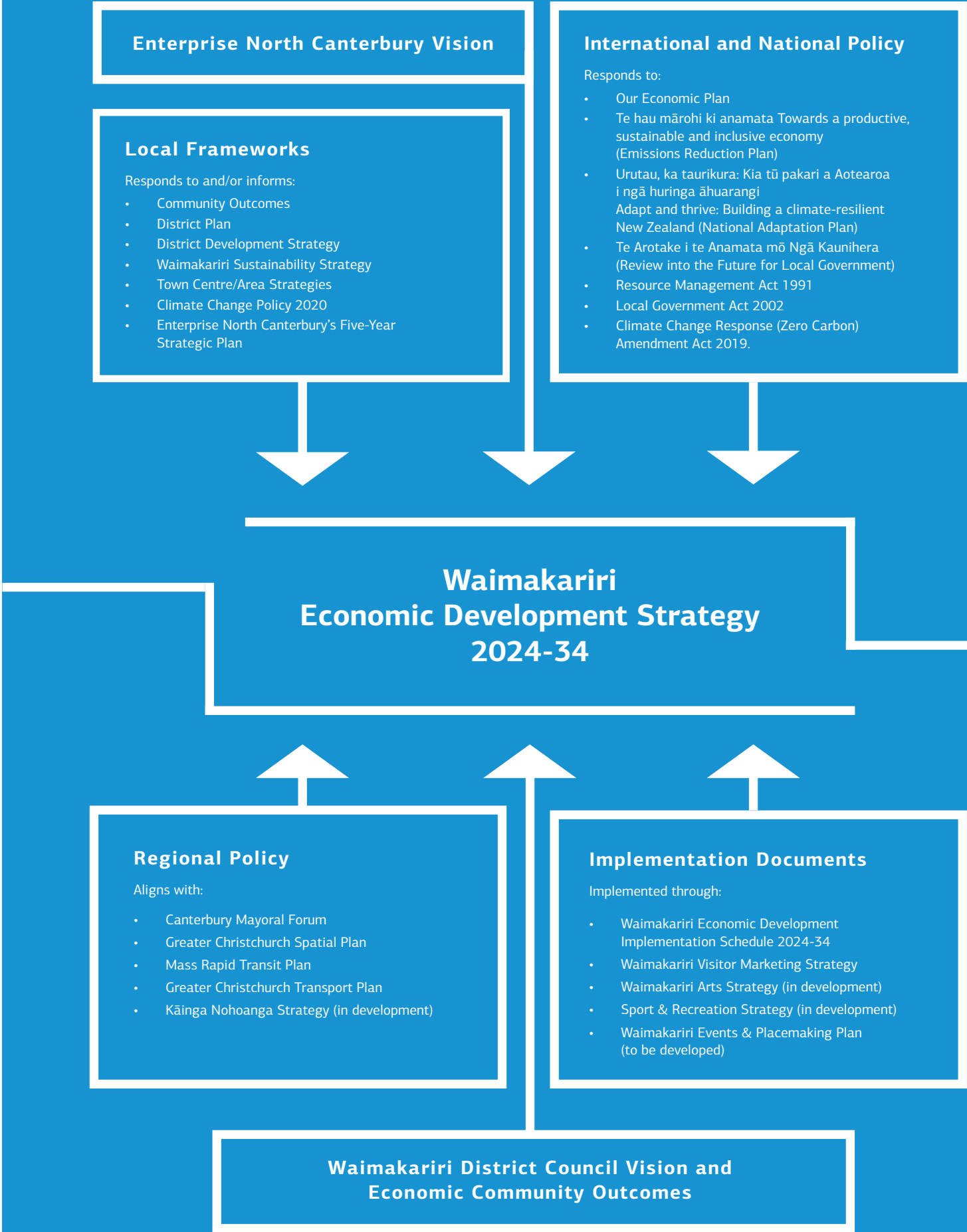


Strategic context

This Strategy sits within and has been informed by a broader strategic context that considers national, regional and local influences on economic development applied to our unique Waimakariri context.

The Waimakariri District Council is a member of the regional Canterbury Mayoral Forum, which summaries the interest and priorities of the ten local government leaders and their territories on behalf of their communities. The three priority areas under the Forum—sustainable environmental management, climate change mitigation and adaptation, and shared prosperity – broadly align with the direction setting and priorities outlined in the Waimakariri Economic Development Strategy.

We strongly value our relationship with Te Ngāi Tūāhuriri Rūnanga and will continue to work with mana whenua to build a relationship towards mutual understanding, through on-going discussion and consultation on relevant issues. Te Ngāi Tūāhuriri Rūnanga are currently developing a Kāinga Nohoanga Strategy that will focus on housing, economic development and social facilities/activities on Māori Reserve 873 and within existing urban areas. Council acknowledges that Te Ngāi Tūāhuriri Rūnanga may have interests along a wide spectrum of economic activity across the district and not just at MR873. Council will continue to work in partnership with Te Ngāi Tūāhuriri Rūnanga to support and enable the full spectrum of iwi-led development activities.



Key challenges and opportunities



The following key forces impact on our economy’s growth and the wellbeing of our residents. Consideration of these underpins the direction of this Strategy.

Critical External Impacts:



Challenges:

Environmental stresses

Climate change plus more extreme and frequent weather patterns will impact on primary production and water supplies. As the district is geographically diverse, this makes us susceptible to natural hazards including flooding in lower lying areas, earthquake faults (including an event triggered by the Alpine Fault, which poses a major risk for Canterbury) and coastal inundation. Environmental stresses can reduce certainty, affecting agricultural production and investment decisions.

Policy responses

The Government’s policy responses to climate change and natural resource management will require all businesses to become aware of and reduce their environmental footprints and contribute to the better management of New Zealand’s natural resources and the move towards a low emissions economy.

Global impacts

The impact of worldwide pandemics, economic shocks and wars can disrupt global markets and supply chains and can be felt acutely, locally. Further upheavals of a similar nature could have a flow on effect to our local market, affecting businesses and organisations.

Changing Communities and Behaviours:

Challenges:

Rapid growth

As one of the fastest growing districts in the country and with this trend set to continue, we must carefully manage the growing population and its impact on the environment so we can sustain its health and capacity to support the district’s natural eco-systems and human inhabitants. While more than 80% of the population is concentrated in the main urban areas located within the eastern part of the district, we must also ensure that the advantages of growth benefit our dispersed communities equitably.

Changing workforce

Waimakariri’s population demographic is older than other key growth areas within Canterbury and New Zealand. As more of our community members make the transition to retirement, local businesses may experience challenges in retaining and attracting labour (particularly for skilled jobs) when competing for workers with other major production centres, like Christchurch. Rapid technological advances could also impact our future workforce, as technology can both replace and create job opportunities, resulting in shifting employment opportunities across the economy-labour market.



Consumer behaviour

Over a third of all resident spending occurs outside of the district, largely on items where there is a preference for choice, such as apparel, personal, department stores and leisure items. Increases in online shopping also have the potential to erode the success of our town centres.

Opportunities:

Demographic trends

As one of the fastest growing districts in New Zealand and with strong population growth projected for the future, opportunities are available for businesses and industries seeking to service population and household demands.

Consumer behaviour

As the economy grows and more people reside locally, the demand placed on urban centres will create opportunities for new product offerings.

Local Economic Dynamics:



Challenges:

Small local economy

Our economy is small, and productivity appears to be generally low (compared with the rest of New Zealand), and growth is low. It relies heavily on outside markets, so it’s susceptible to disruptions from external forces.

Land supply

While 305.1 hectares is zoned for commercial and industrial use under the Proposed District Plan the district still faces land related challenges with development in key centres. While Rangiora serves as the main service centre for 67% of the district and faces demands for an increase in commercial floorspace, opportunities for comprehensive commercial development in the centre are limited. There is a surplus of commercial land available in the Kaiapoi town centre, but it faces significant remediation issues. Pockets of commercial development opportunity will be available to accompany new residential developments like Ravenswood, but business activity in these areas (like retail) may compete with our town centres.

Proximity to Christchurch

Our proximity to Christchurch also means there is greater competition for market share for similar goods and services.

Infrastructure

Some of the district's rural areas support a high number of businesses or residents working from home but internet coverage is uneven and lacking in some locations. Major transport links to Christchurch as well as network and modal change opportunities are also limited and exposed to risks, highlighting the importance of future transport planning when working with our regional partners in this area.

Water Quality

Council seeks its direction about freshwater management from the Waimakariri Water Zone Committee, which is guided by the Government's National Policy Statement for Freshwater Management 2020. A key governance priority is the management of water resources in a way that prioritise the health and well-being of freshwater now and into the future. One of the growing concerns revolves around the amount of nitrate in groundwater within the Canterbury region, with levels expected to increase over time potentially exceeding accepted standards if left unchecked. Council must work with key partners and alongside industries (whose activities can have a strong impact on freshwater quality) to support business and land use practices that ensure the future provision of safe drinking water and the health of our freshwater across the district.

Opportunities

Rural land

Our rural land resource is one of our greatest natural assets from which we can support our local population, our natural eco-systems, and produce food for ourselves and other parts of the world. It offers diverse possibilities including a range of mixed uses like farming, forestry, energy and tourism.

Lifestyle blocks

The district has a relatively high proportion (than other main centres) of lifestyle blocks which can support niche business activity.

Proximity to Christchurch

While being close to Christchurch can have its challenges, our proximity offers benefits including greater access to labour and a bigger market providing growth opportunities.

Technology

Technological advances when applied to various industries within our local economy could help drive up productivity through efficiencies in production or operational activities. Technology could also be applied in innovative ways to unlock new opportunities, through new products or markets.

Sector growth

Recent trends within the local economy signal future growth opportunities in some core sectors – manufacturing, household demand driven goods and services, construction and the knowledge economy – which have the potential to significantly enhance our local economy.

Infrastructure

Council has invested significantly in infrastructure upgrades (particularly in roading and three water activities) during the ten-year recovery period following the 2011 Canterbury earthquake, and the district now enjoys the benefits of quality infrastructure supporting economic activities.



Visitors and Lifestyle:

Opportunities

Natural endowments

We are fortunate to live in a natural environment that includes easily accessible mountains, rivers and oceans, which provide enviable recreation opportunities for local residents and a potential point of attraction for the visitor market.

Visitor economy

We currently have a small visitor economy which generated 2.7% of the total visitor spend for the Canterbury region in 2022. But visitor spend in the district has been steadily increasing averaging 7% per annum between 2009 and 2019, as well as growing by 4.7% in 2022. By capitalising more on our natural endowments, the amenity and the boutique retail offerings within our town centres, as well as other strategic assets like MainPower Stadium, we have the potential to enhance the role of the visitor industry within our local area and the wider regional economy.

Creative sector

Regular arts, events and placemaking activities have the ability to elevate the district and town centres as key destinations if recognition of their potential value to the economy is acknowledged appropriately through local support mechanisms and funding.

Lifestyle

The district offers an attractive proposition for those seeking the slower pace of a semi-rural community with all the city conveniences. Its relative housing affordability (compared to Christchurch and other main centres in New Zealand), natural endowments that support a range of recreational activities, short work commute for those that work locally, and relative self-sufficiency where the majority of everyday goods and services can be sourced easily, make our local lifestyle competitive.



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Although the future economic outlook remains positive, our district will experience challenges.

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Where are we going?

Planning for economic success across the district requires a clear vision that draws on the wider strategic context and reflects our key issues and opportunities.



VISION

A thriving, progressive and environmentally responsible economy that underpins a desirable local lifestyle.



GUIDING PRINCIPLES

A number of principles underpin and provide the context for this Strategy by shaping the direction and its response across key impact areas.



DRIVING CHANGE



MAXIMISING OPPORTUNITIES



EMPOWERING INDUSTRY



EVIDENCE-BASED DECISION MAKING



PROGRESS THROUGH PARTNERSHIPS



SUSTAINABLE OUTCOMES



Themes, strategic aims & priorities

To support the realisation of the Strategy's vision we are focusing on the following themes, strategic aims, and priorities.

Image courtesy of Alissa Wilson (E.N.C)

Sustainable future



We must work towards the achievement of a prosperous, enduring and resilient economy which is underpinned by a low environmental footprint, and which maintains healthy, abundant natural resources and resilient eco-systems.

Waimakariri has a strong history of supporting business activity through capability training and development opportunities delivered by our local economic development agency, Enterprise North Canterbury. We need to build on and expand these services by helping our businesses understand the risks posed by climate change and help them transition to a low-emissions economy. Almost all businesses will be affected either directly or indirectly by climate change. By providing market information, access to local advice and learning opportunities as well as peer support services in this area, we can help our businesses plan and prepare, increasing their chance of preventing significant business losses and adverse flow on effects to our economy.

Our rural land asset needs to be evaluated carefully to understand its risks and opportunities under climate change. Waimakariri's rural land makes up 96% of our district's total land mass and provides a strong base to our local economy. Our agricultural sector is particularly vulnerable to changing environmental conditions, and as it's a significant business base utilising our largest natural resources (land and water), any detrimental effects could flow beyond agriculture impacting the wider economy and households. It's critical we work alongside this sector and support its initiatives to respond and adapt to the changing environment. Understanding how to boost productivity across the land while meeting or exceeding environmental standards will ensure its ongoing productive and sustainable management.

As well as collaborating with private landowners, we need to assess how Council's rural land assets are best used to serve our communities. Alongside opportunities for farming, forestry and horticulture, this might mean we consider other uses like renewable energy farms, native planting for biodiversity and carbon sequestration, and future eco-tourism.

We will also work with partners to expand our knowledge so we can understand the long-term, widespread potential impacts of climate change and how businesses might increase their preparedness and adaptability. Working to establish relationships between businesses, local government and tertiary institutions, which support the co-production of knowledge through practice-oriented research, could help accelerate the adaptation process. Being transparent with knowledge could provide our industries with a road map for turning policy into action.

STRATEGIC AIM

Low carbon economy underpinned by responsible, adaptable and resilient businesses.

Increased skill and confidence in business capability through the process of climate change adaptation.

Businesses demonstrating a high level of resilience when faced with significant change circumstances.

High proportion of business meeting their low emissions obligations.

Businesses are aware of and take pride in reducing their environmental footprints.

Highly productive but sustainable rural and business land use that protects our land, other natural resources and maintains healthy eco-systems.

The inextricable link between healthy environment, economy and society is recognised and promoted.

Development of new products and practices that reduce energy and resource use, and waste.

PRIORITIES

Priority 1: Support the adoption of renewable energies across economic sectors and prioritise core sectors.

Priority 2: Optimise the contribution of primary production to the economy by supporting the agricultural sectors' initiatives to reduce emissions, optimise business activities, and increase resilience to the impacts of climate change.

Priority 3: Support and empower our businesses to succeed in a sustainable future.

Priority 4: Facilitate the widespread availability of alternative transport modes connecting key business areas.

Priority 5: Foster opportunities for research and development.

Connected communities



We need to help facilitate an operating environment in which our businesses and industries can enhance productivity and prosperity by ensuring they have fast and reliable network connections and connectivity, as well as stable, diverse transport networks.

While some of the larger towns in the district enjoy ultra-fast broadband, some smaller satellite settlements and rural areas lack the benefits of fast internet to support business activity operating from home. The role of high-speed internet is critical to business success because it provides access to information and improves productivity and efficiency. It can also support a reduction in transport emissions by supporting people to work remotely. Most businesses and households operating in rural areas need high-speed internet coverage to access online goods and services, and to support high-functioning businesses activity. Agriculture in particular is becoming increasingly reliant on high-speed internet to access information and meet regulatory requirements.

Our transport networks underpin the local economy by supporting people and freight movements to and from our district. Large parts of our economy produce goods and services that leave the district for other markets, meaning our transport links need to be efficient, strong and diverse. State Highway 1 is the main transport link connecting our industries to Greater Christchurch and the rest of New Zealand and global markets. While the addition of the northern corridor has improved access and travel speed from the district to central Christchurch for transport and freight, overall, the arterial network is fragmented and limited, and therefore exposed to risk. Significant events could easily disrupt the flow of vehicle movements including crossing the Waimakariri River. Ensuring network resilience is critically important in order to reduce risks, as

is appropriately planning transport upgrades in support of business and the people who live and work in our district.

An important response will be conducting research to better understand travel patterns across the district, and the movements of business and people. As well as providing information about the travel needs of our businesses, this could provide an evidence base that supports better integration of land use and transport planning, elevating transport beyond movement corridors into something that better aligns with how our communities want to live, work and play. Working closely with transport partners will be another critical move to ensure transport planning within the district and across the Greater Christchurch area is aligned and meets the needs of the growing business and population base. Underpinning all of this will be a need to imbed sustainable principles into transport planning to support the move to a low-emissions economy.

STRATEGIC AIM

High quality fit-for-purpose internet and transport infrastructure that meets the current and future needs of our business community.

More rural businesses connected to fast internet services.

PRIORITIES

Priority 6: Improve the digital connectivity of our businesses operating in limited network coverage areas.

Priority 7: Improve the connectivity and efficiency of the transport network and its resilience, including for the rural sector.

Business responsiveness



A business responsive environment means being supportive and enabling of business across Council’s regulatory functions, as well as providing businesses with tools and development opportunities that increase their capability and chance of success. It also means recognising the value that business partnerships offer in furthering local economic potential and outcomes.

We need to reduce operating barriers for businesses and organisations in the areas where both Council and Enterprise North Canterbury can exert some influence. Over the last six years, Council has sought to incorporate a culture of ‘business-friendliness’ across its regulatory systems and processes, and although we have made good progress, there is still room for improvement. We will continue to focus on marrying our regulatory functions for Government with our role in supporting our communities. In addition, to enable clarity and confidence in business decision making, we will provide robust, up-to-date information about the district, as well as accurate business and growth research.

Our businesses and developers also tell us they need more developable land on which to establish or expand their business activities and services, so accurately identifying those needs and ways to meet them, is critical to supporting continued growth within our economy.

While Council’s role as an investor is important to provide critical infrastructure such as roading, utilities, and community facilities, we know the bulk of the district’s economic growth is driven by the private sector through their commercial developments and business activities. Council will work alongside Enterprise North Canterbury to continue to develop strong relationships with key partners in the private sector and local iwi, to secure outcomes that align with the economic aspirations articulated for our district.

The role of Enterprise North Canterbury in providing support and information for businesses, also remains essential.

We will also review the support mechanisms we can offer the arts and event sectors to ensure they are supported in their activities and contribute to economic prosperity.

STRATEGIC AIM

Thriving businesses capable of adapting to a changing environment.

Customer-focused regulatory processes for businesses when engaging with Council.

Sufficient business land and high-quality infrastructure available to support business and development activity.

Strong development partnerships and relationships established between business, Council, and Enterprise North Canterbury.

A fit-for-purpose funding model to support arts and events.

Ngāi Tūāhuriri-led development is enabled and supported.

PRIORITIES

Priority 8: Reduce barriers for businesses wherever practicable and provide them with access to information and services to help them prosper.

Priority 9: Develop and enhance strategic partnerships that support economic prosperity and people’s wellbeing.

Liveable places and spaces



Our town centres and key business areas need to be supported by quality infrastructure and amenity, as well as investment in activities to attract businesses and people.

Covid-19 changed the way people purchase goods and services by cementing online shopping as a ‘norm’, which means our town centres and key retail areas increasingly compete with online retail for the customer dollar. The disruption to physical retailing is likely to be ongoing, potentially exacerbated by other significant events such as natural disasters and pandemics that further drive online purchasing. This means our town centres must continue to expand their offer to remain compelling places to visit. A good town centre is not just a place to shop; it has many functions. When business activities such as shops and offices are co-located with community, civic, recreational and entertainment facilities, they create vibrant places where people like to spend time. We need to support our centre’s ongoing appeal by ensuring they are home to the right mix of business and other ‘people attraction’ offerings, sitting within a functional and attractive environment that includes well connected pedestrian-friendly places and spaces. One way to do this is by elevating the role of arts, events, and placemaking within the district. Another option is to promote retail experiences that cannot be readily found online. Town centre related strategies that focus on socio-economic experiences are an important step in meeting this challenge.

Council has developed a number of strategies and plans for our main district towns that provide a decision-making framework for their ongoing urban development, growth and success in the context of each town’s distinct role and character. We must continue to fund investment and make improvements to town centre walking and cycling

infrastructure, parking, and urban amenity to continue to create attractive and vibrant spaces where businesses like to operate, and people want to linger. In addition, our town centre urban planning needs to integrate experiences and points of difference that encourage people to our centres while being mindful of the need to address transport emissions.

We must also continue to strengthen the role that our sport and recreation sector plays in supporting economic growth and our district’s positive lifestyle opportunities. Waimakariri has a strong history and association with sport, and through Council’s development of MainPower Stadium, there is an increased ability to attract larger sporting events that will have positive economic spin-offs for the district. The district is also home to a diverse natural landscape including mountains, rivers and seas, each in close proximity to key urban areas. These offer accessible recreational lifestyle benefits for residents as well as provide an attraction point for those in the visitor market increasingly seeking ‘day trip’ recreational experiences.

STRATEGIC AIM

People-centric improvements to the form and function of our town centres in Rangiora, Kaiapoi, Oxford, Pegasus and Woodend (Ravenswood).

Increased activity and visibility of arts, events and sports activities within the district, and recognition of their value in supporting economic growth and the liveability of the district.

A district offering a high-quality lifestyle to its residents, and to attract new residents.

PRIORITIES

Priority 10: Continue to improve the amenity, vibrancy and accessibility of our public places for people and businesses.

Priority 11: Support the economic and lifestyle contribution of local arts, events, placemaking and sport/recreation endeavours.

Investment attraction



Our district needs to grow high-value industry, entrepreneurship, businesses and talent in order to continually diversify and expand our local economic base to support a growing, transitioning and resilient economy. We must also capitalise on our locational and amenity advantages, including developing strategic visitor assets and opportunities, to maximise the contribution of the visitor dollar locally.

Informed by good business and growth research, we need to design and then implement business attraction and development plans that seek to draw new entrepreneurs, enterprises and industries to the district. In particular, in the areas of limited-service provision and those that increase our local skill or knowledge base. Retaining and attracting businesses can help strengthen and grow our local economy by widening its base, making it more stable in the face of future volatility.

We also need to ensure our businesses have access to the skilled labour they need to operate successfully. It's important we work alongside industry and key recruitment partners to help entice talent to the district to fill specialist jobs or where there are aggregate labour shortages. This is particularly important as the demand for skilled labour is high. While Waimakariri District is in commuting distance of Christchurch City, it benefits both the environment and our local economy if people can both reside and work in the district.

Waimakariri's visitor economy is relatively small estimated at 2.7% of the total visitor spend within the Canterbury region in 2022. However, visitor spend has on average been growing steadily, despite Waimakariri not being widely regarded as a key visitor destination. While our district has evolved dramatically in the last decade, with boutique retail and hospitality offerings now ample in our towns, people may still perceive Waimakariri

District as a rural location predominantly servicing rural needs. We need to better promote our key towns and the recreational opportunities associated with our natural environment to increase the destination appeal of Waimakariri. This includes working with private partners and organisations to identify and develop significant strategic assets or opportunity areas that might provide a point of attraction difference for our district. Research shows that the 'friends-and-family' market and 'day-trippers' are important drivers of our local visitor economy. As our population is expected to grow to around 97,000 by 2048, we can continue to capitalise on the resident population 'friends and family' market, as well as promote ourselves more widely to Christchurch and wider Canterbury 'daytrippers', to help boost the upward trend of visitation and its contribution to the local economy.

STRATEGIC AIM

Increase in high-value industries and businesses establishing in the district and associated local employment opportunities, including as a direct result of the implementation of our strategic investment and attraction plans.

Increased visitation by residents and visitors to our town centres and key business areas.

Increase in local spending by residents and visitors.

Decrease in leakage (out of the district) spending from residents.

The district perceived widely as an appealing visitor destination within the wider regional context.

PRIORITIES

Priority 12: Attract high value industries and job opportunities.

Priority 13: Develop and promote our attractions and assets.

Image courtesy of Alissa Wilson (E.N.C)

HOW ARE WE GOING TO GET THERE?

While this Strategy sets the direction for the next ten years and beyond, an Implementation Schedule will give effect to the Strategy through tangible projects, actions and initiatives.

The majority of activities within the Implementation Schedule will be led by either Council or Enterprise North Canterbury, although many involve collaboration with prospective partners to help achieve key outcomes. Our relationship with Ngāi Tūāhuriri as representing mana whenua and the Crown's Treaty Partner in Waimakariri District is important to the Council, as well as working closely with Government departments, key industry sector representatives, core infrastructure and transport providers, education and research providers, and major local businesses.

Budget to support the delivery of the Implementation Schedule will be sought through Council's 2024/34 Long Term Plan process, with the first round of funded activities expected to commence from 1 July 2024, and the full funded implementation action period extending for ten years to 30 June 3034.

MONITORING AND REVIEW

While this Strategy has a 10-year life from adoption, it is a 'living document' that is subject to ongoing monitoring and adjustment by Council to reflect updated policy direction relating to Climate Change, Government-led reforms (Three Waters, Resource Management Systems Reform) and reviews (future for Local Government), changes in the global and local economy plus environment, and in response to other new information as it becomes available that might impact on the district's potential for economic growth.

The key actions outlined in the Implementation Schedule will form the basis of a work programme and progress against these will be assessed annually. Budget for any new actions incorporated as part of the updates will be requested through one of Council's Annual Plan, or subsequent Long Term Plan processes (after the next 2024/34 Long Term Plan) that fall within the ten-year life cycle of this Strategy.

Implementation schedule 2024-34

SUSTAINABLE FUTURE

PRIORITIES

PRIORITY 1: Support the adoption of renewable energies across economic sectors and prioritise core sectors.

PRIORITY 2: Optimise the contribution of primary production to the economy by supporting the agricultural sectors’ initiatives to reduce emissions, optimise business activities, and increase resilience to the impacts of climate change.

PRIORITY 3: Support and empower our businesses to succeed in a sustainable future.

RELEVANT AGENCIES

Enterprise North Canterbury

Waimakariri District Council,
MainPower

Waimakariri District Council, Primary sector representative groups, Lincoln University, Grower Levy Bodies/ Organisations, ChristchurchNZ, Ministry for the Environment, Environment Canterbury, University of Canterbury.

Waimakariri District Council, Federated Farmers, NZ Landcare Trust, Waimakariri Irrigation Limited, Environment Canterbury

Waimakariri District Council,
Lincoln University

Enterprise North Canterbury

Enterprise North Canterbury

Waimakariri District Council

Waimakariri District Council

Waimakariri District Council,
Enterprise North Canterbury

Waimakariri District Council,
Enterprise North Canterbury

2024–2034

ACTIONS

- 1 Work with interested businesses to help them navigate the range of renewable energy options available to support the uptake and adoption of more sustainable business practices. Work with energy producers to scope out opportunities for wide-spread rollout across businesses.
- 2 Collaborate with energy partners to verify the potential for alternative fuel and energy sources/farms in the district including mixed-use models. Conduct strategic scoping to identify candidate locations that might be suitable for supporting renewable energy and make this information publicly available. Complete pre-market assessments for projects suitable on Council land, and if appropriate, progress project/s through the appropriate Council business case and decision process. Work with the industry to facilitate investment activity.
- 3 Engage with the primary sector to prepare a roadmap for assessing the impact of emissions levies and climate change on the agricultural sector in the Waimakariri District. Facilitate and support research into potential opportunities for changes in technology, practices or land use. Evaluate and assess requirements to assist farmers wanting to make changes, and flow on effects and opportunities for the local economy.
- 4 Engage with the rural sector and relevant organisations to identify and understand the nature and resilience of the district’s water resources. This includes, district water shortage/storage issues, water quality issues, and the short-, medium- and long-term implications of climate change (as well as land use implications arising from water stresses), to identify where and how Council and Enterprise North Canterbury can lend support.
- 5 Review Council’s land and asset base, assess areas suitable for sustainable forestry, community-food production, carbon sequestration and biodiversity enhancement (in support of environmental tourism). Where opportunities exist, progress scoping processes and conversations with relevant business and investment partners to advance projects through the appropriate Council business case and decision process.
- 6 Support businesses to understand the requirements for emissions recording, levies and emission reduction and the offsetting options, and how to obtain carbon or sustainability accreditation.
- 7 Encourage and facilitate the formation of business clusters/coalitions that foster climate change adaptation and drive innovation and research.
- 8 Design and deliver a process to enable business/community led production on Council land that supports priority sectors and low emission outcomes.
- 9 Support repair, reuse and exchange micro-business community initiatives like the Repair Café movement which align with the move to a circular economy.
- 10 Investigate the feasibility of and need for a climate focused local advisory service which connects rural and local businesses to climate change funding/partners/investors, information and advice to help them transition to a low-emissions economy. Assess the opportunity and develop a business case for this service and progress it through the appropriate Council decision process.
- 11 As part of an infrastructure audit, identify assets (both public and private) at risk to Climate Change impacts of significant importance to business activity, with particular reference to town centre areas, rural production areas, industrial zones, transport and communication networks, and at Māori Reserve 873. Review and assess the interconnected vulnerabilities of the networks. Outline a plan that seeks to ensure these assets are recognised in risk management planning and preparedness.

PRIORITIES	AGENCIES	#	ACTIONS
PRIORITY 3: Support and empower our businesses to succeed in a sustainable future.	Waimakariri District Council, Enterprise North Canterbury	12	Where appropriate, encourage and support the private sector to intensify land and space use to support more efficient use of resources, increased foot traffic and vibrancy through increased business intensification.
	Enterprise North Canterbury	13	Investigate options/opportunities to continue the MADE IN NORTH CANTERBURY initiative and to encourage more 'localism' generally with regard to business-to-business transactions and consumer spending and then implement tactics, as appropriate. Balance the localism drive with the need for improved competitiveness and productivity.
PRIORITY 4: Facilitate the widespread availability of alternative transport modes connecting key business areas.*	Waimakariri District Council	14	Continue to realise the installation of EV chargers on public land across the Waimakariri District to improve the local charger network and access to key business areas. Engage with the Greater Christchurch Partnership to investigate and identify the geographic need for additional public EV charger supply locations across the Greater Christchurch Area in support of this aim.*
	Waimakariri District Council	15	Identify and progress strategic improvements to walking and cycling infrastructure as directed by the Walking and Cycling Network Plan to support alternative travel options and mode shift for the community when accessing business areas.*
	Waimakariri District Council	16	Continue to support alternative mode services operating in the district (i.e., e-scooters) and work to secure new modes (i.e., shared bikes, social-leasing schemes for zero emission vehicles) to improve community access to alternative and affordable transport options when travelling locally and accessing key business areas.*
PRIORITY 5: Foster opportunities for research and development.	Waimakariri District Council	17	Ensure Council's monitoring and reporting on climate change awareness, response and adaptation in the district includes business sectors.
	Waimakariri District Council, Enterprise North Canterbury, Te Pūkenga, Lincoln University, Local Secondary Schools, University of Canterbury/Cluster for Community and Urban Resilience (CURE)	18	Explore and encourage opportunities to link local education service providers and facilities to tertiary education providers, research institutions, and public and private sector projects which connect agriculture, energy, forestry and other business sectors with research and development. Where practicable, encourage public sharing of relevant information/learnings.

* While these transport projects don't directly contribute to economic development, they have been included in this Strategy to reflect the importance of the transport network, connections, and opportunities in facilitating economic activity.

PRIORITIES

- PRIORITY 6:** Improve the digital connectivity of our businesses operating in limited network coverage areas.
- PRIORITY 7:** Improve the connectivity and efficiency of the transport network and its resilience, including for the rural sector.*

AGENCIES

- Waimakariri District Council,
Enterprise North Canterbury,
Telecommunications Companies
- Waimakariri District Council
- Waimakariri District Council
- Waimakariri District Council
- Waimakariri District Council,
Environment Canterbury
- Waimakariri District Council,
Greater Christchurch Partnership

ACTIONS

- 19 Investigate and complete a business case of viable models under which high speed internet coverage can be extended to rural communities that remain unsupported by Government fibre expansion programmes. Work with service providers/customers to implement and/or share information about viable service models for the areas of demand.
- 20 Continue to work in partnership with Waka Kotahi, Christchurch/Hurunui/Selwyn District Councils and other relevant road authorities to deliver strategic transportation projects and links that improve and enhance intra and inter-district connectivity. Continue to maintain and enhance the district’s transport network through strategic projects and actions identified in the Long-Term Plan and Transportation Activity Management Plan.*
- 21 Create an overarching ‘Integrated Transport Strategy’ that informs Council’s decision-making about changes to the transport system and associated infrastructure investment, and responds to relevant transport related policy while ensuring business transport/access needs are planned for appropriately.*
- 22 Review and monitor patterns of travel within and across the district in order to understand how, when and why people travel. Ensure the transport patterns of existing and potential businesses (B2B) are integrated into the assessments to ensure that the flow of goods, services, workers and customers are all reflected. Use the research to inform land transport related decisions and expenditure giving particular regard to the support of business activity and access to business areas for residents and visitors. Ensure that the transport options are resilient, fit for purpose and support business activities.*
- 23 Collaborate with Environment Canterbury and other stakeholders to assess demand and supply aspects (and the cost implications) of an intra-district zero-emissions public transport (and other modes) service that connects residents (including rural) to key business areas. Where viable, progress through the appropriate Council business case and decision process.*
- 24 Continue to work with partners as a member of the Greater Christchurch Partnership to progress integrated, high-frequency public transport infrastructure planning, supporting sustainable and efficient movement of people and goods as the district and region’s population grows. Advocate to ensure future links connect to new developments, including Māori Reserve 873 and other key business areas.*

* While these transport projects don’t directly contribute to economic development, they have been included in this Strategy to reflect the importance of the transport network, connections, and opportunities in facilitating economic activity.

PRIORITIES

PRIORITY 8: Reduce barriers for businesses wherever practicable and provide them with access to information and services to help them prosper.	Waimakariri District Council
	Waimakariri District Council, Enterprise North Canterbury
	Enterprise North Canterbury,
	Waimakariri District Council
	Enterprise North Canterbury,
	Enterprise North Canterbury,
PRIORITY 9: Develop and enhance strategic partnerships that support economic prosperity and people's wellbeing.	Enterprise North Canterbury,
	Enterprise North Canterbury,
	Enterprise North Canterbury,
	Enterprise North Canterbury,

AGENCIES

Waimakariri District Council
Waimakariri District Council, Enterprise North Canterbury
Enterprise North Canterbury,
Waimakariri District Council
Enterprise North Canterbury,
Enterprise North Canterbury,
Enterprise North Canterbury,
Enterprise North Canterbury,
Waimakariri District Council, Enterprise North Canterbury
Waimakariri District Council, Enterprise North Canterbury
Waimakariri District Council, Ngāi Tahu, Ngāi Tūāhuriri
Waimakariri District Council, Paenga Kupenga Limited, Ngāi Tahu Property

ACTIONS

25	Continually review Council's regulatory policies and services to streamline and improve the engagement process for businesses and the community. Review and improve the Council's 'Business Friendliness' programme including use of the case-management approach for small to large scale development projects when navigating Council's regulatory and statutory requirements.
26	Support business/development projects through the provision of up-to-date district climate change, business, growth and Council regulatory performance data to help provide certainty around business decisions.
27	Develop an online package of ready and accessible data about the district and key population, economic, social and environmental statistics and research findings to support businesses looking for start-up, grant-funding, finance and other assistance.
28	Ensure the need for infrastructure and business/productive land is provided for in relevant planning documents and that business land is well located with freight connections. Where applicable, ensure provisions are in line with the relevant National Policy Statements.
29	Continue to deliver business support, training and networking opportunities.
30	Lead the formation of a business cluster that leverages local exporters' knowledge about and connections with overseas markets to upskill those businesses looking to export their products internationally.
31	Encourage and support businesses to move to circular business models.
32	Work with the business community to investigate and implement the opportunities around moderate to large-scale freight movement consolidation.
33	Review current arts and event funding processes to determine the most appropriate funding distribution model. Include the current and potential use of council assets to support the creative sector.
34	Develop a framework to assess existing and potential partnerships in terms of their contributions to sustainability and well-being using economic, environmental, social and cultural indices. Prioritise and guide decision-making, support and partnerships for projects and initiatives that foster economic prosperity.
35	Facilitate ongoing engagement with Ngāi Tūāhuriri and Ngāi Tahu as the Kāinga Nohoanga Strategy is developed to determine how Council can support the development aspirations for Māori Reserve 873.
36	Engage with Paenga Kupenga Limited (or equivalent) and Ngāi Tahu Property to explore the establishment of an MOU agreement that supports a collaborative and/or business partner approach for future development projects in the district that may be appropriate.

PRIORITIES

PRIORITY 10: Continue to improve the amenity, vibrancy and accessibility of our public places for people and businesses.

PRIORITY 11: Support the economic and lifestyle contribution of local arts, events, placemaking and sport/ recreation endeavours.

AGENCIES

- Waimakariri District Council
- Waimakariri District Council, Enterprise North Canterbury
- Waimakariri District Council
- Waimakariri District Council
- Waimakariri District Council

ACTIONS

- 37 Progress and coordinate implementation of the Rangiora Town Centre Strategy, the Kaiapoi Town Centre Plan and other town centre or area plans as they are developed and funded through the Long-Term Plan to support more integrated development of town centres and associated business areas.
- 38 Develop Events and Placemaking Plans for the District that seek to maximise the economic benefits of temporary activities and events.
- 39 Develop an Arts Plan/Strategy for the District that seeks to maximise the economic benefits of the arts and creative sectors, as well as having a 'fit-for-purpose' funding model.
- 40 Maximise the contribution to the local economy from sport and recreation activities by developing a Sport & Recreation Strategy, which facilitates access to/promotes these activities as an intrinsic part of our local lifestyle and the liveable nature of our District.
- 41 Undertake a strategic assessment to identify appropriate levels of funding and/or support for the town Promotions Associations including appropriate funding mechanisms to support the delivery of their community events and promotion activities.

INVESTMENT ATTRACTION

2024–2034

PRIORITIES

PRIORITY 12: Attract high value industries and job opportunities.

AGENCIES

Enterprise North Canterbury

Waimakariri District Council,
Enterprise North Canterbury

Waimakariri District Council,
Enterprise North Canterbury

Waimakariri District Council,
Enterprise North Canterbury

Waimakariri District Council

Waimakariri District Council,
Enterprise North Canterbury,
Te Pukenga, Lincoln University, University of Canterbury

Waimakariri District Council

Waimakariri District Council

Waimakariri District Council,
Enterprise North Canterbury

PRIORITY 13: Develop and promote our attractions and assets.

Waimakariri District Council, Enterprise North Canterbury,
Oxford Area School, Ministry of Education

Waimakariri District Council,
Enterprise North Canterbury

Waimakariri District Council, Enterprise North Canterbury,
Rangiora Airfield

ACTIONS

42 Develop and implement a marketing campaign to attract skilled and talented people/families to permanently relocate to the Waimakariri District. Work with businesses/recruitment agencies to identify areas of skilled labour shortages/industry specific opportunities to target during these campaigns. Include a monitoring and evaluation programme to track the outcomes.

43 Continue to work with Enterprise North Canterbury (as the local economic development agency) to deliver district promotion and business attraction services. Ensure their mandate reflects a core focus on the considerations that economic development agencies need to maintain, while being sensitive to broader considerations.

44 Undertake research to identify areas of high value business opportunity/service need within the district, such as: an emerging market (export), addressing a gap in the local supply chain, capturing locational advantages and building on natural endowments. Make this information publicly available.

45 Develop and implement an Investment Attraction Plan including KPI's (set in tandem with Council) to actively attract (the identified) high value industries/businesses to establish or relocate within the district.

46 Guided by the Investment Attraction Plan, investigate options for high value business developments on Council land and identify innovative ways (investment incentives) through which Council can attract the investment.

47 Engage with regional tertiary organisations and relevant Government bodies to explore the possibility of establishing a Waimakariri District tertiary hub which provides local training/education opportunities. Align the hub with current labour market gaps, and future labour force requirements (across sectors) or required sector knowledge areas. Link activities with research programmes to help generate local innovations that can be commercialised and exported.

48 Increase the appeal of Southbrook to businesses by implementing projects that enhance its market position and perception as a successful and pleasant business area.

49 Work with Screen Canterbury to establish 'Waimakariri District Screen Protocols' to make seamless the process of filming feature films/TV series locally and to incentivise filming activity in the district. Develop an appropriately scaled Waimakariri District promotion campaign (photos/video footage) to promote the district as a viable filming location to film and TV series production companies/studios.

50 Implement Waimakariri Visitor Marketing Strategy action items, linked to a wider investment programme that supports attractions and an associated asset/infrastructure base, to support increased visitation to the district and to maximise the visitor industry's contribution to the local economy.

51 Support Oxford Area School/private partners to realise the potential of the Oxford Observatory in support of Astro tourism to the district.

52 Support the development of strategic visitor or community facilities that have the potential to contribute significantly to the economic output of the district.

53 Investigate opportunities for the strategic and sustainable development of the Rangiora Airfield site and prepare a business case to progress viable options through the appropriate Council decision process.



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