

# Towards a Prosperous Economy

## WAIMAKARIRI LOCAL ECONOMIC DEVELOPMENT STRATEGY 2012

### SUMMARY

LET'S  
TALK

ABOUT  
ECONOMIC  
DEVELOPMENT

We want to hear your views on the future of local economic development in the Waimakariri District.

This brochure summarises the **draft Waimakariri Local Economic Development Strategy**, which can be downloaded from [www.waimakariri.govt.nz](http://www.waimakariri.govt.nz) ("Your Council" / "Lets Talk") or is available at Council Service Centres.

The finalised Strategy will guide the Council, Enterprise North Canterbury and key stakeholders activities that promote local economic development.

The private sector makes many of the key decisions affecting Waimakariri's economy. However, Council's regulatory, service provision, investment and influencing functions means we have a crucial role to play in the District's economic future.

The draft Strategy sets out the ways in which the Council and Enterprise North Canterbury (as the Council's Economic Development Agency) can enable and contribute to economic growth for the District.

### *What happens next?*

We want to know what you think about the directions identified by the draft Strategy as key to enabling and contributing towards a prosperous local economy. Please read this brochure, fill in the submission form at the back, using the freepost number, and post it back to us at the address below, or go online at [www.waimakariri.govt.nz](http://www.waimakariri.govt.nz) to make a submission.

Local Economic Development Strategy  
Waimakariri District Council  
Freepost 1667  
Private Bag 1005  
Rangiora 7440

We need your comments by **21 January 2012**.

Your feedback, along with the project work done to date, will assist to finalise the Strategy which will be put to Council for adoption in early 2012.

Detailed planning to put the Strategy into effect will follow and, where Council funding is involved, expenditure will be proposed in the 2012-22 Long Term Plan and subsequent Annual Plans. There will be more opportunities to comment during these stages.

DRAFT FOR CONSULTATION  
November 2011



WAIMAKARIRI  
DISTRICT COUNCIL

## The Process so Far

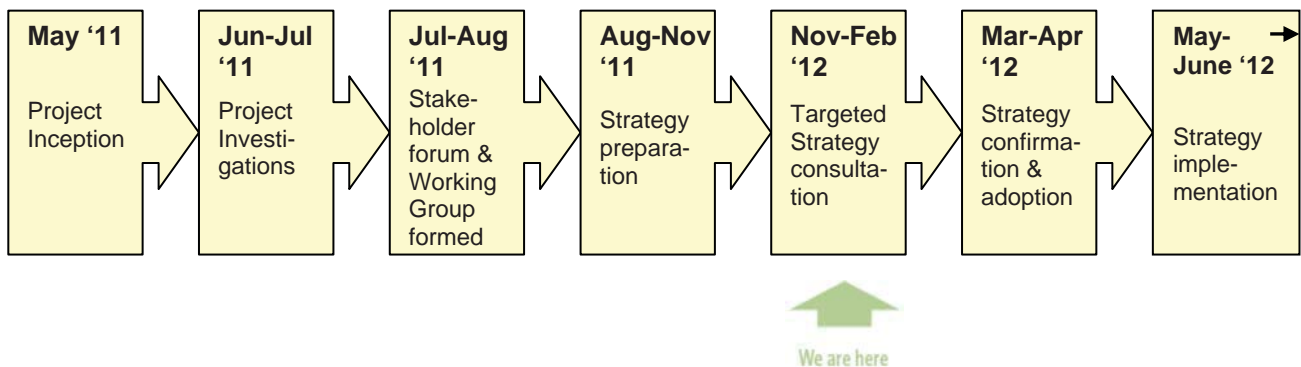
The Council and Enterprise North Canterbury hosted a major stakeholder forum in July 2011 whose significant input assisted in setting the scope and direction of the Strategy.

From that forum, a working group was established, representing key local businesses, employers, developers, business associations and elected members.

This group met regularly to oversee the development of the draft Strategy, adding significant insight and advice throughout the process.



*Breakout group discussions at major stakeholder forum*



## Setting the Scene

The wellbeing of Waimakariri District communities relies on businesses creating jobs and wealth that in turn allow individuals and their families to live productive, fulfilling lives.

While the New Zealand economy has been slowly moving out of the global economic recession, economic uncertainty still looms and the overall performance of the national economy is one of a continuing but modest recovery. This can also be felt locally.

The task of all levels of government is to provide essential infrastructure and a regulatory framework that encourages business establishment and growth, and attracts investment.

## The Waimakariri Economy at a Glance – Now & Looking Ahead

- *There are approximately 5,800 businesses and business units have grown steadily over the last decade*
- *Agriculture, fishing and forestry is the largest industry, followed by manufacturing and wholesale and retail trade*
- *GDP measured \$675m in 2010*
- *There are close to 13,000 people employed in the District - 20% work in wholesale and retail trade, 15% in agriculture, fishing and forestry, and 13% in construction*
- *The construction, retail, manufacturing and health / community sectors are set to grow significantly over the next five years*
- *41% of the District's labour force population commute to Christchurch for work, many of whom are highly skilled and qualified*
- *The District has an aging population and, with that, will have substantially fewer wage and salary earners to support the dependent population in the future*
- *The District's population has increased steadily to 47,600 in 2010; it is expected to grow rapidly over the next decade – to almost 60,000 by 2022.*

## Economic & Industry Effects of the Canterbury Earthquakes

- *Across Canterbury, the estimated total cost of the earthquakes is \$15 billion, which equates to 7.5% of GDP*
- *District employment counts in the construction sector are estimated to increase by 1,200 by 2031, as a massive reconstruction effort is needed requiring many skilled and unskilled workers*
- *The monetary value of the construction sector as the region rebuilds is set to increase significantly*
- *The rebuild will have positive flow-on effects for other industries, for example, engineering, timber and transport*
- *Weaker spending and other economic activity following the earthquakes will have a negative effect on business profitability in the region which will be felt for some time*
- *Some local businesses, especially in Kaiapoi, have suffered as a result of the earthquakes, while others, eg in Rangiora, have benefited from spending displacement*
- *Many Christchurch and District residents have been displaced as a result of earthquakes – a significant challenge will be to cope with shifting populations and accelerated population increases as inward migration rises.*

At a time when the wider Canterbury community is facing the challenges of recovery from the earthquakes of 2010 and 2011, there are opportunities to refresh our understanding of what it takes to create wealth for the people of Waimakariri.

# A Vision for Local Economic Development

The Waimakariri District is the heart of the North Canterbury Economy – a place where business prospers; a place where people love to live.

## Key Themes for Local Economic Development

The draft Strategy identifies seven key, interrelated themes that, enable local economic development for the Waimakariri District and contribute towards achieving the vision.

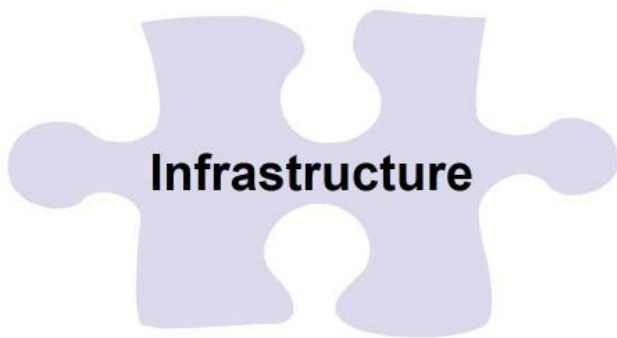
The themes are:

The four themes making up the coloured pieces of the puzzle are enablers. While not generating wealth and driving economic development in their own right, they are essential 'place-shaping' components that facilitate and support local economic development and growth.

The three themes in the centre of the picture represent wealth-creating opportunities with the potential to add genuine value in economic terms for the District.

The following pages outline what issues each of the seven themes aims to address and how this will be done.





The right infrastructure, such as telecommunications, transport and water, is vital to enabling economic growth and prosperity, as business relies on it to operate efficiently.

### **Issues and Challenges**

- *Lack of sufficient broadband infrastructure and cellphone coverage, especially in rural areas*
- *The speed and connectivity of roads into Christchurch*
- *Local concern over the capacity and security of the District's three main bridges*
- *Lack of sufficient water for irrigation in summer when needed most for agricultural irrigation*

### **Our Response**

#### **Enhance Telecommunications**

- Influence Government's Ultra Fast Broadband (UFB) and Rural Broadband Investment programmes of work and timetable, so businesses can obtain access as early as possible
- Engage service providers so they better understand local centres and broadband demand
- Investigate potential to extend fibre coverage on a user pays basis, instead of only to schools and Rangiora and Kaiapoi as Government proposes
- Lobby for more cell towers

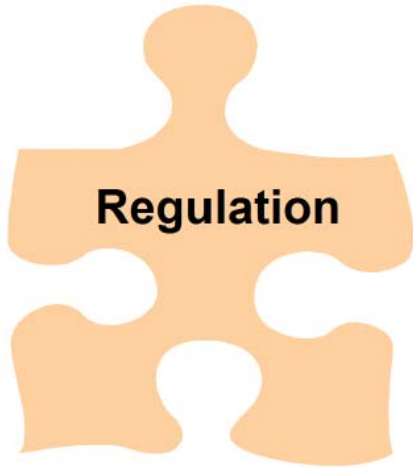
- Re-deck Waimakariri Gorge Bridge and identify long term options to replace Cones Road Bridge
- Continue to lobby to NZTA for both on and off-ramps at Smith Street to better connect Kaiapoi and for a safer intersection at Pineacres

#### **Store Water**

- As part of wider Canterbury Water Management Strategy group, analyse potential for water storage reservoir at Lees Valley as a water storage reservoir
- Investigate alternative solution if Lees Valley proposal is not feasible

#### **Maintain and Improve Transport and Connectivity**

- Work with NZTA on significant roading projects including Northern Arterial motorway, Western Belfast Bypass and Woodend Corridors Investigation, to better connect the District
- Lobby for light rail between Christchurch and the District
- Maintain and enhance District transport network



Much of business crosses paths with Council's and the wider regulatory environment at some stage or another. Having a business-friendly approach to regulation could be a truly competitive advantage for business development in the District.

### **Issues and Challenges**

- *The Council does not always portray a 'business-friendly' regulatory environment*
- *The various consenting processes do not always seem 'joined-up' and can be costly*

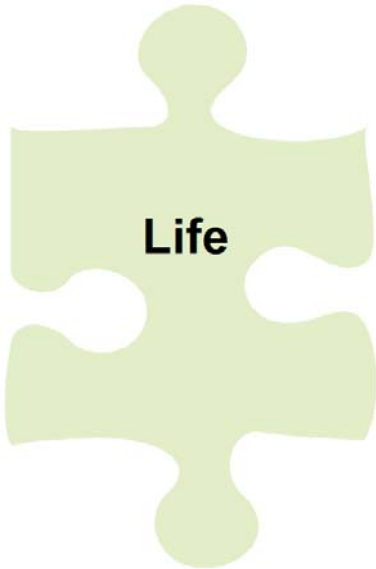
### **Our Response**

#### **Improve Regulatory Process**

- Advocate to Government for focus and momentum in regulatory reform
- Advocate to Environment Canterbury to determine certainty and clarity of regional regulatory regime for resource use to be more responsive to business
- Seek coordination of development and administration of resource use regulations with ECan
- Fast track building consenting with larger residential building companies and expand to others
- Assign client liaison person as key contact for applicants of major resource consents and plan changes
- Review and develop enhanced online consent information, advice guidance and processing capability

### **Measure Performance**

- Undertake comparative assessment of Council and ECan planning and building consent process costs and explain differences
- Prepare and publish 'performance scorecard' of processing timeframe practice and indicate corrective action
- Review and develop customer satisfaction assessment



Investment in the social and physical environment in a way that supports a high quality of life attracts individuals with the capability to create high productivity businesses.

### *Issues and Challenges*

- *The quality of life on offer in the District is pivotal in attracting skilled people, businesses and entrepreneurs to invest locally, but Waimakariri has lost a number of key social and community facilities as a result of earthquakes*
- *There will be new demand on more facilities as the District's population grows rapidly*
- *There are challenges in monitoring and responding to wellbeing needs of a growing and changing population, many of whom have been substantially affected by the earthquakes*

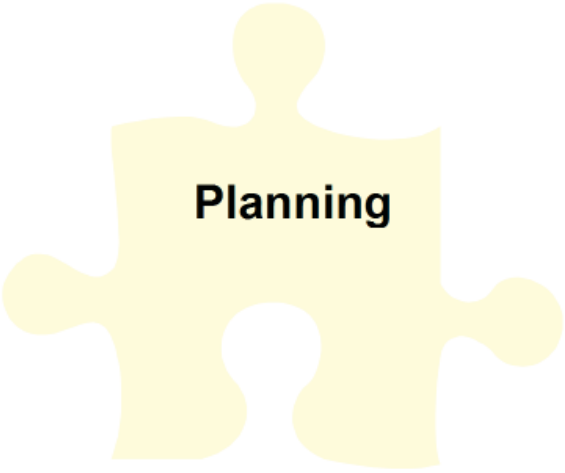

### *Our Response*

#### **Provide Social and Community Facilities**

- Complete recreational master planning and damaged and needed facility demand and concept assessments
- Seek and secure funding sources and provision arrangements / partnerships and support community organisations to do likewise
- Seek and secure business and other opinion leader support for community funding of facilities

#### **Monitor and Advocate for Social and Community Wellbeing**

- Uphold and monitor progress of Community Outcomes
- Partner with central Government advocacy and service delivery, towards broad ranging community wellbeing
- Advocate for resourcing and supporting continued investment in local health, education and wellbeing facilities / services



## Planning

Long-term strategic planning of our spatial environments, such as business land and town centres, is vital in enabling and encouraging economic growth.

### Issues and Challenges

- *Perceived lack of appropriately zoned business land, especially for large format retailing*
- *Few opportunities for comprehensive developments in town centres*
- *Linear development of commercial activities in town centres*
- *With significant population growth, demand for more retail and office floor space in town centres*
- *Kaiapoi town centre's loss of many businesses, buildings and attractive public spaces since earthquakes*
- *Poor protection of the traditional character of town centre main streets and risk due to strengthened earthquake-prone building regulations*
- *Difficulty of access and parking in Rangiora and Kaiapoi town centres*

### Our Response

#### Make Best Use of Business Land

- Enable and encourage intensified use of Business 1 zone through Design Briefs / Outline Development Plans, strategic land banking, and supporting private initiatives
- Undertake strategic marketing of Southbrook Business Park
- Review current spatial extent of existing business zones through District Plan review

#### Plan for Future Business Land

- Undertake demand / supply analysis of business land and consider zoning additional land if appropriate

- Explore option to introduce new business zones for activities previously not catered for

#### Maintain and Enhance Town Centre Vitality

- Continue implementation of Rangiora Town Centre Strategy and Kaiapoi Town Centre Plan to revitalise centres
- Scope and develop Woodend / Pegasus Growth Management Framework to address challenges given significant population growth
- Scope and develop Oxford Town Centre Strategy



## Land

The Waimakariri District's economy is dominated by agriculture and rural activities. Potential needs to be harnessed.

### *Issues and Challenges*

- *The rural sector is the backbone of the Waimakariri District economy, but there is currently insufficient reliability of water supply for agricultural irrigation*
- *There is a disconnect between tertiary research findings and on-farm practices*
- *While the District generates significant volumes of agricultural primary products, it is bypassed for primary processing opportunities*
- *There is a lack of appropriate business land with opportunities for wet industry facilities*

### *Our Response*

#### **Add Water and Science to Agriculture**

- Explore opportunities for food innovation and processing to increase District's manufacturing and food processing base, including premises / business land
- Develop promotional guide showcasing District as the best place for manufacturing & food processing and, together with local developers, promote District to such businesses
- In partnership with AgResearch, Irrigation NZ, Dairy NZ, Lincoln University and MainPower, deliver the Rural Technology Transfer Project (RTTP), working with local farmers, industry experts and rural industry service providers
- Complete affordability study of the costs associated with irrigation and demonstrate to farmers techniques of differences between status quo, dairying and dryland transformation



## Visitors

The visitor industry in the District is a small but visible aspect of the District economy and one capable of significant output growth.

### Issues and Challenges

- *The earthquakes had a dramatic impact on the regional visitor industry, with a decline in visitor numbers and a damaged reputation*
- *However, as the re-build accelerates with temporary residents participating in it arriving, accommodation and attraction demand will likely increase significantly*
- *While visitor appeal of District industry related facilities and services is affected in the short-term, potential opportunities exist in the longer term for enhanced visitor experiences*
- *New residents as a result of earthquake displacement will bring new connections and demand for visitor services*
- *There is a need and opportunity to turn visitors into residents*

### Our Response

#### Market the District as a Visitor Destination

- Progress implementation of the District's Visitor Strategy by developing and packaging a number of visitor 'products' which are clustered in the District to provide consistent, quality experiences, and work collaboratively with other Councils on visitor product development across District boundaries
- Work with key stakeholders to increase the natural environment experiences

#### Grow Tourism Business and Facilities

- Provide business advice, support, training and networking opportunities to local tourism businesses
- Celebrate the growth and development of the tourism sector

#### Turn Visitors into Residents

- Market the District to visitors with a view to translating visitation to migration



## Business

The District is home to many long-term loyal businesses, as well as others that have newly or temporarily relocated after the earthquakes. There is potential to secure more businesses and grow capacity, boosting our local economy.

### Issues and Challenges

- *Almost all District businesses employ fewer than five staff*
- *While many people live in the District for lifestyle reasons, almost half of the workers commute to Christchurch for work daily - these are often highly skilled and qualified people and hence 'lost' to local businesses*
- *The District has disproportionately high youth unemployment and a high youth exodus*
- *Businesses suffer from 'retail leakage' to other nearby centres, especially Christchurch*
- *Some businesses, especially in Kaiapoi, have suffered as a result of the earthquakes, while others, especially in Rangiora, have benefited from spending displacement*
- *Some businesses experience 'professional isolation' due to lack of clusters*
- *Few businesses export goods and/or services outside the District, and businesses rely on servicing the existing, often small, local population*
- *There is a limited supply chain and associated connectivity between local businesses*
- *There are no research and development facilities, technology centres or tertiary training centres in the District that can be used to underpin growth initiatives and business development*

### Our Response

#### Retain and Grow District Businesses

- Retain and support existing businesses through training, coaching and mentoring services, via Enterprise North Canterbury
- Share knowledge and information relevant for businesses including a job seekers' website
- Celebrate and recognise business leaders and successes
- Focus on supporting manufacturing, construction, and health sectors in recognition of their pivotal role going forward
- Enable and facilitate networking opportunities for local businesses
- Promote District to businesses and residents

- Continue to undertake targeted research to identify gaps and opportunities

#### Attract Businesses to the District

- Develop a case-management approach to provide a welcoming one-stop mechanism for businesses considering relocation to the District
- Identify and assist significant businesses considering relocation or establishing in the District, and those business residents temporarily based in the District to become permanent
- Promote the District as a great place to do business, using a promotional guide
- Support and enable local developers to provide sufficient office and retail built developments, and ensure a collaborative approach

## Glossary

- **ENC:** Enterprise North Canterbury. This is a council controlled organisation and is a non-for-profit charitable trust incorporated under the Charitable Trusts Act 1957. The Trustees are appointed by the Waimakariri and Hurunui District Councils.
- **LED Strategy:** Local Economic Development Strategy.
- **Long Term Plan:** Ten year budget forecast and levels of service required of all local authorities in New Zealand under the *local Government Act 2002*.
- **GDP:** Gross Domestic Product. Market value of all final goods and services produced within a country in a given period.
- **NZTA:** New Zealand Transport Agency.
- **ECan:** Environment Canterbury - the Canterbury Regional Council.



## Waimakariri Local Economic Development Strategy

Your feedback and comments are important to us!

Aspects that enable and contribute towards local economic development are wide ranging. In order for the Council and Enterprise North Canterbury to be able to prioritise actions for making the Strategy happen, we need to know what is most important to you.

Please tick:

	Very important	Quite important	Not very important	Not at all important	No opinion
<b>1. INFRASTRUCTURE</b>					
Enhancing Telecommunications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining and Improving Transport and Connectivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Storing Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:					
<b>2. REGULATION</b>					
Improving Regulatory Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Measuring Regulatory Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:					
<b>3. LIFE</b>					
Providing Social and Community Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Monitoring and Advocating for Social and Community Wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:					
<b>4. PLANNING</b>					
Making Best Use of Business Land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning for Future Business Land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintaining and Enhancing Town Centre Vitality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:					
<b>5. LAND</b>					
Adding Water and Science to Agriculture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comment:					



**6. BUSINESS**

Retaining and Growing District Businesses					
Attracting Businesses to the District					

Comment:

**7. VISITORS**

Marketing the District as a Visitor Destination					
Growing Tourism Business and Facilities					
Turning Visitors into Residents					

Comment:

Is there anything we have missed?

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Do you have any other comments relating to the District's local economic development?

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**Please provide your contact details:**

Name	Business
Address	
Daytime Phone	Mobile
Email	

We will hold Hearings to allow anyone wishing to speak to their written submission in person. Please tick if you would like to be heard in person and we will contact you.

YES I would like to speak to my submission

**Place in envelope and Post for free, by 21 January 2012, to:**

LED Strategy  
Waimakariri District Council  
Freepost 1667  
Private Bag 1005  
Rangiora 7440

Thank you for taking the time  
to complete this survey





