



Strategic Plan

2023 - 2033



Contents

Foreword 05

Executive Summary 07

ENC and Its Operations 08

North Canterbury Economy 17

Future Environment 18

ENC Challenges and Opportunitites 21

ENC's Strategic Vision 23

Proposed Ten-Year Plan: Overview 25

Themes 27

1: Develop and maintain a strong regional brand identity 29

2: Supporting existing and new businesses to grow and prosper 35

3: Grow visitor numbers and value to North Canterbury 43

Future Funding 50

Conclusion 53

Appendix 54



Foreword

The Board of Enterprise North Canterbury (ENC) are pleased to present you with our thoughts about the optimal role we may play, over the next ten years (2023 until 2033), to operationalise priority initiatives and to help achieve the economic future for North Canterbury wanted by our businesses, people, and communities.

Our role is primarily to be an un-locker of economic opportunity. To do this, we are a facilitator, catalyst for change, information gatherer, analyst, leader, connector, trainer, supporter, and advisor for North Canterbury businesses. On top of that, we want people to know that North Canterbury is the place they should seek to live, work, play and visit.

We want to play all these roles well. We can't do everything that we would like to do. The purpose of this Strategic Plan is to describe how we may efficiently and effectively do the right things, when, and with what expected effect.

Ten years is a long time to plan for. Change - both expected and unexpected, appears to be occurring at an ever-increasing rate. This means we can provide you with more certainty and more direction about our plans for the near future than we can for later years. We can also be more responsive to short term pressures and deviations than we can for those that may occur ten years out.

The importance of using natural resources more sustainably and the need to decarbonise our emissions have been in our thinking.

At the same time, we know we must help our economy become more resilient by incrementally adapting to the inevitability of a different climate regime and other natural hazards, let alone national and international contextual trends. These concerns, alongside responsible and sustainable economic development themes run through the heart of all our work.

We clearly recognise that we are a part of a bigger operating model. Within this model, we have accountabilities and dependencies that are not ours to change. Our operating environment is first and foremost influenced the economic development strategies of our districts, legislation and government policies of the day. Mostly though, we are influenced by markets, other national, regional, and local agencies and the innovation and courage held by our Board members and the region's private sector investors.

Our overriding view is that North Canterbury has a unique, attractive, and strong identity. We have numerous competitive advantages, when compared to those of the remainder of Canterbury and New Zealand.

We want to make a significant contribution to everything that makes North Canterbury great. This document outlines how we may assist to do that.



Clare Giffard
Chair, ENC



Heather Warwick
CEO, ENC



Executive Summary

Purpose of this ten-year Strategic Plan

Strategic planning is an organisation's process for defining its preferred direction and vision, and for making decisions about how resources should be allocated to attain this vision.

With this definition in mind, this ten-year Strategic Plan guides and empowers Enterprise North Canterbury (ENC) by:

- Defining what difference ENC may make to achieve the preferred economy for 2033 by **sharing its vision** and proposed future areas of activity.
- Outlining the **objectives, and levels of service** ENC can and will provide.
- Describing the **priority actions** through which ENC may effectively and efficiently partner-up, respond and deliver priority economic development initiatives.
- Reflecting ENC's **challenges and opportunities** and its operating environment.
- Explaining – briefly, where the **North Canterbury economy** is now and where the economy could be in ten years' time.
- Exploring the collaborative opportunities for economic development and visitor marketing activities across North Canterbury.
- Exploring **what more ENC could do** to achieve a more sustainable and climate resilient economy.
- Establishing how ENC will remain **accountable** for delivering what the Board expects, and what Waimakariri and Hurunui District Councils may require ENC to deliver (via their Economic Development Strategies and Long-Term Planning).
- Providing a **ten-year framework**, noting that detailed implementation planning will occur through subsequent annual business planning processes.
- Entrenching **support and trust** in the value of ENC and thereby justifying on-going and potential expanded investment.

Additional background information about ENC governance, accountability, North Canterbury's comparative strengths, weaknesses, opportunities, and threats (SWOT), the two council's economic development vision is included in the Appendix.

Enterprise North Canterbury is a Council Controlled Organisation (CCO) of the Waimakariri District and Hurunui District Councils. 'Enterprise North Canterbury' is the trading name of the 'not-for-profit' North Canterbury Economic Development Trust.

Vision

The ENC vision is 'to inspire, attract and retain individuals, businesses and social enterprises to invest in our region.'

Objects of the Trust are to:

- Cultivate economic initiatives and foster growth for the benefit of the North Canterbury community.
- Promote the economic, environmental, cultural, and social well-being of the North Canterbury community.
- Foster, develop and assist in the management of best practices and effective use of the resources of North Canterbury.
- Promote and nurture community-based, sustainable economic growth through projects to benefit the people of the North Canterbury Community.

Values

Values of the Trust are to:

- Operate with the utmost integrity.
- Be innovative, proactive, and professional.
- Work collaboratively in all activities it facilitates.
- Respect the democratic processes of the sponsoring Councils.

These primary values are given more depth and supported by ENC's stated desire to be enabling, values-based, innovative, facilitative, connected and connecting, agile, targeted / focused, vibrant, thought provoking, leading, respected, and respectful.



ENC & Its Operations



Location of Operation

ENC's focus is primarily on the Waimakariri and Hurunui districts. The services provided by ENC to Waimakariri include business support, business skill development, networking, high-level talent attraction programme, provenance programme, and the identification of growth opportunities and constraints.

ENC also has a separate contract with WDC to provide destination visitor and business attraction development, event promotion and funding and run the Kaiapoi i-SITE. ENC also has a business centre located in Kaiapoi.

The services ENC supplies to Hurunui District include all those listed above but not destination and business attraction development, event promotion or i-SITE services.

In addition, ENC is contracted to deliver the Regional Business Programme in Kaikoura. Some Kaikoura businesses also are members of the MADE NORTH CANTERBURY programme and some Kaikoura businesses participate in the biennial North Canterbury Business Awards.

ENC's Operating Principles

ENC is aware of the unique apolitical and 'trusted' role it plays to help unlock sustainable economic development in Waimakariri and Hurunui. ENC is aware that it has distinct 'business friendly' advantages in being close yet one-step away from Council operations.

Over the next ten years, ENC is committed to being an organisation guided by the following operating principles:

- ENC is externally focused – the community and the Councils get what they need from ENC.
- ENC assists to achieve population growth alongside community wealth, well-being, and equity, in partnership with others.
- ENC are a trusted organisation.
- ENC consistently optimises and leverages Government funding.
- ENC increases access to its services to a larger number of those businesses who do not currently use ENC services.
- ENC applies a strong sense of environmental and operational sustainability to everything to its endeavours.
- ENC is increasingly conscious of the need to work with businesses to enhance their climate change resilience.

To support the growth of the North Canterbury economy, ENC will:

- Maintain strategic oversight of the health of the North Canterbury economy, including by promoting or conducting research.
- Facilitate merit-based and business-friendly projects and processes, including those contributing benefit to the private sector.
- Be a facilitator, but not an investor in business projects.
- Promote the sustainability of business.
- Have an awareness of the needs of the community within which businesses operate.
- Be a leader and connector of like-minded business-people.

As recorded at a Board / officer workshop held on 27 April 2023.





Strategic Partnerships and Economic Development Strategies

Currently ENC partners with Waimakariri and Hurunui District Councils around the development of their respective economic development strategies. This guides the Council's and Enterprise North Canterbury's actions in support of future economic development/growth in the region.

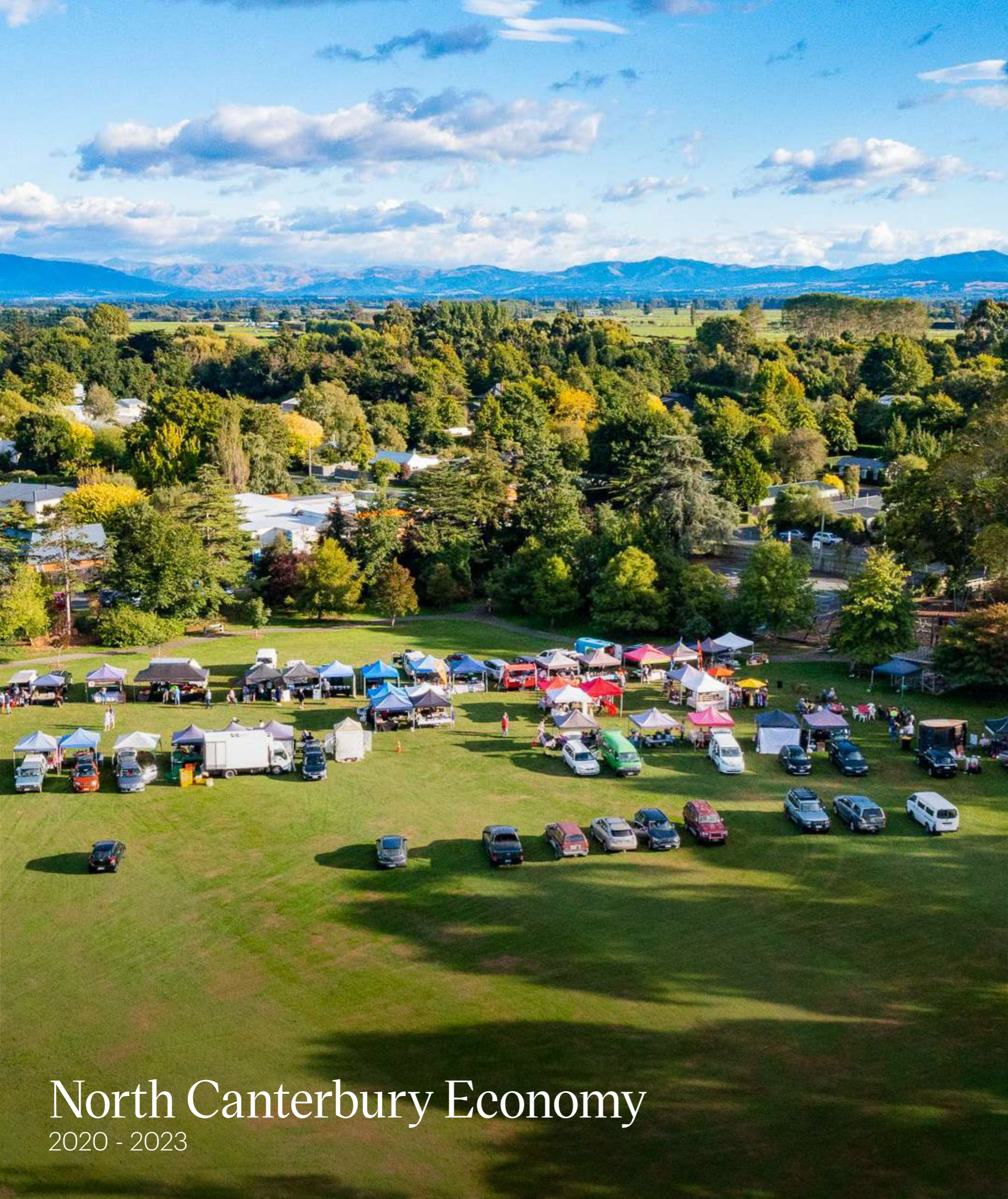
Waimakariri District Council has adopted their 2024-2034 ten-year Waimakariri Economic Development Strategy. Its vision is for 'a thriving, progressive and environmentally responsible economy that underpins a desirable local lifestyle.' The Strategy lists 13 priority areas for focus under five themes.

Hurunui District Council's economic development vision is for a 'thriving and sustainable economy that benefits all members of our community.'

The key objectives of the respective Councils economic development strategies are in the Appendix

A Ten Year Implementation Plan will be developed by ENC - in partnership with the Waimakariri and Hurunui District Councils, to reflect the Waimakariri and Hurunui Economic Development Strategies and the content of this ENC Strategic Plan. This will be revised annually through ENC's Statement of Intent, annual business plan and budget.

The Hurunui District Council's economic vision was shared with Board members and ENC staff by the CEO of that Council at a workshop convened on 27 April 2023.



North Canterbury Economy

2020 - 2023

Waimakariri

WAIMAKARIRI GDP - YEAR ENDED DECEMBER 2022

In 2020/21 it grew by	NZ growth in 2021/22
+9.5%	2.8%
Waimakariri GDP grew by	Total Reach
+4%	\$2,697m

BUSINESSES & EMPLOYEES 2022

has around	increase in business numbers
7,050	+6%
businesses with	an increase in employee numbers
17,600	+5%
employees	compared to 2020/21

POPULATION

increased by an estimated	an increase for the year ended 2022
+1,500	+1.9%
from	
66,600 to 67,900	

HURUNUI GDP - YEAR ENDED DECEMBER 2022/21

In 2020/21 it grew by	NZ growth in 2021/22
+1.1%	2.8%
Hurunui GDP grew by	Total Reach
+3.4%	\$662m

BUSINESSES & EMPLOYEES 2022

has around	increase in business numbers
2,580	+2%
businesses with	an increase in employee numbers
4,750	0%
employees	compared to 2020/21

POPULATION

increased by an estimated	an increase for the year ended 2022
+150	+1.1%
from	
13,550 to 13,700	

Hurunui

Short term inflationary pressures, high interest rates, consumer price increases, compliance costs and lower global dairy price forecasts are expected to soften the Waimakariri and Hurunui economies during the early stages of this strategy.

Population growth is predicted to remain strong which will support the construction (trades) and demand driven service industries such as retail, health, education, food and beverage.

International and domestic visitors are now keen to discover new and rediscover familiar destinations. By June 2023, 70,000 international visitor arrivals landed at Christchurch Airport which is equivalent to 67 percent of arrival numbers to June 2019. Compared to the same time pre-COVID, visitor spending volumes had lifted 23.2 percent. Transactions carried out by domestic visitors increased 22.3 percent, while international visitor transactions lifted 26.3 percent.

The sectors of the Waimakariri and Hurunui economy with current comparative advantage will continue to have advantage.

The economy of Waimakariri and Hurunui may see increased diversification in land use (from agriculture to horticulture) and processing therefore creating value in region.

Proximity to Christchurch is offering local market opportunities, including for the visitor sector. The quality of the transport network and regulatory policies will have a strong influence on the future growth of both Waimakariri and Hurunui. Increasing productivity via upskilling will be important and there will be a demand for more professional services.

The population of Waimakariri and Hurunui is expected to grow by 30% by 2048. Current strong sectors of the areas' economies will continue to be strong, and largely stable. There will be some headwinds in the short term.

ENC will continue to monitor the economy and respond to the challenges and opportunities as they arise, with a clear understanding of the role it can play in assisting to implement Council-led economic development strategies.

With this in mind, ENC considers that the priority challenges and opportunities it is well positioned to help address.

This information is largely drawn from M.E. Consulting, May 2022. Other information is drawn from reports prepared by Infometrics. These challenges and opportunities were identified at an ENC workshop held on 27 April 2023



Future Environment



ENC Challenges and Opportunities

Challenges

- Competing destination and institutional arrangements / carving out a unique space for ENC - identifying the best contribution it can make for North Canterbury and maximising alignment with others.
- Having enough resources and funding.
- Avoiding clutter / having clear priorities and having access to the skills required to deliver these.
- Tapping into sponsorship, government, and philanthropic sources of funding.
- Withstanding economic headwinds as they arise.
- Providing certainty about the scale and scope of future funding.
- Helping to overcome the uncertainty associated with change to the regulatory and political environment.
- Assisting to address the risks associated with climate change and adverse events.
- Remaining fleet-of-foot

Opportunities

- Having a clear strategic voice.
- Securing and promoting the unique identity of North Canterbury.
- Recognising what ENC currently does well and building from this.
- Creating strong synergy between the districts of North Canterbury.
- Receiving clear messages and on-going strong support from Waimakariri and Hurunui District Councils.
- Researching and confirming the merit / business case for new and emerging economic development opportunities and key visitor markets.
- Focussing on what adds distinct value to the economic development of the district.
- Clarifying and providing more certainty about forecasting of spending, and associated funding expectations.
- Understanding and refining ENC's and Councils' respective role in the social response area.
- Adding depth to the relationship with Ngāti Kuri and Ngāi Tūāhuriri and better understanding and supporting their economic aspirations.
- Assisting businesses to operate more sustainably, decarbonise their activities and adapt / become resilient to climate change.

These challenges and opportunities were identified at a Board / officer workshop on 27 April 2023.



ENC's Strategic Vision

Unlocking North Canterbury's latent capacity is the key to achieving the area's future sustainable economic development potential.

The priority 'unlocking latent capacity' tasks that ENC would like to work with others to achieve over the next decade , include:

- More sustainable use of natural resources – including establishment of a 'green energy hub'.
- Supercharged sense of real 'provenance' and identity for North Canterbury.
- Full recognition of local lifestyle opportunities that attract skilled and talented people and families to permanently relocate to North Canterbury
- Collaborative approach to North Canterbury economic and tourism programmes.
- Thriving townships and quality local public sector infrastructure, open space, and services.
- Strong central and local government support for the needs of successful businesses, and communities in North Canterbury.
- Wide adoption of values that build, expand, capture, and add to what successful businesses are currently doing.
- Build relationship with Ngāi Tūāhuriri and Ngāti Kuri.
- Expansion of innovative value-added horticulture and agriculture, alongside farm diversification and more 'value add' production.
- More collaboration, networking and partnerships between like-minded businesses.
- Businesses that are more 'future ready' by being more resilient to climate change and better able to capitalise on the areas competitive / comparative climate advantages.
- More visitors taking more advantage of the areas' attractions – solidifying the role that Waimakariri and Hurunui area plays as the recreation playground for Christchurch residents and those from other parts of New Zealand, and beyond.

These 'latent capacity' opportunities were identified at a Board / officer workshop on 27 April 2023.



Proposed Ten-Year Plan: Overview

Building from a sound base

The 2023/2024 strategic objectives - as defined and agreed by ENC for inclusion in its Statement of Intent (SOI) for that year, provide a sound base to describe the core work proposed to be carried forward by ENC over the next ten years.

Refinements and extensions, within existing objectives, are proposed. This is to better enable ENC to meet the objects recorded in its establishment Deed, better reflect changes to its operating environment, better reflect the Waimakariri Economic Development Strategy and Hurunui District Council's vision for economic development and to better resolve existing challenges, while further embracing emerging opportunities.

In future annual SOIs and Implementation Plans, these new proposals will be further prioritised, refined, and developed, with business cases to support them. This will enable Waimakariri and Hurunui District Council, government, and other agencies, to give these proposals the detailed consideration and funding they may require.

Strengthening economic development in North Canterbury by enhancing collaboration between the area's local authorities and agencies

North Canterbury's identity is strong. Opportunity exists to leverage this strength by exploring the merits of further enhancing inter-district collaborative economic and visitor development programmes including MADE NORTH CANTERBURY and North Canterbury NZ (job and lifestyle attraction).

ENC does not intend to include detailed performance targets in this ten-year Strategic Plan. Details about proposed performance measures and performance targets are intended to be provided within future annual SOIs and Implementation Plans.

Business decarbonisation, climate change adaptation / resilience and environmental sustainability

Climate change is causing measurable change to weather patterns. For future survival, manufacturing, processing, and servicing businesses will need to more closely assess their ability to protect themselves.

For the primary sector, the challenge to be faced is how to establish land management systems and land use options that are more resilient to either or both drier and wetter conditions. Equally important is the need for businesses to reduce their emissions by applying decarbonising initiatives.

More generally, evidence suggests there is increasing growth in market opportunities for products and services with recognised 'sustainability' and carbon-friendly credentials.

The information available to businesses to help them make decisions about the above matters is sometimes difficult to access. Prioritising actions and measuring performance gains are also sometimes difficult to seek out. ENC programmes could help businesses to overcome these challenges. Examples of these types of programmes are Identified In the next section of this Strategic Plan.



Proposed ten-year plan: Primary Objectives

ENC's business may be grouped under three headings or themes:

- Develop and maintain a strong regional brand identity
- Support existing and new businesses to grow and prosper
- Grow visitor numbers and value to North Canterbury

These themes are captured in ENC's simple by-line

'Connect, Invest and Grow'.



Theme One

Develop and maintain a strong regional brand identity



Theme One

Develop and maintain a strong regional brand identity

MADE NORTH CANTERBURY

The 'MADE NORTH CANTERBURY' local food and beverage programme is proving a success. The unique provenance and identity association between products, services and everything that is good, sustainable, and attractive about North Canterbury is a domain that is still at a comparatively fledging stage. It's aim is to raise the profile and sales for North Canterbury food and beverage businesses, foster collaboration under this unifying brand.

Strategic Aims:

1. To continue to unite North Canterbury food and beverage businesses under the MADE NC brand to build a strong regional brand identity for this industry.
2. To be the catalyst to discover and create new collaborative opportunities.
3. To execute events, marketing campaigns and activations to put our region and producers at the forefront of the minds of consumers and trade.

Activities:

- Opportunities to increase sales.
- Opportunities for producers and service providers to collaborate and connect.
- Opportunities to attend and be profiled at events and trade shows.
- Growing the MADE NORTH CANTERBURY Website, Facebook, and Instagram communication platforms by adding additional content and further promoting details on a directory about businesses and products.
- Running the MADE NORTH CANTERBURY North Course each year.

Attract and Grow Talent

The North Canterbury MOVE ON UP project is designed to assist employers and recruitment agencies attract talent to work in North Canterbury by positioning North Canterbury as an attractive place to work and live. The project also develops and maintains a strong regional identity.

Strategic Aims:

1. Develop a unifying place brand that helps tell the story of North Cantabrians living, working and thriving in our region.
2. Promote, differentiate and celebrate both districts - Hurunui and Waimakariri - equally under the North Canterbury brand so that people can see each district's unique attributes.
3. To provide a valuable toolkit for businesses that enhances and protects the North Canterbury image.


Activities:

- Profiling North Canterbury jobs and lifestyle through case studies, images and videos on the website northcanterbury.co.nz and social media
- Conducting digital campaigns in partnership with businesses to attract talent
- Providing an Employer Toolkit and Business Resources
- Developing programmes to attract skilled migrants
- Engaging with tertiary training organisations and relevant government bodies to increase the scope of local training opportunities



Theme One

Develop and maintain a strong regional brand identity



North Canterbury has around 9,633 businesses (up from 9,156 in 2022). A total of 7,053 are in Waimakariri (up from 6,639 last year) and 2,580 are in Hurunui (up from 2,517).

These businesses make a significant contribution to the region's economy. ENC's role is to help them achieve their on-going success by providing expanded access to key business support services, networking opportunities, information, awards recognition, training, business mentoring, new business and employee attraction services, and the services provided by the on-going operations of the business centre.

Theme Two

Supporting existing and new businesses to grow and prosper



Theme Two

Supporting existing and new businesses to grow and prosper

Business Support

Supporting existing businesses to grow and prosper is a base ENC service. It is intended to be provided, with minor improvements, refinements, and increased scale, as a continuance of the successful services that have provided by ENC in the past.

ENC also see merit in delivering an expanded set of micro-economic programmes to further unlock employment, innovation, environmental sustainability, climate resilience and growth opportunities.

Strategic Aim:

- To support local businesses to survive and thrive
- To ensure that local businesses have the information and connections they need to make good decisions about their businesses, strengthening the North Canterbury economy.

Activities:

- Deliver the MBIE Regional Business Partner Programme
- Provide appropriate connections, resources, tools and information to help businesses grow their capability and knowledge
- Host networking events to encourage business collaboration and connection
- Provide upskilling opportunities for local businesses
- Organise and run the North Canterbury Business Awards biannually
- Run the ENC Business Centre to provide a space for meetings, learning, networking, and business access to other ENC services, in one professional location
- Have an online presence to promote ENC services and profile useful resources
- Advocate for businesses, providing staff time and advice, as required.



Theme Two

Supporting existing and new businesses to grow and prosper

Business Attraction/Investment

Strategic Aim:

- Waimakariri and Hurunui's land, transport, landscape, service, product, and infrastructure offerings make it an ideal location for manufacturing, supply-chain logistics, servicing, and other businesses. ENC will work with Waimakariri and Hurunui District Councils to further develop and implement business attraction programmes encouraging more businesses to establish that will create more jobs and provide greater benefits to the local economy. ENC works closely with multiple parties including private (local and prospective) business interests, developers, government departments, non-government organisations, social enterprises and WDC staff.

Activities:

- Providing Start Up Advice – providing ENC staff time to assist business start ups
- Better understanding the competitive / comparative advantages for businesses establishing in Waimakariri and Hurunui, including those unique to each of the district's main towns.
- Expanding the marketing of the features that make Waimakariri and Hurunui attractive to business.
- Providing for business diversity as a means of adding resilience to the areas' economy.
- Linking developers and investors.
- Delivering aligned catalyst projects as a means of enhancing the health of the district's business eco-system.
- Undertaking research to identify areas of high value business opportunity / service need within the district, with a focus on those opportunities that will service emerging markets (export and local), will address a gap in the local supply chain, capture locational advantages, and build on natural endowments.
- Implementing an Investment Attraction Plan inclusive of defined KPI's (set in tandem with the Councils) to actively attract high value industries / businesses, including green industries, to establish and / or relocate within the district.



Theme Two

Supporting existing and new businesses to grow and prosper

Sustainable Future

Strategic Aim:

- ENC see merit in delivering an expanded set of micro-economic programmes to further unlock employment, innovation, environmental sustainability, climate resilience and growth opportunities. It will work with businesses supporting the adoption of practices that are more environmentally sustainable across core economic sectors.

Activities:

- Facilitating the development of the Hurunui Green Industrial Site as an exemplar of environmental sustainability and decarbonisation.
- Connecting interested businesses and the rural sector, when appropriate, to help them navigate the range of renewable energy options available to support them to help them generally adopt more sustainable business practices.
- Facilitating information sharing between universities, government agencies, Crown Research Agencies, and businesses to achieve aligned programmes.
- Awareness of ongoing research and innovation for the benefit of future businesses / communities and making relevant information/learnings available to interested businesses.

An aerial photograph showing a water park with several slides and pools in the foreground, surrounded by a residential town and dense green forests. In the background, there are large, rugged mountains under a clear blue sky. The water park features a prominent slide with green and yellow sections. The town consists of numerous houses with grey roofs, interspersed with trees. The mountains are covered in green vegetation, with some rocky peaks visible.

North Canterbury is an attractive domestic visitor destination, particularly as it sits on the doorstep of Christchurch. The area is also attractive to international visitors because it requires a simple 'turn left' decision and then a few minutes' drive to access it from Christchurch International airport.

Theme Three

Grow visitor numbers and value to North Canterbury



Theme Three

Grow visitor numbers and value to North Canterbury

Deliver the Waimakariri Visitor Marketing Strategy

North Canterbury is an attractive domestic visitor destination, particularly as it sits on the doorstep of Christchurch. The area is also attractive to international visitors because it requires a simple 'turn left' decision and then a few minutes' drive to access it from Christchurch International airport.

Strategic Aim:

- This visitor marketing programme outlines the initiatives that maximises, through destination marketing, the positive outcomes of a growing visitor market on the districts economy and aligns ENC's efforts and activities to achieve the goals of the Waimakariri District Council's Visitor Marketing Strategy

Activities:

- Maintaining and growing collaborations and communication channels within the district.
- Formalising arrangements with neighbouring agencies to promote and develop Waimakariri's visitor offerings.
- Generating and growing district promotional activities.
- Supporting event activity and administering the Waimakariri Event Contestable Fund.
- Improving local awareness and encouraging locals to act as ambassadors.
- Refocusing activities of the Kaiapoi i-SITE to expand promotional activity to better encompass the needs of both locals and visitors.

Be an enabler of catalyst projects

Strategic Aim:

Grow visitor value by being an enabler and facilitator of catalyst projects. The role of ENC is to understand and promote the desirable features of setting up a visitor business in North Canterbury. More accommodation and activities will entice visitors to stay longer in the region.

Activities:

- Cycle trail development – facilitating the long-term development of a multi-day cycle trail from Christchurch City to Waipara, spanning three districts.
- Visitor accommodation - developing a prospectus to attract hotel development, as a signal to the market about the unfulfilled accommodation potential within Waimakariri and Hurunui districts.
- Night sky - supporting Oxford Area School and private partners to realise the potential of the Oxford Observatory to support 'Astro tourism' in the district.
- Other visitor attractions - supporting the development of strategic / significant visitor or community facilities that have the potential to contribute significantly to the economic output of the region.
- Motor home development – meeting the needs of the growing number of NZ Motorhome and Caravan Association (NZMCA) members and domestic and international motorhome visitors by exploring the demand and potential means of supplying additional facilities for NZMCA motorhome.



Theme Three

Grow visitor numbers and value to North Canterbury



Priorities

The ENC Board applied a high-level priority categorisation to the objectives, levels of service and activities described in the previous section of this Strategic Plan. In general terms, the priority attributed by the Board was as follows:

- Highest priority was attributed to business attraction, business support, business start ups, district visitor promotion, networking, talent attraction and development, MADE provenance branding, land diversification / primary sector value-add activities and some environmental sustainability activities.
- Moderate priority was attributed to business awards and training activities, ENC's on-line presence, event activities, future trails, support business decarbonisation and climate change adaption and the Kaiapoi site.

Risks & Risk Management

The Board regularly conducts a risk management assessment of its activities and operational framework. It has applied a similar approach to the task of preparing this Strategic Plan. Nothing in this Plan is viewed as being unmanageable but the Board remains acutely aware of the following risk areas:

- Reform of local government.
- Effect on the success of district businesses of high inflation and interest costs.
- Over-stretch of ENC activities beyond core functions.
- Dependence on the skills of key staff and the need for succession planning.
- Ease of access and business awareness of ENC services.
- Dependence on strong relationships and respect for ENC to secure external funding.

This prioritisation exercise was conducted at a Board workshop held on 28 June 2023.

The Trust / ENC receives capacity funding from Waimakariri and Hurunui District Councils to enable it to undertake its economic development activities.

Any future funding will be aligned to ENC's 10 year implementation plan and be revisited annually in our Statement of Intent to both Councils, and annual business plan and budget which is approved by both Councils.

ENC leverages Councils' capacity funding to initiate projects that benefit the regions businesses. Projects that either businesses and/or government agencies fund.

This funding is only as secure as the programmes, contracts and confidence investors may have in ENC to deliver expected outputs and outcomes.

For the Years 7-10 of this ten-year strategy, ENC is confident it can access the skills required to deliver an expanded range of economic development services, compared to what it currently delivers.



Future Funding



Conclusion

The purpose of this ten-year Strategic Plan has been to provide information to enable ENC's primary stake-holders to guide and empower ENC's future intentions.

ENC has proven itself to be a competent and trusted economic development agency. It is well positioned to not only continue to provide a solid set of core BAU services, but also to deliver an expanded range of services if the funding is available and the willingness of the board and Councils for ENC to do more.

Defining the difference ENC could make to achieve the preferred economy for 2033 is at the heart of this Strategy. The intent in doing this is to solicit support and trust in the value and story of ENC and thereby justify support for expanded investment.

Appendix

Governance

The Board of Trustees of ENC is responsible for the overall corporate governance of ENC. The Trust's Deed sets out the governance responsibilities of the Trustees.

The Board is responsible for guiding and monitoring the management of the business and affairs of the Trust on behalf of the Councils to whom the Trust is accountable.

The Mayors of Waimakariri and Hurunui District Councils are Trustees, alongside six local business leaders appointed by the two Councils. The two Councils' CEOs are Advisory Trustees. The Board meets two monthly.

Accountability

The Trust has adopted accounting policies that are consistent with the Financial Reporting Act 1993 and Financial Reporting Standards issued by the Institute of Chartered Accountants of New Zealand.

Annually the Trust reports to the Councils, on the following matters:

- Delivery compared to the year's planned activities and performance measures.
- Financial position, cashflows, financial performance, movements in equity and an auditors opinion on these matters.

Half yearly reports are also provided to the Councils, including a statement of income and expenditure for the period, and a report of achievements against the Trust's objectives.

The two Mayors and CEO attend Board meetings and receive bi-monthly management and financial reports. The Trust's Annual Statement of Intent and their annual business plan and budget are made available to the two Councils following their approval by the ENC Board.

The likely constraints and opportunities affecting the areas' longer-term future are summarised below:

North Canterbury SWOT

- Strengths Weaknesses
- Proximity to Christchurch offers a market, access to labour, a large urban economy, rural-residential living opportunities and goods.
- Quality rural land resources are an asset.
- Manufacturing is showing emerging strength with recent investments.
- Household / population growth offers opportunities, generating new demand and opportunities.
- Availability of quality infrastructure and access to Christchurch and the rest of the South Island continues to improve.
- Waimakariri and Hurunui offer space, a 'sense of difference' and outdoor recreation opportunities.
- Proximity to Christchurch gives rise to competition for labour and market share.
- Local economy is small and relies on outside markets for its success.
- The population is ageing.
- Labour productivity appears to be low, and growth is relatively slow.
- Transport links to Christchurch are limited and exposed to risks, with limited overarching network resilience.
- Transaction costs, e.g., commuting costs and time required to travel impact negatively on local households.
- Spending is leaking out of the district.
-

Opportunities

Threats

- Some manufacturing sub-sectors, e.g., equipment, are emerging and showing an opportunity for export-driven growth.
- Farming sectors are displaying a willingness to add value by applying agri-business solutions.
- Clear options exist to research emerging visitor needs, attract spending, and further develop the visitor economy.
- Expanded use of technology will drive productivity and offer additional ways to enhance the value of locally produced goods.
- Facilitating closer-proximity access to tertiary education opportunities may accelerate the uptake of new skills.
- Focused research may give North Canterbury competitive advantage and accelerate adoption of new and emerging economic opportunities.
- Policy shifts around managing natural resources.
- Climate change and natural hazards.
- Balance between desire for rural residential living / population growth and the loss of productive soils, and natural amenity/values.
- Uneven distribution of the benefits of growth.
- Negative externalities could undermine the profile and perceptions of the district.

This information is largely drawn from a report prepared for Waimakariri District Council, 'Economic Profile and Outlook'. M.E. Consulting, May 2022. There is much in this report that can equally be applied to Hurunui District.

Waimakariri District Council 10 year Economic Development Plan (2023-34)

1. Sustainable future – with a low-carbon economy underpinned by adaptable and resilient businesses and highly productive but sustainable rural and business land use that maintains a healthy ecosystem.
2. Connected communities – with a high-quality fit-for-purpose internet and transport infrastructure.
3. Business responsiveness – with adaptation, customer focused regulatory practices, sufficient business land and infrastructure, strong partnerships and relationships and ‘enabled’ Ngāi Tūāhuriri-led development.
4. Liveable places and spaces – with people-centric improvements to the form and function of town-centres, increased arts and sports and high-quality life-style choices.
5. Investment attraction – with the aim of increasing the number of high-value businesses and associated employment to the district and increased visitation and new residents.

The Waimakariri Economic Development Strategy’s draft implementation schedule lists 50 actions to be undertaken over the next ten years. A total of 21 may be influenced by ENC. Around 15 of these are new actions for ENC - with seven of these focused on environmental sustainability and climate change and four specifically on attracting high value industries and people.

Hurunui District Council’s Economic Development Vision is to:

- Attract new businesses and investment, while also supporting the growth and development of existing businesses.
- Prioritise innovation, collaboration, and sustainability, with a focus on key sectors such as agriculture, tourism, energy, and the processing of primary production.
- Invest judiciously in infrastructure to support business growth and diversification.
- Promote Hurunui as a destination for residents, visitors, and investors alike, by showcasing the unique natural beauty, cultural heritage, and high quality of life that Hurunui has to offer.
- Foster opportunities to ensure farms and businesses adapt and become more resilient and better placed to take advantage of climate change.
- Support investment in infrastructure, education, and training programs to ensure the workforce has the skills and knowledge needed to succeed in a changing economy.
- Work to ensure the district’s economic development is sustainable, environmentally responsible, and socially inclusive.



