



**AGENDA FOR THE
MEETING OF THE
ECONOMIC DEVELOPMENT SUBCOMMITTEE
TO BE HELD ON
WEDNESDAY 16 APRIL 2025
COMMENCING AT 9AM**

Economic Development Subcommittee - Wednesday 16 April 2025 Public Agenda

Attendees: Mayor Sam Broughton; Councillors, P M Dean (Chair), S N O H Epiha, G S F Miller & N C Reid and Ms M McKay

16 April 2025 09:00 AM - 05:00 PM

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Public portions of this meeting are audio-recorded and livestreamed via the Council's YouTube channel.

The Severe Weather Emergency Legislation Bill has, until October 2024, suspended the requirement for members to be physically present to count as 'present' for the purposes of a quorum. Members attending by means of audio link or audiovisual link are therefore able to be counted as present for the purposes of a quorum and able to vote. The recently enacted Local Government Electoral Legislation Act has made these emergency provisions permanent.

OPENING KARAKIA

Whakataka te hau ki
te uru

Cease the winds from
the west

Whakataka te hau ki
te tonga

Cease the winds from
the south

Kia mākinakina ki uta

Let the breeze blow over
the land

Kia mātaratara ki tai

Let the breeze blow over
the sea

E hī ake ana te
atakura

Let the red-tipped dawn
come with a sharpened
air

He tio, he huka, he
hau hū

A touch of frost, a
promise of a glorious
day

Tīhei mauri ora!

**MINUTES OF AN ORDINARY MEETING OF THE
ECONOMIC DEVELOPMENT SUBCOMMITTEE
HELD IN THE COUNCIL CHAMBERS - SELWYN DISTRICT COUNCIL
ON WEDNESDAY 5 MARCH 2025
COMMENCING AT 11.30AM**

PRESENT

Mayor Sam Broughton; Councillors, P M Dean (Chair), S N O H Epiha, G S F Miller, N C Reid, S G McInnes, R H Mugford, Ms M McKay and D Kidd (Executive Director Community Services and Facilities)

ATTENDEES

Messrs. Benje Patterson (Independent Economist), Wim de Koning (Lincoln University); Mesdames S Mason (Chief Executive Officer), Sam Elder (Orion), R Phillips (Commercial Manager - Property and Investments), S Robinson (Principal Advisor Economic Development), P Ganda (Senior Communications Advisor), C Quirke (Head of Community and Economic Development), F McDonald (Assistant to ED Community Services and Facilities), T Davel (Senior Governance Advisor) and M Mordaunt (Assistant to CDO and CFO).

The meeting was opened with a karakia.

APOLOGIES

Apologies for lateness were received from Mayor Sam Broughton.

Moved – Councillor Epiha / **Seconded** – Ms McKay

‘That the Economic Development Subcommittee receive the apologies for lateness from Mayor Broughton as notified.’

CARRIED

EXTRAORDINARY OR GENERAL BUSINESS

None.

CONFLICTS OF INTEREST

None.

ORDER OF BUSINESS

CONFIRMATION OF MINUTES

1. Minutes of the ordinary meeting of the Economic Development Subcommittee meeting 12 February 2025.

Moved – Councillor Miller **Seconded** – Councillor Epiha

‘That the Economic Development Subcommittee confirms the minutes of the ordinary meeting of the Economic Development Subcommittee meeting 12 February 2025.’

CARRIED

REPORTS

2. Chairperson Verbal Report

Councillor Phil Dean

The Chairperson apologised for providing a verbal report again, due to the short time between meetings and advised that looking to extend the time between Economic Development meetings. Whilst Tim Harris is on leave, Allison Sneddon and Denise Kidd will be covering this subcommittee.

The Chairperson touched on the upcoming reports about the prioritisation matrix, decision tree and work plan.

‘That the Economic Development Subcommittee receive the verbal update from the Chairperson for information’

Moved – Councillor Dean / **Seconded** – Councillor Epiha

CARRIED

3. Executive Director Verbal Report

Denise Kidd Executive Director Community Services and Facilities

Ms Kidd reviewed the reports that will be delivered for the Economic Development work that is underway. Discussions will include the further detailed development of the Kai Aku Rika Economic Development Strategy Action Plan and the associated budget provisions.

The Energy Plan sits as part of the action plan. Within the Energy Plan sits a key project being trialled by Lincoln University with some support from Orion. The Committee will receive a presentation on this particular self-funded project today. Some work has also taken place on an Action Plan Prioritisation Tool to guide all proposed actions in the medium to long term within action plan and to apply to

economic development opportunities that may emerge and which I referred to above. Note: I draw to your attention that the economic development opportunities may or may not be investment opportunities, and Alison / Rebecca would contribute to applying the tool regards to testing investment opportunities.

The immediate actions in the action plan related to the Strategy, are based around those that were identified and consulted on through the extensive series of engagements with the business sector last year. The order/ prioritisation of these actions and associated budget have largely been determined by what the business sector agreed should be the initial priorities, recognising what are the building blocks we need to put in place before taking other steps (project) and also being pragmatic and identifying what actions are already underway within the sector that are well aligned. It was considered inappropriate to reevaluate priorities that had just been consulted on and agreed with the business sector and key stakeholders.

I will refer you to Alison for a quick update on the Investment / Disinvestment activity that has taken place and what is being tabled at today's meeting :.....

Alison:

.....Within the Decision Tress, Rebecca has tested a couple of examples and there will be an opportunity today to discuss the findings and the application. The Committee is being asked to endorse these Decision Tress today

'That the Economic Development Subcommittee receive the verbal update from the Executive Director Strategy and Engagement for information'

Moved – Councillor Epiha / **Seconded** – Councillor Reid

CARRIED

TERMS OF REFERENCE

None.

GENERAL BUSINESS

None.

RESOLUTION TO EXCLUDE THE PUBLIC

Recommended:

'That the public be excluded from the following proceedings of this meeting. The general subject matter to be considered while the public is excluded, the reason of passing this resolution in relation to the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reasons for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution	Date information can be released
1.	Economic Development Update, Decision Trees and Prioritisation	<i>Good reason to withhold exists under Section 7</i>	<i>Section 48(1)(a)</i>	At a future date, subject to review

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act or Section 6 or Section 7 or Section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as follows:

1	<i>The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.</i>	<i>Section 7(2)(b)(ii)</i>
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2 *that appropriate officers remain to provide advice to the Committee*

Moved – Councillor Epiha **Seconded** – Councillor Miller

CARRIED

The public meeting moved into Public Excluded at 12.24pm. The meeting resumed in open meeting at 1.20pm.

GENERAL BUSINESS

The chairperson commented that any changes made to the documents discussed in the public excluded meeting will be implemented, then brought back to the subcommittee for review before being made public.

The meeting closed with a karakia 1.20pm.

DATED this day of 2025

CHAIRPERSON



Economic Development Subcommittee Terms of Reference

For the remainder of the 2022-2025 Triennium

Adopted by Selwyn District Council on 14 August 2024

List of Committees

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INTRODUCTION

1. General Principles of Delegation

This document sets out the terms of reference and delegations for Selwyn District Council, and its committees and subcommittees. It also sets out the responsibilities of and delegations associated with certain roles, including the Mayor, Deputy Mayor, Chief Executive, Committee and Subcommittee Chairs and Deputy Chairs.

The Council's functions are wide-ranging, and it has obligations and powers under many statutes and regulations.

These terms of reference are intended to allow the Council to ensure that its powers and functions are exercised at a level commensurate with efficiency and effectiveness and the significance of the power or function.

2. Establishment of Committees

Procedures, responsibilities, and accountabilities

Subject to the following limitations, the committees of the whole shall have power to act in all matters concerning the functions listed in their respective delegations, provided they do not conflict with stated policy of Council. In respect of matters requiring financial input the committee's power is limited to the extent that provision has been made in the annual budgets and in the Long-Term Plan.

All Committees of the Whole:

- a) Shall be responsible for planning, reviewing and implementation of functions, duties, and powers in respect of their delegations
- b) Shall be responsible for monitoring performance (including budget and performance targets) for their areas of responsibility
- c) Have delegated power to appoint subcommittees and to delegate their powers to that subcommittee.
- d) May delegate their powers to an officer of the Council
- e) Can delegate any of its powers to any joint committee established for any relevant purpose under clause 32, Schedule 7 of the Local Government Act 2002 (LGA)
- f) Any committee of the whole has the power to adopt the Special Consultative Procedure provided for in Section 83 to 88 of the LGA in respect of matters under its jurisdiction. (This allows for setting of fees and bylaw making processes up to but not including adoption)
- g) All committees of the whole shall undertake such other functions as may be delegated by Council from time to time and are able to provide recommendations to council where appropriate

- h) When an Act or Regulation empowers 'the Council' to carry out a decision-making function, that decision must be made by way of resolution of the full council unless the Act or Regulation permits delegation to a committee, subcommittee or officer
- i) Council cannot delegate any of the following matters to committees, subcommittees or any other subordinate decision-making body (Clause 32(1)(a)- (h) of Schedule 7 of the Act):
 - a) the power to make a rate
 - b) the power to make a bylaw
 - c) the power to borrow money, or purchase or dispose of assets, other than in
 - d) accordance with the long-term plan
 - e) the power to adopt a long-term plan, annual plan or annual report
 - f) the power to appoint a chief executive
 - g) the power to adopt policies required to be adopted and consulted on under the Local Government 2002 in association with the long-term plan or developed for the purpose of the local governance statement
 - h) the power to adopt a remuneration and employment policy.
- j) The power to make or alter any council policy is limited to those instances where that power has been specifically delegated to the committee
- k) Any committee of the whole can approve submissions on legislation
- l) All Council committees will follow Tikanga and will open and close with a karakia

3. Committees

Committee includes, in relation to the Council:

- a) A committee comprising all the members of the Council;
- b) A standing committee or special committee appointed by the Council;
- c) A standing committee or special committee appointed by the Mayor;
- d) A joint committee appointed under clause 30 of Schedule 7 of the Local Government Act 2002;
- e) Any subcommittee of a committee described in items (a) (b), (c) or (d) of this definition; or
- f) A subordinate decision-making body, including Subcommittees and Forums

The terms of reference and delegations to Committees and Subcommittees are set out in full in this document. In respect of committees and subcommittees:

- a) The committees have no decision-making powers other than those set out in these terms of reference
- b) Any committee may request expert advice through the Chief Executive where necessary

- c) The committees may make recommendations to their governing committee or Council, or Chief Executive as appropriate

4. Working groups

Working groups may be recommended by committees and subcommittees for Council approval. Working groups are set up to investigate a specific issue within their area of focus and report back within a specific timeframe. Working groups are made up of members of the committee or subcommittee. Working groups do not have decision making power. Working groups enable Councillors to work constructively and collegially together to consider an issue and collectively work on solutions.

5. Quorum

Unless otherwise specified, a quorum is defined as a half, if the total number of members is even or a majority, if the total number of members is odd. The quorum for committees and subcommittees are stated in the relevant terms of reference. The Mayor is included in calculating the quorum and is counted towards the quorum when present. Appointed members are included in calculating the quorum and are counted towards the quorum when present.

6. Ambiguity and Conflict

In the event of ambiguity or conflict between any of the provisions contained in these terms of reference, the Chief Executive can provide advice. If the ambiguity or conflict results in uncertainty or dispute as to which chairperson, committee or subcommittee has the delegation to act in respect of a particular matter, then the Mayor will decide in consultation with the Deputy Mayor and having received advice from the Chief Executive. The decision of the Mayor will be final and binding.

In resolving ambiguity or conflict in the allocation of matters to committees, the guiding principle is that the primary outcome of the decision required should determine which committee deals with the matter.

ECONOMIC DEVELOPMENT SUBCOMMITTEE – TERMS OF REFERENCE

The Economic Development Strategic Priority Committee shall be a Committee of Council, established by Council for specific periods determined by the governing body, or until the 2025 local elections. The existence of the committee does not remove from council any of its legal obligations or responsibilities.

Chair:	Councillor Dean
Deputy Chair:	Councillor Epiha
Members:	Mayor Sam Broughton Councillor Miller Councillor Reid Megen McKay (Te Taumutu Rūnanga representative) Vacant (Ngāi Tūāhuriri Rūnanga representative) Up to 2 x Subject matter experts
Quorum:	Half the number of elected and appointed members on the committee at the time, as per S.O 11.1(b). If it is an odd number, then the quorum is half plus 1.
Meeting Cycle:	Quarterly (monthly initially)
Delegations Powers:	As per section 5 of the TOR
Reporting Officer:	Executive Director Strategy and Engagement Executive Director Community Services and Facilities

1. Purpose

The purpose of this Economic Development Strategic Priority Committee is to promote sustainable growth for the Selwyn District and its residents and businesses.

It is to take a direct role in leading Councils contribution to the Kai Aku Rika Economic Development Strategy and is to also play an indirect role in connecting and being aware of other organisations and partner institutions' contributions to the strategy.

It is to take a direct and active role in developing a collaborative relationship with the cross-sector steering group by meeting biannually to discuss aspects of the Kai Aku Rika Economic Development Strategy that are led by partners other than Council.

2. Responsibilities

- Establishes and develops relationships with governance associated with Business Canterbury (previously Chamber of Commerce), local rūnanga, tertiary institutions

and Canterbury Mayoral Forum to further the objectives of the Selwyn Economic Development Strategy.

- Monitors enhanced cooperation between Council and economic players; overseeing that positive operational relationships exist with Business Canterbury (previously Chamber of Commerce), tertiary institutions, local Māori businesses, Selwyn businesses and key sectors and ensuring there is evidence of sustainable economic development taking place within Selwyn district as a result.
- Monitors that successful initiatives delivered / facilitated by Council take place ensuring that the local workforce is equipped with future-fit skills and opportunities; overseeing the identification and delivery of local employment and training initiatives in Selwyn (including but not limited to collaborations with tertiary institutions, Mayors Taskforce for Jobs) that align to Kai Aku Rika Economic Development Strategy.
- Monitors that businesses innovate and grow and that there is increased investment to fuel Selwyn's economy; ensuring there are opportunities identified by Council and/or pursued by Council and pursued to attract businesses that align to Kai Aku Rika Economic Development Strategy and priorities are identified. Oversee that such businesses (including Māori businesses and central government agencies) are professionally and actively encouraged and incentivized to establish, locate and / or expand within Selwyn district.
- Monitors Council's role in improvements in productivity and diversification within the food and fibre sector.
- In partnership with Te Taumutu Rūnanga and Te Ngāi Tūāhuriri Rūnanga, monitoring Council's role in supporting Māori Economic Development that aims to leverage the strengths of the Māori economy; ensuring inclusive economic growth and direct investment in Māori success.
- Oversees Council's role in the development of a distinctive and widely understood place brand that resonates with residents and attracts talent to the district. This brand will showcase the district's reputation as a knowledge capital and a district where innovation thrives
- Monitoring destination management initiatives that result in increased visitor spend and retention, including actions outlined in the regional Ōtautahi Christchurch Canterbury Waitaha Destination Management Plan.
- Monitoring improved resource utilisation that achieves positive environmental impacts, encourages innovation and contributes to the Selwyn economy.
- Oversees Council's role in ensuring that Selwyn's infrastructure network (social and physical) meets the growth and resilience demands of Selwyn district
- Evaluates economic development opportunities that require Council investment and makes recommendations to the Council.
- Any opportunities that arise between meetings and require Council resources will be discussed with the Chair, who will provide guidance and seek input from other Committee members.

3. Delegations

The Committee will have no delegated decision-making responsibilities.

4. Reporting

The Committee will report to the Governing body.

5. Chairperson may refer urgent matters to the Council

As may be necessary from time to time, the Committee Chairperson is authorised to refer urgent matters to the Council for a decision, where this Committee would ordinarily have considered the matter.

6. Terms of Reference Review Process

The Terms of Reference will be reviewed at the first meeting of the committee and then again before the end of the triennium for advice to the next elected council.

TERMS OF REFERENCE REVIEW TABLE

Date of review	Status / summary of changes made
June 2024	TOR established
14 August 2024	Adopted by Council
13 November	Adopted by Committee
4 December 2024	Amendments adopted and recommended to Council 11 December 2024

PUBLIC REPORT

TO: Economic Development Subcommittee

FOR: Meeting on 16 April 2025

FROM: Head of Community and Economic Development

DATE: 7 April 2025

SUBJECT: **ECONOMIC DEVELOPMENT WORK PROGRAMME UPDATE**

RECOMMENDATION

That the Subcommittee:

- *That the Subcommittee approves the Economic Development Subcommittee Work Programmes and meeting dates on May, July, December 2025, March and June 2026.*
- *Notes items in the Economic Development Work Programme Update'*

1. **SIGNIFICANCE ASSESSMENT/COMPLIANCE STATEMENT**

The decisions that are sought and the matters that are discussed in this report are assessed as of low significance, in accordance with the Council's Significance and Engagement Policy.

2. **PURPOSE**

The purpose of this report is for the Economic Development Subcommittee to receive and approve the *Economic Development Subcommittee Work Programme* and associated quarterly meeting schedule and note the Economic Development Work Programme update.

3. **HISTORY/BACKGROUND**

Waikirikiri Ki Tua Future Selwyn Strategy

Waikirikiri Ki Tua Future Selwyn, adopted by the Council on 23 October 2024, is our long-term (50-100year) strategic framework for intergenerational wellbeing, sustainability, resilience, growth, change, and development in Waikirikiri Selwyn. It serves as a guide for the Council's decision-making, planning, and investment, aligning current and future strategies, plans, and policies. The Kai Aku Rika Economic Development Strategy was developed in conjunction with the Waikirikiri Ki Tua Future Selwyn framework.

Kai Aku Rika Economic Development Strategy

On 14 August 2024, the Council endorsed the Kai Aku Rika Economic Development Strategy. The strategy, titled *Breaking New Ground: A Strategy for Economic Transformation 2024-2034*, aims to build on our success, play to our strengths and drive more purposeful growth in our economy. The strategy will provide a coordinated effort across our economy to target the right growth and guide investment and activity to help achieve it. By aligning and mobilising resources, we can achieve more together and make the change we're seeking happen faster.

The strategy acknowledges that Council has a key role to play within economic development and is an active contributor alongside other economic players. Every decision and investment has an economic impact, so this is an integrated and whole of system approach to getting it right for our community. The development of the strategy was a collective effort. Formal engagement began in November 2023 and lasted six months, and involved extensive engagement with over 250 local leaders, businesses, community members and mana whenua.

The strategy is for 10 years and will align with Waikirikiri Ki Tua Future Selwyn which looks out to 2050 and beyond, recognising that big shifts require an intergenerational view. To close the gap between aspiration and action, the strategy will be delivered in stages with a clear and concise list of priority actions and catalyst projects that we can start work on right away. We know these will evolve over time and we need to be responsive to change.

To support the strategy's execution, the Council has allocated a NZ\$9 million budget over 10 years in its Long-Term Plan 2024-34. At its 5 March 2025 meeting, the Economic Development Subcommittee noted the Action Plan for the next two years and funding allocation of \$667,000 for 2024/25.

4. PROPOSAL

There are no legislative requirements or considerations for this proposal.

5. OPTIONS

The options before the Subcommittee are as follows:

Economic Development Subcommittee Work Programme

- a. *That the Subcommittee approves the Economic Development Subcommittee Work Programme and quarterly meeting schedule, with meetings scheduled for July, December, March 2026, and June*

This is the recommended option.

- b. That the Subcommittee request changes to the *Economic Development Subcommittee Work Programme*.
- c. That the Subcommittee requests further information.
- d. That the Subcommittee does not approve the work programme.

6. VIEWS OF THOSE AFFECTED / CONSULTATION

The community was consulted through the Long-Term Plan 2024-2034 process, and statistical analysis showed that 61% of submitters said they supported the continued development of an economic development strategy.

A broad range of business leaders and key partners (256) attended 5 events and workshops throughout the strategy engagement process to provide input into the strategy. Local business participants (102) provided their feedback on the strategy through the February 2024 Selwyn Business Survey including what they thought was unique about the Selwyn business community and how the Council could improve engagement. A broad range of business leaders and key partners have signed up to

receive regular updates on the progress of the Kai Aku Rika Economic Development Strategy.

Members of the Advisory Group consisting of business leaders and key partners (44) received the draft strategy to provide feedback on. The strategy was positively received, including constructive feedback about the Council being more ambitious with attracting and retaining spend, reinforcing the significance of the agricultural sector and exports, and ensuring there is a difference in approach with large businesses compared to small-medium enterprises. Members reiterated the importance of measures, keeping stakeholders informed in relation to implementation and the need for a strong communication plan to the wider business community

(a) Māori and Treaty implications

Te Taumutu Rūnanga representatives have directly participated in the development of the Kai Aku Rika Economic Development Strategy process and have agreed to the strategy in principle. Te Taumutu Rūnanga have expressed interest in contributing to the implementation through the action plan. Council staff will actively engage with Te Taumutu Rūnanga to understand their role across all projects identified in the Action Plan.

Te Ngāi Tūāhuriri Rūnanga were invited to participate in the engagement process, and Council staff will continue to pursue engagement with Te Ngāi Tūāhuriri Rūnanga through the Chief Executive's Office and the Pou Kaiāwhā - Executive Cultural Advisor to understand their interest and role in implementation.

The Kai Aku Rika Economic Development Strategy will contribute to positive social, cultural and economic benefits for Māori. A Catalyst Project outlined in the Action Plan is to establish a Māori Economic Development Partnership subject to discussion Te Taumutu Rūnanga and Te Ngāi Tūāhuriri Rūnanga representatives, with other actions related to supporting the Māori economy, local Māori businesses and employers.

The report aligns with Te Tiriti o Waitangi / Treaty of Waitangi through involvement of mana whenua, and ongoing partnership opportunities. The matter is recognised as of importance to Māori. The matter does not require specific consideration of iwi planning documents, Treaty settlement legislation or any other document expressing matters of importance to Māori.

(b) Climate Change considerations

The matters of this report have potentially significant climate change implications. The economic activities undertaken in Waikirikiri Selwyn in the future may positively or negatively impact on greenhouse gas emissions and will be susceptible to the impacts of climate change.

The Kai Aku Rika Economic Development Strategy will position Council and other key economic partners to better respond to the impacts of climate change by moving towards a regenerative approach, including reducing environmental impacts through improved resource utilisation and supporting other sustainable economic practices to reduce emissions.

7. FUNDING IMPLICATIONS

There are no funding implications in relation to the options put forward in this report other than those communicated in relation to 2024/2025 budget as outlined in the previous report to Economic Development Subcommittee dated 3 March 2025.

8. **Economic Development Subcommittee Work Programme**

The work programme (Appendix A) is focussed on Kai Aku Rika Economic Development Strategy and outlines key reporting and stakeholder engagement activities for 2024/2025 and 2025/2026, ensuring continued progress on economic initiatives. The programme remains flexible to accommodate emerging opportunities, and additional items added at the discretion of the Chair of the Economic Development Subcommittee or upon Subcommittee request. If urgent matters arise between meetings (such as time-sensitive opportunities) the Chair will initiate contact with Subcommittee members in line with the Terms of Reference. Any opportunities requiring Council resources will be discussed with the Chair, who will seek input from other Committee members as needed.

- Council led Projects: The Subcommittee will get detailed reports every three months (quarterly) on projects run by the Council.
- External led Projects: Projects run by other organisations / entities will be shared for general information only.
- External led Projects with Council Funding: If the Council provides money to an external led project, the Subcommittee will be provided with report on how that money is spent and associated deliverables.

External Partners invited to provide an update may include Cross-Sector Steering Group members, signatories of the Strategy (such as CORDE, KiwiRail, Lincoln University, Business Canterbury, Te Taumutu Rūnanga, and Orion), or other contributors to economic development in Selwyn.

Written Cross-Sector Steering Group updates will be provided twice a year, with the Chair of the Steering Group invited to present annually. Informal networking opportunities with the group will be scheduled for June and December.

Meetings are aligned with the Investment Strategy Work Programme which includes one additional meeting in May.

9. **Economic Development Programme Update**

Identity Project Update

The Subcommittee will receive a briefing from Natalie Cahill (SDC) and Laura Sessions (Studio C) on the Identity Project, a Catalyst Project under Kai Aku Rika's *Building Our Brand and Telling Our Story* priority.

Waikirikiri Selwyn boasts diverse landscapes rich in natural beauty; from the alps to the plains, through to the sea. Our district is bordered by the Rakaia and Waimakariri Rivers, with Arthur's Pass National Park in the Southern Alps to the west and the Pacific Ocean to the east. Our townships are rich in knowledge and cultural heritage. Yet, the true potential of our identity lies in the interweaving of these attributes with the lived experiences of our people. To realise an enhanced identity, we must delve into the collective psyche and seek to draw out a shared sense of place that is inclusive and reflective of our bicultural story and our diverse community. This means embracing the

cultural narratives that have long been the undercurrent of our regional story and ensuring that the presence of mana whenua is integral to our identity. To stand out in a cluttered environment, we must craft and narrate our own story. Our brand needs to build more emotional appeal and work across our visitor, business and community sectors more effectively to stimulate connectedness and economic activity. A strong sense of place is good for our economy. A strong presence for our district is good for our businesses. We will forge an identity that resonates with authenticity and aspiration, reflecting the true character of Waikirikiri Selwyn and inspiring a new chapter of growth.

The project is not a rebrand of Council services but a strategic repositioning to create a compelling district image. The *Selwyn from the Land* destination brand, known for its connection to place, tourism, and food provenance, will be considered within this scope. This briefing will provide an update on scoping work, including case studies considered, and expected deliverables from a brand partner. Refer to Appendix items B and C for the slide deck and further information on case studies.

Dark Sky Accreditation Update

As previously reported, a Lincoln University Master's student in Tourism Management has finished and established a solid baseline of research, including:

- Researching the benefits of Dark Sky Accreditation.
- Mapping visitor assets and stakeholders.
- Reviewing community submissions from the Long-Term Plan 2024-34.
- Assessing District Plan requirements and relevant activities across the Council.

While the findings will not be presented at the next meeting due to time constraints, this foundational work is progressing well. Staff have met with a Glenorchy Dark Skies Sanctuary representative to learn from their accreditation journey. Additionally, staff engaged with the KiwiRail Great Journeys team to initiate a joint Tourism Plan (as outlined in the MOU with Council), with actions including support for the Dark Sky Accreditation project and collaboration in promoting dark sky experiences.

Next steps include onboarding a Dark Skies technical expert to review the gathered information, engage key stakeholders, and develop a comprehensive roadmap. This roadmap will outline costs, timelines, and the necessary steps for the accreditation application. The expert will also update the Subcommittee on findings to date and provide a high-level overview of the next steps in an upcoming meeting.

Cross-Sector Steering Group and Strategic Relationship Management Update

Johny O'Donnell, who previously supported the Council in the development of the Kai Aku Rika Economic Development Strategy, is working with Council team members on the Cross-Sector Steering Group establishment. Johny's role will include designing a diverse, cross-sector group with defined roles, a Terms of Reference, decision-making processes, and long-term engagement strategies. Signatories of the Strategy, including KiwiRail, Orion, Business Canterbury, Te Taumutu Rūnanga, CORDE, and Lincoln University, will be individually engaged by Johny and Council staff, alongside other partners involved in projects during Years 1-2 of the Action Plan. Johny is also commencing work on a Strategic Relationship Management Framework; identifying stakeholder needs, streamlining engagement, and aligning opportunities with the Council's strategic priorities to foster sustainable relationships. This will include

developing operational tools and processes to enhance engagement and improve efficiency.

Effective relationship management is critical, ensuring these relationships are nurtured across various roles within the organisation, promoting ongoing collaboration, trust, and shared ownership across the sectors involved in the strategy. These efforts are essential for the long-term sustainability and impact of our economic development initiatives. Economic Development Subcommittee will receive a more in-depth update on these efforts in the July meeting. Additionally, the Subcommittee will be invited to attend an informal networking hui with the Cross-Sector Steering Group before the end of June 2025.



Clare Quirke
Head of Community and Economic Development
Endorsed for Agenda



Denise Kidd
EXECUTIVE DIRECTOR COMMUNITY SERVICES AND FACILITIES

Appendices:

- Appendix A “Subcommittee Work Programme Kai Aku Rika Economic Development Strategy”
- Appendix B “Identity Project Update Slide Deck”
- Appendix C – “Identity Project Case Studies of Place Branding”

Economic Development Subcommittee Work Programme 2024/2025 and 2025/2026

Kai Aku Rika Economic Development Strategy

April 2024	July 2025	December 2025	March 2026	June 2026
<ul style="list-style-type: none"> • Economic Development Programme Update <ul style="list-style-type: none"> ○ Decision required on Work Programme 2024/2025 ○ Strategic Relationship Management Framework ○ Enterprise Dunedin Informal Meeting Invitation ○ Dark Sky Accreditation Update ○ Emerging Opportunities Update ○ Identity Project Presentation • Cross-Sector Steering Group Update (Written) 	<ul style="list-style-type: none"> • Economic Development Programme Update <ul style="list-style-type: none"> ○ Quarterly report on Council led or funded projects including: <ul style="list-style-type: none"> ○ Decisions (Decisions Required, Decisions Made Last Period) ○ Executive Summary of Economic Development activity ○ Project Milestones ○ Budget Summary ○ Programme Risks Summary ○ News • Budget Update for 2025/26 • Cross-Sector Steering Group Update • External Partner Update 	<ul style="list-style-type: none"> • Economic Development Programme Update <ul style="list-style-type: none"> ○ Quarterly report on Council led or funded projects including: <ul style="list-style-type: none"> ○ Decisions (Decisions Required, Decisions Made Last Period) ○ Executive Summary of Economic Development activity ○ Project Milestones ○ Budget Summary ○ Programme Risks Summary ○ News • Local Economic Context Presentation • Cross-Sector Steering Group Chair Presentation 	<ul style="list-style-type: none"> • Economic Development Annual Reports <ul style="list-style-type: none"> ○ Summary of decisions and outputs in financial year for Council led or funded projects ○ Summary of notable updates from external partner projects and cross-sector steering group ○ Current state of measures and tracking progress ○ Looking ahead to next financial year • Action Plan Review for Next 3 Years • External Partner Update 	<ul style="list-style-type: none"> • Economic Development Programme Update <ul style="list-style-type: none"> ○ Quarterly report on Council led or funded projects including: <ul style="list-style-type: none"> ○ Decisions (Decisions Required, Decisions Made Last Period) ○ Executive Summary of Economic Development activity ○ Project Milestones ○ Budget Summary ○ Programme Risks Summary ○ News • Budget Update for 2026/27 • Cross-Sector Steering Group Update (Written)

The work programme is focussed on the Kai Aki Rika Economic Development Strategy and remains flexible to accommodate emerging opportunities, and additional items added at the discretion of the Chair of the Economic Development Subcommittee or upon Subcommittee request. If urgent matters arise between meetings (such as time-sensitive opportunities) the Chair will initiate contact with Subcommittee members in line with the Terms of Reference. Any opportunities requiring Council resources will be discussed with the Chair, who will seek input from other Committee members as needed.

The Subcommittee will receive in-depth quarterly reports on Council-led and funded projects, while externally led initiatives will be presented for information only. External Partner updates may come from Cross-Sector Steering Group members, partners who have endorsed the Strategy (such as CORDE, KiwiRail, Lincoln University, Business Canterbury, Te Taumutu Rūnanga, and Orion), or other contributors to economic development in Selwyn. Written Cross-Sector Steering Group updates will be provided twice a year, with the Chair of the Steering Group invited to present annually. Informal networking opportunities with the group will be scheduled for June and December.

Creating a place-based brand identity for Waikirikiri Selwyn



Presentation to Economic Development
Sub-Committee
16 April 2025



Context and background



Why investigate a place-based brand?

In developing the Economic Development Strategy, we had **contributions from >250 local leaders**, indicating **we don't have a clear regional identity**.

Our **current destination brand**, *Selwyn From the land* doesn't speak to businesses and **doesn't have the ED strategy's ambition**.

Other projects in the ED strategy can't be done well without a new place-based brand.

Project objectives



Refresh Selwyn's identity, highlighting our unique strengths and stories

Create a **shared vision** people can get behind

Shape a narrative that **builds, manages** and **changes perceptions** where needed

Lean into Selwyn's liveability and **embrace our cultural narratives**

What it isn't: a rebranding of Council services or operations!

Place-based vs destination branding

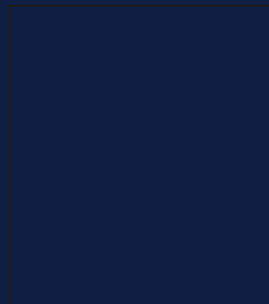
What's the difference?

Destination branding



Specifically **targets tourists** and highlights attractions, activities, and experiences that make a place appealing to tourists.

Focuses on **short-to medium-term**



Place-based branding



Shift from *'why should people come here'* to ***'why should people live and work here'?***

Focus on location's **overall identity**

Diverse audiences including residents, businesses, investors, and tourists

Aims to attract **various economic activities**, foster a **strong sense of community**, and improve the **overall reputation** of the place.

Brand Identity Vs. Visual Identity



Visual Identity = How you look
Brand Identity = **Who you are**

Visual Identity is your outfit.
Brand Identity is **your character**.

Visual Identity attracts.
Brand Identity **connects**

Visual Identity makes you seen.
Brand Identity **makes you remembered**.

Why use place-based branding?

**“Stories drive
economies.
Feelings drive
economies”**

Todd Babiak, CEO Brand Tasmania



Perception of
place influences

86%

of willingness
to visit.



What should a place brand achieve?



Create a **shared vision**



Get us **noticed** for the right reasons



Encourage **local action**



Attract **new residents, businesses & investment**



Instill **community pride**



Strengthen long-term partnerships



Remain independent of political inference

Global case studies

Place branding is the new
industry standard

Case studies

Cities around the world have successfully implemented place branding

[link for further reading](#)



PEOPLE
MAKE
GLASGOW
CREATIVE

Case study 1

Dunedin

Why we love this approach

- Council brand and services distinct yet function well with Enterprise Dunedin's brand
- Navigation by user purpose
- Tongue-in-cheek campaign targets professionals sick of big city living

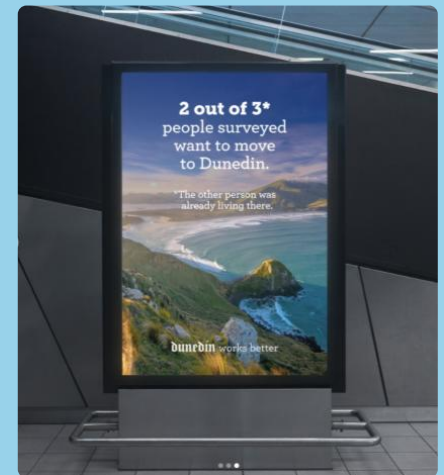
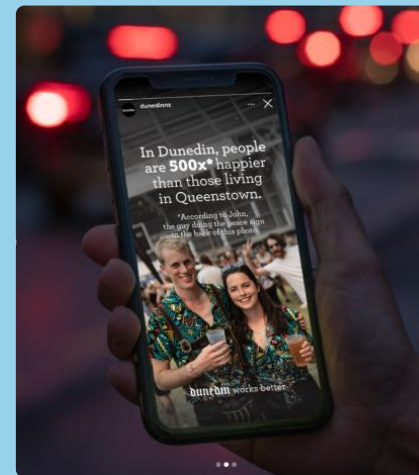


Case study 1

Dunedin

Key Takeaways

- Part of *Dunedin Works Better* campaign, aimed at attracting professions (aged 25-45) to the city
- Aimed to reframe perceptions
- Praised for strategic targeting and clear messaging city
- Campaign portrays Dunedin as a hub for entrepreneurs, cutting edge companies and innovative start-ups.

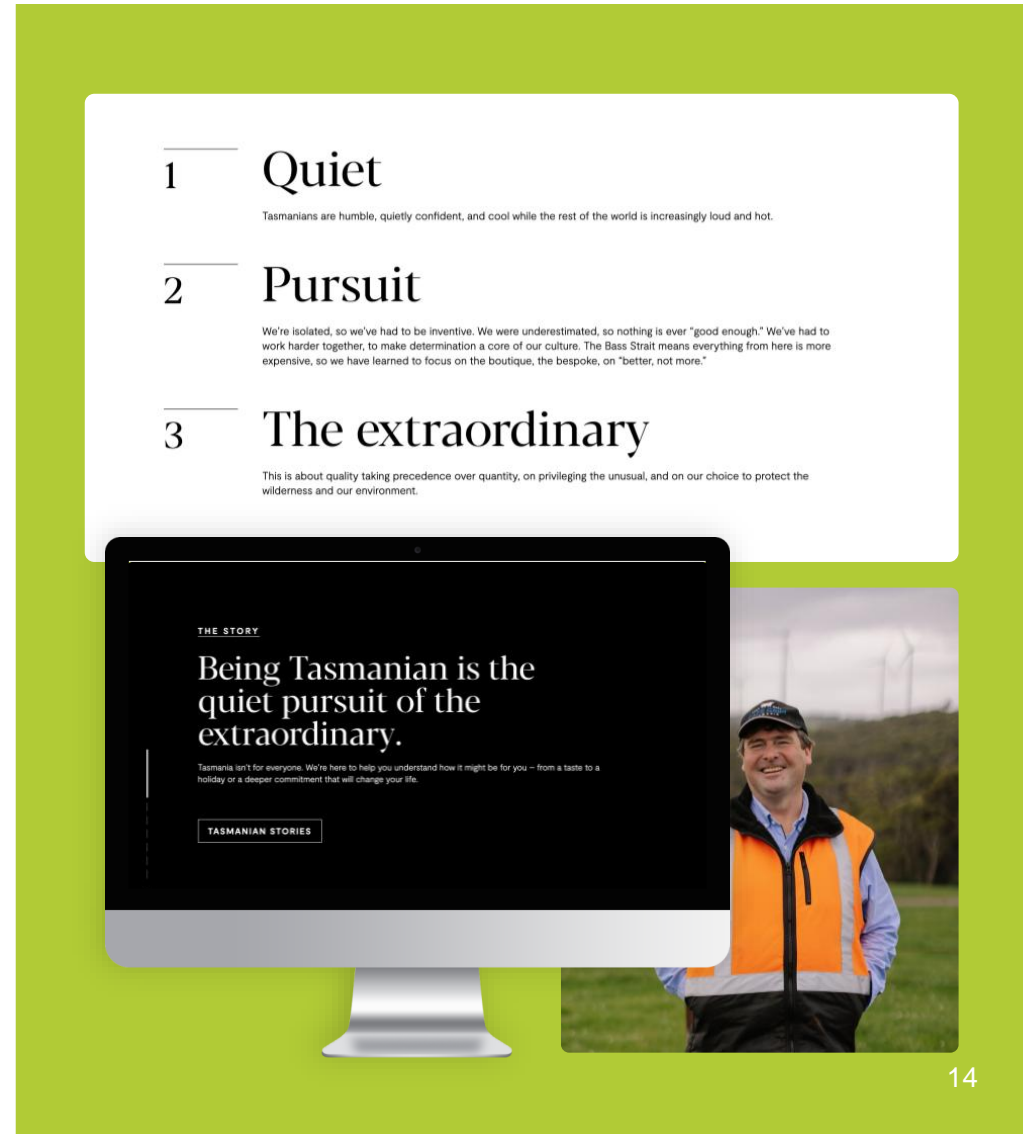


Case study 2

Tasmania

Why we love this approach

- Fearless and unapologetic about “who they are and who might like to join them”
- Focuses on ***“What feels like it could only happen here?”***

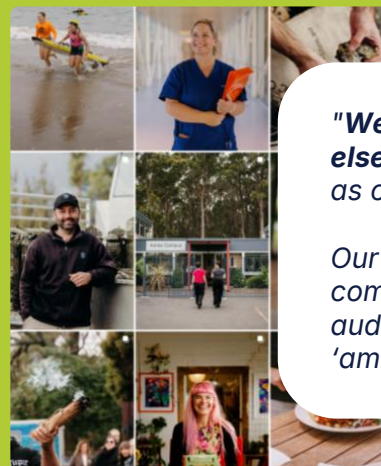


Case study 2

Tasmania

Key Takeaways: Consistency and confidence

- Brand flows through to all campaigns and projects
- Example: "Ambitious introverts who love nature" talent attraction campaign



"We know we aren't like everywhere else, so we don't want to look the same as other places."

Our advantage is our lifestyle and our community, and we know that our key audience for talent attraction are 'ambitious introverts who love nature'.

"One of the things that amazed us when we moved here was that your weekends, your downtime, can be so... ordinarily extraordinary."

MARTIN BANEZ
Interventional Neuroradiologist



What does a new place brand mean for Waikirikir Selwyn?

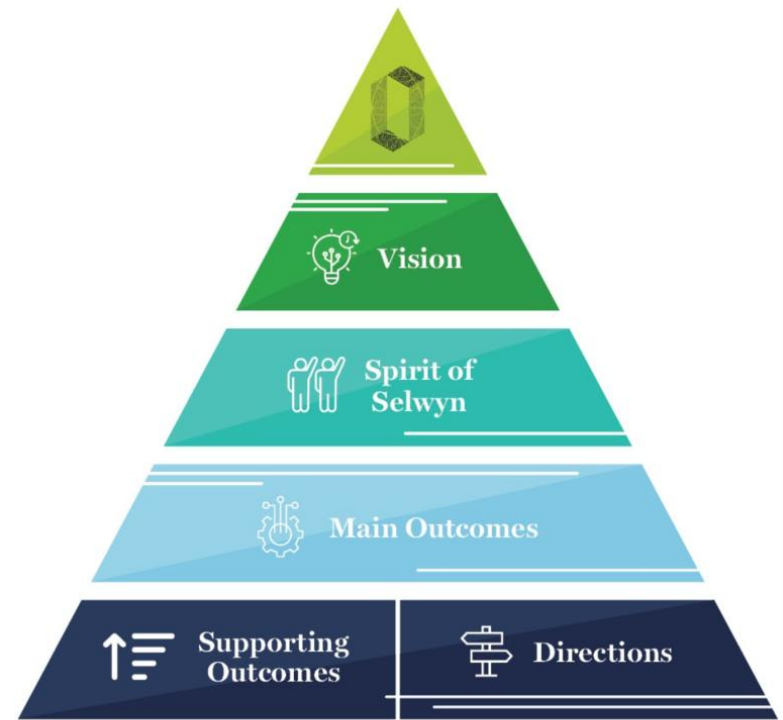
Integrating with existing strategy and brand



Alignment with Waikirikiri Ki Tua Future Selwyn

Place brand will **drive and deliver on outcomes of WKTFS.**

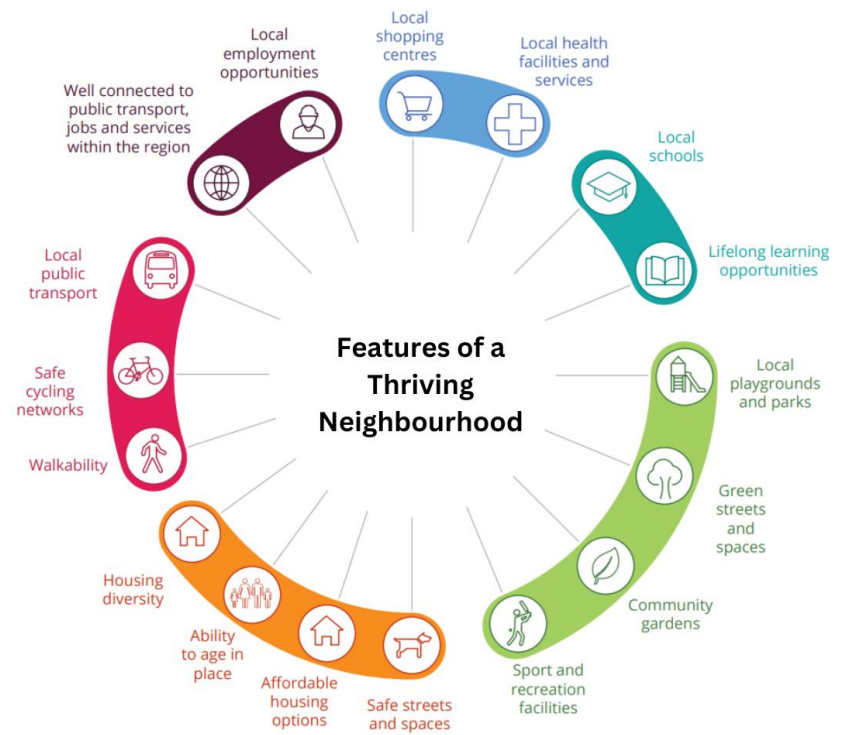
Place brand will **bring the Spirit of Selwyn to life** by showcasing local stories and values.



Thriving Neighbourhoods

A good place brand will deliver 'thriving neighbourhoods'.

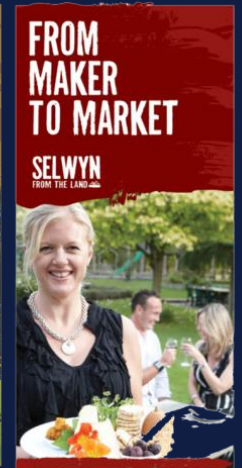
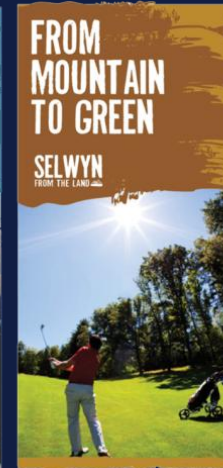
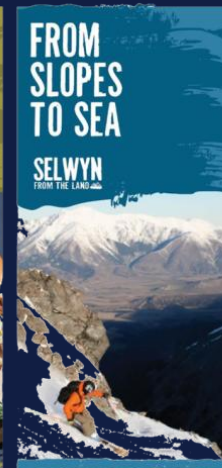
We can **measure** the benefits of a place brand through **liveability metrics/outcomes**.



Integrating *Selwyn From the land*

This destination brand resonates because of **connection to place, mountains to sea, and food provenance** story.

These become part of the new narrative.



How a Place Brand Identity Does Both

Destination Marketing

Attracts visitors

Tells stories of place

Highlights experiences

Builds emotional connection

Encourages repeat visits

Economic Development

Attracts investment, talent

Communicates business advantages

Promotes infrastructure, lifestyle

Builds long-term commitment

Converts into residency or investment



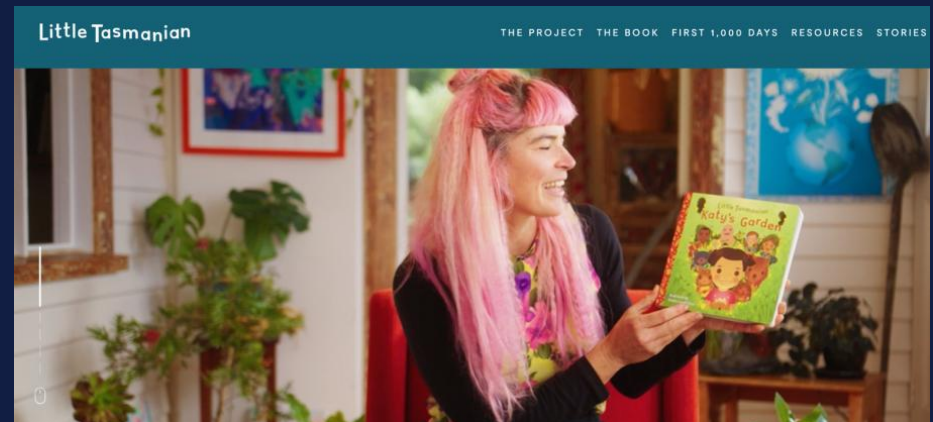
Integrating *Selwyn From the land*

Sub-brands need to be considered.

One option:

- Tasmania calls them **projects**, or *"Trojan horses to involve as many people as possible"*.
- Example: Little Tasmanian

SKI
SELWYN



Selwyn's Identity

What our research tells us



There's a
reason
we're
growing...

*but what
is it?*

Themes we've heard:

- **Authenticity and aspiration**
Ingenuity, resourcefulness and new frontiers
- **City of villages**
Small town feel with big city access
- **A bountiful land**
Mahinga kai and farm-to-table
- **Regenerative economy**
A gift for future generations
- **Special places**
Mountains to sea, dark sky

And more to come from Area Plans early engagement in May!

Measuring success



How do we measure the success of the new brand?

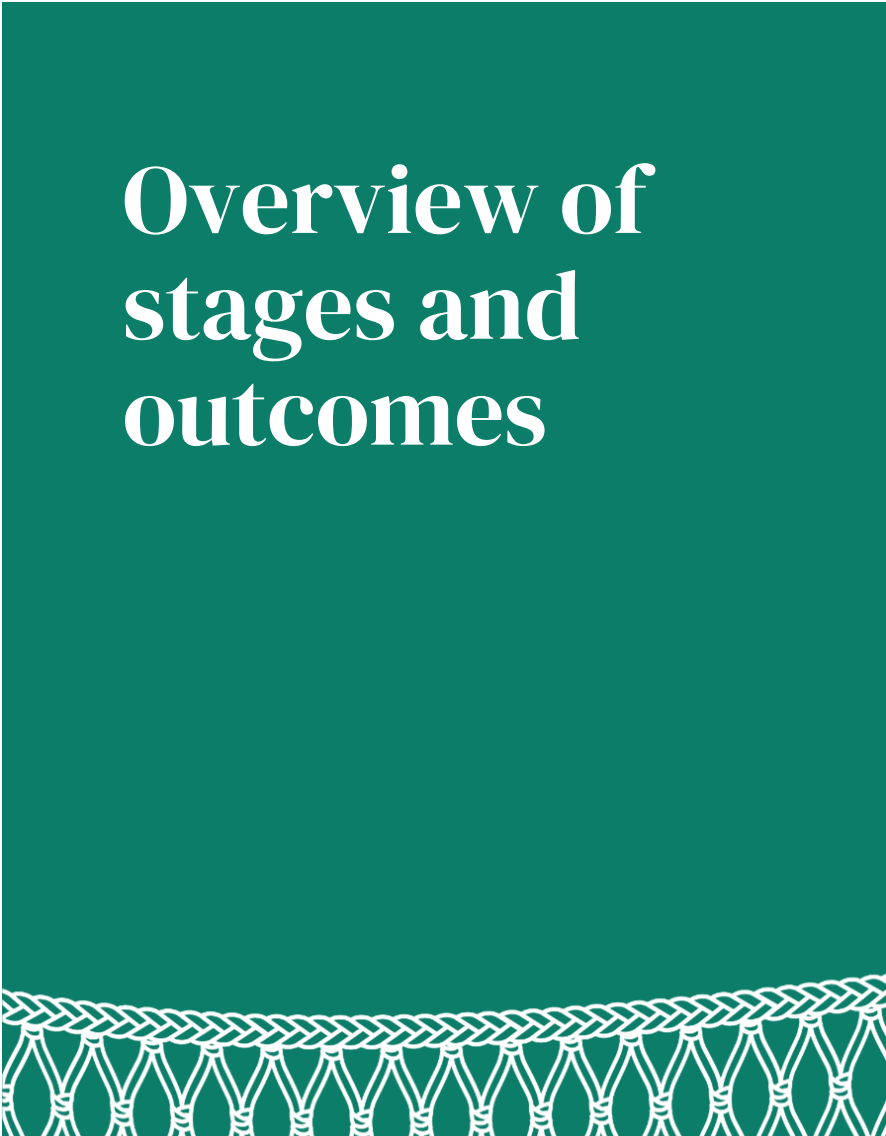
Need baseline data now

Investigate brand trackers (eg, Tracksuit)

Quality of Life Survey

Other relevant economic development markers

Track perception shifts, relocation interest, talent applications



Overview of stages and outcomes





Tēnā koutou

Thanks! We appreciate your time. Please let us know if you have any further questions.

Natalie Cahill | natalie.cahill@selwyn.govt.nz | Selwyn District Council

Creating a place-based brand identity for Waikirikiri Selwyn

Appendix: Case studies of place branding

01

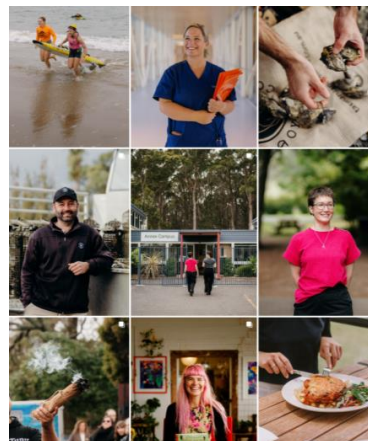
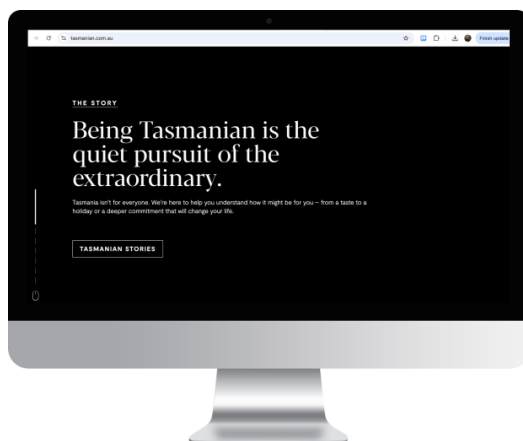
Tasmanian

The quiet pursuit of the extraordinary

To develop this unique place brand, Tasmania conducted interviews with locals to ask **‘what feels like it could only happen here?’** They found that the external perception of Tasmania is that it’s remote and isolated. As a result, they’ve had to work harder and be more creative and the result is products and services that are extraordinary.

Their resulting brand, **‘The quiet pursuit of the extraordinary’** resonates with and creates local pride. The brand focuses on the region’s “outsider” role, which makes it appear somewhat quirky and adventurous, but also down to earth and hands-on.

Another reason this brand is outstanding is the consistency they’ve created with the brand across campaigns and projects. Todd Babiak, CEO of Brand Tasmania when this was created, says, “We always ask: is this Tasmanian or not?” Their talent attraction campaign, ‘Ambitious introverts who love nature’, is a great example of this brand alignment.



02

Austin, TX

Keep Austin Weird

'Keep Austin Weird' is a now world-famous and often copied slogan, originally coined by [Red Wassenich](#) in 2000. Red, a librarian, called in to a radio show in his hometown of Austin, Texas. Austin wasn't doing so well at the time, and Red wanted to whisper encouragement to people who felt they understood what was special about this odd capital city in the middle of the most conservative state in America. He had not practiced the words, but he said, "We have to fight—in these troubled times—to keep Austin weird."

The slogan stuck, and it has been used ever since to market the city and its businesses. An entire book has even been written that discusses the cultural evolution of the 'Keep Austin Weird' movement as well as its commercialisation and socio-political significance. Austin is now the fastest-growing city in America.



03

Wellington You would in Wellington

"You would in Wellington" became the new slogan for a campaign to bring visitors to the Capital in winter 2024. It invites guests (both locals and outsiders) to discover something new about themselves - and Wellington. This is a great example of a campaign that aims to target locals to become tourists in their own town. It's a marked shift from their previous destination brand, Absolutely Positively Wellington.

Brigid Alkema, chief creative officer of Clemenger BBDO, says, "The one thing Wellington never is, is beige. Everyone who touched this was passionate about embracing this city's quirks and charms, and letting that shine through in the positioning. Rather than simply being about the place, it's about people, and the effect that Wellington has on you, as a visitor or local.



04

Sydney_ A 24-hour city

Sydney is shifting from a destination brand that relied on a few key icons (the bridge, beach and Opera House) to a place-based strategy focused on bringing back the city's nightlife and give people a reason to come back into the city post-COVID.

Nighttime workers in NSW make up 21% of the total workforce – that's almost 900,000 workers in industries like health, transport and hospitality. The new strategy focuses on these people and providing amenities.

“
*What nightlife and creativity and social life brings us is
connection and belonging.*
”

– Jess Scully



Jess Scully, Deputy Lord Mayor of the City of Sydney

City of Sydney's Deputy Lord Mayor, Jess Scully, said that creating destinations that are more intentional and designed to attract people has been working well in the city.

“What has worked is turning more space over to social lives and creativity ... Because we've got to do a lot to seduce people off their couches again,” she said. “Cities need to work more collaboratively and harder to entice people out.”

She believes that the 24 hour economy is about more than attracting capital and talent to Sydney. “What nightlife and creativity and social life brings us is connection and belonging.”

05

Auckland City of Sails

This brand, which won City Nation Place's award for Place Brand of the Year, leverages the city's coastal location and promotes a vibrant, urban lifestyle with easy access to the sea and nature. The brand appeals to tourists, businesses, hallmark events like the SailGP, and residents alike.

06

Glasgow People Make Glasgow

People Make Glasgow is the world's first crowd-sourced city brand. The spirit and attitude of the people was identified as the city's distinctive quality. The brand uses real, personal stories to make the brand feel authentic. The brand shows that the power of effective branding is the ability to open up new conversations and create an understanding within your community.



07

Manchester

[Distinctly Manchester](#)

Manchester has undertaken a “community branding” initiative to define their unique identity.

08

Liverpool

[it's Liverpool / i'm liverpool](#)

Outsider perceptions of Liverpool are still often negative, and this place-based identity aims to shift that to express the personality of a city with a unique creative spirit. It's Liverpool is not a brand or a logo, but rather includes practical guidelines in the form of a “not-a-brand book” which was a collaboration with 12 creatives.

09

Copenhagen

[A Metropolis for People](#)

Copenhagen is focused on being the world's most liveable city. This example shows how cities have pivoted away from a focus on visitors and towards residents.

10

Amsterdam

I Amsterdam

An early and iconic example of place branding, I Amsterdam is a great example of a public private partnership. It aimed to not just spread awareness about the virtues of their city, but also act as a catalyst for real urban change.



11

Perth, WA

City of Light

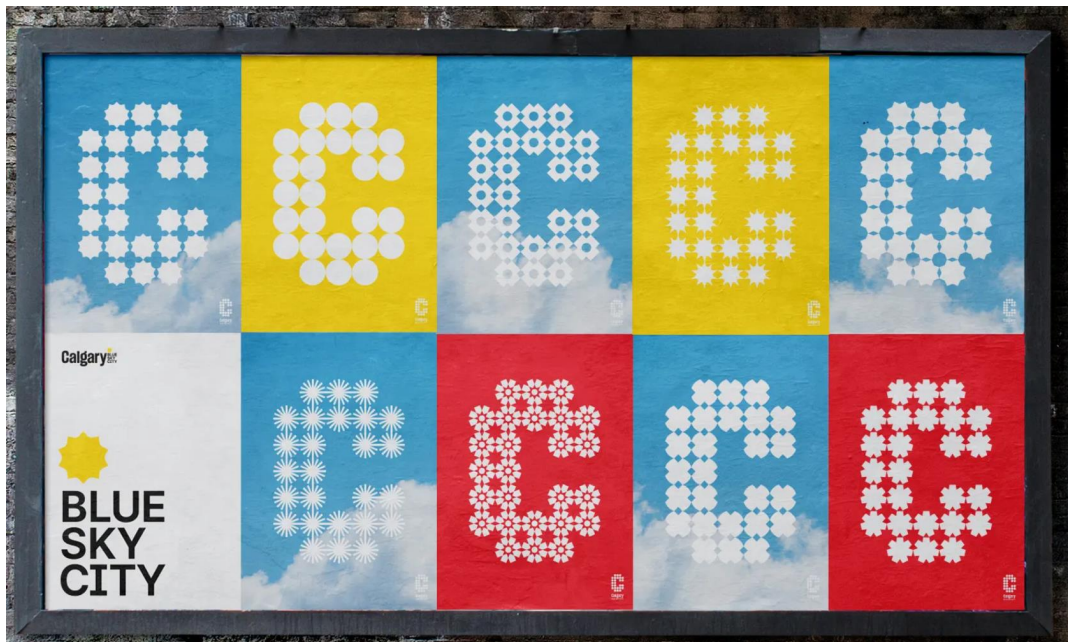
The theme of 'light' represents Perth in many aspects such as safety, sunshine, the night-time economy, vibrancy and more. It crafts a narrative around a unique point of difference for this WA town.

Another [Perth \(Scotland\)](#) has used the City of Light theme to craft a series of unique lighting projects, which promote its unique cultural heritage, architecture, public realm and greenspace, reinforcing Perth's status as a young, vibrant, cultural city.

12

Calgary Blue Sky City

The Blue Sky City brand plays on the fact that Calgary has more blue sky days than any other city in Canada. Blue Sky evokes a place of unexpected possibility, where everyone is equal. It is an invitation to belong, reconcile and embrace a more equitable future.



RESOLUTION TO EXCLUDE THE PUBLIC**Recommended:**

'That the public be excluded from the following proceedings of this meeting. The general subject matter to be considered while the public is excluded, the reason of passing this resolution in relation to the matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reasons for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for the passing of this resolution	Date information can be released
1.	Minutes	<i>Good reason to withhold exists under Section 7</i>	<i>Section 48(1)(a)</i>	
2.	Executive Director's Report			

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act or Section 6 or Section 7 or Section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as follows:

1, 2	<i>The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.</i>	<i>Section 7(2)(b)(ii)</i>
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2 *that appropriate officers remain to provide advice to the Committee.'*

CLOSING KARAKIA

Unuhia, unuhia

Te pou, te pou

Kia wātea, kia
wātea

Āe, kua wātea

Remove, uplift

The posts

In order to be
free

Yes, it has been
cleared