KAIKŌURA DISTRICT COUNCIL
EXTRAORDINARY MEETING FOR HEARINGS AND DELIBERATIONS TO THE ECONOMIC DEVELOPMENT STRATEGY HELD AT 9.00AM ON 11 NOVEMBER 2026, IN TOTARA COUNCIL CHAMBERS, 96 WEST END, KAIKŌURA

Date:	Wednesday 11 November 2026
Time	9.00am
Location	Totara, Council Chambers, 96 West End Kaikōura Available via Microsoft Teams

AGENDA

1. Karakia

2. Apologies

3. Declarations of Interest

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4. Overview of responses for the draft **Economic Development Strategy** 2

4.1 ***Attachment 1:*** *Submissions Summary and Officer Responses – Economic Development Strategy* 7

4.2 ***Attachment 2****: Full Submissions Received – Economic Development Strategy* 8

4.3 ***Attachment 3****: Economic Development Strategy Hearings Draft* 28

4.4 ***Attachment 4****: Economic Development Five-Year Action Plan Hearings Draft (including the proposed amendment)* 61

4.5 ***Attachment 5****: Implementation and Implications Statement Hearings Draft* 69

5. Submitters to be heard on the **Economic Development Strategy**:

Time	Name	Submission #	Page #
9.10am	Lynette Buurman	2	*11*
9.20am	Winston Gray	4	*18*
9.30am	Jack Van Berkel	6	*23*

6. Submitters who chose not to speak:

Name	Submission #	Page #
Esther An	1	*8*
Alanah Conner	3	*15*
Lilian Margetts (Aging Well Kaikoura)	5	*21*

Hearings end

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7. Deliberations on the Economic Development Strategy

8. Close Extraordinary Meeting

Report to:	**Council**
Date:	11 November 2026
Subject:	Economic Development Strategy and Five-Year Action Plan: Hearings and Deliberations
Prepared by:	D Hirst, Senior Advisor Strategy and Policy
Input sought from:	P Kearney, Senior Manager Corporate Services
Authorised by:	P Kearney, Senior Manager Corporate Services

1. SUMMARY

a) This report provides a high-level overview of the submissions received during consultation on the draft Economic Development Strategy 2026-2036 and the Draft Five-Year Action Plan (2026-2031). Consultation sought feedback on the Strategy's long-term vision, strategic priorities, proposed action plan, and Council's role in supporting economic development. Six submissions were received, with submitters generally supportive of the Strategy's overall direction.

b) Feedback primarily focused on implementation, housing availability, workforce development, tourism, housing for older people, recreation initiatives, and the proposed Kaikōura Research and Education Centre (KREC). Three submitters indicated that they wished to speak to their submissions. Staff have reviewed all submissions and prepared recommended responses and proposed amendments for Council's consideration through the hearings and deliberations process. Further detail is provided in Attachment 1.

2. RECOMMENDATION

It is recommended that the Council:

a) Receives this report.

b) Receives and considers the submissions on the Draft Economic Development Strategy 2026–2036 and Draft Five-Year Action Plan 2026–2031.

c) Hears those submitters who have requested to speak.

d) Deliberates on the submissions received, matters raised at the hearing, and the staff analysis and recommendations contained in Attachment 1.

e) Determines whether any amendments are required to the Draft Economic Development Strategy 2026–2036 and Draft Five-Year Action Plan 2026–2031 as a result of the consultation, hearings and deliberations process.

f) If Council determines that no material amendments are required, adopts the Economic Development Strategy 2026–2036 and Five-Year Action Plan 2026–2031, incorporating any minor amendments directed by Council, for public release.

g) If Council determines that material amendments are required, directs the Chief Executive to incorporate those amendments and bring the revised Strategy and Action Plan back to Council for consideration and adoption.

3. BACKGROUND

a) Council consulted on the Draft Economic Development Strategy 2026-2036 and supporting Five-Year Action Plan using the Special Consultative Procedure under section 83 of the Local Government Act 2002.

b) The Economic Development Strategy 2026-2036 provides a non-statutory strategic framework to guide economic development in Kaikōura. It establishes a long-term vision and strategic priorities intended to support a regenerative, resilient, and diversified economy, while helping to align future investment, advocacy, partnership, and decision-making across Council, iwi, businesses, government agencies, and the community.

c) The Strategy is organised around four strategic pillars:

- Housing and Community Wellbeing
- A Diverse, Year-Round Economy
- A Resilient Economy

- Connected, Liveable, and Environmentally Rich Places.

d) The consultation material also included a Five-Year Action Plan and an Implementation and Implications Statement. Feedback received during engagement in March and April 2026, together with approximately ten hours of subsequent one-on-one discussions with community members on the original draft, informed the development of these documents and further refinement of the Strategy and Action Plan. This process enabled the revised strategy to be presented as a community-informed document, reflecting a key objective from the outset to develop the Strategy in partnership with the community.

e) Following the close of submissions, staff reviewed all submissions and prepared recommendations for Council's consideration. A summary of submissions and staff responses is attached to this report.

4. FEEDBACK RECEIVED

Overview

a) A total of six submissions were received.

b) Three submitters indicated their wish to speak at the hearing.

c) Most submitters supported the overall direction of the Strategy, with feedback generally seeking clarification, refinement, or greater emphasis in specific areas rather than changes to the overall strategic direction.

Consultation Summary Table

Measure	Result
Total submissions received	6
Support	2
Partial support/support with amendments	3
Neutral/commentary	1
Oppose	0
Submitters wishing to be heard	3

Key issues raised

1. *WORKFORCE DEVELOPMENT AND PARTICIPATION*

- Submitters supported the Strategy's workforce development focus and highlighted the importance of retraining, lifelong learning, workforce transition, and supporting people returning to employment following illness, injury, caregiving responsibilities, or changing career circumstances.

2. *HOUSING AVAILABILITY AND AFFORDABILITY*

- Submitters highlighted the relationship between housing availability, workforce attraction, economic growth, and population retention.
- Concerns were raised regarding the potential impacts of short-term visitor accommodation on housing availability and affordability.

3. *ECONOMIC DIVERSIFICATION AND TOURISM*

- Submitters generally supported efforts to build a more diverse and resilient economy while acknowledging tourism's ongoing importance to Kaikōura.
- Several submitters emphasised the need to continue supporting tourism investment, destination marketing, and visitor infrastructure alongside diversification efforts.

4. *COMMUNITY FACILITIES AND EVENTS*

- Feedback highlighted opportunities to support community wellbeing through initiatives such as a local parkrun event and improved recreational infrastructure.

5. *HOUSING FOR OLDER PEOPLE*

- Support was expressed for the proposed Abbeyfield housing project and the broader objective of improving housing choice and aging-in-place opportunities.

6. *KAIKŌURA RESEARCH AND EDUCATION CENTRE (KREC)*

- Submitters supported the inclusion of KREC within the Action Plan and highlighted its potential contribution to economic diversification, research, education, innovation, and planning capability.
- Some submitters advocated for earlier implementation and greater prioritisation of the project.

7. COUNCIL STAFF RESPONSES

a) Staff have reviewed submissions and identified the following key matters for Council's consideration.

1. *WORKFORCE ATTRACTION, RETENTION AND SKILLS PROGRAMME*

- Staff recommend amending the Action Plan programme description to explicitly recognise workforce participation, retraining, lifelong learning, and workforce re-entry pathways.
- Staff consider that these matters strengthen the existing programme and align with the Strategy's workforce development objectives.

2. *HOUSING AND VISITOR ACCOMMODATION*

- Staff acknowledge concerns regarding housing supply and workforce accommodation.
- Staff consider the Strategy appropriately identifies housing availability and affordability as strategic economic development challenges.
- While the submission raises legitimate concerns, staff do not recommend amendments to the Strategy or Action Plan at this stage and instead recommend continued monitoring and investigation of potential future responses informed by local evidence.

3. *TOURISM AND ECONOMIC DIVERSIFICATION*

- Staff recommend retaining the Strategy as drafted.
- Staff consider the Strategy appropriately balances support for continued tourism growth with the need to strengthen economic resilience through diversification.

4. *COMMUNITY WELLBEING AND RECREATION INITIATIVES*

- Staff acknowledge support for initiatives such as parkrun and recognise their potential contribution to community wellbeing and visitor attraction.
- Staff do not recommend amendments to the Strategy, as these outcomes are already contemplated within the Strategy's broader objectives.

5. *ABBEYFIELD HOUSING PROPOSAL*

- Staff acknowledge support for additional housing options for older people.
- Staff consider that requests for development contribution relief or consent fee waivers are matters that should be considered through future project-specific decision-making processes rather than through the Strategy itself.
- No amendments are recommended.

6. *KAIKŌURA RESEARCH AND EDUCATION CENTRE (KREC)*

- Staff acknowledge the significant potential benefits identified by submitters.
- Staff consider the current Action Plan appropriately recognises KREC as a strategic opportunity while allowing further feasibility work, governance development, partner engagement, and funding assessment to occur before implementation decisions are made.
- No amendments are recommended.

7. PROPOSED AMENDMENTS

a) Staff recommend the following amendment to the draft Strategy and Action Plan:

Section	Recommended Change
Workforce Attraction, Retention and Skills Programme	Amend programme description to explicitly reference workforce participation, retraining, lifelong learning, and workforce re-entry pathways.

b) All other submissions can be appropriately addressed through implementation planning, future Council decision-making processes, or ongoing monitoring without requiring amendments to the Strategy or Five-Year Action Plan. Our response to all submissions are available within *Attachment 1: Summary of Submissions and Staff Recommendations.*

8. RISKS AND FINANCIAL IMPLICATIONS

a) The Strategy identifies a long-term vision, strategic priorities, implementation actions, and potential future opportunities only. Any future projects, business cases, funding decisions, land-use changes, infrastructure investments, or statutory approvals would be subject to separate feasibility assessments and future Council decision making processes.

b) The Strategy and Action Plan may create an expectation that Council will deliver, fund, or lead all initiatives identified within the documents, when successful implementation will often depend on partnerships with other organisations, businesses, community groups, government agencies, and available resources. If roles, responsibilities, and priorities are not clearly communicated, this could result in unrealistic community expectations and reputational risk for Council where actions are delayed, modified, or not progressed.

c) There is also a risk that the Strategy and Action Plan become outdated over time due to changing economic conditions, funding environments, legislative requirements, community priorities, or emerging opportunities. To mitigate these risks, the Strategy and Action Plan should be regularly monitored and reviewed, with periodic updates to ensure they remain relevant, achievable, and aligned with Council's strategic priorities and available resources.

9. RELEVANT LEGISLATION

a) Consultation has been undertaken in accordance with the Special Consultative Procedure requirements of section 83 of the Local Government Act 2002.

b) The Economic Development Strategy is a non-statutory document and does not amend the Long-Term Plan, District Plan, or any regulatory instrument.

c) Any future projects, funding commitments, or statutory processes arising from the Strategy will be subject to separate Council consideration and any relevant legislative requirements.

10. COMMUNITY OUTCOMES SUPPORTED

a) This paper primarily supports the following community outcomes:
Community - We communicate, engage and inform our community.
Development - We promote and support the development of our economy.
Future - We work with our community and partners to create a better place for future generations.
Services - Our services and regulatory functions are effective, efficient and fit for purpose.



Community
We communicate, engage and inform our community



Development
We promote and support the development of our economy



Environment
We value and protect our environment



Future

We work with our community and our partners to create a better place for future generations



Services
Our services and infrastructure are cost effective, efficient and fit-for-purpose

Attachments

Attachment 1: Summary of Submissions and Staff Recommendations
Attachment 2: Full Economic Development Strategy Submissions
Attachment 3: Economic Development Strategy Hearings Draft
Attachment 4: Economic Development Five-Year Action Plan Hearings Draft (including the proposed amendment)
Attachment 5: Implementation and Implications Statement Hearings Draft

Attachment 1: Submissions Summary and Officer Responses - Economic Development Strategy

Submission #	First Name	Family Name	Organisational Name	Supportive (Y/P/N)	Attending Hearing (Y/N)	Summary of Feedback	Staff_Comments_on_Submission
1	Esther	An		P	N	The submitter supports Pillar 2's focus on workforce capability, skills development, and creating a diverse, year-round economy. They submit that economic resilience is strengthened not only by creating jobs, but also by supporting people to remain connected to, or re-enter, the workforce following life changes such as illness, injury, disability, caregiving responsibilities, redundancy, or changing industry demands. The submission emphasises the importance of retaining local skills, knowledge, and experience, and considers that Council has a valuable role in facilitating partnerships between businesses, education providers, government agencies, and community organisations. The submitter suggests that the action plan include initiatives that support workforce transition and re-entry, including flexible employment opportunities, retraining and lifelong learning pathways, collaboration between employers and support services, and pathways into suitable employment for people whose circumstances or abilities have changed. Overall, the submission seeks greater recognition of workforce transition and re-entry as a component of workforce capability and economic resilience.	Staff acknowledge the submission's emphasis on workforce transition and re-entry as important contributors to workforce capability and economic resilience and agree that strengthening Kaikōura's workforce is not solely about attracting new workers, but also about supporting local people to remain connected to, re-enter, or transition within the workforce as circumstances, abilities, industries, and employment opportunities change. Staff consider these matters align strongly with the intent of the proposed Workforce Attraction, Retention and Skills Programme. The programme is intended to improve workforce availability, job readiness, skills development, and employment outcomes through collaboration between employers, education providers, training organisations, and the wider community. Supporting workforce re-entry, retraining, lifelong learning, and flexible pathways into employment is consistent with these objectives and can help retain local skills, knowledge, and experience within the district. Staff note that improving workforce participation among existing residents may represent a particularly effective and sustainable way of strengthening workforce resilience, while also supporting broader social, economic, and community wellbeing outcomes. Recognising workforce transitions and re-entry pathways within the programme would help ensure a wider range of residents can access employment, training, and skill development opportunities throughout different stages of life and career. **Recommendation** **Accept in Part. Amend the Workforce Attraction, Retention and Skills Programme description to explicitly recognise workforce participation, retraining, lifelong learning, and workforce re-entry pathways as part of the programme's scope. The submission identifies an opportunity to strengthen and clarify the intent of the existing programme. However, staff do not consider a separate action necessary, as the matters raised can be appropriately incorporated within the existing programme framework and associated delivery activities.**
2	Lynette	Buurman		Y	Y	The submitter supports the Draft EDS and 5-Year Action Plan, viewing it as a positive and logical vision for Kaikoura's future economic development. However, she considers the strategy to be largely aspirational, noting that it does not commit Council to specific expenditure, additional staffing, or implementation measures. She expresses concern that many of the proposed actions rely heavily on external and partner funding that is not guaranteed and may take considerable time to secure. The submission supports efforts to reduce Kaikoura's reliance on tourism by encouraging the growth of other industries that can provide more stable, year-round employment and reduce the impacts of seasonal economic fluctuations. Nevertheless, the submitter stresses that diversification should not come at the expense of continued investment in tourism. She argues that tourism remains a key economic driver for the district and that ongoing destination marketing is essential to maintain Kaikoura's profile, attract visitors, and support future growth opportunities. She notes that the success of the tourism sector has contributed directly to the district receiving the International Visitor Levy funding, demonstrating the broader benefits that a strong visitor economy brings to the community. The submission also highlights the importance of using future IVL funding to address pressures created by tourism, particularly through investment in visitor infrastructure, local management initiatives, and tourism enforcement, traffic and parking management, event attraction and regional marketing. The submitter welcomes Council's decision to build the strategy around projects that already have momentum, including the Wakatu Quay Project, the Whale Trail Cycle and Walkway, and exisitng walking and riding trails, considering this a practical and achievable approach to economic development.	Staff acknowledge the submitter's support for maintaining a strong tourism sector while pursuing broader economic diversification. Staff agree that tourism remains a cornerstone of the Kaikōura economy. The Strategy is not intended to diminish tourism, but to strengthen economic resilience by supporting growth across a wider range of sectors while continuing to build on Kaikōura's established tourism strengths. Staff also acknowledge the submitter's comments regarding implementation and funding. The Economic Development Strategy provides a long-term strategic direction for economic development and identifies opportunities for future investment and collaboration. Individual initiatives will continue to be subject to future Council decisions, available funding, external partnerships, business cases, and prioritisation through Long Term Plans, Annual Plans, and other Council processes. Staff agree that Kaikōura's success as a visitor destination has strengthened opportunities to attract government and external investment. The Strategy recognises the importance of continuing to leverage these opportunities where they align with community priorities and contribute to broader economic, social, and environmental outcomes. Staff also note the submitter's support for building on existing projects and investments. Consistent with this approach, the Five-Year Action Plan focuses on leveraging existing momentum, partnerships, and initiatives already underway, recognising these often provide the most practical and achievable foundation for implementation. **Recommendation** **Retain the draft Economic Development Strategy and Five-Year Action Plan as currently drafted.**
3	Alanah	Conner		P	N	The submitter generally supports the draft EDS. They submit that short-term visitor accommodation is a significant contributor to housing affordability issues. They request that Council investigate methods of encouraging visitor accommodation properties to transition into long-term residential rentals, such as increasing rates for visitor accommodation or introducing stricter planning controls. They argue that, to create a year-round economy, Kaikōura's population needs to increase rather than decrease.	Staff acknowledge these concerns. Housing availability, affordability, and workforce attraction were identified through development of the Economic Development Strategy as significant constraints on Kaikōura's long-term economic resilience and growth. The Strategy notes that approximately 32.1% of dwellings were recorded as unoccupied in 2023 and recognises that housing availability affects workforce attraction, business growth, and population retention. Staff consider that the key issue is not visitor accommodation itself, but whether housing availability is limiting Kaikōura's ability to attract and retain residents, workers, and businesses. Where accommodation is difficult to access, employers may face recruitment challenges, business growth may be constrained, and essential services may struggle to attract staff. What does the evidence show? Research indicates that commercial short-term accommodation, particularly entire homes used primarily for visitors, can reduce long-term rental supply and place upward pressure on rents in some housing markets (Fyfe et al., 2023; Koster, van Ommeren & Volkhausen, 2021; Duso et al., 2024). International studies examining stronger regulatory interventions have found that reducing commercial short-term accommodation can increase rental supply and, in some cases, reduce rents (Koster et al., 2021; Seiler, Siebert & Yang, 2024). However, there is less evidence regarding whether a higher rates differential alone would produce similar outcomes. Property owners may respond by continuing visitor accommodation activities, absorbing or passing on additional costs, converting properties to long-term rentals, selling, or retaining properties for private use. There is also evidence that short-term accommodation is only one factor influencing housing affordability. Analysis prepared by Infometrics for Airbnb concluded that short-term rentals were unlikely to be a primary driver of housing affordability pressures in the major New Zealand urban markets examined (Infometrics, 2024). In terms of planning interventions, Queenstown Lakes District Council introduced a regulatory framework for residential visitor accommodation in response to housing affordability and workforce accommodation pressures. While stronger restrictions were initially proposed, the final outcome following hearings, appeals, and Environment Court processes was a graduated consent framework that permits more intensive visitor accommodation activity subject to increasing levels of scrutiny and consent requirements. Properties may continue operating beyond 90 nights and beyond 180 nights per year, although more stringent consent pathways apply. The Queenstown experience demonstrates that visitor accommodation can be managed through planning and regulatory mechanisms. However, it also highlights the complexity of balancing housing, tourism, economic development, and property rights considerations, and does not provide clear evidence that any single intervention will resolve housing affordability challenges. Staff consider the submission raises a legitimate concern regarding the relationship between visitor accommodation, housing availability, and workforce retention. The available evidence suggests that commercial short-term accommodation can influence housing markets in some circumstances, but does not establish with certainty that a higher rates differential would materially improve housing affordability or increase long-term rental supply in Kaikōura. Experience from elsewhere also demonstrates that while planning and rating tools can be used to manage visitor accommodation, their effectiveness depends heavily on local circumstances and they are not a guaranteed solution to housing pressures. Staff agree that housing availability remains an important economic development issue for Kaikōura. As the district continues to balance the needs of residents, workers, businesses, and visitors, there may be value in further monitoring housing and workforce accommodation outcomes, assessing the effectiveness of existing settings, and exploring a range of potential responses through future rating, planning, compliance, and partnership initiatives. Any future intervention should be supported by local evidence, clear objectives, and an understanding of potential trade-offs and unintended consequences. **Recommendation** **Retain the Economic Development Strategy and Five-Year Action Plan as proposed. Continue to monitor housing and workforce accommodation issues and investigate potential future interventions, including rating, planning, compliance, and partnership-based approaches, informed by local evidence and emerging best practice.**
4	Winston	Gray		N/A	Y	The submitter highlights the importance of Mt Fyffe as a popular recreational and tourist destination and notes that, while the access track is currently in good condition, there are ongoing maintenance issues. These include narrow sections of the access road, previous vehicle incidents where vehicles have gone over the bank, and vegetation encroachment along the road from the bridge near Nimo's boundary. The submitter considers that improved maintenance and vegetation trimming are needed to ensure safe access for the significant number of walkers, mountain bikers, and visitors who use the tracks and hut facilities. The submitter also supports the development of a parkrun event in Kaikōura and suggests that Council take a leadership role in establishing it. The proposed route would run from the Memorial Gardens along the beachfront past the Pier Hotel and return to the Memorial Gardens, preferably on Saturday mornings. The submitter considers that a parkrun would promote the health and wellbeing of residents while also attracting visitors to Kaikōura.	Staff acknowledge the submitter's support for establishing a parkrun event in Kaikōura. Staff agree that community-led events can contribute positively to health and wellbeing, social connection, community vibrancy, and the attractiveness of Kaikōura as a place to live and visit. These outcomes align with and are already reflected within the broader objectives of the Economic Development Strategy. Staff consider that the establishment and operation of a parkrun would generally be community-led rather than Council-led. Where there is community interest and capability to progress the initiative, staff may have a facilitation and enabling role, including helping connect organisers with relevant partners, land managers, funding opportunities, and any required event approval processes. Staff consider that the proposal represents a potential means of delivering outcomes already contemplated by the Strategy rather than identifying a gap in strategic direction. Accordingly, staff do not recommend any changes to the Strategy or Action Plan as a result of this submission. **Recommendation** **Retain the draft Economic Development Strategy and Five-Year Action Plan as currently drafted.**
5	Lilian	Margetts	Aging Well Kaikou	Y	N	The submitter largely supports the proposed Economic Development Strategy. The submitter requests that should the Abbeyfield Houseing Development go forward, that development contributions and consent fees be waived.	Staff acknowledge the submitter's support for progressing an Abbeyfield Housing Development in Kaikōura and note the request that Council waive development contributions and resource consent fees should the project proceed. Staff recognise the potential contribution that additional housing options for older people could make to community wellbeing and housing choice. However, decisions regarding development contributions, consent fees, and any other forms of Council assistance are considered on a case-by-case basis and are subject to the relevant statutory requirements, Council policies, and future Council decision-making processes. Staff consider that requests for financial assistance or fee relief are matters more appropriately addressed through future project discussions, business case development, and any associated consenting or funding processes, rather than through the Economic Development Strategy or Five-Year Action Plan. **Recommendation** **Retain the draft Economic Development Strategy and Five-Year Action Plan as currently drafted.**
6	Jack	van Berkel		P	Y	The submitter supports Action 2.7: Establish the Kaikōura Research and Education Centre (KREC) and notes that the strategy has adopted the key elements of an earlier proposal to create a research and education institution that supports economic diversification beyond seasonal tourism. However, the submitter considers that the project should be given greater priority and progressed more quickly. The submission argues that a Kaikōura-based research centre would deliver economic, educational, and planning benefits by building on the legacy and datasets of the former University of Canterbury Edward Percival Field Station. The submitter considers that this would reduce reliance on external consultants and support district planning, environmental management, and research. The submission outlines opportunities across marine ecology, marine mammals, geology, botany, archaeology, and freshwater ecology, highlighting potential academic, cultural, planning, and tourism benefits. Overall, the submitter requests that Council bring forward the implementation of KREC and recognise its potential to deliver economic diversification, education tourism, research opportunities, and operational savings for the district.	Staff note that the Strategy and Action Plan already recognise the potential strategic value of KREC through the Five-Year Action Plan and its contribution to a more diverse, year-round economy. The submission reinforces the rationale for including KREC within the Strategy and provides useful information that may assist future feasibility assessment, partner engagement, governance development, and funding discussions. However, staff consider that the submission does not provide sufficient evidence to alter the current prioritisation, sequencing, or delivery approach identified in the Action Plan. Further work remains necessary to assess feasibility, governance arrangements, partner commitments, funding opportunities, and long-term operational viability before any decision can be made regarding implementation. Accordingly, staff do not recommend any changes to the Strategy or Action Plan as a result of this submission. **Recommendation** **Retain the draft Economic Development Strategy and Five-Year Action Plan as currently drafted.**

Community Consultation
Economic Development Strategy 2026

KAIKŌURA DISTRICT COUNCIL

This is a submission form for the following consultation:

We are seeking feedback on the Draft Economic Development Strategy and the support 5-year Action Plan

What do we want your specific feedback on?

We want to know if you support the strategy and the 5-year action plan.

Your opinion and feedback matters!

How does the consultation work?

21 September 2026 Consultation opens at 5pm
26 October 2026 Consultation closes at 5pm
11 November 2026 Council Hearing and deliberations
25 November 2026 Final Council decision and sign off date

Where can I get more information before I make a decision?

Information is available on the KDC website , the KDC Facebook page and at the KDC reception.

About this submission form

This online submission form is in three parts.

A. Submitter Contact Details

- Please enter your details so we can contact you about your submission as necessary.

B. Submission

- This is where you indicate if you are, or are not, in support of the revised policy. This is also where you can give us your feedback.

C. Finally, you can tell us whether or not you would like to present your submission in person 21 October 2026.

If you click on Yes, a Council staff member will contact you to confirm the date and your time for presenting to the Hearing.

Move Kaikōura Forward by giving us your feedback and HAVING YOUR SAY

If you run out of time you can save the form as a draft and come back and finish it any time before 5pm 26 October 2026.

A. Submitter Contact Details

First Name *
Esther

Family Name *
An

Contact Phone Number *
[redacted]

E-mail Address
[redacted]

Organisation (if applicable)

Address *
[redacted]

B. Do you support the revised Economic Development Strategy?

Select the option you support

- ○ Option 1 - Yes
- ◉ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are they?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

Submission on Pillar 2: A Diverse, Year-Round Economy

I support Pillar 2's focus on workforce capability, skills development, and creating a diverse, year-round economy.
I encourage the strategy to recognise that economic resilience is strengthened not only by creating jobs, but also by helping people remain connected to the workforce and successfully transition through significant life changes.

People may need to step away from employment due to illness, injury, disability, maternity or caregiving responsibilities, redundancy, or changing industry demands. A resilient economy is one that enables these people to retrain, adapt, and continue contributing their skills and experience rather than becoming permanently disconnected from employment opportunities.

For a district such as Kaikōura, retaining local knowledge, skills, and talent is just as important as attracting new workers. Human capability is one of the community's most valuable economic assets.

While many support services are provided by central government and community organisations, Council has an important role as a local convenor. Through its relationships with businesses, education providers, community organisations, and government agencies, Council is well placed to help foster partnerships that support workforce participation and re-entry.

This could include encouraging and facilitating arrangements for:
-supporting flexible employment and work experience opportunities.
-retraining and lifelong learning pathways.
-collaboration between employers and social/health/community agencies.
-pathways into suitable employment for people whose circumstances or abilities have changed.

Do you support the 5-year action plan?

Comments and feedback up to 500 words can be added in the comment box below.

Select the option you support

- ○ Option 1 - Yes
- ◉ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are those amendments?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

I suggest that the action plan include initiatives that support workforce transition and re-entry as part of Pillar 2's focus on workforce capability and skills development. A truly resilient economy is one that enables people to recover from setbacks, adapt to changing circumstances, acquire new skills, and continue contributing to their community and local economy throughout different stages of life.

C. Hearings

Do you want to present your feedback in person to the Hearing Panel at Council 21 October 2026?*

Five minute slots will be allocated to each person who wishes to present their submission in person.

○ Yes ◉ No

Thank you for taking the time to make this submission.

What happens next?

- All submissions will be presented to Councillors for consideration at hearings and deliberations11 November 2026.
- If you have indicated that you wish to speak to your submission, you will be contacted to confirm the date and time.

Community Consultation
Economic Development Strategy 2026

This is a submission form for the following consultation:

We are seeking feedback on the Draft Economic Development Strategy and the support 5-year Action Plan

What do we want your specific feedback on?

We want to know if you support the strategy and the 5-year action plan.

Your opinion and feedback matters!

How does the consultation work?

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- Please enter your details so we can contact you about your submission as necessary.

B. Submission

- This is where you indicate if you are, or are not, in support of the revised policy. This is also where you can give us your feedback.

C. Finally, you can tell us whether or not you would like to present your submission in person 21 October 2026.

If you click on Yes, a Council staff member will contact you to confirm the date and your time for presenting to the Hearing.

Move Kaikōura Forward by giving us your feedback and HAVING YOUR SAY

If you run out of time you can save the form as a draft and come back and finish it any time before 5pm 26 October 2026.

A. Submitter Contact Details

First Name *
Lynette

Family Name *
Buurman

Contact Phone Number *
[redacted]

E-mail Address
[redacted]

Organisation (if applicable)

Address *
[redacted]

B. Do you support the revised Economic Development Strategy?

Select the option you support

- (●) Option 1 - Yes
- ( ) Option 2 - Yes, with limited amendments
- ( ) Option 3 - No

If you only support the strategy with limited amendments, what are they?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

I have emailed it through separately as I exceeded the word limit.

Do you support the 5-year action plan?

Comments and feedback up to 500 words can be added in the comment box below.

Select the option you support

- (●) Option 1 - Yes
- ( ) Option 2 - Yes, with limited amendments
- ( ) Option 3 - No

If you only support the strategy with limited amendments, what are those amendments?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

As above - emailed separately

C. Hearings

Do you want to present your feedback in person to the Hearing Panel at Council 21 October 2026?*

Five minute slots will be allocated to each person who wishes to present their submission in person.

(●) Yes ( ) No

A Council staff member will contact you to confirm the date and your time for presenting to the Hearings Panel.

Thank you for taking the time to make this submission.

What happens next?

- All submissions will be presented to Councillors for consideration at hearings and deliberations11 November 2026.
- If you have indicated that you wish to speak to your submission, you will be contacted to confirm the date and time.

SUBMISSION

DRAFT Economic Development Strategy and 5 Year Action Plan

Lynette Buurman

[redacted]

Kaikoura

Email – [redacted]

Phone [redacted]

I support the Draft Economic Development Strategy and wish to make the following comments.

The Draft Economic Development Strategy is an aspirational document.

I regard it as a "guiding document" which clarifies some long-term visionary thinking. There is however as stated, no indication that any of the goals will be implemented given there is no funding or additional staff resources allocated.

There is also a heavy reliance on external and partner funding which is not guaranteed and will take time to materialize.

I support the sentiment to address the reliance on tourism to ease the economic dependency that exists regarding the visitor economy. Growth in other areas of the economy will ultimately help smooth out the seasonality challenges and increase permanent employment opportunities over time.

I support the cultivation of other industries to provide stable year-round employment but not at the expense of reducing Council's investment in tourism. Diversification and growing other sectors while continuing to support the tourism sector is a sound approach so long as the support for tourism remains a priority.

The continued funding of tourism, especially the investment in destination marketing is critical as this will maintain the value and exposure that Kaikoura has gained over time and capitalize on any future growth opportunities. This investment has provided proven tangible and positive benefits for our community and will continue to do so.

It is the success of our tourism sector that has determined the percentage of IVL funding recently distributed which will bring benefits to the entire community. This funding reinforces the value of a flourishing tourism sector to Kaikōura and helps to offset the cost pressures which local councils face in hosting the volume of tourists the region experiences.

I look forward to future dialogue opportunities with Council to explore options on how any future IVL funding may be invested in Kaikōura, noting that it is primarily to alleviate pressure that international visitors place on local communities. The key areas being:

- Visitor Infrastructure – public toilets, waste management, water infrastructure and upgrading public spaces.
- Local Management – freedom camping enforcement, traffic management and parking control
- Tourism and Economic Development – regional tourism promotion and event attraction.

I am delighted to see that the Council has recognized that existing projects are the basis which can activate this strategy as opposed to starting new projects from scratch. The projects identified are:

- The Wakatu Quay project
- The Whale Trail Cycle and Walkway
- The existing walking and riding trails

This is sensible and provides a range of options to support commencement of economic development as an action given these projects already have active momentum.

In summary:

- I support the Draft Economic Development Strategy and the 5-Year Action Plan.
- I do have questions about how the action plan will be implemented given that the document implicitly states that adopting the strategy does not “approve capital or operating expenditure” or indeed “commit the Council to deliver on the strategy”. It could be regarded as an aspirational framework, a “wish list” as opposed to a pragmatic, funded roadmap.
- The strategy heavily emphasizes reducing Kaikoura’s reliance on a narrow seasonal tourism economy to build resilience. However, the reality is that tourism is where the money is as evidenced by the recent distribution of IVL funds calculated on our high level of international visitor nights.
- Forcing a pivot away from tourism while receiving hundreds of thousands of dollars that legally must be spent on tourism or conservation infrastructure creates a bizarre operational paradox.
- What the strategy has correctly identified is that Kaikoura has very slow population growth, a severe housing shortage and extremes of seasonal economic activity. Without diversifying Kaikōura, remains vulnerable to any future shocks which may impact the region.
- The vison is logical and necessary but without committed funding and resourcing, it remains a signal of intention as opposed to a realistic plan of action.
- It is a positive start though and I appreciate all the time and effort that has been invested in the drafting of these documents.

Thank you for the opportunity to submit.

With kind regards

Lynette Buurman

Community Consultation
Economic Development Strategy 2026

This is a submission form for the following consultation:

We are seeking feedback on the Draft Economic Development Strategy and the support 5-year Action Plan

What do we want your specific feedback on?

We want to know if you support the strategy and the 5-year action plan.

Your opinion and feedback matters!

How does the consultation work?

21 September 2026 Consultation opens at 5pm
26 October 2026 Consultation closes at 5pm
11 November 2026 Council Hearing and deliberations
25 November 2026 Final Council decision and sign off date

Where can I get more information before I make a decision?

Information is available on the KDC website , the KDC Facebook page and at the KDC reception.

About this submission form

This online submission form is in three parts.

A. Submitter Contact Details

- Please enter your details so we can contact you about your submission as necessary.

B. Submission

- This is where you indicate if you are, or are not, in support of the revised policy. This is also where you can give us your feedback.

C. Finally, you can tell us whether or not you would like to present your submission in person 21 October 2026.

If you click on Yes, a Council staff member will contact you to confirm the date and your time for presenting to the Hearing.

Move Kaikōura Forward by giving us your feedback and HAVING YOUR SAY

If you run out of time you can save the form as a draft and come back and finish it any time before 5pm 26 October 2026.

A. Submitter Contact Details

First Name *
Alanah

Family Name *
Conner

Contact Phone Number *
[redacted]

E-mail Address
[redacted]

Organisation (if applicable)

Address *
[redacted]

B. Do you support the revised Economic Development Strategy?

Select the option you support

- ○ Option 1 - Yes
- ◉ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are they?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

I support Council looking more closely at short-term holiday homes and the impact they have on Kaikōura.
As a local business owner, I find the winter months increasingly difficult to sustain. Like many small businesses here, we rely on the busy summer and visitor periods to help carry us through the quieter months.
At the same time, we need a community where people can actually afford to live and where local businesses can find and retain staff.
I support higher rates and/or stronger restrictions on properties being used primarily as short-term holiday accommodation, particularly where they are taking homes out of the long-term rental market.
I am not against tourism or holiday accommodation. Tourism is a huge part of Kaikōura and our businesses depend on visitors. But I believe there needs to be a better balance between tourism and the needs of the people who live, work and run businesses here all year round.
If we want Kaikōura to have a genuinely sustainable, year-round economy, we need to look after the people and businesses that make up our permanent community not just the visitor economy.
I would like to see Council investigate stronger rates and/or planning controls for short-term holiday homes, with consideration given to encouraging more properties back into the long-term rental market.
Kaikōura needs to be a great place to visit, but it also needs to be a viable place to live and run a business all year round with our community growing not decreaseing as i understand is the case at the moment.

Do you support the 5-year action plan?

Comments and feedback up to 500 words can be added in the comment box below.

Select the option you support

- ○ Option 1 - Yes
- ◉ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are those amendments?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

C. Hearings

Do you want to present your feedback in person to the Hearing Panel at Council 21 October 2026?*

Five minute slots will be allocated to each person who wishes to present their submission in person.

- ○ Yes
- ◉ No

Thank you for taking the time to make this submission.

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Community Consultation
Economic Development Strategy 2026

This is a submission form for the following consultation:

We are seeking feedback on the Draft Economic Development Strategy and the support 5-year Action Plan

What do we want your specific feedback on?

We want to know if you support the strategy and the 5-year action plan.

Your opinion and feedback matters!

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If you run out of time you can save the form as a draft and come back and finish it any time before 5pm 26 October 2026.

A. Submitter Contact Details

First Name *
Winston

Family Name *
Gray

Contact Phone Number *
[redacted]

E-mail Address
[redacted]

Organisation (if applicable)

Address *
[redacted]

B. Do you support the revised Economic Development Strategy?

Select the option you support

- ○ Option 1 - Yes
- ○ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are they?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

Not sure if this is the right place for this anyway ,I have had trouble getting through .Can you put this doc in the right space if not right.. No 1, Mt Fyffe
I spend quite a lot of time up on Mt Fyffe either on bike trail or the walking track.
There are three groups who control the access to Mt Fyffe. KDC, Ecan. DOC. The track in their is fine now but prior to the flooding, there are a few issues, The track is quite narrow in parts and last year there were several vehicles that went over the bank . The road in is quite overgrown along the sides from the bridge by Nimos boundary. Needs trimming to open up the track. It is surprising the number of walkers that go up and stay in hut and or walk to the top of Mt Fyffe and out again. This is one of our popular tourist areas and needs to be well maintained.

Do you support the 5-year action plan?

Comments and feedback up to 500 words can be added in the comment box below.

Select the option you support

- ○ Option 1 - Yes
- ○ Option 2 - Yes, with limited amendments
- ○ Option 3 - No

If you only support the strategy with limited amendments, what are those amendments?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

Park run..
some locals have looked at developing a park run in Kaikoura and it hasn't come to anything yet. I believe Council could be the driver of this project. It would run from the memorial gardens along the beach about 30" metres past the Pier Hotel and back again to the memorial Gardens .
Saturday would be the best day for thisThis would promote good health options for many locals and visitors would come to Kaikoura to do this ,as they do in other areas Any way thanks for looking at this.. regards. Winston Gray

C. Hearings

Do you want to present your feedback in person to the Hearing Panel at Council 21 October 2026?*

Five minute slots will be allocated to each person who wishes to present their submission in person.

- ◉ Yes ○ No

A Council staff member will contact you to confirm the date and your time for presenting to the Hearings Panel.

Thank you for taking the time to make this submission.

What happens next?

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- If you have indicated that you wish to speak to your submission, you will be contacted to confirm the date and time.

Community Consultation
Economic Development Strategy 2026

KAIKŌURA DISTRICT COUNCIL

This is a submission form for the following consultation:

We are seeking feedback on the Draft Economic Development Strategy and the support 5-year Action Plan

What do we want your specific feedback on?

We want to know if you support the strategy and the 5-year action plan.

Your opinion and feedback matters!

How does the consultation work?

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Move Kaikōura Forward by giving us your feedback and HAVING YOUR SAY

If you run out of time you can save the form as a draft and come back and finish it any time before 5pm 26 October 2026.

A. Submitter Contact Details

First Name *
Lilian

Family Name *
Margetts

Contact Phone Number *
[redacted]

E-mail Address
[redacted]

Organisation (if applicable)
Aging Well Kaikoura

Address *
[redacted]

B. Do you support the revised Economic Development Strategy?

Select the option you support

- (●) Option 1 - Yes
- ( ) Option 2 - Yes, with limited amendments
- ( ) Option 3 - No

If you only support the strategy with limited amendments, what are they?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

Do you support the 5-year action plan?

Comments and feedback up to 500 words can be added in the comment box below.

Select the option you support

- ( ) Option 1 - Yes
- (●) Option 2 - Yes, with limited amendments
- ( ) Option 3 - No

If you only support the strategy with limited amendments, what are those amendments?

Comments and feedback up to 500 words can be added in the comment box below.

Type in your comments here

500 word limit.

Action Description - Abbeyfield Housing Development.
An Abbeyfield House, has been identified in the K.D.C. Spatial Plan, December, 2024.
If the Abbeyfield House project were to be developed and built for the benefit of eligible seniors in the community, during the planning process Aging Well Kaikoura is seeking from K.D.C. waiver of the development contribution, and waiver of consent fees.

C. Hearings

Do you want to present your feedback in person to the Hearing Panel at Council 21 October 2026?*

Five minute slots will be allocated to each person who wishes to present their submission in person.

( ) Yes (●) No

Thank you for taking the time to make this submission.

What happens next?

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Formal Submission: Kaikōura Economic Development Strategy

To: Kaikōura District Council

Attn: Strategy & Economic Development Team

Date: 10 October 2026

Subject: Submission on the Kaikōura Economic Development Strategy – Enhancing the Economic Impact and Value of Action 2.7 (Kaikōura Research and Education Centre)

Introduction
In March of this year, I made a submission to the Kaikōura Community-Driven Economic Development Strategy. Following the release of the updated Kaikōura Economic Development Strategy and its Five-Year Action Plan (2026–2031), this submission reviews the extent to which those earlier proposals were integrated and provides the additional data framework required to elevate the profile and economic impact of **Action 2.7: Establish the Kaikōura Research and Education Centre (KREC)**.

1. Review of Previous Submission vs. the Current Action Plan
Comparing my conceptual proposal submission to the official Kaikōura District Council (KDC) Five-Year Action Plan (2026–2031) reveals a strong thematic alignment. The core concepts of the proposal—specifically establishing a multi-sector anchor science and education institution, leveraging historical academic assets, and diversifying the local economy away from seasonal tourism—were largely adopted, though categorized as a longer-term future opportunity rather than an immediate council-led foundational build.

The table below breaks down how the submission's core components compare to the final official action plan:

Your Submission Component	Status in Official Strategy & Action Plan	How it was Adopted / Handled
Establishment of the Research & Education Centre	**Adopted (Classified as a Pilot / Future Delivery Signal)**	Listed explicitly in the Action Plan under **Action 2.7**: *"Establish the Kaikōura Research and Education Centre (KREC) as an anchor research and education institution"*.

Tripartite & Multi-Partner Governance Model *(KDC, Ngāi Tahu, Private/Commercial)*	**Adopted / Incorporated**	The action plan explicitly calls for a collaborative governance model involving KDC, Te Korowai o Te Tai ō Marokura, Marine Guardians, Te Rūnanga o Kaikōura, and private/education sector investors.
Leveraging Historical Academic Footprint *(UC Field Station Legacy)*	**Partially Adopted (Implicit in Feasibility)**	While the detailed historical bibliography and data framework tables were omitted from the high-level strategy document, the framework's core premise—re-establishing a marine/field science anchor institution to drive year-round resilience—was fully accepted as a valid economic development pathway.
Timeframe & Delivery Priority	**Modified (Years 1–2 for Feasibility / Low Confidence Rating)**	Rather than an immediate "Council-led Foundational" action (like Enterprise Kaikōura), KREC is positioned as a **Pilot/Future Delivery Signal** with a Year 1–2 deliverable focused on technical advice on feasibility, governance model design, and securing partner commitments, carrying a "Low" initial delivery confidence rating due to external funding dependencies.

Economic Diversification & Education Tourism Goals	**Fully Adopted**	The broader vision of shifting Kaikōura toward high-value, year-round education, research, and applied science (mitigating seasonal tourism dependency) is baked directly into **Pillar 2: A Diverse, Year-Round Economy**.

Summary of Differences:

- **What was more adopted:** The core ambition, partnership framework, and the recognition of an educational/research science centre as a vital economic pillar.
- **What was less adopted (or delayed):** The immediate operational implementation. Because the official action plan stages its priorities, building the physical centre is treated as a future/pilot opportunity requiring external partner investment and central government funding alignment, rather than a direct, fully-funded Council build within the first 12 months.

2. The Economic Case: Direct Cost-Avoidance for Council Planners

It is clear from the comparison above that additional data is needed to raise the economic impact of this proposal and elevate its profile within the strategy.

Kaikōura is globally renowned for its natural environment. While much is known about that environment, having a resident science centre based in Kaikōura will save KDC planners a fortune by eliminating the need to contract expensive external consultants to point to what is already known.

Between 1962 and 2015, the University of Canterbury's Edward Percival Field Station generated extensive academic and baseline documentation. By structuring KREC correctly as an active repository and research hub, KDC gains immediate local access to intellectual capital and historical datasets, drastically reducing consultancy overheads during district plan reviews, environmental monitoring, and spatial planning.

3. Kaikōura Field Science Centre: Research & Impact Framework Matrix

To demonstrate how every operational aspect of the centre drives tangible public and economic value, the following framework aligns historical research output categories with academic impact, regional planning value, cultural alignment, and commercial tuition:

Publication / Research Category	Historical Focus Area (EPFS Baseline)	Academic Citation & Research Value	Regional Planning & Council Value (KDC / DOC)	Cultural & Iwi Alignment (Ngāi Tahu)	Commercial & Tuition Application
Marine Invertebrate Ecology *(Autecology & Synecology)*	Rocky shore intertidal zones, mudflat dynamics, shellfish monitoring.	High citation density; forms the foundational baseline for South Island temperate marine biology.	Informs coastal resource consents, marine reserve monitoring, and climate-induced shoreline shifts.	Upholds *Kaitiakitanga* (guardianship) over shellfish gathering and customary mātaitai reserves.	Core undergraduate field blocks; marine biology practical courses; eco-tourism citizen science workshops.
Marine Vertebrate Ecology *(Fish & Mammals)*	Sperm whales, dusky dolphins, fur seals, and coastal fish populations.	Globally recognized citation footprint; bridges academic marine biology with whale/dolphin tourism studies.	Direct input into the Kaikōura Marine Management Area strategy and local tourism carrying capacities.	Aligns with traditional stories, whale stewardship, and indigenous marine tourism management.	High-value postgraduate research projects; specialized whale/marine mammal behavio certificate courses.
Geology & Climatology	Tectonic uplift, coastal fault lines (Kaikōura Canyon), seismic history, weather patterns.	Critical for national seismic hazard modeling, geomorphology studies, and paleoseismology.	Vital for post-earthquake infrastructure planning, land-use zoning, and civil defense resilience.	Documents historical landscape changes (*Whenua*), ancestral fault lines, and geological hazards.	Earth science field mapping courses for universities; geotechnical and natural hazard professional workshops.

Botany Ecology & Phycology	Coastal dune flora, native forests, macro-algae (kelp forest ecosystems).	Key baseline for Southern Hemisphere kelp forest dynamics and terrestrial-marine nutrient coupling.	Supports local indigenous biodiversity restoration, weed/pest management, and reserve planning.	Identifies and protects traditional medicinal plants (*Rongoā*) and weaving materials (*Harakeke*).	Botany field excursions; commercial-academic partnerships studying sustainable kelp harvesting.
Archaeology & Sociology	Early Māori settlement sites (middens), European whaling stations, local socio-economic history.	Bridges natural science with human geography and early New Zealand coastal anthropology.	Informs district heritage preservation mandates, museum curation, and cultural tourism trails.	Directly collaborative with local Rūnanga to document and protect ancestral heritage sites (*Wāhi Tapu*).	Cultural anthropology field schools; heritage tourism modules developed in partnership with Kaikōura Museum.
Hydrology & Freshwater Ecology	Local rivers, lakes, wetlands, and coastal freshwater lenses.	Important for understanding freshwater-marine boundary dynamics along the Kaikōura coast.	Informs regional water allocation, flood risk management, and catchment-to-sea water quality policies.	Protects freshwater fisheries (*Tuna*) and sacred waterways (*Wai*).	Freshwater ecology modules; water quality testing certificate courses for regional councils and industry.

4. Recommended Implementation for Council Consideration
When presenting this framework to the Tripartite Joint Governance Board (Te Rūnanga o Kaikōura, Kaikōura District Council, and Sudima Hotels) or prospective central government funders (such as MBIE and DOC), this matrix demonstrates that:

1. **The Past is a Blueprint:** The historical data from the 1962–2015 UC Field Station is not merely archival; it is a living baseline that eliminates the lengthy "ramp-up" phase and high research overheads usually required for new regional facilities.
2. **Multi-Sector Utility & Cost Avoidance:** Every scientific category directly maps to a tangible commercial product (tuition/courses) or a direct public good (consultancy cost-avoidance for KDC planners, iwi stewardship), ensuring the centre meets its mandate of self-sustainability while serving the wider community.

We respectfully request that Council use this framework to re-evaluate Action 2.7, moving its feasibility timeline forward and recognizing its capacity to deliver immediate operational savings to the district. I will be available to elaborate further on these recommendations.

Jack van Berkel

Kaikōura 2075

A Community-Driven

Economic Development Strategy



" Regenerative, resilient, year-round future"

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EXECUTIVE SUMMARY

This strategy sets out a long-term vision for Kaikōura to 2075, while focusing its practical implementation on a sequenced five-year action plan covering the period 2026–2031. The strategy is inherently visionary, while the attached Action Plan identifies priority actions, early investment signals, and delivery partners for the initial phase of implementation, with subsequent phases refreshed through Council planning and Long-Term Plan processes.

Kaikōura's next 50 years present both significant challenges and extraordinary opportunities. Shaped by its mountains-to-sea environment, rich marine ecosystems, strong cultural identity, and globally recognised tourism offering, the district is well positioned to lead in regenerative economic development while Kaikōura has the potential to become the world's best small town.

The Kaikōura Economic Development Strategy (Vision to 2075, with the attached Action Plan 2026–2031) brings together Te Rūnanga o Kaikōura Environmental Management Plan, the Destination Kaikōura's Destination Management Plan, the Kaikōura Spatial Plan, the Walking and Riding Strategy, the Long-Term Plan, and relevant national and regional frameworks into a single, long-term roadmap. It aligns with the Plan for Canterbury (2023–2025), developed through the Mayoral Forum, which focuses on three regional priorities: • sustainable environmental management (land, air, water, and ecosystems) • shared prosperity (economic strength, emerging sectors, workforce retention and development, transport network improvements, and a strategic approach to housing) • climate change mitigation and adaptation (emissions reduction, climate planning, infrastructure resilience, and community preparedness).

This Economic Development Strategy also supports the National Infrastructure Plan by aligning growth with infrastructure capacity, prioritising resilience, housing, health, transport and renewable energy investment, and promoting integrated spatial planning. Both documents recognise that long-term prosperity depends on well-maintained infrastructure, climate resilience, coordinated investment decisions, and building communities that are productive, connected and able to thrive across generations.

Economic development in Kaikōura is ultimately about enabling human flourishing. It is the process of improving the prosperity, productivity, resilience, and wellbeing of a community. In Kaikōura, this means creating quality jobs, supporting local businesses, enabling housing and infrastructure, improving community wellbeing, and protecting the environmental and cultural assets that underpin our long-term success. This strategy recognises that prosperity is not

measured solely by economic indicators, but by the extent to which people, whānau, and communities can live meaningful, connected, and healthy lives. By grounding our decisions in regenerative principles and long-term wellbeing, we commit to creating an environment where current and future generations can thrive.

In this strategy, regenerative means creating economic, social, cultural, and environmental outcomes that leave Kaikōura stronger over time. Rather than simply sustaining what exists today, we seek to improve the health of our ecosystems, communities, and economy for future generations.

Access to local healthcare and care services is recognised as critical enabling infrastructure for Kaikōura's long-term economic resilience. The availability of primary healthcare, aged care, and support services underpins workforce attraction and retention, enables residents to age in place, supports population stability, and reduces pressure on families and employers. While service delivery and funding sit primarily with Te Whatu Ora and providers, this strategy recognises healthcare as a foundational condition that must be enabled through aligned planning, housing, transport, and workforce pathways.

It builds directly on the community-centred foundations of *Reimagine Kaikōura*, recognising the interdependence between the economy, the environment and social wellbeing, and a shared commitment to diversification, higher-value and year-round economic activity, with Kaikōura's distinctive natural and cultural assets as the basis for long-term prosperity. This foundation is extended through a clear, long-term framework that moves beyond post-earthquake recovery toward sustained, regenerative development, broadening the focus from tourism to a more diverse "mountains-to-sea" economy, strengthening links to workforce, housing, infrastructure and energy resilience, and setting clearer priorities, sequencing and measures of success to guide economic decision-making.

This strategy aligns Kaikōura's local priorities with regional directions while remaining firmly grounded in community voice and local needs. It is anchored in partnership with mana whenua and depends on strong alignment across iwi, Council, community, government, business and international partners, and has been shaped through extensive local engagement, including approximately 100 face-to-face conversations with community stakeholders supported by survey feedback. Together, these inputs have been distilled into a coherent, future-focused vision for the district.

While tourism remains a critical economic strength, analysis undertaken for this strategy indicates that Kaikōura's long-term prosperity is increasingly constrained by housing availability, workforce attraction and retention, demographic aging,

infrastructure resilience, and limited economic diversity. These challenges are interconnected. Housing constraints make it harder to attract workers, workforce shortages constrain business growth and service provision, and a narrow economic base increases vulnerability to external shocks. The four strategic pillars in this strategy are therefore designed to address these underlying constraints by supporting a more diverse year-round economy, improving housing and community wellbeing, strengthening resilience, and enhancing the quality and liveability of place.

Community aspirations are clear. Kaikōura seeks to protect and enhance its environment as a core responsibility and source of pride, while strengthening a connected community where volunteering, marae, churches, schools and clubs are highly valued and accessible. Tourism is envisioned as quality-focused rather than volume-driven, leveraging natural assets while avoiding over-development and encouraging longer stays and higher-value visitation. The community also expressed a desire for more diversified employment options, and affordable and available housing. In essence, the community wants to become a district that is open year-round and has a range of employment options outside of tourism that allows youth to stay, families to grow, and communities to flourish. This must all be done while respecting and protecting nature.

The community also emphasised the importance of visible pathways for young people to remain in Kaikōura. Youth retention depends not only on jobs and housing, but on access to education pathways, creative and social “third spaces”, safe and connected public places, and opportunities to build confidence, leadership, and belonging. These social and place-based investments are recognised as economic enablers, supporting long-term workforce development, innovation, and resilience.

Looking ahead, the district aims to invest in its people through stronger education pathways, local career opportunities, and initiatives that retain young people and build a skilled, future-ready workforce. Priorities also include secure and affordable housing for residents and workers, and a more enabling, practical regulatory culture that balances growth with affordability. This approach strengthens community cohesion while supporting sustainable growth, ensuring that local opportunities in employment and housing are in place to attract and retain people.

The community also highlighted the importance of enabling residents to age well in place. With more than a quarter of the population aged over 65, Kaikōura’s economic development pathway must support accessible housing, local healthcare and care-sector employment, age-friendly public spaces, transport options, and community connection. Aging well is therefore both a social and economic

priority, contributing to workforce stability, local employment, reduced health costs, and stronger intergenerational communities.

Economic diversification is central to Kaikōura's long-term success. This strategy supports the development of year-round employment beyond seasonal hospitality, particularly in food processing, manufacturing, technology, agritech, research, conferences, outdoor recreation, and retreats. This will be supported by improvements in local amenities, health services, recreation facilities, and enhanced waterfront infrastructure.

A skilled and capable workforce is fundamental to all four strategic priorities. Housing, education, healthcare, business development, and economic diversification all depend on attracting, retaining and developing people. Workforce development is therefore treated as a cross-cutting theme across the entire strategy rather than a standalone programme area.

Together, these priorities reflect a shared commitment to the flourishing of our community and environment across generations: addressing housing and workforce pressures, reducing the impacts of seasonality, having energy and food sources that can provide for the district in the face of natural disasters or national constraints, strengthening decision-making, and ensuring the cost of living and doing business remains fair and sustainable. In support of these priorities, KDC will work as a trusted, enabling partner for the community and investors through streamlined processes, efficient service delivery, and a strong focus on customer experience.

At the end of this document, we present three scenarios outlining how Kaikōura could evolve following the implementation of this strategy. These include a managed growth (Scenario A), status-quo (Scenario B), and transformational growth (Scenario C), with the managed growth pathway outlined in the greatest detail. Together, these scenarios provide a structured way to understand the potential scale and pace of change, the implications for infrastructure, housing, employment, and the environment, and the trade-offs involved in different development pathways, ensuring decision-makers and the community are equipped to make informed, future-focused choices.

The strategy identifies four potential anchor projects that may support Kaikōura's long-term economic transition: the Kaikōura Research and Education Centre (KREC), Wakatu Quay, the South Bay Harbour Development, and the Airport. These are not delivery commitments. Whether, when, and how any anchor project progresses will depend on feasibility, funding availability, environmental considerations, partner commitment, and elected-member decisions over time.

What This Strategy Does Not Do

This strategy does not commit Council to delivering projects directly, does not replace statutory planning processes, and does not guarantee funding. Initiatives are contingent on feasibility, partner investment, regulatory approval, and community support. Council's role is to enable, coordinate, and de-risk development where it aligns with agreed outcomes.

For more information on this document's scope, refer to the supporting *Implementation and Implications Statement*.

BACKGROUND

Kaikōura has increasingly evolved into a visitor-focused economy, with tourism widely perceived as the primary driver of economic activity and future growth. The population growth and unoccupied dwelling statistics in Table 1 below paint a clear picture of housing development catering primarily to visitors, alongside slow local population growth. While COVID-19 may have contributed to weaker population growth between 2018 and 2023 due to the associated economic downturn, the population declined by 0.2% year-on-year in 2025, despite a broader recovery from the impacts of COVID-19 lockdowns and travel restrictions.

Visitor accommodation now accounts for roughly one-third of the housing stock, shaping both the local property market and the availability of long-term rental and ownership options for residents. While tourism has delivered significant benefits, it has also contributed to challenges around housing access, affordability, workforce stability, and seasonal economic fluctuations.

At the same time, Kaikōura's demographic profile is shifting. The district has an aging population yet does not currently have the range or volume of appropriate housing options, such as accessible, smaller, or supported living arrangements needed to enable older residents to age in place with dignity, security, and connection to community. Linked to this constraint, is that the population and supporting eco-system of services does not lend itself to attracting and retaining the required skill sets to employ elderly care staff.

This strategy recognises these realities and aims to chart a path toward a more balanced, regenerative future; one that maintains the benefits of tourism while broadening the economic base, improving liveability, and supporting a thriving permanent community.

Kaikōura's gentle climate, dramatic natural landscapes, rich marine environment, and unique biodiversity provide a foundation for a more diverse and resilient economy that extends beyond traditional tourism. The district is a highly desirable place to live, offering lifestyle advantages that many people seek. However, attracting and retaining permanent residents will require stronger year-round employment opportunities, modern infrastructure that is convenient and accessible to all, and housing options that support different stages of life.

These opportunities and challenges sit within the context of a small but steadily growing local economy. Recent economic data shows a district that has achieved moderate GDP and employment growth, supported by a diverse base of small businesses and a significant tourism workforce. The following snapshot

summarises Kaikōura's current economic profile and provides the foundation for understanding where targeted intervention and strategic focus can have the greatest impact.

Table 1: Kaikōura District – Economic Development Indicators

Indicator	Latest Value (Kaikōura)	Year / Status	Source
GDP (total)	$239 million	2024	Infometrics REP
GDP growth	+2.1%	Year to March 2024	Infometrics REP
GDP per capita	$43,277	Latest available	MBIE Webrear
Employment – filled jobs	~ 2,050 jobs	2024	Infometrics REP
Employment growth	+1.8%	Year to March 2024	Infometrics REP
Productivity per filled job	$116,500	Year to March 2024	Infometrics REP
Number of businesses	~ 789 business units	2024	Stats NZ Business Demography
Highly skilled jobs (proportion)	~ 35–40% (NZ avg 38.5%: District level data is not available, so this is a NZ average proxy)	2024 (national proxy)	Infometrics / Stats NZ
Average household income	$83,500 (latest published: no later data is available)	2019	MBIE Webrear
Tourism jobs	~ 330 jobs (~16% of all employment directly; ~ 32.5% indirectly)	2024	Infometrics REP
Direct Tourism GDP	~ 35-40%	2024	Infometrics REP
Non- Direct Tourism GDP	~ 65-60%	2024	Infometrics REP
Population (Census)	4,215	2023	Stats NZ
Population growth	+7.7% since 2018 Census; roughly 21% population growth since 2000	2023	Stats NZ

Population growth (last 12 months)	-0.2%	2025	MBIE Webrear
Over 65 % of the population	26.8% National average (16.6%)	2023	Stats NZ
Dwelling Growth	+10% since 2018 Census	2023	Stats NZ
Dwelling Growth (last 12 months)	+0.3%	2024	Infometrics REP
Number of Dwellings	2319	2023	Kainga Ora Housing overview
Unoccupied dwellings	744 (32.1%) National average (10.5%)	2023	Kainga Ora Housing overview
Māori employment	Not available at district level	—	MBIE / Stats NZ
Pacific peoples employment	Not available at district level	—	MBIE / Stats NZ
Unemployment rate	~ 4.6% (Canterbury proxy as no district data is available)	June 2024	Stats NZ Labour Market
Crime rate	No official per-100k figure; low reported crime	2024	NZ Police Data

Notes:
Direct tourism roles are jobs in businesses whose primary purpose is to serve visitors and provide tourism experiences, and where employment levels closely track visitor demand. In Kaikōura, these roles include staff employed by accommodation providers (such as hotels, motels, holiday parks, and backpackers), tour and activity operators (including marine wildlife tours, eco-tour guides, and adventure operators), and visitor-focused food and beverage services, as well as tourism-specific transport such as charters and shuttles.

Indirect tourism jobs exist in non-tourism industries but are supported by tourism demand through supply chains or visitor presence. These jobs do not primarily serve visitors but rely on tourism-driven businesses or spending. Job share (16%) is much lower than GDP share (35–40%) which implies high tourism value-add.

Kaikōura's GDP per capita is estimated by MBIE using Infometrics regional modelling from Stats NZ and other national data sources and does not necessarily equal total GDP divided by Census population due to differences in data sources, population estimates, and reference years.



VISION & GUIDING PRINCIPLES

REGENERATIVE DEVELOPMENT

Building a thriving Kaikōura for generations

Regenerative development seeks to leave places better than we found them by restoring and enhancing environmental, social, cultural, and economic wellbeing over time.

In Kaikōura, our prosperity is rooted in the health of our natural systems and the strength of our community.



THE PRINCIPLES OF REGENERATIVE DEVELOPMENT

POSITIVE IMPACT
Creating net benefits for nature and people.

SYSTEMS THINKING
Recognising that environmental, social, cultural, and economic outcomes are interconnected.

PLACE-BASED & COMMUNITY-LED
Building on local ecology, culture, history, and indigenous knowledge.

LONG-TERM RESILIENCE
Strengthening the capacity of communities and ecosystems to adapt to future challenges and opportunities.

KAIKŌURA'S NATURAL ASSETS – THE FOUNDATION OF OUR PROSPERITY



Marine environment & Kaikōura Canyon
Supporting tourism, fisheries and biodiversity.



Biodiversity & seabird populations
Unique species and habitats to protect and enhance.



Conservation estate & outdoor recreation
Walking, cycling and wild places that support wellbeing and visitation.



International Dark Sky Sanctuary
A globally significant attraction for visitors and supporting scientific research.



Healthy ecosystems, strong economy
Environmental health drives economic opportunity and community wellbeing.

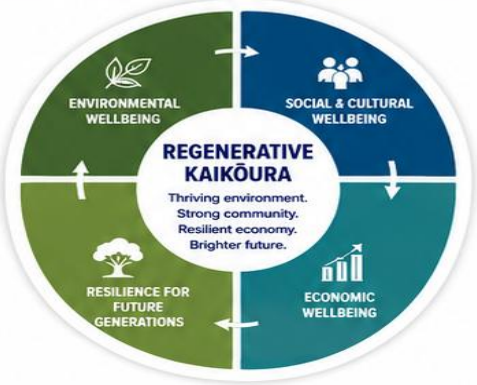
These are not constraints on development – they are our greatest assets.
By protecting and enhancing them, we create lasting value for current and future generations.

CONSERVATION AS AN INVESTMENT

Biodiversity restoration, predator control, habitat enhancement and ecosystem monitoring improve environmental health and deliver benefits across our community.

- EMPLOYMENT & SKILLS
- LOCAL KNOWLEDGE & CAPACITY
- RESEARCH & INNOVATION
- STRONGER REPUTATION
- BETTER OUTCOMES FOR NATURE & PEOPLE

Conservation creates jobs, builds skills, supports science and strengthens Kaikōura's reputation as a world-leading nature-based destination.



A CENTRE FOR RESEARCH, EDUCATION & INNOVATION

The convergence of the Seaward Kaikōura Ranges, coastline and Kaikōura Canyon creates an exceptional natural laboratory.

PLACE-BASED RESEARCH
Deepening our understanding of natural systems.

EVIDENCE-BASED MANAGEMENT
Informing better decisions for our resources.

EDUCATION & TRAINING
Building local skills and inspiring future leaders.

INVESTMENT & SKILLED JOBS
Attracting opportunities that strengthen our economy.

ECONOMIC OPPORTUNITY
The Canyon underpins tourism and commercial & recreational fisheries.

CLEAN ENERGY. LOCAL ADVANTAGE.

High sunshine hours and a favourable climate create opportunities for rooftop and community-scale solar.

Benefits include:

- Energy resilience
- Emissions reduction
- Local jobs & investment
- Lower energy costs



MEASURING WHAT MATTERS

Success is measured by more than growth in visitor numbers or population.

We focus on improving:

- ✓ Ecosystem health
- ✓ Community wellbeing
- ✓ Productivity
- ✓ Value per resident and visitor

For a more diverse, resilient economy that delivers greater benefits with less pressure on our environment.



LOCAL FOOD. LOCAL PROSPERITY.

Our growers, food producers and community food initiatives:

- Support local employment
- Strengthen food resilience
- Reduce transport impacts
- Keep value in our community
- Reconnect people with the land

Good for our community.
Good for our environment.
Good for Kaikōura.



THRIVING COMMUNITIES

People are at the heart of regenerative development.

Access to housing, healthcare, education, energy, food, recreation and community facilities all contribute to a healthy, resilient district.

Strong communities create the foundation for long-term prosperity.



CONNECTED SYSTEMS. BETTER FUTURES.

By viewing environmental, social, cultural and economic outcomes as parts of a connected system, Kaikōura can build an economy that supports both human flourishing and ecological wellbeing.

A great place to live, work, visit and invest in – for generations to come.



REGENERATIVE KAIKŌURA – LEAVING A LEGACY OF THRIVING NATURE AND COMMUNITIES

Ngāi Tahu values · Kaitiakitanga (Guardianship) · Whanaungatanga (Connection) · Mauri (Life force) · Manaakitanga (Care & respect)

What follows is our strategic vision for the next 50 years, looking beyond 2075. It is grounded in the philosophy of regenerative development. While unexpected events will occur and new challenges will require adaptive, real-time responses, this strategy provides a stable foundation for decision-making. It ensures we continue moving forward with purpose, guided by a clear and community-driven vision.

At its heart, this strategy is designed to create the conditions for human flourishing in Kaikōura, ensuring that every person, whānau, and community has the opportunity to live well, participate fully, and thrive across generations.

Regenerative Development

Regenerative development is an approach that seeks to leave places better than they were found by actively restoring and enhancing environmental, social, cultural, and economic wellbeing over time. Rather than simply sustaining current conditions, it aims to improve the health and resilience of ecosystems and communities so that future generations are better positioned to thrive. The key principles of regenerative development are:

- *Positive impact*: creating net benefits for nature and people.
- *Systems thinking*: recognising that environmental, social, cultural, and economic outcomes are interconnected.
- *Place-based and community-led*: building on local ecology, culture, history, and indigenous knowledge.
- *Long-term resilience*: strengthening the capacity of communities and ecosystems to adapt to future challenges and opportunities.

In Kaikōura, regenerative development means recognising that our economy depends on the health of the natural systems that support it. The district's marine environment, biodiversity, seabird populations, conservation estate, International Dark Sky Sanctuary status, and extensive walking and cycling opportunities are not constraints on development; they are the assets that underpin our prosperity and quality of life. By protecting and enhancing these assets, Kaikōura can create lasting environmental, social, cultural, and economic value.

This approach also recognises conservation as an investment in the district's future. Activities such as biodiversity restoration, predator control, habitat enhancement, and ecosystem monitoring not only improve environmental health but also generate employment, build local skills and knowledge, support scientific research, and strengthen Kaikōura's reputation as a world-leading nature-based destination. Conservation therefore delivers benefits across multiple dimensions of community wellbeing.

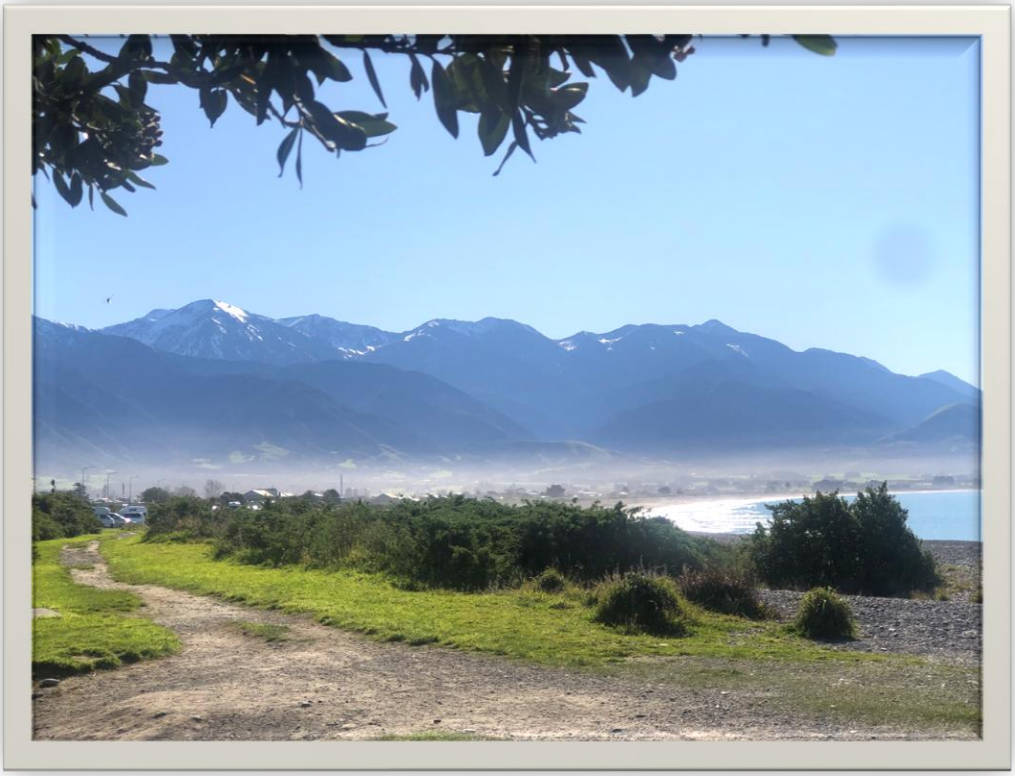
Kaikōura is also uniquely positioned as a centre for research, education, and innovation. The convergence of the Seaward Kaikōura Ranges, coastline, and Kaikōura Canyon creates an exceptional concentration of geological, marine, and terrestrial environments within a relatively small area. This provides opportunities for place-based research that contributes to a deeper understanding of natural systems, supports evidence-based resource management, attracts investment and skilled employment, and strengthens the resilience of both ecosystems and communities. The Kaikōura Canyon itself underpins much of the district's tourism offering and commercial and recreational fisheries, demonstrating the close relationship between environmental health and economic opportunity.

In addition to its globally significant natural environment, Kaikōura's high sunshine hours and favourable climate create opportunities for distributed renewable energy generation, particularly rooftop and community-scale solar. This natural advantage supports energy resilience, emissions reduction, and local economic development while aligning with the district's regenerative aspirations.

Under a regenerative model, economic success is measured not only by growth in visitor numbers or population, but by improvements in ecosystem health, community wellbeing, productivity, and the value generated per resident and visitor. The objective is to create a more diverse and resilient economy that delivers greater benefits while reducing pressure on the natural environment.

The district's local network of growers, food producers, and community food initiatives is an important part of Kaikōura's regenerative economy. These enterprises support local employment, strengthen food resilience, reduce transport-related environmental impacts, and keep economic value circulating within the community. By encouraging local production and consumption, they help reconnect people with the land and reinforce the relationship between environmental stewardship, community wellbeing, and economic prosperity.

Regenerative development extends beyond conservation and environmental restoration. It recognises that thriving communities are essential to long-term prosperity. Access to housing, healthcare, education, energy, food, recreation, and community facilities all contribute to a healthy and resilient district. By viewing these outcomes as parts of a connected system, rather than separate issues, Kaikōura can build an economy that supports both human flourishing and ecological wellbeing, ensuring the district remains a great place to live, work, visit, and invest in for generations to come.



Māori Principles

Ki Uta Ki Tai (from the mountains to the sea) recognises that Kaikōura's environment functions as one interconnected system, where the health of the whenua, awa, coast, moana, and communities are inseparable. This strategy adopts a Ki Uta Ki Tai approach to economic development, ensuring that economic decisions are considered in terms of their impacts across the entire mountain-to-sea environment. Under this framework, environmental health is not viewed as a constraint on development, but as the productive asset that underpins long-term prosperity, resilience, and wellbeing. By protecting and enhancing the natural systems that sustain Kaikōura, we create the conditions for enduring economic opportunity, thriving communities, and intergenerational prosperity.

Moreover, the following principles provide the cultural and values-based foundation that guides how Kaikōura pursues regenerative development, economic prosperity, and community wellbeing.

- **Kaitiakitanga**: guardianship of natural systems
- **Manaakitanga**: community wellbeing and hospitality
- **Whanaungatanga**: social connection

- **Kotahitanga**: unified leadership

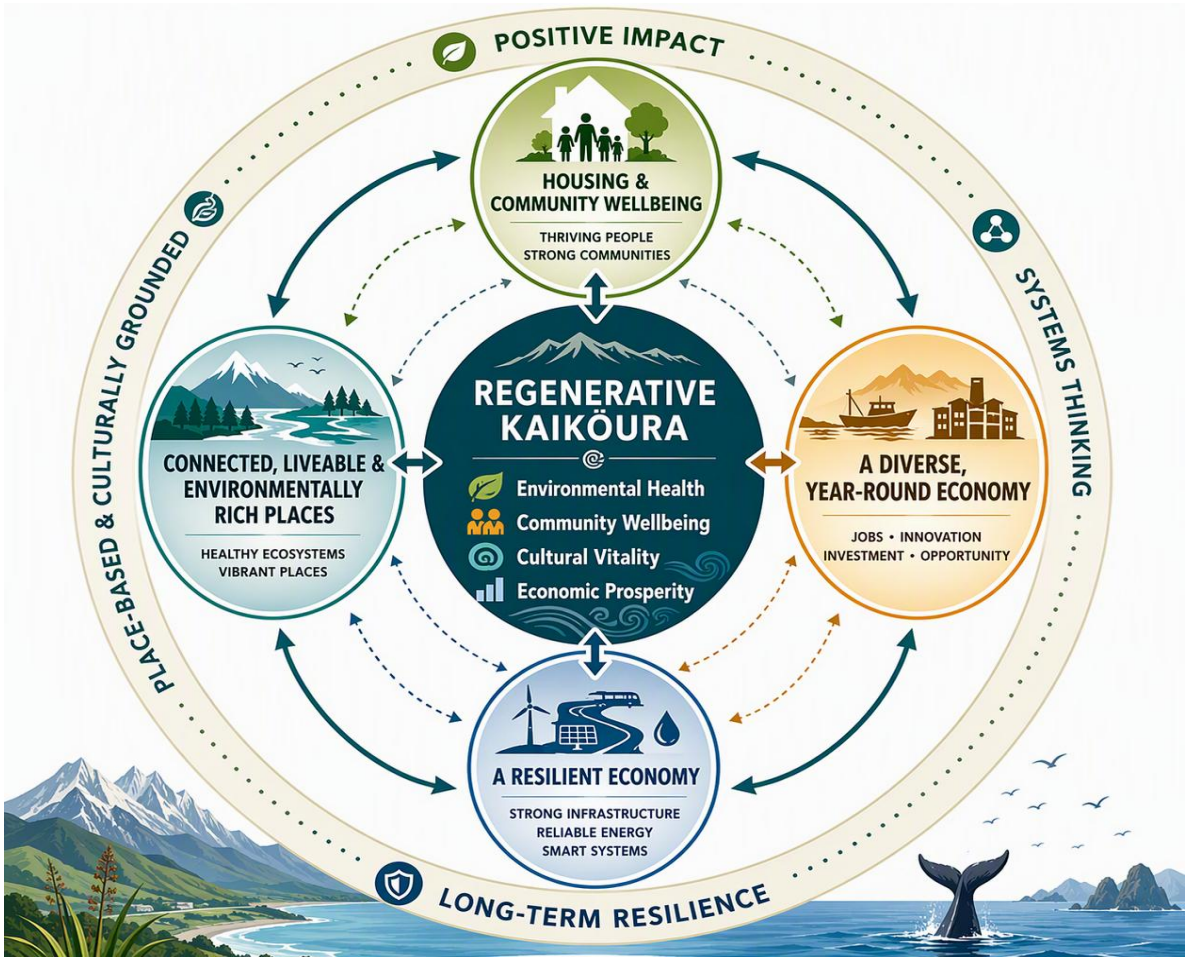
Kaikōura's brand narrative

This narrative is intended to inform external communications, investment attraction, and visitor positioning. It does not replace the strategic priorities and should not be treated as a delivery framework.

The brand narrative will centre on the following themes:

- **Regeneration** — place-based, grounded in our natural environment, with a focus on positive outcomes for people and nature.
- **Adventure** — marine wildlife, mountains, trails, surf, sky.
- **Māori Culture** — whakapapa, pūrākau, tikanga.
- **Research & Innovation** — marine science, conservation, climate adaptation.
- **Connected Communities** — active transport, digital capability, village-scale living.

STRATEGIC PRIORITIES



Pillar 1: Housing and Community Wellbeing

Ensuring Kaikōura has affordable, resilient, diverse, and accessible homes (including papakāinga and age-appropriate housing), so that residents can live well, age in place, and remain connected to their community while maximising 'enjoyment' and utility from the environment and district services. This pillar aligns with our regenerative definition's focus on net-positive outcomes for our people, and systems thinking as it acknowledges that for our economy to thrive, we need an affordable and diverse housing market. Education, training and lifelong learning are also critical economic enablers. Strong education pathways support workforce development, help young people remain in the district, improve productivity, and increase the community's capacity to adapt to future economic opportunities. If we do not have suitable housing for workers across the tourism, healthcare, education, remote, and research sectors, we cannot attract and retain the staff needed to grow the economy.

In practice, achieving housing and community wellbeing will require coordinated action and outcomes across housing supply, planning, infrastructure, healthcare, and community development, including the following potential actions and outcomes:

- Enabling access to appropriate health and care services alongside housing, recognising that aging well is inseparable from healthcare availability, workforce sustainability, and economic participation.
- Compact, connected, climate-adaptive settlements with town-centre intensification.
- Papakāinga and Māori-led housing pathways.
- Intergenerational models such as terraces, co-housing, and senior living (granny flats and minor units).
- Worker accommodation solutions aligned to industry cycles, supported by a clear consenting pathway and more enabling rules.
- Infrastructure sequencing aligned to planned growth areas.

Pillar 2: A Diverse, Year-Round Economy

Supporting a resilient local economy that reduces reliance on seasonal tourism, grows year-round employment, strengthens the Māori economy, and encourages environmentally responsible industries. This includes enabling remote, digital, and knowledge-based work that allows people to live locally while working nationally or globally. Kaikōura's lifestyle, environmental quality, and connectivity create opportunities for distributed professional services, research collaboration, creative industries, and small-scale innovation. Supporting this pathway relies on digital capability, networks, and light-touch enabling infrastructure rather than large-scale capital investment.

Technology is recognised as an enabler across Kaikōura's economy, including tourism, primary industries, conservation, education, energy, health, logistics, and research. The strategy supports the adoption of digital tools, data capability, applied innovation, and technology-enabled business models that improve productivity, resilience, environmental outcomes, and access to higher-value employment. It supports the adoption of emerging technologies that improve productivity, service delivery and economic outcomes, subject to appropriate governance and security controls.

Economic diversification in Kaikōura includes supporting existing and emerging sectors that strengthen year-round resilience, local supply chains, and the district's productive economy, including farming, fisheries, food production, and value-added processing. While production and investment decisions remain primarily the responsibility of businesses and landowners, Council will seek opportunities to support collaboration, innovation, skills development, and value-added economic activity where these are environmentally sustainable, culturally appropriate,

commercially viable, and aligned with community aspirations and environmental protection. Council's role is to enable these opportunities through planning alignment, education, and partnership. The strategy does not seek to deliver food security outcomes directly; rather, it supports the conditions for a diverse, resilient, and locally connected economy.

In practice, achieving a more diverse and resilient year-round economy will require coordinated action across business development, workforce capability, research and innovation, Māori enterprise, investment attraction, and technology adoption. Potential actions and outcomes include:

- Support for value-added primary production opportunities identified through market demand, investor interest and community support.
- Digital skills training and business capability uplift to support higher value, year-round employment.
- Seek to leverage external initiatives, such as the Mayoral Taskforce for Jobs, where they align with local workforce and youth employment objectives.
- Kaikōura Research and Education Centre (KREC): a locally anchored research, education, and applied innovation institution focused on marine, terrestrial, climate, and natural systems science, integrated with training, technology partnerships, entrepreneurship, and knowledge transfer.
- Development of flexible coworking, innovation, and collaboration spaces that support remote workers, entrepreneurs, researchers, creative industries, and technology-enabled businesses, including opportunities for shared facilities linked to the Kaikōura Research and Education Centre ecosystem.
- Regenerative tourism and eco-adventure (astro-tourism, wellness, trails, education tourism).
- Hunting and fishing (branding as a premium destination for ethical hunting and fishing).
- Renewable energy and green-technology industries. (In the context of Kaikōura, green-technology refers to small-scale, high-value, low-impact technologies and services focused on renewable energy, energy resilience, marine and climate systems, and emissions reduction. This includes design, testing, data, software, research, consultancy, and niche product development, rather than large-scale manufacturing or heavy industry.)
- Capture of secondary industry service provision e.g. aerospace design or product manufacture
- Sport, events, and conference destination development — leveraging Wakatu Quay and the South Bay / Pōhōwera coastal recreation precinct to position Kaikōura as a national and niche international destination for outdoor recreation festivals, conferences, weddings and retreats.
- Māori-led enterprises and cultural experience tourism.
- Sustainable fisheries and marine products.

- A vibrant farmers' market to support the local food network.
- Facilitation of an annual productive economy meeting via Enterprise Kaikōura bringing together primary producers, fisheries, food businesses, hospitality operators, Māori enterprises, educators, and community groups.

Pillar 3: A Resilient Economy

Transitioning Kaikōura to a renewable-powered district through community microgrids, sustainable infrastructure, and local food production systems that are integrated with land use patterns, protect natural ecosystems, and strengthen climate resilience.

A resilient economy is one that is prepared for the future: capable of adapting and thriving in the face of environmental change, economic disruption, and global uncertainty. This pillar reflects the regenerative principle of building long-term resilience, supporting our community to respond to climate change, evolving energy demands, and emerging challenges. Economic resilience is also strengthened through a diversity of industries, adaptable skills, strong local leadership, and business continuity capability. These factors help reduce vulnerability to economic shocks and support faster recovery following disruptions

Resilient infrastructure underpins this vision by enabling reliable, enduring, and adaptive systems that continue to deliver positive outcomes for the community over time. In doing so, it embodies another key aspect of a regenerative economy: creating the conditions for sustained environmental, social, and economic wellbeing

In practice, achieving a resilient economy will require coordination across energy, infrastructure, transport, food systems, and climate adaptation, with the potential actions and outcomes including:

- Generating energy locally: community-scale solar or other 'green' energy.
- Managing, storing, and optimising that energy for reliability and resilience: microgrids, backup systems, and demand-side optimisation.
- Reducing emissions from existing buildings and local industries: solar on public buildings; heat-pump and insulation incentives; decarbonisation for marine and fisheries sectors.
- Planning settings that enable and encourage renewable energy investment and uptake.
- Engaging with Te Rūnanga o Kaikōura at the concept stage of significant or strategic energy projects, where appropriate.

- South Bay Harbour Development: An integrated marine precinct combining marina infrastructure, fisheries activity, recreation, and emergency response functions.
- Expansion of EV charging network, integrated visitor transport options, and heavy-vehicle diversion planning.
- A thriving local food network that provides protection in the case of supply chain disruptions.

Pillar 4: Connected, Liveable, and Environmentally Rich Places

Create a safe, walkable, bikeable, and well-connected settlement pattern that improves daily life, while protecting biodiversity, restoring ecosystems, and enhancing the cultural visibility and identity of the district. This pillar brings together our regenerative focus of improving the health of our community through the advancement of active transport, restoration of our natural environment, and systems thinking in acknowledging that by creating an environment that is suitable and pleasant for young and old, we create the opportunity for a greater and more diverse population base.

In practice, achieving connected, liveable, and environmentally rich places will require coordinated action across transport, urban design, biodiversity, recreation, community development, and environmental stewardship, with the potential actions and outcomes including:

- District-wide cycling/walking spine linking South Bay, Hapuku, Mangamaunu, Goose Bay; safe routes for tamariki.
- Town-centre traffic calming and improvement of spaces for people walking and spending time outdoors.
- Biodiversity restoration and ecosystem enhancement embedded into settlement planning.
- Sustainable and supportive education system from entry level day care to school leavers supporting parents and learners to maximise potential and ‘add back’ to the community.
- Age-friendly town design, including accessible footpaths, seating, shade, safe crossings, and proximity-based access to services for older residents.
- Youth-friendly and multi-use “third spaces”, including creative, social, and informal gathering places that support youth connection, wellbeing, and pathway development.
- Long-term airport proposition and enhanced marine/rail connectivity.

Four Pillars, One Regenerative Economy

Together, these four pillars give practical effect to Kaikōura’s vision of a regenerative economy. They are not intended to operate in isolation; each pillar supports and reinforces the others. Success in one pillar creates benefits across the

others. For example, increased housing supply supports workforce attraction, workforce growth supports business development, economic growth helps fund infrastructure and services, and environmental enhancement strengthens Kaikōura's attractiveness as both a place to live and a destination to visit.

Collectively, these pillars reflect the core principles of regenerative development: creating positive outcomes for people and nature, recognising the interconnectedness of environmental, social, cultural, and economic systems, building on Kaikōura’s unique place and identity, and strengthening long-term resilience. By advancing all four pillars together, Kaikōura can create a future in which environmental health, community wellbeing, cultural vitality, and economic prosperity continuously reinforce one another, leaving the district in a stronger position for future generations than it is today.

CONSTRAINTS & RISKS

- Housing shortages, limited job diversity, talent retention issues.
- Aging population, childcare/tertiary gaps, constrained funding.
- Families leaving for target school opportunities or aged care facilities.
- District Plan bottlenecks; SH1 traffic/parking safety issues.
- Natural hazard exposure (seismic, inundation) and climate impacts.
- Stakeholder fatigue/resistance; limited capacity for new initiatives.
- Council and Government funding constraints.
- Local Government changes, including mergers with other Councils and changing central government direction.
- Workforce capacity and capability.
- Ineffective communication to stakeholders and timeline planning.

Economic development requires balancing a number of competing objectives and recognising that not all desired outcomes can be maximised simultaneously. For example, attracting more visitors and investment can support local businesses and employment but may place additional pressure on housing affordability and availability. New development opportunities can strengthen the economy and expand local services, but they must be balanced against the protection of Kaikōura's unique natural environment and landscape values. Similarly, investment in infrastructure can enable growth and improve resilience, yet must remain affordable for ratepayers. Decisions about future growth also need to consider the community's desire to retain Kaikōura's distinctive character and sense of place, while responding to changing population and economic needs. In addition, climate adaptation measures may be necessary to reduce long-term risks, but can create uncertainty for landowners, investors, and communities.

Future decisions should explicitly acknowledge these trade-offs and seek solutions that maximise long-term community wellbeing, resilience, and intergenerational prosperity.

INVESTMENT LOGIC & BUSINESS CASES

Delivery of the four strategic pillars will require a coordinated investment approach that draws on multiple funding pathways. Kaikōura District Council will work alongside central government, rūnanga, private investors, and sector partners to progress projects through clearly defined stages: from early discovery and feasibility through to business cases, funding agreements, delivery, and benefits realisation. Many initiatives within this strategy align strongly with national priorities such as housing supply, climate transition, regional productivity, Māori economic development, renewable energy, and walking and cycling. This alignment positions Kaikōura to access Crown funding programmes, targeted grants, and, where appropriate, government-backed loan schemes. Rūnanga investment, community enterprise models, and private-sector capital will also play a central role, particularly in renewable energy, tourism diversification, land development, and research-led industries.

A transparent and disciplined investment process will ensure that resources are directed to the highest-impact opportunities. Each major initiative will be assessed using a simple logic model: identifying the problem, proposed intervention, expected benefits, measures of success, and appropriate delivery timeframe, supported by decision gates that ensure projects are only advanced when evidence, funding commitments, and risk considerations are sound. Progress will be tracked through publicly accessible reporting, enabling the community, partners, and investors to see where each project sits in the pipeline and how investments are translating into long-term social, environmental, cultural, and economic outcomes for Kaikōura.

MONITORING & KPI FRAMEWORK

The monitoring framework is designed to assess whether the implementation activities identified in the Programme Roadmap section are contributing to the long-term economic, social, environmental, and resilience outcomes sought by this strategy. Strategic Outcomes and Indicators describe the changes the strategy is seeking to achieve, while the Programme Roadmap section identifies the major actions, investments, and enabling initiatives intended to support those outcomes. Together, they provide a framework for monitoring progress, informing decision-making, and adapting delivery over time.

Baseline Development (2026–2027)

Note: some indicators will be tracked annually using regional proxies or rolling averages where district-level data is not available every year

Strategic Outcomes and Indicators

The Strategic Outcomes and Indicators describe the long-term changes this strategy seeks to support across Kaikōura. They provide a basis for monitoring whether the actions identified in the Programme Roadmap are contributing to improved economic, social, environmental, and community wellbeing outcomes over time. Together, they help track progress toward the Strategy Vision and inform future decision-making, investment, and prioritisation.

Housing and Community Wellbeing

- Increase housing availability and diversity.
- Reduce the proportion of unoccupied dwellings.
- Improve youth retention trends.
    - Number of local apprenticeships and traineeships.
    - Number of school leavers employed locally.
    - Net migration of residents aged 18-35.

A Diverse, Year-Round Economy

- Reduce reliance on tourism.
- Increase non-tourism skilled employment.
- Improve income levels and economic productivity.
- Increase research, innovation, and knowledge-based activity.
    - Number of active research partnerships.
    - Number of knowledge-intensive jobs.
    - External research funding attracted.

Resilient Economy

- Increase renewable energy uptake.
- Strengthen the diversity of year-round industries.

Connected and Liveable Places

- Increase active transport use.
- Achieve biodiversity net gain.

Governance and Delivery

The governance framework is responsible for monitoring progress against the Strategic Outcome and Indicators and overseeing delivery of the Programme Roadmap.

- Strategy Owner: Chief Executive
- Operational Sponsor: Senior Manager Corporate Services
- Delivery Leads: Relevant Council managers and partner agencies per action
- Council Oversight: Annual progress reporting through Long-Term Plan and Annual Plan processes.
- Working Groups: Time-bound, outcome-focused, disestablished once objectives achieved.
- Destination Kaikōura retains leadership of destination management and marketing. Enterprise Kaikōura (or any successor business-led entity) focuses on business development, investment attraction, and economic diversification. Council enables coordination between these functions and avoids duplication.
- Kaikōura will seek strategic alignment with regional growth sectors, including the bioeconomy, tourism technology, marine science, clean energy, and applied environmental innovation, positioning the district as a complementary testbed, field campus, or specialist satellite location where appropriate.
- Regulatory and delivery responsibilities for biodiversity protection, marine and freshwater management, conservation, predator control, lighting standards, and environmental enforcement sit with established statutory and community led frameworks, including regional councils, central government agencies, and recognised governance bodies. The role of Kaikōura District Council is to enable alignment, advocate for outcomes consistent with this strategy, and reflect environmental limits through land use planning and spatial decision making.

Programme Roadmap

This section identifies the major initiatives, investment priorities, and enabling actions expected to contribute to the long-term outcomes sought by this strategy. It provides an indicative roadmap for how implementation may occur over time, recognising that project timing, funding, feasibility, partner commitment, and future Council decisions will influence delivery. Together with the Strategic Outcomes and Indicators, this section creates a clear line of sight between the actions being undertaken and the outcomes being monitored.

Note: see the supporting 5-year action plan for a detailed foundational roadmap for the initial phase of implementation.

2026–2035

• **Housing:** intensification, papakāinga development, affordable housing partnerships and a large-scale retrofit programme (enabled by District Plan changes): enable development of 300–500 new dwellings, including at least 100 affordable units, an elderly housing complex, and a papakāinga project; explore planning, partnership and incentive mechanisms that encourage greater utilisation of existing housing stock for permanent occupancy.
• **Transport:** deliver the district cycle spine, Whale Trail and key active transport connections; create a more walkable town centre; improve SH1 connectivity and safety; strengthen rail, bus and visitor transport hubs; investigate and protect corridors for a future heavy-vehicle bypass and airport relocation; and complete planning amendments required to support long-term transport infrastructure.
• **Energy:** locally supported solar rollout through education, collaboration and planning initiatives. Enable installation of solar on 30% of suitable rooftops through grants (if available), streamlined consenting and education programmes; and investigate community-scale generation and energy resilience opportunities.
• **Industry:** diversify the economy through tourism, marine research, education and knowledge-intensive activities; establish the research and education centre (physical site established, with at least three research partnerships and 10 new specialist jobs); implement the Wakatu Quay development; and enable development of a strategically located industrial precinct at SH1/Inland Kaikōura Road to support local business growth, freight efficiency and long-term employment opportunities.
• **Business and investment attraction**: establish and grow Enterprise Kaikōura as the district's economic development platform; implement the Why Kaikōura promotion and attraction campaign; and deliver ongoing business engagement, networking and capability-building initiatives.

• **Environment:** establish a district-wide Blue-Green Network connecting mountains, rivers, wetlands and the coast; restore priority wetland and indigenous habitat areas; improve ecological connectivity, biodiversity and waterway health; and complete and implement the Coastal Adaptation Plan.
• **Youth and workforce development**: strengthen local education, training, recreation, and employment pathways that support youth retention, skills development, and workforce participation.

2035–2050

• **Housing:** mixed-use development delivered in the town centre, intergenerational living models and 60% of the housing stock retrofitted for energy efficiency.
• **Transport:** full district cycling and riding network completed; EV public transport services implemented; heavy-vehicle bypass decisions made and, if justified, construction commenced; rail, bus and visitor transport integration strengthened; and construct or formally commence the long-term airport project, if viable.
• **Energy:** expanded solar and potential waste-to-energy implementation; continued investment in local generation capacity; district-wide demand management for EV and freight charging optimisation.
• **Industry:** emerging green-technology exports; a mature creative sector; nationally recognised marine research and education capability; and global research partnerships supporting a more diversified, year-round economy.
• **Environment:** substantially complete the district-wide Blue-Green Network, expand marine and coastal protection initiatives, strengthen indigenous biodiversity and ecological connectivity, and maintain resilient mountain-to-sea ecosystems.

2050–2075

• **Housing:** implement managed retreat plans in identified high-risk coastal areas; maintain affordable housing stock at or above 20% of total dwellings.
• **Transport:** operate zero-emissions district logistics systems; cycle-freight networks; emerging low-emission transport technologies; and mature marine/rail integration.
• **Energy:** operate mature renewable energy systems and microgrids serving critical infrastructure and supporting a low-emissions district.
• **Industry:** support ongoing economic diversification across multiple sectors to maintain a resilient local economy.
• **Environment:** sustain and enhance the district-wide Blue-Green Network, maintaining healthy and connected mountain-to-sea ecosystems, indigenous biodiversity, habitat values, and climate resilience.

PROJECTED 2075 OUTCOMES

To support long-term decision-making and avoid reliance on a single forecast, this strategy is informed by three scenario-based growth pathways for Kaikōura through to 2075. These scenarios — *Status quo Growth*, *Managed Growth*, and *Transformational Growth* — are not predictions, but structured planning tools that test how different levels of policy delivery, infrastructure investment, and external economic conditions could shape the district's future. They provide a practical basis for land-use planning, infrastructure sequencing, housing supply, and workforce development over a 50-year horizon.

The scenarios were developed using Kaikōura's current economic and demographic baseline as the starting point, and then applying different assumptions about population growth, industry diversification, housing supply, employment participation, productivity uplift, and the timing of anchor investments such as a marine and climate research centre and improved regional connectivity. Key parameters considered included: achievable annual population growth rates, changes in labour-force participation, shifts in the tourism share of employment, expected productivity uplift from higher-value industries, and realistic dwelling delivery capacity. All GDP figures are expressed in constant (real) 2024 New Zealand dollars to allow consistent comparison over time.

The strategy is broadly aligned to the Managed Growth scenario, which is considered the most realistic and balanced pathway for achieving Kaikōura's long-term economic, environmental and community outcomes while retaining the district's character and environmental values.

Scenario A — Managed Growth

Assumes: full delivery of strategy, one or more anchor project operating, and housing enabled.

Indicator	Current	Estimated 2075	Midpoint	Key Assumptions
Population	4,215	7,500 – 9,000	8,200	1.1% avg annual growth due to jobs & housing enablement (front-loaded)
GDP per Capita (real 2024 NZD)	$43,277	$85,000 – $105,000	$95,000	Growth in research, green tech, marine science, food processing; reduced seasonality; more skilled workforce
Total GDP (real 2024 NZD)	$239m	$638m – $945m	$780m	Midpoint population × midpoint GDP per capita

Indicator	Current	Estimated 2075	Midpoint	Key Assumptions
Total Jobs	2,050	3,800 – 4,500	4,150	Slightly higher employment participation with diversification
Tourism Jobs	330	380 – 500	440	Tourism share falls to 10–12% of total jobs; economy diversifies
Non-Tourism Jobs	1,720	~3,700	3,700	Total jobs minus tourism jobs
Number of Dwellings	2,319	3,900 – 4,400	4,150	Smaller households; more age-friendly & worker housing; visitor dwellings partly converted; avg household 2.4; 15% buffer for vacancy/visitor dwellings
Number of Businesses	789	1,200 – 1,500	1,350	Economic diversification; business park scaling; improved business-to-job ratio

Scenario B — Status-quo

Assumes: slow housing delivery, partial diversification, tourism still dominant

Indicator	2075 Estimate
Population	**5,500 – 6,200** (mid: 5,800)
GDP per capita	**$65,000 – $75,000** (mid: $70,000)
Total GDP	**~$405 million**
Total jobs	**2,600 – 3,000** (mid: 2,800)
Tourism jobs	**520 – 650** (mid: 585)
Non-tourism jobs	**~2,200**
Dwellings	**3,000 – 3,300** (mid: 3,150)
Businesses	**900 – 1,050** (mid: 975)

Scenario C — Transformational Growth

Assumes: multiple anchor projects operating (including KREC, the South Bay Harbour Development, Wakatu Quay, and an expanded airport); strong net in-migration; growth in knowledge-intensive exports, green-technology services, marine science, research and education; and significant productivity gains from economic diversification.

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Indicator	2075 Estimate
Population	**10,000 – 12,000** (mid: 11,000)
GDP per capita	**$105,000 – $125,000** (mid: $115,000)
Total GDP	**~$1.27 billion**
Total jobs	**5,200 – 6,200** (mid: 5,700)
Tourism jobs	**450 – 600** (mid: 525)
Non-tourism jobs	**~5,175**
Dwellings	**4,800 – 5,500** (mid: 5,150)
Businesses	**1,600 – 2,000** (mid: 1,800)

Table 2: Scenario-Action Alignment

The following chart ties together the strategy, action plan, and KPIs, illustrating how key actions translate into outcomes under the three growth scenarios. They provide a summary of potential impacts on housing, infrastructure, energy, and industry, highlighting the differences, trade-offs, and assumptions behind low, managed, and transformational growth pathways.

Action Area	Status-quo	Managed Growth	Transformational Growth	Key Assumptions
Housing Delivery	~3,000 dwellings by 2075	~4,150 dwellings	~5,150 dwellings	Based on population growth projections, migration, and housing supply capacity; assumes managed planning and resource availability for growth.
Anchor Projects	None implemented	One or more anchor projects are operational.	Potential anchor projects (KREC, South Bay Harbour Development, Wakatu Quay and Airport safeguarding), progressed subject to feasibility, funding, governance, and environmental impacts.	Assumes investment, regulatory approvals, and workforce capacity; low growth delays or limits infrastructure.

Action Area	Status-quo	Managed Growth	Transformational Growth	Key Assumptions
Energy Targets	50% renewable by 2040	60% renewable by 2040 with local generation	80% renewable by 2040 supported by distributed generation, storage and microgrids	Assumes national and regional energy policies, technology uptake, and funding availability.
Industry Diversification	Tourism dominant	Balanced economy	Knowledge-intensive exports, green-technology services, marine science, research and education, and applied environmental innovation.	Assumes policy incentives, skills development, and investment in new sectors; low growth limits diversification.
Environmental Outcomes	Incremental restoration	Functioning Blue-Green Network and improved ecosystem health	Fully integrated mountain-to-sea ecological network supporting biodiversity, climate resilience, research and recreation	Sustained investment in restoration and adaptation; strong partnerships with mana whenua, community groups and agencies; effective land-use planning; continued biodiversity, freshwater and coastal management programmes; and increasing community support for environmental stewardship.

CONTRIBUTIONS

This strategy has been shaped through extensive community engagement and collaboration. Many individuals, organisations, and community groups across Kaikōura and beyond have generously contributed their time, insights, expertise, and feedback throughout its development.
Kaikōura District Council would like to extend its sincere thanks to the following people and organisations for their valuable contributions:

Te Rūnanga o Kaikōura
Angela Blunt
Colette Doughty
Chris Sturgeon
Dave and Lilian Margetts
Destination Kaikōura
Gina Solomon
Jack Van Berkel
Kaikōura Aging Well Group
Kaikōura Dark Sky Trust
Kaikōura Health Care
Kaikōura Youth Council
Petra Jellyman
Te Korowai
Mel Skinner
Sarah Beardmore
William Loppe

KAIKŌURA DISTRICT COUNCIL
ECONOMIC DEVELOPMENT STRATEGY



Five-year Action Plan (2026–2031)

This Five-Year Action Plan gives effect to the Kaikōura Economic Development Strategy by translating long-term strategic direction into a practical programme of actions for 2026–2031. Actions are grouped into three categories:

- **Council Led Foundational Actions** – Actions that Council and its partners will actively lead, coordinate, or directly deliver because they are critical to implementing the Strategy and creating the conditions for long-term success.
- **Partner-Led Actions Supported/Enabled by Council** – Actions that are primarily led and delivered by external organisations, businesses, community groups, or other agencies, where Council's role is to support, facilitate, advocate, coordinate, provide planning assistance, or help remove barriers to delivery.
- **Future Opportunities and Pilot Initiatives** – Potential future initiatives that will be explored, tested, or investigated before any commitment to delivery.

The Action Plan reflects both the priority and maturity of different actions, as well as Council's role in delivery. Council-led Foundational Actions are the highest-priority initiatives and will be the primary focus of implementation during the first one to two years, as they create the conditions for achieving the Strategy's longer-term outcomes. Support/Enable actions are primarily delivered by partners, with Council providing advocacy, coordination, planning support, or other assistance where appropriate. Future Opportunity actions identify projects that may warrant further investigation or development but do not represent a commitment to implementation at this time.

This Action Plan does not approve projects, commit funding, or predetermine outcomes. Progression of actions remains subject to feasibility, partner commitment, funding availability, environmental considerations, community support, and future Council decisions through Long Term Plan, Annual Plan, District Plan, and other statutory planning processes. The Action Plan will be monitored and reviewed over time to respond to changing circumstances while maintaining the long-term direction of the Economic Development Strategy.

Action description	Action type	Lead entity	Pillar	Key partners	Timeframe (Years 1–5)	Resourcing required	Alignment with other plans	Key benefits	Indicator of success	Delivery Confidence Rating
Establish **Enterprise Kaikōura** as a business and investment leadership structure with an agreed Terms of Reference, membership model, and annual work programme, including speakers and workshops. It will be the primary KDC tool to Coordinate business engagement, investment attraction, diversification initiatives and productive economy forums	KDC led/ Foundational KDC to: - set up the core group - develop the governance structure - arrange the first meetings and forums	KDC	2. A Diverse, Year-Round Economy	Te Rūnanga o Kaikōura, local business, Enterprise North Canterbury, Destination Kaikōura, Innovate Marlborough	Within 12 months	Policy (project management) staff time; Community Development Resourcing	KDC Long-Term Plan, Canterbury Regional Economic Development Strategy, Marlborough Economic Wellbeing Strategy 2022 - 2032	Improved coordination, investor confidence, and business advocacy. It will be a way to share ideas and explore important developments in fields of interest; will primarily involve events, workshops and guest speakers	Enterprise Kaikōura established; minimum quarterly meetings held; annual work programme adopted and reported against	High
Launch a bold "**Why Kaikōura**" Workforce, Resident and Investment Attraction Programme	KDC led/ Foundational KDC to: - Design and launch the webpage	KDC	2. A Diverse, Year-Round Economy 4. Connected, Livable, and Environmentally Rich Places	Local business, Destination Kaikōura, Kaikōura Healthcare New Zealand, Youth Council, Destination Marlborough	Within 12 months	Policy (project management) staff time IT services	LTP; Walking and Riding Strategy	Will provide an online business propositus and promote Kaikōura as a location for critical workers (healthcare and aged care ect.), remote workers and other targeted	Website launched; annual visitor numbers achieved (approximately 50,000 annual site visits); business and workforce attraction	High

								industries and groups	enquiries generated	
Monitoring, dashboards and annual community reporting	KDC led/ Foundational KDC to: - Develop a monitoring dashboard and launch it for public access	KDC	Supports all 4 pillars	Community groups and partners	Within 12 months	Analyst and reporting capacity; Communications and Community Development Staff Time	KPI Framework, Governance Framework	Transparency and adaptive delivery	Annual reporting dashboard publicly available and used in Council decision-making	High
Establish a **Youth and Workforce Pathways Network** (containing those working in the youth field and youth representation)	KDC led/ Foundational KDC to: - Establish the network - Set up the governance structure - Organise the first meetings	KDC	4. Connected, Livable, and Environmentally Rich Places	Schools, tertiary providers, employers; Te Hā o Mātauranga – Learning in Kaikōura	Within 12 months	Community Services staff time	Library Policy, Youth Policy	Map gaps and needs to work out targeted interventions; determine one or two galvanizing projects in the youth field; feed into the youth orientated aspects of this document	Youth Network established; annual action programme agreed; at least one priority initiative progressed	Medium
District Plan review and plan changes for housing and mixed-use zones.	KDC led/ Foundational KDC to: - Amend the district plan through the processes available - Investigate planning mechanisms that encourage better utilisation of existing housing stock and workforce accommodation	KDC	1. Housing and Community Wellbeing 2. A Diverse, Year-Round Economy	Government housing providers, Te Rūnanga o Kaikōura developers, Aging Well Kaikoura	Years 1–3	Planning staff time and consultant support	District Plan; Spatial Plan, Regional Spatial Plan/land use chapter	Remove regulatory barriers to growth; enable more housing for workers and the aging population	Planning provisions implemented that reflect the Spatial Plan which align with the Planning Act	Medium
30-year infrastructure report to feed into the	KDC led/ Foundational KDC to:	KDC	2. A Diverse, Year-Round Economy	MoT, potential investors, Te Rūnanga o Kaikōura,	Year 1 delivery of options paper to Council in preparation for	Operations and Policy staff time Technical advisory services	Canterbury Climate Action Plan, Regional Spatial Plan, Regional	Future freight and industry enablement; clear	Council infrastructure priorities submitted and	Medium

Regional Spatial Plan (roading, transport, energy, and airport designation)	- Develop the report and feed it into the Regional Spatial Plan		3 A Resilient Economy 4. Connected, Livable, and Environmentally Rich Places	Energy providers, EECA, iwi	the Regional Spatial Plan; with year two involving integration into the Regional Spatial Plan		Energy Strategy, National Infrastructure Plan	pathway to energy resilience	formally considered through Regional Spatial Plan development	
South Bay Pohowera Park	KDC led/ Foundational KDC to: - Project manage the development of the park	KDC	2. A Diverse, Year-Round Economy 4. Connected, Livable, and Environmentally Rich Places	Iwi; ECAN, Cycling Club, Te Rūnanga o Kaikōura	Years 1–5	Project management time; landscapers; LTP funding	LTP, Walking and Riding Strategy	Supports healthy local living and tourism	Increased use of walking and cycling facilities or visitor/resident satisfaction	Medium
Environment limits and adaptation planning	KDC led/ Foundational	Co-led KDC / Regional Council	4. Connected, Livable, and Environmentally Rich Places	Te Rūnanga o Kaikōura, Te Korowai, ECAN, Marlborough District Council, MCERT	Years 1-3	Policy staff time; technical advisory services	Regional Spatial Plan (Natural Environment Act) and associated regional environment chapter, National Adaptation Framework, National Infrastructure Plan	Environmental regeneration; climate resilience	Climate adaptation risks and environmental limits incorporated into Regional Spatial Planning frameworks and the Natural Environment Plan	Medium
EV charging network expansion	Support/ Enable KDC to: - Provide the planning rules to facilitate	Private providers	3. A Resilient Economy	Lines companies, KDC	Years 1–5	Capital and private investment	Canterbury Climate Action Plan, National Infrastructure Plan	Supports low-carbon transport	Increase in publicly accessible EV charging points across the district	Medium
Blue-green corridors and ecosystem restoration	Support/ Enable KDC to: - Use the regional spatial planning structure to outline blue-green networks - Potentially engage directly in	DOC / community groups / ECAN	4. Connected, Livable, and Environmentally Rich Places	KDC (coordination and support)	Years 1–5	External grants and partnerships	Spatial Plan, Canterbury Biodiversity Strategy, Regional Spatial Plan (Natural Environment Act) and associated Natural Environment Chapter	Environmental regeneration	Advancement of the blue-green networks as set out in the spatial plan	Low

	biodiversity initiatives						Predator-free NZ 2050, Marlborough Environment Plan			
Abbeyfield housing development	Support/ Enable KDC to: - Provide planning assistance - Provide legal support through financial assistance	Aging Well Group	1. Housing and Community Wellbeing 4. Connected, Livable, and Environmentally Rich Places	KDC	Years 2–4	KDC administrative support to the Aging Well Group as available and appropriate	Aging Well Strategy	Enables aging in place, reduces demand pressure on acute services, supports community stability	A contract signed with a provider to build an Abbeyfield housing development in Kaikōura	Low
Business Park expansion and infrastructure readiness	Support/ Enable KDC to: - Provide the planning rules supportive of growth - Market the development as part of Why Kaikōura website and media campaign	Developers, utilities	2. A Diverse, Year-Round Economy	Investors/ Commercial entities; KDC promotion	Years 2–5	Operations staff time	Spatial Plan, Regional Spatial Plan, LTP	Supports industry diversification	New businesses established within the business park	Low
Renewable energy on public buildings	Pilot / Future Delivery Signal KDC to: - Invest in solar on its own main building	KDC	3. A Resilient Economy	EECA, private sector, Manpower	Year 1	Capital funding (LTP); Policy (project management staff time)	Canterbury Climate Action Plan, LTP	Reduced emissions and energy costs	Installation of solar on public buildings	Medium
Enable papakāinga and Māori-led housing pilots	Pilot / Future Delivery Signal KDC to - Provide planning support	Te Rūnanga o Kaikōura	1. Housing and Community Wellbeing	Ngāi Tahu Property, Kāinga Ora, KDC	Years 1–3	Project management; Feasibility studies	District Plan/land use chapter, Spatial Plan, Regional Spatial Plan	Supports whānau wellbeing and housing affordability	Feasibility completed, planning pathway agreed, development consent secured, or dwellings enabled	Medium

Workforce Attraction, Retention and Skills Programme	Pilot / Future Delivery Signal KDC to convene partners, support funding applications, and facilitate programme delivery where aligned with Council priorities, including initiatives that support workforce participation, workforce attraction and retention, retraining, lifelong learning, skills development, and workforce re-entry pathways.	KDC	1. Housing and Community Wellbeing 4. Connected, Livable, and Environmentally Rich Places	Schools, tertiary providers, employers; Te Hā o Mātauranga – Learning in Kaikōura	Years 1–5	Programme funding; Policy (and project management) and Community Services staff time	LTP, Library Policy, Youth Policy	Improved workforce participation, job readiness, workforce retention, retraining opportunities, lifelong learning, financial literacy, and critical thinking; diversification from tourism	Participation in skills programmes increases and local employers report improved workforce availability	Medium
Consider and support diversification of Kaikōura tourism proactively toward land-based, innovative ventures beyond ocean activity dependence (Eco, Wellness, Dark Sky, Education Tourism)	Pilot / Future Delivery Signal	Destination Kaikōura	2. A Diverse, Year-Round Economy	DOC, tourism operators, KDC	Years 1–5	Marketing and capability funding	Destination Management Plan	Higher-value, year-round tourism; keeps the economy strong until new sectors emerge	Number of new land-based tourism ventures established	Medium
Wakatu Quay Development	Pilot / Future Delivery Signal	KDC, Te Rūnanga o Kaikōura,	2. A Diverse, Year-Round Economy	Local businesses,	Years 1–5	Business case and capital funding; Project	LTP, National Infrastructure Plan	Supports tourism and local employment	Development partnership agreement	Medium

	KDC to work with the joint-venture partners to implement the development	and Private industry		community groups		management staff time			executed and project milestones achieved	
Māori-led enterprise and cultural experience development	Pilot / Future Delivery Signal	Te Rūnanga o Kaikōura	2. A Diverse, Year-Round Economy	MBIE, Destination Kaikōura	Years 1–5	Programme and seed funding	Māori Economic Development Framework	Economic resilience and cultural visibility	Number of Māori-led enterprises or cultural tourism experiences supported or established	Medium
Community microgrids for critical infrastructure	Pilot / Future Delivery Signal	Lines company / energy partners (technical lead)	3. A Resilient Economy	KDC (facilitator and asset owner where relevant)	Years 3–5	Feasibility and capital funding	Canterbury Climate Action Plan, Emergency Management Plan	Improved disaster resilience	New solar installations providing power for the community	Low
Establish the Kaikōura Research and Education Centre (KREC) as an anchor research and education institution through partnership formation, programme design, and staged development.	Pilot / Future Delivery Signal KDC to work with education providers and central government agencies to secure funding	KDC/Private investors	2. A Diverse, Year-Round Economy	Te Korowai, Marine Guardians, Te Rūnanga o Kaikōura, universities, education providers, MBIE, MPI	Year 1-2 deliverable: Governance model agreed; research and education programme framework defined; lead partners formally committed; pathway confirmed for physical facilities.	Technical advice on feasibility; Policy (project management) staff time; Central Government funding required	LTP	Anchor institution for year-round skilled employment, education pathways, applied science, marine decision-making, and global research collaboration; provide youth friendly learning activities to encourage youth to stay in the high-school and move here for study	Investors secured and an agreed governance model and framework developed	Low
Progress South Bay Harbour Development and integrated marine precinct master planning (Business case complete)	Pilot / Future Delivery Signal KDC to - Work with central government to determine potential funding	KDC (planning only)	2. A Diverse, Year-Round Economy	Harbour users, DOC, iwi; Te Korowai o Te Tai ō Marokura; MBIE	Years 3–5	Capital funding; Policy (project management staff time)	Infrastructure Strategy, Regional Deal, National Adaptation Framework, National Infrastructure Plan	Marine industry resilience, safety, research and recreation enablement	Investment secured for the development of the project.	Low

Delivery confidence rating:

High - Council controls most of inputs, costs are expected to be manageable and delivery pathway is relatively clear

Med – Require partner input, funding or planning support

Low – significant external dependency, funding, consents or feasibility risk

KAIKŌURA
DISTRICT COUNCIL

Implementation and Implications Statement
Kaikōura Economic Development Strategy and Action Plan

1. Purpose of this Statement

This Implementation and Implications Statement accompanies the Kaikōura Economic Development Strategy and Five-Year Action Plan and is intended to support informed decision-making by elected members. It sets out the practical implications of adopting the strategy and action-plan, clarifies the nature of Council's commitments, and outlines how implementation will be progressed within existing governance, funding, and resourcing constraints.

This statement is not a statutory document. It does not create legal obligations or funding commitments but provides transparency regarding implementation expectations and limitations.

2. Nature of Council Commitment

Adoption of the Economic Development Strategy and Five-year Action Plan represents Council endorsement of a strategic direction and long-term vision, rather than approval of specific projects, programmes, or expenditure.

In adopting the strategy and action-plan, Council is:

- Endorsing a shared framework to guide future economic development thinking
- Providing strategic signals to partners, government agencies, iwi, and investors
- Directing staff to use the Strategy as a reference point when developing future proposals

Adoption of the strategy and action-plan does not:

- Commit Council to delivering identified initiatives directly
- Approve capital or operational expenditure
- Create binding obligations on Council, staff, or partners
- Override statutory planning, consultation, or budget processes

3. Governance and Decision-Making Implications

All actions and initiatives referenced in the strategy and action-plan remain subject to:

- Elected member decisions through established Council processes
- Delegations, business cases, and formal approvals as required
- Alignment with the Long-Term Plan, Annual Plan, and supporting strategies

No initiative will proceed to implementation without specific Council approval at the appropriate decision point. The strategy and action-plan are therefore a guiding document, not an implementation mandate.

4. Financial and Resourcing Implications

The strategy and action-plan includes a range of potential initiatives that may have future financial and staffing implications. At the time of adoption:

- No new funding is allocated solely by endorsement of the strategy and action-plan
- No additional staffing resources are approved
- No unfunded mandates are created for Council staff

In the context of a constrained funding environment, including anticipated rates-capping pressures, future implementation will be contingent on:

- Affordability within Council's financial settings
- Availability of external funding, partnerships, or co-investment
- Prioritisation through Long-Term Plan and Annual Plan processes

Where proposals require additional resources, these will be brought back to Council with clear costings and options.

5. Risks and Limitations

There is a risk that strategic documents can create expectations among the community or stakeholders regarding delivery or timing. This strategy and action-plan must therefore be read alongside this Statement to avoid misinterpretation.

Council retains the discretion to:

- Sequence, defer, rescope, or not proceed with initiatives
- Reprioritise actions as circumstances change
- Respond to external shocks, legislative change, or funding constraints

Where feasibility, funding, or partner support is not secured, non-delivery of an initiative should not be interpreted as failure of the Strategy.

6. Principles for Implementation

Implementation of the strategy and action-plan will be guided by the following principles:

- Evidence-based decision-making
- Financial prudence and affordability
- Elected member oversight at key decision points
- Partnership-led delivery where possible
- Transparency with the community about what Council can and cannot do

The strategy and action plan are intended to be living documents and may be reviewed, amended, reprioritised, or replaced over time through future Council planning, reporting, and decision-making processes.