



Central Otago Economic Development Strategy 2025-2035



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Foreword from the Mayor

As Mayor of Central Otago, I am proud to present our Economic Development Strategy for 2025–2035.

This strategy embodies the aspirations, values, and vision of our community, a community deeply rooted in its people, its environment and its unique way of life.

The foundation of this strategy lies in the 2024 community conversations that shaped our District Vision: Central Otago - Our Place in the World. Together, we identified what we collectively strive for as a district:

- **Grounded in Respect for the Environment**, recognising that our well-being depends on protecting the natural environment that sustains us.
- **Advanced by Economic Prosperity**, embracing growth, innovation, and sustainable opportunities that empower our people and businesses to thrive.
- **Empowered by a robust Social Fabric**, fostering vibrant, safe, and inclusive communities where everyone feels they belong.
- **Enriched by Expressions of our Culture**, celebrating the region's identity, traditions, heritage, and creativity that define who we are as Central Otago.

Central Otago stands at a pivotal moment in its history. Our region is growing, our industries are evolving, and our natural environment continues to inspire us while demanding our stewardship. This strategy provides a clear and focused roadmap to navigate these changes. Building on the strengths of our communities, businesses, and partnerships, while addressing critical challenges such as housing, infrastructure, climate resilience, and sustainable growth.

This plan is not just a document, it's a shared vision. It reflects the voices and contributions of many: our residents, businesses, mana whenua, and stakeholders who shared their ideas, hopes, and aspirations. To each of you, thank you.

As we move forward together, I encourage each of us, individuals, businesses, and organisations, to play an active role in bringing this strategy to life. Together, we can ensure that Central Otago remains an extraordinary place to live, work, and visit, for generations to come.

Tamah Alley
Mayor of Central Otago



Our Shared Vision in Central Otago

Central Otago is a region defined by its stunning landscapes, strong sense of community, and vibrant culture. It's a place where people value connection, opportunity, and the unique identity of the district. In 2024, extensive community input shaped our District Vision: Central Otago - Our Place in the World. This vision represents a shared commitment to creating a region where people can live, work, and thrive.

Central Otago - Our Place in the World is built on four key outcomes:

- **Grounded in respect for the environment**
- **Advanced by increased economic prosperity**
- **Empowered by a robust social fabric**
- **Enriched by expressions of our culture**

Economic development plays a critical role in achieving these outcomes by activating economic growth that supports environmental protection, social connection, and cultural preservation. By focusing on this balance, the Economic Development Strategy 2025-2035 aims to foster prosperity while ensuring Central Otago remains an incredible place to live, work and thrive. This strategy ensures progress that safeguards what makes the region special, delivering long-term benefits for the community and its future.

Our Target: Increase the average Central Otago wage income to the national average by 2035.

Increasing economic prosperity will depend on how fully Central Otago embodies and champions our World of Difference regional identity values. It will also hinge on our ability to foster strong partnerships with mana whenua, particularly the Papatipu Rūnaka of Ngāi Tahu whose values, knowledge, and economic aspirations are integral to this region's identity and future prosperity. Collaboration with our communities and key partners across industry and government is essential. Increasing the average wage comes from improving productivity by working smarter not harder. Looking ahead, we must seize opportunities to enhance what we already do well, and to explore new and better ways of doing things.

Increased Economic Prosperity

A thriving Central Otago where increasing incomes, sustainable growth, and shared prosperity are driven by innovation, investment, and the adoption of new technologies.

Regional Identity – Living our values

The Central Otago A World of Difference identity articulates a set of values that characterise its people and place.

Our values reflect the way we in Central Otago think, act, and treat one another—with respect, care, and an appreciation for our diversity. They also express our commitment to honouring our environment and making decisions that consider the wellbeing of future generations.



Making a Difference
We will inspire and lead others with our special point of difference

Adding Value
We will always ask ourselves if there is a better way - one that achieves a premium status

Making a Sustainable Difference
We will make decisions in business with the community in mind and in harmony with the natural environment

Respecting Others
We will respect our cultural and personal differences

Having Integrity
We will seek to be open and honest

Protecting Our Rich Heritage
We will protect and celebrate our rich heritage in landscapes, architecture, flora and fauna and different cultural origins

Embracing Diversity
We will recognise differences and embrace diversity

Learning from the Past
We will learn from past experiences with future generations in mind

Meeting Obligations
We will meet legal obligations at both local and national level

A WORLD OF DIFFERENCE
www.centralotagonz.com



CENTRAL OTAGO

Mana Whenua

We have been working alongside our mana whenua partners on this strategy and in the future hope that mana whenua values will underpin the work that we do.



Tohu whenua in the Ida Valley

Why Act?

Central Otago is experiencing rapid population growth, placing increasing pressure on housing, infrastructure, and essential services. At the same time, lower household incomes compared to national averages highlight the need for greater economic productivity and diversification. Thinking ahead is critical to maintaining the region's exceptional quality of life while ensuring sustainable economic growth, improved wages, and resilience in the face of these challenges.

At the same time, the region is on the cusp of significant large scale projects and transitions. Projects such as the proposed Central Otago Airport, Bendigo Goldmine, Falls Dam and Maniototo Plains Solar Farm represent some of the most transformative opportunities for the region since the construction of the Clyde Dam in the 1980s. These developments, should they proceed, have the potential to drive substantial growth, but careful consideration and management is essential to deliver long-term, sustainable benefits.

Global challenges, including climate change, rapid technological advancements, and the shift toward sustainable practices, further emphasise the need for decisive action. By planning strategically now, Central Otago can position itself to thrive in an ever-changing world.

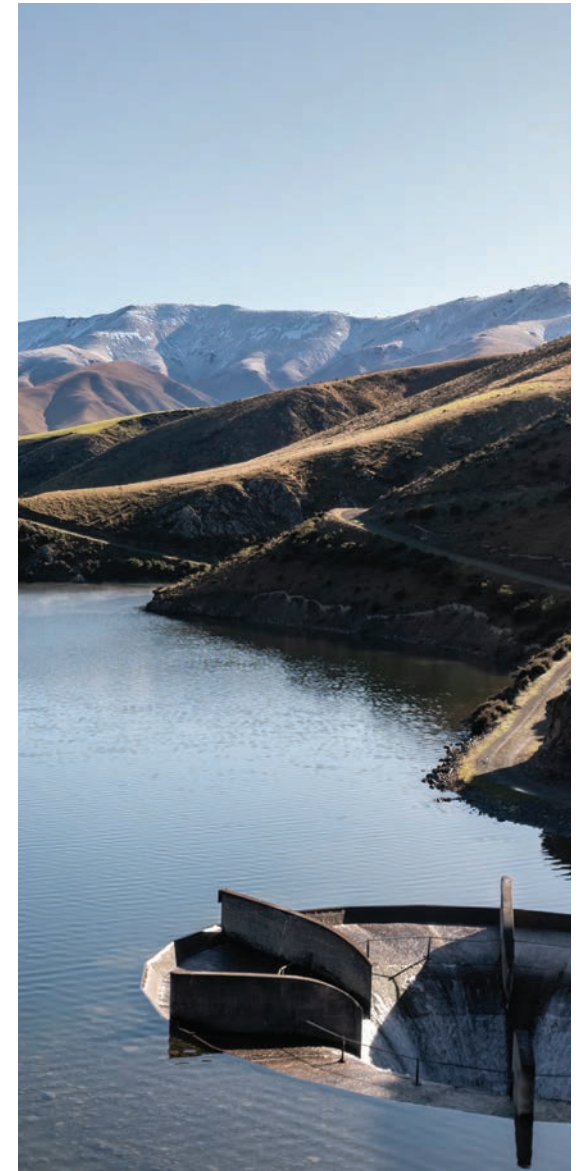
The link between productivity, wages and economic prosperity

Increasing the average wage income provides our community with a greater ability to afford to live well - economic prosperity.

Economic theory shows that increased wage income is the result of increased productivity. Productivity is the measure of how effective an area is at turning the work of its people into economic activity. If we have higher productivity, then we get more (output) for less (input) and that the output of increased productivity is shared between capital owners (businesses) and workers (i.e. wages). Increasing productivity is about working smarter not harder

This strategy aims to increase productivity and ultimately wages through a series of projects outlined in this strategy.

Falls Dam



Council's Role

Council's mission is to support and enable a safe, healthy and thriving community and environment as articulated in the community outcomes.

Council's role is to provide leadership, good quality local infrastructure, public services and regulatory functions and to support local economic growth and development.

When doing this it is mindful of rising costs and aims to deliver its services well with affordability in mind. It provides these services to meet the needs of the community as expressed in the community outcomes below.

International, national and regional factors will inevitably impact the extent of the Council's influence on economic development. Although the Council cannot control every aspect of the economy, it remains deeply committed to addressing the broad range of issues that impact the wellbeing of Central Otago's communities and has different levers to achieve these.

Control

Core business, statutory responsibilities, service provision. Council facilities and services, buildings and other assets.

Direct decision-making and action is possible (and necessary).

Influence

Area of partial or shared responsibility or influence.

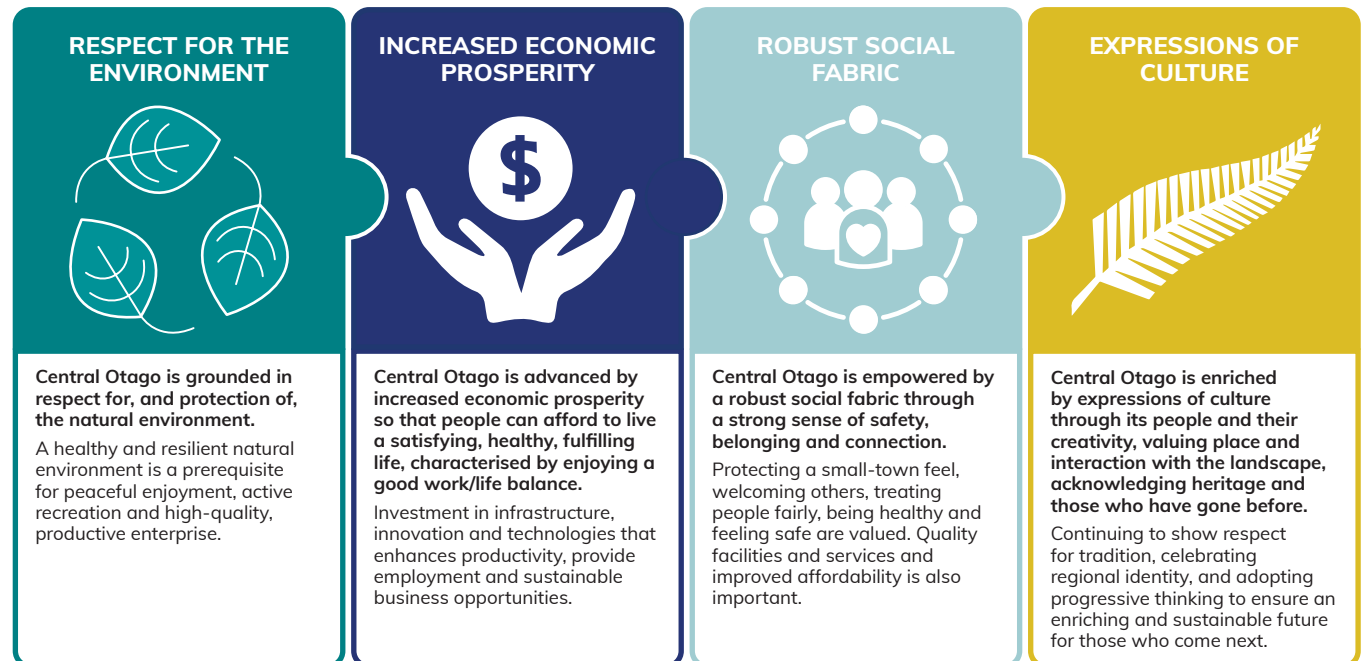
Advocacy, lobbying, education and communication are possible. Actions may be possible in collaboration with other organisations/levels of government.

Interest

Wide range of issues of importance to the community.

Awareness/understanding in important. Possible education, advocacy, lobbying of role.

Community Outcomes



Strategic Objectives

Central Otago's Economic Development Strategy 2025-2035 provides a clear framework to guide our region toward sustainable, inclusive growth while preserving the unique values and identity that make Central Otago exceptional. This strategy builds on the 2019-2024 Economic Development strategy and is a direct response to the opportunities and challenges facing our district. It reflects the collective aspirations of our residents, iwi, businesses, and stakeholders.

Developed through extensive consultation including community workshops, surveys, and industry engagement this strategy embodies a shared vision for a thriving, resilient future. It complements and should be read in conjunction with Central Otago District Council's plans and strategies.

Our Target

To achieve our vision, Central Otago has set an overarching strategic target:

Increase the average Central Otago wage income to the national average by 2035.

Our target, pillars and outcomes reflect our commitment to economic prosperity that is balanced, future-focused, and community-driven. By aligning economic growth with environmental sustainability, infrastructure investment, and social well-being, we can ensure Central Otago continues to thrive today, tomorrow, and for generations to come.

Strategic Pillars and Outcomes

This strategy is built around four interwoven strategic pillars, which provide the foundation for economic development in Central Otago. Each pillar addresses critical aspects of the district's future. The strategy's long-term success will be measured by its ability to deliver tangible outcomes to communities and industries across Central Otago.

Pillars

Fostering Sustainable Growth and Innovation

Encouraging industries and initiatives that drive economic growth while protecting the environment and enhancing innovation and resilience.

Building Thriving and Inclusive Communities

Supporting resilient communities with access to quality housing, healthcare, childcare, and public spaces that foster belonging and vibrancy.

Enabling Connected and Resilient Infrastructure

Investing in future-ready infrastructure that enhances transport, digital connectivity, and economic productivity.

Partnership and Collaboration

Strengthening partnerships with mana whenua, regional businesses and organisations, and national stakeholders to drive sustainable growth and shared success.

Outcomes

- **Resilient and innovative industries**, capable of adapting to economic shifts while driving sustainable, high-value returns.
- **Thriving communities**, where residents enjoy a high quality of life with affordable housing, accessible healthcare, and vibrant public spaces.
- **Future-ready infrastructure**, designed to be efficient, accessible, and climate-resilient, supporting businesses, tourism, and residents alike.
- **Strengthened relationships and regional collaboration**, ensuring that economic success is shared, inclusive, and culturally enriched.

Plan on a Page

Central Otago - A World of Difference Values Central Otago District Vision				
Increased Economic Prosperity: A thriving Central Otago where increasing incomes, sustainable growth and shared prosperity are driven by innovation, investment, and the adoption of new technologies.				
Our Target	Increase the average Central Otago wage income to the national average by 2035.			
Our Pillars	Pillar 1 Fostering sustainable growth and innovation	Pillar 2 Building thriving and inclusive communities	Pillar 3 Enabling connected and resilient infrastructure	Pillar 4 Partnership and collaboration
Our Objectives	<ul style="list-style-type: none"> > A dynamic, innovative, and diversified economy that explores new markets and strengthens industry resilience. > Central Otago supports the transition to renewable energy and strengthens climate resilience across the district. > A sustainable, authentic, and year-round visitor destination. > Strong industry partnerships for collaboration, innovation, and workforce growth. 	<ul style="list-style-type: none"> > Affordable, quality housing for thriving, inclusive communities. > Strong healthcare and childcare for a thriving, resilient workforce. > Revitalised town centres fostering economy, community, and identity. > A skilled, adaptable workforce supporting growth and resilience. > Inclusive, connected communities that drive workforce growth, innovation, and economic development. 	<ul style="list-style-type: none"> > A resilient, sustainable transport network enhancing growth and accessibility. > Stronger digital connectivity driving innovation and equity. > Reliable, sustainable water infrastructure. > Climate-resilient infrastructure ensuring safety and stability. 	<ul style="list-style-type: none"> > Strengthen the Māori economy and Cultural Integration. > Embed mana whenua economic aspirations across regional development. > Collaborate across regions and sectors to drive resilience and opportunity.
Our Projects	<p>1.1: Diversify and strengthen key industries</p> <p>1.2: Champion renewable energy and climate resilience</p> <p>1.3: Leverage tourism for sustainable growth</p> <p>1.4: Encourage industry collaboration and innovation</p>	<p>2.1: Increase housing affordability and availability</p> <p>2.2: Enhance healthcare and childcare</p> <p>2.3: Foster vibrant town centres</p> <p>2.4: Strengthen workforce training and development</p> <p>2.5: Build on central otago's welcoming communities framework</p>	<p>3.1: Enhance transport connectivity</p> <p>3.2: Expand digital infrastructure</p> <p>3.3: Upgrade water and wastewater systems</p> <p>3.4: Ensure climate ready infrastructure</p>	<p>4.1: Foster māori-led economic development</p> <p>4.2: Regional, national and sectoral collaboration initiatives</p>
Our Desired Outcomes	Resilient and Innovative Industries	Thriving Communities	Future-ready Infrastructure	Strengthened Relationships and Enhanced Regional Initiatives

Our Economic Context

By the Numbers



32,501
Expected resident population by 2034¹



2.9%
Average annual population increase in the last 5 years²



55%
Of the population will be of working age (15-64) by 2048²

¹ Rationale Limited, 'Growth Projections 2022' for Central Otago District Council

² Stats Tātauranga Aotearoa <https://explore.data.stats.govt.nz>

Changes in growth from 2020 to 2024

	Central Otago 2024	Growth in Central Otago since 2020	National Growth since 2020
GDP	\$1,982m	11.9%	9.3%
Population	25,500	7.1%	4.2%
GDP Per Filled Job	\$132,244	4.9%	1.7%
Business Units	4,236	10.9%	8.7%

Incomes, affordability and unemployment 2024

	Central Otago	New Zealand
Mean Annual Earnings	\$66,867	\$78,731
Mean Household Income	\$108,606	\$132,873
Mortgage Payment Proportion of Income	55.2%	48.9%
Unemployment	1.4%	4%

Source: Infometrics – Central Otago District Council

By the Numbers



22%

Increase in new businesses in the last decade



92%

Of businesses employ less than 10 employees



10.6%

Of total employment was from tourism

Employment by industry 2024

	Central Otago % of total	New Zealand % of total
Agriculture, forestry and fishing	18.5	5.2
Mining	0.3	0.2
Manufacturing	5.2	9.0
Electricity, gas, water and waste services	1.3	0.8
Construction	16.5	10.4
Wholesale trade	3.6	4.7
Retail trade	8.9	8.7
Accommodation and food services	6.0	6.5
Transport, postal and warehousing	3.6	4.0
Information media and telecommunications	0.9	1.5
Financial and insurance services	0.8	2.7
Rental, hiring and real estate services	2.6	2.3
Professional, scientific and technical services	6.0	9.8
Administrative and support services	7.2	5.0
Public administration and safety	2.2	5.5
Education and training	4.4	7.5
Health care and social assistance	6.9	10.4
Arts and recreation services	1.7	1.9
Other services	3.5	3.9
Total	100	100

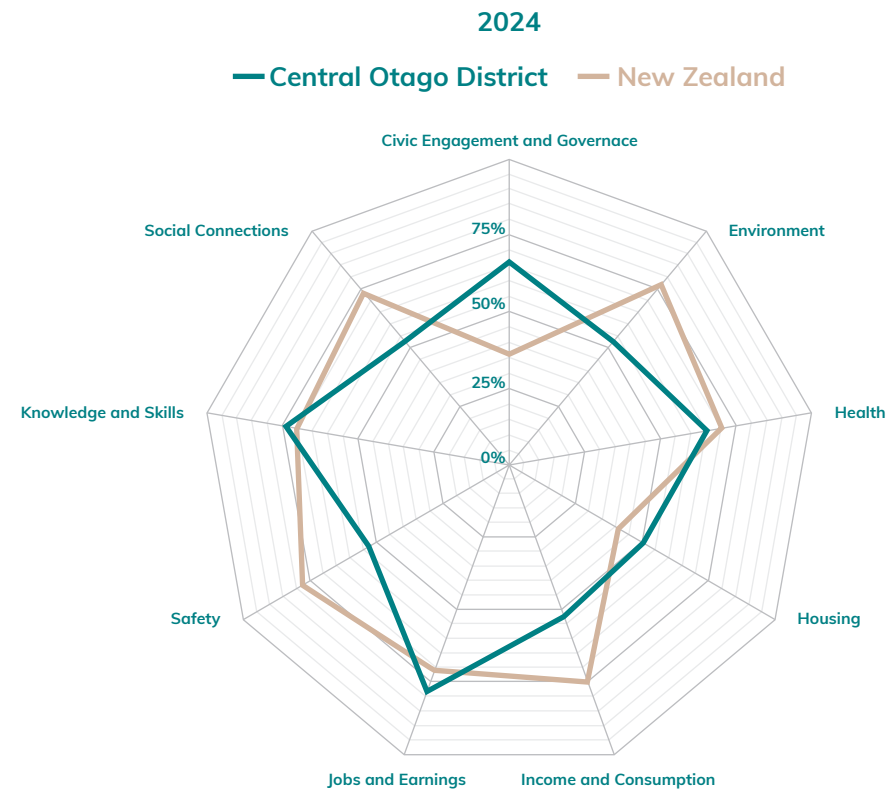
Source: Infometrics – Central Otago District Council

By the Numbers

Wellbeing Radar

The wellbeing domains and indicators used to inform the strategy include:

- Environment** (emissions per capita, waste diversion rate);
- Health** (drinking water quality, life expectancy, mental health presentation rate, suicide rate);
- Housing** (housing affordability, rental affordability, household crowding rate, home ownership rate);
- Income and Consumption** (benefit dependency ratio, earnings, household income);
- Jobs and Earnings** (NEET rate, skilled worker rate, unemployment rate, workers in declining industries);
- Safety** (crime rate, road fatalities, workplace injury rate);
- Knowledge and Skills** (ECE participation, workforce with NCEA Level 3, school leavers with NCEA Level 2, secondary-tertiary transitions);
- Social Connections** (work commuting time, dependency ratio, internet access, truancy rate); and
- Civic Engagement and Governance** (general and local election turnout).



How to Read the Wellbeing Radar Chart

The closer the line is to the outer edge, the higher the percentage score in that wellbeing category.

Source: Infometrics – Central Otago District Council

Our Strengths

A place of strong landscapes and people, Central Otago thrives on its community spirit, welcoming nature, and focus on well-being. The region offers exceptional outdoor recreation, family-friendly amenities, and a balanced lifestyle. Its economy is driven by strong industry groups and a diversified economy, with strengths in construction, agriculture, horticulture, and viticulture, producing premium goods like merino wool, stone fruit, and Pinot Noir. Growing adoption of agri-tech and renewable energy are further positioning Central Otago as a hub for sustainable innovation and economic resilience.

Strategically located near key transport routes, the region benefits from investments in renewable energy, water management, and modern infrastructure. Its identity is shaped by authentic place-based tourism, cultural heritage, and strong partnerships among local government, mana whenua, businesses, and communities. Central Otago's resilience and adaptability make it a vibrant and distinctive region.

These strengths highlight Central Otago's dynamic, resilient economy and its engaged, growing population.

Economic Strengths

Growth

- Economic growth in Central Otago District averaged 3.9% pa over the 10 years to 2024 compared with an average of 3.0% pa in New Zealand.
- Employment growth in Central Otago District averaged 3.2% pa over the 10 years to 2024 compared with average employment growth of 2.3% pa in New Zealand.

Low Unemployment

- In the year to March 2024, the annual average unemployment rate in Central Otago District was 1.4% pa compared with an average of 4.0% pa in New Zealand.

Industry Leaders

- Construction and agriculture contributes over 35% of employment.
- Tourism accounts for 10.6% of employment with \$285.9 million in visitor spending (2024).

Entrepreneurship

- Self-employment is high at 23.1%, compared to 15.5% nationally (2024).

Population Growth

- Grew 7.1% since 2020 compared to the national average of 4.2%.

Quality of Life

- High living standards, low unemployment, and strong youth engagement in education and work.

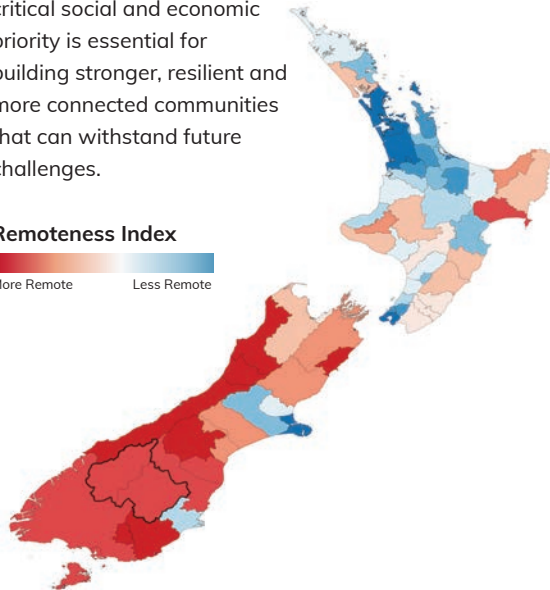
Source: Infometrics – Central Otago District Council

Our Challenges

While Central Otago's economy is growing, several challenges threaten its long-term sustainability. Lower productivity and income levels, an aging population, and difficulties retaining young talent are key concerns. Rapid population growth is also straining housing affordability and infrastructure. Heavy reliance on a few key industries and seasonal employment patterns makes the economy vulnerable to downturns, while climate change and technological shifts add further pressure.

Central Otago is also one of the most geographically remote areas in New Zealand, presenting unique challenges for social, transport, and digital connectivity. Addressing both physical and digital connectivity as a critical social and economic priority is essential for building stronger, resilient and more connected communities that can withstand future challenges.

Remoteness Index
 More Remote Less Remote



Source: Fresh Info. Based on driving distance to other population centres

Economic Challenges

Low Productivity & Incomes

- GDP per job is 11% below the national average, and household incomes are 19% lower.

Aging Workforce & Youth Retention

- The population aged 65+ is set to rise to 31% by 2048 from 24.7% in 2024, while retaining young workers remains difficult.

Housing & Infrastructure Strain

- The cost of housing has risen significantly, reaching 7.7 times the average income. At the same time, the high cost of delivering new infrastructure to meet population growth is placing increasing pressure on long-term planning and investment decisions.

Economic Vulnerability

- Heavy reliance on construction and agriculture (35% of jobs) and seasonal industries heightens economic risk.

Environmental & Technological Pressures

- Climate change is placing increasing pressure on the primary sector. These impacts are compounded by tightening environmental regulations, including minimum flow requirements and water allocation limits which affect how landowners manage water use. At the same time, smaller businesses often lack the resources to adopt new technologies that could help improve efficiency or resilience.

Geographic Remoteness

- Central Otago's isolation makes physical and digital connectivity a critical priority for fostering community resilience and economic opportunity.

By tackling these challenges through targeted actions, Central Otago can sustain economic growth and protect its quality of life.

Proposed Large-Scale Projects

Central Otago currently has several proposed significant development projects—the Central Otago Airport by Christchurch International Airport Limited, Falls Dam, the Bendigo Goldmine by Santana Minerals, and the Maniototo Plains Solar Farm by Helios Energy. These initiatives present major economic opportunities, such as increased regional connectivity, job creation, renewable energy generation, and infrastructure investment. However, they also pose challenges and need to ensure alignment with Central Otago's vision for sustainable and inclusive growth, and community resilience.

Success will require robust stakeholder engagement, careful evidence-based evaluation, and strategic planning to balance economic growth with the protection of the region's natural, cultural, and social assets.



Clyde Dam



Teviot Valley Orchar



Pillar 1: Sustainable Growth and Innovation

Innovation must drive sustainable growth, creating a legacy of balance and progress.

By championing innovation, culture, renewable energy, sustainable tourism, industry collaboration, biodiversity and effective waste management, Central Otago can build a resilient, future-ready economy. Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Brundtland Report).

Objectives:

- > A dynamic, innovative, and diversified economy that explores new markets and strengthens industry resilience.
- > Central Otago supports the transition to renewable energy and strengthens climate resilience across the district.
- > A sustainable, authentic, and year-round visitor destination.
- > Strong industry partnerships for collaboration, innovation, and workforce growth.

Pillar One Projects:

Project 1.1: Diversify and Strengthen Key Industries

Project 1.2: Champion Renewable Energy and Climate Resilience

Project 1.3: Leverage Tourism for Sustainable Growth

Project 1.4: Encourage Industry Collaboration and Innovation

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.1: Diversify and Strengthen Key Industries

DESCRIPTION

Central Otago's economic prosperity hinges on the growth and innovation of core industries like agriculture, horticulture, viticulture, construction, and tourism.

This project focuses on enhancing the competitiveness of these industries, for example by introducing new high-value crops, advancing sustainable practices, attracting investment, and positioning the region as a leader in diversified economic growth.

COUNCIL'S ROLE IN DELIVERY

Influence: Working with businesses and regional groups to support economic diversification.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>A dynamic, innovative, and diversified economy.</p>	<p>Foster Innovation in Traditional Industries</p> <ul style="list-style-type: none"> Facilitate partnerships between industries and research institutions (e.g. Plant and Food) to trial new technologies like precision irrigation, climate-resilient crops, sustainable winemaking, and innovative construction practices. Collaborate with mana whenua to explore opportunities for culturally aligned enterprise, including sustainable land use, food systems, and value-added production informed by mātauranga Māori. <p>Encourage Diversity within Industry</p> <ul style="list-style-type: none"> Explore high-value crops suited to Central Otago's climate and soils, such as ginseng, saffron, and organic wine varieties. Promote startup support initiatives to provide mentorship, industry connections, and funding pathways for early stage businesses. <p>Expand Market Access and Promotion</p> <ul style="list-style-type: none"> Work with government agencies to promote Central Otago's premium products internationally. <p>Support Sustainable Resource Use</p> <ul style="list-style-type: none"> Advocate for renewable energy, water storage solutions, resource-efficient methods, biodiversity, circularity, and effective waste management to foster environmental resilience and sustainability. <p>Attract Targeted Investment</p> <ul style="list-style-type: none"> Develop marketing materials showcasing investment opportunities in priority industries like renewable energy, agri-tech, and premium food and wine. Partner with regional and national economic development agencies to engage investors and position Central Otago as an attractive destination for investment. Highlight successful case studies to inspire confidence among potential investors. 	<ul style="list-style-type: none"> > Diversified economy with growth in high-value and innovative industries. > Increased investment driving high value job creation, innovation, and infrastructure development. > Strengthened partnerships with investors, mana whenua and stakeholders, contributing to long-term economic resilience.

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.2: Champion Renewable Energy And Climate Resilience

DESCRIPTION

Central Otago's natural resources and innovative communities present significant opportunities to support renewable energy generation, more resilient infrastructure, and climate-smart practices.

By encouraging enabling policy settings, partnering with the private sector and community, and investing in supportive infrastructure, the district can contribute to national decarbonisation goals, support local economic development, and enhance environmental outcomes.

COUNCIL'S ROLE IN DELIVERY

Influence: Enabling the conditions for renewable energy development and climate resilience, in line with council's responsibilities as a regulator, infrastructure provider, and community leader.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Central Otago supports the transition to renewable energy and strengthens climate resilience across the district.</p>	<p>Enabling Regulations</p> <ul style="list-style-type: none"> Review and, where appropriate, streamline consenting processes to support well-designed small-scale renewable energy projects, while maintaining environmental and planning integrity. <p>Infrastructure Development</p> <ul style="list-style-type: none"> Support the development of EV charging infrastructure and modernise public assets to accommodate green technology. Investigate how council infrastructure projects can integrate climate resilience and energy-efficient approaches. <p>Foster Partnerships:</p> <ul style="list-style-type: none"> Facilitate connections between landowners, energy providers, and central government to explore shared renewable energy initiatives, including potential funding pathways. <p>Encourage Innovation:</p> <ul style="list-style-type: none"> Advocate for and support programmes that incentivise the use of sustainable building materials and energy-efficient technologies across sectors. 	<ul style="list-style-type: none"> > Increased adoption of renewable energy technologies driving job creation, innovation, and economic resilience. > Increased productivity > Reduced carbon footprint and enhanced infrastructure supporting a low-carbon, future-ready economy. > Strengthened partnerships and collaboration fostering community-led climate resilience initiatives.

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.3: Leverage Tourism

DESCRIPTION

Central Otago's Destination Management Plan (DMP) provides a strategic framework to guide the sustainable growth of tourism in the region. This project will align with the DMP's goals by leveraging Central Otago's regional brand to promote its natural landscapes, cycle trails, wine, and local produce.

The focus will be on creating year-round tourism opportunities, by building out the shoulder seasons to maximise visitation and economic benefits. It will also address infrastructure gaps and ensure that tourism development reflects the region's unique identity and values while delivering measurable benefits to its communities and environment.

COUNCIL'S ROLE IN DELIVERY

Control: Through Tourism Central Otago, CODC leads tourism strategy, branding, marketing and initiatives to align with regional goals.

Influence: Collaborating with other regional tourism organisations, local operators, and national tourism agencies.

Interest: Raising awareness and advocating on behalf of local communities and businesses on issues outside of Councils control.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>A sustainable, authentic, and year-round visitor destination.</p>	<p>Leverage the Central Otago Regional identity</p> <ul style="list-style-type: none"> Support the DMP's vision by strengthening the established regional brand to differentiate Central Otago as a destination for authentic, active, and sustainable tourism. <p>Enhance Infrastructure</p> <ul style="list-style-type: none"> Address infrastructure challenges identified in the DMP to support visitor growth and improve the quality of the tourism experience. <p>Develop Year-round Tourism</p> <ul style="list-style-type: none"> Support events and activities that align with the DMP's goal of establishing Central Otago as a multi-season destination. <p>Cycle Tourism Integration</p> <ul style="list-style-type: none"> Build on the DMP's emphasis on active tourism by expanding and enhancing cycle trails and related experiences. <p>Night Sky Tourism Development</p> <ul style="list-style-type: none"> Align with the DMP's focus on sustainable, niche tourism by capitalising on Central Otago's dark skies to create new visitor experiences. <p>Cultural Collaboration with Mana Whenua</p> <ul style="list-style-type: none"> Reflect the DMP's commitment to cultural authenticity by partnering with mana whenua to integrate Māori heritage into the region's tourism offerings. <p>Sustainability in Tourism Development</p> <ul style="list-style-type: none"> Support the DMP's commitment to environmental and social sustainability by embedding eco-friendly practices in tourism growth. 	<ul style="list-style-type: none"> > Expanded year-round tourism visitation driving job creation, economic growth, and community resilience. > Enhanced infrastructure and attractions supporting sustainable tourism and improved visitor experiences. > Strengthened partnerships and collaboration integrating cultural heritage and environmental sustainability into tourism development.

PILLAR 1: SUSTAINABLE GROWTH AND INNOVATION

Project 1.4: Encourage Industry Collaboration and Innovation

DESCRIPTION

This project aims to establish Central Otago as a hub for innovation and collaboration by connecting industries, educational institutions, and communities. By fostering cross-sector networks, promoting digital resilience, and celebrating success, the region can enhance productivity, knowledge-sharing, and technological adoption.

COUNCIL'S ROLE IN DELIVERY

Influence: Facilitating partnerships between industries, educational institutions, and researchers.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Strong industry partnerships for collaboration, innovation, and workforce growth.</p>	<p>Create Regional Innovation Hubs</p> <ul style="list-style-type: none"> • Create physical and/or digital spaces for collaboration between businesses, researchers, and educational institutions. <p>Promote Cross-Sector Collaboration</p> <ul style="list-style-type: none"> • Develop networks that connect industries to co-develop products and services, leveraging digital tools for communication and resource sharing. <p>Support Business Innovation:</p> <ul style="list-style-type: none"> • Partner with institutions to provide training, mentorship programmes, and resources that strengthen businesses' ability to innovate and adapt to technological advancements. <p>Leverage Digital Connectivity</p> <ul style="list-style-type: none"> • Promote the adoption of resilient technologies and digital tools to enhance productivity, enable knowledge-sharing, and foster sustainability across sectors. <p>Celebrate and Share Success</p> <ul style="list-style-type: none"> • Host expos and share success stories to inspire further collaboration, innovation, and digital advancements across industries. 	<ul style="list-style-type: none"> > Enhanced collaboration between industries, educational institutions, and communities driving innovation, productivity, and economic growth. > Increased adoption of robust digital technologies and shared resources to enable sustainable practices and workforce development. > Strengthened partnerships and innovation positioning the region as a leader in cross-sector collaboration and digital advancement.



Pillar 2: Building Thriving and Inclusive Communities

Connections must be nurtured, for communities to truly thrive.

By addressing housing affordability, enhancing healthcare access, revitalising town centres, strengthening workforce development, and embracing a Welcoming Communities approach, the region is building a foundation for long-term resilience.

These priorities ensure that Central Otago remains a welcoming, connected, and vibrant place to live, work, and visit where everyone, including newcomers can prosper and enjoy an exceptional quality of life.

Objectives:

- > **Affordable, quality housing for thriving, inclusive communities.**
- > **Accessible healthcare and childcare for a thriving, resilient workforce.**
- > **Revitalised town centres fostering economy, community, and identity.**
- > **A skilled, adaptable workforce supporting growth and resilience.**
- > **Inclusive, connected communities that drive workforce participation, innovation, and economic development.**

Pillar Two Projects:

Project 2.1: Increase Housing Affordability and Availability

Project 2.2: Enhance Access to Healthcare and Childcare

Project 2.3: Foster Vibrant Town Centres

Project 2.4: Strengthen Workforce Training and Development, and Participation

Project 2.5: Build on Central Otago's Welcoming Communities Framework

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.1: Increase Housing Affordability and Availability

DESCRIPTION

Access to affordable housing is critical to Central Otago's social and economic well-being.

By supporting innovative solutions, partnerships, and infrastructure development, the region can create diverse housing options that meet the needs of a growing population while maintaining community values and quality of life.

COUNCIL'S ROLE IN DELIVERY

Control: Zoning, planning and policy decisions. Provision of 98 elderly person housing units.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Affordable, quality housing for thriving, inclusive communities.</p>	<p>Engage Community and Industry Stakeholders</p> <ul style="list-style-type: none"> • Work with local and regional stakeholders including mana whenua to develop housing solutions. <p>Advocate for Policy Changes</p> <ul style="list-style-type: none"> • Advocate for government support for housing supplements and affordable housing policies. • Promote investment in innovative housing solutions. <p>Support Diverse Housing Development</p> <ul style="list-style-type: none"> • Promote mixed-use and higher-density developments in town centres. • Encourage innovative housing models like co-located units, tiny homes, and modular designs. <p>Encourage Developers and Landowner Partnerships</p> <ul style="list-style-type: none"> • Streamline planning and approval processes for affordable housing projects. • Support connection between landowners and developers to release residential zoned land in high-demand areas. <p>Enhance Seasonal and Worker Accommodation</p> <ul style="list-style-type: none"> • Develop policies to incentivise seasonal housing solutions, such as shared accommodation hubs, where appropriate. • Explore rental models to ensure long-term housing availability for workers. 	<ul style="list-style-type: none"> > Increased availability of a range of affordable housing options, supporting thriving and inclusive communities. > Enhanced partnerships with stakeholders driving innovative housing solutions and streamlined development processes. > Improved access to seasonal and workforce accommodation ensuring economic and social resilience.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.2: Enhance Access to Healthcare and Childcare

DESCRIPTION

As Central Otago's population continues to grow, meeting the evolving healthcare and childcare needs of its communities is essential.

Attracting skilled professionals, expanding facilities, and fostering collaboration will strengthen these critical services, closing gaps and improving accessibility. These efforts will support healthier communities, boost workforce retention, and enhance the region's resilience.

COUNCIL'S ROLE IN DELIVERY

Influence: Advocating with government agencies and supporting local initiatives.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Accessible healthcare and childcare for a thriving, resilient workforce.</p>	<p>Attract and Retain Healthcare Professionals</p> <ul style="list-style-type: none"> • Advocate for incentives such as housing support and professional development opportunities. <p>Expand Healthcare Infrastructure</p> <ul style="list-style-type: none"> • Collaborate with regional and national health authorities, neighbouring regions and stakeholders to advocate for investment in, and support for, improved healthcare access for Central Otago. • Advocate for mobile health services to improve access in remote locations. <p>Strengthen Aged Care Services</p> <ul style="list-style-type: none"> • Support the expansion of aged care facilities to meet local need within Central Otago. <p>Advocate for Localised Mental Health Support</p> <ul style="list-style-type: none"> • Collaborate with healthcare providers and government agencies to establish satellite mental health services or regular outreach clinics in Central Otago, reducing the need for long-distance travel to Dunedin. <p>Leverage Technology for Accessibility</p> <ul style="list-style-type: none"> • Promote the use of telehealth options for mental health appointments, ensuring businesses and individuals have access to private, reliable spaces and internet connectivity for virtual consultations. <p>Address Childcare Gaps</p> <ul style="list-style-type: none"> • Identify opportunities for infrastructure development to meet the growing demand for childcare. • Collaborate with local businesses, community organisations, and government agencies to attract childcare providers to Central Otago and advocate for funding and incentives to establish or expand services. <p>Foster Community-Led Health Initiatives</p> <ul style="list-style-type: none"> • Encourage the design of culturally appropriate health services with iwi and local organisations. • Promote preventive health measures to reduce long-term healthcare costs. 	<ul style="list-style-type: none"> > Expanded healthcare and childcare infrastructure ensuring equitable access and improved well-being for all communities. > Increased retention and attraction of skilled professionals. > Strengthened mental health, aged care, and childcare services supporting a thriving, resilient workforce and healthier communities.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.3: Foster Vibrant Town Centres

DESCRIPTION

Town centres are the heart of Central Otago’s communities, providing spaces for business, gathering, and celebration. By improving infrastructure, supporting local businesses, and hosting community events, these hubs can become vibrant spaces that attract residents, visitors, and economic activity.

COUNCIL’S ROLE IN DELIVERY

Control: Urban planning and revitalisation efforts.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Revitalised town centres fostering economy, community, and identity.	<p>Enhance Streetscapes and Public Spaces</p> <ul style="list-style-type: none"> In partnership with mana whenua and community, assess and prioritise streetscape improvements in Roxburgh, Ranfurly and Alexandra focusing on upgrading pedestrian pathways, green spaces, public art, and seating to create inviting and vibrant environments. <p>Redevelopment of Cromwell Mall</p> <ul style="list-style-type: none"> Support the redevelopment of the Cromwell Mall. Comprising mana whenua, property owners, tenants, businesses, community representatives, and Council members to collaboratively explore revitalisation opportunities. <p>Support Local Businesses</p> <ul style="list-style-type: none"> Offer resources to help businesses adapt to consumer trends, especially in relation to Direct to Consumer support. <p>Encourage Mixed-Use Development</p> <ul style="list-style-type: none"> Promote developments combining retail, office, co-working spaces and residential spaces. <p>Provision of resources within co-working spaces</p> <ul style="list-style-type: none"> Provide resources and networking opportunities within co-working spaces to foster collaboration, business growth, and innovation. <p>Support Community Events</p> <ul style="list-style-type: none"> Provide assistance to community groups and organisations to help facilitate farmers’ markets, festivals, and outdoor performances that boost engagement and economic activity. 	<ul style="list-style-type: none"> > Revitalised town centres with enhanced streetscapes and public spaces that attract residents, visitors, and economic activity. > Increased support for local businesses and mixed-use developments fostering economic growth and community engagement. > Increased community use including events and cultural activities enriching the social and economic fabric of Central Otago.

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.4: Strengthen Workforce Training and Development, and Participation

DESCRIPTION

A dynamic workforce is vital for Central Otago’s economic and social success. By enhancing training opportunities, promoting youth employment, and upskilling workers, the region can address current and future industry needs while creating meaningful pathways for residents to thrive.

COUNCIL’S ROLE IN DELIVERY

Influence: Working with educational institutions and businesses to upskill the workforce.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>A skilled, adaptable workforce supporting growth and resilience</p>	<p>Enhance Vocational Training Opportunities</p> <ul style="list-style-type: none"> Collaborate with industry and educational institutions to deliver industry-specific training programmes. <p>Promote Youth Engagement in the Workforce</p> <ul style="list-style-type: none"> Support employment, apprenticeships and school-to-work initiatives to provide practical career pathways for young people. <p>Upskill and Reskill the Existing Workforce</p> <ul style="list-style-type: none"> Develop initiatives to support continuous learning and transitions to new industries like renewable energy. <p>Support Seasonal Workforce Needs</p> <ul style="list-style-type: none"> Advocate for the provision of training tailored to seasonal workforce requirements in agriculture, horticulture, tourism, and viticulture. <p>Strengthen Regional Collaboration</p> <ul style="list-style-type: none"> Partner with neighbouring regions and mana whenua to address shared workforce challenges and design innovative solutions. 	<ul style="list-style-type: none"> > Expanded vocational training and workforce upskilling, with more businesses actively engaging in training to meet current and future industry needs across Central Otago. > Increased youth employment through apprenticeships and school-to-work initiatives creating meaningful career pathways. > Strengthened regional collaboration addressing shared workforce challenges and fostering a resilient, adaptable workforce

PILLAR 2: BUILDING THRIVING AND INCLUSIVE COMMUNITIES

Project 2.5: Build On Central Otago’s Welcoming Communities Framework

DESCRIPTION

Central Otago’s ability to attract and retain newcomers, including skilled workers, migrants, and entrepreneurs, is vital to its economic resilience and growth.

By building on our Welcoming Communities framework, the region can strengthen social cohesion, enhance workforce participation, and create a supportive environment for newcomers to contribute to the economy. This project will promote inclusivity, foster belonging, and position Central Otago as an appealing destination for both individuals and businesses.

COUNCIL’S ROLE IN DELIVERY

Influence: Working with community groups and national initiatives.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Inclusive, connected communities that reflect cultural identity and diversity, and drive workforce participation, innovation, and economic development.</p>	<p>Support Workforce Integration</p> <ul style="list-style-type: none"> Partner with local industries to establish programmes that ease the transition of newcomers into the workforce, including mentorship and skills recognition initiatives. <p>Foster Cross-Cultural Connections</p> <ul style="list-style-type: none"> Host events, workshops, and cultural exchanges that connect newcomers with local businesses and communities, promoting collaboration and innovation. Partner with mana whenua to promote cultural visibility and support initiatives that showcase the unique cultural strengths of our district. <p>Enhance Accessibility to Services</p> <ul style="list-style-type: none"> Develop multilingual resources to help newcomers navigate employment, housing, healthcare, and educational systems, enabling faster economic participation. <p>Promote Inclusive Business Practices</p> <ul style="list-style-type: none"> Encourage businesses to adopt inclusive hiring and workplace practices to reflect the region’s diversity and strengthen innovation within industries. <p>Celebrate and Leverage Diversity</p> <ul style="list-style-type: none"> Showcase the economic and cultural contributions of diverse communities through campaigns, events, and case studies that highlight success stories and inspire further growth. 	<ul style="list-style-type: none"> > Increased attraction and retention of skilled workers, migrants, and entrepreneurs, strengthening the regional workforce and economy. > Enhanced social cohesion and inclusion, leading to greater workforce productivity and innovation. > Improved participation of newcomers in economic and community life. > A regional reputation as a welcoming, inclusive, and economically vibrant destination.



Olivers in Clyde



Pillar 3: Connected and Resilient Infrastructure

Strong foundations connect us, weaving resilience through our communities.

Connected and resilient infrastructure is essential for Central Otago's future growth and sustainability, especially given its geographic remoteness.

By enhancing transportation networks, upgrading digital infrastructure, modernising water and wastewater systems, and prioritising climate-ready solutions, the region can bridge the challenges of distance, supporting thriving communities, robust industries, and a vibrant visitor economy.

Objectives:

- > **A resilient, sustainable transport network enhancing growth and accessibility.**
- > **Stronger digital connectivity driving innovation and equity.**
- > **Reliable, sustainable water infrastructure.**
- > **Climate-resilient infrastructure ensuring safety and stability.**

Pillar Three Projects:

Project 3.1: Enhance Transportation Connectivity

Project 3.2: Expand Digital Infrastructure

Project 3.3: Upgrade Water and Wastewater Systems

Project 3.4: Ensure Climate-Ready Infrastructure

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.1: Enhance Transportation Connectivity

DESCRIPTION

Efficient transportation is essential for connecting communities, driving economic growth, and ensuring sustainable development.

By expanding public transport options, providing a safe and efficient roading network, and planning for future mobility across different modes, Central Otago can establish an accessible transportation network that meets the needs of its growing population and industries.

COUNCIL'S ROLE IN DELIVERY

Control: A service delivery role for the provision of roading network. As a consenting authority, Council has control over approvals for infrastructure and transport-related projects within its jurisdiction.

Influence: Advocating for transport infrastructure and service improvements with national agencies, and regional councils.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>A resilient, sustainable transport network enhancing growth and accessibility.</p>	<p>Expand Public and Low-Emission Transport Options</p> <ul style="list-style-type: none"> • Advocate for and facilitate partnerships with transport providers to introduce regional shuttle services connecting key hubs (e.g., Cromwell, Alexandra, Clyde) to major destinations, helping to reduce emissions and road congestion. • Assess the viability of on-demand transport services in rural and remote areas to improve accessibility for residents and workers. <p>Invest in Sustainable Road Infrastructure and Safety</p> <ul style="list-style-type: none"> • Prioritise road improvements that enhance the safe and efficient movement of freight and passenger vehicles, with a focus on durability against extreme weather conditions. <p>Optimise Freight Logistics and Reduce Transport Emissions</p> <ul style="list-style-type: none"> • Partner with local industries to adopt digital logistics solutions, such as freight coordination apps and shared freight hubs, to improve supply chain efficiency and lower transport emissions through consolidated delivery networks. <p>Strengthen Active Transport and Cycle Networks</p> <ul style="list-style-type: none"> • Expand and connect existing walking and cycling trails to residential areas, schools, and commercial hubs to reduce vehicle dependence. • Enhance amenities along cycle trails (e.g., rest stops, secure bike storage, e-bike charging stations) to support both local commuters and visitors. <p>Regional Collaboration on Airport Development</p> <ul style="list-style-type: none"> • Promote a coordinated regional planning approach for air connectivity. <p>Plan for Future Mobility and Transport Innovation</p> <ul style="list-style-type: none"> • Collaborate with tourism operators to explore low-carbon transport options for visitor experiences, supporting sustainability goals in the tourism sector. 	<ul style="list-style-type: none"> > Expanded transport options improving accessibility, connections, and supporting community and economic growth. > Enhanced transport infrastructure ensuring safe, efficient, travel. > Strengthened regional collaboration driving innovative, low-carbon transport solutions and integrated connectivity.

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.2: Expand Digital Infrastructure

DESCRIPTION

Digital infrastructure is vital for a thriving modern economy and connected communities. Expanding broadband coverage, promoting digital adoption, and integrating smart technologies will position Central Otago as a leader in innovation while reducing the digital divide.

Enhanced digital infrastructure will also support the development of business and industrial hubs and enable the growth of the remote work and digital economy sectors.

COUNCIL'S ROLE IN DELIVERY

Influence: Partnering with private providers and advocating for government investment.

Interest: Raising awareness of digital connectivity in Central Otago and the options available to users.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Stronger digital connectivity driving innovation and equity.</p>	<p>Expand Broadband and Mobile Coverage</p> <ul style="list-style-type: none"> • Partner with telecommunications providers to extend high-speed internet and mobile coverage to underserved areas. • Explore solutions to provide reliable connectivity in remote regions, enabling greater technology adoption for farmers and other remote users. <p>Ensure Accessibility and Awareness for Farm Employees</p> <ul style="list-style-type: none"> • Promote awareness and accessibility of smartphones and farm management apps for farm employees, emphasising their importance in modern farming operations. • Collaborate with agricultural organisations to provide training and support for employees to adopt these technologies effectively. <p>Support Business and Industrial Hub Development</p> <ul style="list-style-type: none"> • Leverage Cromwell's strategic location by developing business and logistics hubs with robust digital infrastructure. <p>Enable Remote Work and the Digital Economy</p> <ul style="list-style-type: none"> • Invest in telecommunications infrastructure to attract remote professionals seeking a high-quality lifestyle while working for global organisations. <p>Promote Digital Adoption</p> <ul style="list-style-type: none"> • Increase awareness of training programmes (offered through Business South and the Queenstown Chamber of Commerce), and incentives to support businesses and residents in using digital tools (e.g., Direct to Consumer, social media, Google Ads) effectively. <p>Develop Smart Infrastructure</p> <ul style="list-style-type: none"> • Streamline public services through digital platforms (such as mobile apps), improving accessibility and efficiency for residents. 	<ul style="list-style-type: none"> > Expanded broadband and mobile coverage bridging the digital divide and enabling equitable access to technology across Central Otago. > Enhanced support for remote work, digital economy sectors, and business hubs driving innovation and economic growth. > Increased adoption of smart technologies and digital tools improving productivity, connectivity, and public service efficiency.

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.3: Upgrade Water and Wastewater Systems

DESCRIPTION

Water and wastewater systems are critical to supporting Central Otago’s growth and preserving its natural resources.

By upgrading infrastructure, enabling access to improved borrowing, and promoting sustainable practices, the region can meet the needs of its growing population while safeguarding water quality.

COUNCIL’S ROLE IN DELIVERY

Control: Council-managed infrastructure and service delivery (as at time of writing the strategy, but likely to move to ‘influence’ over the life of the strategy).

Influence: Council issues the statement of expectations to a council controlled organisation.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Resilient, reliable, accessible water infrastructure sustainably providing safe and healthy water.</p>	<p>Upgrade Existing Systems</p> <ul style="list-style-type: none"> • Prioritise infrastructure upgrades to meet the level of service and growth needs, and communicate the plan. • Ensure treatment is cost effective and provides the required levels of service. <p>Implement a Sustainable Financial Model</p> <ul style="list-style-type: none"> • Development charges are reflective of the costs of providing enabling infrastructure. • Access to sufficient debt capacity to enable intergenerational funding for large infrastructure projects. <p>Promote Sustainable Water Use</p> <ul style="list-style-type: none"> • Introduce more effective volumetric charging. • Support community education programmes on water conservation and sustainable practices. • Reduce stormwater inflow into the wastewater networks. 	<ul style="list-style-type: none"> > Safe and healthy water, capacity to service planned growth needs, reduced impact on the environment, and increased resilience to climatic events. > Increased community adoption of sustainable water practices reducing strain on infrastructure and preserving natural resources.

PILLAR 3: CONNECTED AND RESILIENT INFRASTRUCTURE

Project 3.4: Ensure Climate Ready Infrastructure

DESCRIPTION

As climate change brings more frequent and severe weather events, Central Otago has the opportunity to lead with forward-thinking, climate-resilient infrastructure. By integrating nature-based solutions, mitigating risks, and advocating for funding, the region can protect its communities and strengthen its economy.

COUNCIL'S ROLE IN DELIVERY

Control: Incorporating climate resilience into council planning and projects.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Climate-resilient infrastructure ensuring safety and stability.</p>	<p>Design Resilient Infrastructure</p> <ul style="list-style-type: none"> • Update infrastructure standards to National Engineering Design Standards (three waters). • Review and update Infrastructure resilience and emergency response plans. • Identify options for improving resilience of water supplies which are vulnerable to climatic events. • Incorporate mātauranga Māori and mana whenua perspectives in the development of climate adaptation and resilience strategies. <p>Prioritise Risk Mitigation Projects</p> <ul style="list-style-type: none"> • Conduct risk assessments to identify vulnerable public infrastructure and prioritise upgrades. • Collaborate with emergency services and local businesses to enhance disaster preparedness and response. <p>Advocate for Climate Funding</p> <ul style="list-style-type: none"> • Secure support from government for resilience projects. • Partner with private investors to fund innovative climate-ready infrastructure initiatives. 	<ul style="list-style-type: none"> > Enhanced infrastructure resilience mitigating risks from severe weather events and supporting long-term community safety. > Increased integration of nature-based solutions promoting environmental sustainability and urban adaptation to climate change. > Secured funding for climate-resilient projects through government and private sector partnerships ensuring sustainable development.



Pillar 4: Partnership and Collaboration

Pillar 4: Shared identities weave prosperity through the strength of collaboration.

To drive sustainable economic growth and resilience, Central Otago aims to create the conditions that support and foster the growth of the Māori economy. Strengthening relationships with mana whenua and supporting Māori enterprises will empower Māori-led initiatives and ensure cultural values are central to regional development.

Additionally, fostering cross-regional and cross-sector collaboration will enable the region to address shared challenges, leverage collective strengths, and co-create innovative solutions that benefit all communities.

Objectives:

- > **Strengthen the Māori Economy and Cultural Integration.**
- > **Collaborate across regions and sectors to drive resilience and opportunity.**

Pillar Four Projects:

Project 4.1: Foster Māori-Led Economic Development

Project 4.2: Regional, National and Sectoral Collaboration Initiatives

PILLAR 4: PARTNERSHIP AND COLLABORATION

Project 4.1: Foster Māori-led Economic Development

DESCRIPTION

The Māori economy is a vital part of Central Otago's development, bringing cultural depth, innovation, and sustainability to the region. By strengthening partnerships with mana whenua and supporting Māori enterprises, Central Otago can unlock economic opportunities.

This approach ensures the values and economic priorities of mana whenua are embedded in the region future, not only within this pillar, but across all areas of strategic focus.

COUNCIL'S ROLE IN DELIVERY

Influence: Supporting mana whenua and Māori economic activity while respecting their leadership role.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
<p>Strengthen the Māori Economy and Cultural Integration.</p> <p>Embed mana henua economic aspirations across regional development.</p>	<p>Partner with mana whenua to facilitate economic opportunities</p> <ul style="list-style-type: none"> Engage mana whenua to shape regional strategies and projects that deliver mutual benefit. Collaborate on economic initiatives that align with mana whenua values and economic aspirations. Support access to funding, procurement pathways, and skills development for mana whenua enterprises. <p>Strengthen Māori Business Ecosystems</p> <ul style="list-style-type: none"> Deepen the understanding of the Maori economy, including mana whenua within Central Otago to identify opportunities. Increase the awareness of Maori businesses to current and future commercial opportunities in Central Otago. Facilitate access to funding, mentorship, and training opportunities for Māori entrepreneurs and enterprises. Establish networks connecting Māori businesses with local, regional, and national markets. 	<ul style="list-style-type: none"> > Strengthened understanding of our local Māori economy, including mana whenua businesses and economic aspirations contributing to shared prosperity and regional resilience. > Increased integration of mana whenua values and economic priorities into tourism and regional strategies, enriching cultural authenticity and community identity. > Co-designed initiatives that deliver sustainable, mutually beneficial outcomes for mana whenua and wider Māori businesses.

PILLAR 4: PARTNERSHIP AND COLLABORATION

Project 4.2: Regional, National and Sectoral Collaboration Initiatives

DESCRIPTION

Collaboration across regions and sectors is vital for building a stronger, more resilient Central Otago. By working together with other regions who can positively impact Central Otago's development, national partners, industries, and communities, Central Otago can unlock new opportunities, share resources, and create lasting benefits.

This approach strengthens partnerships, encourages knowledge-sharing, and ensures that collective efforts lead to sustainable growth and regional prosperity.

COUNCIL'S ROLE IN DELIVERY

Influence: Facilitating partnerships and aligning with broader strategies.

OBJECTIVE	ACTIVITIES	EXPECTED OUTCOMES
Collaborate across regions and sectors to drive resilience and opportunity.	<p>Continue Regional Partnerships</p> <ul style="list-style-type: none"> • Maintain collaboration with the Otago Regional Economic Development Group to advance initiatives that enhance regional connectivity and shared economic opportunities. <p>Position Central Otago as a Premier Filming Destination</p> <ul style="list-style-type: none"> • Strengthen partnerships with Film Otago Southland to attract more film projects to Central Otago. <p>Promote Knowledge Sharing</p> <ul style="list-style-type: none"> • Host and promote forums, workshops, and events to facilitate the exchange of ideas and best practices across sectors. • Where applicable encourage new projects to the region to engage with community to promote an understanding of their work. <p>Collaborate Across Regions & Sectors for Shared Solutions</p> <ul style="list-style-type: none"> • Work with neighbouring regions, other region's who can positively impact Central Otago's development, national partners and relevant stakeholders across sectors to address both challenges and realise opportunities • Develop coordinated strategies that leverage collective resources and expertise for sustainable regional solutions. 	<ul style="list-style-type: none"> > Strengthened regional and national partnerships fostering shared solutions to address key challenges and unlock economic opportunities. > Increased knowledge-sharing and collaboration across sectors driving innovation, sustainability, and best practices. > Coordinated strategies leveraging collective resources and expertise ensuring long-term resilience and regional prosperity.

From Strategy To Action

The Central Otago Economic Development Strategy outlines a shared vision for a thriving, sustainable, and inclusive future. To translate this vision into reality, the next steps focus on developing a detailed action plan that prioritises initiatives, aligns resources, and engages stakeholders effectively.

Key Actions:

Annual Action Plan Development:

- Break down the strategy into specific, actionable initiatives for each pillar and project.
- Define timelines, milestones, and measurable success indicators to track progress.

Stakeholder Engagement:

- Identify key stakeholders for each project, including community groups, iwi partners, businesses, and government agencies.
- Establish clear roles and responsibilities to ensure collaboration and accountability.

Prioritisation Framework:

- Utilise prioritisation matrix to assess each initiative based on impact, feasibility, and alignment with strategic objectives.
- Focus resources on high-priority actions that deliver maximum benefit in the short, medium, and long term.

Resource Allocation:

- Secure funding and resources needed to implement priority projects.
- Leverage partnerships, grants, and private-sector investment to maximise impact.

Ongoing Collaboration:

- Convene regular forums and working groups to maintain momentum and foster cross-sector collaboration.
- Strengthen relationships with regional partners to address shared challenges and opportunities.

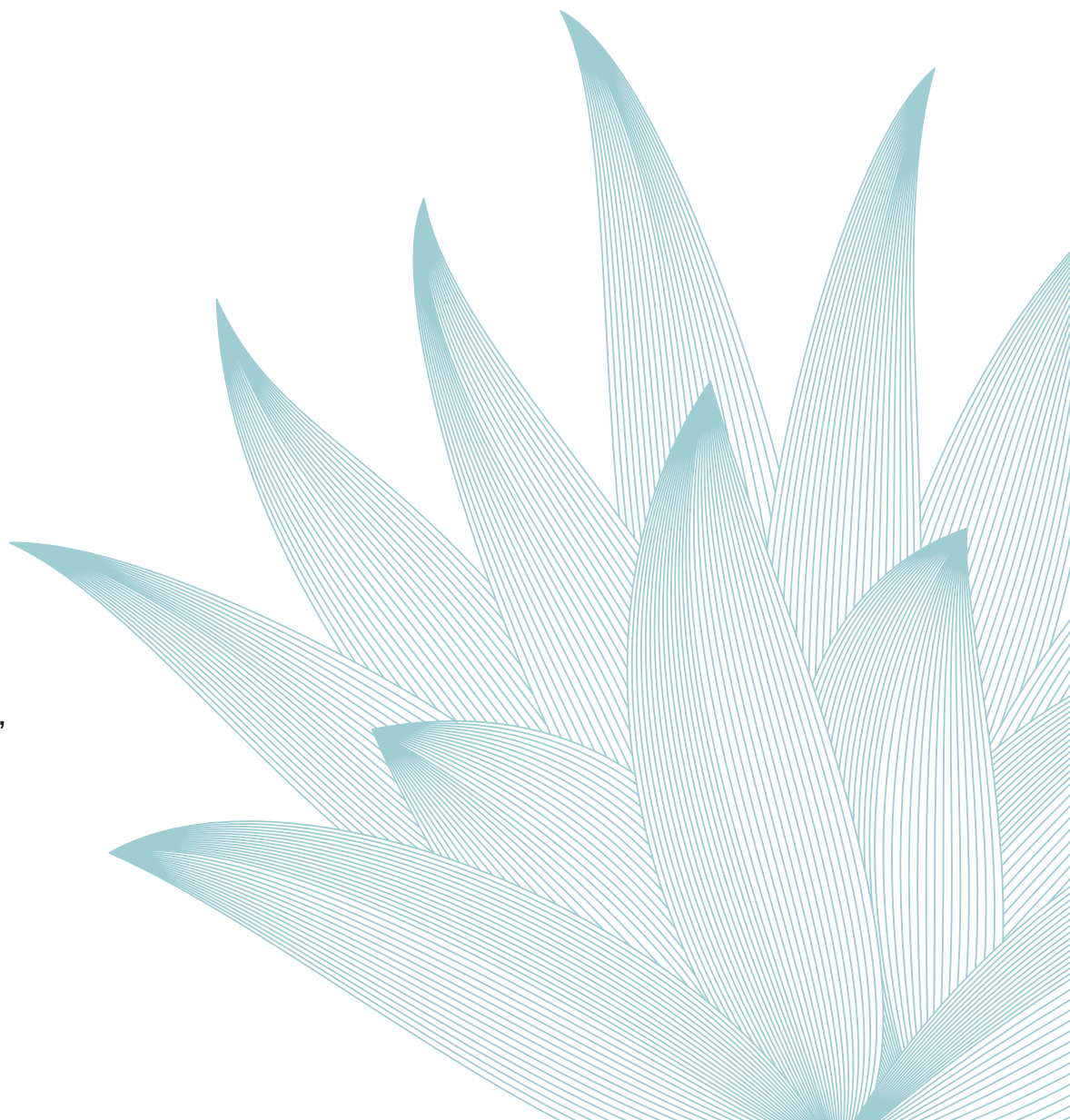
Monitoring and Review:

- Develop a framework for monitoring progress, gathering feedback, and adapting the strategy as needed.
- Share updates with stakeholders and the community to maintain transparency and engagement.

Call To Action

This strategy marks the beginning of a collaborative journey toward a prosperous Central Otago. The collective effort of our communities, iwi, businesses, and partners will be pivotal in achieving our shared vision. Together, we will build an enduring legacy of innovation, inclusivity, and sustainability for future generations.

By focusing on action, prioritisation, and collaboration, Central Otago can ensure that the aspirations of this strategy are realised, creating a region that continues to inspire and thrive.





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