

Chairperson and Committee Members

ENVIRONMENT AND COMMUNITY DEVELOPMENT COMMITTEE

2 FEBRUARY 2012

Meeting Status: **Public**

Purpose of Report: For Decision

DRAFT STRATEGY FOR SUPPORTING ECONOMIC DEVELOPMENT ON THE KĀPITI COAST

PURPOSE OF REPORT

- 1 The purpose of this report is to ask the Committee to:
 - adopt the attached Draft Strategy for Supporting Economic Development on the Kāpiti Coast; and
 - approve its release for public consultation.

SIGNIFICANCE OF DECISION

- 2 This report does not trigger the Council's Significance Policy.

BACKGROUND

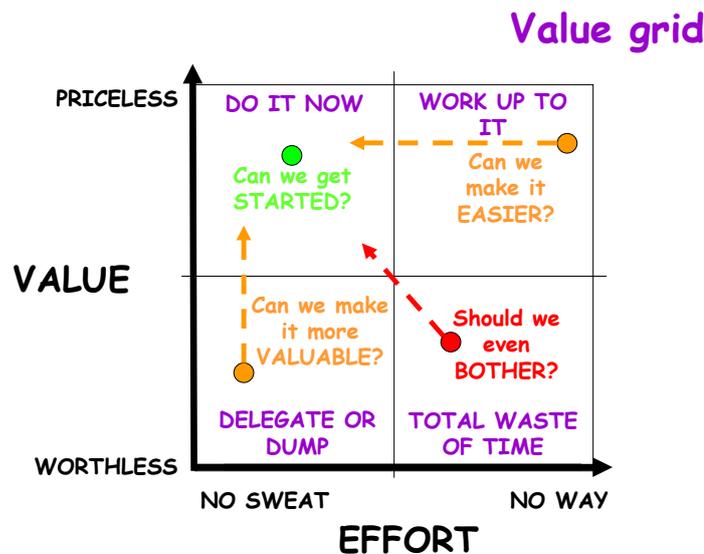
- 3 At its 6 December 2011 meeting, the Committee considered and approved a recommended approach for the draft Economic Development Strategy for the Kāpiti Coast (Report SP-11-368 refers). It was agreed that the approved approach would be developed into a formal stand-alone document consistent with other Council strategies and suitable for public consultation alongside the Long Term Plan process in April 2012.
- 4 A report on economic service delivery options has also been prepared for the consideration of the Committee (Report SP-11-449 refers).

CONSIDERATIONS

Issues

- 5 As noted above, much of the content of the draft Strategy has previously been approved by the Committee (Report SP-11-368 refers).
- 6 It is important to note that this strategy sets out the Council's contribution to economic development. This means that it does not cover all aspects of the local economy; rather it focuses on those areas in which the Kāpiti Coast District Council can make the most effective contribution. Many others also contribute to the advancement of the Kāpiti Coast economy and it is hoped they will find the vision and strategy engaging. Understanding where the Council is concentrating its efforts may also help them to target their own activities more effectively.

- 7 Several new sections have been added to the draft Strategy including reference to a vision statement developed within the business community, sections on how Council will work in terms of implementing the Strategy and a section on monitoring progress towards the vision and implementation of the Strategy.
- 8 The vision from the business community has been developed independently but it is pleasing to note that it has many similarities to Council's own thinking thus increasing the potential opportunities for working together.
- 9 In terms of how the Council will go about implementing the Strategy, it is suggested that the Council should focus on:
 - developing partnerships;
 - leveraging existing relationships;
 - brokering opportunities;
 - supporting community monitoring of sustainable economic development;
 - providing funding where consistent with the Vision;
 - providing a robust regulatory framework through the District Plan;
 - improving its internal process navigation for users of Council services;
 - providing underpinning infrastructure.
- 10 A key part of implementing the Vision and Strategy will be establishing partnerships with key stakeholders such as local iwi and the business community. As a contribution to this, it is suggested that the Council fund an independently facilitated Annual Forum with key stakeholders and partners, to review progress towards the Vision and implementation of the Strategy and to discuss opportunities for the following year.
- 11 In identifying projects where Council can add most value, it should be looking for low effort/high value initiatives. The Value Grid diagram below provides a framework for establishing where a project might fit in terms of effort and value. Initiatives which offer less value or involve more effort should be examined to see how they might be adjusted to sit in the top left quadrant of the Value Grid diagram below.



- 12 Further questions Council could ask itself in selecting and prioritising its economic development activities are:
- is now the right time for this initiative?
 - is Council the right organisation to do this?
 - Is this something Council legally has to do? (A yes answer to this question might force Council to pick up activities which sit in the high effort quadrants).
 - what needs to be put in place first to make this work?
- 13 It is suggested that the key priorities for implementation for 2012/13 should be:
- growing the Clean Technology Park at Ōtaki;
 - developing Council's capacity to be responsive to business;
 - preparing a Māori economic wellbeing plan in conjunction with tangata whenua;
 - establishing the tourism and business support, attraction and retention services;
 - identifying specific future projects in the food and beverage, health/retirement and construction sectors.

Financial Considerations

- 14 The financial issues arising from the implementation of the draft Strategy are discussed in Report SP-11-449.
- 15 The Council has informally indicated it expects economic development to be one of its key priorities and, in conjunction with the economic development activity review a draft budget has been prepared. The budget is not yet set. It will come to Council for consideration as part of the 2012 Long Term Plan. The draft budget indicates an increased expenditure of \$198,295 in Year One will be required compared to the current budget.

Legal Considerations

- 16 There are no legal considerations at this time.

Delegation

- 17 The Committee may make a decision under Section B1 of the Governance Structure approved by Council on 21 April 2011:

“6 Generally... this delegation provides authority to exercise all functions, duties and powers relating to all matters assigned to this Committee... where financial provision has been made for the decision or activity in the LTCCP or Annual Plan, and where the action proposed is not contrary to established Council strategy and/or policy, or the power of delegation”.

Also relevant is paragraph 5.2:

‘Oversee the development (within any wider existing strategic framework) of social and economic community policies associated with promoting the social, economic, environmental and cultural wellbeing of the District; ...’

Consultation

- 18 The proposed strategy (once confirmed) will be put out for public consultation by the end of February. The submission process will be coordinated with the draft 2012 Long Term Plan process.

Policy Implications

- 19 There are policy implications arising from this report. The report proposes a new economic development strategy. The proposed strategy is broadly consistent with the strategic direction set out in the 2009 Long Term Council Community Plan and the 2011/12 Annual Plan.

Tāngata Whenua Considerations

- 20 A Te Whakaminenga O Kāpiti representative participates in the Working Party to facilitate input to the review from Tāngata whenua. Discussions have also been held with other members of Te Whakaminenga O Kāpiti. As a result, it is proposed that the Council works with iwi to prepare and implement a Māori Economic Development Plan which is linked to this strategy. The plan development will be coordinated through Te Whakaminenga o Kāpiti.

Publicity Considerations

- 21 There will be opportunities for publicity and media release as part of the 2012 Long Term Plan consultation process should the Committee adopt the draft Strategy.

RECOMMENDATIONS

- 22 That the Environment and Community Development Committee adopts the Draft Economic Development Strategy for the Kāpiti Coast as set out in Attachment 1 to Report SP-12-460.
- 23 That the Environment and Community Development Committee approves the release of the Draft Economic Development Strategy for the Kāpiti Coast for public consultation as part of the 2012 Long Term Plan process.
- 24 That the Environment and Community Development Committee notes that the proposed increased expenditure in the economic development activity area will be consulted on as part of the 2012 Long Term Plan process.

Report prepared by:

Philippa Richardson

Strategic Projects Manager

Approved for submission by:

Gael Ferguson

Group Manager Strategy and Partnerships

ATTACHMENTS:

Appendix 1: Draft Strategy for Supporting Economic Development on the Kāpiti Coast