

Chairperson and Committee Members

ENVIRONMENT AND COMMUNITY DEVELOPMENT COMMITTEE

27 MARCH 2014

Meeting Status: **Public**

Purpose of Report: For Decision

REVIEW OF THE 2012 STRATEGY FOR SUPPORTING ECONOMIC DEVELOPMENT

PURPOSE OF REPORT

- 1 This report seeks approval for a proposed approach to carrying out a review of the 2012 Strategy for Supporting Economic Development.

SIGNIFICANCE OF DECISION

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

BACKGROUND

- 3 The current Strategy for Supporting Economic Development was developed during 2011/12 and adopted by the Council in July 2012 (see Appendix One for a copy of the Strategy).
- 4 In conjunction with the preparation of the Strategy, the way in which Council delivered economic development services was also reviewed and substantially changed as a result. This included a decision to stop funding Nature Coast Enterprise (an economic development agency and regional tourism agency jointly funded with Horowhenua District Council) and take responsibility for economic development activities back in house.
- 5 The process used to develop this Strategy included:
 - A review of the outcomes of activity to date with respect to Nature Coast Enterprise;
 - Research into potential focus areas;
 - A working party comprising the Mayor and five councillors responsible for providing a governance perspective to officers;
 - Consultation with stakeholders. This included the production of the report "Envisioning an economic future for Kāpiti – 2031" by the Kāpiti Action Group;
 - A review of resources and methods for delivering economic development activity; and
 - Public consultation as part of the 2012 Long Term Plan process.
- 6 Councillors have advised through the process of preparing the draft 2014/15 Annual Plan that they want to review the existing Strategy. The remainder of this report outlines a proposed process for carrying that out.

CONSIDERATIONS

Strategy review process

- 7 A number of factors will influence the shape of the proposed review. These are:
- completing it by December 2014 so it can contribute to the 2015 Long Term Plan in a timely manner;
 - holding regular briefings/workshops with Councillors to facilitate governance input into the review;
 - using internal resources because there is no allocated budget to support the review;
 - establishing with Te Whakaminenga o Kāpiti mechanism for facilitating tāngata whenua input;
 - establishing a reference group to provide input from the business community and other interested parties comprised of, for example, two – three councillors and representatives from the Chamber of Commerce, the airport company, Coastlands, the Electra business growth initiative, Manaaki Kāpiti and the Tourism Action Group.
- 8 The scope of this review could range from a zero based approach, in which the Strategy is set side and a completely new Strategy is developed, through to fine-tuning and amending the current Strategy but essentially focusing on setting new priorities for implementation. A zero based approach would be very difficult to achieve without additional resources and within the time allowed.
- 9 It is, therefore, suggested that the review should focus on evaluating the current Strategy, updating it to account for changes since 2012 and establishing the Council's priorities for the next three years with a commitment to review it again leading up to the 2018 Long Term Plan.
- 10 The proposed timeline, key actions and decision points are set out below:

Timeline 2014 Key actions and decision points

- | | |
|-------|---|
| March | <ul style="list-style-type: none"> • prepare draft scope for review; • prepare a stocktake of activity to date; • review the current state of the economy and carry out an environmental scan of likely impacts from key external activities such as the Expressway and the Proposed District Plan; • prepare a draft communications plan; • prepare draft terms of reference for a reference group. |
| April | <ul style="list-style-type: none"> • brief Councillors on existing Strategy, the stocktake and proposed scope of review; |

- workshop and ascertain goals and priorities of councillors;
 - evaluate the contracts for supporting tourism and supporting business (3 contracts);
 - set up the reference group and workshop goals and priorities for the Strategy.
- May
- analyse benefits, opportunities and costs of proposed priority areas;
 - workshop with reference group;
 - develop outline of strategy (goals, focus areas, priorities etc) and report to Council for its consideration.
- June - July
- develop draft Strategy;
 - assess resources needed to deliver draft Strategy;
 - workshop with reference group.
- August –
October
- finalise draft Strategy;
 - workshop with reference group;
 - report draft Strategy and resource implications to Council for its consideration.
- November –
December
- Finalise Strategy and activity plan in time for it to contribute to the 2015 Long Term Plan process.
- 11 There are several key areas of work which will be carried out in parallel to the review and will feed into the review:
- Establishment of the Innovation Hub at Otaki;
 - Implementation of the review of the visitor information network;
 - Preparation of an activity management plan for Council's economic development activity – a key contributor to the 2015 Long Term Plan.

Financial Considerations

- 12 This review will be carried out using existing resources. As the review was not planned for this financial year, budgets are very limited and may affect the scope of the work that can be carried out. A consequence of this may be that other economic development work will need to be stopped in order to free up staff time and resources. Should this situation arise, it will be reported to the Council for its consideration.

Legal Considerations

- 13 There are no legal considerations as this stage.

Delegation

- 14 The Committee has the delegation under Clause 7.1 of the Governance Structure and Delegations: 2013-2016 Triennium (November 2013) to:

“develop policies and work programmes that support the social, economic, environmental and cultural interests of the community; and

undertake all matters not specifically delegated to Council officers or other committees concerning or involving community development and interests, including but not limited to the development, implementation, advocacy, and monitoring of social policies relating to community facilities”.

Consultation

- 15 A communications plan will be prepared to facilitate input into the review.

Policy Implications

- 16 It is expected that the review will result on a new Strategy for Supporting Economic Development.

Tāngata Whenua Considerations

- 17 Te Whakaminenga o Kāpiti was closely involved in the preparation of the 2012 Strategy for Supporting Economic Development. Te Whakaminenga o Kāpiti will be consulted to establish how it would like to participate in the review.

Publicity Considerations

- 18 No communications are required at this time. However, a communications plan will be prepared to guide publicity as the review progresses.

RECOMMENDATIONS

- 19 That the Committee approves the proposed process for the review of the 2012 Strategy for Supporting Economic Development as outlined in report SP-14-1091.

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ATTACHMENTS:

1. 2012 Strategy for Supporting Economic Development in Kāpiti