

Kāpiti Coast Economic Development Strategy

2025 - 2028

Collective action to
improve our economy



Te Au track, Hemi Matenga - Photo credit Rody

Foreword from Council

Supporting business and industry to prosper in Kāpiti is one of the Council's top priorities, and access to employment, education and opportunity is essential for our community to thrive.

Council has various opportunities to contribute to improved economic development. As one of the largest employers in the community, we work alongside those looking for employment and businesses to ensure we employ and procure services locally where it's possible to do so.



Through the collection of our general and business rates and through operating grants we're able to improve our local economy and support economic development activity across the Kāpiti Coast.

For some time, Council has focused strongly on working with business and industry to enhance opportunities in our district. We'll continue to work alongside the Economic Development Kotahitanga Board (EDKB) to deliver on this strategy and to ensure we make the most of every opportunity.

We know it's a challenging time to do business. Council and the EDKB will continue to work with businesses across our district to provide support and guidance. This in turn helps our business community to collaborate and create a vibrant and thriving economy.

By delivering the actions set out in this strategy, we can all work together to enable businesses to flourish on the Kāpiti Coast.

Mayor Janet Holborow
Kāpiti Coast District Council

Message from the Economic Development Kotahitanga Board

The Economic Development Kotahitanga Board has successfully implemented the initiatives outlined in the Economic Development Strategy 2020-2023 in conjunction with Council's Economic Development Team. The board has concentrated on strengthening partnerships and leadership within the broader economic ecosystem, positioning the district to capitalise on future growth opportunities.

Significant achievements include the development of key industries and sectors that enhance economic well-being. Notable highlights are:

- the establishment of the Food and Beverage Cluster,
- the emerging Tech Cluster,
- a start-up pilot program,
- support for a civil construction skills training hub,
- securing funding from the Mayor's Taskforce for Jobs,
- creating the sustainable business network Pakihi Toitū o Kāpiti,
- and supporting the new Ōtaki and Te Horo Business Association.

Recognising the need for a more agile and commercially driven approach, the EDKB and Council agreed last year to establish a new formalised operating structure. This has led to the creation of an Independent Trust-owned commercial entity for the Board, providing a robust platform for future growth. This structure facilitates targeted investment activities with potential co-investment from sector businesses, innovation and research organisations, property developers, Māori landholders, government agencies, and the Council.

Our discussions with the business community regarding this Economic Development strategy have been highly insightful. We extend our gratitude to everyone who collaborated with us to refine the focus areas and metrics for this revised plan.

Our goal is to create a resilient and inclusive support network that strengthens local business resilience. This includes fostering a supportive business ecosystem through our cluster groups, business networks such as the Kāpiti Business Chamber, KEDA, and Te Ropū Pakihi, along with our mana whenua partners.

Neil MacKay

Board Chair, Economic Development Kotahitanga Board



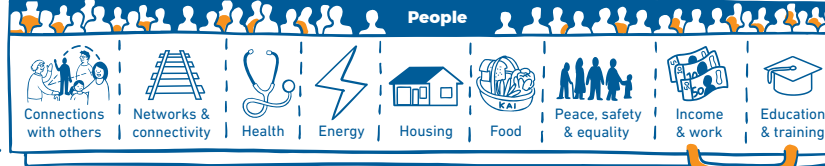
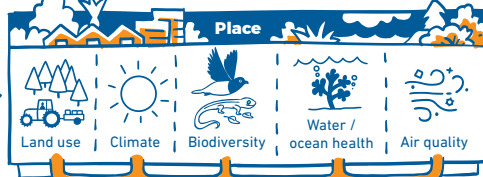
KĀPITI COAST DISTRICT ECONOMIC DEVELOPMENT STRATEGY

VISION
2060

There'll be more to do!

We'll continue working with business and industry to see Kāpiti grow and thrive to 2060 and beyond!

Vision Kāpiti has been informed by feedback from the community. These were the needs relating to Economic Development:



You told us to:

Do business sustainably

"Do more to improve economic development and business resilience so that we can live, play and work in the Kāpiti District."

Education and employment opportunities for all

2020-2023

WHERE HAS KĀPITI COME FROM?

HIGHLIGHTS

Formation of food & beverage cluster
Further clusters developed or planned

Established Pakihi Toitū o Kāpiti sustainable business network

Implemented COVID-19 Recovery Plan

Developed Destination Management Plan

Developed and implemented food & beverage game plan



Developed Kāpiti Coast Workforce Plan

Major Events funding supported visitor attraction \$1 invested = \$15 economic return

Established Economic Development Kotahitanga Board

But there's MORE to achieve

Statistics tell us that our district is behind others in income per person, growth, under-employment and that our population has a high ratio of people dependent on others for income (over 65s and under 14s).

We've got a plan to address these challenges and use opportunity to drive change...

Current challenges

- Workforce for the future
- Housing shortages & affordability
- Climate change
- Income equality / more job choice
- Need for clear destination story and value proposition for Kāpiti

Opportunities

- "Grow tech sector"
- "Look after existing business"
- "Link food, beverage, tourism"
- "Strong collective iwi"
- "Engage our rangatahi (youth)"
- "Māori economy growth"
- "Population growth"
- "Utilise Transmission Gully"

2025

WHERE NEXT FOR KĀPITI?

THE PLAN FOR CHANGE

What we want to achieve

Priority actions



1 A resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future-focused.



2 Kāpiti Coast residents and communities benefit from local training and career opportunities.



3 Kāpiti Coast is an inclusive community and is recognised as a great and easy place to invest and do business.

Sector and cluster development
Promote a sustainable economy
Develop Māori economic rangatiratanga

Develop Māori economic rangatiratanga
Smart investment attraction
More skills, training & employment opportunities

Support startups and the economic development ecosystem
Deliver on a thriving visitor economy
Support clear, easy to navigate regulatory requirements and processes

2027

WHERE DOES KĀPITI WANT TO BE?

What we want to change

- More businesses involved in clusters
- More businesses in sustainable business network
- Higher incomes for people who live here
- Greater sector share of GDP growth
- Greater return for events held

- More local training available and being completed
- More people in jobs (including Māori, youth, people with disabilities, 55-65)

- More local businesses, employing more people (by sector)
- Local businesses feel supported, understand requirements and processes, and find it easy to do business in Kāpiti

How will we know success?

Through partnership, we'll be supporting the growth of a thriving, vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all.

Kāpiti Coast will be

Attractive

Sustainable

Inclusive

Resilient

Productive

Innovative

COMMUNITY PARTNERS

Iwi & Māori businesses

Regional & central Government

Businesses

Investors & developers

Education & training providers

Industry clusters

Business associations & networks

Community

NGOs

Section one:

Where has Kāpiti come from?

Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023

In summary, we have made great progress against the implementation of this strategy, including establishing the Economic Development Kotahitanga Board (EDKB) to guide the work for our district (as highlighted in the table to the right).

We have seen strong shifts in the impact measures in the 2020-23 Strategy with:

- Improved employment growth with year-on-year growth in the period either at or above NZ and Wellington region results
- Local unemployment rate consistently tracking lower than New Zealand and the Wellington region
- The Kāpiti economy growing at a greater rate than the NZ or Wellington region economies over most of the last 4 years
- Local growth in business units outperforming both New Zealand and the Wellington region over the 4 years

However, we know that there are key challenges and opportunities for businesses operating in Kāpiti which we will need to respond and/or pursue to support businesses and industry to thrive.

Economic Development Strategy 2020-2023: Key achievements

Economic Development Kotahitanga Board	<ul style="list-style-type: none"> • Established and supported the Economic Development Kotahitanga Board which has worked proactively with the business community, Council, iwi, and local and regional partners to oversee and implement the strategy.
Clusters approach	<ul style="list-style-type: none"> • Food & beverage – formed and matured. • New clusters being stood up for tech, tourism and the creative sector.
Delivering plans	<ul style="list-style-type: none"> • Food & Beverage gameplan delivered and implemented. • COVID-19 Recovery Plan implemented – supported businesses and the community through high levels of uncertainty during the pandemic. • Kāpiti Coast Workforce Plan – supporting effective pathways to employment for all residents, with businesses having access to the skills and talent needed to grow and thrive. • Destination Management Plan – providing a long-term strategic framework to strengthen the visitor economy via sustainable destination management.
Sustainable business network	<ul style="list-style-type: none"> • Establishment of Pakihi Toitū o Kāpiti – a sustainable business network with over 60 members, providing access to case studies, tools, and workshops to support decreasing carbon emissions and waste.
Major events	<ul style="list-style-type: none"> • Major events funding supported attraction of over 155,000 visitors to the district and an economic return of more than \$15 for each dollar invested through events like the Māoriland Film Festival, Kāpiti Food Fair, Ōtaki Kite Festival, Xterra Wellington and Kāpiti Half Marathon.

Opportunities and challenges in Kāpiti



Our local challenges

A number of factors continue to be a concern or unrealised opportunity for economic development in Kāpiti. We continue to be below our peers in key structural indicators like average income, growth, under-employment, and our dependency ratio (ie those over 65 and under 14 years). Further to this, like other parts of New Zealand and the work, Kāpiti businesses and industry have been doing it hard as the slow but enduring recession tail pushes through. More positively, we have for some time benefitted from better access to the Wellington region and international market as a result of the opening of the Transmission Gully roading network. We must continue to leverage off this change, and to push our advantage as the place to live and do business.

Vision Kāpiti

Since the 2020-2023 Strategy was introduced, we have established a programme of work to look at the bigger picture for our district. We initiated Vision Kāpiti in 2023, to hear from our community about their aspirations for the district across a range of factors.

On Economic Development, we heard from the Kāpiti community that they want to see sustainable, environmentally friendly businesses in our district, that bring high quality jobs and deliver local economic growth. We also heard the importance of education and employment opportunities that bring opportunity for everyone in our district and deliver pathways to stable employment.

Our District's Long-Term Plan (LTP) and other core strategies

Our Long-Term Plan 2024-34 sets out our new strategic direction, built on the key areas that informed the Vision Kāpiti engagement. Supporting economic growth is a priority under this LTP.

This strategy is one of Council's five key operating strategies that support our overall direction. This includes setting our collective focus and response to the most significant community challenges we face now and will continue to face into the future: Economic Development; Health; Housing; Climate Change; and the Environment.

These topics are also interconnected. Economic wellbeing is a key determinant of positive health and housing outcomes; housing is fundamental to enabling economic growth and health outcomes; the way we go about our economic activities will contribute to climate change and resilience outcomes; the health of Te Taiao, our environment, underpins the ability for us to undertake economic activity and prosper.

Together, the activities under these strategies will deliver or contribute to the topics under the Doughnut Model and, will help us make Kāpiti a great place for our people to live, work and play.

Our drivers for change

To refresh the existing strategy, Council and the EDKB have reviewed our progress in lifting Economic Development in Kāpiti, in consultation with the community and key stakeholders.

This review began in 2023 and has involved the EDKB and Council's Economic Development Business Unit engaging with Elected Members, Te Rōpū Pakihi, Kāpiti Business Chamber, Kāpiti Economic Development Agency (KEDA), Kāpiti Coast Tourism Advisory Board, Youth Council, the Disability Advisory Group and Older Persons Council. Through this engagement, they identified key drivers, ongoing issues and big opportunities for ongoing work in economic development for Kāpiti.

From feedback to date, we know that the refreshed strategy will need to address emerging challenges for businesses, and our economic development ecosystem, and provide a more integrated and forward-looking agenda for change. Supporting businesses to enhance sustainable practice will be one lever to help reduce operating costs over the longer term, improve our environment, and support improved economic productivity. For example, shifting business operations from electricity to solar-powered alternatives can significantly reduce costs for businesses with high energy needs during peak periods. It will also support achievement of our districtwide emissions reduction goal.



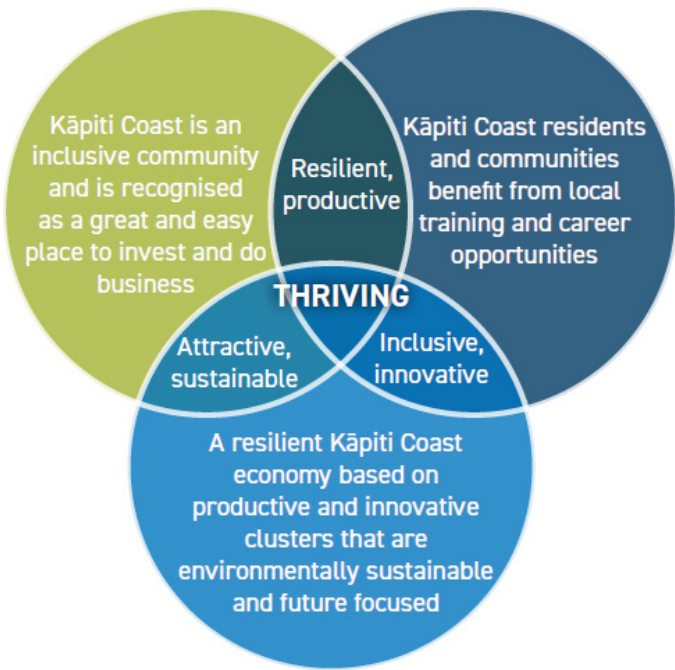
The Roastery - Photo credit Roady

Section two: Where to next for Kāpiti?

Our vision for the Economic Development Strategy will remain unchanged from the vision set through the 2020-23 strategy:

"Through partnership, we will support the growth of a thriving, vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all."

Maintaining continuity in focus will ensure that the momentum that is now underway continues, and that we keep our gaze focused on driving change. We will bring the vision to life through three focus areas that build on our success with clusters, increase focus on sustainability, build pathways for our people to high quality jobs, and make it easy for businesses to join us on the coast. Through 2024-27 this will include:



Three focus areas for change		Supported by three measurable shifts
1	Fostering a resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focussed: Creating a strong and environmentally sustainable economy by supporting the development of key industry clusters such as Food and Beverage, Technology, Tourism, and Creative Industries to drive economic growth and innovation.	More resilient, productive businesses and economy with strong, industry led clusters, job creation, wage growth, increased local GDP, and more events in the region.
2	Ensuring Kāpiti Coast residents and communities benefit from local training and career opportunities: Developing education opportunities and skills hubs that are local, easy to access, and provide wide variety of training programs tailored to the local workforce and industry needs.	More inclusive, innovative networks and economic development system with increased access to local training opportunities, and more people completing training.
3	Creating an inclusive community that is recognised as a great and easy place to invest and do business: Encouraging an inclusive business community where everyone can have the tools for success whilst making it easier to do and start business on the coast.	More attractive, sustainable economic environment where businesses understand and navigate council processes, attracting more businesses to the district.

Section three:

How will we know we've made a difference for business?

Our Focus Areas for change	How we will measure change	Shift we will see
1 Fostering a resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focussed: Creating a strong and environmentally sustainable economy by supporting the development of key industry clusters such as Food and Beverage, Technology, Tourism, and Creative Industries to drive economic growth and innovation.	Number of businesses engaged in each cluster	Increase
	Per capita income	Increase
	Sector share of GDP growth	Increase
	Number of major events and economic impact of each event	Increase
	Business membership of Sustainable Business Network, Pakihi Toitū o Kāpiti	Increase
2 Ensuring Kāpiti Coast residents and communities benefit from local training and career opportunities: Developing education opportunities and skills hubs that are local, easy to access, and provide wide variety of training programs tailored to the local workforce and industry needs.	Number of local training programmes offered	Increase
	Number of people completing local training programmes	Increase
	Māori employment rate	Increase
	Youth NEET rate	Decrease
	Unemployment rate for people with disabilities	Decrease
	Unemployment rate for people aged 55-65	Decrease
3 Creating an inclusive community that is recognised as a great and easy place to invest and do business: Encouraging an inclusive business community where everyone can have the tools for success whilst making it easier to do and start business on the coast.	Business unit and FTE growth per sector	Increase
	Rates of Business Survey respondents feeling supported by EDKB and Council economic development services	Increase
	Rates of business survey respondents that agree that it is easy to do business in Kāpiti	Increase
	Rates of business survey respondents that say council consenting and compliance processes were straightforward to use	Increase
	Rates of business survey respondents who understand their regulatory compliance requirements	Increase



Ōtaki Kites- Photo credit Ashley Alexander

Section four:

Who is driving shifts in Economic Development in our district?

Successful economic ecosystems are those that are well connected, with strong levels of collaboration and inclusion to allow innovation and creativity amongst participants to thrive.

The diagram on page 13 outlines the wider ecosystem context for the Kāpiti Coast. The EDKB and Council will support work across this ecosystem to achieve the next level of progress in our local economic development and achieve the vision set out in this strategy. As the EDKB transitions into its new legal entity, work will be progressed annually to develop detailed action plans that outline the collective steps that will be progressed by these key stakeholders. A Memorandum of Understanding will be set in place to confirm how these parties will work together to drive shifts in current economic development settings.



Appendix A - Evidence Base

Lifestyle, proximity to Wellington, and lower house prices compared to Wellington, are key factors attracting people to live in Kāpiti. Population forecasts suggest the district will grow by 25,000 over the next 30-years. Migration is the primary driver of population growth in Kāpiti, with many new residents relocating from across Wellington suburbs, other national centres like Auckland, and internationally.

A range of statistics tell us that Kāpiti Coast District is well behind national and Wellington City in per capita income, growth. As illustrated in the structure indicators graph below, we know that not all members of the Kāpiti Coast community have equitable access to economic opportunities. Lower GDP and productivity levels generally correlate with lower levels of knowledge intensive employment, lower income levels and higher levels of dependency, with under-employment being a key issue for the district given the large older local demographic.

Limited pathways to employment for young people, Māori and people with disabilities and the lack of opportunities for people to retrain and upskill locally are often key barriers and often means that local businesses struggle to recruit the staff needed to grow and prosper locally.

Kāpiti is expected to follow national trends, with a growing and aging population. Kāpiti already has one of the oldest populations in New Zealand which is reflected in its high proportion of single (29%) and two-person (38%) households and high dependency ratio. While the district is expected to continue to increase its number of families, people in their mid and late career, and retirees moving to the district, it is also expected to lose young adults as they move away from the district for study, work and travel.

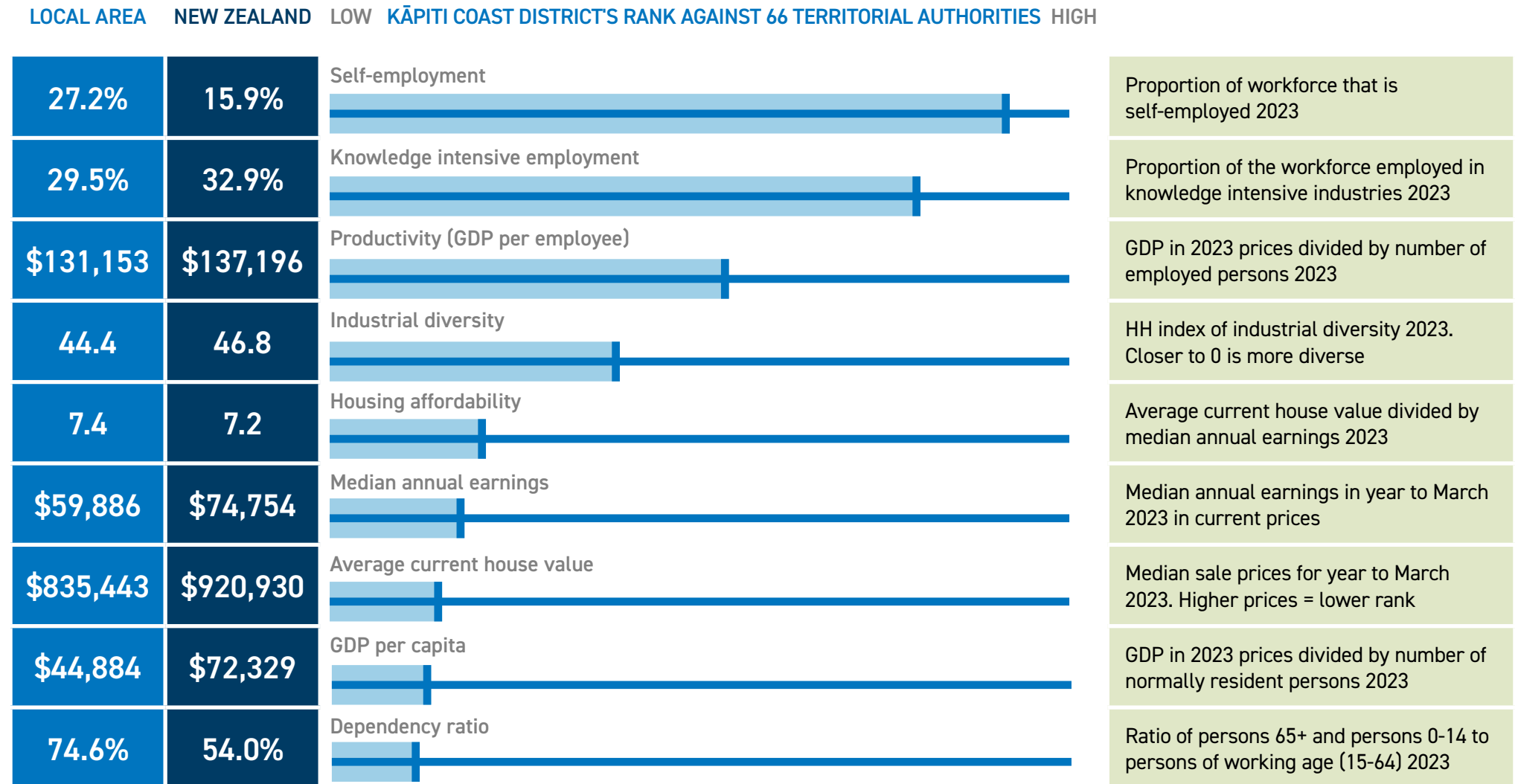
The opening of Transmission Gully and the Peka Peka to Ōtaki Expressway has improved accessibility to Kāpiti. While the opportunity for rural and semi-rural living continues to see some growth across the district's rural areas, most population growth is forecast across the larger urban centres of Paraparaumu, Raumati, Waikanae and Ōtaki.

At a national level, the economic challenges we face are many and varied. These include the rapid pace of technological change, which threatens to disrupt traditional

business operations and employment across the economy. Global competition for skilled workers is high, making talent retention and attraction crucial for sustaining economic growth. Recent disruptions, from pandemics to geopolitical tensions, are shifting the dynamics of global supply chains and contributing to emerging barriers to international trade. As we become increasingly vulnerable to climate change, the challenges of improving our resilience to climate disruptions is increasingly front-of-mind.

Despite these challenges, the Kāpiti Coast is well-positioned to take advantage of economic opportunities. As the northern gateway to the nation's capital, supported by strategic transport infrastructure investments including the Kāpiti Airport, commuter rail service, extensive bus network and Transmission Gully, Kāpiti holds a strategic position for connectivity and accessibility. The district boasts a strong Māori culture, particularly in and around Ōtaki, providing a firm foundation for the cultural economy and for economic development initiatives to benefit Māori. The district's natural beauty, including natural areas and coastal features including Kāpiti Island, offer opportunities for sustainable tourism and a lifestyle attractor for workers and businesses.






Structural Indicators, 2023



Data source: Infometrics and Statistics New Zealand. Downloaded: 7 February 2024

Appendix B - More detailed information on workstreams

Our priority actions will build on Ngā Pou from the 2020-2023 Strategy and are grouped under each Focus Area.

Ngā pou Pillar	 Kotahitanga Strengthening partnerships and leadership	 Manaakitanga Supporting key sectors	 Whānau Growing skills and capability	 Kaitiakitanga Open for opportunity	 Whakapapa Positioning the Kāpiti Coast
Ngā whāinga Aim	Delivery and implementation through strengthened partnerships and leadership that recognises the significant relationship with iwi as mana whenua	Grow industries and sectors that provide the most potential for supporting improved economic well-being	Enable employment, innovation, creativity and entrepreneurship and improve capacity for mana whenua participation	Facilitate quality growth that protects and enhances the District and its natural environment	Celebrate our rich culture, natural environment and identity and; highlight the opportunities and advantages of the Kāpiti Coast

Our priority actions and workstreams

We will drive change in business and industry outcomes, through a simple work programme for each of the Focus Areas.

Focus Area 1

For Focus Area 1, we will work alongside business, industry and our economic development ecosystem to deliver on three priority actions as follows:

Focus area	A resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused		
Priority actions	1. Sector and Cluster Development	2. Promote a Sustainable Economy	3. Develop Māori Economic Rangatiratanga
Workstreams	1.1 Kāpiti Tech Cluster 1.2 Food and Beverage Cluster maturity 1.3 Tourism Cluster 1.4 Creative Industries Cluster 1.5 Support Wellbeing Collective	2.1 Regenerative agriculture 2.2 Sustainable tourism practices 2.3 Local value adding practices 2.4 Support sustainable enterprises	3.1 Te Ao Māori economic development activity

Focus Area 2

For Focus Area 2, we will work alongside business, industry and our economic development ecosystem to deliver on three priority actions as follows:

Focus area	Kāpiti Coast residents and communities benefit from local training and career opportunities		
Priority actions	3. Develop Māori Economic Rangatiratanga	4. Smart Investment Attraction	5. More skills, training and employment opportunities
Workstreams	3.2 Opportunities for Māori economic development	4.1 Targeted investment attraction strategy	5.1 Education opportunities and skills hubs 5.2 Pathways to education and employment opportunities throughout the district 5.3 Training programmes for local needs

Focus Area 3

For Focus Area 3, we will work alongside business, industry and our economic development ecosystem to deliver on three priority actions as follows:

Focus area	Kāpiti Coast is an inclusive community and is recognised as a great and easy place to invest and do business		
Priority actions	6. Support Startups and the wider economic development system	7. Deliver a thriving visitor economy	8. Support regulatory requirements and processes which are clear, coordinated and easy to navigate
Workstreams	6.1 Start-up ecosystem 6.2 Scale-up support for business (wider support ecosystem) 6.3 Connection of the local business networks and associations	7.1 Fund major tourism and business events 7.2 Visitor Experience opportunities (assist with business development) 7.3 Kāpiti Coast as a tourism destination	8.1 Business and "investment friendly" engagement is experienced within the regulatory process

Focus Area 1:

A resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused



Manaakitanga

Action: Sector and Cluster Development

Having a sector focus enables us to tailor industry support in a targeted manner, assisting in ways particular industries find most helpful at the particular point of their development. Supporting the development of industry clusters, localised networks of interconnected businesses and institutions in key growth sectors, will drive sustainable economic development and leverage regional strengths to boost innovation, productivity, and competitiveness. These clusters are at different stages of development.

Clusters, existing and emerging, reflect key pillars of our economic picture on the Kāpiti Coast, and include:

- *Food and Beverage Cluster*: Food product manufacturers and associated support businesses.
- *Tourism Cluster*: Visitor attractions, accommodation and food services and destination operators.
- *Technology Cluster*: Businesses operating in Information and Communications Technologies (ICT) development and delivery.
- *Creative Industries Cluster*: Encompassing film, music, broadcasting, design and digital technologies, performing and visual arts, and Ngā toi Māori.
- *Wellbeing collective*: Local businesses with a wellbeing focus including massage studios, herbal centres, acupuncture clinics, yoga studios, meditation and wellbeing retreats, fitness centres, and more.



Kaitiakitanga

Action: Sustainable Economy

We will support the transition to a lower carbon and climate resilient economy by supporting businesses we connect with to take up sustainable practices. This will focus on circular economy principles and business models that design waste and pollution out at source, while enhancing business efficiency, profitability, and stimulating innovation and investment in new opportunities. This will position local businesses to better respond to changing consumer preferences, growing environmental pressures, and environmental regulation.

Building on the existing natural advantages of the Kāpiti Coast, opportunities for sustainable business development and the circular economy are broad and growing. These opportunities include:

- *Regenerative Agriculture* – improving the sustainability of current practices will enhance the quality of substandard land, marketability of local produce, and support broader social, economic and cultural opportunities.
- *Sustainable Tourism* – showcasing our natural environment to provide incentives for environmental restoration and adoption of sustainable industry practices.
- *Local value-adding* – the emerging food and beverage sector is an example of local manufacturing with the potential to leverage local sustainably-sourced primary production and resource efficiency to reduce waste and economic losses in the supply chain.
- *Sustainable enterprises* – significant scalable opportunities exist for businesses focusing on solutions to supply chain shortages and environmental challenges. These include sustainable packaging, materials reuse, recycling and recovery, and sustainable design and construction technologies.

Through Pakihi Toitū o Kāpiti, we will support local businesses to adopt and improve their sustainable practices. This will help demonstrate good practice activities to the market and attract new sustainable business investment.

Action:

Enabling Māori Economic Rangatiratanga



Kotahitanga



Whānau

Māori aspirations and well-being are interdependent and focus on longer term priorities. These aspirations sit within a context of a deep relationship with the natural environment. Māori use these approaches to increase participation and inclusion in decision making, which affects their approach to economic development.

Greater economic opportunities for Māori including those based on their knowledge base – mātauranga Māori – are critical for enabling their positive economic wellbeing and mana motuhake. Respecting and valuing Te Āo Māori worldviews and Māori concepts is the first step to deliver and establish partnerships to support Māori business enterprise. To support a strong, sustainable business environment informed by Te Ao Māori, we will:

- Work with representatives of Ātiawa ki Whakarongotai, Ngāti Toa Rangatira, Ngā Hapū o Ōtaki and Te Rōpū Pakihi (Māori Business Network) and other pakihi Māori, to inform a specific strategy that will advance economic opportunities for Māori in a way that respects their mana and recognises local taonga.
- Acknowledge that Māori businesses can have multiple purposes beyond profitability, reflecting the social and cultural aspirations as their core purpose.

Dark Horse Coffee - Photo credit Ashley Alexander



Focus Area 2:

Kāpiti Coast residents and communities benefit from local training and career opportunities

Action:

Enabling Māori Economic Rangatiratanga



Kotahitanga



Whānau

Māori have great aspirations for their economic rangatiratanga. In addition to working with Māori to inform the Economic Development approach for Kāpiti, it will be critical to support opportunities for iwi and Māori locally. This will help tangata and pakihi Māori to live, work and play here in Kāpiti, while also delivering a boost to the Kāpiti Coast economy.

To deliver economic rangatiratanga for tangata and pakihi Māori, we will:

- Work with representatives of Ati Awa ki Whakarongotai, Ngati Toa Rangatira, Nga Hapu o Ōtaki and Te Rōpū Pakihi (Māori Business Network) and other pakihi Māori, to inform a specific strategy that will advance economic opportunities for Māori in a way that respects their mana and recognises local taonga.
- Support opportunities for training and career development for Māori.
- Commit time, energy and resource to lift the Māori economy and support pakihi Māori.
- Support Māori and mana whenua to take advantage of business opportunities.

Action:

Skills, Training & Employment Opportunities



Whānau

Ensuring our people have the skills and education that are in demand benefits both local businesses and the communities they serve. This will help improve local productivity and enables access to new and better paying career options.

Facilitating inclusive local skills and training hubs that meet the needs of our youth, older people and people living with a disability will help address the critical need for accessible education and training opportunities, and support jobs growth. Establishing these hubs will foster local talent, address workforce shortages and skills gaps and enhance the overall economic and social well-being of the Kāpiti Coast region.

To make this a reality, we will:

- Collaborate with iwi, central government, education and training providers, businesses and community stakeholders.
- Locate education hubs in areas that are accessible and have diverse spaces to support classroom-based and practical learning needs.
- Develop and deliver employability skills training.
- Facilitate education and training options that align with the workforce needs of the region.
- Secure on-going funding to develop training programs for rangatahi, older people and people with health conditions and impairments.
- Encourage workforce training opportunities that will benefit the growth of cluster businesses.



Whānau

Action:**Facilitating Inclusive Employment Opportunities**

Supporting inclusive employment opportunities will be crucial for ensuring we have a diverse and equitable workforce, which will in turn support economic growth and social cohesion in the district. Inclusive employment practices ensure that all individuals, regardless of age, ability, or background, have access to meaningful work opportunities. This will not only improve the economic well-being of individuals but also enhances the productivity and innovation of businesses by tapping into a broader talent pool. By creating an environment where everyone can contribute and thrive, the district can build a more resilient and vibrant economy that benefits all its residents.

To create a more inclusive and supportive employment landscape we will:

- Develop targeted training programs for specific groups such as youth, older adults, and people with disabilities.
- Promote inclusive hiring practices among local businesses and provide support to navigate regulatory requirements.
- Enhance digital literacy and job-readiness skills through workshops and training sessions to improve employability.
- Foster entrepreneurial skills and support career transitions through upskilling initiatives.
- Encourage collaboration and innovation by organising networking events, forums, and collaborative projects.

The commitment to inclusivity will not only drive economic growth but also ensure that the benefits of development are shared widely across the community.



Manaakitanga

Action:**Smart Investment Attraction**

Attracting investment that is aligned with our community's social and environmental goals, will support economic vitality while enhancing our social and environmental well-being. By supporting job creation and economic diversification, we can nurture innovation and workforce development, embedding the principles of responsible growth into local commerce.

This will ensure that the infrastructure developments and the expansion of market opportunities that come with new investments contribute meaningfully to the community's wellbeing, and the Kāpiti brand and business story. This will also help provide a resilient foundation for an economy that thrives in harmony with its environment.

We also want to maximise business growth in areas that offer Kāpiti a competitive advantage economically. This includes supporting local business through Council procurement. For example, the development of physical space planning can provide vibrant spaces for our businesses to be part of.

To attract aligned investment, we will:

- Showcase the Kāpiti Coast as a great place to live, work, and invest.
- Support businesses to attract talent and investment and improve their capability and resilience.
- Support attraction and development of businesses in key areas including, food and beverage, medical tech, creative industry advanced tech and education.
- Support businesses, including innovative and key sector businesses, to navigate local regulatory requirements.
- Support local and regional business networks.
- Support local, outcomes focused, approaches to Council procurement
- Support urban planning and town centre design to maximise attractiveness for businesses to be located there.

Focus Area 3:

Kāpiti Coast is an inclusive community and is recognised as a great and easy place to invest and do business

Action:

Supporting Emerging Businesses and the Wider Economic Development Ecosystem



Manaakitanga



Kotahitanga



Whānau

Supporting startups & emerging business

Many Kāpiti businesses are small or emerging micro businesses which collectively contribute to a diverse and thriving economy. Startups are typically young, often technology-focused and high-growth organisations that use scalable business models, to enable the creation of highly-skilled jobs and drive economic growth. By adding to the economic diversity, start-ups can reduce our vulnerability to industry-specific slumps and strengthen resilience in our local economy.

The Kāpiti Coast is well supported by its various stakeholder groups, industry clusters and networking events. To maximise the potential of new businesses to grow and emerge, we will foster a culture of collaborative innovation and support by:

- Enabling ease of access to investment channels and resources.
- Providing access to accelerator programs and relevant education.
- Championing success through marketing and profiling.
- Supporting Startups to navigate regulatory requirements.
- Supporting mana whenua to grow their economic development rangatiratanga.

We have begun bringing together entrepreneurs, business networks and investors to identify what is needed to develop the local entrepreneurial culture. This has involved bringing stakeholders together to identify what opportunities are available locally, regional and nationally, and to undertake a pilot to explore and realise untapped potential identified in the 'Startup Genome' and 'Upstart Nation' reports.

Increased support for the economic development system

Providing more active support for the economic development ecosystem is key for taking our economic development activity to the next level. We will support, and be supported by, the new EDKB model to more actively attract investment and support to our district.

Supporting business networks, including business associations, is also crucial for local economic development as they serve as conduits for knowledge exchange, collaboration, and advocacy, fostering a conducive environment for businesses to thrive.

These networks provide platforms for sharing best practices, accessing resources, and addressing common challenges - enhancing the competitiveness and resilience of local enterprises. They can also facilitate partnerships between businesses and other stakeholders, including government agencies, academic institutions, and non-profit organisations. This enables coordinated efforts to address economic development priorities and opportunities. Business networks active in the Kāpiti Coast include:

- Kāpiti Business Chamber
- Ōtaki and Te Horo Business Association
- Raumati Village Business Association
- Te Rōpū Pakihi
- Waikanae Business Association

By nurturing vibrant business networks, we can stimulate innovation, job creation, and economic growth, while also promoting social cohesion, developing Māori economic rangatiratanga and supporting community prosperity.

Council's role in delivering supporting infrastructure will also provide support to business. Kāpiti is a great position to make the most of investments already made, like the completion of Transmission Gully and Peka Peka to Ōtaki and further development of the Ōtaki to North of Levin expressway development.

Further strengthening our infrastructure to withstand disruption and ensuring robust recovery plans are in place will increase our resiliency to natural hazards. This will enable quicker recovery and reduce long-term economic and social disruptions. Ensuring the reliability and resilience of our infrastructure will support confidence in the prospects of the Kāpiti Coast, attracting investment and enhancing overall community wellbeing.

Action:**Supporting regulatory requirements and processes which are clear, coordinated and easy to navigate****Kotahitanga****Kaitiakitanga**

Regulatory requirements protect our environment and the health and wellbeing of our people. A well functioning regulatory process is key to ensuring business and economic growth while protecting what we care about. We have heard that there is more to do in Kāpiti to make the necessary processes clear and efficient for those that want to do business here.

To support efficient and effective regulatory services for sustainable development, we will:

- Provide support to navigate regulatory/compliance requirements.
- Provide feedback to council on issues related to efficiency in the regulatory process.
- Learn from others – look at regulatory processes in other districts to inform our continuous improvement.
- Advocate to central and local government for regulatory reform that supports ease of doing business and sustainable economic growth, where required.

Action:**Thriving Visitor Economy****Whakapapa****Manaakitanga**

A thriving visitor economy is critical for supporting local wellbeing and providing jobs that would not be economically sustainable if they were only supported by locals. Attracting visitors and increasing their length of stay, leads to higher visitor spending in the district but also encourages people to relocate into an area. A strong destination brand will also attract investment and business opportunities to other sectors.

To support a thriving Kāpiti visitor economy through sustainable development and visitation, we will:

- Build effective and collaborative leadership across iwi, industry, and community – with establishment of a tourism cluster with strong leadership and collaborative relationships, and data insights.
- Deliver the Kāpiti Destination Story to build awareness and position the district for sustainable visitation and growth – using marketing tools and collaborative relationships, highlighting experiences and our unique identity.
- Improve visitor experiences – provide opportunities to grow quality experiences and encourage new and existing offerings.
- Develop a destination that is well connected – Improving infrastructure, wayfinding, and visitor information.