Kāpiti Coast Food and Beverage Cluster Report

September 2022

KāpitiCoastNZ | Kāpiti Coast District Council | FRG

Contents

Project Authors

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Kāpiti Coast DISTRICT COUNCIL

1 Executive Summary

Project Overview

The Economic Development Kotahitanga Board and Kāpiti Coast District Council have identified food and beverage as a sector that provides significant opportunities for economic growth and future resilience.

Alongside businesses, Council is exploring and developing initiatives to strengthen and promote this category – building off momentum that is already being driven by innovative entrepreneurs, incoming investment and a local economy buoyed by recent growth.

This project develops on these ambitions with stakeholder-led insight and aspiration from across the food and beverage sector, to identify needs, potential and priorities from the perspective of those actively involved and invested in the categories.

Sector Evolution

The Kāpiti Coast has a rich heritage in food production with the District once a major source of vegetables, berry-fruit, meat, dairy and other produce for the Wellington market and beyond.

Some of New Zealand's most successful food and beverage brands first established in Kāpiti – eventually selling to larger competitors. In most of those cases, purchasers have relocated production from the District, in order to achieve economies as part of their wider operations.

Continuing urbanisation has limited the availability of land remaining available for traditional food production while changing priorities from successive generations, reducing margins and increasing national regulatory requirements have seen established growers exit the industry.

A number of land-based producers remain; however, economies of scale have meant crops this area was once recognised for, such as some fruits and vegetables, now concentrate outside the District where businesses can grow and remain competitive against the pressures of increasing cost and competing uses.

Innovation Driving Success

Today, Kāpiti's success in food and beverage is largely centred on creativity, innovation and adding value, rather than the provenance it was previously known fondly, for.

This has seen local businesses capitalise smartly on consumer-driven trends including artisan breads, craft brewing and distilling and most recently the development of plant-based protein.

At the same time, new product concepts are developing, as entrepreneurial people and businesses, gravitate to the area - finding inspiration within this collaborative commercial community and from supportive local consumers. Kāpiti grows both ideas and talent, well.

Niche ranges and ahead-of-the-curve innovations in food technology provide potential for roles and skills that support Kāpiti's quest for a high value economy with long-term sustainability.

Potential

Kāpiti has a unique opportunity to build upon its heritage, skills and creativity that has been drawn to the area, current and emerging champions for the sector and infrastructure that has potential to retain and grow employment and revenue, in the district.

The Kāpiti Food & Beverage Cluster concepts are a collaborative response to artisanal and entrepreneurial appetite to develop innovative products, create and share resources, build unique destination-based hospitality experiences and celebrate brands that have their heart in the region's increasingly innovative and potentially experiential food bowl.

Foundational Work

A number of food and beverage strategies have preceded this work as the District continues to evolve economically and environmentally from its largely producer-based past.

Earlier reports focused on determining why businesses chose to locate and grow in Kāpiti and understand their challenges and opportunities. This was based largely on local sourcing and provenance which was a predominant and differentiating feature of the sector for many years.

Shifts in direction, since – coupled with changing industry trends and consumer preferences required a fresh approach as economic development leaders consider renewed potential.

Engagement with businesses re-started in 2022, where industry stakeholders were invited to a workshop run by Primary Purpose, on behalf of the Economic Development Kotahitanga Board. A select representation of sector participants considered contemporary issues, the future of production, innovation and how best to achieve collaborative success.

This phase and report is informed by and develops on from the workshop – engaging a broader range and larger number of artisans, producers, marketers and distributors.

The goal has been to develop a definitive picture of how the food & beverage sector is evolving, understand stakeholder-led requirements for success and determine potential funding sources for cluster concepts that could develop from the research.

Strategic Alignment

This work aligns across the Kāpiti Coast Economic Development Strategy and Implementation Plan including increasing awareness of the District as a great place to live, visit and invest, increasing higher paying job opportunities, highlighting key sectors and encouraging more businesses to establish locally.

It also references the District's strategic vision – Toitū Kāpiti which focuses efforts on industries that provide the most potential, strengthening partnerships, enabling innovation and creativity, being open for business and celebrating Kāpiti's rich heritage, natural environment and unique advantages.

Makeup of the Sector

Kāpiti District's food and beverage sector is comprised of three predominant types and trajectory of businesses involved in product development, manufacture and marketing:

1. **Small Businesses**

   Smaller-scale enterprises that have developed food or beverage products – often with minimal investment and infrastructure. Participants in this segment often run their businesses as an adjunct to other income sources and in some cases the products are derived from their own ingredients from small-holdings or farm produce.

   Production is limited by time, seasonality, capital and demand while many in this category choose deliberately to limit themselves to manageable volumes that work around lifestyle priorities. Most sell their products through markets or online, direct to consumers.

   Individuals and families involved in this segment represent the largest group by number in the sector. Typically, these participants build community amongst other producers– creating informal, collegial networks to share ideas, resources and support.

2. **Growth-focused Artisans**

   Market-aware, progressive entrepreneurs that have developed niche products with values, backstory and consumer advocacy being a key part of their success.

   Aware of and connected with capability and business-building funding sources, this segment is typically younger, closely engaged with trends and their customers and by nature are environmentally and socially aware with these values at their core.

   Area culture is also an important factor, with networks of like-minded people drawn to Kāpiti's creative community helping enrich and inspire the commercial community.

   Understanding their market, continued brand and product development and actively seeking opportunities to engage with consumers characterises this group.

3. **Large-scale Artisans/FMCG**

   Kāpiti District's larger scale producers that have largely evolved from an artisan background – growing in size and efficiency to competitively supply wholesalers, supermarkets and speciality food businesses on a national and international scale.

   Invariably, these businesses have developed unique and defensible niches within otherwise commodity-orientated marketplaces - creating advantage through differentiation and being ahead of trend.

   Continued adaptation and innovation is necessary for this group in order to maintain presence and performance in these competitive environments. Equally, the District needs to work closely with these businesses to retain and grow investment locally, against the economic benefits other areas can deliver and flight-risk that acquisition by competitors' has created in the past.

Models of Potential Clusters

Clustering is a recognised solution to achieving strength in collaboration, scale and resourcing.

While the concept is occurring organically, in various models, across the District, with like-minded individuals and organisations, there is clear potential to develop this further through a structured approach to needs and opportunities for the food and beverage sector.

Through this engagement, participants were asked their vision for a successful cluster. Three predominant models were suggested as best meeting immediate and future needs:

A. **Network Cluster.** Participants shared their vision of a joined-up approach to developing sector profile and realising economies from a collective of producers with co-ordinated leadership from people experienced in artisan business growth.

   Strength and structure to secure funding for marketing, business and capability building was a further focus for smaller operators, which this solution could ably support.

   A structured network and representative group was the concept most envisioned by stakeholders' when asked what a cluster meant to them. This would likely be a foundational element to any joined-up approach for the sector – informing and leading subsequent location or innovation cluster initiatives.

B. **Destination/Precinct Clusters.** Locational clusters were seen as neighbouring or co-located production and experience sites - enabling businesses to establish economically, benefit from the synergies of like and complementary neighbours, create experiential opportunities to try and buy products, meet the maker and develop consumers' depth of connection with local brands.

   Participants saw characterful and theatrical production as an important element to these locations, with a blend of makers and hospitality operators occupying scalable spaces in a vibrant 'everyday market' format.

   An early representation of this cluster format has already established in Manchester Street, Paraparaumu while others are in advanced planning elsewhere in the District. This was the second most suggested concept with participants aware of the success of similar initiatives locally and elsewhere in New Zealand to reference to.

C. **Innovation Cluster.** An innovation hub – similar to programmes established in other producer regions, has been explored off the back of inward investment and an MOU of understanding by a progressive food manufacturer that has relocated to the District.

   With a focus on improving health outcomes and responding to climate change, the development of sustainable food products is likely to see increased priority from existing and emerging producers based on global consumer trends. Kāpiti has potential to lead in this niche by supporting facilities and resources that attract like-minded businesses.

   This cluster concept could act as an incubator for already-advanced sustainable food and beverage concepts - leveraging shared research and development space - complemented by capacious production facilities that are already in place.

Food and Beverage Sector Needs Identification

A **Network Cluster** (Concept A) develops on successful relationships and collaborations already occurring naturally and informally throughout the food and beverage sector.

Creating a reliable representation structure and improving communication channels would support efficiency, confidence and productivity as participants become better placed to leverage opportunities and mitigate risk.

Businesses of all scales acknowledged the anticipated benefit of a co-ordinated approach from a model that could advocate for the industry, connect participants, streamline stakeholders' interface with local and central government and help reach into new markets.

Near and co-locations (**Destinations and Precinct Clusters** - Concept B) is another solution that has developed informally and is benefiting a number of operators currently. There are plans to develop further precincts in the District, that are underway now.

Growth-focused Artisans are leading progress around existing and future–planned F&B precincts - working closely with property owners and developers.

There is more opportunity for precincts where production blends with hospitality experiences, while there will also be opportunities to notionally link these precincts to create a series of differentiated provisions, leisure and dining destinations for locals and visitors.

The **Innovation Cluster** (Concept C) had less immediate relevance for participant businesses - most of which have grown organically and independently, to date.

Kāpiti's food and beverage producers have typically developed products themselves with creativity, character and differentiation being an important part of their back-story and brand goodwill. Available capital for research and development is constrained and businesses felt that profile and marketing had greater priority for any funding that did become available.

With the majority of food and beverage products produced in the region being derivatives of traditional recipes and ingredients, technology has not been a driving force in the success of these producers, yet.

At the current time, while managing the challenges of supply chain, skills and labour and cost escalation, participants are more focused on maximising return from existing lines and markets, before broadening their horizons.

An Innovation Cluster has potential as a tool for growth and resilience. The need and value in continuous improvement and evolution is evident across the food and beverage sector – particularly for those in competitive channels – such as supermarkets and food service.

This resource also has potential to support goals to attract new businesses and investment to the area by creating a culture of innovation, niche specialities, an association with other progressive food entrepreneurs and an ability to leverage collective benefits in resourcing that would be possible when similar industries co-or near-locate.

Key Partners

Each concept has different participation requirements, however broadly, overall leadership and economic guardianship of the sector is necessary in order to drive some or all of the cluster opportunities identified by stakeholders.

A governance and steering group, representing progressive businesses from each of the segments, along with supply chain, retail, hospitality and property expertise is necessary to form a leadership group that could gain the confidence of stakeholders and funders.

Further profile and relevance could be achieved by securing sponsorship from a community-owned organisation – such as Electra, which could fund programme management.

Kāpiti Coast District Council and the Economic Development Kotahitanga Board's involvement with any programme does indicate the inclusion of all ratepayers including businesses and property owners in the benefits that may be available from any initiative. Food & beverage sector businesses see central funding as a necessary outcome from these initiatives.

A demonstrably successful food and beverage cluster programme – anchored by a collegial and supportive culture, will encourage the broadest possible participation. Telling the story - compellingly and often will help build awareness and involvement.

Summary

There is need and value in greater coordination and representation for the food and beverage sector in Kāpiti, which can be achieved, initially, through a Cluster Network. Participants suggested this as the most beneficial way a structured approach can support growth and resilience across the broad range and scale of businesses that are involved in these markets.

A Network Cluster can provide the foundational framework, organisational and governance model to guide strategic development of Destination and Precinct Clusters that would create artisanal production and environments for consumers to connect and engage with local food and beverage brands and contemporary, chef-led, creative hospitality experiences.

Destination and Precinct clusters are already occurring in the District while more are planned.

The District's food and beverage sector is made up of enterprising, resourceful and self-sufficient individuals and organisations who have developed products themselves or through the collegial support that is prevalent here. Participants largely saw this as the most economically sustainable way to establish and grow their businesses, with only one larger company championing the concept of an Innovation Cluster, at this stage.

While an Innovation Cluster had less relevance for existing participants, currently, the potential for a research and development facility with specialisation in emerging food sciences and consumer trends creates opportunity to attract new or diversifying businesses to the District.

This platform could also come under the auspices of the Cluster Network – developing its business case and operational structure once the representation group is established and delivering successfully for all stakeholders.

1.1 Alignments

1.1.1 Previous Initiatives

Project	Current enquiry focus to contemporise understanding
Kāpiti Land Use	Determine post-study (2005 onward) trends. Identify & engage with growers in the District. Explore opportunities and constraints for future growing in Kāpiti
Kāpiti Brand	Understand businesses' current perspective and appetite for an umbrella 'locality' brand to identify products from the District, as previously advocated for.
Produce Market	Understand evolution of Kāpiti's community markets and future plans around markets within clusters that could support local provenance and demand.
Engagement/Networking	Determine current sector engagement and networks. Define need, appetite and format of future networks with the food and beverage sector
Regional Collaboration	Understand WellingtonNZ's role and appetite for support of the food and beverage sector, going forward
Food & Beverage Website	Explore the evolution of online visibility and e-commerce functionality for food and beverage businesses, including perspectives around collective representation
Kāpiti 160	Determine participant's perspectives around food miles, the achievability of greater local provenance in produce/product availability and menu composition
F&B Marketing	Understand opportunity and channels to better promote local produce and locally manufactured food and beverage products
Sustainable Foods	Determine current sector participants' need and appetite around product development as part a commercial innovation cluster
Taste Trail/Food Truck	Understand progress on the proposed initiatives

1.1.2 Kāpiti Coast Food & Beverage Clustering

Project	Alignment/Enquiry
Kāpiti Coast Food & Beverage Strategy	1. Confirm the need for a Food & Beverage cluster for the Kāpiti Coast 2. Identify both advantages and challenges involved with establishing a cluster for the Kāpiti Coast Food & Beverage Sector. 3. Define the purpose and structure of a potential Food & Beverage Cluster. 4. Confirm the willingness of the Kāpiti Coast Food & Beverage industry to participate in a Food & Beverage cluster. 5. Secure key partners to ensure the successful establishment of a cluster. 6. Identify further (possible) regional and national stakeholders and engage with them, promoting the potential of a Food & Beverage Cluster. 7. Develop a plan for future undertakings by the cluster, including: a process for additional membership of the cluster; a communication/marketing plan for the cluster to promote itself and its goals; and an assessment of cluster work identified in the Food & Beverage Strategy and how to progress these activities.

3 Engagement Process

Overview

This project has been informed by engagement with and feedback from over 45 food and beverage businesses across the Kāpiti District, along with distributors from outside the area.

Based on research of past initiatives this has been the largest and most comprehensive engagement for and with this sector that the District has undertaken.

Local iwi leaders have been involved from the outset and throughout - to the extent of their availability, to determine mana whenua's activity and aspirations within the food and beverage sector.

Businesses have been canvassed to understand their views on the market, opportunities and challenges, immediate and anticipated needs and appetite for participation in potential shared initiatives for growth and resilience within these categories.

A stakeholder-centric approach has been undertaken – ensuring participants could engage on their terms and preferred channel. While many chose to meet directly, there were others that preferred video conference, telephone conversations, email or through online surveys.

Feedback has been comprehensive and rich, with sector leaders welcoming the opportunity to share ideas, needs and priorities.

Operational Priorities

This project has coincided with a particularly challenging period for businesses and their people, across the food and beverage sector.

While a relaxation of controls around COVID has improved confidence and made it easier, operationally for businesses' staff shortages and uncertain future demand are consuming owners' time and attention, creating unprecedented challenges they continue to navigate.

Concurrently, inflationary pressures are impacting wage, raw materials, occupancy and distribution costs.

Furthermore, supply-chain challenges are affecting the availability and reliability of ingredients and packaging. These are having broad ranging impacts on business continuity and viability.

For some businesses, a lack of specialist skills is also affecting production capacity and the ability for businesses to scale in capacity and through launching new products.

These factors have influenced business confidence and the ability for forward planning which includes the appetite to participate in activities beyond their own business.

This project has been fortunate in achieving the engagement levels to date, given wider priorities on business peoples' time and attention.

Confidentiality

There are a diverse range of participants from emerging artisan producers to large corporate organisations. While the sharing of ideas and resources is commonplace across the sector, stakeholders are mindful of their own intellectual property, performance and future plans.

Wherever possible or requested, this report has anonymised responses so individuals or organisations are not identified in order to respect participants confidentiality and maintain goodwill for the project, it's sponsors' and future initiatives.

History

There has been significant previous research work around food clusters in Kāpiti with studies undertaken in 2012, 2013 and 2014. Some current participants have been involved in these earlier discussions of which the outcomes have been less clear.

With previous Council relationships largely isolated to regulatory interactions and compliance requests some reticence has existed around the organisation's involvement in market development initiatives. Accordingly, there has had to be additional time taken to build trust and confidence with stakeholders.

Participation

Sixty-nine organisations have been contacted as part of this engagement – ranging from emerging enterprises through to large companies – reflecting a broad range of participants in Kāpiti's food and beverage sector. Just over 50% actively provided feedback to the research.

A small number of businesses declined to be involved, due to operational pressures while others ceased operating during the engagement period. Some businesses did not respond to communications which included emails and telephone calls. Given ongoing operational challenges and commercial priorities, unwillingness to participate should not be misconstrued as disinterest in future sector initiatives.

Immediate Needs

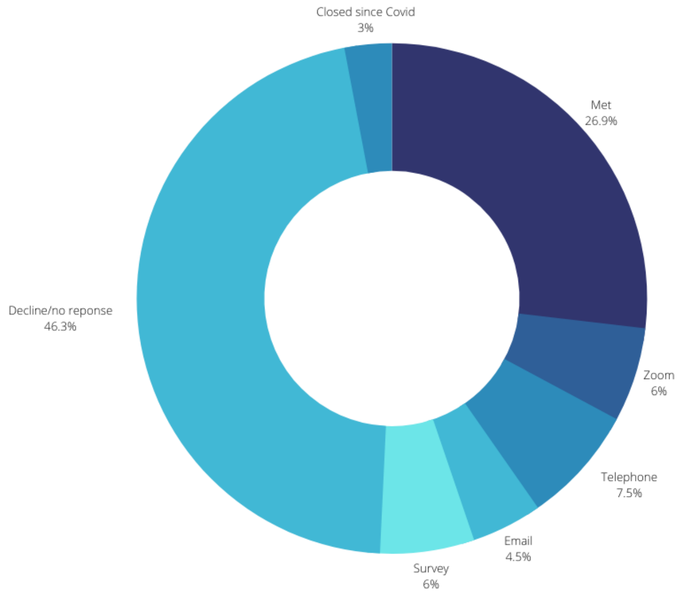
The engagement journey identified immediate needs from businesses and emerging risks related to infrastructure capacity on behalf of some stakeholders. Those opportunities and concerns have been channelled to appropriate agencies for action and resolution.

Next Steps

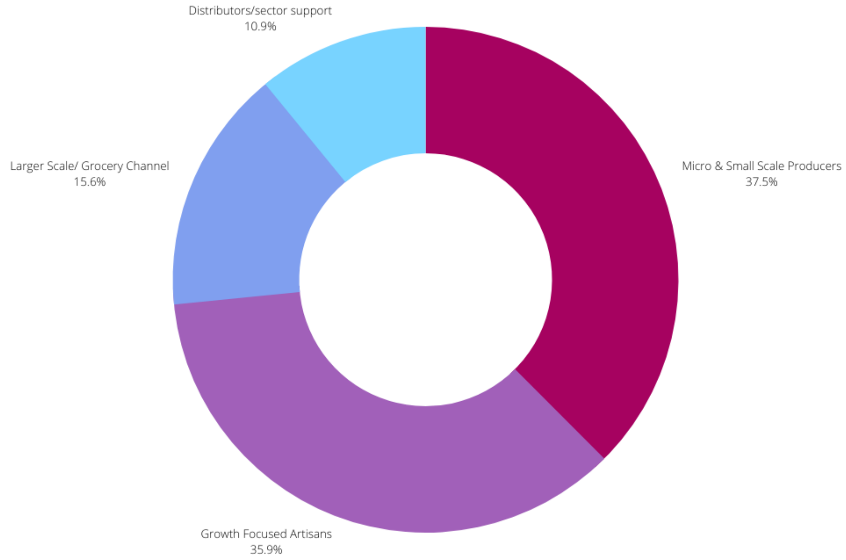
Recognising stakeholder contribution, and the time taken in the discovery phase, it will be necessary to share progress and outcomes with participants at the earliest opportunity.

A summarised copy of the findings and action plan should be socialised with participants to acknowledge contribution, further strengthen goodwill and maintain momentum.

3.1 Participation



3.2 Sector Composition



4 Sector Stakeholders

Producers				
Old Hautere Road Olive Oil	Finders Eaters Foraging	Koakoa - The Bond Store	Louis – French Patisserie	Kāpiti Artisan Bakehouse
Paekākāriki Pops	Fizz Bang Candy Floss	Apostle Hot Sauce	Ruth Pretty Catering	Ritual Tea Company
Seriously Pickled	From our Kitchen Catering	Penray Gardens	M&M Master Butchers	Rosa Foods
Waikanae Crab	Glam Jams Kāpiti	That Little Cake Shop	Siggy's Pies	Organic Purebread
Choice Pies	Gratitude Kefir	The Independence Collective	Joe & Joy	Tuatara Brewing
Sone's Sauces	Kāpiti Island Mīere Honey	Dark Horse Coffee	Prana Greens	Western Harvest
Temptations Patisserie	Lemon Fellows	Kāpiti Candy	Karl Filipe Patisserie	Woodhaven Gardens[1]
5036 Boutique Brews	Little Bee Kāpiti Coast	Kāpiti Chocolate	Kāpiti Olive Oil	Common Property
The Roastery	Noble Estate Olives	Kāpiti Coffee	Elemental Cider	Coral Tree Organics
Tironui Sourdough	Totara Tunnel Olives	Shevington Farms	T&R Grow	Duncan's Brewing Co
Bens Buns	Divine KapiTea	North End Brewing	Beach Bakery	Kāpiti Food Fair
Pepper & Pearls	Dili Cakes	Imagination Distilling	Koru Ice	Divine Pies
Distributors / Sector Support				
Moore Wilson	Gilmours	The Winemaker's Daughter	Bidvest	Crockers General Trading
Otaki Cold Stores	The Egg Shed	Awatoru Wild Food Provedores	Waikanae Midweek Market	Commonsense Organics

Note: This is a list of organisations identified as being involved with food and beverage production and distribution sector in the Kāpiti District, through Kapiti District Council records and past interactions with food and beverage strategies. While all these businesses were invited to participate, some declined, were unable to be involved because of operational challenges or did not respond to correspondence. Engagement with the sector occurred during the first quarter of 2022.

[1] Woodhaven Gardens has grown on land in the Kāpiti District however the company is not currently producing in the District


TOTE BAG
$18
MUSCLE SHIRT
$20
SUPER RUSTIQUE
$10.00
MULTI GRAIN
$7.50
WHITE
$7.50
RYE
$7.50
OLIVE
$7.50
T-SHIRT
$20
BAGUETTE
$5.00
THINGS WILL FALL INTO PLACE
BREAD
BAKERY
FRIAND
S'MORE STACK
BAKED CHEESECAKE
LITTLE SWEET
TART
SLICE OF CAKE

5 Market Feedback and Dynamics

Background

The Kāpiti Coast has long attracted artisans and entrepreneurs through its heritage of food production and provenance, creative culture and typically lower cost base, that has enabled businesses to establish and grow, successfully.

A strong and collegial producer community – many of which have been supported in their infancy by local markets and consumers has seen ideas flourish into household names with national and international followings.

Demand Drives Opportunity

Growth in Kāpiti's artisanal food sector has propelled in recent years as more contemporary consumer experiences have been drawn to the District – supporting changes in demographics, sea-change trends and increased domestic tourism.

Diverse, expectant, more consistent and larger audiences for cafes, restaurants and bars have fuelled opportunities for increased local provenance and environments that blend characterful production with food and beverage experiences.

This growth has had cross-sector benefit – supporting small producers through to larger business that are supplying the burgeoning local and regional hospitality industry.

Economic & Societal Challenges

Demand for products in Kāpiti's growth focused artisans and large-scale (grocery) segments is strong but capacity to meet this is throttled because of challenges attracting skilled people and their whānau to the area. Accommodation is limited and what is available is costly. Kāpiti could benefit from an integrated approach to skill development, talent acquisition and housing the people necessary to retain and grow producers and manufacturers in the District.

At the same time, costs of production and doing business are rising uncontrollably with ingredients, utilities and wages all impacting profitability. Businesses are also concerned about the potential of an economic recession impacting future demand for their goods – many of which are premium and discretionary purchases.

With continued uncertainty, some businesses are choosing, deliberately, to limit growth until stability returns to the market.

Environmental and legislative limitations on the growth of horticulture, challenges in seasonal staffing and marginal returns means that growers are increasingly realising alternative options for their land – especially that near townships. By example, in neighbouring Horowhenua from a high of 300 growers, only 30 now remain, with three of those classified as large-scale producers.

Enabling Growth

As small businesses grow, successive spaces need to provision for economical operation, characterful production and the opportunity to engage consumers directly through retail sales. Some businesses are already working together in planning expansion with the knowledge smaller enterprises will take over existing leases.

Larger-scale Artisan/FMCG channel-focused producers can be located anywhere with cost of production, access to skills and workforce and infrastructure key priorities. The development of purpose-built industrial estates – alongside distribution hubs, in nearby towns are already targeting existing and emerging producers from Kāpiti.

Competition will accelerate in the future as dedicated industrial development occurs in Levin, championed by economic development agency Horowhenua NZ Trust.

Enabling Scale

Kāpiti must enable scale & build compelling economic reasons for business to remain.

Sustaining growth and retaining investment has been a challenge for the District. The success of past and present brands such as Golden Coast Poultry[2], Te Horo Jams[3], Kāpiti Cheeses and Tuatara Brewing represent some of the local companies that established and flourished then sold to larger competitors. Of those only Tuatara has maintained a presence in the area.

Business Attraction

Greater awareness of the District's economic benefits creates opportunity for Kāpiti to strengthen as a food and beverage experience and production centre.

With increasing costs of doing business in the main centres, Kāpiti District has distinct opportunity to attract existing and emerging producers to locate and grow in the area. Some space exists now within established industrial areas and food production , while Developers are actively seeking occupiers for new commercial properties in Otāki.

[2] Sold to Tegal Foods in the early 1990's
[3] Sold to Prolife Foods in 2015`

Iwi Involvement

According to Te Ātiawa ki Whakarongotai there are few Māori-owned businesses in the F&B sector in Kāpiti at this stage.

There are no programmes specific to developing Māori entrepreneurship around this sector in Kāpiti currently, however this could be an outcome of this project or other studies KCDC are running, currently – including the Intergenerational Strategy and Workforce research.

The role of Iwi in enabling productivity was highlighted by growers in relation to access to water and the capacities required for scale.

Headspace to Progress

The current nature of the market and economy means that business owners are short on time for strategic thinking and product development.

Owners have been necessarily pressed into tasks such as production, administration and distribution because of staff, skills, compliance and financial constraints – attributable to both COVID influences, supply chain variables and evolving economic uncertainties.

By nature, Kāpiti's successful business people are creators and doers. Businesses felt fatigued by continued and intensifying regulatory intervention, costs and consultation, by central and local government, which has impacted confidence and goodwill in these organisations.

Cluster Perspectives

A food and beverage cluster means different things to different businesses. The purpose of this project has been to determine stakeholders' perspectives, needs and priorities, so these can be best supported through any future programme of economic development investment.

Network Clusters.

At its most basic form, and one that is happening organically, businesses coalesce to support each other through the sharing of ingredients, use of each other's by-products, collective purchasing and distribution arrangements. A number of smaller producers are already doing this while mid-size operators – some in a competing space, have also been helping each other through recent supply-chain, staffing and operational challenges. Small and emerging businesses saw value in the ability to tap into low cost or subsidised advisory resources, mentorship programmes and potentially shared production facilities where ideas, products and to-market strategies could be developed without the risk of individual investment. Participants in this category emphasised their limited financial means, with a lack of reliable funds for commitment to strategic development programmes, leases or equipment.

The sector needs a champion. Universally, stakeholders saw value in a commercially experienced programme co-ordinator that was able to manage and streamline relationships with Council and government, bring together synergistic operators and opportunities, link conversations, organise regular inspiration and capability building events and channel co-funded advisory resources from sources - such as the Regional Business Partner programme.

Those skills and talent would ideally come from an entrepreneurial, artisan producer background with that person being a connector for the District and it's F&B businesses. Similar roles exist within other high-growth sectors such as WellingtonNZ's film co-ordinator.

Locational Clusters.

Others see clusters as one or more 'precincts' that combine characterful production with experiential retail and dining – enabling consumers to interact with makers and creators, enjoy unique hospitality opportunities and purchase products. These have also developed organically– reflective in the eclectic localities and unstructured environments that have drawn and engaged consumers already in the District.

A number of innovative local artisan businesses have established in the Manchester Street area with determination to develop this production and experience precinct further. Evolution for the area is reliant on property owner participation, potential improvements to the public realm and street-space to balance its primary role as an industrial area with emerging consumer activity as a leisure and hospitality destination

Nearby, at Kāpiti Landing Retail Park, the developers of this property have been in advanced stages of planning around a food precinct that would bring together artisan businesses with theatre and provenance key themes. Local food producers' have been involved with the planning of this project and plan to be foundation tenants.

Innovation Clusters.

Producers are largely managing product development and evolution themselves – reflective of the artisanal nature of Kāpiti's food and beverage sector.

Similarly, feedback suggested prioritising spaces for characterful production and experiential hospitality environments, opportunities to interact with the makers and the synergies between like and complementary businesses was most important to growing businesses.

While an Innovation Cluster within their site is an aspiration for one organisation, that need was limited and may best be suited for attracting category-specific aspirants or diversifying businesses to Kāpiti – specific to specialised research & development this facility could deliver.

Stakeholder Segments

Producers largely to fall into three distinct categories according to scale & trajectory.

Small Producers predominate and are reflective of the District's heritage in creativity, provenance and artisanal influence. Many are 'cottage' enterprises, where people produce food and beverage products on a smaller scale from home or shared premises.

In some cases, the foods and beverages are made from their own or locally sourced produce, The seasonal nature of ingredients and lifestyle focus of the owners often dictates the scale and growth potential of these businesses.

Growth-Focused Artisans tend to be younger and aspiring enterprises – inspired by the success of other homegrown brands and intent on developing their own unique niches.

Businesses are values led, typically have sustainability and social capital at their core and are reflective of Kāpiti's growing sea-change in demographics.

Large-scale Artisans/FMCG producers have developed their ranges, brands & production in order to create speciality niches with the competitive grocery and food-service sectors.

5.1 Categories

5.1.1 Producers

"We are the epitome of a cottage industry. Working out of a garage at home, this is the office, production, bottling, labelling and marketing hub"

Characteristics	Feedback & Insight
Priority Aware. Participants are drawn by lifestyle and don't want to lose that advantage.	Kāpiti's more relaxed culture and environment is often what attracts people looking for a change of pace, to the area. This cohort typically prioritise values-based decisions around family, personal time and sustainability in income over economic and growth priorities. In other cases, participants have had successful careers elsewhere with their artisan food and beverage enterprise being an adjunct to their other investments (such as farm, smallholding, orchard, etc) and income.
Business is personal to them and typically includes family and friends in production/harvesting and sales	The seasonality of production at this smaller scale is often related to crops, local market demand and variables that larger producers manage through broader procurement of ingredients and wider distribution channels. A number of smaller producers using their own produce have developed succession for their properties and businesses as the next generation become involved. This is seeing development of complementary ranges, contemporary marketing and e-commerce.
"Side hustle' enterprises and passion-projects	Younger people juggle their small-scale food and beverage enterprises with family commitments and often paid employment in other sectors.
Vertical Model. Products are often adjunct to other ventures such as an orchard or olive grove	As a throwback to the District's past as a market gardening, berry fruit and farming area, lifestyle blocks and smaller farms have emanated - developing niche crops that create opportunities for smaller-volume add-value products. Scale is limited to growing capacity & seasonality.
Passion. Financial sustainability and reward for effort is important but growth is less of a focus	For some participants artisan food and beverages can be a later-life enterprise - developing through interest and passion. Production and sales are maintained at a level that provides profitable income where possible, however growth not a priority and indeed some are looking to scale back as costs, competition and compliance reduce enjoyment.
Collegiality. Collaboration characterises this group who want to support other emerging producers	Smaller producers often connect through local markets and build collegiality, which is represented in support, mentorship, sharing resources – such as storage, chiller space and representation at events, etc.

Leveraging Local. See some value in the culture and provenance of a local brand but this wasn't a priority	Priorities for cottage businesses are around product with often less focus on brand or the financial capacity for bespoke packaging. The potential shared use of a collective 'area brand' could complement smaller producers efforts in a market, food show or regional context.
Product Development. Specialisation a key focus	Businesses were more focused on refining their current products – being 'best of what they do', than exploration or development of new ranges. This includes improved efficiencies, economies where possible, greater consistency, customer recognition and preference.

5.2 Growth Focused Artisans

“Our generation wants something edgy and unique. Theatre of production and the ability for our customers to engage with the creators and makers is critical to success”

Characteristics	**Feedback and Insight**
Successfully developing or have established niches within their individual markets.	Closely focused with well-known artisan-to-consumer brands like Fix and Fogg’s example inspiring values, product, packaging and market development.
Values driven - focused on sustainable and managed growth – but not at all cost.	Businesses in this segment felt that sustainability is now an expectation - not an edge, so have focused on these principles and practices as BAU within their overall culture and operations.
Authenticity of brand, back-story and characterful production are differentiators.	Typically develop products that consumers warm to through brand, values, packaging, placement and association and provenance.
Draw other like-minds and have their own naturally developed networks and collaborations.	Have formed their own informal local, national and international networks – taking inspiration and ideas from other artisans and food entrepreneurs.
Structured and strategic in direction with a clear understanding of their customer & marketplace.	These artisans are closely aware of market trends, the success factors driving demand. Their focus is around developing defensible niches where consumers become dedicated customers and advocates.
Focused on developing their own brand with broader audiences in mind.	Participants in this segment felt the Fonterra-owned Kāpiti brand has lessened the value of any area association – given their products are now through mainstream FMCG channels, and less aligned with the artisan nature and culture of the area. While Kāpiti is well known regionally, there was a feeling that for national audiences and export markets this had lesser relevance. Businesses explained general trends and learnings from others growing their markets have been to focus consumers on product brands – not localities, which concentrates loyalty and allows scalability.

5.3 Large-scale Artisans/FMCG

"Maintaining competitiveness, the availability of skills and labour and space and infrastructure to grow, profitably, are vital for us to remain and prosper"

Characteristics	Feedback and Insight
Established, firmly focused on mass-market growth, volume and performance.	Businesses in this segment have typically developed large and complex production and supply-chain, skills and labour resource and production aligned to the needs of their customers – typically supermarkets, food service and wholesale businesses.
Strong infrastructure and systems that support necessary efficiency and profit potential.	Operating in highly competitive markets with some constraint on pricing, businesses are focused on maximising margin through smart procurement, economies of scale and automation wherever possible to reduce production effort and costs wherever possible.
Innovative in brand, packaging & product evolution is necessary to remain relevant and on-radar.	A number of participants have new ranges underway, while others have launches delayed by supply chain reliability, recruitment challenges and workforce variables related to continued isolation requirements.
Geographic Reach. Businesses would like to broaden their markets however distribution costs focus attention on centres where demand is greatest.	Rapidly increasing costs of freight have meant some businesses have rationalised distribution in order to remain profitable.
Typically, in a competitive space and driven by their retail customers.	Navigating well-known challenges of maintaining presence.
Margin and volumes challenge the ability for local provenance in ingredients.	This scale of enterprise is largely purchasing ingredients that are not available locally or in quantities that local producers cannot supply.
Already amongst the Kāpiti product, participants see little value in a brand and prefer their own.	Producers are focused on national markets (where Kāpiti is already recognised primarily by consumers as part of the Fonterra brands family) and internationally, where any sub-brand is seen as superfluous. These larger businesses want to strengthen their primary brands and product story without the distraction of locality themes.

5.4 Distributors

"Creating awareness of the District's food heroes and provenance can be Kāpiti's differentiator and edge"

Characteristics	**Feedback and Insight**
Market-readiness guidance and support.	A cluster framework could help producers better prepare their proposition for this channel – ensuring they have the greatest chance of success. This could include guidance around wholesalers' requirements, support progress through labelling and bar-coding (GS1) requirements and compliance with food safety protocols.
Wholesalers prefer to deal direct	Typically, wholesalers deal directly with producers and not through third parties (such as a cluster)[4].
Wholesalers can create a route to wider markets	Wholesalers can champion products by introducing them on a local or regional basis. If they are successful there would be interest from others within the group nationally (Gilmours), or regionally (Moore Wilson). Achieving ranging within a wholesale channel can also expedite routes to retail through Gilmours. When a product is loaded into Gilmours system it is also available to any New World or Pak'n'Save in the area.
Clusters require market-savvy organisation.	Cluster Champions would need to be closely connected to producers, hospitality and consumer markets to understand trends, gaps and opportunities.
Always looking for new, innovative products to inspire consumers & food-service customers	Consumers are particularly drawn to locally made products currently. Some wholesale environments –like Moore Wilson, provide opportunity for producers to run in-store activity such as tastings and meet the maker events.
Potential Network Cluster role	Organisers can help producers to access regular and reliable chilled freight services, as well as other purchasing advantages where economies of scale and collective agreements can achieve lower cost packaging, ingredients or utilities.

[4] Feedback from both Moore Wilson and Gilmour's

5.4.1 Determinants

	Small-Scale Producers	Growth-Focused Artisans	Large-Scale Artisans/FMCG
Ownership	Individuals, Families, Owner-Operators, NGO	Individuals, Families, Owner-Operators, SME's	SME Businesses, Corporates
Operational Scale	Small batch or limited scale production	Growing and continuing to evolve process & efficiencies	Larger scale with business models attune
Aspiration/Drivers	Interest, passion, economic sustainability & profit	Growth, profit, re-investment, niche development	Growth, profit, re-investment, competitive edge
Ingredients	Typically, locally or own property sourced, smaller volumes, often seasonal	Broader sourcing, commodities, increasing volume needs	Bulk sourcing / Large scale growing
Manufacturing	Smaller-scale, shared facilities or home-based. Some out-sourcing of production	Dedicated production facilities	Large, dedicated infrastructure
Limitations	Appetite for risk, return on time and investment, ingredient volumes when sourced locally, staffing, demand variables	Capital, Availability of skills and labour, Supply-chain, Availability of production space, Connection into national and international markets, Funding for growth	Capital, Availability of skills and labour, Supply-chain, Availability of production space for scalability, Distribution costs restricting reach
Opportunities	Collaboration to achieve efficiencies, economies, reach new markets and identify more local sourcing, growth	Establishing niches and broader audiences	Continued growth, improved efficiencies, developing new niches
Distribution	Markets, Direct to consumer (deliveries & online)	Shops, Markets, Direct to consumer (deliveries & online)	Direct to stores, Distributors and Supermarket DC's
Market Reach	Local and Regional	National, some with international aspirations	National and International
Customers	Consumers	Consumers, Hospitality Operators, Retailers	Supermarkets, Speciality food stores, QSR (Quick service restaurants), Food service distributors
Environmental Sustainability	Aspiration	Products often developed from the outset with sustainability at their core (brand values, ingredients, packaging, etc)	Aspiration. Sustainability priorities where possible in a highly competitive environment
Sustainability Challenges	Ingredient, packaging and freight sourcing	Ingredient, packaging and freight sourcing Competitive pressures and profitability	Ingredient, packaging and freight sourcing Competitive pressures and profitability
Value to District	Self-employment opportunities, Food tourism (markets), Sector succession	Employment, Food tourism (markets, food trails, etc), Precinct participation, Sector succession, Demand for	Larger-scale employment, Support businesses servicing this sector, Demand for commercial

	property, Employee contribution back into local economy	property, Employee contribution back into economy
Risks to District	Businesses leaving the District in order to grow (availability of space, skills and labour), Outsourcing production as businesses scale	Businesses growing then leaving the District through sale, scale or efficiencies (closer to markets or ingredient sources)

6 Cluster Concepts

6.1 Potential Hierarchy

How could each cluster model operate and inter-relate?

Cluster Model	Thinking	Rationale
Network Cluster	Overarching representation & collaboration model Has an ability to deliver governance for all clusters Early achievability potential	Has broad relevance and value potential across the sector Single governance structure to attract optimal leadership Leveraging existing resourcing and funding channels
Locational Cluster	Locational clusters are already developing and planned Opportunity to curate these to strengthen destination value Opportunity to connect clusters through marketing	Sector and property-led initiatives are developing rapidly Focus on compelling propositions & experiences Encouraging regular and habitual visitation
Innovation Cluster	Focused on performance and successive development in the sector Participants may not yet be located in the District Incubation model	Supports 'next-stage' development for existing businesses Has the ability to attract synergistic businesses to Kāpiti Development of niche food and beverage categories

7 Advantages

Concept	Advantage	Outcome Potential
A. Network Cluster	Cohesion. Bringing together stakeholders from across the F&B sector to explore & realise opportunities	Greater unification, collaboration & shared success
	Champion the Sector. Build media and event presence, develop political, civic & commercial relationships	Greater awareness of sector benefits & potential
	Streamline Regulatory Interfaces. Work with KCDC to make it easier for stakeholders to navigate compliance	Kāpiti recognised for its business-friendly culture
	Co-ordinate Local Sourcing Opportunities. Develop a register of large & small producers/ingredient sources	Enable smaller producers to scale up with certainty
	Co-ordinate Collective Buying Opportunities. Connect businesses with similar purchasing needs	Economical sourcing of ingredients, packaging & freight
	Shared Resources. Connect businesses that have variable people resources, equipment and spatial needs	Employment continuity, greater efficiency & productivity
	Enablement. Support wider Council-led initiatives including education, workforce & sustainability	Integrated approach of growth and resilience projects
B. Locational Cluster	On-Trend. Similar concepts in other areas have been well received by the industry and consumers	Likely success & endurance through strategic evolution
	Collective Strength. Vibrant environments consumers and businesses are drawn to and want to be part of	Attracts progressive, supportive, artisanal businesses
	Scalability. Enable businesses to establish economically, then grow aligned with demand and profitability	Profit potential helps attract & grow & retain business
	Collegiality. Like-minded, complementary businesses near-locating creates strong commercial communities	Resilience through collaboration
	Destination Value. Developing offers, experiences and environments that attract people and spending	Strengthens Kāpiti's overall hospitality proposition
	Choice. A diverse range of offers and curated experiences have broader appeal and relevance	Encourages regular and habitual visitation
	Experiential Possibilities. The combination of production & hospitality creates immersive experiences	Builds consumer awareness, visitation and advocacy
	Shared Economies. Potential of pooled resources including staff, equipment, storage and logistics	Profit potential helps attract & grow & retain business
C. Innovation Cluster	Inward Investment. An established resource can attract F&B businesses on a growth trajectory, to the area	Attract new occupiers, build local employment

Retain Investment. Potential to support existing businesses to develop product evolution	Retain income and roles within the District
Supporting Sector Investment. Potential to attract technology, specialist growing & marketing enterprises	Develops an ‘eco-system’ of complementary businesses
Succession. Create a pipeline of innovative new, locally produced products to maintain sector momentum	Replace businesses that may leave the District

8 Challenges & Responses

Concept	Potential Challenge	Responses
A. Network Cluster	Need & Value. Informal networks already exist. Some participants question need for intervention	Opportunities for collaboration already identified as a priority
	Contribution. A membership model will need to demonstrate value before participants commit	Sponsorship to underwrite a two-year proof of concept trial
	Securing Skills & Leadership. Qualities necessary for this role are less found and already in demand	Consider flexible, job-share roles. Recruit from within sector
	Personnel Requirements. Scale and breadth of role may require multiple sector-specific, skilled people	Consider contract or secondment expertise
	Governance. Securing commitment and time from progressive leaders that are already stretched	Streamlined governance model to secure expertise
	Positioning. Kāpiti already has a large number of business and economic development groups	Consider how model could work within existing groups
	Potential Duplicity. Some potential tasks already fall into the remit of existing organisations	Explore how a new model could deliver these tasks/services
	Historical Perspectives. Challenging past interactions with KCDC could influence participation	Prioritise a business-friendly culture and experience
	Demonstrable Benefits. Sector participants want to see tangible results from any initiative.	Deliver quick wins so stakeholders recognise value
B. Locational Cluster	Property Owner Support. Not all owners are supportive and enabling of F&B cluster development	Sector-specific insight and decision collateral developed
	Disparate Developments. Concepts are possible that don't support Kāpiti's experiential direction	Provide market guidance to better inform decisions
	Opportunity Cost. Value & demand for space in this area will increase - affecting the business model	Successive clusters need to support emerging businesses
	Street Interfaces. Surrounding street-space and public realm areas not yet enabling of clusters	Work with Urban Designers to develop adjacent spaces
	Competition. Other contemporary F&B destinations are planned or underway in neighbouring areas	Market surveillance to monitor trends and spend attrition
C. Innovation Cluster	Funding. Securing establishment, occupancy and operational funding necessary for sustainability	Combination of government funding & sponsorship
	Governance. Securing commitment and time from progressive leaders that are already stretched	Develop a single governance structure across all clusters

Positioning & Edge. Comparative programmes exist, some of which are rationalising operations	Establish and define a needs gap that has value & endurance
Participation. Demonstrating the need and value to participants that have otherwise grown organically	Focusing on specific niches that Kāpiti can own defensibly
Value Retention. Historical trend of innovative F&B businesses growing, selling, then leaving Kāpiti	Contractual alignment between leases and support

9 Kāpiti Food & Beverage Strategy Alignments

Model / Pillar	Awareness	Sustainability	Food Tourism	Excellence
A. Network Cluster	Media profile and sector advocacy Business & skills attraction Shared understanding and future focus Potential for shared representation	Sustainability capability development Bulk sourcing of sustainable packaging Local sourcing visibility limits food-miles Collective approach to recycling Efficiency through shared initiatives	Collective marketing initiatives Potential to strengthen market activity Tourism liaison with RTO WellingtonNZ Closer alignment with hospitality sector Increased local provenance	Capability development programmes Performance development programmes Collective economies Efficiency through shared initiatives Foundational pillar for other clusters
B. Locational Cluster	Destination value drives profile Collective promotional potential Business & skills attraction Customer attraction Customer advocacy	Opportunity for collective initiatives	Experiential F&B venues Collective destination value Differentiated offers & experiences Creating theatre’ in artisan production	Competition drives performance Differentiated, experiential venues Creating defensible edge & advantage
C. Innovation Cluster	Recognition for specialist niches Business and skills attraction	Research potential to improve Could create sustainability exemplars	Could complement Locational Clusters	Specialisation potential Capability building Leadership potential in specialist areas

10 Likely Roles

Champions & Stakeholders	Role	In Action
Economic Development Board	Champion, Project Guardian	Project overview and monitoring, Programme evolution and endurance
Local iwi Groups	Supporter	Contribution, Advocacy, Mentorship
Kāpiti Coast District Council	Champion, Partial Funder	Initiator, Organiser, Open-for-business enabler, Communicator, Programme evolution and endurance
WellingtonNZ(WNZ)	Supporter	Communicator, Capability development support - RBP programme, Promoter – WNZ channels
MBIE/Kanoa – Regional Growth	Champion, Funder, Strategic Advisory	Regional growth funder, Project scrutiny and guidance, Facilitation and connections with other programmes,
Ministry of Trade & Enterprise	Strategic Advisory – Market Development	Market insight, Product and export development guidance,
Corporate Sponsor	Champion, Partial/Specific Funder	Funding specific elements of the programme – such as staff, office and meeting space or events
Governance Group	Programme Governance, Champions	Lead, Co-ordination, Advocacy, Co-Option, Mentorship
Sector Participants	Leadership, Active participation, Collaboration	Leadership and governance, Contribution, Advocacy, Mentorship

11 Possible Regional and National Stakeholders

Organisation	Locality	Relevance	Next Steps
Hospitality NZ	Wellington Region	Cross-over representation and advocacy for some potential participants	Determine how any duplication/overlap of services/representation, would be addressed and managed.
Restaurant Association	Wellington Region	Cross-over representation and advocacy for some potential participants	
HorowhenuaNZ	Manawatu Region	Some participants straddle both Kāpiti & Horowhenua Districts	Revert back to these organisations when the Cluster model and funding is determined
Greater Wellington Regional Council	Wellington Region	Wellington Region Economic Development plan 2022-3	

12 Developing Additional Participation

12.1 Key Principles

Visibility & Presence	Show Relevance & Benefit	Make it Easy & Enjoyable	Demonstrate Leadership
Ensure the Network Cluster is active, approachable and participative in local business conversations and events	Have a clearly understood role and objectives that can be easily and consistently articulated and related by promoters and participants	The social and hospitable focus of this sector, requires interactions and communications to be warm, inviting and fun to be part of.	The Network Cluster should speak often, positively and supportively of the sector, it's opportunities and collaboration

Initiative		Outcomes
Market Profile & Presence	Visibility, commentary and participation in all things food and beverage	Recognition for expertise and guardianship of the sector
Develop Segment Champions	Develop advocacy and participation from peers within each segment	Connection with leaders in the sector as guides and mentors
Develop Area Champions	Develop advocacy and participation from peers within each area	Micro-clusters of complementary and supportive businesses
Regular Networking Events	Organise regular, informal events that stakeholders can feel part of	Low-key connection and engagement with stakeholders without obligation
External Event Participation	Actively pursue opportunities to connect with the wider business community	Recommendations and referrals from the business community

13 Communications & Marketing Plan

Background	Participants/Roles	
The Kāpiti Food & Beverage Cluster is an industry-led collective that supports success and represents the interests of producers across the District. This collaborative and inclusive programme – enabled by local and central government, encourages innovation, growth and performance across the sector, which is an intrinsic part of this progressive regional economy. Developing awareness is a vital element in the success of the programme. Building awareness of the value this sector delivers – economically and socially, along with encouraging participation and celebrating success, is reliant on effective communications that reach and engage their audience.	Network Cluster KCDC/EDKB Stakeholders	Champion, Lead Communicator Champions, Supporters Supporters & Active Participants

Key Themes

What is an F&B Cluster	Need & Value	Inclusion & Participation	Outcomes
Bringing sectors together to leverage strength in collective marketing, economies of scale and organisation so everyone wins, together	F&B is one of NZ's largest manufacturing categories & is growing significantly in Kāpiti. Clustering is a smart way to lead this growth	As a KCDC initiative, the programme is open to all local ratepaying businesses that want to maximise performance & grow this sector	Kāpiti is intent on growing economically and socially. The cluster programme will build business and employment opportunities

Provisioning

Network Cluster Branding	Media Plan	Digital & Print Media Collateral	Digital Presence & Channels
Commission branding, themes and styles that will support consistent communications and marketing reflective of the sector and it's opportunities	Further develop and contemporise on this plan to create a launch, participation and inclusion programme, build an advocacy and support panel	Web-accessible image bank of F&B sector participants, products and events for editorial use. Create articles, features and case studies as a resource for Council and stakeholders	Website and social media channels including FB, Instagram and Twitter. Electronic communication networks including email and Mailchimp

Activities & Events

Media Presence	Council Positioning	Sector Networks	Event Participation
Work with both local newspapers to build profile through editorial presence and frequency for the F&B Cluster & sectors	Develop content for KCDC newspaper features including Cluster purpose, participants and progress of the project	Develop connection and relationships with stakeholders across all segments within the food and beverage sector	Develop relationships, build content & provide speakers for Chamber BA5 events, Electra Business Breakfast and Council-led events

14 Progress Plan

Cluster Type	Task / Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Network Cluster	Develop steering group																								
	Develop representation model																								
	Develop funding proposition																								
	Seek and secure funding																								
	Develop governance group																								
	Secure Programme Manager																								
	Determine sector priorities																								
	Media plan/Sector messaging																								
	Launch event/Participation drive																								
Locational Clusters	Determine existing & future sites																								
	Develop participant CRM																								
	Define what success looks like																								
	Determine KCDC's support role																								
	Cross-Council understanding																								
	WellingtonNZ advocacy																								
	Destination promotional support																								

Innovation Cluster	Determine iwi participation
	Develop commercial plan
	Secure funding

15 Bibliography

15.1 Previous Sector Initiatives

2005	2013	2014	2015	No Dates	2019-2021
Kāpiti Land Use A Study of the Rural Productive Potential in the Northern Part of Kāpiti Research at the time indicated there was significant opportunity for economic growth of the productive sector within the northern region of the District at that time. Horticulture showed the largest scope for potential economic growth. Nonetheless, there was 'stretch' still available at that time in the existing land-use mix, which included dairying and other agricultural activities at that time.	**Kāpiti Brand** Advocated for creating awareness and acceptance of the destination brand within the food and beverage sector Explored a framework for the Kāpiti brand within the sector **Produce Market** Documented the vision and key recommendations. High level plan for implementation of a market. **Engagement/Networking** Suggested regular meetings & communication within the food and beverage sector **Regional Collaboration** Council met with Grow Wellington. Then workshopped opportunities to collaborate and develop the sector	**Commission Phase 1 -Kāpiti F&B Cluster** Add-value strategy created by brand development company Luvly Storytelling & business capability research **Food Show Auckland 2015** Pitch proposal to Kāpiti businesses through KCDC to form a regional group to exhibit at the event **Food & Beverage Website** Pages to support the food and beverage sector within the KCDC website explored Seen to unlock potential in this sector: Kāpiti Brand, Channels to market and support the functional needs of businesses interacting with Council services. Recommendations: Be customer led	**Brand Kāpiti** Signed off the "Kāpiti Food Network" as a brand identity. Agreed to the development of a digital hub/network. Agreed in principle to supporting the launch of the Kāpiti Food Network (dependent on finding another partner/funder. Agreed in principle to considering the funding of a series of sector meet-ups over the course of 2015 **Staff Handover Notes Recommendations** Assign staff to stay involved with the sector if possible. This is a reasonably well developed sector for Council to support. Possibility of using this sector as a test bed for any council driven initiatives to support businesses through "open for business" or as	**Kāpiti 160** Overarching work programme which was designed to strengthen and grow provenance in the local food and beverage economy. 160 comes from food grown within 160 kms - Kāpiti area. **F&B Marketing** Supported the development of a healthy, resilient food and beverage sector (as part of a resilient economy) 1. Business improvement – core services support growth 2. Capability building (business skills, marketing, awareness, connections) 3. Building identity, profile and reputation Fund and manage publication of "our stories" – a quarterly collection of stories and insights that share and shape Kāpiti kai culture.	Kapiti Kai Pokapu Project Report: Created the foundations for a partnership between the parties to this agreement with respect to the establishment of Centre of Excellence in plant-based food production and its alignment with the Kāpiti Coast District Council's Long Term Plan **Kāpiti Taste Trail** Collaborative digital marketing and sales tool to tell the Kāpiti F&B story **Up Eats - Food Truck Wars** Family friendly event - live entertainment Teams from Horowhenua, Kāpiti and Palmerston North

Produce Market & Kāpiti Brand Market potential at Kāpiti Landing. Umbrella Brand to market products **Recommended Next Steps:** Umbrella brand for Kāpiti products Produce Market Making Compliance Easy Support Key Stakeholders	Collaborate/leverage Proud of what we do Easy compliance Support stakeholders	part of a positioning strategy for the District	What makes Kāpiti is our people and the things we are doing in our own backyard. (Our brand is our people). As part of our support function want to provide a channel in which to share those stories