

# Economic Development Strategy

*Collective action to improve our economy*

Kāpiti Coast District Council  
Draft, November 2024

## Foreword from Council

*Supporting business and industry to thrive in our district, is one of the Council's top priorities. Put simply, having access to employment, education and opportunity is one of the fundamental needs that our community has indicated is critical to ensuring that we all thrive.*

*Council has several opportunities to contribute to improved economic development. Firstly, as one of the largest employers in the community, we have the ability to work alongside those looking for work, such as youth, and businesses to ensure that we employ and procure services locally where it's possible to do so. Through collection of our business rate, we are also able to support actions that improve our local economy, and economic development activity across the district.*

*For some time, Council has focused strongly on working with business, industry, and the wider economic development ecosystem to enhance opportunities in our district. With the support of the district's Elected Members, Council is committed to continuing to do so into the future; and to ensure that ratepayers receive a return from this investment.*

*Council will continue to work alongside the Economic Development Kotahitanga Board (EDKB) to deliver on key actions set by this strategy. Together, we work with business across our district to provide support, guidance and facilitation for the broader ecosystem to work together to foster a vibrant and thriving economy in our district. In this respect, Council and the EDKB are enablers and facilitators to support our businesses to flourish on the Kāpiti Coast.*

## Message from the Economic Development Kotahitanga Board

*Comprising representatives from local business and iwi, the Economic Development Kotahitanga Board (EDKB) was established to oversee the implementation of the Kāpiti Coast Economic Development Strategy. The Board's primary role is to provide governance and a unified strategic direction for economic growth and resilience.*

*This involves working closely with Kāpiti Coast District Council, iwi, key partners, stakeholders, and the wider community.*

*The Board is committed to fostering trust and building momentum with these groups, so that together, they can work towards a thriving economic future for the district. The EDKB, along with local business associations and industry groups, provide essential input into Council's decision-making.*

*As we enter this next stage, the EDKB is enhancing its role as it transitions into an independent legal structure that will support more independence and increased financial opportunities for local economic development initiatives. You can read more about the EDKB, its new operating model, and members on the [Business Kāpiti website](#).*

*We are looking forward to supporting business, industry, and our economic development ecosystem to shift out of survival mode and into acceleration mode as the economy slowly lifts out of the economic downturn of the past year or two.*

### **EDKB Board Members**

Neil Mackay – Chair

Hillmare Schultze (Berl Ltd)

Scott Houston (Arcanum AI)

Kim Tahiwi (Ngā Hapū o Ōtaki)

Russell Spratt (Atiawa ki Whakarongotai)

Waipuna Grace (Ngāti Toa Rangatira).

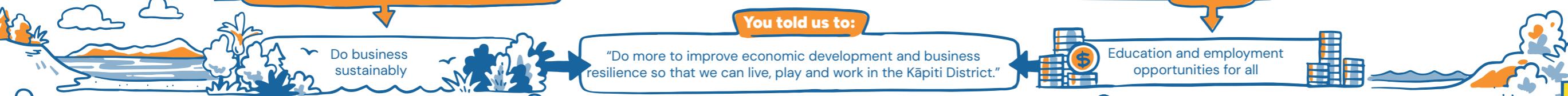
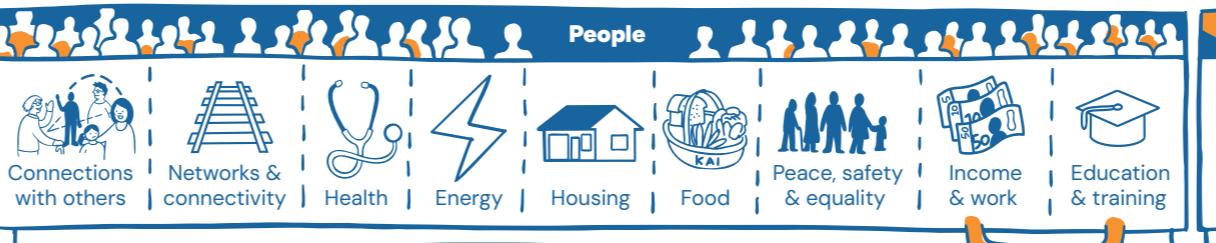
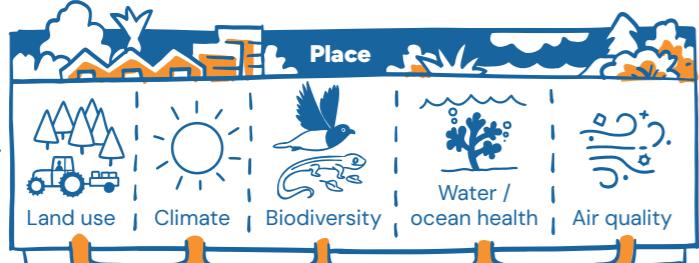
# KĀPITI COAST DISTRICT ECONOMIC DEVELOPMENT STRATEGY

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:



2020-2023

WHERE HAS KĀPITI COME FROM?

HIGHLIGHTS



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).

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"

COMMUNITY PARTNERS

Iwi & Māori businesses

Regional & central Government

Businesses

Investors & developers

Education & training providers

Industry clusters

Business associations & networks

Community

NGOs

2024

WHERE NEXT FOR KĀPITI?

THE PLAN FOR CHANGE

What we want to achieve

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

Priority actions

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

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

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

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

- Supporting startups and emerging businesses
- Deliver on a thriving visitor economy
- Increasing independence and support for the economic development ecosystem

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 by Economic Development Kotahitanga Board
- Businesses 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



# Section 1: 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<sup>1</sup> (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 New Zealand or Wellington Region economies over most of the past 4 years.
- Local growth in business units outperforming both New Zealand and the Wellington Region over the past 4 years.

However, we know that there are key challenges (green, below); and opportunities (blue, below), 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	
<b>EDKB</b>	<ul style="list-style-type: none"><li>• 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.</li></ul>
<b>Clusters approach</b>	<ul style="list-style-type: none"><li>• Food &amp; beverage – formed and matured.</li><li>• New clusters being stood up for tech, tourism and the creative sector.</li></ul>
<b>Delivering plans</b>	<ul style="list-style-type: none"><li>• Food &amp; beverage gameplan delivered and implemented</li><li>• COVID-19 Recovery plan implemented – supported businesses and the community through high levels of uncertainty during the pandemic.</li><li>• 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.</li><li>• Destination Management Plan – providing a long-term strategic framework to strengthen the visitor economy via sustainable destination management.</li></ul>
<b>Sustainable business network</b>	<ul style="list-style-type: none"><li>• 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.</li></ul>
<b>Major events</b>	<ul style="list-style-type: none"><li>• 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.</li></ul>

<sup>1</sup> See close out report to Council [here](#) for more detail

## 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 (i.e. people over 65 and under 14 years). Kāpiti businesses and industry have been struggling as the slow but enduring recession tail pushes through. More positively, we have for some time benefited 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.

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 well-being 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 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. These are set out in the image below.

From feedback to date, we know that the refreshed strategy will need to address emerging challenges for business, 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.

## Section 2: 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

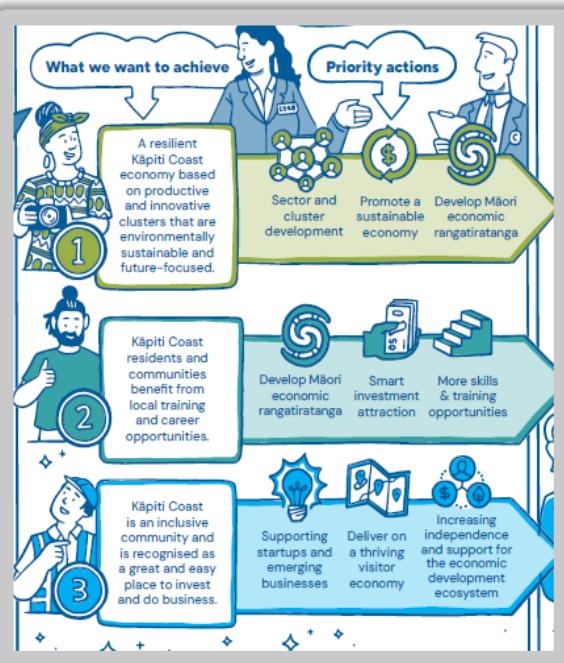
<b>1</b>	<b>Fostering a resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused:</b> Creating a strong and environmentally sustainable economy by supporting the development of key industry clusters such as Food and Beverage, Technology, Tourism, and Creative Industries to drive economic growth and innovation.
<b>2</b>	<b>Ensuring Kāpiti Coast residents and communities benefit from local training and career opportunities:</b> Developing education opportunities and skills hubs that are local, easy to access, and provide a wide variety of training programmes tailored to the local workforce and industry needs.
<b>3</b>	<b>Creating an inclusive community that is recognised as a great and easy place to invest and do business:</b> 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.

### Supported by three measurable shifts

<b>1</b>	<b>More resilient, productive businesses and economy</b> with strong, industry-led clusters, job creation, wage growth, increased local GDP, and more events in the region.
<b>2</b>	<b>More inclusive, innovative networks and economic development system</b> with increased access to local training opportunities, and more people completing training.
<b>3</b>	<b>More attractive, sustainable economic environment</b> where businesses understand and navigate Council processes, attracting more businesses to the district.

## Our priority actions and workstreams

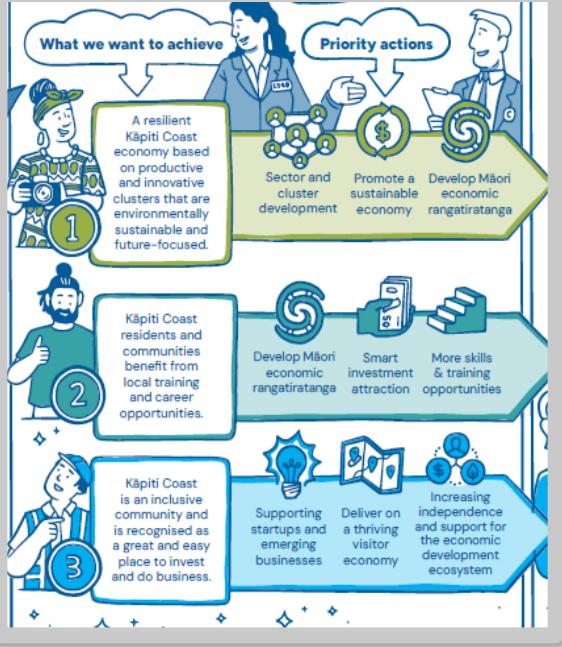
We will drive change in business and industry outcomes, through a simple work programme for each of the Focus Areas. For Focus Area 1, we will work alongside business, industry and our economic development ecosystem to deliver on three priority actions as follows:



Focus Areas	A resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused		
Priority Actions	1. Facilitate Sector and Cluster Development	2. Drive Sustainable Economy	3. Enable Māori Economic Rangatiratanga
Workstreams	1. Kāpiti Tech Cluster 1.2 Food and Beverage Cluster, (next level of maturity furthering collaboration and industry leadership) 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 3.2 Opportunities for Māori economic development

Further detail explaining the activity within each workstream is outlined in the Appendices. A summary of the Action Plan supporting workstreams is also set out.

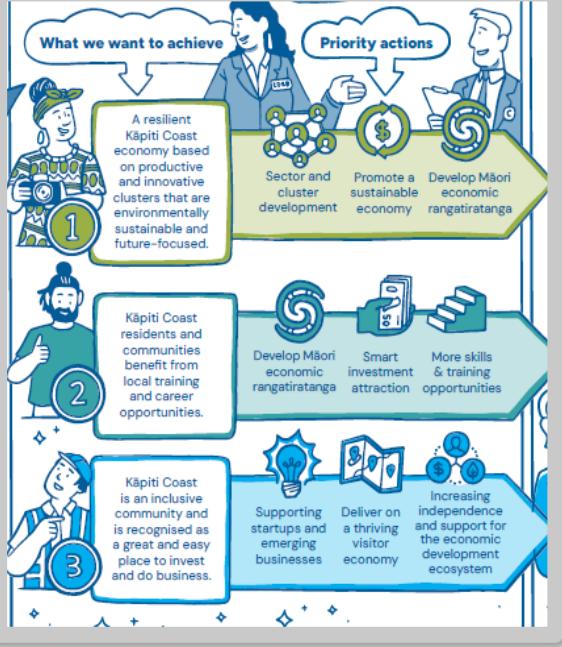
For Focus Area 2, we will work alongside business, industry and our economic development ecosystem to deliver on three priority actions as follows:



Focus Areas	Kāpiti Coast residents and communities benefit from local training and career opportunities		
Priority Actions	4. Progress Skills and Training options	5. Identify and Attract Smart Investment	6. Facilitate Inclusive Employment Opportunities
Workstreams	<p>4.1 Education opportunities and skills hubs (implement local hub)</p> <p>4.2 Training programmes (tailored to the local workforce and industry needs)</p>	<p>5.1 Targeted investment attraction strategy (including RIF)</p>	<p>6.1 Pathways to education and employment opportunities throughout the District</p>

Further detail explaining the activity within each workstream is outlined in the Appendices. A summary of the Action Plan supporting workstreams is also set out.

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



Focus Areas	Kāpiti Coast is an inclusive community and is recognised as a great and easy place to invest and do business		
Priority Actions	7. Support Startups and Emerging Businesses	8. Increase the Visitor Economy	9. Increase Support for the ED system
Workstreams	7.1 Start-up ecosystem  7.2 Scale-up support for business (wider support ecosystem)	8.1 Fund Major tourism and business events  8.2 Visitor experience opportunities (assist with business development)  8.3 Kāpiti Coast as a tourism destination	9.1 Connection of the local business networks and associations

Further detail explaining the activity within each workstream is outlined in the Appendices. A summary of the Action Plan supporting workstreams is also set out.

## Section 3: How will we know we've made a difference for business?

### How we will know we are making a difference

	Our Focus Areas for change ....	How we will measure change	What shift we will see
1	<b>Fostering a resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused:</b> 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
		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
2	<b>Ensuring Kāpiti Coast residents and communities benefit from local training and career opportunities:</b> 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.	Unemployment rate for people aged 55-65	Decrease
		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 have good awareness of Council requirements for business and agree that it is easy to do business in Kāpiti	Increase
3	<b>Creating an inclusive community that is recognised as a great and easy place to invest and do business:</b> 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.		

## Section 4: Who is driving shifts in Economic Development in our district?

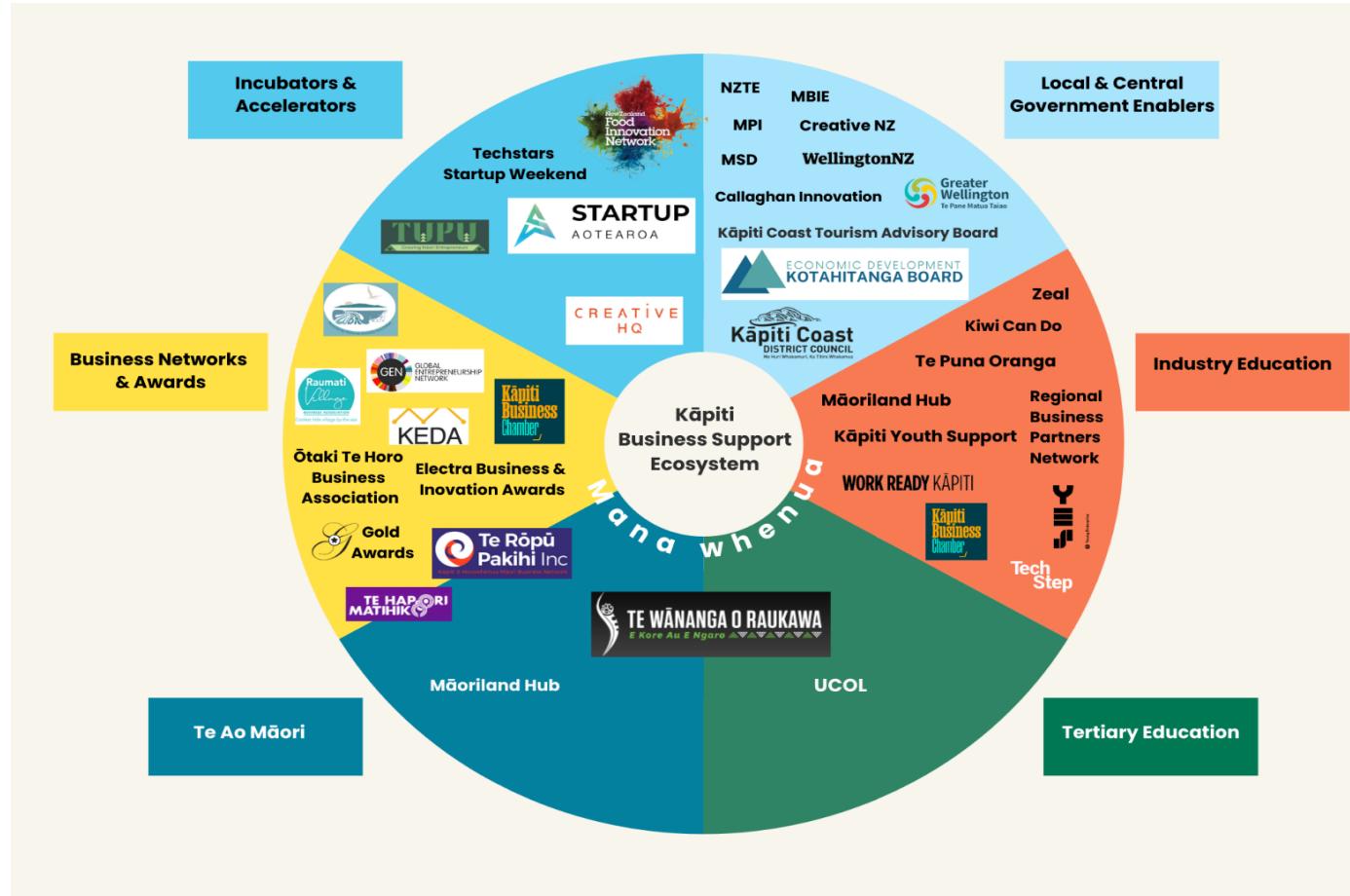


Figure 1 Kāpiti's Local economic ecosystem

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 above 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. Memorandum of Understanding will be set in place to confirm how these parties will work together to drive shifts in current economic development settings.

**Appendices – note these will be made available on our website as links but not form part of the main strategy document**

## 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 nationally and Wellington in per capita income and GDP. 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.

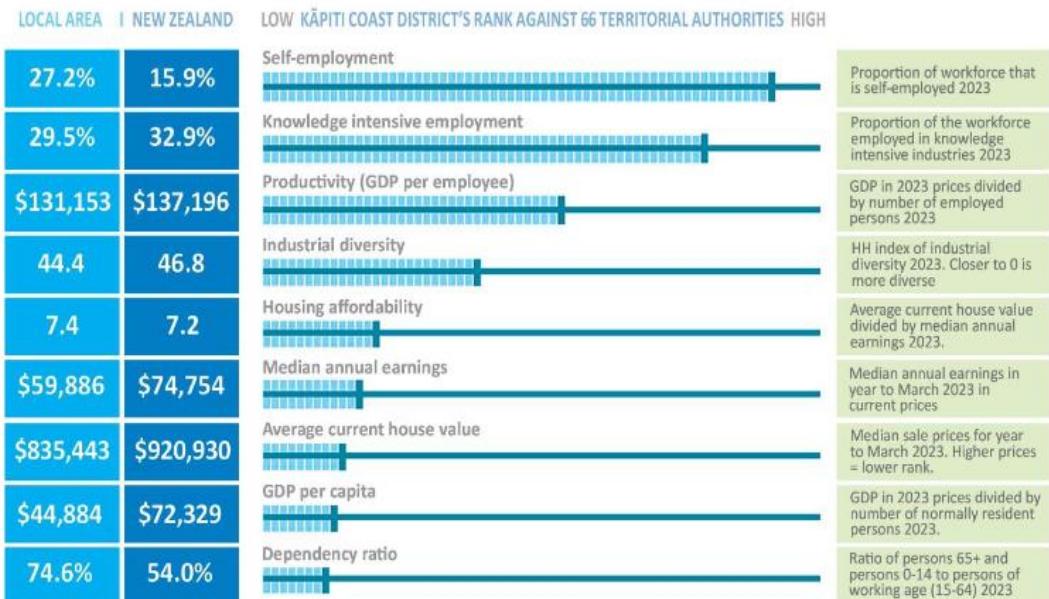
Limited pathways to employment for young people, Māori, people with disabilities, and the lack of opportunities for people to retrain and upskill locally are often key barriers and often mean that local businesses struggle to recruit the staff needed to grow and prosper locally.

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 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.

### Structural Indicators, 2023



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

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.

## 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
Ngā whāinga Aim	Delivery and implementation through strengthened partnerships and leadership and recognises the significant relationship with iwi as mana whenua	Grow industries and sectors that provide the most potential for supporting improved economic well-being
 Whānau Growing skills and capability	 Kaitiakitanga Open for opportunity	 Whakapapa Positioning the Kāpiti Coast

**Focus Area 1: A resilient Kāpiti Coast economy based on productive and innovative clusters that are environmentally sustainable and future focused.**

### Action: Sector and Cluster Development



Manaakitanga

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.
- *Well-being collective:* Local businesses with a well-being focus including massage studios, herbal healing centres, acupuncture clinics, yoga studios, meditation and well-being retreats, fitness centres, and more.

## Action: Sustainable Economy



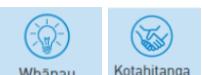
We will support the transition to a lower carbon and climate resilient economy by supporting businesses we connect with to take up sustainable practices. This will focus on circular economy principles and business models that design waste and pollution out at source, while enhancing business efficiency, 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 businesses 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, reuse of materials, 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 practice. This will help demonstrate good practice activities to the market, and attract new sustainable business investment.

## Enabling Māori Economic Rangatiratanga



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 well-being and mana motuhake. Respecting and valuing Te Ao 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.

## Focus Area 2: Kāpiti Coast residents and communities benefit from local training and career opportunities.

### Enabling Māori Economic Rangatiratanga



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 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.
- 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.

### Skills and Training



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 job 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 ongoing funding to develop training programmes for rangatahi, older people and people with health conditions and impairments.
- Encourage workforce training opportunities that will benefit the growth of cluster businesses.

## 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 well-being, 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.

## 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 programmes 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 will also ensure that the benefits of development are shared widely across the community.

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

### Supporting Startups and Emerging Businesses



Many Kāpiti businesses are small or emerging micro businesses that 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, startups 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 programmes 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, regionally and nationally, and to undertake a pilot to explore and realise untapped potential identified in the 'Startup Genome' and 'Upstart Nation' reports.

### Thriving Visitor Economy



A thriving visitor economy is critical for supporting local well-being 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 and 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.

### Increased support for the economic development ecosystem



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 an 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 well-being.

## **Appendix C – Summary Action Plan**

See separate document attached.