



RĀRANGI TAKE AGENDA

Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee Meeting

I hereby give notice that a Meeting of the Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee will be held on:

Te Rā | Date: Thursday, 15 May 2025

Te Wā | Time: 9:30 am

**Te Wāhi | Location: Council Chamber
Ground Floor, 175 Rimu Road
Paraparaumu**

**Kris Pervan
Group Manager Strategy & Growth**

Kāpiti Coast District Council

Notice is hereby given that a meeting of the Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee will be held in the Council Chamber, Ground Floor, 175 Rimu Road, Paraparaumu, on Thursday 15 May 2025, 9:30 am.

**Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee
Members**

Cr Sophie Handford	Chair
Cr Liz Koh	Deputy
Mayor Janet Holborow	Member
Deputy Mayor Lawrence Kirby	Member
Cr Glen Cooper	Member
Cr Martin Halliday	Member
Cr Rob Kofoed	Member
Cr Jocelyn Prvanov	Member
Cr Shelly Warwick	Member
Cr Nigel Wilson	Member
Cr Kathy Spiers	Member
Ms Kim Tahiwi	Member
Mr Huriwai Paki	Member
Ātiawa ki Whakarongotai Representative	Member

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1 NAU MAI | WELCOME

2 KARAKIA A TE KAUNIHERA | COUNCIL BLESSING

I a mātou e whiriwhiri ana i ngā take kei mua i ō mātou aroaro *As we deliberate on the issues before us,*

E pono ana mātou ka kaha tonu ki te whakapau mahara huapai mō ngā hapori e mahi nei mātou. *We trust that we will reflect positively on the communities we serve.*

Me kaha hoki mātou katoa kia whaihua, kia tōtika tā mātou mahi, *Let us all seek to be effective and just,*

Ā, mā te māia, te tiro whakamua me te hihiri *So that with courage, vision and energy,*

Ka taea te arahi i roto i te kotahitanga me te aroha. *We provide positive leadership in a spirit of harmony and compassion.*

3 WHAKAPĀHA | APOLOGIES

4 TE TAUĀKĪ O TE WHAITAKE KI NGĀ MEA O TE RĀRANGI TAKE | DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA

Notification from Elected Members of:

4.1 – any interests that may create a conflict with their role as an elected member relating to the items of business for this meeting, and

4.2 – any interests in items in which they have a direct or indirect pecuniary interest as provided for in the Local Authorities (Members' Interests) Act 1968

5 HE WĀ KŌRERO KI TE MAREA MŌ NGĀ MEA E HĀNGAI ANA KI TE RĀRANGI TAKE | PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA

6 NGĀ TEPUTEIHANA | DEPUTATIONS

Nil

7 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS

(a) Leave of Absence

(b) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)

8 HE KŌRERO HOU | UPDATES

8.1 REVIEW TO IMPROVE THE LOCAL REGULATORY SYSTEM

Kaituhi | Author: **Kris Pervan, Group Manager Strategy & Growth**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

1. This report summarises the update that will be provided on the review of the Kāpiti Coast District Council's local regulatory system.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Note that a review is now underway to assess the current maturity of the Kāpiti Coast District Council's local regulatory system, to establish clear goals for this system, and to set a continuous improvement programme to address key issues and to support 'good growth' across the district.
- B. Note that a report will be provided to the Committee in late July 2025 to outline the results of the review, and to confirm priorities for improvement including opportunities for short-term quick wins.

TŪĀPAPA | BACKGROUND

2. At the end of October 2024, the Resource Consents and Building Teams transferred into the Strategy and Growth Group following the resignation of the incumbent Group Manager Regulatory and Environment. In February 2025, post-organisational-change, work was initiated to integrate regulatory functions (namely resource consents and the building team) into the Strategy and Growth Group (S&G), and to take next steps with the Morrison Low review of resource consents.
3. The shift of these functions into S&G provides an opportunity to create better synergy and connection across the rules that we set and how we implement these organisationally and across our community.

HE TAKE | ISSUES

4. In regards to the Morrison Low review next steps: in short, further work is needed to clarify what the actual problem is, in relation to the symptoms/issues that are set out from feedback from targeted interviews with stakeholders that will be presented on the day.
5. To that end, outside of ensuring appropriate capability, there are four areas that impact functional effectiveness and that commonly need attention: processes, systems, engagement and leadership.
6. The presentation will step through the approach that is now underway to review the effectiveness of our local regulatory system, and our role within this.

NGĀ KŌWHIRINGA | OPTIONS

7. Work will progress through four phases of activity, introducing a maturity assessment framework that aligns to national and international approaches:
 - **Phase 1 - current state assessment:** This will involve a short and targeted assessment of the current state operations for our regulatory functions, with a focus on the 'end-to-end' process and system that we operate within Council (including an assessment of our system

and processes, identification of connections and overlaps, and an outline of what is working; what is not working, and why) using qualitative and quantitative information. A maturity assessment will be undertaken to confirm how we stack up against other regulators.

- **Phase 2 - future state assessment:** This will involve setting out how we would like our regulatory system to operate in the future, and how we will address gaps in service and practice and feedback from key stakeholders (including benchmarking against others, and how we will measure success).
- **Phase 3 - draft report and maturity improvement plan:** This will wrap up the assessment phase; and outline an improvement programme for the regulatory functions in S&G, and the system more comprehensively.
- **Phase 4 - implementation road map:** This will set out a staged implementation plan that supports delivering the actions set out in the draft report and maturity improvement plan.

NGĀ MAHI PANUKU | NEXT STEPS

8. Our assessment of the current state will determine if our end-to-end processes and practices are fit for purpose; our priorities and regulatory approach are relevant and aligned to support the aspirations set by Vision Kāpiti; and where improvements are needed to ensure we are an effective and efficient regulator in the national system. A report will be provided to this Committee in late July 2025 on these matters.

NGĀ ĀPITI HANGA | ATTACHMENTS

Nil

9 PŪRONGO | REPORTS

9.1 ŌTAKI AND TE HORO BUSINESS ASSOCIATION (ŌTHBA) FUNDING ALLOCATION

Kaituhi | Author: **Alison Black, Workforce, Training and Business Capability Development Lead**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

1. This report:

- Provides an update on the establishment of the Ōtaki and Te Horo Business Association (ŌTHBA); and
- Seeks approval to allocate the residual funding of \$60,292 from Elevate Ōtaki to ŌTHBA.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. An executive summary is not required.

TE TUKU HAEPAPA | DELEGATION

3. The Strategy, Operations and Finance Committee has delegated authority to consider this matter under Section B.1 of the Governance Structure and Delegations (2022-25 Triennium).

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Note the establishment of the Ōtaki Te Horo Business Association and that, in accordance with the resolution approved by this Committee on 7 December 2023, residual Waka Kotahi funds allocated to Elevate Ōtaki of \$49,052 have been transferred to the new business association.
- B. Approves, in accordance with this Committee's resolution on 7 December 2023, the release of the residual Elevate Ōtaki funding of \$60,292 to the Ōtaki Te Horo Business Association following endorsement of the Association's business case by the Economic Development Kotahitanga Board.

TŪĀPAPA | BACKGROUND

4. On 7 December 2023, the Strategy, Operations and Finance Committee (SO&F) passed the following resolutions:

- 4.1. That residual Waka Kotahi funds allocated to Elevate Ōtaki, of \$49,052, be transferred to the new Ōtaki and Te Horo Business Association for the purpose of delivering on the First Retail strategy and supporting local businesses.
- 4.2. Request that the balance of Elevate Ōtaki funding, of \$60,292, be held in contingency by Council's Strategy and Growth Group until further advice from the Economic Development Kotahitanga Board (EDKB) regarding optimal allocation of these funds is made. This would consider the priorities set by the Economic Development strategy and need outlined by the Ōtaki business community, as a result from the impacts of revocation.

5. Following this decision:

- 5.1. The Economic Development Kotahitanga Board (EDKB) held a public meeting to confirm support for the formation of a new business association for Ōtaki and Te Horo. A working group of local business representatives was subsequently established and tasked with taking the steps to form the new association with support from the EDKB and the Council Economic Development Team.
- 5.2. The Ōtaki and Te Horo Business Association (ŌTHBA) committee was formerly elected on 24 July 2024. The EDKB ensured the newly formed ŌTHBA committee understood the requirements for accessing funding, with the committee presenting an application to the EDKB on 6 November 2024 for release of the residual Waka Kotahi funds allocated to Elevate Ōtaki. The application included evidence that ŌTHBA had formed an Incorporated Society, developed a strategic and business plan, which included budgets and key milestones for the new business association.

HE KŌRERORERO | DISCUSSION

6. On 2 April 2025, the ŌTHBA presented a progress report to the EDKB, attached in Appendix A, to outline its achievements to date against its broad work programme. Achievements of note include:
 - ŌTHBA membership has increased to 101 businesses.
 - Local businesses have been surveyed to confirm support required from ŌTHBA.
 - Development of proactive relationships with Waka Kotahi and their roading contractors are now in place, to ensure the impacts of the road works for businesses are understood.
 - ŌTHBA has advocated on behalf of local businesses to have changes made to cycle lanes to improve access to businesses.
7. In the meeting on 2 April 2025, the EDKB noted that the ŌTHBA had met milestones agreed, and considered ŌTHBA's request for approval to access the residual Elevate Ōtaki funding of \$60,292.
8. Minutes from the 2 April 2025, EDKB meeting are as follows:

The EDKB unanimously agrees to recommend to Council's Strategy, Operations and Finance Committee approval to release the \$60,292 grant to ŌTHBA - based on positive progress against its Business Plan.

He take | Issues

Support for other Business Association

9. The decision sought in this paper ensures ongoing support for Ōtaki businesses in addressing revocation impacts, however, wider action is still needed to support business associations and networks across the Kāpiti District. In light of tight economic conditions, funding across the district for entities within the local business support system (including Business Associations (which vary greatly in size, focus and stage of development), industry specific clusters and district wide associations like the Kāpiti Business Chamber, KEDA and Te Rōpū Pakihi¹) is becoming an increasing challenge.
10. Whilst this issue is not the focus of this paper, the EDKB have advised that this is one of their key priority areas to address. In May and June 2025, the EDKB is meeting with the local business support ecosystem, and individual entities, to explore opportunities to encourage greater collaboration and to more effectively leverage resource and/or funding across these different groups.

¹ The Kāpiti-Horowhenua Māori business association that support local Māori business.

11. An update on the outcomes of this workshop/s and proposed next steps will be provided to elected representatives in August 2025.

Ngā kōwhiringa | Options

12. In accordance with the Committees Resolution dated 7 December 2023 and the recommendation of the EDKB dated 2 April 2025, approval is sought for release of the Elevate Ōtaki funding, of \$60,292 to the OTHBA.

Mana whenua

13. There is no specific implications for mana whenua from this decision. However, Te Rōpū Pakihi provides support for local Māori business. Representatives of Te Rōpū Pakihi have been engaged in the establishment of the ŌTHBA Representatives from Ngā Hapū o Ōtaki are also connected with ŌTHBA and have actively taken the opportunity to join the ŌTHBA where applicable.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

14. There is no specific climate or environment impacts from this decision. However, businesses on the Kāpiti Coast are encouraged and supported to follow a pathway to more sustainable business practises. This includes support with sustainability policy, action planning, shared waste facilities and shared emission reduction programmes. Pakihi Toitū o Kāpiti (the Sustainable Business Network) will with ŌTHBA and local business to support their sustainability journey and learning opportunities.

Ahumoni me ngā rawa | Financial and resourcing

15. There are no direct financial or resourcing implications arising from this decision, other than the request to release existing and approved Budget.

Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

16. No legal or organisation risks have been identified.

Ngā pānga ki ngā kaupapa here | Policy impact

17. There are no policy impacts.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

18. An engagement plan is not required.

Whakatairanga | Publicity

19. No publicity is proposed.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. ŌTHBA March 2025 Report [↓](#)



MARCH 2025 REPORT

KĀPITI ECONOMIC DEVELOPMENT KOTAHITANGA BOARD



Support local businesses to connect, grow, and thrive while supporting the well-being of our community and, preserving the culture, environment, and unique character of our region.

Operational Report

Our Committee. We have a strong, dedicated and committed team of 7 Business people who are passionate about the Ōtaki region and business success. We offer varying and strong skillsets for the business at hand and work well together.

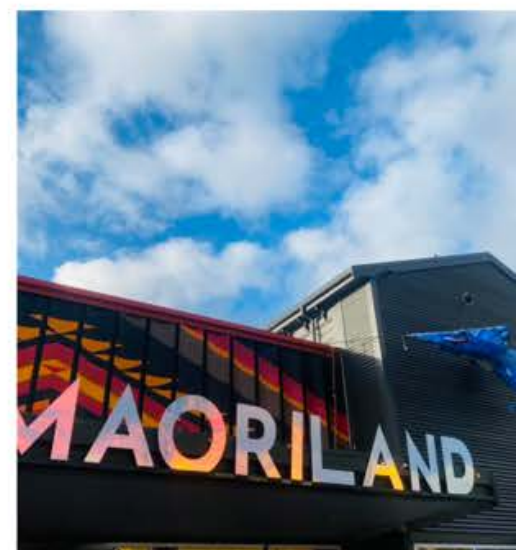


2024

- Constitution, in place since October 2024 and clearly outlines the do's and don'ts that we can utilise as a guide.
- Incorporated Society in place since October 2024 - making us a not for profit legal entity, gives us a level of credibility and professionalism.
- Finance, we have Xero in place with our Chartered Accountant/Treasurer and a fully functioning finance accounts system in place as per our Constitution with multiple signatories.
- Meetings, we have monthly committee meetings - 9 held so far since the team was voted in, in July 2024.
- Membership meetings are bi-monthly and we have held 3 meetings to date.

2025

- Establishing a Sponsorship Plan. This is well underway, ready to report on in June 2025 as per our November 2024 application.
- Branding of ŌTHBA is now in place, we have stayed with ŌTHBA, that's what we are - the business association for Ōtaki and Te Horo. Colours, design and wording were decided through a membership survey majority decision. You'll see our new look in our reporting!
- Funding received, February 2025. Thankyou NZTA via Elevate Ōtaki via KCDC.
- Social media platforms, website and Facebook. These will be instrumental in the function of communication to members, recruitment and growth of the association.
- Bank Account opened February 2025, fully functional with Kiwibank. We can move forward with developing the Association and paying bills!
- Membership, to date is 101 and we will continue to grow.
- Emails and any new collateral will incorporate the new look.
- Keeping the Sunny Ōtaki colours in place.
- We can now finance our systems, plans and events.
- Established our communications plan - included in this report.
- First event. In February 2025 we invited 3 local business to share their business development and their future plans.
- Moving forward we will consolidate what we have in place. Being a new association we will keep things simple and incorporate our learnings as we go.



Business Plan

Our mission is to support local businesses to connect, grow and thrive whilst supporting the well-being of our community and preserving the culture, environment and unique character of our region.



Deb has lived in Ōtaki for the last 20 years and is passionate about Ōtaki's incredible offerings. She enjoys being involved and supporting local business and community.

Having owned and operated a beauty therapy business for 33yrs, the last 6yrs in Ōtaki and prior to that in Lambton Quay as a sole operator then on to managing a team. Deb offers direct business experience and that of moving a business into Ōtaki. She'd like to see ŌTHBA grow and succeed.

Deb Shannon - Chair

An Ōtaki born and bred local who has come back to her roots. Trish is a Chartered Accountant, registered member of CAANZ/NZICA and has over 40 years' experience working with small, medium, and some larger organisations.

In the role as Treasurer, she is the financial "guru", bringing her knowledge and skill sets to the Committee. She is looking forward to working with the Committee and providing support and assistance with local businesses in Ōtaki and Te Horo.

Trish Gee – Treasurer

Growing up on the Kāpiti Coast - Tracey returned to her roots after extensive international work and is now a Co-Director for Kelly and Co Real Estate in Ōtaki. Experienced in many disciplines including broadcasting, filmmaking, arts, events, marketing and education, it was Ōtaki that fit the bill to bring up her young daughter. 'It's the best place in the world for kids, and such a great community. To be able to contribute to, connect with and support local business is a privilege.'

Tracey Savage - Secretary



Claire Roper - Deputy Chair

Claire moved to Ōtaki in 1983, and went to Ōtaki Primary then Ōtaki College. She lived overseas for ten years and in 2019 moved back with her young family. Claire currently runs the Ōtaki Market and Ōtaki Kids Market.

Claire has a passion for Ōtaki and utilises her skills in digital marketing and stakeholder management to help the committee create something special.

Julie Goundar - Committee

My name is Julie Goundar one of the partners at Wakefields Lawyers. We have 5 offices throughout the greater Wellington region and one of our 5 offices is located in Ōtaki.

While I don't live in Ōtaki, I am interested in promoting Ōtaki's economic development for the benefit of its current residents but also to encourage others of the benefits of all things Ōtaki.

Mikey Hurman - Committee

I grew up on the Kāpiti Coast, Wellington, Sydney and the UK but my favourite place to live so far is Ōtaki.

I spent the first 10 years of my career as a Chef before becoming a Tattoo Artist and Illustrator which I have now been doing since 2009. I'm very resourceful and have a wealth of knowledge and experience in the design world. I can offer illustration, graphic design, marketing advice and enjoy anything that requires a little creativity.

I attended every Elevate Ōtaki meeting, joined the ŌTHBA working group and now as a member of the committee I look forward to meeting new people and helping others connect within our community.

Leon Kingi - Committee

After completing my Ōtaki College years I joined the NZ Army. I became a Systems Engineer and served for 25 years, retiring in 2021. In 2016 my wife and I purchased Black & Co Leather Belts Ltd, then Sheepskin Sales Ltd and commercial retail property on SH1 in 2021, and completed a small subdivision of residential property this year. I grew up here, settled my family back here, now have grandchildren here, and plan to be buried here. All that to say I am heavily invested in Ōtaki and want to help our town to thrive for generations to come.

Objective	Strategy	Milestones
Establish as a trusted and valued Association	Established as an Incorporated Society.	November 2024 ✓
	Robust financial systems established.	November 2024 ✓
	Operational systems developed and operationalised.	March 2025 ✓
	Business Association Plan 2025-26 developed.	March 2025 ✓
	A Communications Plan and Stakeholder Management plan is developed.	March 2025 ✓
	Reporting and success measures are established.	March 2025 ✓
	A sustainability plan is operationalised.	June 2025
	Calendar of events developed and shared.	March 2025 ✓
Connect and Advocate	Develop a sponsorship framework.	March 2025 ✓
	Adopt a collaborative leadership style to foster engagement and buy-in.	Delivery Report - June 2025
	Host membership meetings to strengthen connections.	Delivery Report - June 2025
	Share Information & data to inform and empower members.	Delivery Report - June 2025
	Facilitate focus groups and surveys to gain intel.	Delivery Report - June 2025
	Host community forums- to identify key issues.	Delivery Report- June 2025
	Host Inquiry to enable informed advocacy.	First issue- June 2025
	Host events to bring the community together and attract visitors.	First event - June 2025
Support capability building	Sector networking events	Delivery Report - June 2025
	Training and Mentoring	Delivery Report - June 2025
	Skill-building /swapping workshops	Delivery Report - June 2025
	Youth Skills & Employment Pathways	Delivery Report - June 2025
	Resource sharing	Delivery Report - June 2025
	Skills Register	Phase 1 - March 2025 ✓
Support the local business community to thrive	Rebranding	March 2025 ✓
	Build a website & social media profile	March 2025 ✓
	Facilitate cooperative marketing for visitor and business attraction	June 2025
	Campaign to 'buy, use, and recruit local' (including Council procurement opportunities).	Progress Report - June 2025
	Attract Investment attraction for infrastructure, to freshen up street faces and create safe and family-friendly gathering spaces.	Progress report - June 2025
	Business registry	March 2025 ✓



101
Members

Membership

The Association has both Full Members and Associate members.

The definition of a **Full Member** is an individual (or an individual representing a commercial entity) who owns, or part owns a commercial entity in either the Ōtaki or Te Horo locality.

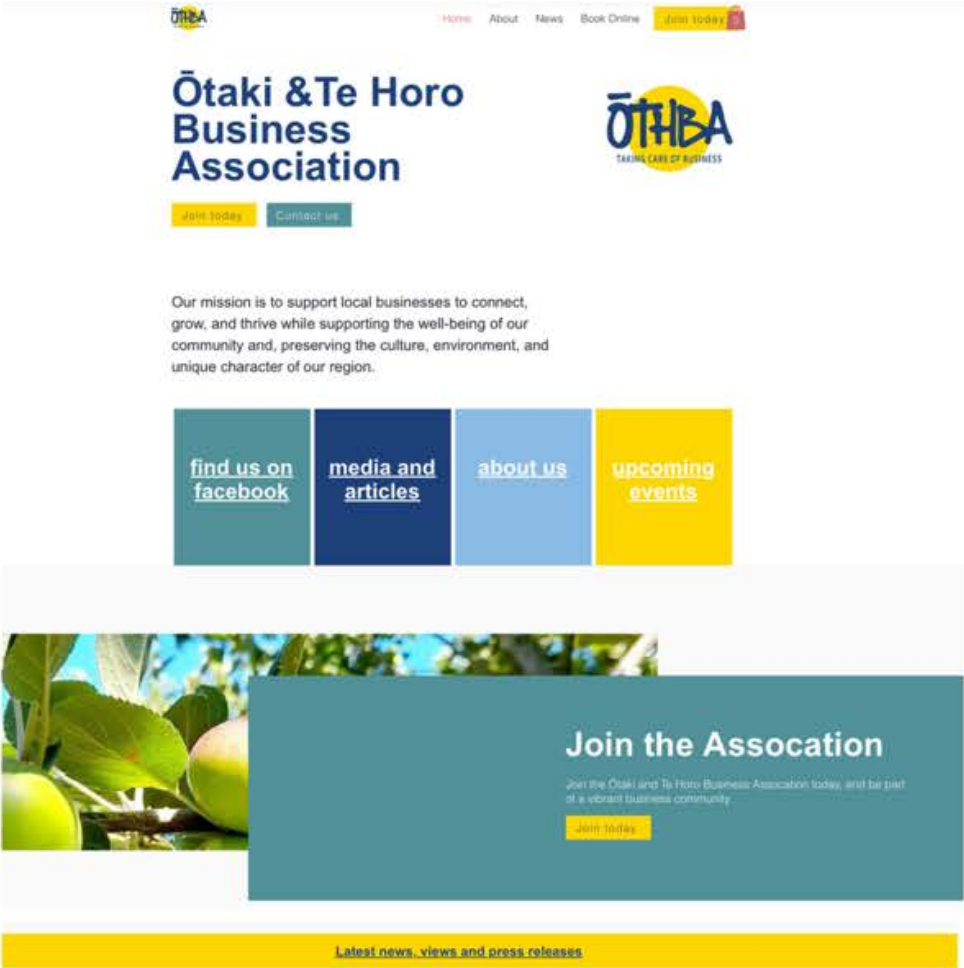
The definition of an **Associate Member** is an individual (or an individual representing a commercial entity) who is interested in supporting the business communities of Te Horo and Ōtaki but is ineligible for a full membership.

An Associate member shall have no voting rights, cannot be a committee member, and shall pay a reduced annual membership subscription. Membership for the first year of ŌTHBA's formation is free; however, this will be reviewed at the next AGM with a plan to introduce fees as part of our sustainability plan.

101 members to date, our drive will be to encourage and recruit more members by-

- Word of mouth and face to face with businesses
- Website and social media/facebook
- Local Newspapers
- Invite non members to our membership meetings
- Use our Business Directory/Skills Register and encourage members to support and use local businesses in their business

Social Media, Website



Website

Launch anticipated by 2nd April 2025
othba.co.nz

Facebook - live

www.facebook.com/otakitehoro/

The brand guidelines outline the appropriate use of colours, fonts, and design principles to ensure consistency across all ŌTHBA materials, from promotional content to official communications. By creating a unified visual identity, ŌTHBA aims to enhance recognition, strengthen community engagement, and support local businesses in promoting Ōtaki as a thriving destination.



LIGHT BACKGROUND



	#FED900 - ACCENT COLOURS FOR BUTTONS + ILLUSTRATIONS
	#1E4078 - WEBSITE BACKGROUND SECTIONS + SOCIAL MEDIA + WEB BUTTONS
	#80BFFF - WEBSITE BACKGROUND OR TEXT/ELEMENTS ON DARK BACKGROUND
	#509A99 - WEBSITE BACKGROUND SECTIONS + SOCIAL MEDIA + WEB BUTTONS
	#000000/FFFF - FONTS ON WEBSITE + FONTS ON SOCIAL MEDIA

INSPIRATION



SOCIAL MEDIA



WEBSITE



The Brand was a collaborative process with the Business Community helping to determine logo and tag line.

Businesses ŌTHBA Aims To Support

- As many businesses as possible and creating an inclusive environment.
- To date we have interacted with SH1 retail area with regards to revocation.
- The SH1 retail area is our gateway to Ōtaki and serves Te Horo well, as well. It's a tired area and requires revival and a revamp to rejuvenate. We are on board with it, firstly with NZTA regarding curb to curb and interacting with all the local businesses in that area. And now KCDC regarding the curb outwards.
- Footpaths/lights/seating/gardens and plantings/bike stands/signage/children's playground/toilets.
- Enhancement of our gateway to Ōtaki, to beautify and make the area attractive for business, both new and already established, to grow.
- This is to support the retail area businesses here and now.
- We are in discussions with KCDC regarding the above, surveying businesses and using the Retail First Recommendations as a guide for the above wish-list.
- By letting businesses know they are not alone, and with ŌTHBA we are a strong collective voice, alongside Ōtaki Ward, our local Councillor and our local MP we can make a difference and make changes!
- From there connecting and supporting with other areas of business.

Business Directory/Skills Register from our membership list will be made available on our website once live.

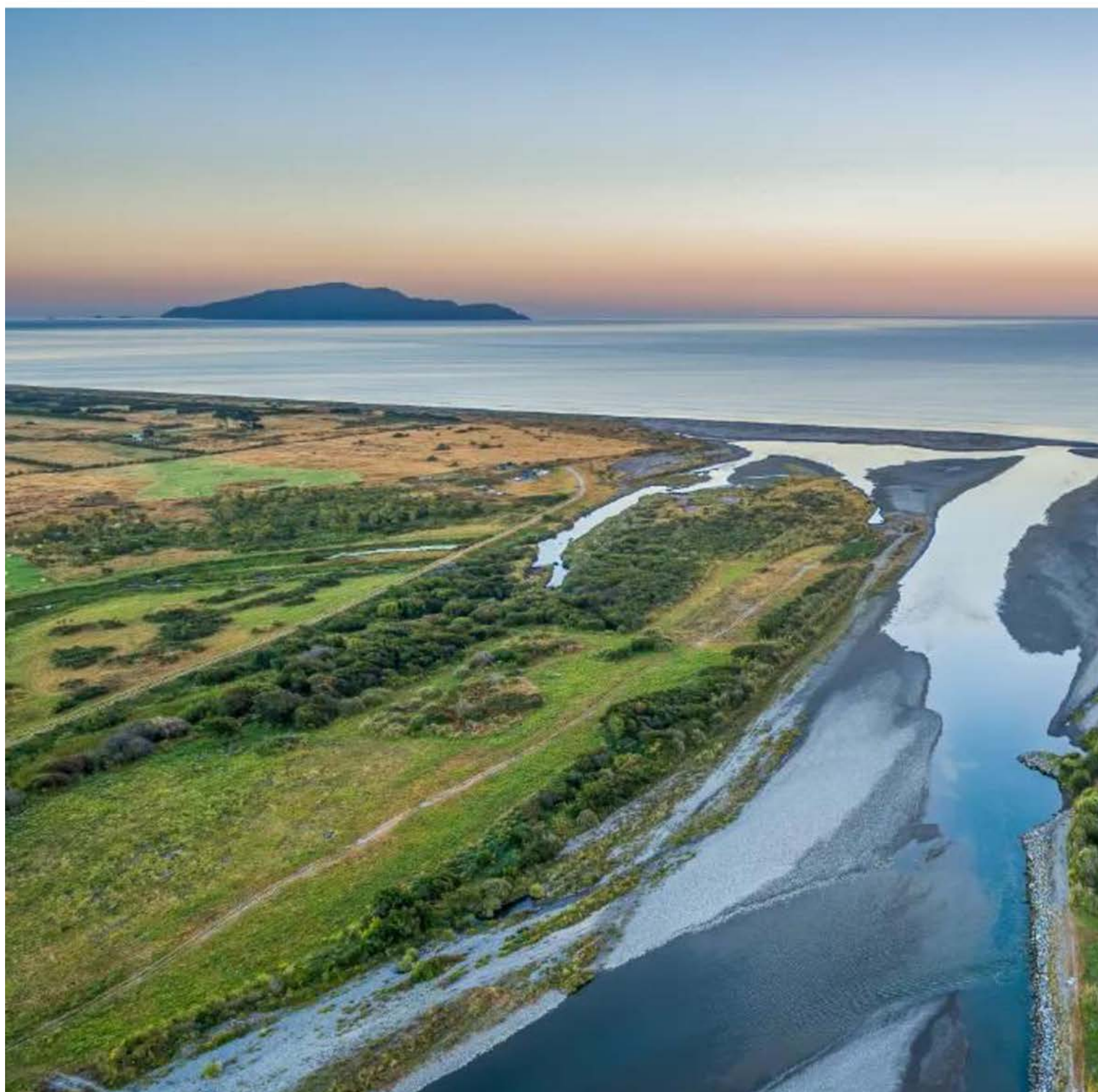


Market Analysis

- We have a range of very diverse businesses from rural, retail, cultural, real estate, food and beverage, hospitality, services, trades, building industry, market gardening, gyms, and the list goes on!

Challenges For ŌTHBA:

- We are a young association, still finding our feet and learning as we go.
- The committee is making inroads, however we are all volunteers and running our own businesses, we can be time poor to achieve what we can.
- Realistically - our first 18-24 months is a learning curve, implementing our strategies, getting business on board.
- Recognising and collaborating with other groups to make use of their skills, when we are not able to, be it for events, workshops or functions.



Sustainability Plan

Our aim is to become financially and operatively sustainable within a three-year period of establishment.

Years 1 – 2 will require the current funding allocation set aside for ŌTHBA, together with funds sought through grants, sponsorship, membership dues, event ticketing and value in kind support to strengthen us as an entity. As we move into our third year it is anticipated our systems will be in place and membership growth will enable more financial stability from year three onwards.

An increase in membership numbers will play a large part of our future sustainability as we gain exposure, support and confidence from members and continue to grow. The more visible we are, the more proactive we are on behalf of members, the more trust we will gain. This has already shown with membership **growth of 21%** since the ŌTHBA committee was formed.

As we implement the operational backbone for which we can grow further, we are also gathering momentum as a team.

The ŌTHBA committee aims to truly represent the wider membership and the needs of local businesses through offering visibility and a collective voice.

Our sustainability going forward will also rely on a culmination of strong systems which are to be transparent, easily understood and accessed and able to be handed over easily when/if we experience a shift in committee members.

We are currently in the process of finalising which membership platform will most suit to capture regular communications, feedback from members and track growth.

It will also become a large part of our membership management as we can draw reports, facilitate membership renewals, payments, provide receipts and facilitate direct surveys.

Xero has now been set up and Joinit along with WIX are currently being explored as potential platforms. We aim to have one of these platforms approved and in place by the time our first AGM takes place in August.

We acknowledge that the current financial situation for many businesses remains challenging, dynamic and unstable and our systems will need to remain malleable - with six monthly re-evaluations by the committee in consultation with our members.



Communications Plan

Purpose

- Build awareness of ŌTHBA as the representative organisation in the community for business.
- Build a trusted and respected profile.
- Keep members involved, engaged and updated.
- Communicate plans, achievements and challenges.
- Attract new members.

Key Principles

- Communications are correct, open, transparent, courteous and timely.
- Communications are in clear, concise, and simple language.
- Communications are upbeat, without bias and inclusive.

Target Audience

- The business communities of Ōtaki & Te Horo.
- Kāpiti Coast District Council.
- Mana Whenua.

Key Principles

- Listening to and being guided by business.
- Support local businesses.
- We are a diverse business community; this is a strength which the association will build on.

How we communicate

- Face to face.
- Email communications to new members.
- Media - local newspapers.
- Social Media - Facebook.
- Website.
- Via our member portal once established.

Messaging

- Media - Chair or Deputy Chair in their absence.
- Association Meetings - Chair or Deputy Chair in their absence.
- Workstream meetings - lead of workstream.
- KCDC Meetings - Chair or Deputy Chair.
- Stakeholder meetings - nominated committee members.

What is communicated and how decisions are made

- Decisions are made preferably by consensus but by majority vote if this cannot be achieved.
- Matters to be discussed at association meetings are to be pre-discussed and determined at committee meetings.
- Media stories are to be pre-discussed by the committee.

Committee Meetings

- Monthly, pre-set meetings determined at previous meeting.
- Agendas - collectively developed, committee members to submit items to discuss to secretary one week before meeting. Secretary to send a reminder two days before and circulated three days before the meeting.
- Minutes - drafted by secretary, circulated to finalise.

Events

We have had 3 membership meetings to date

Our first - setting up governance and incorporation.

Our second was our first Christmas mix and mingle with Christmas gifts being donated to local children in need.


Our third this year - a very successful evening which introduced three very diverse business operators from our community.

The future will bring more successful evenings planned bi monthly - with further interesting businesses profiling. Events to come will include a quiz night / fundraiser, pre winter warmer, our AGM in August and an end of year Christmas gathering.


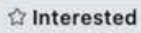
- Membership Meetings**
- 2 October 2024 - Governance. **27** in attendance.
 - 27 November 2024 - ŌTHBA Christmas event. **29** in attendance.
 - 26 February 2025 - Networking event and panel. **35** in attendance.
- We aim to continue to increase attendance at meetings and bolster those who are actively engaged.


- External Meetings**
- EDKB 1st Meeting.
 - Tracey/Deb meet and greet with Te Rōpū Pakihi.
 - Christmas networking event at Southwards and KCDC.
 - Meeting at Reds with Ōtaki Community Board + Sean Mellon KCDC.
 - 17 Dec 2024 - 22 businesses attended the meeting we facilitated at short notice for the NZTA regarding the PO2Ō Revocation of Ōtaki Retail Precinct. A robust meeting was held and feedback was taken seriously, in particular the dual cycle lanes adjustment.
 - Leon and Claire met with Cycling Group.
 - EDKB/KCDC re economic development strategy.

- Committee Meetings**
- 5 August 2024
 - 9 September 2024
 - 23 September 2024
 - 14 October 2024
 - 12 November 2024
 - 10 December 2024
 - 14 January 2025
 - 18 February 2025
 - 11 March 2025


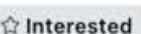


Tue, Apr 29 at 5:30 ...
OTHBA: April Networking Event
Reds Cafe · Otaki
Event by Otaki and ...





Wed, Jun 25 at 5:30 ...
OTHBA: June Networking Event
Otaki Volunteer Fire Brigade · Otaki



Item 9.1 - Appendix 1

Page 23

Evaluation & review

ŌTHBA at this stage has achieved all that has been asked from KCDC.

And in doing so has helped us implement strong strategies for the future.

We thank NZTA/Elevate Ōtaki for the initial funding, we are fortunate to have this and this has helped us to set up well.

PP20 corridor improvements design update

Update on the design for the SH1 revocation project through the Ōtaki business precinct

Thank you to those who attended the business group meeting held in December as well as those we had the opportunity to meet in January. We appreciated the opportunity to discuss the project and hear your concerns.

Following those conversations, we've met with Kāpiti Coast District Council to discuss the design.

From those discussions these changes to the previous design have been made:

- There will no longer be grey painted cycling lanes on the road through the business precinct, north of Waerenga Road intersection. Like any other than motorways, cyclists are still permitted to use the section of road, but there'll no longer be green paint or symbols on the road.
- The planned traffic light at Arthur Street intersection including the turning bays, has

OTHBA: More Ōtaki rizz or else skibidi toilet

The Ōtaki Te Horo Business Association (OTHBA) has urged locals to take on a grindset mindset and do their bit one if the town is to develop the rizz needed to guarantee sigma status on the Kāpiti Coast. In a statement after its first official hook-up, the OTHBA squad of local Chads and Staceys were adamant that Ōtaki had to cook to be proper fire that hits different rather than skibidi toilet.

OTHBA head Chad, 'Chugga' Cheugy, said the statement wasn't just spilling tea when it identified an absence of plated sigma rizz on the coast, which in turn created an opportunity for OTK to eat the game, no cap.

"Waikanae is mid AF. Paekakariki is only concerned about its aura points," said Cheugy. "Paraparaumu thinks it's alpha, but it's beta, at best. They're all skill-issue cringe, delulu as they fell off years ago. It's wide open for Ōtaki to get salty, pop off and ride out in a stretched Chadillac as the true bussin sigma rizz-master — def."

OTHBA also announced it has received stacks of fat bands from K to the C to the DC to help Ōtaki bizzes up their hustle by tackling top-deck sigma studies at the Hawk Tuah Academy of Rizzmatology. Cheugy is urging lit Ōtaki playas to flex and do it for the plot, saying "We don't need no opps. We need gigachads that can crashout if we're going to glow up. Skibidi toilet, fam. IYKYK."

The prophet, tying off an arm, said "twice the effort is half the charm. It's a hotel in hell where high achievers carry the bags of true believers."

Out and about with Shell

BY SHELLY WARWICK - ŌTAKI WARD COUNCILLOR

Well it has been nice to have a bit of a break with family and friends and hoping everyone has had a nice time with family also, and 2025 has started well for you all. In Ōtaki we have had a welcome break from a lot of the road cones and diversions, all good things must come to an end though and they are set to return so that work on the water main and sewer pipes can commence. There is still work to be done on the Ōtaki bridge clip on as well so we will be back to one way traffic for a while, but all of this disruption is future proofing our town for growth.

The Ōtaki Gorge works are also on the agenda for the start of this year for about 5 months so just a reminder that there will only be access past Blue bluff slip via the very steep and rugged emergency track. The reservoir project is ticking along and will be finished hopefully by mid year.

A big project due to start is the revocation of old State Highway One through the railway precinct. Luckily we have the newly established Ōtaki and Te Horo Business Association (OTHBA) who have been meeting even thru this holiday period and liaising with both NZTA and KCDC on design and "getting it right" for Ōtaki. Big thanks to the OTHBA for your volunteer time and effort to ensure the least amount of disruption to business for Ōtaki and advocating for the community. For membership and information the OTHBA you can email on otakitehorobusinessassociation@gmail.com

I have enjoyed our beautiful beach over summer both swimming and on patrol with the surf club as Patrol support. The beach has been very busy on our sunny days and it is great to see lots of families out enjoying this amazing asset we have in our town. Water temperature has been a bit chilly but conditions have been great. Lets hope these long sunny days continue for a while so we can enjoy our outdoors.

Noho ora mai for 2025 Whanau

THE ELECTORATE: TIM COSTLEY, MP

Locals making it all happen

Recently I met with the Ōtaki and Te Horo Business Association (OTHBA).

They are fantastic! They held an after-work evening for local businesses and I went along to support.

OTHBA is a relatively new association but they have already shown their effectiveness.

One great achievement was advocating for local businesses about what the changes to the old SH1 should look like. They approached me last year with concerns about removing lots of carparks, adding a second cycle lane, and some other changes.

Fewer carparks means less access, fewer customers, and we would all hate to see it become a ghost town. Encouraging cyclists into town is great, but there is already a dedicated shared path that runs from the bridge along the railway track. Removing lots of carparks to add a second cyclelane made no sense.

I supported their great efforts, contacting NZTA and working with them and council from November to January. A great compromise was reached, keeping carparks and

painting a cyclelane that doesn't impact parking or stop motorists. Well done to OTHBA for their work in this.

We also heard during the meeting from Deb Shannon, the chairperson of the group, and three amazing locals.

Harry Gibb is the ops manager at Stanmore Farm, a grapevine nursery in Te Horo with some of the most beautiful B&B spots in the country. You might have seen them on *Country Calendar*. They've been here since 1968 and a real asset to our community. They don't just grow and sell, but when I visited them they showed me their amazing innovation.

Carmen runs Elemental Cider, another example of our amazing food and beverage sector that I'm really working hard to boost. Among all their other awards, Elemental have taken out New Zealand's best cider two years running with the only pōhutukawa-infused cider in the world. How cool is that!

Ben Jamison runs Ōtaki-Māori Racing Club, the only Māori-governed racecourse in the world. They've been part of Ōtaki in different forms since 1886. I've been doing lots of work recently on the Racing Industry Act, working to grow support for our racing industries (thoroughbred and harness). I've spoken with the minister of racing about building up the local racing scene in our region too and it's something I'll keep working on.

When I or our government talk about growth, this is the local face of it. We have an important role, but we must always remember that growth only happens because we have great people in our region like Harry, Carmen and Ben. They're the ones to take risks, create new jobs, and bring growth to local businesses. Thank you.

■ Tim is MP for the Ōtaki electorate



Michael Moore, Community Board, Kāpiti Coast District Council

ŌTAKI & TE HORO BUSINESS ASSOCIATION

The first members' meeting of the newly-formed Ōtaki & Te Horo Business Association is on Wednesday 26th October. The meeting will give an update about the organization's incorporation, an application for funding to the Kāpiti Economic Development Kotahitanga Board application, and a members' survey to find out what members want from the Ōtaki & Te Horo Business Association.

You'd like to join the Association, drop an email to...

otakitehorobusinessassociation@gmail.com

Invitation to all Ōtaki and Te Horo businesses

Call to Action

me and share your views on setting up a business association that represents the interests of the Ōtaki and Te Horo business community.

Neil MacKay, Chair of the Kāpiti Economic Development Kotahitanga Board will

6-7pm

Tuesday 19 March
Railway Hotel, Ōtaki

OTHBA
AND TE HORO BUSINESS ASSOCIATION

Exciting start for business association

BY FRANK NEILL

The new Ōtaki Te Horo Business Association is now up and running after holding its inaugural meeting at Anam Cara on 24 July. "It is really exciting to get this important society up and running," the association's new Chair Deb Shannon said just after she was elected.

Just before the election of officers, Deb told the meeting that 80 members had already signed up. Around 10 of the new members were from Te Horo.

"This is a really good start," Deb said.

One of the major aims of the new association was to "listen to all the businesses. I think that is really important."

Another major aim was to "make our decisions for the whole community," Deb said.

Now that the officers and committee were elected they would be working on a series of initiatives. These include:

- incorporation as a society;
- developing a constitution;
- setting up a bank account;
- setting up an email for the association;
- preparing a directory of businesses; and
- developing its own website.

"From here we go forward," Deb said.

"This is a really good start to what is going to be an interesting journey," the Chair of the Kāpiti Economic Development Kotahitanga Board, Neil MacKay, told the inaugural meeting.

The Board assisted in the mahi that had led to the formation of the Ōtaki Te Horo Business Association.

Neil also chaired the meeting until the election of the new Chair, Secretary,

Treasurer and Committee was held.

A working group was established in March with the aim of working towards the development of the new business association.

That group has worked hard since then and has succeeded in its aim of getting the new association up and running. Deb was a member of the working group.

The officers elected at the meeting are:
Chair: Deb Shannon, Old School Beauty
Secretary: Tracey Savage, Kelly & Co.
Treasurer: Patricia Gee, PG Accountants.
Committee: Julie Gounder, Wakefield's Law; Michael Hurman, ATB Tattoo Studio; Leon Kingi, Black & Co; and Claire Roper, Ōtaki Market Manager.



below: The new officers of the Ōtaki Te Horo Business Association (from left) Leon Kingi, Claire Roper, Julie Gounder, Deb Shannon, Michael Hurman and Patricia Gee. Tracey Savage (above) was not able to attend the inaugural meeting



Financial Report

Receipts and Payments - Summary

Otaki & Te Horo Business Association Incorporated
For the period 1 April 2024 to 18 March 2025

1 APR 2024-18 MAR
2025

Income & Expenses

Income	
KCDC Grant # 1	3,000.00
KCDC Grant # 2	49,052.00
Total Income	52,052.00
Expenses	
Entertainment Deductible	200.00
Catering Expenses	1,675.00
Gifts for Speakers	195.00
Insurance	2,132.10
Licences & Registrations	102.22
Survey Costs	170.90
Xero Subscriptions	24.15
Total Expenses	4,499.37
Net Income less Expenses	47,552.63

Receipts & Payments - KCDC Grant # 1

Otaki & Te Horo Business Association Incorporated
For the period 1 April 2024 to 18 March 2025

Funding is KCDC Grant #1.

	MAR 2025	FEB 2025	JAN 2025	DEC 2024	NOV 2024	OCT 2024	SEPT 2024	YTD
Income & Expenses								
Income								
KCDC Grant # 1	-	-	-	-	-	-	3,000.00	3,000.00
Total Income	-	-	-	-	-	-	3,000.00	3,000.00
Expenses								
Catering Expenses	-	-	-	-	600.00	625.00	-	1,225.00
Entertainment Deductible	-	-	-	-	200.00	-	-	200.00
Licences & Registrations	-	-	-	-	-	102.22	-	102.22
Xero Subscriptions	24.15	-	-	-	-	-	-	24.15
Survey Costs	35.00	35.26	-	35.35	-	33.23	32.06	170.90
Total Expenses	59.15	35.26	-	35.35	800.00	760.45	32.06	1,722.27
KCDC #1 - Net Receipts & Payments	(59.15)	(35.26)	-	(35.35)	(800.00)	(760.45)	2,967.94	1,277.73

1. Entertainment

Entertainment at Christmas members event.

Receipts & Payments - KCDC Grant #2

Otaki & Te Horo Business Association Incorporated
For the period 1 April 2024 to 18 March 2025

Funding is KCDC Grant #2.

	MAR 2025	FEB 2025	YTD
Income & Expenses			
Income			
KCDC Grant # 2	-	-	49,052.00
Total Income	-	-	49,052.00
Expenses			
Catering Expenses	-	450.00	450.00
Gifts for Speakers	-	195.00	195.00
Insurance	2,132.10	-	2,132.10
Total Expenses	2,132.10	645.00	2,777.10
KCDC #2 - Net Receipts & Payments	(2,132.10)	(645.00)	46,274.90

1. Costs associated with Networking Event 26 February 2025

	Paid to:	Amount Paid:
Catering	Riverstone Cafe	\$450.00
Gifts for Guest Speakers	We Love Local	\$195.00

2. Insurance

Paid to Futurisk General Insurance, Total amount paid \$2,132.10

Association Liability & Defence Costs Insurance	\$1,445.55
Public & Statutory Liability Insurance	\$686.55



9.2 ENVIRONMENT STRATEGY APPROACH

Kaituhi | Author: **Matthew Adamson, Strategic Advisor**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

1. To confirm next steps for developing the Environment Strategy.

HE WHAKARĀPOOTO | EXECUTIVE SUMMARY

2. An executive summary is not required for this report.

TE TUKU HAE PAPA | DELEGATION

3. The Strategy, Operations and Finance Committee has the authority to develop, review, and approve strategies under section B.1 of the 2022-2025 Triennium Governance Structure and Delegations.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. **Note** the base framework, principles and focus areas for the Environment Strategy were developed, in advance of work pausing in late 2024 due to delays in the progress of *Te Whaitua o Kāpiti* and pending changes from the Resource Management Act reforms.
- B. **Note** the feedback provided on scope and delivery options by the Climate and Environment Committee and their preference to progress Option One.
- C. **Endorse** Option One as the preferred 'scope and delivery' approach for the Environment Strategy.

TŪĀPAPA | BACKGROUND

4. The Environment Strategy has been in development for some time, with the following decisions previously made:
 - 4.1 On 13 July 2023, this Committee endorsed changes to the Policy Work Programme to include the development of the Environment Strategy; one of Council's Top 10 priority actions.
 - 4.2 On 19 September 2023, the Climate and Environment Committee (CEC) provided feedback and endorsed in principle the proposed scope, principles, and priorities for the Environment Strategy; and requested that officers attend Te Whakaminenga o Kāpiti in October 2023 to ensure collaboration with our iwi partners, in their role as kaitiaki of the environment.
 - 4.3 On 24 October 2023, an interactive briefing session was held to seek feedback on the approach and focus areas of the draft Environment Strategy 'direction of travel'.
 - 4.4 On 4 April 2024, the CEC and this Committee endorsed an extended completion date of 30 September 2024 to enable mana whenua consultation (in alignment with the Te Whaitua o Kāpiti report and prioritisation activity).
 - 4.5 However, due to delays in the delivery of the Te Whaitua o Kāpiti programme (ie not released until September 2024) further work on the Strategy was not able to progress.
 - 4.6 Accordingly, the draft Direction of Travel previously considered by the CEC has been slower than planned, and is yet to be finalised or released for community engagement.

5. An update on work toward practicably progressing the Environment Strategy was presented to the CEC on 8 April 2025. This noted the delays outlined above (paragraph 2.5), outlined the implications of upcoming Central Government reforms, and proposed options to progress the strategy.²

HE KÖRERORERO | DISCUSSION

6. The operating context for progressing the Environment Strategy remains challenging, due to pending Central Government reforms (including the Resource Management Act, national priorities for fresh water and land intensification) and delays in regionally led work such as Te Whaitua of Kāpiti.

He take | Issues

7. With that context in mind, Council officers developed a suite of 'scope and delivery' options to more practicably progress the Environment Strategy. These options are attached in **Appendix One** and in summary include:

Table 1: Summary of options discussed with the Climate and Environment Committee.

Option	One	Two	Three	Four	Five
	High level overarching strategy (Meta-strategy)	Full Environment Strategy	Full Environment Strategy (Phased)	Limited scope Environment Strategy	No Strategy
Scope	Comprehensive covering all domains, identifies gaps to be addressed as part of implementation work but does not deliver all solutions at this time. Consolidates existing strategic direction by: <ul style="list-style-type: none">• Mapping existing material.• Using existing feedback.• Focusing on partnership.• Expanding monitoring.	Comprehensive covering all domains. Sets new strategic direction and action plan.	As for option 2 but delivery phased as follows: Phase 1 – Biodiversity & Air Quality. Phase 2 – Land use. Phase 3 – Freshwater management.	As for Option 2 but scope limited to only focus on air quality and biodiversity	No strategy as an output. Efforts focused on State of the Environment Reporting, improving relationships, prioritising a response to Whaitua and preparing for upcoming reforms.

² 8 April 2025, Climate and Environment Committee. *Item 8.3. Environment Strategy Approach*. Paragraphs [3] – [6]. https://kapiticoast.infocouncil.biz/Open/2025/04/CEC_20250408_AGN_2731_AT_WEB.htm

Option	One	Two	Three	Four	Five
	High level overarching strategy (Meta-strategy)	Full Environment Strategy	Full Environment Strategy (Phased)	Limited scope Environment Strategy	No Strategy
Timeframe	4-5 months Complete - September 2025	12-15 months Complete – June 2026	Phase 1 – September 2025 Phase 2 – April 2026 Phase 3 – August 2026	4-5 months Complete - September 2025	1 month Report back to CEC May 2025

8. These options were considered by CEC on 8 April 2025. Today, the Committee is asked to confirm the preferred approach for 'scope and delivery' for progressing next steps for the Strategy.
9. Once the preferred option for 'scope and delivery' is determined, in line with our current approach, it is proposed that the substantive content of the Environment Strategy will focus across each of the 'Place' elements of the Doughnut Economic Model – noting that climate is being addressed through other strategies. This leaves four domains for the Environment Strategy to address: Biodiversity, Land use, Water/Ocean health, and Air quality. Council has already heard community aspirations on these domains through Vision Kāpiti (see **Appendix Two**).

Ngā kōwhiringa | Options

10. CEC were provided the options for feedback on 8 April 2025, and through discussion CEC expressed a preference for progressing **Option One**. As background, the CEC discussion:
 - 10.1 Outlined prior elected member input and scope considerations.
 - 10.2 Explained the breadth of existing strategic direction (such as the Open Space Strategy) influencing our approach to the environment (see **Appendix Three**).
 - 10.3 Noted an opportunity to refine the scope of this strategy, given there is high connection and in places overlap with other strategies/plans that may already be in place or in development.
11. In determining a preference across the options, the CEC discussion proposed that:
 - 11.1 Options Four and Five did not align with Council's prioritisation of the Environment Strategy or would result in an incomplete view of the environment.
 - 11.2 Option Three would involve an overly complex approach whereby individual environment domains would be discussed in isolation with the community.
 - 11.3 Option One was considered preferable to Option Two as it allows progress on strategic direction before the October 2025 election and defers development of an Action Plan to a later stage. The CEC expressed interest in a phased review approach to for the Environment Strategy – potentially reviewing different chapters or sections at different times. The final review approach will be determined once the new strategy is complete.
12. On the basis, of CEC's discussion and recommendation it is proposed that this Committee endorse **Option One** as the preferred approach to delivering the Strategy.
13. If the Committee endorse Option One, an indicative timeline for next steps is as follows:
 - **May 2025:** CEC provide update and initial testing of direction and gaps.

- **June 2025:** Iwi partner and key stakeholder engagement; and draft Strategy content and public engagement plans developed.
- **July/August 2025:** Council consider draft Strategy and approve consultation.
- **August 2025 (TBC):** Consultation on draft Strategy.
- **September 2025 (TBC):** Open briefing sharing feedback and suggested strategy revisions; CEC and this Committee approve the Strategy.
- **2026:** Action Plan development begins.

Mana whenua

14. Partner buy-in to the Environment Strategy will be critical to landing a direction that supports the community to prioritise action, focus and steps together to drive change. The CEC therefore acknowledged that engagement with our iwi partners is crucial to progressing this Strategy.
15. On that basis we will attend Te Whakaminenga o Kapiti in June 2025 to understand broad timeframes for substantive engagement and feedback, which may have implications for these proposed timeframes.
16. While specific contact with iwi can be made to encourage submissions during the consultation period, this would potentially fall short of the authentic engagement with our iwi partners to ensure collective buy-in for what and how we work together.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

17. Once completed, the Strategy will set out a comprehensive direction for collective work and priorities for action by key stakeholders, the community, and Council on issues related to the environment.

Ahumoni me ngā rawa | Financial and resourcing

18. There are no immediate financial impacts for this paper or decision sought.

Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

19. There is no legal and/or organisational risk related to this paper or decision sought.

Ngā pānga ki ngā kaupapa here | Policy impact

20. The Strategy once completed will be introduced as one of five operating strategies for the Kāpiti Coast District, which aim to address key challenges that our community face into the future.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

21. Initial engagement on the approach for the Environment Strategy will occur with iwi partners and key stakeholders in June 2025, following which material for consultation will be considered by this Committee in August 2025.

Whakatairanga | Publicity

22. There is no publicity proposed for this decision.

NGĀ ĀPITI HANGA | ATTACHMENTS

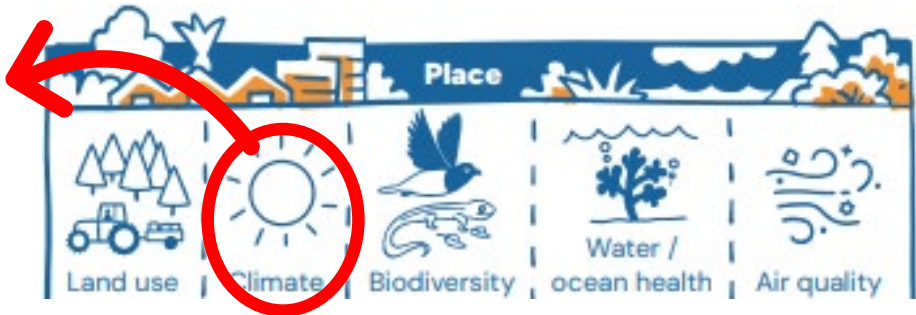
1. Environment Strategy - Scope and delivery options [↓](#)
2. Environment Strategy - High-level scope and Vision Kāpiti insights [↓](#)
3. Environment Strategy - Existing strategic direction [↓](#)

Environment Strategy - Scope and delivery options

	Option 1 – Environment Framework (Meta-Strategy)	Option 2 – Full Environment Strategy	Option 3 – Full Environment Strategy (Phased)	Option 4 – Reduced scope Environment Strategy	Option 5 – No Strategy
Description	Describes the environment as we understand it and Council's roles and responsibilities toward it.	Comprehensive strategy that reflects community and iwi aspirations for the environment.	Phased development of a comprehensive strategy that reflects community and iwi aspirations for the environment.	Develops a strategy to improve biodiversity and/or air quality.	Seeks endorsement of an approach to monitoring and partnership development. No strategy document as an output.
Scope	<ul style="list-style-type: none"> Comprehensive – Land, Air, Water, Biodiversity. Consolidates existing strategic direction (as opposed to developing new direction). Outlines the roles and responsibilities of Council and other actors. Identifies gaps and opportunities. Improves monitoring and collaboration. 	<ul style="list-style-type: none"> Comprehensive – Land, Air, Water, Biodiversity. Creates new strategic direction (noting what we already know through VK). Identifies desired future state and changes required to get there. Supported by comprehensive action plan. 	<ul style="list-style-type: none"> As for option 2 but delivery phased as follows: Phase 1 – Biodiversity & Air Quality. Phase 2 – Land use. Phase 3 – Freshwater management. 	<ul style="list-style-type: none"> As for Option 2 but scope limited to only focus on air and biodiversity. 	<ul style="list-style-type: none"> Improved monitoring and environmental intelligence (State of the Environment report/dashboard). Deeper collaboration through improved relationships with GWRC, iwi etc. Prioritising a response to Whaitua and preparing for upcoming reforms.
Advantages	<ul style="list-style-type: none"> Allows a strategy to be complete prior to the election. Recognises the significant amount of existing strategic direction. Emphasis on growing partnership and understanding. Allows for work to continue on response to Whaitua and RMA reform. 	<ul style="list-style-type: none"> Likely to provide most comprehensive direction and actions. Potentially creates a more enduring framework. Positions council proactively to respond to upcoming reforms. 	<ul style="list-style-type: none"> Provides a manageable approach to delivering elements of the strategy. Allows progress to be made while RMA reform and Whaitua are worked through. 	<ul style="list-style-type: none"> Allows progress to be made while RMA reform and Whaitua are worked through. 	<ul style="list-style-type: none"> Recognises the substantial amount of existing strategic direction on environmental issues. Allows Whaitua recommendations to continue being worked on. Recognises the continuing uncertainty posed by RMA reform. Least time and resource intensive to deliver.
Disadvantages	<ul style="list-style-type: none"> May not meet community expectations. Places strong reliance on other actors and work already underway. 	<ul style="list-style-type: none"> Not achievable before the election. Potentially duplicates existing strategic direction. Minimal opportunities for new council investment given current financial strategy. Significant engagement required. Reforms may require change in direction 	<ul style="list-style-type: none"> Crosses the election period Air quality already a focus of the Climate Mitigation Strategy. Biodiversity affected by upcoming RMA changes. Minimal opportunities for new council investment given current financial strategy. 	<ul style="list-style-type: none"> Limited scope for further Council action in this area – very reliant on central and regional govt. Potentially creates a strategy with an incomplete view of the environment. May not produce added value beyond current approaches. 	<ul style="list-style-type: none"> Does not give effect to the Top 10 priority. May not meet community expectations.
Indicative timeframe	4-5 months Complete - Aug-Sep 2025	12-15 months Complete – Apr-Jun 2026	Phase 1 – Aug-Sep 2025 Phase 2 – Mar-Apr 2026 Phase 3 – Jul-Aug 2026	4-5 months Complete - Aug-Sep 2025	1 month Report back to CEC May 2025
Other considerations	<ul style="list-style-type: none"> Engagement with iwi still required and may be difficult to achieve in timeframe. 	<ul style="list-style-type: none"> The election period creates a longer timeframe as does a higher engagement requirement. 	<ul style="list-style-type: none"> Delivering a full strategy on biodiversity and/or air quality would be challenging given the need to develop direction with iwi and community. 	<ul style="list-style-type: none"> Significant existing direction on biodiversity in the Open Spaces Strategy and air quality in the upcoming Emissions Reduction Strategy. 	

Environment Strategy Scope

- Environment covers the full range of elements of the ‘Place’ section of the Doughnut Model.
 - Climate is being addressed through other strategies.



- Council is one of several actors taking responsibility for the environment.
- Government at all levels is involved as are iwi partners, business and our community.
- Council does not have all the levers – we need to consider where we can influence and partner.

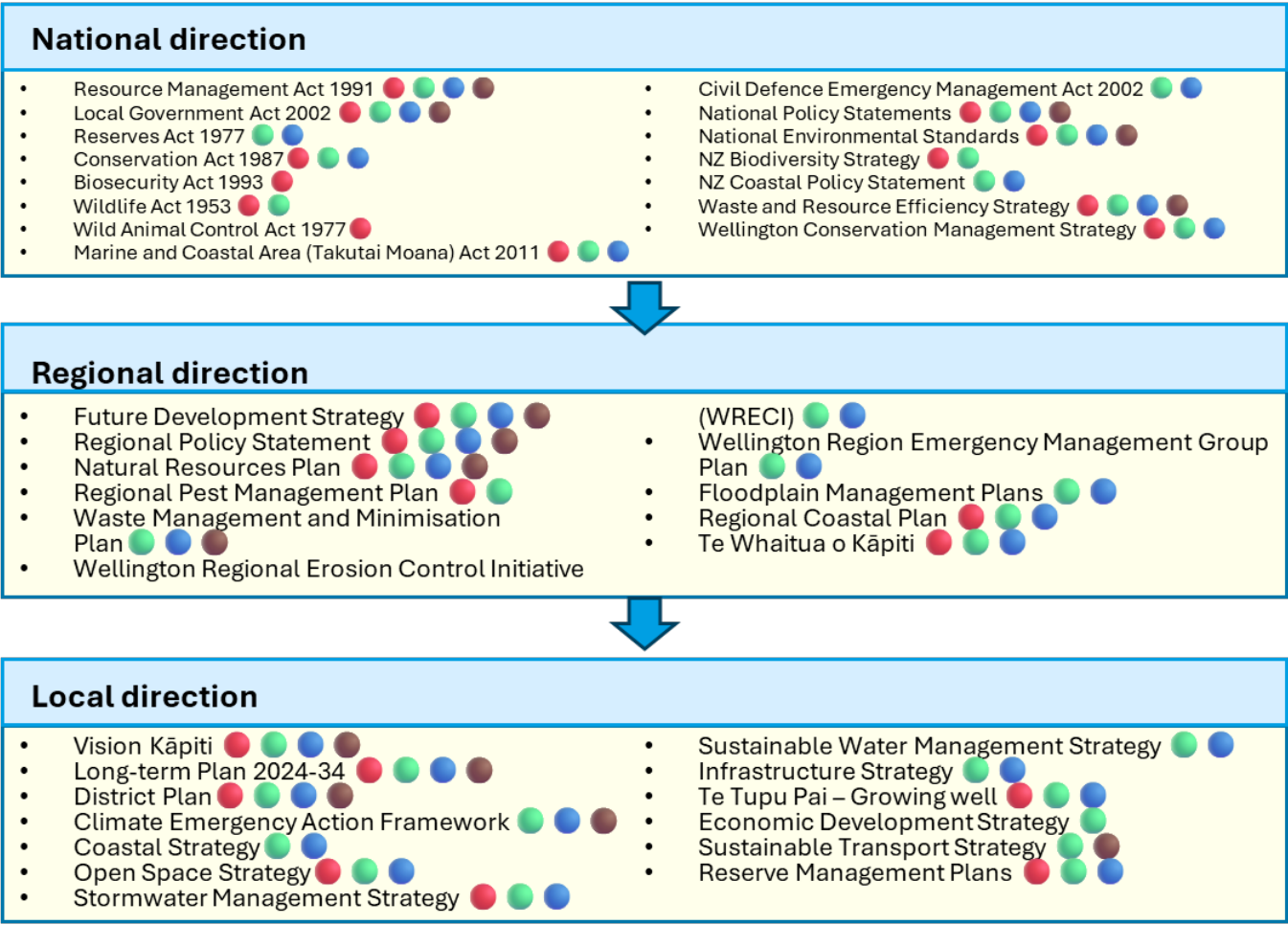
Vision Kāpiti Connection

- We have heard community aspirations through Vision Kāpiti.

Domain	Current state	Aspiration for 2060+	Required shifts
Biodiversity	We place high value on our natural environment, and show strong support for local conservation initiatives.	Our community would like to see enhanced natural spaces with diverse ecosystems and protected habitats.	Increasing native planting, strengthening pest control programs, reduce damaging environmental practices.
Land use	We are concerned about balancing development with need for housing growth in a way that limits environmental impacts.	Community feedback expresses a desire for sustainable land use that accommodates growth whilst preserving productivity and natural character.	Implementing strategic growth plans, enhancing green spaces, protecting agricultural and conservation land.
Water /Ocean Health	We have a strong appreciation for our proximity to water bodies, as well as some concerns about erosion and water quality.	Community feedback expresses desire for clean, healthy waters with effective management of water use, erosion and flooding.	Improving stormwater management, supporting coastal defences, enhancing water quality.
Air quality	We generally are satisfied with local air quality, though we have some concerns about environmental impact of development.	Community feedback demonstrates a desire for pristine air quality with minimal pollution and ensuring sustainable development practices that will support this.	Continuing practices that support and protect good air quality. Expanding green spaces.

Table 1: Summary of Vision Kāpiti public feedback.

Existing strategic direction affecting environment



- Our actions are already guided by a lot of existing direction and requirements.
- National and regional direction is undergoing change – especially through RMA changes and Kāpiti Whaitua
- There are several items of local direction and activity across Council already also

Strategy
and Growth



9.3 PERFORMANCE REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2025

Kaituhi | Author: **Sheryl Gavin, Principal Advisor Corporate Services**

Kaiwhakamana | Authoriser: **Mark de Haast, Group Manager Corporate Services**

TE PŪTAKE | PURPOSE

1. This report details Council's financial and non-financial performance for the eight months ended 28 February 2025.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. An Executive Summary is not required for this report.

TE TUKU HAE PAPA | DELEGATION

3. The Strategy, Operations and Finance Committee has delegated authority to consider this under section B.1. of the 2022-2025 Triennium Governance Structure and Delegations including 'overseeing strategic programmes' and 'financial management including risk mitigation'.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Receives this report; and
- B. Notes the Council's financial and non-financial performance for the eight months ended 28 February 2025, as attached in Appendix 1 to this report.

TŪĀPAPA | BACKGROUND

4. The performance report for the eight months ended 28 February 2025 details how Council has performed year-to-date against operating and capital budgets, service levels, and Council's top 10 priorities.
5. The performance framework introduced in the 2024-34 Long Term Plan includes 44 strategic outcome measures (impact targets) and 73 operational level of service targets across 16 activities.
6. Impact targets are measured annually. For level of service targets some are measured thirdly, and some are only measured annually. How Council has performed against all 73 level of service and 44 impact targets will be included in Council's Annual Report for 2024/25.

HE KŌRERORERO | DISCUSSION

He take | Issues

Performance

7. 83 percent of the non-financial performance targets that were measured were achieved.
8. 55 percent of the top 10 priority actions are on track, two with revised timeframes. 11 actions are ongoing, and one action has been completed.
9. Year-to-date operating results were \$1.7 million below budget, mainly due to timing differences between certain expenditure items including maintenance and grants.

10. Full year operating results anticipate an operating surplus of \$7.2 million at year end. This is \$4.8 million below budget (due to higher fixed operating costs than expected). SLT are committed to managing the year-end result to ensure it is closer to budget for the full financial year. This does not represent a permanent cash surplus; it is a temporary timing difference of capital project funding received within the 2024/25 financial year.
11. Year-to-date capital spend of \$42.1 million was mainly in line with budget.
12. The forecast capital spend for the full year is \$77.4 million, an overspend of \$1.9 million against the LTP budget. The forecast overspend will continue to be closely monitored, re-assessed and updated in subsequent performance reports to ensure delivery remains within the three-year total LTP budget.
13. Net debt at 28 February 2025 was \$282.1 million, 216 percent of total operating revenue (well within the limit of 285 percent).
14. Council's net worth at 28 February 2025 is \$2.05 billion.
15. Total assets at 28 February 2025 are \$2.46 billion, the majority (94 percent) of this being property plant and equipment (\$2.32 billion).

Ngā kōwhiringa | Options

16. There are no options to consider with this report.

Tangata whenua

17. There are no tāngata whenua matters in addition to those already outlined in this report.

Panonitanga āhuarangi | Climate change

18. There are no climate change matters in addition to those already outlined in this report.

Ahumoni me ngā rawa | Financial and resourcing

19. There are no financial and resourcing matters in addition to those already outlined in this report.

Ture me ngā Tūraru | Legal and risk

20. There are no legal and risk matters in addition to those already outlined in this report.

Ngā pānga ki ngā kaupapa here | Policy impact

21. There are no policy impacts arising directly from this report.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

22. There is no engagement planning required for this report.

Whakatairanga | Publicity

23. Appendices to this report will be made publicly available on the Council's website.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Performance Report for the period ending 28 February 2025 (under separate cover) [↗](#)

9.4 PATHWAYS NETWORK PLAN

Kaituhi | Author: **Fraser Miller, Transport Lead - Walking & Cycling**
Kaiwhakamana | Authoriser: **Sean Mallon, Group Manager Infrastructure and Asset Management**

TE PŪTAKE | PURPOSE

1. This paper seeks the Strategy, Operations and Finance Committee's acceptance of Kāpiti Coast District Council's Pathways Network Plan (Plan).
2. The Climate and Environment Committee recommend to the Strategy, Operations and Finance Committee to accept the Plan.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

3. The Pathways Network Plan is a Transport focussed plan to provide improvements to the districts walking and cycling network through connectivity and safety improvements.
4. Officers engaged Stantec's professional services to review the former Plan and produce a new Plan in line with Councils and NZ Transport Association (NZTA) business case requirements.
5. The business case included a communications plan following a series of key stakeholder workshops, wider public "have your say" being completed. A draft Summary Brochure has been prepared and attached to this report as Appendix 1.
6. The final draft has been peer reviewed by Auckland based MR Cagney (consultant) to ensure, it is in line with best practice and similar plans produced by other Councils.
7. 8th of April the Climate and Environment Committee recommended acceptance of the Plan to the Strategy, Operations and Finance Committee. A summary of the main discussion points are as follows.
 - a. *Benefit Costs were perceived to be high and don't include carbon considerations.* Benefits are calculated using specific inputs from an industry standard. This process and outputs were completed by Stantec as technical experts. Benefit cost calculation is required by NZTAs business case framework to determine if it is a positive investment.
 - b. *Some townships have less projects identified in the 10-year plan than others.* This is due to the Plan looking at the district on a need's basis. The 10-year plans projects and their proposed expected delivery is subject to funding, Council and NZTA priorities will be reviewed every three years in line with the long-term plan.
8. The Plan is not seeking budgetary approval for delivery at this stage. This will happen through the long-term plan processes.

TE TUKU HAEPAPA | DELEGATION

9. The Strategy, Operations and Finance Committee have delegation for approving strategy work programmes and confirming recommendations made by the Climate and Environment Committee in accordance with B.1 of the Governance Structure and Delegations 2022-2025 Triennium.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Strategy, Operations and Finance Committee accept the Climate and Environment Committee recommendation by way of report to accept the Plan.
- B. That the Strategy, Operations and Finance Committee accept Officers' proposal to undertake the following actions.

- B.1 Officers to communicate the Summary Brochure to Council's wider audiences via our communication teams channels.
- B.2 Officers inform Access and Transports Activity Management Plan and seek approval for delivery through the Long-Term Plan process.
- B.3 Officers to seek NZTA endorsement of the Plan and co-funding of its delivery.

TŪĀPAPA | BACKGROUND

- 10. The former Strategic Network Plan 2015 named the Stride and Ride Programme was a 10-year programme of works endorsed by Council and NZTA. This plan has come to the end of its delivery period and needs to be updated for 2027 to 2037.
- 11. The Plans objectives are to.
 - 11.1. Expand network coverage of the walking and cycling network.
 - 11.2. Enhance safety.
 - 11.3. Ensure consistent investment.
- 12. This Plan that supports Access and Transports Sustainable Transport Strategy 2022.
- 13. This Transport focused plan will inform other Council plans and teams.
 - 13.1. Parks and Open Space Strategy, and the development of the Tracks and Trails Trust.
 - 13.2. Economic Development teams Kapiti Trails Tourism Plan.
 - 13.3. Climate action and connected communities' teams' Emissions Reduction Plan.
 - 13.4. Development Control team and Councils planners to inform the RMA and consent application.
- 14. Officers briefed Elected Members in August 2024 as a progress update.
- 15. Stakeholder workshops and community "Have Your Say" engagement processes have been completed.
- 16. The Plan follows an NZTA recognised business case approach to be ready for funding opportunities.
- 17. Projects identified in the Plan will be reviewed every three years in line with Council's priorities with funding requested through the LTP process.
- 18. Ninety-four projects are identified in the project long list, categorised into High, Medium, and Low priority. Twenty-four high priority projects form the 10-year programme, estimated at ten million in cost.
- 19. Projects have been aligned with the Speed Management Plan 2023-33 for efficiencies as there is similar objectives in the Speed Management Plan.
- 20. The plan will encourage uptake of alternative modes of transport and contribute to Councils climate goals.

HE KŌRERORERO | DISCUSSION

- 21. No funding assistance from NZTA was provided for the 2024-27 LTP reflecting the current Government Policy Statement.
- 22. Accepting the Plan will enable Council to be ready for one-off funding opportunities and inform the Transport Activity Management Plan, Long-term Plan, Regional and National Land Transport Plan process.
- 23. The funding for the delivery of the projects is subject to Council and NZTA approval through the 2027-30 LTP and consecutive LTPs. The programme for delivery will continue to be reviewed and updated in line with Councils priorities.

He take | Issues

24. No funding assistance from NZTA was provided for the 2024-27 LTP.
25. Gaps in the active transport network are limiting connectivity and reducing access to key destinations.
26. The Plan identifies that safety remains a concern for active mode use and attributed to high traffic speed and unsuitable infrastructure.
27. The Plan identified there is a low proportion of Walking and Cycling within the district. according to the 2018 Census compared to other Councils within the region.
 - a. Seventy percent of people use a private vehicle as a means of travel to work.
 - b. Four-point nine percent walking.
 - c. One point five are cycling.
 - d. Note;
 - i. A more recent Census is needed to understand the effect of the changes the network has had since 2018 on travel modes.
 - ii. The Plan recommends Improved network surveys and monitoring is needed for all modes to better inform the next plan review. Officers are actioning this recommendation.
28. New subdivisions and developments are formed to meet current standards in NZS4404, however leave gaps from new to existing leaving gaps in connectivity.
29. The current network is not future proofed. As the district grows these changes will put pressure on the existing transport network unless the existing network and new developments are well connected to the active transport network and townships.

Ngā kōwhiringa | Options

30. Option A, Accept the Pathways Network Plan for officers to action the next steps.
 - a. Communicate the Summary Brochure to Councils wider audiences.
 - b. Continue to seek NZTAs endorsement and co-funding for delivery.
 - c. Update Transports Activity Management Plan and prepare for the 2027-30 LTP.
31. Option B, Not accept the Plan at this time and provide feedback for officers to consider changes to the plan.

Mana whenua

32. A Tāngata Whenua project overview has been developed and issued to Councils iwi liaison team inviting local iwi and hapū to engage in the Plan and provide feedback.
33. The Plan is considered a live document, Council officers welcome feedback as it comes available.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

34. The acceptance of this Plan will have a positive impact on Councils ability to respond to the impacts of climate change. By improving the pathways network and encouraging uptake of active transport will reduce reliance on vehicles and carbon emissions.

Ahumoni me ngā rawa | Financial and resourcing

35. There are no financial implications in the acceptance of this plan. However, the delivery of it will be funded through the Long- term Plan. The plan recommends a sustainable investment of approximately ten million over ten years, averaging three million per LTP funding cycle.

36. Funding from NZTA for cycleway improvements was not funded in the 2024-27 LTP in line with the current Government Policy Statement.
37. This investment is comparable to the former strategic network plans investment over its 10-year programme.
38. Access and Transport will consider its capacity to complete in house design and procurement of the physical works.
- Existing contracts and contract rates will be considered for cost efficiencies.
 - Standard designs will be adopted to reduce design costs for low complexity sites.

Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

39. Identification of any consenting requirements is an identified legal and compliance risk. Late involvement of the consents team may result in delays to the implementation of the programme. Involving planners early in the design stage will mitigate this risk.

Ngā pānga ki ngā kaupapa here | Policy impact

40. There are no perceived current or future impacts to policy due to this Plan update.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

41. A key part of developing the Pathways Network Plan, was to inform the community about the project and incorporate issues from key users and the wider community.

The objectives of the project's engagement and communications programme were to:

- raise awareness about the project and encourage people to get involved.
- build support for an enhanced walking and cycling network.
- build trust and confidence in the process and in Council.

42. Tactics included running two workshops with Council's Kāpiti Cycleway, Walkway and Bridleway (CWB) Advisory Group and others. The first workshop involved asking participants to note ideas for improvement, issues, problems etc, at specific locations. This was done by placing post-it notes on maps of the district. The second workshop involved participants testing and ranking the long list of projects the technical team had created from their earlier input and other sources.
43. To reach other stakeholders and the wider community, we used Councils Have Your Say (HYS) online engagement platform from 11 May to 9 June 2024. This provided people from across the Kāpiti District with an opportunity to identify and locate ideas for improvement, issues, and problems on a map of the district. The HYS platform also provided people with the opportunity to ask questions. This engagement opportunity was promoted through Council's communications channels and through radio and newspaper advertising.
44. We also engaged with key staff to ensure other related portfolios such as accessibility, community needs, environmental issues, and facility design had could contribute to the plan's development.
45. A project webpage was set up: kapiticoast.govt.nz/council/projects/districtwide-investments/walking-and-cycling-network-plan.

46. Measuring and evaluating our engagement activities

The HYS platform received 944 visits, with 460 comments/inputs (included multiple comments from the same person).

We evaluated our engagement by providing workshop attendees with a paper feedback form at workshop two and emailing an online form to HYS respondents. We received a total of twenty-

three responses. Seventy percent of respondents said their expectation of the engagement process were mostly or fully met. Sixty-one percent of respondents said the engagement made them feel valued or very valued. Comments were positive about the process and wider Council communications and engagement efforts.

Te mahere tūhono | Engagement planning

47. We have developed a Summary Brochure of the Plan, and this will be shared with stakeholders and promoted to the community once the Plan is approved.

Whakatairanga | Publicity

48. Council's communications team will communicate the plan through Council's channels including website, newsletters, and social media.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Summary Brochure [↓](#)
2. Pathways Network Plan (under separate cover) [⇒](#)

Preferred programme

Rank	Project name	Town	Project Description	Cost estimate (\$000)	Expected benefits (\$000)	Expected delivery date – LTP cycle		
						2027–30	2030–33	2033–36
1	Paraparaumu Railway Station connectivity and accessibility improvements	Paraparaumu	Intersection improvements for pedestrians and cyclists.	329	1171			✓
2	Elizabeth Street crossing point	Waikanae	A crossing point to the shops near Anne Street.	78	747	✓		
3	Marine Parade shared path and crossing upgrades	Paraparaumu Beach	Remove kerb buildouts and install a new raised crossing near Howell Road. Extend existing shared path from the roundabout.	123	1145	✓		
4 =	Poplar Ave shared path	Raumati	Upgrade shared path between the school entrances and exits. Provide a formal crossing point and reinforce a lower speed area.	257	801	✓		
4 =	Rimu Road cycle lanes	Paraparaumu	Upgrade cycle lanes from Ihakara Street to Kāpiti Road.	232	2089	✓		
6	Marine Parade beach crossing point	Paraparaumu Beach	Provide new crossing points between Tahi Road and Ocean Road to access the shared path and beach.	235	1422	✓		
7	Marae Lane pedestrian facilities	Waikanae	Upgrade pedestrian facilities to increase pedestrian accessibility and connectivity.	245	508	✓		
8	Te Moana Road shared path and crossing upgrades	Waikanae	Upgrade shared path, crossing facilities and extend on–road cycle lanes from Te Ara Kawakahia to Rauparaha Street.	1231	3902	✓		
9 =	Percival Road shared path and crossing upgrades	Paraparaumu Beach	Extend shared path and upgrade crossing points for pedestrians and cyclists from Percival Road to Donovan Road.	738	1964	✓		
9 =	Donovan Road shared path and crossing upgrades	Paraparaumu Beach	Upgrading footpath to a shared path and existing crossing point from Percival Road to Te Kupe Road.	894	2028	✓		
9 =	Te Moana Road	Waikanae	Improve Te Moana Road / Rauparaha Street intersection to provide safe crossing points. Extend on–road cycle lanes.	444	2576			✓
12 =	Poplar Avenue intersection upgrade	Raumati	Improve crossing safety for pedestrians by upgrading intersections from Matai Road to Glenn Road.	156	801	✓		
12 =	Rauparaha Street shared path	Waikanae	Provide a shared path from Te Moana Road to Tutere Street to increase connectivity and accessibility to the beach.	1210	3624	✓		
14 =	Beach Road wayfinding and safety improvements	Paekākāriki	Install signage and road markings for cyclists and a mid–block crossing refuge for pedestrians. Improve safety around the railway crossing.	143	277	✓		
14 =	Rimu Road crossing points	Paraparaumu	Upgrade crossing points at Ihakara Street / Rimu Road Roundabout.	164	1973			✓
14 =	Mazengarb Road crossing upgrades	Paraparaumu	Upgrade crossings near Paraparaumu College to dual pedestrian/cycle crossings.	324	1986			✓
17	Marine Parade shared path extension	Paraparaumu Beach	Extend shared path to the Tahi Road Intersection and provide a safe crossing.	97	1075	✓		
18	Rimu Road pedestrian safety improvements	Paraparaumu	Upgrade crossing points from Ihakara Street to Kāpiti Road and provide new ones. Upgrade all side road accesses into Coastlands.	650	3625		✓	
19	Te Moana Road footpath extension	Waikanae	Extend footpath from Main Road to Karu Crescent.	207	1085			✓
20	Aotaki Street	Ōtaki	Build a shared path from Riverbank Road to Mill Road.	641	2022		✓	
21	Main Street shared path and crossing upgrades	Ōtaki	Between Aotaki Street to Te Rauparaha Street extend shared path and improve signage and upgrade crossing point.	716	2021		✓	
22	Waikanae Rail Station connectivity and accessibility improvements	Waikanae	Intersection and route improvements for pedestrians and cyclists.	663	471	✓		
23	Raumati Road / Raumati Beach Village intersection safety improvements	Raumati	Reconfigure Matatua Road/Alexander Road intersection.	444	1153		✓	
24	Ihakara Street shared path	Paraparaumu	Provide a shared path from the roundabout to the proposed Link Road.	359	637			✓
				10580	39103			

✓ Delivery by walking and cycling programme

✓ Delivery through speed management plan

How we created the Pathways Network Plan

We applied the business case approach to ensure the plan is outcomes focussed, and evidence based. As well as in-depth technical investigations and reviews, the plan was informed by robust stakeholder engagement. Stakeholders included the Cycling, Walking and Bridleway (CWB) Advisory Group, Waka Kotahi NZTA, iwi and school representatives, and key staff. We held a workshop with councillors and ran an online engagement process with our community through our Have Your Say platform.

The Plan aligns with current policies, strategies and plans, including the Government Policy Statement on Land Transport 2024 (GPS), the Wellington Regional Land Transport Plan 2021 – 2024, Council’s Activity Management Plan 2023, Sustainable Transport Strategy 2022, Climate Change and Resilience Strategy 2023, Speed Management Plan 2023–33, District Plan 2021, and Growth Strategy Te tupu pai – Growing well 2022.

Delivering the programme

Timing for project delivery has been adjusted to align with Council’s wider work programme and funding availability. Several of the projects will be delivered by other parts of Council, eg, the roading team as part of roading upgrades or implementation of the speed management programme. It is intended this work programme will be sustainably funded through the National Land Transport Programme, unless one-off Government funding becomes available.



Other considerations

Project costs and benefits were calculated according to methods set out by the relevant NZTA Waka Kotahi processes.

The NZTA Waka Kotahi Investment Prioritisation Method gives effect to the GPS by ensuring funded projects meet the Government’s transport objectives of improving economic growth, safety and value for money.

More information

Read the whole report: [link to come]

Find out about the business case approach at nzta.govt.nz

Read the GPS at transport.govt.nz

transport@kapiticoast.govt.nz



Kāpiti Coast District Council

Pathways Network Plan Summary

2027 – 2036

March 2025

The Pathways Network Plan recommends a 10-year programme of improvement projects to develop an accessible, safe, and connected transport pathways network which accommodates growth. The objectives of the plan are to:

- Expand network coverage:** improve active mode connections to key destinations like town centres, schools, workplaces, railway stations, commercial areas, and local streets.
- Enhance safety:** improve safety for all mode users, eg, pedestrians and cyclists.
- Ensure consistent investment:** ensure ongoing investment supports current users, encourages more active travel and adapts to development over time.

Another priority for the plan is to increase uptake and encourage people to use active transport modes. The programme will be reviewed each long term plan cycle.

We are seeking approximately \$10 million to deliver the programme over the 10 years of this Pathways Network Plan (2027–36). This allocation is in line with the expenditure of the previous Stride n’ Ride Programme, which delivered a wide variety of walking and cycling improvements during its 10-year life.

Existing problems and the case for change

- Gaps in the network limit connectivity and reduce access to key destinations.
- Unsuitable traffic speeds and infrastructure compromises safety for active travellers which deters them from using active modes.
- The current network is not future proofed to cater for population growth and land use change, which will result in reduced effectiveness over time. This will lead to a greater reliance on cars and increases in greenhouse gas emissions.

Identifying the programme

A long list of projects was identified then run through a multi-criteria analysis framework. Criteria included determining how much a project would improve access, connectivity, safety and future-proof the network. Other criteria were social and environmental effects, cost and affordability, economics (estimated benefit-to-cost ratio made up mainly of safety and uptake benefits), and stakeholder feedback.

The resulting ‘shortlist’ was made up of 25 high priority projects, 26 medium priority projects, and 43 low priority projects. 24 of the 25 high priority projects were then evaluated (one was removed because it will be delivered by NZTA Waka Kotahi as part of the revocation of M2PP) to form our preferred programme.

9.5 APPROVAL OF EMISSIONS REDUCTION STRATEGY FOR PUBLIC CONSULTATION

Kaituhi | Author: **Damian Ryan, Principal Advisor Strategy**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

1. This paper seeks approval of the draft Emissions Reduction Strategy (previously titled the Climate Mitigation Sub-Strategy) for public consultation from mid-May to mid-June 2025.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. No executive summary is required.

TE TUKU HAEPAPA | DELEGATION

3. The Strategy, Operations and Finance Committee has the authority to develop, review, and approve strategies under section B.1 of the 2022-2025 Triennium Governance Structure and Delegations.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. **Approve** the draft strategy (Appendix One and Two) and the proposed change of name from the 'Climate Change Mitigation Sub-Strategy' to the 'Emissions Reduction Strategy'.
- B. **Approve** the public consultation on the draft Emissions Reduction Strategy from 19 May to 13 June 2025.
- C. **Note** the public consultation process outlined in this paper and the supporting communication documents as appended.
- D. **Note** that subject to the timing of iwi consultation, online publication of the strategy will be tabled for endorsement in August or September 2025.

TŪĀPAPA | BACKGROUND

4. Development of a Climate Change Strategy is one of Councillors Top 10 priorities for the current triennium. Work has been underway to progress this action for some time, with key steps including:
 - 4.1. In July 2023, the Strategy, Operations and Finance Committee (this Committee) approved the development of a Climate Change and Resilience (CCR) Strategy as part of the Council's Policy Work Programme.
 - 4.2. Previous papers considered by this Committee have extensively documented the subsequent work programme to develop a Climate Strategy since then.³ Of particular note, in December 2024, it was agreed that the original strategy would split into three sub-strategies: Mitigation (now named Emissions Reduction); Adaptation; and Recovery

³ See for example, 13 March 2025, Item 9.2. *Review of draft Climate Change Mitigation Strategy*.
https://kapiticoast.infocouncil.biz/Open/2025/03/SOF_20250313_AGN_2775_AT_WEB.htm

and Resilience. It was determined that the Mitigation (Emissions Reduction) sub-strategy would be developed first, and the other sub-strategies would follow in due course.⁴

4.3. This Committee received the first draft of the 'Climate Change Mitigation Sub-Strategy' on 13 March 2025, and provided feedback to staff. The Committee noted that targeted early engagement with mana whenua partners, Council advisory groups and stakeholders on this draft document will occur in mid-to-late March 2025; and that a revised draft document would be presented to the Climate and Environment Committee for information and endorsement on 8 April 2025. These steps have been completed.

5. On 8 April 2025, the Climate and Environment Committee (CEC) received the revised draft noted the content and previous elected member input and decided it should be considered by this Committee in May 2025 for approval.

HE KÖRERORERO | DISCUSSION

He take | Issues

6. Approval is sought today to release the attached Emissions Reduction Strategy (Appendix one) for public consultation. Of note:

6.1. No substantive changes have been made to the structure or headings, and the draft strategy continues to emphasise two core messages: the benefits of decarbonisation and the need to reduce gross emissions.

6.2. Editing has been undertaken to improve readability and incorporate feedback from SOF and stakeholders. Key changes include:

- Renaming the title of the strategy to "*Emissions Reduction Strategy*" to reflect its status as a standalone strategy, clarify its focus on mitigation (not adaptation), and to use more accessible language.
- The designed A3 strategic framework diagram (Appendix 2), providing an overview of the strategy.
- Better highlighting of community views, the benefits of decarbonisation, and that local people and businesses are already taking action to capture these benefits.
- More clearly acknowledging that everyone in the district has a role to play and that collective action is in our shared interest.
- Explaining how the strategy relates to other strategies and plans from Council, regional council and the government.
- Reducing word count wherever possible and making technical content more accessible.

7. The designed A3 (Appendix two) and an accompanying information poster (Appendix three – draft only) will support engagement with the public, as noted in paragraphs 17 and 18 of this paper.

⁴ See Committee resolution: SOF2024/53.

https://kapiticoast.infocouncil.biz/Open/2024/12/SOF_20241205_MIN_2629.PDF

8. Following public consultation, in July 2025, a briefing will be held with Councillors to discuss community feedback. Similar to the Economic Development Strategy, a user-friendly digital presentation of the strategy content will be prepared for final publication on Council's website.
9. Subject to the timing of engagement with iwi partners (see paragraph 12), the website content for the finalised strategy will be tabled with CEC and SOF for endorsement in August or September 2025.

Ngā kōwhiringa | Options

10. There are no options to consider.

Mana whenua

11. Consideration of mana whenua interests and concerns, as well as Council's obligations to tangata whenua under Te Tiriti o Waitangi, informed drafting the strategy. Of note, in October 2023, Te Whakaminenga o Kāpiti (TWOK), appointed representatives to the Climate Change & Resilience Community Thinktank (CCRCTT) and Council's Iwi Partnerships team provided access to existing material developed as cultural advice for wider Council projects that represented mana whenua views on the environment and climate issues⁵.
12. Additional engagement with iwi will over the next few months, alongside wider public consultation. However, due to competing year-end priorities engagement with iwi may not be completed until after July 2025. To accommodate this, we may consider delaying the finalisation of the strategy until September 2025 or even after the election this year.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

13. Once approved, the Strategy will provide the long-term direction and focus for all emissions reduction action undertaken and enabled by Council. This includes partnering with business and community groups to effect change in the district over the next 5-15 years. It will be a key document for guiding a range of climate and environment-related activities and objectives under the Council's 'People, Place, Partnership' framework.

Ahumoni me ngā rawa | Financial and resourcing

14. There are no additional financial or resourcing costs associated with the development of this strategy, as it builds on and adds detail to the emission reduction elements of the Council's existing Climate Emergency Action Framework and Council's existing work programme. However, implementation may lead to new activities and changes to existing ones. Any future spending or investment decisions would need to be considered through future budgets, annual plans, and long-term plans if applicable.

Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

15. No legal or organisational risks have been identified.

Ngā pānga ki ngā kaupapa here | Policy impact

16. There are no immediate policy impacts from developing this draft strategy.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

17. The proposed consultation for the draft strategy includes:

⁵ This included the cultural values assessments for the Takutai Kāpiti project and Kāpiti Whaitua.

- 17.1. Four-weeks of consultation between Monday 19 May and Friday 13 June 2025.
- 17.2. An online 'launch' webinar, in the week of 19 May 2025, with the Chair and Deputy Chair of CES hosting the session.
- 17.3. Dedicated Have Your Say webpage (live from 19 May 2025). Regular stories with a call to action on our established communication channels throughout the consultation period.
- 17.4. In-person drop-in sessions in the five main localities:

18.		Date	Time	Venue
	Raumati	28 June	12pm-2pm	Pop-up at Raumati Marine Gardens
	Waikanae	31 May	10am-1pm	Waikanae Library
	Paraparaumu	4 Jun	10am-2pm	Paraparaumu Library
	Paekākāriki	7 June	10am-1pm	Paekākāriki Market Day
	Ōtaki	10 June	5pm-7pm	Memorial Hall (ahead of Community Board meeting)
	Paraparaumu	11 June	12pm-2pm	Paraparaumu Library

A series of case studies demonstrating how Council, people and businesses across Kāpiti are already taking climate action will also be promoted on the Council website to help raise awareness of the benefits of decarbonisation and the consultation process.

Whakatairanga | Publicity

- 19. A communications and engagement plan has been developed which sets out the consultation approach and key messages.

NGĀ ĀPITI HANGA | ATTACHMENTS

- 1. Appendix 1 - Draft Emissions Reduction Strategy [↓](#)
- 2. Appendix 2 - Designed A3 Strategic Framework [↓](#)
- 3. Appendix 3 - Information Poster [↓](#)

Kāpiti Coast District Council

Emissions Reduction Strategy

Building a more prosperous, healthier, low carbon Kāpiti

August 2025

Draft version 3.3

1

Version Control

Version	Details	Created by	Date Created
1.0	Initial skeleton draft	Damian Ryan	27/1/25
2.0	First full draft for peer review	Damian Ryan	19/2/25
2.1	First full draft for GM review	Damian Ryan	28/2/25
2.2	First full draft for GM review revised	Gina Anderson- Lister	28/2/25
3.0	Second draft incorporating SOF committee and other feedback	Damian Ryan	11/03/25
3.1	Second draft (Clean) for Manager review	Damian Ryan	25/03/25
3.2	2nd draft (Clean) for GM review	Damian Ryan	27/03/25
3.3	2nd draft (Clean) approved by GM for CE Committee review	Damian Ryan	1/04/25

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Message from the Mayor

[to be drafted towards the end of the strategy process],

Purpose

A more prosperous, healthier, low-carbon Kāpiti

This isn't your usual strategy, it is a call for collective action – to bring together people and businesses across Kāpiti (anyone else who wants to join), to take action to reduce their emissions. We have already heard from our community through Vision Kapiti that we want to accelerate the amazing efforts to date, and to maximise the benefits of decarbonisation so that households, businesses, and Council can:

- Save money through improve energy efficiency and adopting more cost-effective clean technologies across the district.
- Continue to enjoy energy security and resilience, and warmer and drier homes, and now and in the future. As a result we are healthier too.
- Work together to create a vibrant, compact and better-connected community where we enjoy Kapiti's 'mountain to sea' offerings through increased opportunity to cycle, walk, and get outside.

Through this strategy, we are setting a challenge for the future – one where we create more prosperous, healthier, low-carbon living through ambitious, practical and affordable greenhouse gas emissions reduction. Our aspirational goal is a net zero emissions district by 2040.

Reducing our emissions also means we'll be doing our part to lessen the impacts of a changing climate (which in practical terms for Kapiti is seen through more extreme storms, floods, and droughts), while building a more resilient and future-proofed local economy.

An emissions reduction strategy for all of Kāpiti

This strategy is community focused, and designed for the people of Kapiti. While Council is showcasing its role in cutting emissions, it sets out the feedback our community has already shared on its aspirations, and its success will ultimately be dependent on the actions of everyone in the district.

In practice it will be the emissions reductions, tree planting efforts, and offsetting decisions of individual households, businesses, marae, landowners, schools, and other organisations that will deliver a net zero Kāpiti.

Through this strategy and supporting action plans, the Council's role is to help create the local conditions so that everyone in Kāpiti can enjoy the benefits of decarbonisation and take practical, affordable steps towards our aspirational 2040 goal.

To ensure our continuing efforts take account of new opportunities and challenges, the strategy will be reviewed every 5 years and implemented through separate action plans that focus on near-term action (3-5 years).

Connected climate strategies

This strategy will be complemented in due course by connected strategies on resilience/recovery (how we respond to extreme climate and/or natural disaster events in the district) and adaptation (how we continue to respond to the physical impacts of climate change) into the future.

Net zero? Low carbon? Climate mitigation? What's the difference?

Climate change language can be confusing, even for experts. You'll find a glossary at the end of this strategy explaining all climate-related terms used in this document.


Strategic Framework

[See separate pdf]

Where we are now

This strategy builds on climate action already underway

People and businesses across Kāpiti are already taking action to reduce their emissions by shifting to low emissions transport options, electrifying their homes and businesses, and minimising waste. These efforts are helping to create a more prosperous, healthier, low carbon Kāpiti.

 For more information and case studies, see [\[link to KCDC website\]](#).

The Council's commitment to climate action

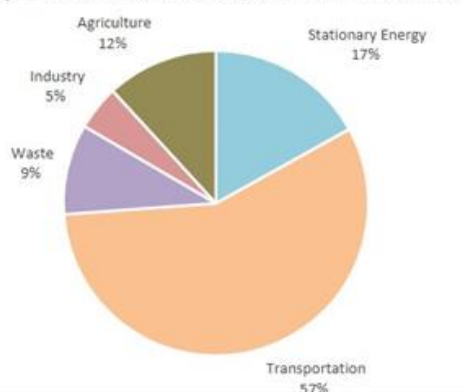
The Council started measuring and tackling its organisational emissions 15 years ago – one of the first councils in New Zealand to do so. Between 2009/10 and 2023/24, the Council's organisational emissions have been cut by 72%. The Council's other key climate actions include:

- 2019: Declaring a climate emergency
- 2021: Adopting a Climate Emergency Action Framework
- 2022: Publishing a Climate Emergency Action Plan and annual progress reports
- 2023: Setting an aspirational goal to reduce emissions across the Kāpiti Coast district to net zero by 2040.

Kāpiti Coast District: our carbon footprint

In 2023/24, the Kāpiti District's total 'gross' emissions were around 315,000 tCO₂e.² Transport, stationary energy, and waste comprised 83% of the district's emissions footprint.

Kāpiti Coast District Sources of GHG Emissions



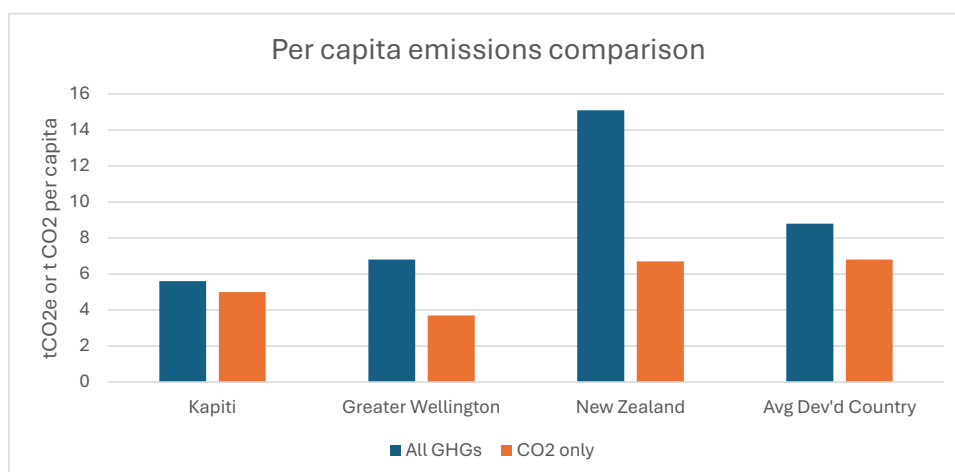
Kāpiti district emissions have reduced 6% since the first regional emissions inventory was undertaken in 2018/19. This reduction has occurred even as the population has increased.


Forestry also plays an important part in reducing emissions because trees absorb and store (or 'sequester') carbon from the atmosphere. In 2021/22, district forests (mostly exotic pine, but also natives) sequestered around 78,000 tCO₂ net emissions¹, equivalent to 27% of the district's total gross emissions for the year.

How we compare with others

The average Kāpiti resident emits around **5.6 tCO₂e each year** of all greenhouse gases. This is lower than the per capita average for the Greater Wellington Region and New Zealand (6.8t and 15t respectively).

The difference reflects the relatively low agricultural emissions in Kāpiti (12% of total), compared with 53% of New Zealand's emissions coming from agriculture. Accounting for carbon dioxide (CO₂) only, Kāpiti per capita emissions (5.0t) are above Greater Wellington (3.6t) but still below the New Zealand average (6.7t) as illustrated below.



 For more detailed information about emissions in Kāpiti, see [\[link to KCDC webpage\]](#).

¹ 'Net' forestry emissions equals carbon stored by growing trees minus carbon removed in trees harvested during the year

Kāpiti is well-placed to seize the benefits of decarbonisation

Key reasons include:

- **Our emissions profile.** While transport is our biggest challenge, it's also our biggest opportunity to reap the benefits of decarbonisation.
- **Our engaged and motivated community.** People and businesses across Kāpiti are already taking action to reduce their emissions. In a 2022 Council survey, 58% of residents said they were prepared to take action to reduce their own emissions, and a further 27% were prepared to act depending on the costs and benefits.²
- **We have the tools we need.** Key emission reduction technologies, such as heat pumps, solar panels, and electric cars, bicycles, and buses, are declining in cost and are already significantly more energy efficient than burning fossil fuels. Many banks now offer zero or low interest 'green' loans to households and businesses to finance the purchase of these technologies.

But we have some challenges to navigate

Key constraints include:

- **Transition challenges.** It's tough out there, particularly in recessionary conditions. People have more limited resources, and others may still be in high emission jobs, meaning that it will be harder for some of us to shift to low carbon living. This strategy recognises the importance of a transition that is fair and equitable.
- **The Council's limited levers to reduce emissions.** This strategy shares the Council's role in accelerating decarbonisation, but recognises that everyone has a part to play if we're going to meet our ambitious goals.
- **Policy fluctuations at a national and regional level.** This strategy is about where we want to be in 15 years' time, while recognising that specific government policies and funding priorities may change along the way. Effective relationships with the Government, Regional Council, and other local councils are essential for successful strategy delivery.

Overall, we think Kāpiti is well-placed to reduce emissions in ways that bring significant benefits for people, our local economy, and the environment. Our strategy is to focus on maximising these benefits.

² *Shifting to a low-carbon Kāpiti* (2022) survey response report:
<https://www.Kapiticoast.govt.nz/media/acjlm4j1/shifting-to-a-low-carbon-Kapiti.pdf>

Where we want to be

Our aspirational goal is a net zero Kāpiti by 2040

You have shared through survey, Vision Kāpiti, and in day-to-day engagement, that you want to work with us to create a more prosperous, healthier, low carbon place to live.

Council has already taken a key step towards this by setting an aspirational 2040 'net zero' emissions goal for the district. Under this strategy, 'net zero' means cutting Kāpiti's emissions as close to zero as possible and 'offsetting' any remaining through increased carbon sequestration, primarily through increased forest cover. Reducing emissions to net zero will:

- bring a range of benefits and opportunities for Kāpiti
- mean we are playing our part to minimise the impacts of climate change.

But this isn't just about setting an aspirational goal, or about Council, it's about ensuring our people and community are resilient now and into the future. We're focused on this goal so that you, your neighbours and friends can join a local movement to keep the place we live, work, and play somewhere we all get to enjoy and be.

Benefits and opportunities: it is in our interests to decarbonise

In 2024, the Climate Change Commission (the Commission) advised the Government that rapidly reducing gross emissions (rather than relying primarily on tree planting to meet targets) will bring a range of co-benefits including:³

- better health outcomes
- direct cost-savings over time
- improved energy security through reduced reliance on imported fossil fuels
- increased efficiencies, productivity, and innovation
- avoiding the risk of a harsher, more costly transition in future.

These benefits are expected to be significant. For example, improving air quality by decarbonising transport could lead to health benefits worth \$2.1 billion per year nationally by 2040. Further health benefits can be realised by making homes warmer and drier, and by increasing the uptake of active transport.

³ Climate Change Commission, *Advice on Aotearoa New Zealand's fourth emissions budget* (Nov 2024); Climate Change Commission, *Review of the 2050 emissions target including whether emissions from international shipping and aviation should be included* (Nov 2024).

The Commission has also calculated that getting to net zero before 2050 is achievable while still growing the economy, and could lead to savings of \$1 billion a year by 2040 due to the increased efficiencies of low emission technologies such as heat pumps and electric vehicles. Separate analysis indicates that rapidly electrifying homes, vehicles and businesses could lead to total savings of \$10.7 billion a year by the same date.⁴

What might a prosperous, healthier, low carbon Kāpiti look like?

Imagine a future in 2040 where because of our collective efforts, and those small but purposeful choices we make every day, that our future is brighter than ever before:

- **Transport:** We have more options to get around, which means more mobility and community connection. Public transport by bus and train is reliable, affordable, and frequently used. Those who want to are able to safely walk and cycle around the district, which also means less congestion for other road users. Many people still choose to travel by car – but the majority are electric, any remaining petrol and diesel vehicles are more fuel-efficient, and freight increasingly uses clean technology and alternative fuels to reduce costs.
- **Buildings and energy:** Buildings across Kāpiti are warm, dry and energy efficient. Uptake of affordable rooftop solar and community solar is helping to reduce energy bills and increase energy security and resilience.
- **Industry:** A shift towards sustainable consumption leads to more innovation and support for local business. Energy efficiency improvements not only reduce emissions but help to improve businesses' bottom line.
- **Waste:** Households and businesses produce significantly less waste, and are smarter about reusing, repairing, and recycling what we already have. This includes recovering resources such as construction material, food scraps and green waste.
- **Land use:** Urban areas become denser, creating vibrant, compact and better-connected communities. Total green space and forestry coverage is increasing, in line with community values.
- **Matauranga Māori** has helped shape our actions to ensure a holistic, integrated approach reflecting te ao Māori principles.

People and businesses in Kāpiti are already seizing the benefits of decarbonisation. For more information and case studies, see [hyperlink].

⁴ Rewiring Aotearoa, *Investing in Tomorrow: the electrification opportunity* (Aug 2024).

How we get there

Let's get down to business - to maximise the benefits from decarbonisation and achieve our aspirational 2040 net zero goal we need to focus our collective efforts, and raise our ambition.

That's going to require an approach based on common:

- **Principles** to guide our actions and decisions.
- **Pathways** to prioritise where we focus our resources to maximise reducing emissions at source (primarily transport, energy and waste)
- **Partnerships** with mana whenua, communities and businesses, as well as the Government and other councils

Principles

Principles are intended to act as 'guardrails' for all the work that we will undertake. They provide guidance without being prescriptive, allowing those at the Council delivering practical activities, whether in transport, energy, or waste, to choose how best to achieve outcomes. They're there for you to use too.

Some of the principles are specific to climate mitigation, while others are more generally applicable.

Principles	Because...
Be fiscally responsible	...the community expects the Council to use funding for climate action wisely, in ways that maintain or improve service delivery and help cut operating and debt service costs.
Focus on greatest gross emissions reduction opportunities	...this has more co-benefits, including economic innovation, transformation and more sustainable growth, maximises the impact of limited Council resources (time, people, funding), and because relying on emissions offsetting is not a long-term solution for achieving net zero.
Lead where the Council can	...we must 'walk the talk' and because Council's leadership, directly and indirectly, unlocks climate action by others.

Principles	Because...
Advocate where needed	...there is much that depends on the actions of others, especially by national and regional government decision makers.
Be ambitious and 'SMART' when setting objectives	...the urgency of climate change demands we move quickly, with purpose and aligned with the latest science, so objectives must be specific, measurable, achievable, relevant, and timebound ('SMART').
Incorporate matauranga Māori	...the knowledge of mana whenua brings a unique and holistic approach to climate action.
Apply a just transition lens to all our actions	...to be sustainable, change must be fair for current and future generations and help address, not embed, existing inequalities.
Take a 'systems' approach	...climate change is complex, interconnected, and dynamic. Actions must be well designed to deliver integrated, adaptive solutions that capture multiple benefits and avoid unintended consequences.
Engage, consult, & enable partners	...to succeed, the Council must work with, learn from, and enable our iwi partners and community stakeholders, including our most vulnerable, helping leverage greater change through education and grant funding initiatives.
Amplify not replicate the work of others	...the Council can't and doesn't need to do everything, but it can champion and promote the good work of others to accelerate positive change.

Pathways

To make the most impact, we want to target gross emissions

Our position, based on Climate Change Commission analysis, is that the best way to maximise the benefits of decarbonisation is to prioritise reducing emissions at source.

Getting slightly technical for a moment - this 'gross' emission reduction approach can be contrasted with a 'net' approach that focuses on carbon sequestration, such as planting trees. Both will be required to achieve net zero. However, our priority is to reduce gross emissions as much as possible, and then use sequestration to offset any difficult remaining emissions.

Our primary focus will be on transport, energy and waste

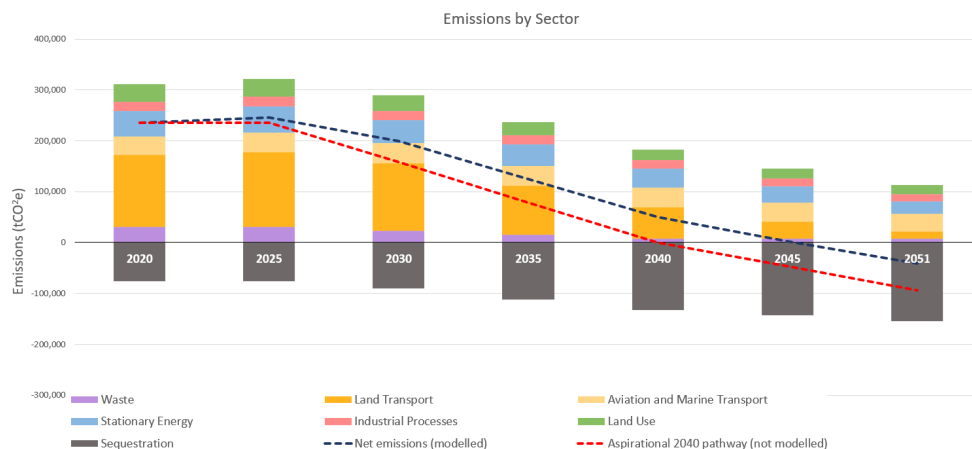
We have identified that we can make the most impact in reducing emissions by targeting transport, energy and waste as priority sectors because:

- They represent 83% of the Kāpiti Coast district's emissions; and
- Decarbonising these sectors will bring significant co-benefits.

Modelling has informed our ambition

Council modelling indicates that taking action in line with the Climate Change Commission's 'demonstration pathway' (dark blue dotted line in figure below) would enable the Kāpiti Coast to achieve net zero by 2045 – a significant achievement.

This strategy, however, sets a higher level of ambition. Our aspirational net zero 2040 goal underlines the Council's commitment to continuous improvement and seizing opportunities as they emerge. In other words, the difference in ambition compared with the 'demonstration pathway' reflects the assumed impact of behavioural change, emerging solutions and new technologies that could enable faster and cheaper decarbonisation over the coming 15 years.



Pathways to a more prosperous, healthier, low carbon Kāpiti

Given this dynamic environment, and to avoid locking us into a particular course of action, the following pathways provide a clear direction of travel, while being sufficiently flexible and high-level that we can consider a range of options to achieve our goals.

Getting from where we are now, to where we want to be in 2040 is going to require commitment from us all. The reality is that if work together, our collective efforts will make a difference.

If every one of us commits to do what we can every day, it's more than possible we will shift the 'emissions dial'. If you want to get involved just pick any one of the options below – start small, be innovative, and where it makes sense to: be bold. Whatever you do, commit to something now.


Transport	
Key Shifts	<p>How we move around:</p> <ul style="list-style-type: none"> • Increase uptake of walking, cycling and public transport. • Reduce travel demand through smart town planning, • Enable more people to work locally or from home. <p>Low emission vehicles:</p> <ul style="list-style-type: none"> • Improve fuel efficiency • Increase the uptake of electric / low emission cars, trucks and buses.
Key Council Levers	<ul style="list-style-type: none"> • District planning • Infrastructure provision • Enable community action, eg information and funding • Advocate to central and regional government • Reduce Council emissions, incl supplier emissions

Council actions already underway	<ul style="list-style-type: none"> Working with communities to develop town centre intensification plans that include a low carbon focus. Enabling active transport through safe and connected footpaths, shared paths and cycle lanes. Delivering transport safety education programmes such as Pedal Ready. Advocating with NZTA, MoT, Kiwirail and GWRC for low emission transport improvements. Electrifying Council's vehicle fleet. Exploring the development of a district EV Charging Policy to support EV uptake.
What can you commit to do?	<p>I will</p> <ul style="list-style-type: none">

Energy and Buildings	
Key Shifts	<p>Building performance:</p> <ul style="list-style-type: none"> Design and upgrade buildings to be warm, dry and more energy efficient. <p>Move on from fossil fuels:</p> <ul style="list-style-type: none"> Substitute coal, oil and gas with efficient electric or low emission machines (eg replace gas boilers with heat pumps). <p>Local renewable energy:</p> <ul style="list-style-type: none"> Increased uptake of residential/community solar and batteries.
Key Council Levers	<ul style="list-style-type: none"> Administer building regulations Infrastructure provision Enable community action, eg information and funding Advocate to central and regional govt Reduce Council emissions, incl supplier emissions
Council actions already underway	<ul style="list-style-type: none"> Supporting local businesses to reduce emissions through Pakihi Toitū o Kāpiti, Council's sustainable business network. Providing Healthy Home Kits through our local libraries. Maintaining and upgrading Council property to improve energy efficiency and lower costs. Committing to the Civic Centre solar hub project in the Long-Term Plan 2024. Reviewing Council's procurement policies and supporting suppliers to reduce emissions.
What can you commit to do?	<p>I will</p> <ul style="list-style-type: none">

Waste	
Key Shifts	Landfill: <ul style="list-style-type: none"> • Divert organic waste from landfill and improve gas capture. Minimise waste: <ul style="list-style-type: none"> • Refuse, reduce, reuse, recycle, recover.
Key Council Levers	<ul style="list-style-type: none"> • Administer waste bylaws • Enable community action, eg information and funding • Advocate to central and regional government • Reduce Council waste and include waste targets in Council procurement contracts
Council actions already underway	<ul style="list-style-type: none"> • Establishing Otaihangā Zero Waste. • Developing a regional waste calculator tool to help Multi Unit Development applicants undertake waste management and minimisation plans. • Awarding Waste Levy Grants to community-led projects. • Establishing nationwide regulated product stewardship in Kāpiti, such as 'Tyrewise.' • Supporting the delivery of waste education programmes, such as Love Your Compost, Zero Waste Education and Enviroschools.
What can you commit to do?	I will <ul style="list-style-type: none"> •

The details of these 'shifts' and 'levers' will be developed in separate action plans that Council will update on a regular basis.

-  For more information about actions already underway, see the Council's Climate Emergency Action progress updates at [What we're doing - Kāpiti Coast District Council](#). There's heaps of chances to get involved!

Sequestration will play a role in getting us to net zero

Even with ambitious efforts to reduce gross emissions, our aspirational net zero target assumes we will not be able to eliminate all district emissions by 2040. This is because in some areas, such as air travel, zero emission solutions are unlikely to be available or cost-effective. Any remaining emissions will need to be offset.

In practice, offsetting decisions sit with individuals, businesses and organisations (including Council) that hold responsibility for their own emissions. There are two main ways that people and entities can offset remaining emissions:

- Purchasing offset credits from New Zealand or overseas carbon markets;
- Sequestering carbon themselves, such as by planting trees.

Council does not have plans to purchase credits, either for its own organisational requirements, or for offsetting district-wide emissions, as we believe there is more benefit to be gained in other approaches. However, this option is available to business and other entities; and any and every contribution counts.

This strategy focuses on increasing carbon sequestration within the district, through forestry or other options such as wetland restoration, to offset the district's residual emissions. Council's role is to help create the local conditions for increased sequestration. How this is done will be critical, and will include supporting private landowners to identify opportunities and make decisions about their own land. Households and businesses can also support this step through tree planting or contributing funding to support others to do so.

Planting more trees within the district could bring environmental, social and economic benefits. Choosing the right tree is also key. Getting the right balance between fast growing exotics and slower growing natives will be key, acknowledging that natives can bring other benefits. Forestry does come with risk – if forests are lost due to fire, storms, pests or mismanagement post-harvest, they can become a carbon liability.

Council is committed to undertaking further analysis to identify cost-effective and beneficial sequestration opportunities on the Kāpiti Coast.

Sequestration	
Key Shifts	Increase carbon sequestration across the district: <ul style="list-style-type: none">• alongside our mana whenua partners, and in line with community values
Key Council Levers	<ul style="list-style-type: none">• District planning• Land use decisions about Council-owned land• Support private landowners with their land use decisions• Enable community action, eg information and funding• Advocate to central and regional government
Council actions already underway	<ul style="list-style-type: none">• The Council has planted 20ha of trees at the Waikanae Dam. Native bush is emerging and weed / pest control is ongoing.• The Council provides labour and technical support for approximately thirty community conservation groups across the district, many of which are planting trees or maintaining existing natural areas with sequestration potential.
What will you commit to do?	I will <ul style="list-style-type: none">•

Key enablers

These shifts in transport, energy, waste and sequestration will require different entities pulling the levers available to them. Key enablers include:

- Partnering to access funding and financing;
- Supporting innovation and uptake of low emission technology; and
- People and businesses being supported to acquire the new knowledge and skills to operate in a low carbon future.

Alignment with strategies, plans and funding

To be effective, the pathways and actions will need to align with related strategies, plans and funds at the national and regional level. These include:

- **Funding opportunities**, such as the funds administered by the Energy Efficiency & Conservation Authority (EECA) to reduce transport and energy emissions.
- **Emission Reduction Plans** released every five years by the Government. The latest ERP 2026-30 highlights the Government's commitment to meeting New Zealand's emission reduction targets, the importance of cost-effective action, and the Government's plans to enable climate finance, innovation and technology.
- **Regional strategies and plans**, such as the Wellington Regional Leadership Committee's Regional Emissions Reduction Plan 2024-30, and the Wellington Regional Waste Management and Minimisation Plan 2023-29, which includes targets to reduce kerbside waste by 30% and organic waste to landfill by 50%.

At a district level, this strategy also aligns with other Council strategies including:

- Growth Strategy | Te Tupu Pai
- Sustainable Transport Strategy
- Open Space Strategy
- Housing Strategy
- Economic Development Strategy.

Council will ensure that future strategies, notably those related to the environment, take account of this strategy.

How we will measure and report on progress

To track progress towards our district-wide aspirational net zero 2040 goal, we will measure and report back on the shifts in greenhouse gas emissions across the Kāpiti Coast district. This data will be used to review the efficacy of not only the Council's existing or new actions, but to also let you know how your efforts are contributing too.

We will also continue to provide regular progress updates on all Council's actions to contribute towards meeting our collective climate-related goals.

Partnerships

The Council will lead where it can

The Council will take the lead in driving change through its planning powers, advocacy to regional and central government, by continuing to cut its own emissions, education and awareness-raising, and creating the right local conditions for low carbon action.

But everyone has a role to play

Households, local iwi, businesses, community groups, NGOs, other local councils and partners in regional and central government all have important roles to play towards creating a prosperous, healthier, low carbon Kāpiti.

Partners and Stakeholders	Role
Iwi - Mana whenua partners	<ul style="list-style-type: none">• Bring te ao Māori perspective, mautauranga Māori and other local knowledge to Council decision making and actions• Help drive emissions reduction across iwi and hapu households, properties, and businesses
Households (Residents / ratepayers)	<ul style="list-style-type: none">• Provide the Council with community mandate and budget to act• Drive bottom-up individual actions at home and at work
Council advisory groups	<ul style="list-style-type: none">• Provide insights from key demographic groups to help shape equitable emission reduction action
Community groups	<ul style="list-style-type: none">• Drive practical grass roots emissions reduction in local communities• Advocate to the Council on climate concerns of local communities• Amplify and communicate climate-information in local communities
Businesses & Business Groups	<ul style="list-style-type: none">• Drive emission reductions within own businesses• Lead local innovation and provide emission reduction business solutions for others• 'Mainstream' emission reduction by demonstrating it's just 'good business'• Attract investment by helping build a 'low carbon' Kāpiti narrative• Facilitate staff climate action
NGOs	<ul style="list-style-type: none">• Bring climate expertise to local debates and decision-making processes• Advocate for those whose voice may not be heard• Support others to act through information/education.

Partners and Stakeholders	Role
Other local councils	<ul style="list-style-type: none">• Collaboration on cross-boundary climate issues• Source of ideas and best-practice
Greater Wellington Regional Council	<ul style="list-style-type: none">• Prioritise funding to enable better access to affordable alternate public transport options• Provide strategic regional leadership and funding for regional emission reduction efforts
Central government	<ul style="list-style-type: none">• Prioritise regulatory settings and funding of existing central government budgets to support access to better public transport options, alternate energy options, and waste minimisation• Provide strategic national policy framework, regulation, and funding across different agencies

What partnership with Council looks like

For mana whenua partners and local stakeholders, partnership with Council includes but is not limited to:

- Regular engagement and consultation, including transparency in decision-making and spending
- Collaboration and co-design of emission reduction initiatives where and when appropriate
- Financial support for community projects through Council grants
- Networking and education opportunities
- Advocacy by the Council to regional and central government on climate concerns and needs of local communities

For local, regional, and central government partners, partnership with Council means:

- Regular engagement to ensure regional and national alignment in plans / actions
- Sharing of knowledge and best practice
- Joint advocacy (i.e. with local and regional councils to central government) on shared interests
- Engaging early on proposed regulatory changes so that access to better public transport options, alternate energy options, and waste minimisation remains a priority.
- Collaboration and agreed priorities for funding to support and deliver major emission reduction activities.

Glossary

Adaptation: Actions that can help people or natural systems adjust to the actual or expected impacts of current and future climate change. Actions can be incremental, temporary, or transformational depending on the scale and pace of impacts.

Anaerobic decomposition: The breakdown of organic matter in an oxygen free environment. Typically occurs in landfill sites and leads to the production of methane.

Carbon: Generic climate term often used as a shorthand for carbon dioxide.

Carbon dioxide (CO₂): A long-lived greenhouse gas, produced by burning fossil fuels, which stays in the atmosphere for hundreds to thousands of years.

CO₂e: Refers to ‘carbon dioxide equivalent’ which is used to describe the warming potential of different greenhouse gases compared to carbon dioxide over a specified period.

Decarbonise / decarbonisation: The reduction of carbon dioxide emissions specifically, but often greenhouse gas emissions broadly.

Emissions: Generic climate term often used as shorthand for greenhouse gas emissions.

Emissions intensity: The amount of greenhouse gases produced per activity or unit, such as the emissions produced per household, dollar spent, or vehicle kilometres driven. Understanding emissions intensities between different activities helps track changes through time, such as improvements to household energy use.

Energy efficiency: Using less energy to achieve the same or increased level of service across the many activities and/or infrastructure that uses electricity or other fuels.

Energy security: The concept of having an energy supply that is secure from disruption, whether political, economic, or environmental in nature.

Fossil fuels: Natural fuels (oil, coal, and gas) formed in the geological past from the remains of living organisms. When used as fuel, they emit greenhouse gases.

Greenhouse gases: Includes all atmospheric gases that trap heat and contribute to climate change. Greenhouse gases include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and gases referred to as refrigerants (hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆)).

‘Gross’ emissions: Total greenhouse gas emissions from human activity, such as burning fossil fuels.

Just transition: Making sure that no one is left behind and that the benefits are shared widely as we transition to a low carbon Kāpiti. Often used interchangeably with 'fair' or 'equitable' transition.

Low carbon: Term used to describe low levels of (but not necessarily zero) gross greenhouse gas emissions.

Matauranga Māori: Translates to Māori knowledge, wisdom, understanding, and skill, encompassing the traditions, concepts, and worldviews of Māori.

Methane (CH₄): A short-lived, but potent, greenhouse gas. It degrades in the atmosphere over decades, but has a warming effect twenty-eight times greater than CO₂ over 100 years.

Mitigation: Human actions to reduce greenhouse gas emissions at source, or by doing things that absorb and store carbon (also known as sequestration).

'Net' emissions: The overall balance between total greenhouse gases produced from human activity, minus greenhouse gases removed from the atmosphere.

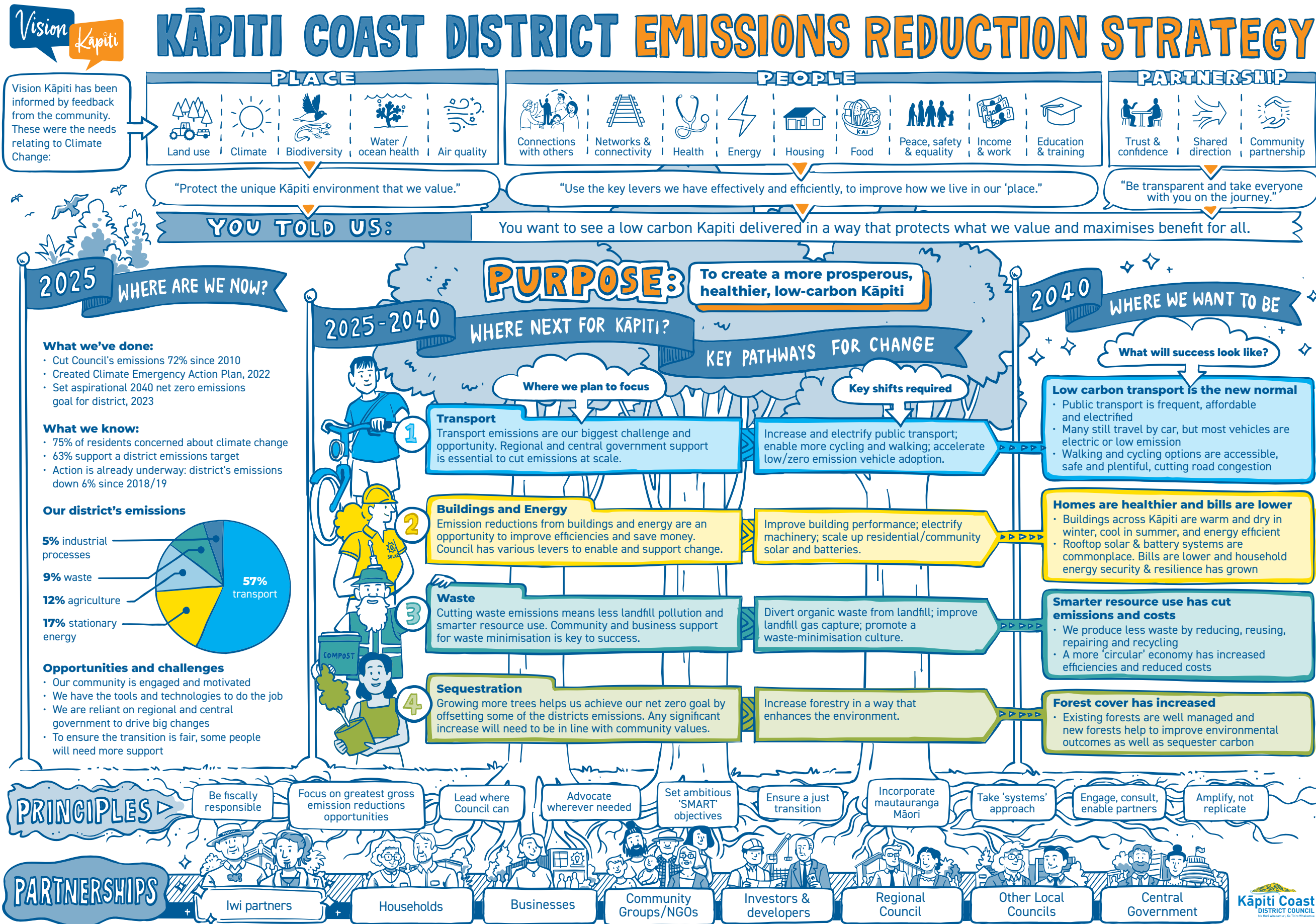
Net zero: Refers to balancing emissions to zero which means emissions produced by human activity and emissions removed from the atmosphere (eg using trees) are equal.

Offsets: Actions or projects to reduce or remove emissions from the atmosphere which, from an accounting perspective, are then used to reduce the emissions footprint of an organisation or country. For example, an organisation may offset its emissions by buying carbon credits produced by planting trees.

Resilience: The ability of a system, community, or society to anticipate, prepare for, and respond to the impacts of climate change, while maintaining essential functions and adapting to changing conditions.

Sequestration: The process of capturing and storing carbon dioxide from the atmosphere to reduce its impact on the climate. Trees, soil, wetlands, and the ocean sequester a significant amount of carbon dioxide.

Te Ao Māori: Translates to the Māori world view and encompasses a deep respect for nature and a holistic understanding of the interconnectedness between humans and the environment.



Have Your Say – Emissions Reduction Strategy

We know that climate change is an important concern for many in the Kapiti district.

Since 2009, the Council has sought to show climate leadership by cutting its own organisational greenhouse gas emissions. As of 2024, the Council's emissions have reduced by 72%, helping to lower operating expenditure and improve service delivery.

The Council has now developed a draft Emissions Reduction Strategy to cut emissions across the whole district. The strategy's aspirational goal is for the Kapiti district to reach net-zero emissions by 2040. Net zero means cutting everyone's emissions as much as possible and 'off-setting' the remainder by planting trees to capture and store carbon dioxide from the atmosphere.

Cutting emissions at the district level is a collective effort. Council has a leadership role by helping to create the local enabling conditions for iwi, households, and businesses to act, and by advocating for the district's needs at regional and central government levels. But success will depend on all of us playing our part – at home, at work and in the community. This strategy is therefore intended for everyone.

Your feedback is important to us to help ensure this strategy reflects the values and priorities of our community so that we can work together to build a more prosperous, healthier, low carbon Kāpiti. We want to know your views on our aspirational goal of net-zero emissions by 2040 and the principles, pathways, and partnerships we have proposed for getting there.

This Emissions Reduction Strategy will be followed by more detailed action plans that will involve further opportunities to have your say.

Have your say

Let us know what you think about our draft Emissions Reduction Strategy by **12noon Friday 13 June 2025**.

Tell us your thoughts by:

1. completing our online survey
2. emailing your feedback to XXXXX@kapiticoast.govt.nz
3. attending one of our drop-in sessions (see below)

See the full strategy and find out more at: haveyoursay.kapiticoast.govt/needs-completing

Benefits of ambitious emissions reduction

- Improving air quality by decarbonising transport could lead to health benefits worth \$2.1 billion per year nationally by 2040.
- According to the Climate Change Commission, achieving net zero before 2050 is achievable while still growing the economy, and could lead to savings of \$1 billion a year by 2040 nationally due to the increased efficiencies of low emission technologies.
- Other analysis indicates that rapidly electrifying homes, vehicles and businesses could lead to total savings of \$10.7 billion a year by 2040 nationally.

10 TE WHAKAŪ I NGĀ ĀMIKI | CONFIRMATION OF MINUTES

10.1 CONFIRMATION OF MINUTES

Author: Jessica Mackman, Senior Advisor Governance

Authoriser: Kris Pervan, Group Manager Strategy & Growth

TAUNAKITANGA | RECOMMENDATIONS

That the minutes of the Strategy, Operations and Finance Committee meeting of 10 April 2025 be accepted as a true and correct record.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Minutes of the Strategy, Operations and Finance Committee Meeting of 10 April 2025 [↓](#)

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

10 APRIL 2025

MINUTES OF THE KĀPITI COAST DISTRICT COUNCIL
STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
HELD IN THE COUNCIL CHAMBER, GROUND FLOOR, 175 RIMU ROAD, PARAPARAUMU
ON THURSDAY, 10 APRIL 2025 AT 9:31 AM

PRESENT: Cr Sophie Handford (Chair), Mayor Janet Holborow, Deputy Mayor Lawrence Kirby, Cr Glen Cooper, Cr Martin Halliday, Cr Rob Kofoed, Cr Shelly Warwick, Cr Kathy Spiers, Cr Nigel Wilson
Via Zoom: Cr Jocelyn Prvanov

IN ATTENDANCE: Ms Kris Pervan, Mr Darren Edwards, Mr Sean Mallon, Ms Morag Taimalietane, Ms Steffi Haefeli, Mr Simon Black, Mr Bede Laracy, Mr David Shand, Ms Anna Smith, Ms Kate Coutts, Ms Jessica Mackman, Mr Jason Holland, Ms Corinna Tessendorf (Urban Edge Planning Ltd), Ms Gina Anderson-Lister, Mr Darryn Grant
Via Zoom: Mr Glen Olsen

WHAKAPĀHA | APOLOGIES: Ms Kim Tahiwī (Ngā Hapū o Ōtaki), Mayor Janet Holborow (for lateness)

LEAVE OF ABSENCE: Cr Liz Koh

1 NAU MAI | WELCOME

The Chair, Cr Sophie Handford welcomed everyone to the meeting and acknowledged the elected members, Council officers and members of the public in attendance.

2 KARAKIA A TE KAUNIHERA | COUNCIL BLESSING

The Chair read karakia a te Kaunihera.

3 WHAKAPĀHA | APOLOGIES

APOLOGY

COMMITTEE RESOLUTION SOF2025/12

Moved: Cr Sophie Handford

Seconder: Deputy Mayor Lawrence Kirby

That the apologies received from Kim Tahiwī (Ngā Hapū o Ōtaki) for absence and Mayor Janet Holborow for lateness, be accepted.

CARRIED

**4 TE TAUĀKĪ O TE WHAITAKE KI NGĀ MEA O TE RĀRANGI TAKE |
DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA**

There were no declarations of interest relating to items on the agenda.

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

10 APRIL 2025

5 HE WĀ KŌRERO KI TE MAREA MŌ NGĀ MEA E HĀNGAI ANA KI TE RĀRANGI TAKE | PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA

Cr Jocelyn Prvanov joined the meeting via Zoom at 9.33am.

Mayor Janet Holborow joined the meeting via Zoom at 9.36am.

Cr Nigel Wilson joined the meeting at 9.37am.

Tanya Lees, spokesperson for Calm Alarmist Law Madness (CALM), spoke on behalf of the group in relation to item 9.1 *District Plan: Approach for Review of Coastal Provisions*.

Salima Padamsey, Chair of Coastal Ratepayers United (CRU), spoke on behalf of the group in relation to item 9.1 *District Plan: Approach for Review of Coastal Provisions*, tabled the appended documents and answered members' questions.

Appendices

- 1 Coastal Ratepayers United Inc & Kāpiti Coast District Council - Environment Court Interim Decision March 2017 (tabled by Salima Padamsey)
- 2 Extract of Email Correspondence May 2024 (tabled by Salima Padamsey)

6 NGĀ TEPUTEIHANA | DEPUTATIONS

There were no deputations scheduled.

7 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS

- (a) There were no requests for a leave of absence.
- (b) There were no matters of an urgent nature notified to the Chair prior to the commencement of the meeting.

8 HE KŌRERO HOU | UPDATES

There were no updates scheduled.

Mayor Janet Holborow joined the meeting in person at 9.52am.

9 PŪRONGO | REPORTS

9.1 DISTRICT PLAN: APPROACH FOR REVIEW OF COASTAL PROVISIONS

Kris Pervan, Group Manager Strategy & Growth, introduced the item alongside Jason Holland, District Planning Manager and Corinna Tessendorf, Principal Planner from Urban Edge Planning Ltd.

Mr Holland provided an overview of the report and together with Ms Pervan, answered members' questions.

COMMITTEE RESOLUTION SOF2025/13

Moved: Cr Nigel Wilson

Seconder: Mayor Janet Holborow

That the Strategy, Operations and Finance Committee:

- A. Notes the findings of the Gap Analysis for the coastal provisions of the District Plan (**Attachment 2**).

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

10 APRIL 2025

- B. Notes that staff are currently undertaking a monitoring and reporting exercise for the coastal provisions in accordance with Section 35 of the Resource Management Act 1991.
- C. Agree, as assessed by the Gap Analysis, that the 1999 Operative District Plan coastal provisions require alteration, pursuant to section 79 of the Resource Management Act 1991.
- D. Approve as outlined in this report:
- D. 1 the proposed scope of the coastal plan change including coastal hazards and other coastal provisions (as described in paragraphs 19-26 of this paper)
 - D. 2 the recommended timing (Table 1, Option C) for the review of the coastal provisions of the Operative Kapiti Coast District Plan up to notification of a coastal plan change.

For: Mayor Janet Holborow, Deputy Mayor Lawrence Kirby, Crs Sophie Handford, Glen Cooper, Martin Halliday, Rob Kofoed, Shelly Warwick, Nigel Wilson and Kathy Spiers

Against: Cr Jocelyn Prvanov

CARRIED 9/1

9.2 ECONOMIC DEVELOPMENT STRATEGY (2024 TO 2027) GO-LIVE

Kris Pervan, Group Manager Strategy & Growth, introduced the item and together with Gina Anderson-Lister, Manager Strategy and Darryn Grant, Strategic Development Director – Economic Development, answered members' questions.

COMMITTEE RESOLUTION SOF2025/14

Moved: Deputy Mayor Lawrence Kirby

Seconder: Cr Rob Kofoed

That the Strategy, Operations and Finance Committee:

- A. Note that:
- A.1 Requested stakeholder and community engagement was completed between January and March 2025, with general support received by the business community.
 - A.2 One change was made, as a result of feedback from the construction sector, to strengthen the focus on removing regulatory barriers for business growth.
 - A.3 The new Economic Development Strategy will be published on the Business Kāpiti website page in May 2025.

CARRIED

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

10 APRIL 2025

9.3 CONTRACTS UNDER DELEGATED AUTHORITY

Sean Mallon, Group Manager Infrastructure and Asset Management, introduced the item.
Cr Glen Cooper left the meeting at 11.16am and returned to the meeting at 11.17am.

COMMITTEE RESOLUTION SOF2025/15

Moved: Cr Nigel Wilson
Seconder: Cr Sophie Handford

That the Strategy, Operations and Finance Committee notes there were eight contracts accepted under delegated authority over \$250,000 for the period 30 June 2024 to 31 December 2024.

CARRIED

10 TE WHAKAU I NGĀ ĀMIKI | CONFIRMATION OF MINUTES

10.1 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION SOF2025/16

Moved: Cr Sophie Handford
Seconder: Cr Nigel Wilson

That the minutes of the Strategy, Operations and Finance Committee meeting of 13 March 2025 be accepted as a true and correct record.

CARRIED

11 KARAKIA WHAKAMUTUNGA | CLOSING KARAKIA

The Chair, Cr Sophie Handford closed the meeting with karakia whakamutunga.

The Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee meeting closed at 11.18am.

.....
HEAMANA | CHAIRPERSON

11 KARAKIA WHAKAMUTUNGA | CLOSING KARAKIA

Kia tau ngā manaakitanga ki runga i a
tātou katoa,

May blessings be upon us all,

Kia hua ai te mākihikihi, e kī ana

And our business be successful.

Kia toi te kupu

So that our words endure,

Kia toi te reo

And our language endures,

Kia toi te wairua

May the spirit be strong,

Kia tau te mauri

May mauri be settled and in balance,

Ki roto i a mātou mahi katoa i tēnei rā

Among the activities we will do today

Haumi e! Hui e! Taiki e!

Join, gather, and unite! Forward together!