



AGENDA

Strategy and Operations Committee Meeting

I hereby give notice that a Meeting of the Strategy and Operations Committee will be held on:

Date: Thursday, 16 September 2021

Time: 9.30am

Location: Online via Zoom

Sean Mallon

Group Manager Infrastructure Services

Kapiti Coast District Council

Notice is hereby given that a meeting of the Strategy and Operations Committee will be held online via Zoom, on Thursday 16 September 2021, 9.30am.

Strategy and Operations Committee Members

Cr James Cootes	Chair
Cr Gwynn Compton	Deputy
Mayor K Gurunathan	Member
Deputy Mayor Janet Holborow	Member
Cr Angela Buswell	Member
Cr Jackie Elliott	Member
Cr Martin Halliday	Member
Cr Sophie Handford	Member
Cr Jocelyn Prvanov	Member
Cr Bernie Randall	Member
Cr Robert McCann	Member

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1 WELCOME**2 COUNCIL BLESSING**

“As we deliberate on the issues before us, we trust that we will reflect positively on the communities we serve. Let us all seek to be effective and just, so that with courage, vision and energy, we provide positive leadership in a spirit of harmony and compassion.”

I a mātou e whiriwhiri ana i ngā take kei mua i ō mātou aroaro, e pono ana mātou ka kaha tonu ki te whakapau mahara huapai mō ngā hapori e mahi nei mātou. Me kaha hoki mātou katoa kia whaihua, kia tōtika tā mātou mahi, ā, mā te māia, te tiro whakamua me te hihiri ka taea te arahi i roto i te kotahitanga me te aroha.

3 APOLOGIES**4 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 PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA**6 MEMBERS' BUSINESS**

- (a) Public Speaking Time Responses
- (b) Leave of Absence
- (c) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)

7 UPDATES

Nil

8 REPORTS

8.1 KĀPITI DESTINATION MANAGEMENT PLAN 2021

Author: Darryn Grant, Economic Development Manager

Authoriser: Natasha Tod, Group Manager Strategy, Growth and Recovery

PURPOSE OF REPORT

- 1 This report seeks the Committees approval of the Kapiti Destination Management Plan 2021.

DELEGATION

- 2 The Strategy and Operations Committee has delegated authority to consider this report.

BACKGROUND

- 3 The Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 (Strategy) was approved by Council on 30 July 2020. Delivery of the Strategy and Implementation Plan is being led by the Economic Development Kotahitanga Board (EDKB). The development and delivery of a Destination Management Plan was confirmed as an action under the Manaakitanga Pou in the Strategy, and this was identified as a priority deliverable in year one of the Implementation Plan.
- 4 To improve the quality of destination management plans and to support the development of effective and sustainable local tourism industries which provide improved benefits to local communities; the Ministry of Business, Innovation and Employment (MBIE) released a guide to developing Destination Management Plans. The guide comprises 16 components that need to be considered in the development of the plan which are shown below:

Figure 1. MBIE Destination management components



- 5 This approach includes engagement with Iwi, local partners, and stakeholders in addition to directly engaging with the tourism industry to better understand the aspirations for the local community from the visitor sector but also to understand the impacts and how these can be effectively managed. This guide formed the basis under which the Kapiti Destination Management Plan was developed.
- 6 Funding to support the development of the Destination Management Plan was part provided by Wellington NZ, who received funding as part of the government's Covid 19

Tourism Recovery Package. The remainder of the plan was funded from Council's Economic Development operational budget.

- 7 Wellington NZ are leading the development of a Regional Destination Management Plan and providing support to other local territorial authorities to enable the development of local plans, including Wellington City. The local Destination Management Plans will be used to inform the regional plan.
- 8 To help with the composition of the Destination Management Plan, TRC Limited was contracted by Wellington NZ to provide support to the local Territorial Authorities, including the Kapiti Coast District. TRC Limited are specialist tourism consultants in New Zealand and Australia and have previously supported Council with feasibility studies for the Gateway Project.
- 9 In addition to the appointment of TRC Limited, Colmar Brunton was commissioned by Wellington NZ to undertake market research. This included receiving insights from existing visitors to the district and those who haven't previously been to the Kapiti Coast.
- 10 To support the development of the Destination Management Plan, the following steps were undertaken in coordination with TRC Limited:

Date	Activity
December 2020	Project commencement including Desktop Research and Background review
February 2021	Engagement with Council, Iwi, Tourism and business sectors and community representatives. Engagement was in person and online via Social Pinpoint, which was promoted via Council's digital channels
March 2021	Version 1 of the Destination Management Plan was developed
April 2021	Follow up engagement sessions held with Iwi, Tourism and business sectors and community representatives.
May 2021	Version 2 of the Destination Management Plan was completed
June 2021	Targeted engagement with key partners and stakeholders, including business, tourism and community representatives. Briefing session held with Council.
July 2021	Final version of the Destination Management Plan was completed, incorporating feedback from engagement sessions and Colmar Brunton research.

- 11 Attached in Appendix One is a copy of the final version of the Kapiti Destination Management Plan 2021.

ISSUES AND OPTIONS

Kapiti Tourism Sector

- 12 In 2020, the total tourism expenditure in Kapiti was \$171m and accounted for 4.1% of total GDP and 6.1% of total employment in the district. This was the 7th largest employment sector in the district. Nationally, tourism is 5.1% of GDP and an 8.7% share of total employment, which would indicate that there is potential for future growth of the sector.

- 13 To date, the Kapiti Tourism sector has predominantly relied upon on the domestic tourism market and not international visitation. As a result, the local industry and economy hasn't been as badly impacted as those markets with a significant reliance on international tourists, such as Queenstown, Rotorua or Auckland. However, periods of lockdown such as those experienced in 2020 and again now in 2021 do have an impact the local industry also. During lockdown levels 3 and 4 there is limited ability for tourism and hospitality businesses to operate, with limitations under level 2 also.
- 14 The government's initial \$400 million Tourism Recovery Package was implemented in 2020 to support the industry to recover from the impact of the COVID-19 pandemic. \$26 million of this has been allocated to Regional Tourism Organisations (RTOs), in part to support RTOs to create and implement destination management plans. Since then government has made further funding announcements to support the recovery of the sector, which has been significantly impacted by the closure of New Zealand's borders to international visitors.

Destination Management Plan

- 15 Having a local Destination Management Plan in place, which meets the guidelines provided by MBIE and aligns with Tourism NZ priorities will help us to position Kapiti effectively to support and grow the visitor economy and will also enable Kapiti to be better positioned to apply for funding to support specific actions identified in the Destination Management Plan. It will also enable local industry to work in a more coordinated way and ensure that Council and other agencies such as Wellington NZ know how to best support the delivery of key actions.
- 16 Effective and sustainable Destination Management involves the management of all aspects of a destination that contribute to a visitor's experience. It is important that the plan includes the perspectives, needs and expectations of visitors, Iwi, the tourism industry, wider businesses, local residents, central & local government. As outlined above, a number of engagement sessions occurred during the development of the Destination Management Plan. These sessions were instrumental in helping provide a better understanding of the wider community aspirations and impacts that need to be managed as well as helping shape the specific actions of the plan.
- 17 The engagement sessions also confirmed that a key priority for Iwi and the community was the protection and enhancement of the environment, and this became a key focus. The natural environment was also identified as key attractor of visitors to the district, with the Colmar Brunton research showing that the level of interest in visiting Kapiti increased significantly when people better understood what type of experiences were available, especially those in the natural environment.
- 18 The Vision, Goal and Strategic Priorities for the Destination Plan are outlined below. The priorities are supported by a number of actions as outlined in the plan:



Implementation of the Destination Management Plan

- 19 Subject to approval of the Destination Management Plan by this Committee, an agreement would then be entered into with Wellington NZ as the Regional Tourism Organisation for the Wellington Region, including Kapiti. The purpose of the agreement would be to confirm support that would be provided by Wellington NZ to enable the delivery of the plan. This would include, but not be limited to, funding and resourcing for business capability support, business attraction, and destination marketing and promotion.
- 20 To support the delivery of this activity, effective and collaborative leadership is identified as a strategic priority. It is proposed that the EDKB are mandated to lead the implementation of the Destination Management Plan. This aligns with their current mandate in relation to the Kapiti Economic Development Strategy and the Recovery Plan.
- 21 In order to support the EDKB with implementation and coordination with the tourism sector, the EDKB is proposing to establish a Subcommittee of the Board. The subcommittee will have representation from the tourism industry and work closely with key partners including Iwi and Wellington NZ to ensure effective delivery of the Destination Management Plan. Details of the Subcommittee would be provided in the next EDKB update to this committee.
- 22 The implementation of the Destination Management Plan will be enabled as follows:
 - 22.1 Funding from the existing Economic Development budget. This includes specific funding for actions in the plan, as well as Destination marketing activity. Council is also in the process of recruiting a Destination Marketing Advisor.
 - 22.2 Funding and resource support from Wellington NZ. This will include assistance with business capability development, business attraction and destination marketing. Previously Wellington NZ has been limited in their ability to assist with destination marketing activities however changes have recently been made to their funding arrangement with Greater Wellington Regional Council to enable this activity to now occur with specific funding allocated to support this occurring. This change has been agreed for one year initially
 - 22.3 Specific funding requests to Tourism NZ as part of the Regional Destination Management Plan and implementation of the local Destination Management Plan. Details of the ongoing funding arrangements with Tourism NZ have not been confirmed however it is important that the district can clearly articulate where support is required and the DMP helps achieve this.

- 23 In addition to the above, it is noted that there are a number of other actions underway to support the growth of the tourism sector in Kapiti. These include:
- 23.1 The delivery of the Te Uruhi Project in Paraparaumu Beach. Funding has been confirmed for the project and is currently being progressed by the Project Management Office in Council;
 - 23.2 The provision of a financial grant to Nga Manu Nature Reserve to assist with upgrade of their Visitor Centre facility and to complete a Feasibility Study for Forest Canopy Walkway. Funding was confirmed as part of the 2021 Long Term Plan;
 - 23.3 The progression of development options for the Council owned property at 26-29 Marine Parade, Paraparaumu Beach. Development options for the site include the potential for a hotel or other types of accommodation.

CONSIDERATIONS

Policy considerations

- 24 There are no known policy considerations.

Legal considerations

- 25 There are no known legal considerations.

Financial considerations

- 26 The implementation of the Kapiti Destination Management Plan 2021 in year one will be funded from the existing Economic Development budget. Specific funding was allocated in the 2021 Long Term Plan for this purpose.
- 27 In addition, resource and funding support is to be provided by Wellington NZ to assist with specific actions and activity identified within the plan in year one. Also specific funding requests will be developed to request funding and resource support as part of the regional destination management plan and Governments support to the tourism sector.

Tāngata whenua considerations

- 28 During the development of the Destination Management Plan targeted engagement sessions were held with Iwi representatives. This has helped identify areas of opportunity for iwi in the plan, as well as ensuring protection of the environment and cultural identity are areas of focus and importance.
- 29 Partnership has been a core principle through the development of the plan and also will be key in the implementation. Iwi are represented on the EDKB and will therefore be responsible for jointly ensuring that the outcomes of the plan are achieved.

Strategic considerations

- 30 The Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 listed the development and delivery of a Destination Management Plan as a priority action in Year one.
- 31 Destination marketing and promotion is identified as a key Economic Development activity in the Long Term Plan 2021-41, with specific funding and resourcing allocated to support delivery.
- 32 Key LTP community outcomes this work contributes to is:
 - 32.1 Vibrant Economy – Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti.
 - 32.2 Thriving environment – Our natural environment is restored and enhanced as we transition to a low-carbon future.

SIGNIFICANCE AND ENGAGEMENT**Significance policy**

- 33 This matter has a low level of significance under Council's Significance and Engagement Policy.

Communications

- 34 Should Council agree to adopt the proposed DMP then a communications plan release will be prepared and released to inform the community, iwi partners and key stakeholders.

RECOMMENDATIONS

- 35 That the Committee approves the Kapiti Destination Management Plan 2021 as attached in appendix one of this report.
- 36 That the Committee mandates the Economic Development Kotahitanga Board to lead the implementation of the Destination Management Plan and that a report on the progress of the plan is included in the six-monthly board update to the committee.

APPENDICES

- 1. Kapiti Destination Management Plan 2021 [↓](#)



This report was prepared by TRC Tourism for Kāpiti Coast District Council in relation to the Development of the Kāpiti Coast Destination Management Plan.

DISCLAIMER

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ACKNOWLEDGEMENT

E ngā iwi, e ngā reo, e ngā karangaranga maha o tātou, tēnei te mihi atu ki a koutou katoa.

E tika ana hei poropororaki i a rātou mā. Me pēnei ake te kōrero, tukuna rātou kia okioki i runga te moenga roa. Āpiti hono, tātai hono, rātou ngā mate katoa ki a rātou, Āpiti hono tātou hono, tātou te hunga ora ki a tātou mā, Tēnā koutou katoa.



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Executive Summary

There is significant potential for the Kāpiti Coast to see strong growth in the visitor economy, while protecting the natural environment for future generations.

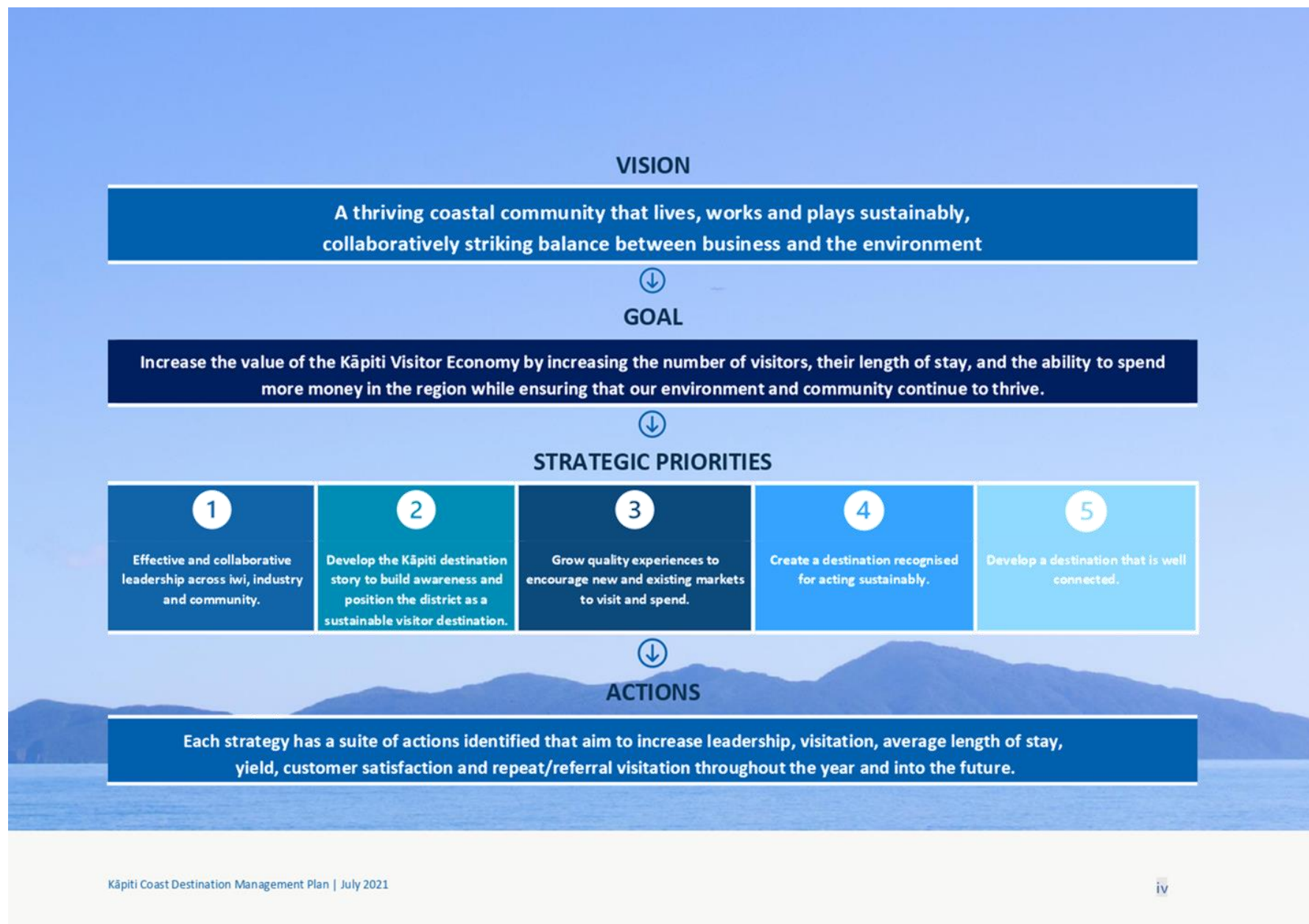
Spread across its 40km of coastline lie the six townships of Paekakariki, Raumati, Paraparaumu, Waikanae, Te Horo and Ōtaki - each individually offering its own unique essence and vibe, but more importantly, collectively representing an opportunity to provide a very special experience for those that travel there.

Traditionally centring its tourism offering on its geographical and natural assets, Kāpiti has the advantage of being geographically close to a significant urban population with New Zealand's capital, Wellington city, less than 50km away. As the main visitor source, the Kāpiti region offers Wellingtonians a place to escape and 'unplug' from their busy city life with the easy access to nature, beaches and a more favourable climate being key drawcards for both day-trippers and multi-night stays.

Beyond this natural offering however, and in particular its flagship experience of Kāpiti Island, there lacks a solid market positioning of what Kāpiti can offer potential visitors. As a result, Kāpiti as a sustainable tourism region requires significant attention and investment in both ensuring that its tourism offering is well stocked with quality experiences that appeal to its customer base, and that its promotional efforts accurately and successfully reflect this.

This Destination Management Plan (DMP) aims to help achieve this, by providing a long-term strategic framework to strengthen the whole of the Kāpiti visitor economy through sustainable development and visitation. Bringing all the key elements of the industry together, the DMP aims to guide tourism development, marketing and industry involvement, and improve visitor experience and infrastructure, with the ultimate goal of increasing the value of the Kāpiti visitor economy by increasing the number of visitors, their length of stay, and the ability to spend more money in the region.





STRATEGIC PRIORITIES

The Kāpiti Coast Destination Management Plan has the added goal of aligning visitor economy growth with other community benefits across the four pillars of wellbeing (Social, Cultural, Environmental and Economic). This also represents a key influence on the recommended strategic priorities and associated actions included in this report, as follows:

- 1 Build effective and collaborative leadership across iwi, industry and community:**

For the visitor economy to grow and prosper within the region, strong leadership and collaborative relationships are needed. A common theme to the consultation sessions held was a feeling that the relationship between council, industry and community stakeholders within the Kāpiti Coast was fragmented. The Kāpiti Coast needs to determine what success for the district looks like for tourism, how it will be measured, and the collective actions required to achieve that success.
- 2 Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination:**

Building awareness of the destination is imperative for the sustainable growth of the visitor economy for the Kāpiti Coast. This awareness is not just about knowing what there is to do in the region, which is important, but it is also about knowing what the unique identity of the Kāpiti Coast is to ensure it is marketed and promoted effectively.
- 3 Grow quality experiences to encourage new and existing markets to visit and spend:**

Whilst there are many opportunities for visitors to the district to engage people and place throughout the region, there is very little in the way of paid experiences. Tourism is an economic enabler and can assist in delivering multiple benefits to the Kāpiti Coast that achieve growth in terms of the economic, environment, social and cultural well-beings.
- 4 Create a destination recognised for acting on sustainability:**

Sustainability into the future was a strong aspiration expressed by many within the community. The council is currently exploring strategic imperatives to support this aspiration at a wider community level, but this aspiration was shared by stakeholders and industry within the visitor economy.
- 5 Develop a destination that is well connected:**

This strategic priority is multifaceted. It is about ensuring that the district is easy to navigate and get around with good transport links, and that there is a sense of place and arrival to the district when approaching from the south or from the north. It is also about ensuring that there is adequate and strong internet connectivity throughout the region and identifying areas of concern and potential solutions.

DESTINATION MANAGEMENT PLANNING

Effective and sustainable Destination Management involves the management of all aspects of the destination that contributes to a visitor's experience.

In order to ensure that this is done correctly, the plan must take into account the expectations of a range of stakeholders. This includes:

- Visitors
- Māori/iwi/hapū/whanau
- Tourism industry
- The wider business community
- Local residents
- Central Government
- Local Government

Destination Management is designed to identify a pathway forward for a destination toward a common and agreed upon vision that will achieve a range of social, cultural, environment and economic benefits. The plan is for the destination, and will be reliant on all stakeholders working together to achieve the identified goals.

The Ministry of Business, Innovation and Employment (MBIE) have identified 16 components that need to be considered when developing a destination management plan. All 16 of these have been addressed within the development of this plan.

Figure 1 represents the 16 components in a honeycomb visual. These can be grouped into four specific categories:

- **DARK BLUE:** Components that help to articulate the current situation for the destination – this includes benchmarking and current positioning.
- **LIGHT BLUE:** Components that are required for growth and effective destination management.
- **DARK GREY:** Components that are enablers for growth and effective destination management.
- **Light Grey:** Components that will enable the destination to succeed and monitor that success into the future.

Figure 1. MBIE Destination management components



To make it easier to identify the sections that are applicable to each of these components, a visual representation of these have been added into this document. You can find the honeycomb components applicable to each section in the top right-hand corner of the page that marks the start of the section.



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Destination Kāpiti Coast

DEFINING THE REGION

The Physical Region

The Kāpiti Coast district stretches along the thin coastal plains at the foot of the Tararua Range, from Paekākāriki in the south to Ōtaki in the north. The district offers five hundred hectares of parks and sports facilities, and almost 80 km of walkways, cycleways and horse-riding paths that invite exploration and allow people to engage with the natural environment in numerous ways.

The region is defined by 40km of curved coastline offering stunning beaches and coastal views. Between the Tararua ranges and that coastline, there are several characterful villages that offer a different experience for visitors who make the time to stop. You can cover the 50km road journey in less than an hour via car, and there are a range of roading and infrastructure projects that will make that drive even easier.

The iconic Kāpiti Island, Ko te Waewae Kāpiti o Tara Raua ko Rangitane, located 5km to the west of Paraparaumu beach, is a predator-free nature reserve offering a unique visitor experience that is accessed by approved operators only. The iconic 19.65 square km island can be seen from almost every part of the district providing a form of easy navigation.

Figure 2. Map of the region





Access

The Kāpiti Coast District is dependent on efficient transport routes.



Road connections are vital to residents as many opt to live along the coast but work within Wellington city. Visitors are dependent on the same roads to access the coast. The geographic location of the Kāpiti Coast makes it a comfortable drive from Wellington city for day or weekend trips, but also from regions to the north. SH1 carries around 4500 AADT (Average Annual Daily Traffic). The completion of Transmission Gully (estimated to be September 2021) will provide visitors with a quicker way to get to the Coast. When completed, the Peka Peka to Ōtaki expressway, will remove traffic from inner district roads, but make it easy for potential visitors to bypass the Kāpiti Coast altogether.



Visitors and commuters can travel by train from Wellington to Waikanae station multiple times a day, with three stops throughout the Kāpiti district. There are limited services between Ōtaki and the rest of Kāpiti, and then through to Wellington or Palmerston North.

KiwiRail also operates the Northern Explorer, a 10 and a quarter hour train journey between Auckland and Wellington stopping at Paraparaumu. The current timetable is weighted to commuters during the week. Trains are often switched to buses between Wellington City and out to the Coast on weekends and during many holidays. This extends the journey time and makes the services e.g. bike transport unavailable at key recreational times.



Intercity offers a range of long-distance coach options through the district. These connections arrive and depart from the Railway Station located on the Main Road, Paraparaumu. There are a range of local bus routes throughout the region also which connect the beach suburbs with the main rail stations.



The regional airport in Paraparaumu provides an opportunity to service the entire district. There are currently daily flights on Air Chathams between Auckland and Paraparaumu. These flights are timed to coincide with business travellers arriving early in the morning and departing late afternoon. The airport presents opportunities for visitors from smaller regions into and out of the region, but also for the local community to travel with ease. There are also currently two airports within a one-and-a-half-hour drive from the Kāpiti Airport - Wellington, and Palmerston North.



Population

The current population estimate for the Kāpiti Coast District is 57,000¹ with just under 14% of the population being of Māori descent. The population of non-Māori in the district has a median age of 47.9 years, and 26.9 years for Māori. The district experienced a growth of 9.3% between 2013 and 2018, and that growth is anticipated to continue due to the increased connectivity with Wellington via the Expressway and Transmission Gully. The population is forecast to grow by 30,000 people (or 52%) by 2050. Most residents live in the larger towns within the district, and these will see the largest population growth change through to 2050.

The Regional Economy

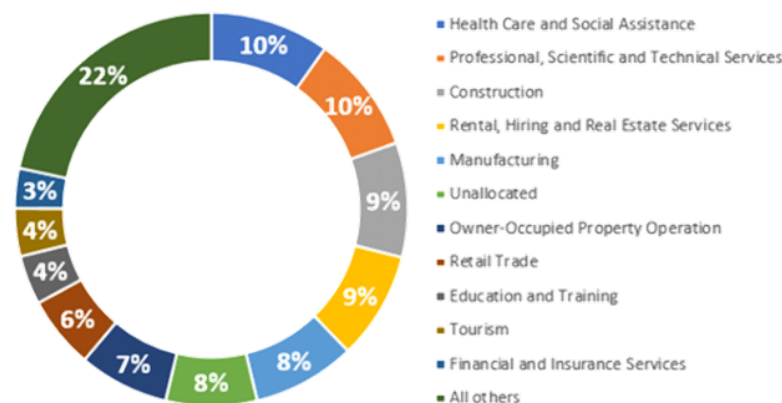
The current make-up by sector of the Kāpiti Coast can be seen in Figure 1². These strengths are not surprising given the growing population and large construction and roading projects in the region combined with the gaining population and increased number of aged care facilities.

The tourism economy was 4.9% of the district's GDP in 2019³ with accommodation and food services a significant contributor to the tourism dollar in the region, and a large employer accounting for 7.5% of filled roles in 2019. Due to the fact the region has only a small reliance on international visitors, and the domestic market is currently floating the visitor economy throughout New Zealand, the Kāpiti Coast industry is in a strong position to remain resilient through the effects of COVID-19.

GDP and Growth

Infometrics provisional GDP estimates indicate that the Kāpiti Coast has experienced a 0.4% growth to December 2020⁴, compared to the national 2.6% decline. The GDP figure for the December 2020 quarter was 1.8% higher than it was in the 2019. The GDP derived from tourism declined slightly from 4.9% in 2019 to 4.1% in 2020. Given the resultant lockdowns and the effect these have had on the tourism sector this was not unexpected.

Figure 3. Kāpiti GDP by Sector



¹ Statistics New Zealand population estimates 2020

² <https://webrear.mbie.govt.nz/theme/gdp-by-industry/map/barchart/2018/kapiti-coast>
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³ Kāpiti Coast District Economic Development Strategy 2020-2023

⁴ <https://www.kapiticoastnz.com/doing-business-in-kapiti/economic-insights>

LAND MANAGERS AND REGULATORY AGENCIES

Kāpiti Coast District Council

The role of Kāpiti Coast District Council is to lead and represent the community, and to enable democratic local decision-making to promote the social, economic, environmental and cultural wellbeing of the Kāpiti Coast. Council:

- Facilitates solutions to local needs
- Advocates on behalf of the local community with central government, other local authorities and other agencies
- Develops local resources
- Manages local infrastructure including network infrastructure (eg, roads, sewage disposal, water, stormwater) and community infrastructure (libraries, parks and recreational facilities)
- Carries out environmental management
- Plans for the future needs of the District.

In fulfilling its purpose, the Kāpiti Coast District Council exercises powers and fulfils responsibilities conferred on it by legislation.

WellingtonNZ

WellingtonNZ is the Greater Wellington region's Economic Development Agency (EDA) and Regional Tourism Organisation (RTO). They receive funding from both the Wellington City and Greater Wellington Regional Council. The organisation supports businesses to build capability, invests in events to host, runs civic venues for the city of Wellington and is also responsible for destination development and marketing. They should work closely with mana whenua through purposeful iwi engagement, and the Kāpiti Coast District Council to ensure the coast is marketed in the right way, through the right channels, and operators within the district are appropriately supported.

Whilst this arrangement is not currently as well leveraged as it should be, there are opportunities for WellingtonNZ to work much more closely and effectively to promote Kapiti as a place to visit, stay, live and play.

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Mana Whenua

Te Whakaminenga o Kāpiti is one of the longest partnerships between mana whenua and local government in New Zealand. The goal of this group is to foster a mutually beneficial relationship between the council and tangata whenua. The group first met in 1994 as the council's iwi Consultation Group and was made up of the three iwi of the ART (Āti Awa, Raukawa, Toa) confederation. The group signed a Memorandum of Partnership in 1994 and guides the relationship between council and iwi. There are currently two elected representatives on this group from Ngā Hapū o Ōtaki and Te Rūnanga o Ngāti Toa Rangatira.

Through the treaty settlement process, there are tracts of land within the district that fall into the category of Māori Land, and can provide potential future economic opportunities for tourism operations within the region.

Greater Wellington Regional Council

The Greater Wellington Regional Council is a regional council with eight territorial councils within their boundaries. The responsibilities for this regional council include the management of natural resources for the benefit of the whole region (including the large recreational areas Queen Elizabeth Park, Akatarawa Forest Park and parts of the Waikanae and Ōtaki Rivers), essential community services such as road maintenance, land-use and subdivisions, community health and community services. Various Acts of Parliament such as the Local Government Act 2002 and the Resource Management Act 1991 provide the council with a framework for their activities.

Department of Conservation

The Department of Conservation plays an important role within the Kāpiti Coast both for the tourism industry and the broader community. Kāpiti Island is one of New Zealand's most significant nature reserves and the Department of Conservation manages the island and all access to it. The only way for visitors to access the island is to go with an approved operator who is a DoC concessionaire. Visitors are strictly managed and must go through a process of biosecurity before being allowed access to the island.

FUNDING AND MANDATES:

During the development of the Destination Management Plan, an ongoing issue was raised in regards to the roles for each of the local government agencies identified above with regards to the delivery of tourism promotion and support, and the funding provided for this activity.

WellingtonNZ is the Regional Tourism Organisation for most of the Wellington Region including Wellington City, Porirua, the Hutt Valley and the Kāpiti Coast. To date their mandate for Tourism Promotion has been constrained as this activity is only funded directly by the Wellington City Council as a component of their core funding.

WellingtonNZ does do some visitor destination promotion for the wider region but the investment level relative to that for Wellington City is low.

In the 2020/21 and 2021/22 years, WellingtonNZ has received government funding from Covid-19 recovery budgets based upon the resources it receives from Wellington City Council for tourism promotion. WellingtonNZ has utilised some of this money to support the development of sub-regional Destination Management Plans (including the Kāpiti Coast Destination Management Plan), regional destination promotion and supporting the building of resilience and capability amongst tourism businesses from across the region.

Both in regard to the core funding and this special government funding there has been concern amongst local Kāpiti stakeholders about how WellingtonNZ's funding is raised and consequently how it can be used. These stakeholders would like to see a greater investment made from rates funding received by WellingtonNZ on the promotion of Kāpiti as a visitor destination. Both the Kāpiti Coast District Council and WellingtonNZ have identified this situation as one that needs resolution. This concern has been raised by a number of stakeholders during the consultation completed for this project and they are clear that they see that this has created limitations for Kāpiti and its development as a visitor destination.



At the time of writing a one-year funding agreement between WellingtonNZ and its Greater Wellington Regional Council shareholder has recently been signed and this has acknowledged the challenge described and provided for direct investment to be made to sub-regional marketing beyond Wellington City.

Discussions are now also underway between the Kāpiti Economic Development Kotahitanga Board, Wellington NZ and Kāpiti Coast District Council for the creation of an agreement confirming how the organisations will work together to support the delivery of the Destination Management Plan and other economic development activities.

STRATEGIC CONTEXT

National Tourism Strategic Context

TOURISM 2025 AND BEYOND

Provides a clear pathway towards a sustainable tourism industry for Aotearoa, New Zealand. It has been created by industry for industry and places the value firmly on communities, individuals, the environment, the economy and visitors. The vision for the framework is "Growing a sustainable tourism industry that benefits New Zealanders."

The Framework has four key goals:

- Make sure our visitors are having great experiences
- Make sure our communities are happy with and benefitting from tourism
- Make sure our environment benefits from tourism
- Bring economic success.

NEW ZEALAND/ AOTEAROA GOVERNMENT TOURISM STRATEGY

The Government wants tourism growth to be productive, sustainable and inclusive. The goals of the New Zealand-Aotearoa Government Tourism Strategy are:

- Tourism supports thriving and sustainable regions
- Tourism sector productivity improves
- New Zealand-Aotearoa delivers exceptional visitor experiences
- Tourism protects, restores and champions New Zealand-Aotearoa's natural environment, culture and historic heritage
- New Zealanders' lives are improved by tourism.



In May 2019 Government and Tourism Industry Aotearoa have agreed to five key priorities for immediate action in the coming year. These are:

- Sustainable growth
- Improved data and insight
- Building the tourism workforce
- Destination management and planning
- Carbon and climate change.

While there has been no revision of theme, these immediate priorities provide clear guidance for regions on the current important issues to deliver on the national tourism strategic goals.

NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT

As part of implementing the tourism strategies, Tourism Industry Aotearoa has developed the Tourism Sustainability Commitment to enable tourism operators to voluntarily work towards achieving the four pillars of sustainability.

The Tourism Sustainability Commitment has been developed by industry for industry to progress the vision of New Zealand leading the world in sustainable tourism. It comprises 12 commitments across the four pillars of environment, community, visitor, and economy that individual businesses sign up to. Over 1400 tourism businesses have already committed to this programme which is becoming an industry standard. Commitment requires:

- Having a sustainability plan with goals for all 12 Commitments
- Making measurable progress towards the goals
- Embedding sustainability into business systems, processes, and plans
- Providing an annual update on progress
- Telling communities and visitors about our sustainability efforts.

As a result, this programme enables the tourism industry and individual operators to demonstrate their performance to potential visitors as well as the community within which the industry operates.

District Plans and Relevant Tourism Strategies

ANNUAL AND LONG-TERM PLANS

The long-term plan sets the direction for the council and governance of the district and provides financial and infrastructure strategies to determine budget over a long period of time. The Annual Plans outline the short-term specifics that are needed in order to achieve the long plan, and identifies the activities, and resource required to deliver the plans and where those resources might come from.

CARBON AND ENERGY MANAGEMENT PLAN

This strategic plan sets the objectives for measuring, managing and reducing emissions, improving energy efficiency, increasing the use of renewable energy, improving the resilience of operations to energy supply disruptions, and aiding the development of a low-carbon economy.

An environmental ethos and sustainability in the tourism sector in the future was a strong aspiration for the community. This strategy helps to outline how the district will measure, manage and reduce emissions and developing a low-carbon economy.

ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 2020-23

A recent addition to the suite of strategies in place to help guide the work of the Kāpiti District Council, this plan provides a roadmap for council, business, and community to continue to foster a thriving economy in the district. It outlines how council and businesses can work together to harness local knowledge, skills, and resources, while setting goals to help make the best decisions.

This strategy outlines a few tourism specific goals, but also identifies where cross sector collaboration would be beneficial and how the council are committed to working together with businesses to create a thriving economy in the Kāpiti Coast.

A key action in the Economic Development Strategy is to support the growth of the visitor economy, including strengthened air linkages and supporting infrastructure such as Te Uruhi (Kāpiti Gateway), and a medium term outcome is the growth of the visitor economy.



KĀPITI RECOVERY PLAN 2020

This plan outlines a pathway toward recovery for Kāpiti Coast post COVID 19. It outlines a recovery framework via 6 achievable objectives, with 4 foundation values at its core.

MĀORI ECONOMIC DEVELOPMENT AND WELLBEING IN KĀPITI 2013

Māori economic development is not only important for iwi within Kāpiti, but also the district as a whole. Mana whenua within the district contribute to the economic, environmental, social and cultural growth locally, regionally and nationally. As iwi settle historic grievances through the Treaty settlement process, this adds to the iwi asset base supporting an increase in the number of Māori employers and self-employed individuals.

Tourism is an economic enabler for Māori and will contribute to the overall community wealth derived from the sector.

Future Tourism Strategies

WELLINGTON REGIONAL DESTINATION MANAGEMENT PLAN

A destination management plan for the Greater Wellington Region will be developed that will point to the aspirations for the region, the opportunities and challenges that exist on the journey to achieving these aspirations. The Kāpiti Coast destination management plan will be a key part in informing this region-wide plan which will identify the common themes and recommendation actions that should be taken in order to manage the broader destination effectively.



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The Visitor Economy

Pre-COVID, the tourism and hospitality sector in the Kāpiti Coast employed just over 1,100 people and generated \$172 million in tourism spend. There was a decline of 1.45% in domestic spend for that same period, which would suggest that this growth came from international markets. The domestic tourism market accounted for 78% of total visitor spend in Kāpiti, with the top three markets coming from Wellington, Manawatu-Wanganui and Auckland. The top three international markets for the district were Australia, the United Kingdom and America. Total guest nights in commercial accommodation on the Kāpiti Coast grew 12% from 2017 to YE 2018 with visitors staying for a total of 199,633 nights.

Immediately following COVID lockdown and border closures, visitors to the Kāpiti Coast spent \$159 million in the year to October 2020. A significant majority (82%) of this expenditure was generated by domestic visitors, and 18% by international visitors.⁵ Total visitor expenditure on the Kāpiti Coast represents just over 10% of visitor spend in the Wellington region and 0.6% of the value of the visitor economy nationally.⁶

Visitors from the Wellington region are estimated to have spent \$55 million on the Kāpiti Coast in the year to October 2020, and those from Manawatu-Wanganui spent \$28 million, while visitors from Auckland spent \$13 million. International spend is predominantly generated by visitors from Australia (\$8 million), and the US and UK (both with \$4 million). While visitors from Germany are more numerous than those from the US, they only spent \$1 million.^{7,8}

Visitor spend is dominated by retail sales (64 %), followed by food and beverage serving (12.5%), other tourism products (9.5%) and other passenger transport (9%). Accommodation accounts for 2.5% of total visitor spend on the Kāpiti Coast.⁹

Finally, we note that there has been a decrease of approximately 21% in visitor spend in the wider Wellington region when compared to the year to October 2019. While we cannot conclusively state that this is solely due to the COVID-19 pandemic, it is likely to have had a significant impact. On the Kāpiti Coast however, the decrease was just under 8 % and it appears that the visitor economy has fared reasonably well due to being less reliant on international visitors.¹⁰

The visitor economy (specifically the accommodation and food services industry) accounts for 7.5 % of filled employment in 2019 and a 4.9 % share of the region's GDP – less than for New Zealand as a whole (5.4 % of GDP).¹¹

⁵ Annual Regional Tourism Spend to October 2020 (MBIE)

⁶ Annual Regional Tourism Spend to October 2020 (MBIE)

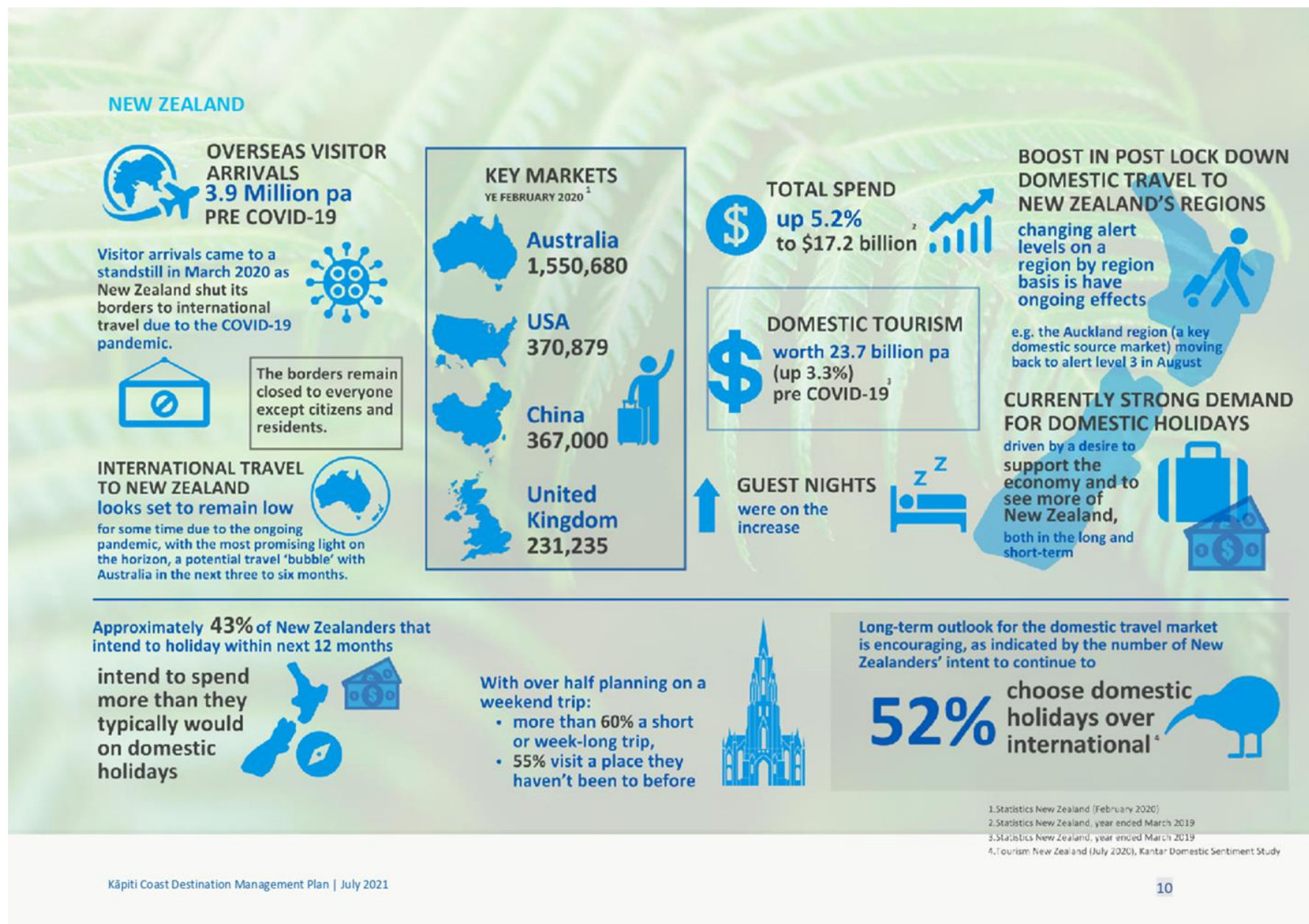
⁷ Annual Product and Country by TA and RTO to October 2020 (MBIE)

⁸ New Zealand Visitor Activity Forecast (FreshInfo)

⁹ Annual Regional Tourism Spend to October 2019 (MBIE)

¹⁰ Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 (KCDC)

¹¹ Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 (KCDC)



VISITOR EXPERIENCES

The region's most well-known and iconic visitor attraction, Kāpiti Island is a nature reserve and bird sanctuary accessible only with an approved tour operator. The Colmar Brunton research highlighted that a visit to Kāpiti Island appeals to many domestic tourists, on par with the Tongariro Alpine Crossing and feature exhibitions at Te Papa.

The many beaches and bushwalks of the region are a drawcard for visitors seeking rest, relaxation and rejuvenation. However, the region also has much to offer the active visitor from walking and cycling to golf and fishing.

There are a number of local food producers offering products such as olive oil, chocolate, honey, limoncello and preserves, and multiple craft breweries including the famous Tuatara Brewery and the aptly named 'Change Maker'. The Kāpiti Food Fair showcases New Zealand packaged food and beverage, other related F&B products and the united nations of ready to eat food. Maoriland Film Festival and Ōtaki Kite Festival are other local events that provide compelling reasons to visit the Kāpiti Coast.

The Kāpiti Arts Trail has over 100 participating artists, and while there is an annual Arts Trail event in November most of the artists also welcome visitors all year round.



DEMAND RESEARCH – COLMAR BRUNTON

The Colmar Brunton research (commissioned in late 2020 by Wellington NZ as part of the regional Destination Management Plan development process) into Domestic Traveller Research captured insights into what the current appeal is for the Kāpiti Coast and what could drive greater levels of appeal. It should be noted that the findings articulated in this section refer to the domestic market only, and do not reflect what international visitors might see as the current appeal of the region.

This research showed that the most common reason for visitation to Kapiti currently is to visit friends and family (51%), followed by exploring the outdoors and relaxing or escaping from daily stress. This is represented by the word cloud opposite. Wellingtonians made up 38% of current visitors.

The research determined that the Kāpiti Coast did not appeal as a destination for a weekend or longer break when subjects were unprompted. However, appeal increased markedly once respondents were shown what there was to do within the region, indicating that the issue is one of low awareness. This was limited to the experiences currently available and the natural assets that are abundant within the district. Interest rose from residents in the east coast of the South Island, and into the upper regions of the north island rose considerably once they knew what experiences were on offer. The target segments that showed strong additional interest in the Kāpiti Coast were the segments of Wine, Food and Scenery, Relaxation and Wellbeing and Explore Nature.

A Kāpiti Island Tour was the only Kāpiti experience in the wider Wellington region that appeared in the top 15 experiences identified as appealing within the region by those who took part in the research. The experiences that increased the appeal for those who were initially not interested in visiting the region, are the beaches and nature walks.



For New Zealand our largest market, Auckland, Kāpiti Island was identified as the most appealing aspect of the region to attract Aucklanders on a short or long break. The Kāpiti Food Fair also featured as a compelling experience.

When shown specific itineraries, 21% of respondents were extremely likely or very likely to do a multiday break where you spend most of your time in Wellington by go to the Kāpiti Coast for a day.

Figure 4. Reasons for visiting Kāpiti Coast



KEY TAKE OUTS

A key take out of the Colmar Brunton report was that there is a distinct lack of awareness with regards to the Kāpiti Coast as a destination. With appeal in the destination increasing significantly for potential visitors throughout New Zealand once they knew what the destination had to offer in terms of experiences.

That spike in appeal through New Zealand showed significantly in the Explore Nature, Relax and Wellbeing, and Wine, Food and Scenery market segments¹². These segments present an opportunity for experience development within the region and have helped shape the recommendations made within this plan. These market segments represent sizeable target audiences, representing a combined 37% of the New Zealand domestic travel market.

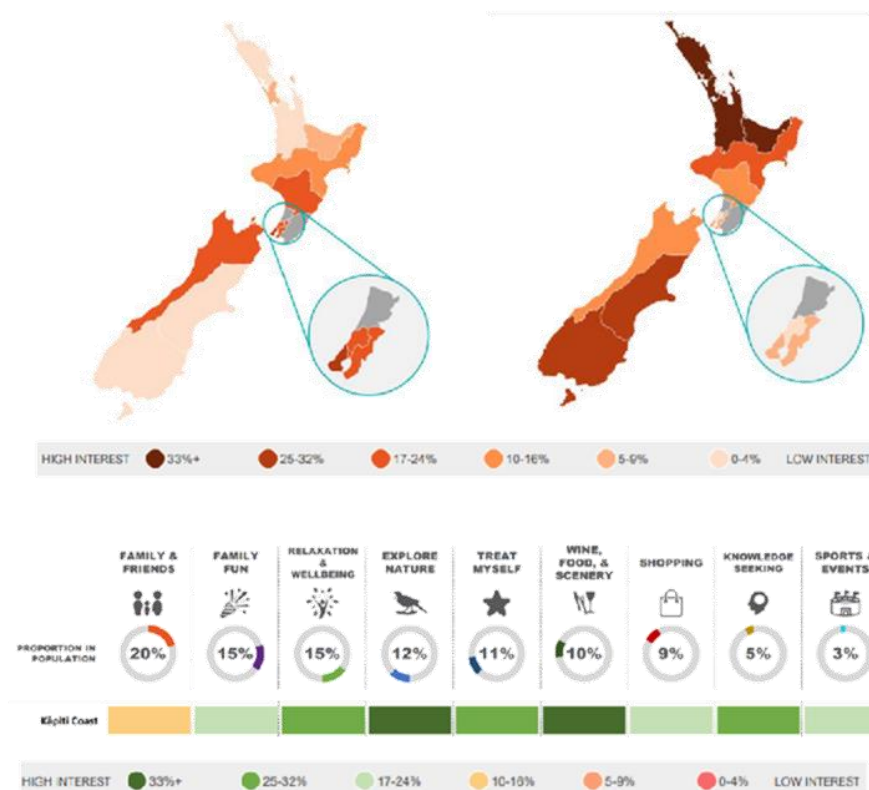
By increasing the number of experiences in the region that directly resonate with the target markets identified, and the district was marketed and promoted to increase that awareness, especially in the regions where appeal spiked once they knew what that district had to offer, then positive impacts should be seen in the visitor economy.

Although the Family and Friends market segment is currently Kapiti's largest source of visitors and represents 20% of the national market, the level of appeal did not increase significantly once shown what experiences were available. Therefore, increased awareness is unlikely to improve this market segment's likelihood to travel.

¹² <https://www.digit.nz/domestic-traveller-segments/>



Figure 5. Heat map showing increase in appeal once aware of experiences.





ACCOMMODATION ON THE KĀPITI COAST

Accommodation in the region district is centred on Paraparaumu and Waikanae and beaches, and ranges from budget to more luxurious. Most of the accommodation available to visitors is private (rental holiday homes) rather than commercial (hotel, motel, backpacker, holiday park, bed and breakfast, lodges etc). There are only 11 accommodation providers listed on the official Kāpiti Coast tourism website, but links are provided to AirBnB (339 listings in the region), Bookabach (212 listings), Bach Care (43 listings) and Booking.com (82 listings). On the Booking.com website there are two hotels and 10 motels listed, with most being concentrated in the central Kāpiti Coast area.

The Accommodation Data Programme collates data from 16 commercial accommodation operators on the Kāpiti Coast with a total of 484 stay units available but does not provide a breakdown according to property type. Three properties are Qualmark certified – Barnacles Seaside Inn in Paraparaumu Beach (2 Star +), Waikanae Beach Motel (3 Star +) and Greenmantle Estate in Paraparaumu (which has Luxury Lodge status). Neither Barnacles nor Waikanae Beach Motel are still operating having been privately purchased to house workers for the district's significant infrastructure projects.

There are five commercial campgrounds/holiday parks and at least half a dozen glamping operations spread along the length of the Kāpiti Coast from Paekakariri to Otaki. In addition, there are nine designated freedom camping sites for self-contained vehicles, maintained by Kāpiti Coast District Council www.KapitiCoastNZ.com.

There is currently no annualised data available for commercial accommodation – the last available data series produced by StatsNZ was for the year ended September 2019. This data showed an increase in guest nights for the Kāpiti-Horowhenua region of 9.8 percent on the previous year, to just over 296,000. International guest nights rose 4.3 percent (to 43,288) and domestic guest nights rose to 253,273 – an increase of 10.8 percent. The average length of stay in commercial accommodation for the year to September 2019 was 2 nights, with an average occupancy rate of 23.6 percent.

The new Accommodation Data Programme has been active since June 2020 and shows average length of stays between 2.3 (July) and 2.9 (June) nights, with average occupancy rates ranging from 28.6 percent (June) and 41 percent (October). The methodology differs from that of the StatsNZ Commercial Accommodation Monitor, and therefore direct comparisons cannot be made.

There are some DoC camp sites available in the area, some that have accessibility issues when roads or access are damaged. These camp sites are integral as the region provides access into the Tararua Forest park and the ranges themselves.

COUNCIL FUNDED EVENTS ON THE KĀPITI COAST

The Kāpiti Coast Major Events Fund was launched in 2016 as part of the Kāpiti Coast District Council's 2015-2018 Economic Development Strategy, recognising the economic contribution generated through hosting events. Events also generate social and cultural benefits including increased pride and a sense of community and can also provide a platform for showcasing the diversity within a region.¹³

The fund was initially set at \$160,000 per annum, but in 2019 was raised to \$200,000 including \$25,000 allocated to event feasibility studies.¹⁴ Major events in the region that have been recipients of this funding include:

- Māoriland Film Festival (funded across multiple years up to and including 2021/2022)
- Ōtaki Kite Festival (funded across multiple years up to and including 2021/2022)
- Kāpiti Food Fair (funded across multiple years up to and including 2021/2022)
- Coastella (funded 3 years)
- Ōtaki-Māori Racing Club Farmers' Market (funded 1 year)
- Kāpiti Coast International Jazz Festival (funded 1 year)
- Kāpiti Coast Festival (funded 1 year)
- XTERRA Wellington (funded 1 year)

FFFLAIRE, Matariki Light Arts Festival and Kāpiti Design and Arts Festival have received feasibility funding.

The eight events that have been funded since the programme's inception have generated a significant ROI for the Council and drawn a high proportion of visitors from the wider Wellington region and further afield.¹⁵

¹³ Walters and Insch (2018) How community event narratives contribute to place branding. *Journal of Place Management and Development*.



CURRENT MARKETING

Both WellingtonNZ and Kapiti Coast District Council undertake destination marketing activities for the district. Council's Economic Development team undertake destination marketing under the brand KapitiCoastNZ through the destination website and Facebook page.

WellingtonNZ marketing tends to focus on day trips to the district to experience a handful of key activities from the tourism offer (as it is limited to promotion of Qualmark rated businesses) and the promotion of regional trails. KapitiCoastNZ marketing activity focuses on the range of experiences on offer from activities and events, to hospitality to accommodation



¹⁴ Kāpiti Coast Major Events Fund (KCDC 2019)

¹⁵ Kāpiti Economic Development Strategy: 2019/20 Major Events Fund Allocation Report (KCDC 2019)



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Community Aspirations

In order to accurately reflect the community aspirations, future priorities and the opportunities that affords the region, this plan takes the perspectives of iwi, stakeholders, industry and broader communities of the Kāpiti Coast into consideration.

Aspirations from the community were gathered through purposeful stakeholder and community engagement sessions held within the Kāpiti Coast combined with social pinpoint, an online community consultation tool utilised by TRC Tourism. You can read more about the results from Social Pinpoint in Appendix A.

When these aspirations were distilled, there were strong commonalities shared between those who were consulted. In order to articulate these aspirations in a more cohesive way, this plan outlines them under the headings of the four community wellbeing pillars of the Living Standards Framework. The aspirations are then expanded on to outline what that means for the destination, and the opportunities that might exist on the journey to achieving them.

ASPIRATIONS

Social Wellbeing

Opportunities that led to a stronger and more prosperous community for the people of the Kāpiti Coast was a shared aspiration. It was clear that those who live and work on the coast want to see their fellow locals thrive into the future. They placed a lot of emphasis on what the community would need to make that happen.

Increased Employment Opportunities: More employment opportunities across a broad range of industries will allow the community to thrive. The population within the Kāpiti Coast is heavily weighted to the over 50 and under 19 years of age. There is a distinctive lack of residents aged 20-50, and increased employment opportunities across a broader range of industries would provide a reason to stay, or to move back. Iwi indicated that they would like to stem the flow of Māori leaving the area but highlighted that there was a lack of incentive or reason for them to stay, or return.

Family Friendly: The Kāpiti Coast is seen as a great place for people to raise young families, and to retire, but there is a desire from the community to see more facilities and activities be created catering to teens and young adults.

Education Providers: Whilst there are 20 schools in the Kāpiti District¹⁶, people seeking higher education might need to leave the coast or commute into Wellington. Te Wānanga o Raukawa offers a range of tertiary education courses and could be developed to deliver strong indigenous education programmes across multiple sectors, including tourism. This aspiration resonates with iwi who would welcome the opportunity for their Rangatahi to learn the stories and histories of their people.

¹⁶ <https://www.educationcounts.govt.nz/>



Sense of Identity and Civic Pride: The identity is clearly distinct from others in proximity, with it clear to both locals and visitors what it is to live and visit the Kāpiti Coast. What makes up the Kāpiti experience, what will visitors see while they are in the district, and how will they feel? Currently, there is a feeling of disconnection in the community between council, community, and stakeholders. that needs to be dealt with for this aspiration to be realised.

Community Spaces: Many in the community believed that a strong social step forward would be to provide spaces for community groups to gather. There is a strong arts and culture sector throughout the Kāpiti Coast, so an example of a space that might also derive potential economic benefit would be an art's collective with associated gallery. A business hub could also provide value, encouraging government workers to remain in Kāpiti, but allowing them to still have a defined space to work.

Improved Connectivity: While there are linkages through to Wellington, and a few that journey north, there is a general perception that the internal connections on the coast need to be improved. Increased services that would make moving throughout the district would be welcomed.

More Events: Events are a way for the local community to come together, but also the catalyst to attract visitors into the region. People in the community believe that more could be done to attract visitors by creating events based on the districts' strengths: art, produce, nature trails, and history.

Environmental Wellbeing

Aspirations that worked to protect and preserve the natural environments in and around the Kāpiti Coast were shared by many of the groups consulted. Iwi communities and the younger generations within the community have a particularly strong shared desire to see an environmental ethos being fostered within the Kāpiti Coast for the benefit of future generations. These aspirations were not around keeping visitors and locals away from these natural assets but centred more around educating visitors and locals alike on how to engage with them in the right way, and how to live sustainably as an extension of this.

Living Sustainably: A shared aspiration for many was the desire to protect and maintain the land and create balance between people and place within the Kāpiti Coast. This could include conducting large scale environmental audits through to educating locals and visitors around aspects of recycling and how to travel through the destination limiting any impact they might have on natural environments.

Retention and Regeneration: There are over 500 hectares of green space along the Kāpiti Coast, with the numerous parks, forests and rivers providing strong ecology corridors for native bird populations, and locals and visitors alike highly valuing the accessibility of these areas. Regenerating areas back to native forest, and retaining and protecting these areas for future generations, are important initiatives to ensuring the environmental wellbeing of the community into the future.

Carbon Neutrality: The Kāpiti Coast District Council is working toward becoming a carbon zero destination by 2025, and this goal fits into the overall environmental aspirations expressed by various groups consulted.

An Eco-Destination: Kāpiti Coast becomes a destination that is known for being well managed and committed to sustainable practices. This would include having a wide range of high-quality nature-based tourism experiences within the region that enables visitors and locals to engage with the natural assets in the district in a sustainable way. It would also provide an opportunity for them to contribute towards the conservation efforts of the industry itself.

Utilise Marine/Shore Assets: The development and utilisation of the Kāpiti coastline and marine reserve were potential initiatives raised on several occasions throughout the stakeholder and community engagement process – snorkel hire, dive tours, stand up paddle boards and kayak hire for example. The need to make these assets more accessible to everyone and have more ways in which people can interact with and enjoy them were common themes (e.g., Dive School, Waka Ama, Scientific research/marine discovery centre).

Cultural Wellbeing

Cultural aspirations for the Kāpiti Coast were expressed by many within the community. There is a strong and unique story than can link the Kāpiti Coast with other regions to the south and north and provide the opportunity to create a point of difference for the district.

Māori Tourism Experiences: The Kāpiti Coast has a unique story to tell, but this is also a chapter of a larger regional story that could and should be told. The ability for visitors and locals to engage with mana whenua and hear the stories told the right way by the right people is a shared aspiration among many in the community. As an economic enabler, tourism is an industry that iwi would like to explore to determine what the opportunities are, and the benefits associated with them.

Storytelling: Iwi have articulated the aspiration to identify the stories they want to build commercial entities around, and those that might be used to market the district as a destination. These entities would assist in providing employment opportunities to bring iwi members' home.

Reenergise and Connect Whanau: A large aspiration from local iwi is to have facilities, operators or wananga available within the Kāpiti Coast that can help those who whakapapa back to the district connect with people and place. As mentioned, driving employment is a strong motivator, but it is also about reenergising the local whanau, hapū and iwi to reconnect with who they are, and where they have come from.

Build Capacity: Resourcing agencies and businesses to assist in building the capability of Māori within the community. Māori are mātauranga, land and story rich, but need help to build the capability to turn these assets into a commercial entity that can derive financial independence and sustainable employment into the future.

Cultural Infrastructure: Wayfinding and having cultural infrastructure to mark the entrance into the region both from the north and south. Iwi in the region have a strong art identity and having these assets to welcome and farewell people, while also helping them to navigate their way around the district would be of benefit both for locals and visitors to the Kāpiti Coast.



Economic Wellbeing

Providing employment and building community wealth would derive economic benefit for many within the community. Many of those consulted aspired for a vibrancy to the district with a diverse offering of boutique stores, eateries and entertainment precincts that would attract younger professionals and families to the area.

Encourage New Business with a Diverse Offering: While construction, healthcare and services, box store retail and hospitality were strong contributors to the economy within the Kāpiti Coast, there is an aspiration from the community to see more businesses offering a more diverse range of services and products. In particular, the need for more diverse dining options, enhancement of the 'night-time economy', and boutique retail open on weekends were mentioned.

Attract and Support Start-Ups: The need to incentivise SME start-ups to begin operation in the region was highlighted by several stakeholder groups. Potential methods to improve the likelihood of this included improving the provision of key information via relevant, accurate data, affordable access to business mentoring and support, and developing a clear pathway to accessing investment sources. It was noted during several of these discussions that the Kāpiti region enjoys significant business expertise and acumen amongst the community, with many retired/semi-retired residents having had very successful careers within the business world.

Economic Benefit Derived from Land, Histories and Stories: There is huge potential within the Kāpiti Coast to increase the value of the tourism economy by better utilising the natural assets and histories of the region, along with the stories that connect the two. There is a need to build the knowledge and capability of local entrepreneurs who are interested in pursuing commercial activities of this nature, relative to the suite of options already available in the region.



Diverse Industries: Develop opportunities to attract industries that are not currently operating within the Kāpiti Coast, outside of retail and hospitality. The Kāpiti Coast is a great place to live, with facilities for people with young families, and would be attractive given its proximity to Wellington for smaller industries and start-ups to come to the district.

Leverage the Wellington Opportunity Better: Wellingtonians account for nearly 40% of current visitors to Kāpiti. It was widely felt that, while having Wellington city nearby represented a considerable opportunity in terms of a potential visitor source, the Kāpiti region as a place to visit is being represented in a very fragmented and inconsistent manner. A well-considered, strategic, definitive and collaborative approach would improve the information available to potential visitors within the Wellington area, teaching them both what Kāpiti has to offer, and how best to maximise their time there. Te Uruhi (Kāpiti Gateway), once completed in mid-2022, will help to sell the stories within the district, provide a location for visitors to head to in order to discover what there is to do within the district and to provide relevant and up to date information with regards to travelling through the district and maximising the opportunity for visitors to stay longer and spend more while they are there.

DEFINING THE VISION

Through consultation with the community, a range of words were used over and over by a variety of community groups consulted. These identified the future aspiration for the Kāpiti Coast, as it pertains to destination management. This was then tested with community groups throughout the feedback session. This shared vision is:

**A thriving coastal community that lives, works
and plays sustainably, collaboratively striking
balance between business and the
environment.**



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Positioning the Region

To do this, it is important to first define its identity. What characteristics and elements are unique to this district, and make the Kāpiti Coast the destination it is?

A particular challenge for Kāpiti is that it is very much the sum of its parts, with the region made up of several characterful villages dotted along the coast, each with their own essence and vibe. This challenge has the potential to be turned into an advantage however, as all of these individual offerings combine and interact to form a unique point of difference. Add to this the distinct geography and natural assets that the region enjoys, the favourable climate on offer, the cultural connection and history the region has the ability to share, and the creative people who live there, and you can start to appreciate the distinct and unique sense of place that is the Kāpiti Coast.

With the addition of Te Uruhi in mid-2022, it will provide a physical story telling place for the Kāpiti story and provide information on how visitors into the region can engage with aspects of the story that resonate with them the most. It will assist in connecting visitors to Kāpiti with the stories throughout the district and the people who tell them.

HOW TO POSITION KĀPITI

While Kāpiti is largely seen in a positive light, there is a lack of awareness as to what (outside of a visit to Kāpiti Island) a visit to the area would entail. As mentioned above, this problem is exaggerated by the geographically dispersed nature of the district, with a lack of information available to potential visitors surrounding what each distinct village can offer combining with an unclear path of connectedness between each centre.

With this in mind, focus should be made on improving both the clarity in which visitor information and the ease of interconnectedness (both by experience type, and logistically) between each village, is presented and promoted. Teaching both potential and realised visitors 'how to Kāpiti' by improving the information available surrounding the 'what', 'where' and 'how' and improving their wayfinding ability to maximise their Kāpiti experience.

POSITIONING PYRAMID

Compelling destinations allow visitors to engage with the local people within the natural environment and hear the stories that connect the two. Kāpiti has access to many natural assets that provide motivation for visitors to visit. The Colmar Brunton demand work points strongly towards these natural assets increasing the appeal for the destination for visitors.

Ascertaining the hero experiences that can drive the awareness and appeal of the Kāpiti Coast and identifying potential support themes will help determine the best positioning for the Kāpiti Coast. Whilst these are areas of strength, there is also a great deal of room for future growth and can be viewed as the 'building blocks' upon which a stronger, more defined, resilient, and cohesive tourism positioning can be created.

From this positioning, development areas, requirements for growth and supporting infrastructure and amenities can be identified. This diversity provides the additional benefit by avoiding the 'eggs in one basket' scenario that comes from solely relying on only one major strength, allowing one or the other to be dialled up or down depending on future events, circumstance or audience.

Hero Experiences

Hero experiences are, or have the potential to be, world class iconic experiences that provide strong competitive advantage for destinations and focus on truly unique, memorable and engaging offerings that meet the needs of new and existing target markets. Through consultation and research completed in the development of this plan, three hero images were identified for the Kāpiti Coast – the natural environment, Kāpiti Island, and the coast.

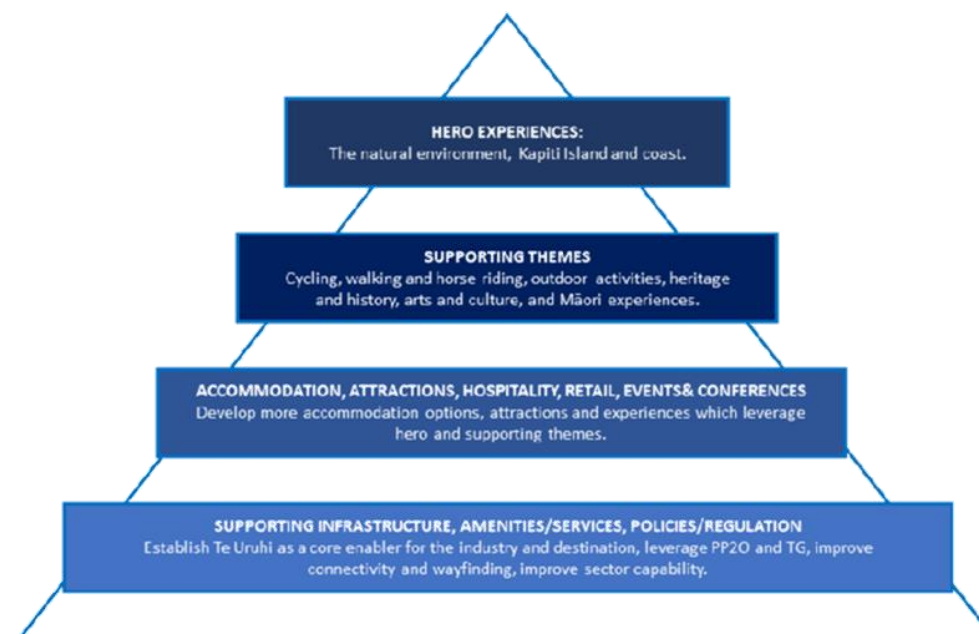
The natural landscapes of Aotearoa have always been a major motivator for visitors, and the Colmar Brunton research has determined that activities that take place within the natural environment dramatically increase the appeal of the destination. The depth and breadth of access available for visitors and locals to engage with the environment presents a range of opportunities for paid experiences throughout the region.

Kāpiti Island was identified through research and consultation as the only iconic paid experience currently available. As an experience it articulates many of the values and attributes that make the region unique and allow visitors to gain an insight into the diverse and fragile ecological environments along the coast. It also provides an additional layer of uniqueness as it is a predator free paradise that can only be accessed by approved tour operators who provide bio-security measures before accessing the island itself.

The 40kms of stunning curved coastline and tranquil beaches provide a strong compelling reason for people to visit the destination. The opportunity to walk along the beach, enjoying the sunshine, the clean air, the solitude and the stunning beauty of the coastline looking out toward Kāpiti Island shows the potential of this iconic hero.



Figure 6. Positioning Pyramid





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Supporting Themes



Cycling, walking and horse-riding.

TARGET SEGMENTS: Explore Nature, Relaxation and Wellbeing

There is an excellent and well-maintained network of trails for walkers, cyclists and horse enthusiasts that are suitable for all ages and fitness levels. They provide the opportunity for visitors to engage with the natural assets in and around the region and increase one's own physical wellbeing at the same time. Whilst the canvas for this supporting theme is there, visitors are unable to engage with locals, and hear the stories along the way. This could be done through a fully guided experience on these tracks, or through virtual or physical interpretation panels that bring these unique aspects to life.

Experiencing the region on foot, cycle or horse allows people to travel at their own time and build lasting memories with the natural environments. These tracks have the ability to boost the community benefits across all four of the wellbeing pillars, especially if new or existing operators within these areas offer purpose brand elements to their offering, visitors then have the opportunity to give back in a very real and authentic way.

The Kāpiti Coast has a long involvement and history with different equestrian offerings. There are even accommodation providers that have stables and barns suitable for people to holiday along with their horse and dog. This allows visitors to engage physically with the equestrian culture and heritage of the area, and offer a unique way for visitors to engage with the destination.



Nature activities

TARGET SEGMENTS: Explore Nature, Wine, food and Scenery, Relaxation and Wellbeing

There is no denying that Kāpiti Island is currently central to both the overall regional offering, and the main focus when it comes to the natural assets that Kāpiti has to offer. There are, however, many additional strings to Kāpiti's nature bow, with the diverse range of offerings and ease of access to these offerings being particularly strong such as Ngā Manu Reserve.

Harnessing this strong point for the region will however require a more strategic approach than previously applied. With many nature-focused activities being free to access, care must be taken that the economic potential of these assets is captured, while of course ensuring that a sustainable and environmentally responsible approach is always taken. Opportunities therefore lie not only in promoting the existing natural assets more optimally, but also developing new ways in which visitors can access, experience and positively contribute to these assets. This could include improvements to the surrounding infrastructure, the development of new tourism products, and the establishment of relevant supporting services.

Leveraged and built-on successfully, the natural assets also have a real ability to deliver results throughout all four of the community wellbeing pillars. The environmental wellbeing being the most obvious, with the potential for visitors and locals alike to help protect the very natural assets they are there to enjoy through initiatives like citizen science and other tangible regenerative tourism practices. Placing importance on enhancing nature and greenspace provides additional social benefits to the region's community and can also provide opportunities to develop unique cultural experiences and infrastructure, with the opportunity to interpret the mountains, rivers and sea through a unique Māori cultural lens.

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Heritage and history

TARGET SEGMENTS: Knowledge Seeking

From the escapades of Te Rauparaha and the incredible story of 'the swimmer' Kahe Te Rau-o-te-rangi, through to the US Marines stationed in the region during WWII, and the ten museums currently making up the Kāpiti heritage trail, the Kāpiti region has a fascinating heritage story that should be shared and celebrated more widely.

Importantly, the telling of these stories provides the opportunity for both the community and visitors to learn, acknowledge and appreciate what actions and events have made Kāpiti, Kāpiti, whether their viewpoint be of NZ European, of Māori, or of both/neither. Reconnecting with the local history also has the potential to answer several more of the community aspirations identified, including re-energising and re-connecting whanau, providing a source of renewed sense of identity and civic pride, the development and inclusion of cultural infrastructure, and the development of new tourism experiences, along with the economic and social benefits that these bring with them.

Care must be taken here however, that these heritage stories and associated experiences are delivered in a manner which appeals to the available target audience like Southward Car Museum. The subject of these experiences may be old, or 'old-fashioned' by their very nature, but that doesn't mean that the way they are interpreted, or experienced must be. The data showed that although this segment is important to the local community, it is attractive as a proposition to a certain extent, but it is not a large market.

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Arts and culture

TARGET MARKETS: Knowledge Seeking

Home to over 130 artists across a multitude of mediums, and the host of the well-established and successful 'Kāpiti Arts Trail' annual event, Kāpiti is already well-known regionally for its thriving art scene.

Strongly connected with both of the other tourism pillars identified, Arts & Culture as a pillar of strength has the ability to really bring the regions natural, cultural and historical assets to life through both creative interpretations and via specific events. Being predominantly housed inside, art galleries also offer a fantastic 'all-weather' experience for visitors to the region.

While undoubtedly strong, the watch-out for this tourism pillar is to ensure that the artistic offering is given the opportunity to be enhanced dramatically by the viewer physically visiting the artist or gallery. The strength here are the characters, stories and interpretations behind the art, optimising the introduction and intersection of these with the art lover/potential visitor and ensuring the offering is more than just a passive experience is the key to success within a tourism context. The data showed that although this segment is important to the local community, it is attractive as a proposition to a certain extent, but it is not a large market.



Accommodation, attractions, hospitality, retail, events and conferences

There is a desire among various community groups to see the number of accommodation providers increasing throughout the coast. There was an identified need for a mid-high range accommodation to add to the offerings already available, and increase the number of beds available. While there are a number of great restaurants throughout the coast, the need for more of them, ease of finding them and opening hours that reflect visitor movements into the region was identified.

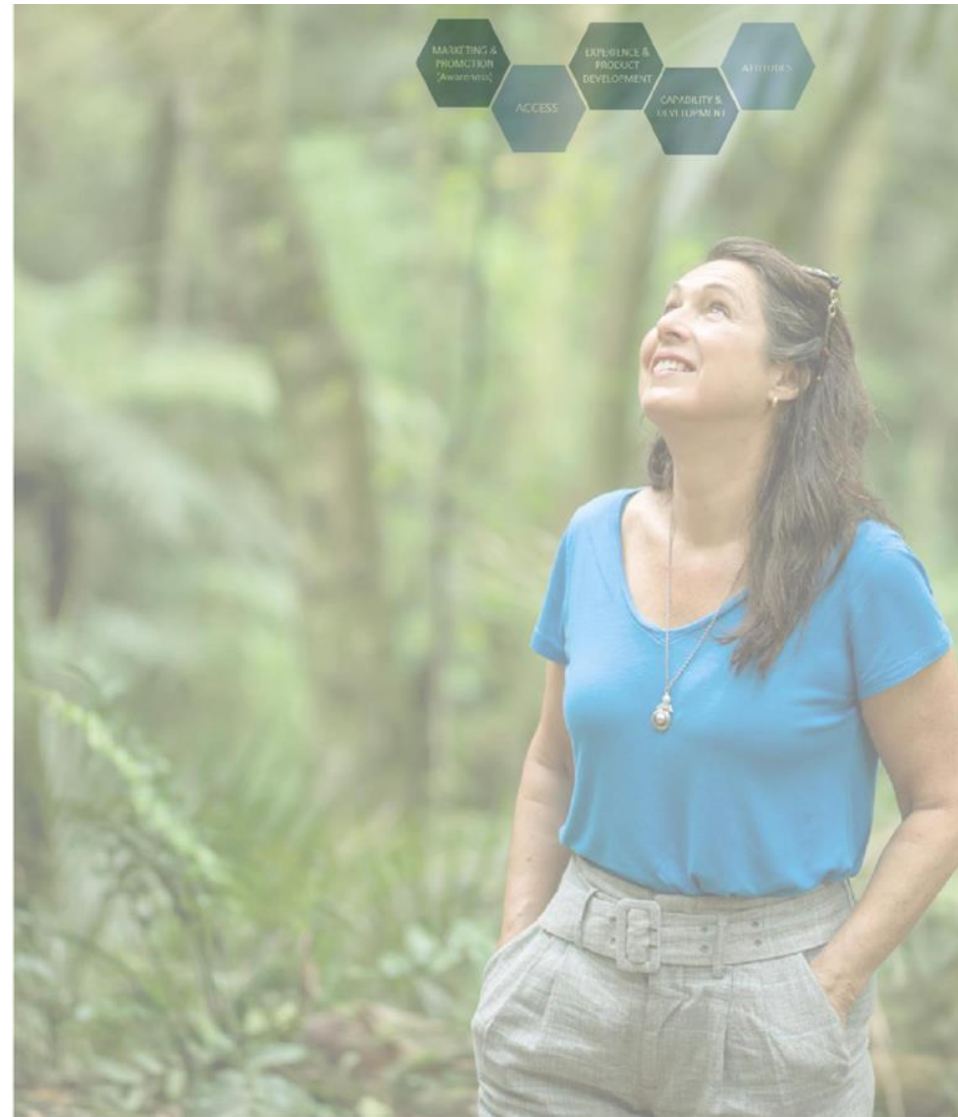
There are a number of events that are already well attended by locals and visitors to the region, but there is scope to increase the number, and potentially broaden the market scope with new events which support the positioning. Given the number of community members who are artists in their own right, more performance venues were identified as a need for the community and would help to build the vibrant community people are looking for.

There is a clear need for more experiences throughout the coast, especially those that leverage the hero experiences identified, or fall into the supporting themes that help to position the Kāpiti Coast. These will be explored in more detail in the next section of the plan.

EXPERIENCE OPPORTUNITIES

The Kāpiti Coast has a lot to offer locals and visitors to the district, but at present, there are a limited number of paid experiences currently available within the district that allow visitors to engage with the natural environment, understand what makes the district unique, and to hear stories from locals. Through the consultation process, a range of opportunities were identified that could enable better access for visitors to engage with the people and place and hear the stories that connect the two.

Māori tourism and the ability for visitors and locals to engage with the stories and histories of mana whenua in the region was a shared aspiration for many of those consulted. In addition to viewing Māori Tourism as a single opportunity pillar within the district, the potential for this sector is so broad, that it should be considered across all positioning pillars, and identified opportunities showcased below.



KAPITI COAST VISITOR EXPERIENCE OPPORTUNITIES



CHALLENGES TO SUCCESS

Transitioning to the aspired future state for the district, a range of challenges were identified. As is the case with many challenges, with time and resources, they can be turned into an opportunity that could deliver a range of benefits to the district.

Lack of Quality Paid Experiences

There is a distinct lack of product in the region. While there are many places to go and things to do that are unpaid, there should be a focus on developing paid experiences throughout the coast to support the community aspirations for employment and economic benefit. These experiences should be quality experiences that provide visitors with a level of assurance with regards to the experience they are paying for.

Accommodation

The lack of accommodation was identified as a significant barrier to success for the destination, as well as the range available. Many during consultation highlighted the need for high-end accommodation in the district. Along with new development, the existing accommodation stock is perceived as aged, with additional investment required to ensure a quality accommodation experience is maintained.

No Distinct Kāpiti Story

Kāpiti needs a proposition and story of its own to tell. This story can assist in positioning the region as a destination, provide a tone of voice for how the destination is marketed, and provide a consistent message that individual operators can link their own marketing efforts to.



Cellular Connectivity

Visitors insist on having consistent and strong connections, and it was identified through consultation that there are gaps on the coast where connectivity is an issue.

Community Connections

Understanding collaborative advantage over competitive advantage would be of benefit for the industry, and the building of cross-sector relationships and packaging.

Public Transport Gaps

There are rail issues on the weekends and holidays where trains are replaced by buses and the trip is longer than anticipated. There are a few intra-township bus links or connections to experiences throughout the district. There are also no transport options to the start of walking or cycling tracks. Regular services to Ōtaki are required.

Target Markets

THE IDEAL VISITOR

Recent research has found that in the short term (over the next 12 months), 72% of New Zealanders intend to take a domestic holiday and that there is an increasing desire for weekend/short stay breaks.

Tourism New Zealand scenario modelling shows that domestic tourism demand will continue to be more than 98% of pre-COVID-19 levels for the next two years and rising to over 110 % in 2023. Based on the assumption that after the border with Australia opened in April 2021, the models show a recovery to 80 % of pre-COVID levels by the end of 2021, while if the borders to the rest of the world open in January 2022, a recovery to 78 % of pre-COVID demand is not forecast until the end of 2023.¹⁷

The New Zealand Visitor Activity Forecast presents a longer-term view and was developed in early 2019, before the COVID-19 situation unfolded globally. As such, it does not consider the latest pandemic adjusted trends and so must be interpreted with caution. For that reason, here we provide a high-level overview of trends only rather than basing an analysis on the predicted numbers.

In future, the type of international visitors to the Kāpiti Coast are predicted to be those who enjoy engaging in activities such as going on day walks, seeing native birds, visiting museums and art galleries, and exploring a national park.

In contrast, the type of domestic visitors that are forecast by Tourism New Zealand to visit the Kāpiti Coast prefer activities such as hot pools, visiting museums and art galleries, dolphin/whale viewing and attending food and wine events.¹⁸

Pre-COVID, Australians were predicted to continue to comprise of the majority of international visitors, followed by those from the UK. China were fifth but forecast to overtake Germany and the US to become the third largest source of visitors to the Kāpiti Coast within the next five years.¹⁹

Though not technically visitors, the Kāpiti region's resident population should also not be forgotten. In fact, in many ways the locals can prove to be the most important consumer of tourism products and experiences. For one, they have the potential to provide a long-term, repetitive and consistent customer base. They are also far more likely to utilise these products both off-peak and mid-week, helping to smooth out seasonality issues. Finally, residents can become powerful ambassadors for local tourism products, providing invaluable word-of-mouth recommendations for both visiting friends and relatives, and to the wider target audience.

¹⁷ Tourism New Zealand Scenario Models (Dec 2020)

¹⁸ Domestic Travel Quarterly (Sept-Oct 2020) KANTAR

¹⁹ New Zealand Visitor Activity Forecast (FreshInfo)

Table 1. Target Market Segments for the Kāpiti Coast

SEGMENT/ DESCRIPTION	EXPERIENCE DRIVERS RELEVANT TO KĀPITI	DEMOGRAPHICS
DOMESTIC		
Explore Nature – exploring the outdoors as a way to relax	Kāpiti Island, The Tararua range, Escarpment Walk, Walking/hiking, cycle trails, Akatarawa Forest, Ngā Manu	Active Boomers and Independent Professionals (couples, no kids)
Wine, Food and Scenery – indulge or reward themselves with friends or visiting friends	Local food, local markets Arts/ cultural events Craft Breweries, tasting rooms	Couples, no kids, 65+
Knowledge seeking	Kāpiti Island tours, Nga Manu, Museums, art galleries, exhibitions, parks and gardens, places significant to Māori, music performance, special events	Couples no kids Predominantly 65+ Some younger families
Relaxation and wellbeing - Unplugged Wellingtonians – getting out of the city for a chance to relax	Visiting beaches, forest walks, visits to Kāpiti Island, café's, breweries, boutique shopping, art, Ngā Manu	Active Boomers and Independent Professionals (couples, no kids)
Sports and Events - Watching/participating - in sport/cultural event with friends and family	Sporting, arts and cultural events, Kāpiti hockey stadium, Paraparaumu Beach Golf Club	Active Boomers and Independent Professionals (couples, no kids) Families for sporting trips
Family Fun – bond with family	Kāpiti currently lacks some of the key drivers for this segment for kids over the age of 10, but does have secondary experiences - beach, parks, cycle trail, walks, Ngā Manu, splash pads, train and tram	Couples 35-44 with school age kids or younger
Friends and Family – going to visit friends and family (including students)	Walking, food, gardens, beach, arts and culture, events Kāpiti Island, Nga Manu,	45+
Small business events	Somewhere unique/ different, Ngā Manu Fun group team building activities	Corporates, government and leadership teams
Local Residents	All	All, but skew towards older age brackets to align with general population of the region.
INTERNATIONAL		
International Leisure travellers	Kāpiti Island Tours Proximity to Wellington and beaches MTB trips – Ranges to Sea Hiking, Ngā Manu	Free and Independent travellers Aust/UK/Europe/US
International VFR	Visiting friends and family Coming for an event at specific times of the year	Free and Independent Travellers mainly from Australia



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Strategic Priorities for Growing the Kāpiti Visitor Economy

Success for the Kāpiti Coast as a destination requires a collaborative and effective industry, a strong brand position supported by industry and the community, and quality experiences that ensure visitors can engage with the destination in an appropriate way.





Strategic Priority 1

Strategic Priority 1

Build effective and collaborative leadership across the industry and community.

For the visitor economy to grow and prosper within the region, strong leadership and collaborative relationships are needed. This will enable stronger community buy-in for the industry and stakeholders, and optimise potential social, cultural, environmental and economic benefits. All of which builds resiliency.

The district needs to determine what success for the district looks like for tourism, and the collective actions required to achieve that success.

Strive for a carbon neutral industry and develop a plan toward carbon neutrality.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 1



	STRATEGIC PRIORITY 1	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
SHORT-TERM PRIORITIES	1.1 Enable sustainable visitation through effective destination management	<ul style="list-style-type: none"> Identify the best structure and model for the management, marketing and development of the Kāpiti Coast as a destination. Determine and define the roles of all agencies within the region for managing the destination. This includes WellingtonNZ, the Kāpiti Coast District Council, and the Greater Wellington Regional Council. 	For a destination to be managed effectively and sustainability into the future, a clear pathway with identified roles, responsibilities and avenues for funding and support need to be articulated. Success for this plan and ultimately for the destination hinges on a collaborative approach with clearly identified roles. It will be important that organisations are adequately resourced, staffed and structured in order to implement and action priorities assigned to them.	The roles and responsibilities of all agencies are clearly defined and understood. The role of the RTO for the district is given to the most appropriate agency, and the destination is seeing strong benefits from it.	KCDC Iwi WellingtonNZ GWRC Visitor Industry Stakeholders Central Government DoC
	1.2 Determine appropriate Destination management plan implementation steering group.	<ul style="list-style-type: none"> Assign accountability of the key recommendations outlined within this plan to an advisory or steering group. 	There should be a steering committee or group who are tasked with managing this destination plan in terms of priorities, responsibilities, and assisting with avenues for funding if required. It has been suggested that perhaps the EDS Kotahitanga Board might work for this, but that would need to be determined.	A governance board meets regularly to address the priorities in this plan, reports back to stakeholders on actions and refreshes with opportunities, barriers or changes that might occur.	Iwi KCDC WellingtonNZ Visitor Industry
	1.3 Strengthen data insights to help inform all activity in the district.	<ul style="list-style-type: none"> Subscribe to existing tourism research and statistics suppliers. When and where applicable, contract tailored research to assist in tracking metrics. Once industry have determined their best success metrics, ensure there are appropriate channels to monitor and collect that data. 	Although there is information out there on Kāpiti and the market demand for the region this could be improved. Information assists with defining the right market segments, and setting strategic priorities, but also to monitor success against pre-determined metrics.	A clear understanding of what success looks like for the district, with appropriate metrics identified, and data collected to monitor and report on those metrics.	KCDC WellingtonNZ Visitor Industry

	STRATEGIC PRIORITY 1	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
1.4	Create connections between the visitor industry and residents in order to foster social licence for tourism within the district.	<ul style="list-style-type: none"> Better inform the residents of the Kāpiti Coast of the benefits of the visitor economy to the overall economy of the Kāpiti Coast. Introduce local promotional campaigns to derive greater civic pride within the district. 	Residents are proud of where they live, but some are unsure of the benefit that tourism provides. Communicating what is happening and the benefits the sector provides would assist. A promotional campaign that harnesses that pride in PLACE would offer the chance for visitors to hear from locals what motivates them to live on the Kāpiti Coast.	An informed community would lead to a higher level of community acceptance and social licence for tourism in the district. Hearing from locals the key experiences that are unique to the Kāpiti Coast would provide motivation for potential visitors to choose the area as their holiday destination.	Iwi KCDC Visitor Industry Community Groups Stakeholders
1.5	Develop partnerships and collaborations within the district.	<ul style="list-style-type: none"> Clearly define individual and collective roles and responsibilities across stakeholder groups, relative to the tourism context. Support a visitor industry led association to provide support, coordination across the sector, but to also act as an effective conduit between industry and the Council. Strengthening the relationship with WellingtonNZ to ensure cohesion, broaden the reach, define roles and responsibilities, and share data and information to leverage resources effectively. 	To achieve the best outcomes from the destination plan, but to also see benefits across the four well-beings, a collaborative approach to partnership needs to be adopted. Working together will enable the destination to work toward a sustainable future for the region.	A collaborative and effective relationships exist between council stakeholders, industry, iwi and community. The industry led association is strongly supported by industry in Kāpiti, and advocates on behalf of its members.	KCDC Iwi DMP Steering Group All Stakeholders Industry
1.6	Cross-sector collaboration.	<ul style="list-style-type: none"> Identify sectors with similar values and desired outcomes and develop packages that encourage new or existing markets into the region to stay longer and ultimately spend more while they are here. 	The Kāpiti Coast has a lot to offer both locals and visitors. There is an identified lack of visitor information within the region, other than online sources. Working collaboratively across sectors will enable promotion and packages to be placed in front of more potential visitors. They might come for a music event, or to see a particular exhibition, but they stay to visit an experience.	Increased cross-sector packages available for sale in the market, promoting the Kāpiti Coast as a place to eat, stay and do. An increase in the average length of stay would be a metric of success for this objective.	Stakeholders Industry Arts and Culture Sector Iwi



Strategic Priority 2

Strategic Priority 2

Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination.

Building awareness of the destination is imperative for the sustainable growth of the visitor economy for the Kāpiti Coast. This awareness is not just about knowing what there is to do in the region, which is important, but it is also about knowing what is the unique identity of the Kāpiti Coast to ensure it is marketed and promoted effectively.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 2



	STRATEGIC PRIORITY 2	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
SHORT-TERM PRIORITIES	2.1 Determine the Kāpiti destination story and value proposition.	<ul style="list-style-type: none"> Determine what the unique identity is for the Kāpiti Coast that considers the most leverageable strengths of the region. Work closely with iwi and other stakeholders to determine the unique proposition for the district. Ensure the environmental ethos and regeneration aspirations of the community are developed within the brand story, 	Offering a clear and unique position for Kāpiti Coast will help to differentiate the district from others. Telling the Kāpiti story through destination marketing channels, and providing marketing tools for the industry to utilise, will ensure a consistent message is presented. A strong combined positioning will give the community a heightened sense of identity and civic pride.	Kāpiti has a values proposition that is socialised and known by iwi, industry, community, and stakeholders. The story is linked to the destinations DNA and resonates with the values of the people who visit.	KCDC WellingtonNZ Iwi
	2.2 Develop and share a destination marketing toolkit accessible to industry.	<ul style="list-style-type: none"> A toolkit that will assist with the promotion of the district as a visitor destination would be of benefit. As part of the kit, pathways to experience development and start-ups would assist in building better experiences within the district. 	Having access to a destination marketing toolkit that can assist with the marketing and the development of a destination. A toolkit resource that assists operators to meet the marketing promise made in the promotion the destination. Access to, and identification of pathways to growth and development for operators that can assist from start up to scale up would provide long term benefits for the district and the visitor industry.	Toolkit has been resourced and supplied to stakeholders to assist with the marketing and development of the district.	KCDC WellingtonNZ
	2.3 Begin to develop a marketing plan and build relationships with media	<ul style="list-style-type: none"> Start to foster relationships with media outlets, TV, print, radio and online that can be used to promote stories from the district. Begin to build clear communication, events and media strategy that can reach target markets Start to build marketing plans that reflect the many narratives of the Kāpiti Coast and highlight the reasons to visit. 	PR campaigns and marketing strategies are streams of work that are vital to the development of a destination, and integral to building awareness of what the district has to offer. These are large workstreams that will take time to build and enable them to focus on the right areas at the right time. These should be a focus in the short-term and built on into the mid to long term.	Within the next 12 – 18 months, relationships have started to be formed with the right media and PR partners that will enable awareness to be built. A marketing plan has been started that will focus on the positioning pillars and attracting the right visitors to the district	KCDC WellingtonNZ

	STRATEGIC PRIORITY 2	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
MID-TERM	2.4 Work with WellingtonNZ and other neighbouring RTOs to promote itineraries that move people through the lower North Island and into the upper South Island.	<ul style="list-style-type: none"> • Work with WellingtonNZ to promote the Kāpiti Coast as a destination to city residents and visitors. • Work with Whanganui and Partners to develop coastal itineraries for people travelling down the west coast of the North island and the Cook Strait Ferries. • Look for potential touring routes through neighbouring regions with wayfinding and interpretation to encourage movement through the regions. Cycleways and walkways would offer an opportunity. 	Good working relationships with neighbouring RTOs and those who form part of the Great Wellington Region can help to drive market visits from those regions, as well as strengthen the overall offering of the wider area as a tourism destination.	Packages and itineraries exist that promote cross-regional and cross-district travel. Promotional opportunities are explored for these at a Greater Wellington and individual RTO level.	KCDC WellingtonNZ RTNZ
	2.5 Build awareness of Kāpiti as a destination	<ul style="list-style-type: none"> • Work through the marketing plan developed in the short-term to drive awareness of the destination. • Begin to build on the media relationships to start planning a PR and media programme to assist with building awareness • Focus marketing plans on shoulder and low season periods where capacity is high across the visitor economy. 	Opportunities for media engagement, public relations and other activities would raise the awareness of the destination and improve consideration of the Kāpiti Coast as a destination. Ensure that the best examples of both business and sustainable environmental practices are used when dealing with media. Individual marketing plans that highlight the diverse strengths of the district would provide the opportunity to engage with more potential visitors to the Kāpiti Coast. Plans that focus on the strong arts and culture sector, Māori tourism experiences, on water engagement and other strengths.	Programme of media, social influencer and digital content is developed with metrics that need to be achieved for each calendar year. Marketing plans are developed that speak to the broader brand positioning of the destination and allows for targeted messaging to ideal audiences. With a focus on shoulder and off-peak, success would be seen in an increased number of visitors across this time.	KCDC WellingtonNZ Stakeholders



Strategic Priority 3

Strategic Priority 3

Grow quality experiences to encourage new and existing markets to visit and spend.

Whilst there are many opportunities for visitors to the district to engage with the unique natural assets throughout the region, there is very little in the way of paid experiences. Tourism is an economic enabler and can assist in delivering multiple benefits to the Kāpiti Coast that achieve growth in terms of the economic, environment, social and cultural well-beings.

Focus should be on the growth and development of quality experiences that enhance the Kāpiti offering and assist the community in achieving their aspirations while protecting the districts natural environments.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 3



SHORT-TERM PRIORITIES	STRATEGIC PRIORITY 3	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS	
	3.1	Increase the number of quality paid experiences available	<ul style="list-style-type: none">• Increase the number of Qualmark accredited operators within the region.• Incorporate tourism sustainability commitment within operations and Purpose Brand ethos encouraged.• Develop capability building resources and programmes for the visitor industry• Use Te Uruhi as an example of best practice through the improved visitor experience offered to visitors to Kapiti Island.	Tourism has the ability to impact positively on communities and the environment and should be encouraged. Operators who enable visitors to engage with the people and place of the Kāpiti Coast must deliver a quality experience. A third party quality assurance accreditation programme like Qualmark will enable visitors to make informed and clear choices when looking for activities and accommodation. These programmes will also ensure that operators have full health and safety plans in place.	A wide range of Qualmark accredited experiences that appeal to broad target audiences are available in the district. These experiences allow visitors to engage with the natural and cultural assets. Visitor spend within the region increases. Strong community and environmental benefits achieved through regenerative tourism activity.	KCDC WellingtonNZ Visitor Industry Iwi
	3.2	Explore the opportunities identified in this plan to enhance the visitor experience by increasing supply.	<ul style="list-style-type: none">• Conduct a gap assessment to determine areas of opportunity to focus on with regards to new business/product development.• Support and promote the development of authentic visitor products and experiences.• Explore investment in new attractions and experiences throughout the coast.• Work to ensure Te Uruhi captures and articulates the district's stories and provides inspiring visitor information.	There is a definitive lack of opportunity for visitors to engage with the natural and cultural assets of the district, particularly as a paid-for experience. A gaps assessment would identify experience development opportunities throughout the district. To encourage length of stay within a destination, visitors need to be provided with a reason to stay. If they are staying longer, they are spending more. By maximising the potential of the opportunities expressed within this plan, the Kāpiti Coast can increase the number of experiences on offer, drive the visitor economy to growth and derive better benefits back into the community.	An increased number of operators offering a wider range of experiences that capture the ability to engage with the natural and cultural assets of the Kāpiti Coast.	KCDC Stakeholders WellingtonNZ Stakeholders Iwi

	STRATEGIC PRIORITY 3	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
MID-TERM PRIORITIES	3.3 Attract or develop major and business events to support the regions positioning.	<ul style="list-style-type: none"> Enhance the calendar of events with a balanced portfolio of event themes and timings. Focus on events that celebrate support the positioning of the region as well as the strength of sectors like the arts and culture sector. Create and actively enable new locally grown events that have broad appeal. Explore the potential to leverage off the events in Wellington with peripheral events that resonate along the same theme. 	Events provide the opportunity to extend the target audience of a destination and increase the number of markets available to them. The Kāpiti Coast has a range of events already held throughout the year, but would benefit from having more of them, dispersed throughout the shoulder and off season, to encourage people to travel to the region. Explore the potential of current local community events that might have the potential to appeal to a larger audience.	A clear calendar of events is created for the district and promoted widely for people to attend.	KCDC WellingtonNZ
	3.4 Work collaboratively with iwi to identify experience opportunities throughout the district and assist with business development support.	<ul style="list-style-type: none"> Work with iwi to build Māori tourism experiences along the coast that allow people to engage with local stories. Develop a working group between iwi and council to build on the relationship built during the development of Te Uruhi and look at potential opportunities to increase the social, cultural, and economic benefits for the community. ART will play a significant role in the development of the destination Plan, and will be partners in the development and implementation of the plan 	The Kāpiti Coast has a strong Māori history and story to tell. Local iwi should be the story tellers who bring those stories to life for locals and visitors to the district. Aligning these to the social, cultural and economic well-beings iwi are aspiring too would derive greater benefit for local Māori communities within the region, and build powerful experiences on offer for the destination. Consultation and discussions need to be purposeful and there should be a specific iwi tourism development plan to assist with this.	There are a range of Māori Tourism operators and experiences throughout the coast that offer multiple touchpoints for visitors to engage with the people and the place through the stories that connect the two.	Iwi KCDC Stakeholders
	3.5 Actively seek additional accommodation providers with quality services and product offerings into the district.	<ul style="list-style-type: none"> Invite investment of accommodation providers into the region. Develop an accommodation audit that can identify where the gaps are. Support and/or incentivise existing stock to maintain quality levels. 	The need for more beds and higher end accommodation on the Kāpiti Coast was clearly identified during consultation. A quality mid-range accommodation investment would be beneficial for the region. There are a few activities and events on the district that attract a high-end consumer, and at present there is limited matching accommodation offering.	Increased accommodation available throughout the coast. Additional mid-range to high - end accommodation has been built or developed. Existing stock is kept to a high level of quality.	KCDC WellingtonNZ



Strategic Priority 4

Strategic Priority 4

Create a sustainable place to live
and visit.

Sustainability and regeneration into the future was a strong aspiration expressed by many within the community. The council are currently exploring strategic imperatives to support this aspiration at a wider community level, but this aspiration was shared by stakeholders and industry within the visitor economy.

This communal environmental focus is present in all priorities, but this one identifies specific and broader actions to achieve long term aspirations.

RECOMMENDED ACTIONS | STRATEGIC PRIORITY 4

	STRATEGIC PRIORITY 4	KEY ACTIONS	RATIONALE	SUCCESS METRIC	
SHORT TERM PRIORITIES	4.1 Determine baseline metrics for a sustainable, carbon neutral destination.	<ul style="list-style-type: none"> Develop methods to measure sustainable practices and the benefits associated to them. Ascertain a baseline for the industry. 	In order to work towards a destination that is known for taking action on matters of sustainability and carbon neutrality, it is important to benchmark the starting point.	Baseline metrics achieved, and reporting and monitoring programme developed.	KCDC Visitor Industry
	4.2 Develop a range of purpose brand initiatives within the industry that provide strong regenerative tourism and community benefits.	<ul style="list-style-type: none"> Encourage a purpose brand ethos for the industry to adopt with direct benefits to the community. Facilitate and enable the ability to contribute to catchment scale native conservation projects. Increase the number of businesses that have committed to the NZ Tourism Sustainability Commitment 	As an industry, building social licence and increasing the resiliency of the community as a whole is a key to a successful future for the Kāpiti Coast. Purpose brands, and their ability to provide support to community programmes, are one way in which to achieve that.	Purpose brands are recognised and supported by council and stakeholders. New entrants into the industry are encouraged to add a purpose brand aspect to their operations.	KCDC WellingtonNZ Visitor Industry
LONG-TERM PRIORITIES	4.3 Strive for a carbon neutral industry and develop a plan toward carbon neutrality.	<ul style="list-style-type: none"> Support and encourage operators to incorporate carbon neutrality into their business planning. Plans and programmes should adhere to the guidelines set through current and future district strategies or policies. Determine baseline metrics for a sustainable, carbon neutral destination 	The carbon footprint and negative impact of the industry and visitors to the region need to be considered for the destination. Developing a plan that assists and supports the industry to embark on a path towards carbon neutrality is ambitious but would be seen as a positive move by locals, media and visitors to the region. Travellers will actively seek destinations who are taking action in this space. This might be incorporating a visitor economy section within the existing Carbon and Energy Management Plan.	The industry is carbon neutral and can market itself as being so. Visitors are coming to the district to see what a carbon neutral tourist destination might look like, and the impacts to the natural environment are mitigated through comprehensive management and mitigation programmes.	Visitor Industry WellingtonNZ KCDC



Strategic Priority 5

Strategic Priority 5

A destination that is well connected.

This strategic priority is multifaceted. It is about ensuring that the district is easy to navigate and get around, and that there is a sense of place and arrival to the district when approaching from the south or from the north. It is also about ensuring that there is adequate and strong internet connectivity throughout the region (where possible).

The completion of the Transmission Gully, Mackays to Peka Peka, and Peka Peka to Otaki roading projects provide easier access to the district from both the North and the South. Kāpiti Airport provides an alternative access point as well as an opportunity for additional paid experiences within the district.

Supporting ease of access with a well connected District is imperative to a great visitor experience.



RECOMMENDED ACTIONS | STRATEGIC PRIORITY 5

SHORT-TERM PRIORITIES	STRATEGIC PRIORITY 5	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS	
	5.1	Better leverage the airport and services it supplies for the community	<ul style="list-style-type: none">• Leverage the direct Auckland services for leisure seekers looking to engage with the Kāpiti Coast.• Explore further connections with Air Chathams to other regions that would provide benefit into the community.• Explore value added experiences that might operate from the airport including scenic flights, paragliding, and helicopter flights.• Explore what would be needed for electric planes and the services and resource that would be needed to support them	The airport is an asset for the district and provides access from key markets like Auckland, and potential growth into markets like the top of the South Island. With the land available within the airport and the resources and infrastructure that currently exists, there is also the potential to look at developing value added experiences within that location that will enhance the visitor experience offering for the entire region. This would involve working with Templeton Group to ascertain what might or might not be possible.	The Kāpiti Island Airport offers a range of services to key markets and provides visitors with experience options that include scenic flights, transfers into the city and the potential for electric planes into the district.	KCDC Templeton Group Airport Visitor Industry
	5.2	Leverage improved road access once Transmission Gully and PP20 are completed.	<ul style="list-style-type: none">• Determine best way to market the fact that access into the Kāpiti Coast is improved through the completion of Transmission Gully and PP20.• Assess wayfinding on route.	The completion of Transmission Gully, Mackays to Peka Peka and Peka Peka to Otaki provides easier access to the district from both the North and the South. Supporting this ease of access with a well-connected District is imperative to a great visitor experience. Marketing and communication strategies that talk to this ease of access and potential experiences around the current SH1 would provide a compelling reason to visit the district.	Access to the coast is improved and current limitations and stress points are removed. Heritage and scenic tours that make the most of SH1 are offered and visitors are able to navigate throughout the district easily.	KCDC WellingtonNZ Visitor Industry
	5.3	Improve the wayfinding and interpretation across the district.	<ul style="list-style-type: none">• Improve wayfinding for navigation throughout the district, and especially from access points into the district and attractions.• Develop quality interpretation signage throughout the district to assist in the telling of the Kāpiti story, and provide the ‘what, where and how’ to engage with this as a visitor.	Improved wayfinding throughout the district encourages regional dispersal and helps to connect visitors to the place. Place-based storytelling interpretation will bring the stories of people and place to life and can be used by paid experience providers to enhance their tours. A visual representation of the welcome allows people to connect with the destination they have entered. Tangata whenua could be commissioned to provide these. The PP20 will	Place-based wayfinding pieces mark the entrance to the region from the north and the south, designed and carved to match the unique style of local iwi. Interpretive signage helps people to navigate through the destination effectively.	KCDC GWRC Visitor Industry Stakeholders Iwi

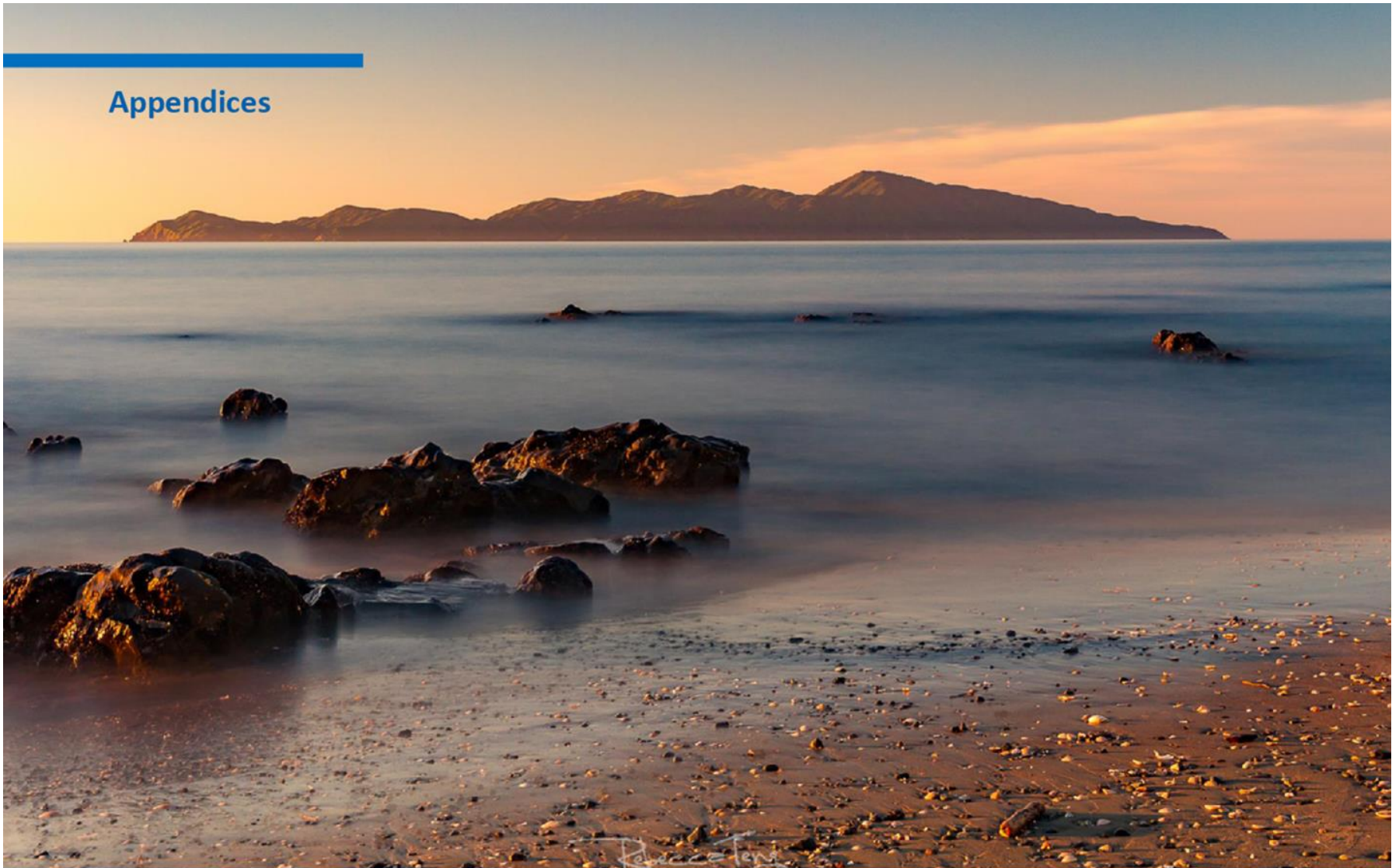
	STRATEGIC PRIORITY 5	KEY ACTIONS	RATIONALE	SUCCESS METRIC	PARTNERS
		<ul style="list-style-type: none"> Have a visual representation of a welcome into the district. 	affect the north and south entrances into the region, and these markers could assist. Wayfinding on key path/cycleways and trailhead signs would be beneficial.		
MID-TERM PRIORITIES	5.4	Improve the connectivity between visitor attractions on the coast and transport hubs. <ul style="list-style-type: none"> Identify transfer options from major transportation hubs in and around the district. Track how visitors get to and from current tourism operations, and points of significance. Identify any opportunities that might exist for additional transport infrastructure or operators in the region. 	Knowing how visitors can move from entry hubs into the Kāpiti Coast and experience points helps to determine what might be needed for visitors to travel through the destination and increase regional dispersal.	Increased transfer options are available for visitors moving through the region. New operators in the region offering transfer and tour options.	KCDC GWRC Industry Steering Group
	5.5	Enhance visitor journey mapping. <ul style="list-style-type: none"> Determine what the visitor journey is currently for people who choose the Kāpiti Coast as a holiday destination. Identify any areas of that journey that might need to be addressed or developed to enhance that journey. 	The visitor journey, from gathering information through to booking, undertaking the experience through to the follow up, should be seamless. It is important to know what that journey is, assess it regularly and make changes when you need to, to ensure the journey remains seamless. This might involve supporting operators with enhancing their own visitor journey experience.	Visitor reviews for those coming into the region are positive and there is a high level of visitor satisfaction across all stages of the visitor journey. Follow up, reviews and feedback on the experience are positive and recommendations to visit are made through public forums.	KCDC GWRC WellingtonNZ Industry
	5.6	Improve the digital connectivity for visitors and residents throughout the district. <ul style="list-style-type: none"> Assess digital connectivity throughout the region and identify areas where the connectivity is weak. Determine if there is a way to ensure these weak spots can be addressed. Assess the amount and location of free WiFi areas for visitors. 	Strong digital connectivity is expected by visitors to any region. When that connectivity is less than ideal, it will reflect badly on the destination. To attract new businesses into the region, and to service the desire to work from home a percentage of the time, connectivity must be high and consistent. Having good connectivity throughout the region can also support good health and safety practices for operators who run tours through areas of the district that might have connectivity issues.	Strong connectivity through 4G or 5G is sustained and accessible throughout the region.	KCDC Telcos

Risks and Mitigation



RISK DESCRIPTION	POTENTIAL CONSEQUENCES	INHERENT RISK	MITIGATING MEASURES	RESIDUAL RISK
1. Sustainability of funding	<ul style="list-style-type: none"> Lack of funding to continue managing the destination effectively. Limited opportunity to increase supply and subsequent spend into the region. 	MEDIUM	Local Government and tourism authorities could apply for additional funding through the announced Tourism Infrastructure Fund. There is also additional funding available through STAPP.	LOW
2. Lack of confirmed funding for activation	<ul style="list-style-type: none"> There are a number of actions within this plan that are integral to the growth of the visitor economy and eventual success of the sector within the Kāpiti Coast. Funding for activation should be sought from appropriate sources to activate effectively. 	HIGH	Funding streams are available but should be identified and placed against each workstream at the beginning of activation. Where there is no apparent funding investors might be sought to fill the gap.	MEDIUM
3. Climate Change	<ul style="list-style-type: none"> Eventual sea level change would have devastating effects on the local beaches. Dunes and the restoration work could be placed under pressure. 	HIGH	Additional work to the sand dunes could be done to limit the effects of sea level change.	MEDIUM
4. Social Licence of Tourism	<ul style="list-style-type: none"> With more tourists and potential pressure on existing services in the region, the social licence of tourism within then community could be affected. 	MEDIUM	Ensure that residents are taken on the destination management journey to understand what is happening in this space and the role they can play. Ensure there are strong programmes in place for tourism to give back to the community.	LOW
5. Development of Māori Tourism product and stories used	<ul style="list-style-type: none"> Any iwi stories used to market and promote the region must be determined and supplied by iwi. Tourism product development that includes Māori content should be developed in partnership with iwi. 	MEDIUM	Work with Māori and local iwi to understand what can be shared and what can't. Ensure that new and existing tourism operators are aware that some stories should only be told by iwi.	LOW

Appendices



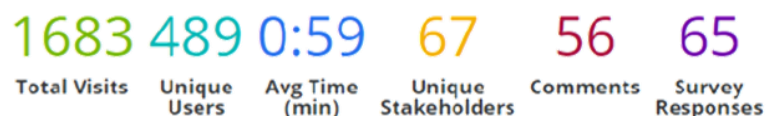
Kāpiti Coast Destination Management Plan | July 2021

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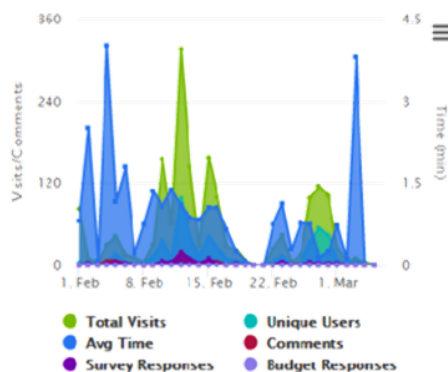
Appendix A – Social Pinpoint – Online Community Consultation

Social Pinpoint was the online tool to garner feedback from the community who were unable to attend the consultation sessions. These comments, aspirations, opportunities and barriers were all taken into consideration when developing this destination management plan.

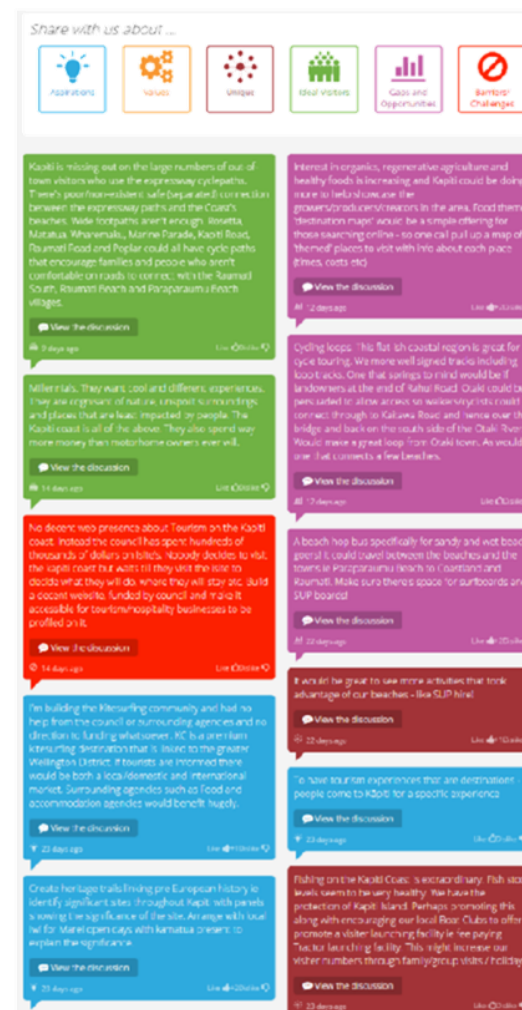
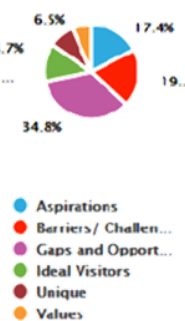
Stakeholder Engagement Summary



Stakeholder Engagement by Day



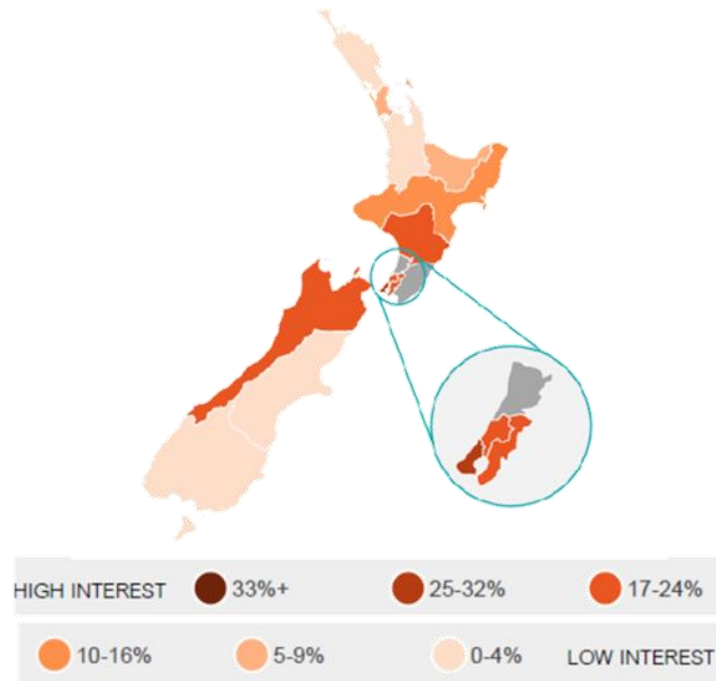
Comment Types



Appendix B – Colmar Brunton Demand

To create the Destination Plan Kāpiti first needs to understand the district's current appeal and what could drive greater levels of appeal. WellingtonNZ commissioned Colmar Brunton to help provide this understanding through a New Zealand domestic traveller survey and through data analytics. The following outlines some of the findings specific to the Kāpiti Coast District.

Where are those interested in visiting the Kāpiti Coast coming from?

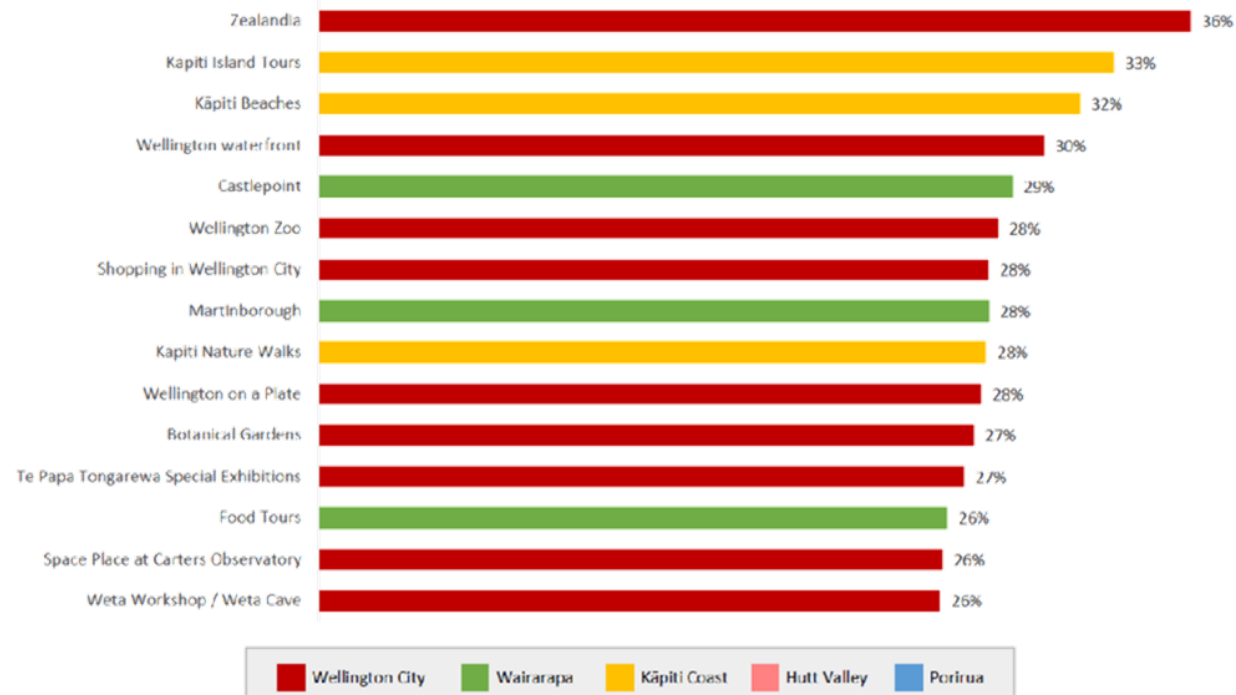


Reasons for visiting the Kāpiti Coast



The size of the phrase indicates the frequency each reason was mentioned.

% identifying each activity as a 'hero' amongst those not initially interested in visiting the Wellington/Wairarapa region but changed their mind after seeing what is on offer



Appendix C – TOURISM NEW ZEALAND TARGET MARKET SEGMENTS

Tourism New Zealand’s target segmentation research was used to determine the target markets for the Kāpiti Coast and are referenced throughout the Colmar Brunton Research.



NEW ZEALAND

Level 5, Dell EMC House, 5
Willeston Street
PO Box 2515, Wellington 6140

Phone: +64 4 4723114
Email: info@trctourism.com

AUSTRALIA

Suite 5, 3 / 4 Gippsland Street
PO Box 837, Jindabyne NSW
2627

Phone: +61 2 64562722
Email:



INSPIRING SOLUTIONS
FOR PEOPLE AND PLACES

8.2 DRAFT OPEN SPACE STRATEGY - APPROVAL TO CONSULT

Author: Jamie Roberts, Design & Environment Senior Advisor

Authoriser: Sacha Haskell, Group Manager Place and Space

PURPOSE OF REPORT

- 1 The purpose of this report is to seek approval to undertake consultation of the Draft Open Spaces Strategy.

DELEGATION

- 2 The Strategy and Operation Committee has the delegation to consider the setting and approval of the policy and strategy work programme.

BACKGROUND

- 3 The purpose of the Open Space Strategy is to set a clear vision and direction for the provision and management of open space in the Kāpiti district, including guidance for acquiring land for open space.
- 4 The existing Open Space Strategy adopted in 2012. The review of the Open Space Strategy was approved through the Long Term Plan 2018-2038. Since the existing strategy was written there has been significant change across the district, such as the expressways, Transmission Gully and land acquisition including the purchase of Otaraua Park.
- 5 The Draft Open Spaces Strategy is a guidance document for decision making including informing the Long-Term Plan cycles. The strategy provides both the vision and structural components for a dynamic and growing network of spaces that support the quality of life in our district. It also provides the framework for assessing future land acquisition and for collecting contributions to fund Open Space development required for growth. The strategy will inform the setting of development impact fees in the future.
- 6 While the Council can only directly influence decisions over land which it owns or manages, the strategy takes a districtwide and multi-agency approach to network identification and development. The strategy also considers public open space owned by other agencies in order to provide a holistic view of connectivity and capacity assessment for network growth planning and development.
- 7 The consultancy firm XYST has been contracted to assist with the review of the strategy and provide a core function in the facilitation of engagement, identification of issues and opportunities, positioning the network within the national context which was input into the draft strategy.
- 8 Council officers have managed this process and ensured the strategic approach in the strategy is comprehensive, provides guidance, and is positioned well to foster, manage and support the unique qualities of the District.
- 9 Elected members have had three briefings on the strategy review. The first on 21 February 2019 at the very start of the process, the second on 11 April 2019 to discuss emerging themes as a result of the first round of engagement, and finally Councillors were briefed on the Draft Open Space Strategy on 31 August 2021.
- 10 The Draft Open Space Strategy is the result of an extensive project workstream since the project inception. Throughout this project there has been a need both to inform the development of the LTP 2021-41 and to align the strategic direction with the other policy review workstreams that are in development, notably the District Growth Strategy. Open Space provision is integrally linked with the growth aspirations of the District. The intention is for the consultation on the Draft Open Space Strategy and the approach to district growth to be undertaken concurrently in October 2021; thereby clearly communicating the

interdependencies and connection between them so they are aligned and synergistic of each other.

ISSUES AND OPTIONS

Issues

- 11 The strategy identifies the current and future open space needs for the Kāpiti Coast community. It provides the vision and aspirations for a good-quality open space network and provides the framework and criteria to support cost effective decision making to support the growth of the network in the future.
- 12 The strategic vision is that “Kāpiti has a vibrant, diverse, thriving and interconnected open space network, that supports the connection of the community to the environment and the mauri (essential quality) of both.
- 13 The strategic approach provides an efficient and effective framework for open space definition, identification, management and development at a network level.
- 14 Key proposed evolutions from the Open Space Strategy, 2012 are;
 - The adoption of a Kaupapa Maori planning framework to guide the values (kaupapa), objectives (huanga) and approaches (tikanga) of the Strategy;
 - Updated recognition the role of Council's open space in climate change resilience, adaptation and response;
 - Improved means for balancing growth with environmental and open space values;
 - Increased recognition of the role of open space in supporting wellbeing and wairua and delivering on the Governments Living Standards Framework;
 - The identification of 9 open space categories to guide future network management, investment and growth;
 - The integration of cycleways, walkways and bridleways as part of the Open Space Strategy rather than a separate strategy;
 - Additional detail on process and criteria for assessing land acquisitions;
 - Town based network mapping of the current open space network and aspirations and opportunities for growth.
- 15 The strategy provides tiered management standards that will apply to each of the nine proposed open space categories. The nine proposed categories are:
 - A. Districtwide and destination
 - B. Sport and recreation
 - C. Iwi practices and sites
 - D. Heritage
 - E. Neighbourhood parks
 - F. Nature reserves
 - G. Outdoor adventure
 - H. Recreation and ecological linkages
 - I. Urban public space

CONSIDERATIONS

Policy considerations

- 16 This Draft Open Space Strategy is the result of a review of the Open Space Strategy, 2012.
- 17 The Strategy has been developed alongside and aligned to Council's other Strategies under review and will be consulted on alongside the District Growth Strategy.
- 18 The Cycleways, Walkways and Bridleways (CWB) strategy (2009) is currently separate to the Open Space Strategy 2012. As part of this review, CWB trails are included in the Open Space Strategy and the CWB Strategy 2009 will be superseded.
- 19 Commuter trails have also been included in the recently reviewed Sustainable Transport Strategy, 2020.

Legal considerations

- 20 There are no legal considerations

Financial considerations

- 21 The Open Space Strategy provides the basis for evaluating future levels of management and investment in the district's open space network. It also provides the basis for assessing land acquisitions and for the setting of Development Impact Fees.

Tāngata whenua considerations

- 22 Te Whakaminenga were invited to engage in the review from the inception of the process. Ngāti Toa and Te Ātiawa ki Kāpiti attended workshops and had involvement in the development and review of the draft. Ngā Hapū ō Ōtaki have been contacted throughout the project.
- 23 The project team has provided regular updates to all iwi and circulated copies of the Draft Strategy to each.
- 24 A commitment to partnership with mana whenua has been sustained throughout the review. The Draft is founded on a Treaty House model adopting a Kaupapa maori framework for the strategy's values, objectives and approaches and this is well documented in the strategy itself.

Strategic considerations

- 25 The Draft Open Space Strategy supports the implementation of the Long Term Plan 2021-2041 in the following ways:
- 26 By positioning Council to respond to the challenges and opportunities, including:
 - Supporting the liveability of our District
 - Prioritisation to manage rising costs and limited income
 - Managing growth well through the provision of the right types of open space in the right locations
 - Being connected and more resilient
 - Caring for our environment
- 27 Providing for *Strong communities* and a *thriving environment* are which are integrally expressed in the strategic vision. The Strategy also recognises the role of open space in supporting a *thriving economy*.
- 28 The Draft Strategy is an expression of a *mutually mana enhancing partnership between Mana Whenua and Council*.

SIGNIFICANCE AND ENGAGEMENT**Significance policy**

- 29 This decision does not meet the thresholds of significance outlined in the Significance and Engagement Policy 2021.

Consultation already undertaken

- 30 An initial round of engagement was undertaken in February and March 2012. This included an online community survey (125 responses); Te Whakaminenga invitation to engage; face to face meetings with representatives from key stakeholder groups (care groups, CWB Advisory Group, Older Persons Council, Kāpiti Accessibility Advisory Group, Youth Council) and the development community.
- 31 Public consultation on an Open Space Issues and Opportunities report took place from May to June 2019. Surveys were compiled along with summary and comprehensive versions of the Paper. The surveys were set up on Survey Monkey and were advertised through Council social media channels such as their website and Facebook page. Interactive videos were produced using passionate members of the community sharing their thoughts on what they love about open space and why they felt it was important for members of the community to have their say. Fliers were also handed out at the local train stations to encourage commuters to complete the survey.
- 32 Survey monkey received 72 responses. Of these responses 73.4% had not had any previous involvement in the Strategy, therefore reaching many new members of the community. There were also 11 written submissions received on the Issues and Opportunities Paper.
- 33 The Issues and Opportunities consultation confirmed that key concepts were well understood, but that there were some key outcomes that respondents felt should be responded to further in the Draft Strategy. Outcomes that were strongly emphasised were (in order of frequency of response):
- Protection of the natural environment
 - Climate change response
 - Improved environmental outcomes
 - More certainty about the outcomes of the Strategy
 - CWB connectivity
 - Economic benefit
 - NZTA Surplus land at Paekakariki (Wainuiwhenua)
 - Health of waterways
 - Education
 - The need for a framework to support decision making

Engagement planning

- 34 The purpose of this engagement is to consult with the community on the Draft Open Space Strategy. The feedback gathered through the consultation will inform any amendments to the Draft Strategy prior to it being finalised and presented to Council for adoption at a later date.
- 35 Some time has passed since the project commenced and the original engagement was undertaken. This is in part due to delays incurred due to COVID-19 which caused the project to run into timing issues with the Long Term Plan 2021-41 process which took priority.

- 36 The National Policy Statement on Urban Development, 2020 was also introduced by Central Government during this time period, prompting a review of the District Growth Strategy. As a result of this, the Draft Open Space Strategy was put on hold to allow the District Growth Strategy to further advance and ensure strategic alignment.
- 37 The intention is to undertake joint consultation on the Draft Open Space Strategy in October 2021 alongside the approach to District Growth. There is a need to reintroduce the Draft Open Space Strategy to the community in a coherent and joined up way to make sure consistent messaging is achieved. The initial engagement will begin via media channels prior to the formal consultation period. With the formal consultation period on the Draft Strategy proposed to run from 19 October – 19 November 2021.
- 38 Submissions will be able to be submitted via Councils online portal, or hard copy by post or in person.

Publicity

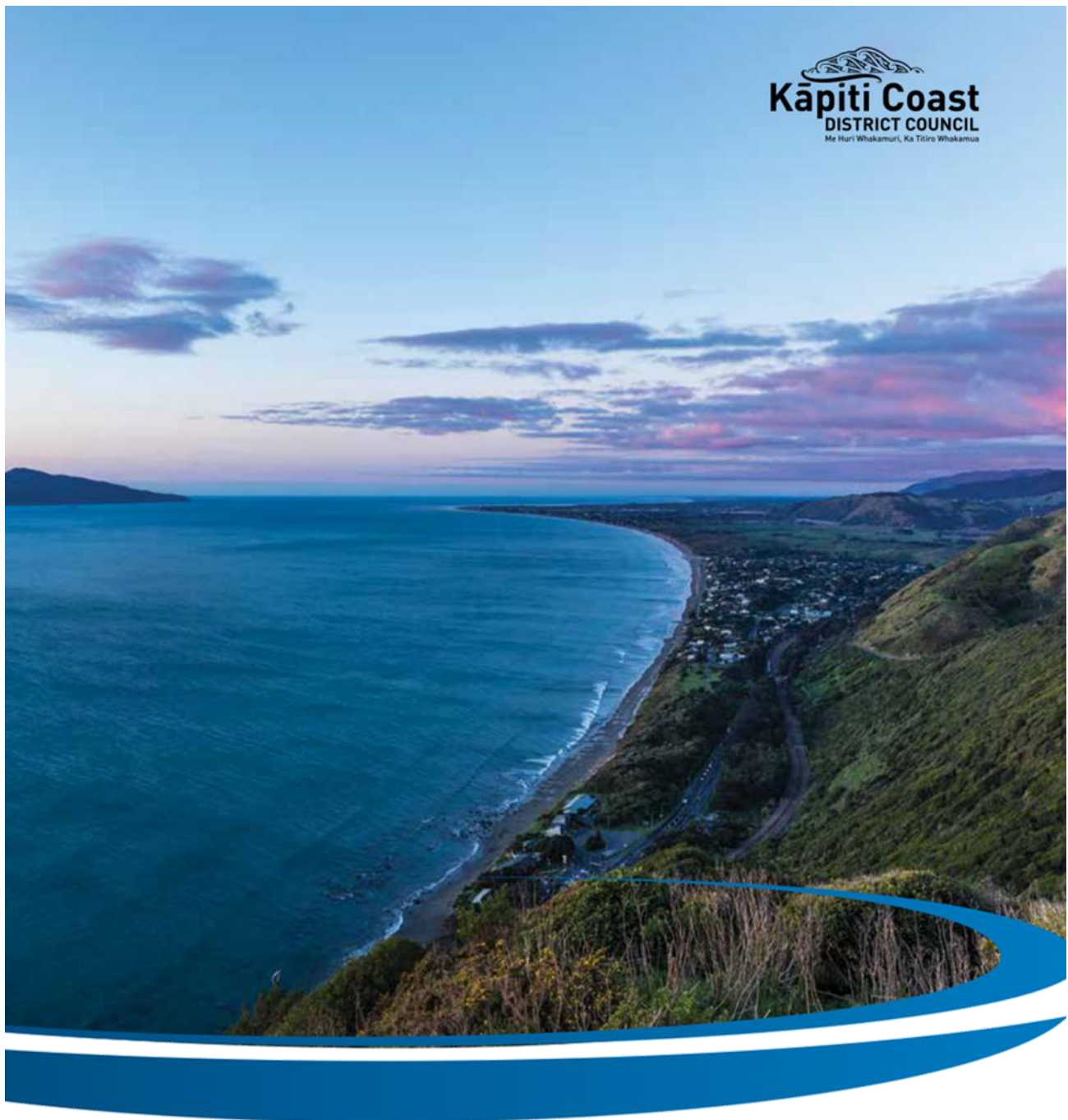
- 39 A communications plan is in place for this project and is being closely worked alongside the approach to District Growth.
- 40 Proposed wider public publicity includes:
- Council website
 - Social media
 - Articles in local papers
 - Summary factsheet
- 41 Pop-ups at markets and public venues (COVID-19 restrictions permitting).
- 42 The strategy will be distributed to all prior submitters and respondents to re-engage them.

RECOMMENDATIONS

- 43 That the Strategy and Operations Committee approves the Draft Open Space Strategy document for consultation from 19 October – 19 November 2021.

APPENDICES

1. Draft Open Space Strategy [↓](#)



Draft Toitū Kāpiti

Kāpiti Coast Open Space Strategy

Recreation | Conservation | Identity

09/09/2021 - issued for approval to consult



2 | Kāpiti Coast District Council

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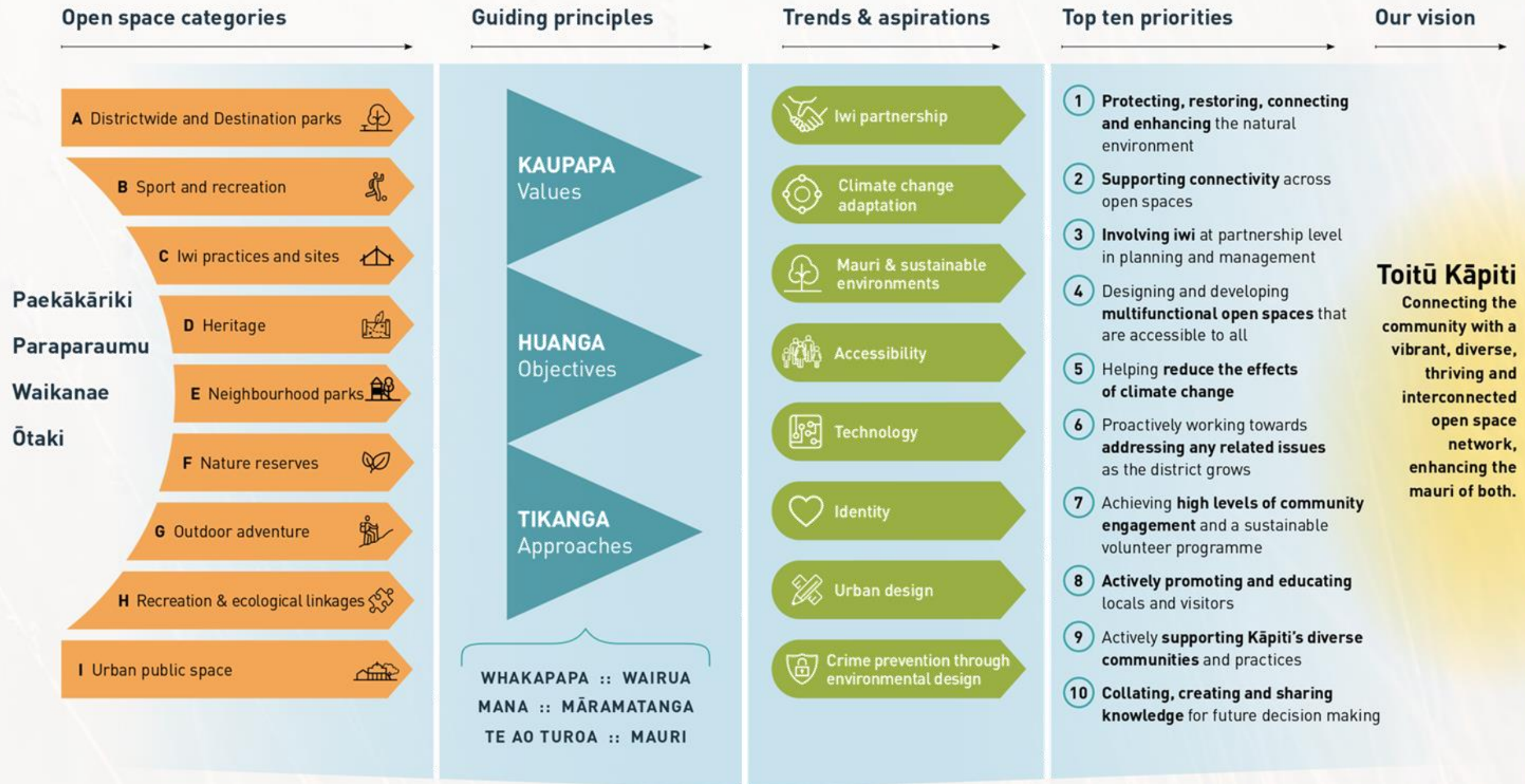
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Our strategy on a page

Toitū Kāpiti – Kāpiti Coast Open Space Strategy
Recreation | Conservation | Identity



The purpose of this strategy is to safeguard and guide the provision of open spaces for the next 30 years, to ensure the right open spaces are provided in the right places for new generations to enjoy and cherish.

Message from tāngata whenua

PLACEHOLDER for completion in future versions of this document -

Whatungarongaro te tāngata toitū te whenua As man disappears from sight, the land remains

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Message from the Mayor

We all know that being able to get outside and into nature is nourishing for mind, body and spirit.

Open spaces make it possible for a range of important activities to happen, from playing sport to travelling around the district to supporting biodiversity and significant ecological sites. Our natural environment gives us all a sense of breathing space.

Having such a rich environment is one of the things that draws people to the coast. And increasingly more people are coming to share in this place. So we need to protect and preserve our open areas for current and future generations, and for this reason I am pleased to see this Open Spaces Strategy released for consultation.

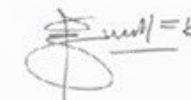
It has been developed in partnership with the community, iwi and stakeholders including private landholders, and integrates the principles of Te Tiriti o Waitangi.

The strategy is necessarily future focused. Given our recent and projected growth, the future impacts of climate change and the technological shifts we're seeing and which will continue to change the way people behave (think e-bikes for example), it is important we take a long-term view and set some goals that we can work towards now.

We envisage a Kāpiti where a healthy environment and healthy people live in harmony. We envisage our youth continuing to play a leadership role and as kaitiaki of our ecosystems, and the wider community continuing to volunteer its efforts.

We see a future where the knowledge and practices of mana whenua are supported by native plants and taonga species. We see our waters – our ecological lifeblood – protected and enhanced. And we see a future where our people and environment are connected and symbiotic.

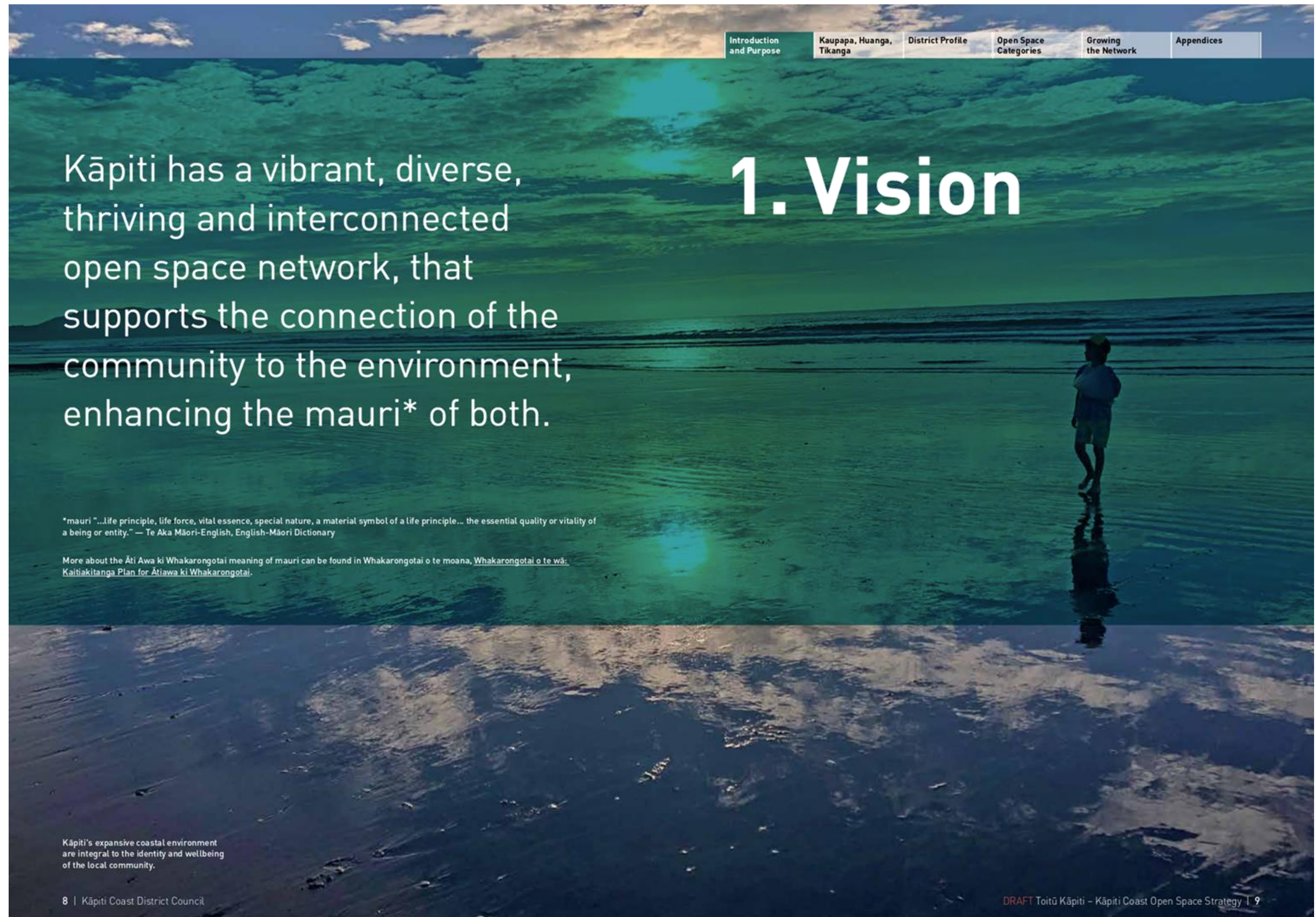
This Open Spaces Strategy Provides the overarching vision to help us achieve these goals and ensure the future Kāpiti can be as even better than it is today. It's a job for all of us, and as Council we are committed to leading this work.



K Gurunathan
Mayor



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Introduction and Purpose Kaupapa, Huanga, Tikanga District Profile Open Space Categories Growing the Network Appendices

1. Vision

Kāpiti has a vibrant, diverse, thriving and interconnected open space network, that supports the connection of the community to the environment, enhancing the mauri* of both.

*mauri "...life principle, life force, vital essence, special nature, a material symbol of a life principle... the essential quality or vitality of a being or entity." — Te Aka Māori-English, English-Māori Dictionary

More about the Āti Awa ki Whakarongotai meaning of mauri can be found in Whakarongotai o te moana, [Whakarongotai o te wā: Kaitiakitanga Plan for Ātiawa ki Whakarongotai](#).

Kāpiti's expansive coastal environment are integral to the identity and wellbeing of the local community.

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What is Open Space?

Open space includes areas of land or water that the public can access either physically or visually. It supports freedom of movement, and opportunities to connect with one another and the environment. Open space includes green spaces such as parks, reserves, transport corridors, urban spaces, streetscapes, greenbelt areas and streams.

What is the Open Space Strategy and why is it important?

Our ideas of open space have evolved with the urbanisation of our cities and towns. Our ancestors were once surrounded by land in a largely undeveloped natural state, allowing them to explore, learn about and enjoy the environment. These open spaces supported the wellbeing and livelihood of communities. While the basics haven't changed, over time populations have increased, towns have developed, and open space has gone into either private or public ownership through subdivision and land sale. Contemporary open spaces are often public parks, nature reserves, beaches, and town squares.

Different open space types provide a range of experiences, opportunities and connections to the land, known as open space values. These exist in both public and private land. While access to privately owned land may be limited, it can still contribute to the open spaces network, offering landscape amenity, ecological richness, and cultural and heritage features. Public and private land (with agreements) can be understood as a network, and the more connected it is, the more effectively it meets the needs of a growing community.

An effective and accessible network of open space connects people and wildlife, and balances a range of diverse experiences across the district. Open spaces support recreation, sport, active transport, iwi values, ecological linkages, and provide

cemeteries. They also play a role in supporting landscape and visual character values, protecting significant landscapes and the identities of sites and villages, and contributing to the character and vibrancy of the area.

Through our visitor opinion surveys we know that access to open space is a defining characteristic of the Kāpiti Coast District, and one that is deeply treasured by our community. Without our open spaces, our communities would have limited opportunities to enjoy nature, participate in recreation activities, connect with others, and bury loved ones.

Population growth and development creates additional demand for open spaces, and we need to plan to maintain appropriate levels of open space.

This Open Space Strategy safeguards and guides the provision of open space for the next 30 years, to ensure the right open spaces are provided in the right places for new generations to enjoy and cherish. It sets the direction for providing and managing the network until 2050, giving a framework for growth, while remaining flexible to respond to challenges and opportunities that arise.

Successful implementation of the strategy will ensure our open spaces meet the needs of Kāpiti's current and future residents, visitors, open space providers, iwi, Council, public land managers and developers. It will pro-actively help protect and enhance the intrinsic environmental values of our open spaces.

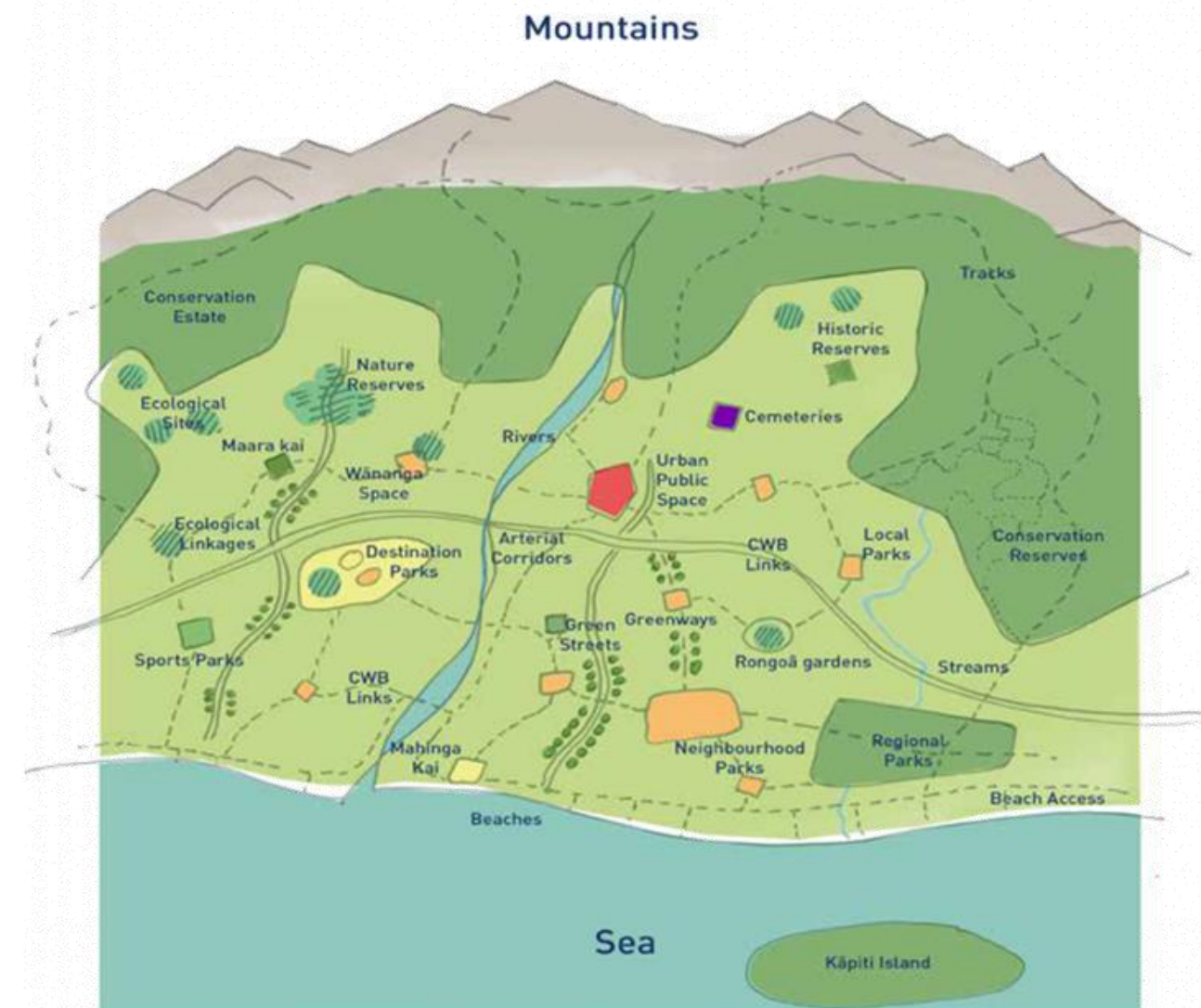


Figure 1: representation of current and future open space types in Kāpiti

This Strategy is intended to provide guidance but remain flexible to the changing needs in Kāpiti over the next 30 years. If significant changes are needed, the strategy will be reviewed and updated, at the appropriate time in consultation with the community.

Places and pathways, people and nature

Figure 1 represents the various individual types of open space on the Kāpiti Coast, these are grouped into nine overarching categories and defined

through this Strategy. Together they contribute to a cohesive and connected network. This is a schematic representation, not a detailed map of the district. For a scale map of open space distribution, see Part 3; for more detail on the open space network by township, see the diagrams in Part 5.

The nine open space categories are discussed in detail in Part 4. These categories are based on a classification developed by Recreation Aotearoa [the professional body for recreation in Aotearoa, New Zealand] with some variation to better align with iwi and our local community.

Working in partnership

This Strategy outlines our vision for the Kāpiti Coast District, and how the Council could connect agencies, iwi partners, and private landowners to achieve this vision for 2050. It provides a framework to effectively deliver aspects of the Local Government (Community Well-being) Amendment Act 2019, which requires local authorities to promote the social, economic, environmental, and cultural wellbeing for their communities, following a sustainable development approach.

The Strategy focuses on Council-administered land. Other public open space, not owned by Council, such as land owned by the Department of Conservation (DOC) and Greater Wellington Regional Council (GWRC), is also considered, but Council can only directly apply the strategy's principles to open spaces under its jurisdiction. However, providing a landscape scale vision for Kāpiti's open spaces, regardless of ownership or management, helps to define future capacity and plan for the future. It also shows what is possible with an integrated approach to open space provision. This reinforces the need for coordination across agencies to achieve the vision of the strategy.

Mana whenua

The principles of Te Tiriti o Waitangi are integral to the direction of this strategy. Te Tiriti o Waitangi is the founding document of Aotearoa, and guarantees the tino rangatiratanga of mana whenua over the land, waterways and all other taonga. A Tiriti approach to decision-making ensures equal recognition and protection of mana whenua and government, and input from both partners.

The Council's iwi partners are Āti Awa ki Whakarongotai, Ngāti Toa Rangatira and Ngāti Raukawa ki te Tonga. This strategy has been developed in collaboration with mana whenua, using a kaupapa Māori planning framework, to place this partnership at the centre of Kāpiti's open spaces strategy and provision. Council will continue to partner with iwi on the implementation of the strategy, including developing an action plan.

While this strategy largely addresses the physical open space across Kāpiti, the spiritual connection between tāngata (people) and whenua (the land) has been carefully considered and integrated, acknowledging the key role open space plays in nourishing and supporting the holistic wellbeing of people. Section 3 outlines the six key values and the associated objectives and actions of this approach.

Privately owned land

Open space differs from other types of land in that people can access it legally, even though there may be restrictions on what they can do there. This means the Kāpiti Coast's open space network can consist of both public land, and private land where access is enabled. Where this strategy refers to accessible open space on private land, this is supported by an agreement with the landowner and not imposed or implied.

Private land may also have open space values, such as ecologically significant sites with valuable biodiversity, or landscape and visual character, which are also recognised in the District Plan.

Conversely publicly owned spaces may also have restricted access under private agreement, such as public land leased for grazing. These areas are also

considered part of the open spaces network, and are shown in this strategy.

Ensuring this strategy is in line with Council's wider strategic direction is vital to its success, and the future of our open spaces network.

Strategic connections

The Open Spaces Strategy aligns with Council's vision, outlined in the Long-term Plan 2018–38 – "Toitū te whenua, toitū te wai, toitū te tāngata, toitū Kāpiti! – Thriving environment, vibrant economy, strong communities, the lifestyle of choice."

Toitū means to be sustainable; for Council this means the need to protect and improve the wellbeing of land and water to create an environment able to sustain, support and nourish our communities.

The Long-term Plan vision captures a drive for a vibrant and thriving Kāpiti, while aspiring to have strong, safe communities and a deep connection to the natural environment.

Our Top Ten

The growth of the network will be informed by ten priorities. These top ten priorities will guide our management of the network and inform implementation plans developed in conjunction with Iwi.

- 1 Continuing protection, restoration, connection and enhancement of the natural environment, including the restoration of the ecology and biodiversity of the District and the remediation of contamination in open spaces.
- 2 Enhancing connections across our open space network, including improving cycleway, walkway and bridleway routes and ecological corridors.
- 3 Planning and managing our open space network following a partnership approach, to ensure iwi values are expressed throughout Kāpiti's open space network.
- 4 Designing and developing a network that enhances use and visitor experience, and maximises efficiencies. This includes designing a network for all ethnicities, ages and abilities that has multiple functions (where possible), and ensuring open spaces are affordable and compatible with their surrounding environments.
- 5 Mitigating the effects of climate change through the management and development of the open space network.
- 6 Ensuring Kāpiti residents have adequate and equitable access to open space now and in the future. This includes working closely with developers, the community and other agencies as our district grows.
- 7 Involving the community through best practice community engagement, and enriching the network through a sustainable volunteer programme.
- 8 Actively promoting our open space network to encourage enduring connections to the whenua and supporting community identity. This will include environmental education, encouraging responsible use, events and attracting visitors to Kāpiti.
- 9 Providing diverse open space types to support a good quality of life, the wellbeing of Kāpiti's communities and the health of the natural environment.
- 10 Collating, creating and sharing of knowledge to inform future decision-making.

Strategy outcomes

- Upholding the values of, and commitment to, Te Tiriti o Waitangi.
- Providing direction to protect and restore our environment for future generations.
- Providing safe places and spaces that enhance social opportunities and community cohesion.
- Developing a well-connected network (enhancing active transport and ecological connections).
- Establishing criteria for decisions on the protection, acquisition, development and management of open space.
- Supporting economic development within Kāpiti.
- Telling the Kāpiti story.
- Aligning our open space outcomes with Council's LTP vision, community outcomes, and strategies and policies both active and in development

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and Purpose](#)[Kaupapa, Huanga,
Tikanga](#)[District Profile](#)[Open Space
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the Network](#)[Appendices](#)

A partnership approach
to open space planning.

2. Kaupapa Values Huanga Objectives Tikanga Approaches

The open space network supports major
events such as the Ōtaki Kite Festival.

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Values, Objectives and Approaches

Our Open Space Strategy places close connections between people and the environment at the heart of everything we do. Iwi believe people descended from gods who govern specific realms of the environment. With this in mind, the strategy has been developed in partnership with iwi, using a kaupapa Māori planning framework to articulate the kaupapa (values), huanga (objectives) and tikanga (approaches) adopted.

The kaupapa fundamental to the strategy are:

Whakapapa – our genealogy and connection to each other, past generations, future generations, and the environment.

Wairua – the aspect of wellbeing that reflects the connection between the mental, emotional, psychological and spiritual human conditions and the physical and non-physical aspects of the environment.

Mana – the security and authority held by whānau, hapū and iwi because of their status as mana whenua and their Te Tiriti o Waitangi right to tino rangatiratanga of taonga. The Treaty granted local government kāwanatanga, and local government and iwi work together to achieve Treaty partnership.

Māramatanga – the knowledge created over generations of observation and interaction with the environment. This knowledge guides decision-making.

Te Ao Tūroa – the world of natural order, balance and pattern that connects the elements of the environment, and the understanding that environmental components cannot be viewed in isolation.

Mauri – the essential energy required for all life. It is a systemic quality that speaks to the quality of processes and systems as opposed to individuals.

These six kaupapa reflect a broad spectrum of values, from the tangible values of ecology and biology, through to the more abstract values of connectivity, energy and spirituality.

The tikanga (approaches) in this section are discussed in no particular order. The implementation of the tikanga will be developed through a separate implementation plan. As this is a 30-year guidance document, the outcomes and approaches will take place over that period; the huanga (objectives) and tikanga (approaches) outlined have been shaped by the current challenges highlighted in Appendix 4.

Whakapapa

Kaupapa – Values

Whakapapa is the network of genealogical and ecological connections in the natural world. We gain our sense of identity in the world by understanding these connections and our position in the network. Kāpiti Coast District Council is part of a lineage of public land managers that includes the Department of Conservation (DOC) and the Greater Wellington Regional Council (GWRC). The best outcomes can be achieved by working to connect people and the natural world.

Huanga – Objectives

- A. Kāpiti communities are able to maintain and strengthen lifestyles that provide regular contact with nature. Opportunities are provided to connect visitors and residents to open space, and to the historical significance of the landscape and its features.
- B. Cemetery planning enables future burials, and these are in environments that are peaceful and safe.
- C. Open space management promotes pride, expansion and use of open spaces as appropriate.

Tikanga – Approaches

1. Prioritise accessibility to land to benefit human and ecological connectivity where possible.
2. Connect urban residents to green environments and corridors.
3. Facilitate landowner partnerships to achieve the district's open space vision and build the network (i.e., cycleway, walkway and bridleway (CWB) connectivity and , areas of shortfall).
4. Engage with different sectors of our community to better understand how they could connect with the whenua. For example, engage with schools and students to understand how youth could become more connected with open space.
5. Work with mana whenua to identify appropriate sites to encourage connections, including through regeneration of sites of significance and plants/species that support traditional practices.
6. Support local employment in environmental work for the community and mana whenua through initiatives such as the Government's current Jobs for Nature programme.
7. Provide access to areas that support traditional customary practices such as rongoā and mahinga kai.
8. Provide interpretive/historical signage throughout the open space network, and interactive learning opportunities where appropriate.
9. Increase awareness and improve experiences of heritage sites across Kāpiti.
10. Plan cemeteries appropriately to cater for the needs and demands of the growing district.
11. Ensure closed (full) cemeteries complement the open space network as places to visit and commemorate loved ones and value Kāpiti's heritage.
12. Work with relevant stakeholders and Council teams to identify parks suitable for appropriate commercial activity.

Wairua

Kaupapa – Values

Wairua is the non-physical wellbeing of people and environment, highlighting the critical connection between people and environment to support the wellbeing of both. The open space network supports social, economic, environmental, and cultural wellbeing, and is key to Council's role in delivering on the Government's Living Standards Framework.

Huanga – Objectives

- A. Open spaces are safe and accessible (location, physical access and affordability) for our community and visitors.
- B. Open spaces offer a range of attractive recreation and leisure opportunities for all.
- C. Open space environments support healthy wairua of the people; they are harmonious and pristine.
- D. Where open spaces require protection, the appropriate protections are in place.
- E. Cycleway, walkway and bridleway (CWB) linkages connect the open spaces and provide a means of experiencing the interconnected landscape.

Tikanga – Approaches

1. Improve access to open space for all ages and abilities..
2. Establish effective wayfinding and signage across and between open spaces.
3. Ensure the design and development of open spaces reflects best practice crime prevention through environmental design principles (CPTED).
4. Provide open space areas and assets for a range of community recreation and leisure activities, including mahinga kai and physical activity.
5. Consider protection of significant iwi sites that support wairua, and involve iwi in the managing those sites.
6. Increase awareness of the benefits of open spaces for wellbeing, such as the health and social benefits.
7. Monitor and adapt open space types and provision where possible to meet the needs and demands of our community.
8. Build relationships with our community, iwi and hapū to develop incentives and initiatives to get people out and enjoying open spaces.
9. Continue to provide assets appropriate to usage, and that suits the built and natural environment, and intended use and user.
10. Develop projects that support pristine, contamination-free environments.
11. Understand where Kāpiti's open space network needs use or protection mechanisms, and work towards getting these mechanisms in place.
12. Ensure the CWB network is well signed, attractive, safe, seen as a drawcard to Kāpiti, and can be easily accessed by visitors and residents.
13. Promote good and safe CWB linkages appropriate gradients, lighting, access points and surfacing.
14. Improve education on the use of shared spaces.

Mana

Kaupapa – Values

For iwi, mana is the basis of kaitiakitanga and the role of mana whenua in environmental decision-making. Mana is also reflected through manaakitanga, which includes a sense of pride in one's ability to host and take care of others. As a Territorial Authority, the Council is a Treaty partner with iwi, and decision-maker for areas of the open space network under its management. Through a sustained and respectful partnership, the mana of our partners and community will be sustained and enhanced.

Huanga – Objectives

- A. Work collaboratively with the iwi partners, community and stakeholders to achieve the vision, kaupapa, huanga and tikanga of the strategy.
- B. Establish and communicate standards of care and maintenance for open spaces to ensure they are cherished, valued, and a source of pride for the people of Kāpiti.

Tikanga – Approaches

1. Work with community groups to support continued participation, provide education opportunities and engagement.
2. Explore co-management opportunities and key projects (either in Partnership or Iwi led) to reflect mana whenua values. These should be supported where possible with appropriate resourcing.
3. Ensure iwi values are a key driver in reserve management plans as they are developed and reviewed.
4. Ensure iwi partners are involved in determining the priority of projects, evaluating acquisition of open space land, and future reviews of the strategy.
5. Develop partnerships with key stakeholders to deliver key projects.
6. Explore partnerships with clubs, schools and other agencies to increase the use of and access to open space areas and facilities.
7. Work closely across Council teams to support understanding and implementation of the Open Space Strategy.
8. Ensure assets are managed in a planned and proactive way, ideally integrated with other agencies' planning.
9. Create a place residents feel proud to live in and come back to.
10. Ensure the open spaces network features as part of the visitor offering.
11. Explore opportunities for Kāpiti to host local, regional and national sports competitions.
12. Ensure appropriate sports field maintenance for the level of sport and active recreation being played.
13. Ensure facilities provided in parks, reserves and trails are appropriate for the level and type of use.
14. Consider a district-wide play strategy that ensures appropriate play provision for our community.

Māramatanga

Te Ao Tūroa

Kaupapa – Values

Māramatanga is the body of environmental knowledge created over generations, and transferred to each new generation to understand, test and add to. Māramatanga provides us with important insight into the function and health of the environment. For Council, deep knowledge of the open space network can be enhanced through effective engagement, monitoring, information sharing and the skill and commitment of our officers.

Huanga – Objectives

- A. Open space planning uses the knowledge systems created by those who have gone before us, contributing to these systems for the benefit of future generations.
- B. Ensure open space trends and changes are identified and monitored to suit Kāpiti’s needs.
- C. Ensure iwi knowledge informs decision-making, and Council has a role in sustaining and sharing that knowledge.

Tikanga – Approaches

- 1. Ensure asset information is recorded and available to future generations to understand why and how assets are provided to communities.
- 2. Appropriately monitor the performance of open spaces over the duration of the strategy.
- 3. Help developers align their future plans with Council’s future plans to meet the needs of the community, identifying shortfalls in open space provision across Kāpiti.
- 4. Remain up to date on, and provide for, technology changes such as new modes of transport on CWB tracks, including micro mobility.
- 5. Monitor and adapt to changing trends in sport.
- 6. Collaborate with other agencies and iwi when making decisions- on asset development. Consider developing a framework to support this.
- 7. Support kaitiaki monitoring of open space projects.
- 8. Identify and protect mahinga kai areas.
- 9. Provide spaces for wānanga to support the collation, creation and sharing of mātauranga Māori.
- 10. Improve education on using shared spaces, so all ages and abilities can enjoy them together possible; for example, shared paths for different modes of transport such as e-bikes and horses.

Kaupapa – Values

Te Ao Tūroa is the natural order of the universe, bringing balance to the world. Examples include phenomena such as migration of fish and bird species, movement of the sun across the horizon, and the changing of phases of the moon. Te Ao Tūroa is an understanding that environmental components cannot be viewed in isolation from one another.

Natural processes shape our lives and communities over time. For example, many urban areas of the Kāpiti Coast are on land formed by interactions between ocean currents, Kāpiti Island and sediment movement.

Huanga – Objectives

- A. Adopt management approaches to maintain and enhance natural processes, order and balance.
- B. Good environmental practices (including earthworks design and placement of structures) will conserve and enhance natural character and amenity values.
- C. Good environmental planning will balance the aspirations and needs of people, and those of the open space environment.
- D. Provide for climate change mitigation within open space management.

Tikanga – Approaches

- 1. Respect the natural environment and the forces that shape it. Adapt to and work with these forces.
- 2. Where changes are observed to the natural character of an environment (through monitoring under māramatanga), adopt adaptive management to respond to those changes.
- 3. Conserve and enhance the open spaces natural character across the network through appropriate landscape development.
- 4. Consider native and taonga species that support traditional customary practices such as maara kai, mahinga kai and rongoā when considering sites for revegetation, especially where these are in areas of specific cultural significance.
- 5. Carry out ongoing dune and riparian restoration.
- 6. Maintain areas with prominent natural character, to support the stories of the Kāpiti Coast and its people.
- 7. Ensure assets are managed, and appropriate levels of funding are available to ensure appropriate replacement at the end of their useful life.
- 8. Carry out all long-term planning with climate change effects in mind, collaborating within Council and across stakeholders.
- 9. Observe rāhui or other tikanga Māori where appropriate to protect the environment and people from climate change effects.
- 10. Undertake vulnerability assessments to understand the levels of risk of providing future open for growth and existential changes such as natural hazards and climate change.
- 11. Provide appropriate shade cover plantings across open spaces to positively respond to climate change and allow users of open space to be shaded from the sun.
- 12. Explore incorporating low carbon design into open space assets, and implement where possible.
- 13. Where appropriate, balance Council’s stormwater management with environmental and recreational enhancements through green infrastructure design.
- 14. Actively work on plans for climate change mitigation and resilience.

Mauri

Kaupapa – Values

Mauri is the essential life force or energy that drives a whole ecological system. Mauri relates to the quality of processes and systems, rather than individuals. The mauri of the environment can be seen through the health and quality of parts of the environment and the functioning of systems as a whole. Along with providing habitat to support local ecosystems, the open space network is central to the quality of life in Kāpiti's communities.

Huanga – Objectives

- A. Council, iwi partners, and the community work collaboratively to ensure the environment is enriched and healthy, as indicated by healthy mauri.
- B. Focus on key environmental impacts and how these can be reduced or eliminated to improve biodiversity in water and on land.

Tikanga – Approaches

1. Introduce effective pest eradication methods across the open spaces network.
2. Identify alternative agrichemical spray methods.
3. Integrate first-class waste minimisation techniques into open space management, targeting zero waste.
4. Continue to work towards stormwater not negatively affecting water quality in rivers and wetlands. This will require a close relationship with GWRC.
5. Address contamination of open space land, including identifying all selected land use register contaminated land (SLUR) and those to which the hazardous activities and industries list (HAIL) may apply.
6. Work with iwi partners to develop kaitiaki monitoring projects to assess the mauri of open space environments.
7. Actively engage in projects such as Waikanae Ki uta ki tai to enhance the natural character, amenity, biodiversity connectivity and overall mauri of open space and the environment.
8. Work with other agencies to integrate iwi values into catchment management plans.
9. Improve public education and awareness of human impact issues on the environment.
10. Address freedom camping impacts on the environment across Kāpiti.

Mauri is the essential life force or energy that drives the whole ecological system.

Extensive native plantings along the Kāpiti Coast Expressways have created an ecological corridor through the district.

Introduction and Purpose

Kaupapa, Huanga, Tikanga

District Profile

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Kāpiti is increasingly seen as a lifestyle choice for young families.

3. District Profile

A photograph of two women pushing strollers with children on a paved coastal path. The woman on the left is wearing a green tank top and pushing a single-child stroller. The woman on the right is wearing a grey tank top and pushing a double-child stroller. They are walking away from the camera towards the ocean. The background features a rocky coastline, a body of water, and rolling hills under a bright, hazy sky. The path is paved and runs along the edge of the water. There are some bushes and trees on the left side of the path.

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Current view

Open spaces provide a vast array of functions and touch on many different facets of life on the Kāpiti Coast. In this section we provide an overview of the existing open space provision and a thematic assessment of current conditions, future trends and aspirations.

The Kāpiti Coast is named after Kāpiti Island and stretches 40 kilometres along the coast, from Paekākāriki to Ōtaki. The district extends from the mountains to the sea, including both hill country and a coastal plain. Extensive beaches and sand dunes (many now under urban development) extend along the coast, interspersed with rivers and streams that originate in mountain catchments.

Using Yardstick (a national benchmarking tool for open space), we can compare the Kāpiti Coast District Council's open space provision with that of other Territorial Authorities (TAs) in New Zealand.

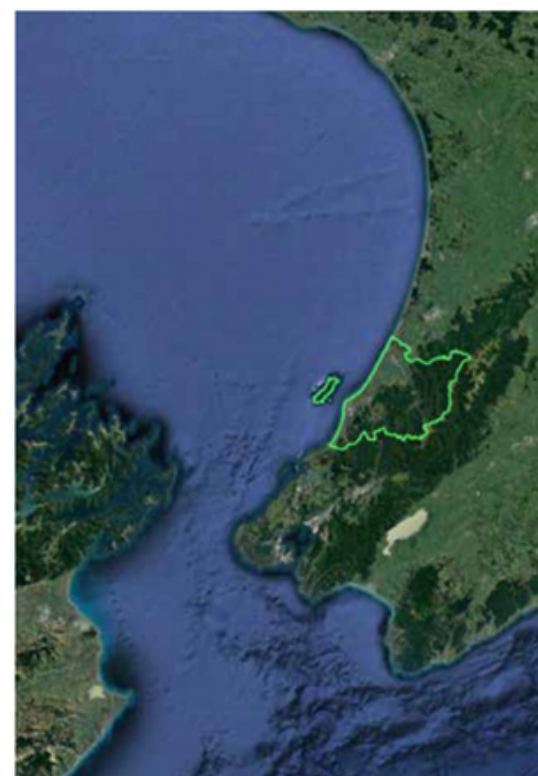


Figure 2 : Location of the Kāpiti Coast District, connecting the Tararua to the Cook Strait

Council has direct management responsibility for 590.6 hectares of open space in Kāpiti (excluding the beach). There are 11 hectares of Council reserves per 1,000 residents, somewhat below the national benchmark of 15.9 hectares. It's important to note though that the Kāpiti Coast includes extensive open space areas managed by other agencies such as Greater Wellington Regional Council (GWRC) and the Department of Conservation (DOC). Including all land managers, there is a total of 34,792.15 hectares in the Kāpiti Coast, resulting in an impressive 648 hectares per 1,000 residents.

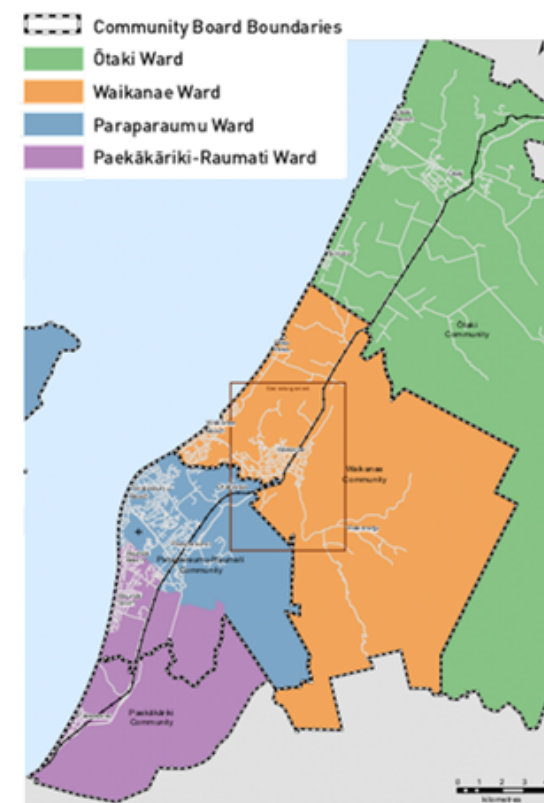


Figure 3 : Kāpiti Coast ward boundaries 2021.

While this may seem that ample open space already exists, the Council's main role in open space provision is at a neighbourhood scale, in an urban context, with easy access to open space close to residential dwellings being a key focus.

There are currently four community wards in Kāpiti, shown in **Figure 4**. At a ward level there is an uneven distribution of Council open spaces across the district. **Figure 3** highlights the provision by ward, and illustrates some current trends in

distribution. The difference in overall open space distribution can be explained by the large DOC or GWRC parks in some wards.

Iwi values are woven through all open space types, but there are also certain open space sites that specifically provide for iwi practices. Data about the extent of iwi practices and sites in the open space network is limited, as there is no active mapping or monitoring to capture this information at this time.

Ward	KCDC open space (ha)	DoC open space (ha)	GWRC open space (ha)	Total open space network (ha)
Ōtaki	67.54	25,031.51	916.89	26,015.94
Waikanae	233.25	3,264.72	244.23	3,742.20
Paraparaumu-Raumati	273.07	2,057.85	388.32	2,719.24
Paekākāriki	16.79	641.02	1,656.95	2,314.76
Total	590.66	30,995.10	3,206.39	34,792.15

Figure 4 : Total public open space provision by agency.

Open space category	Area of open space owned/managed by Council (ha)	Area owned/managed by Council (ha/1000 residents)	Comparison with other New Zealand councils (ha/1000 residents)
Districtwide/destination park	121.5	2.48	not measured
- Public gardens	0	0	0.4
Sport and recreation	68	1.3	1.8
Iwi practice and sites	unknown	unknown	not measured
Heritage	13.3	0.27	0.45
Neighbourhood parks	53.8	1	0.8
Nature reserves	296	5.5	7.2
Outdoor adventure	0	0	3.8
Recreation and ecological linkages	64.78	1.32	2.8
Urban public space	0.71	0.01	not measured

Figure 5 : Open space provision by type. For more detail on open space types refer to Part 4.

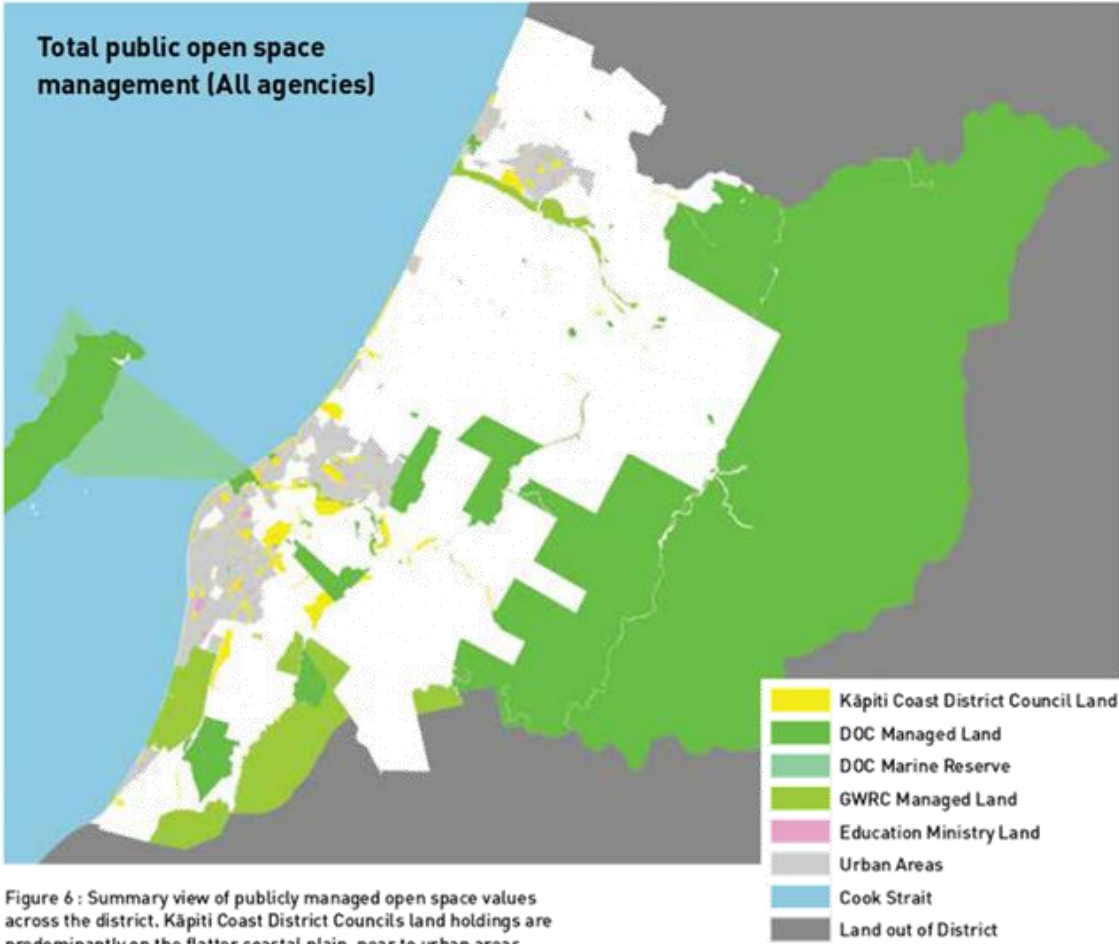


Figure 6 : Summary view of publicly managed open space values across the district. Kāpiti Coast District Councils land holdings are predominantly on the flatter coastal plain, near to urban areas.

Future view

This strategy provides principles to guide flexible open space development that can be adapted as changes occur. There are currently a number of broad-scale influences in open space design, function and management practice:

Climate change

Climate change and mass biodiversity extinction are global issues with the potential to drive major shifts in open space management. Kāpiti faces significant environmental challenges from our changing climate. In coastal areas, rising sea and groundwater levels are an issue, while in the hill country erosion and sedimentation present challenges. While there is still uncertainty about how significant these changes will be and how quickly they will happen, we know it is crucial our Kāpiti community starts planning for the future.

As a growing district, we need to balance urban development with the preservation, enhancement and connectivity of natural areas. Decisions involving open space will need to be made with climate change front of mind, for example considering sustainable solutions, sustainable design and development location. Open space can support resilience and contribute to climate change mitigation through methods such as slope stabilisation using revegetation. This will continue to support natural environments to improve biodiversity and sequester carbon. Our understanding of climate change

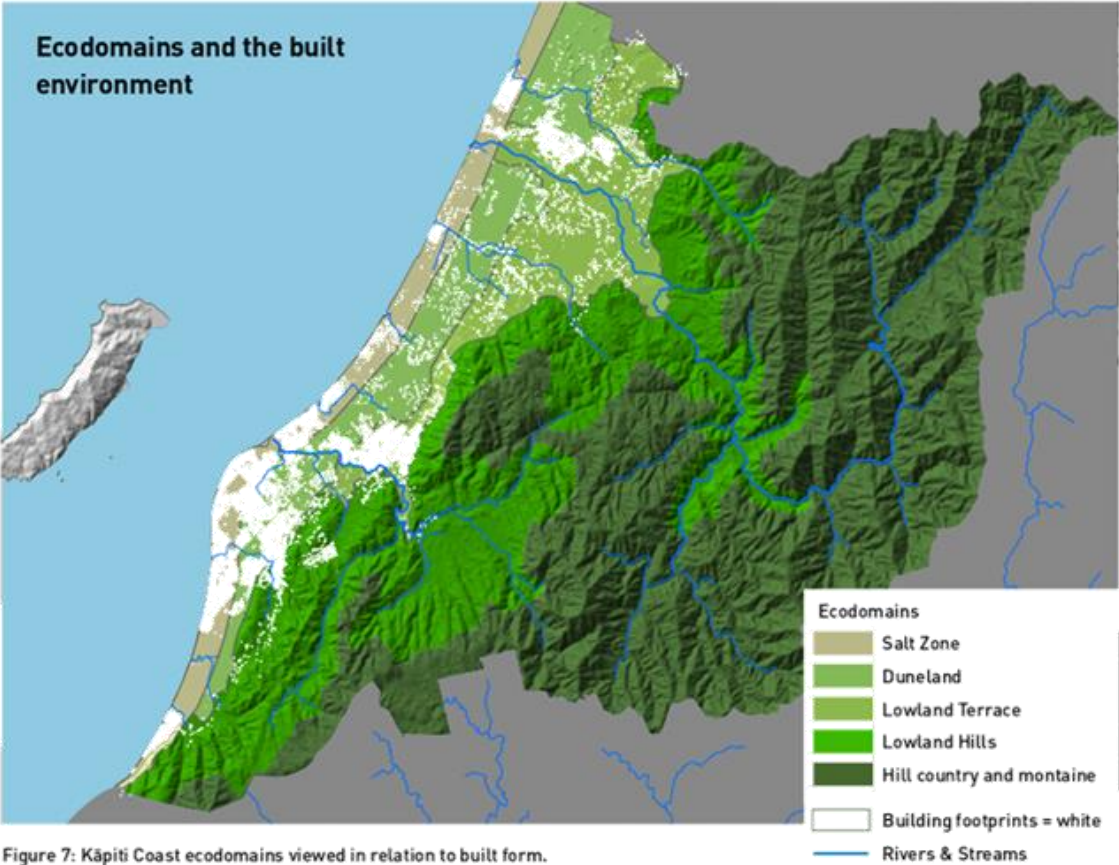


Figure 7: Kāpiti Coast ecodomains viewed in relation to built form.

threats continues to evolve, so this strategy needs to be flexible to ensure the right decisions can be made for our communities and environment as our understanding develops.

Ecological values

The concept of ‘ecodomains’ provides a useful reference to illustrate how ecological and biodiversity values may inform future open space partnership, management and land acquisition.

The Kāpiti Coast can be broadly classified as having six terrestrial ecological domains (Figure 7) from the mountains to the sea. Due to their individual characteristics each ecodomain has historically supported urban development to a greater or lesser degree. The relative flatness of the dunelands for example, and the desirability of the coastal living environment has meant that these areas have been seen a great deal of development pressure, particularly in the south of the district. The lowland terrace areas, with more fertile soils

are less intensively ‘built’, and are often the focus of productive farming and horticultural activity. Meanwhile, the topographic characteristics of the lowland hills, hill country and montaine ecodomains mean these areas have very little built development, but they may have experienced some deforestation, grazing, plantation forestry or erosions altering these domains and their downstream catchments.

Figure 7 shows the district’s ecodomains in relation to the distribution of buildings and structures in the district.

Figure 8 provides a high level view of the potential to enhance ecological connectivity to support and preserve biodiversity values through the implementation of this Strategy. The District Plan 2021 identifies and provides protection for 239 ecological sites of varying scale across the district. While the majority of these are on privately owned land and are not publicly accessible, they are vital to support open space values by providing important habitat for native plants and animals and a seed

source for revegetation projects across the district. Through the implementation of this Strategy there is potential for the further restoration and buffering of waterways to improve connectivity for people and wildlife.

The construction of the M2PP and PP20 expressways and their extensive native plantings has also provided a continuous north-south vegetation corridor through the district. Council managed land is shown yellow and where possible it’s associated with the areas identified for connectivity improvement. The Kāpiti Island Marine Reserve (DOC) is also shown providing a continuous link to Kāpiti Island.

Technology

Technology is advancing at a rapid rate, and it’s impossible to predict how it will affect our lives in 2050. Recent technological advances have changed the way the open spaces are used and imagined. Over the last decade there has been a surge in availability of e-bikes, smartphones, drones and electric scooters. These inventions have challenged and changed the ways open spaces are used, designed, managed, shared and enjoyed, as new norms around the use of these technologies in open spaces evolve. This strategy needs to be flexible to preserve Open Space values in the face of technological change, balancing innovation with traditional values such as recreation, relaxation, wairua, and time in nature. Technological advances will also present efficient ways of monitoring open spaces to ensure they are performing according to the community’s needs.

Population growth and demographics

Kāpiti has been growing steadily for the last 30 years, and is set to continue to grow. The current estimated district population of 57,000 is projected to grow to approximately 86,548 by 2050.

Further growth is expected to see the demographic makeup of the district change, with families and younger people set to increase, alongside a significant increase in the proportion of the population over 65 years of age. It is anticipated that this change will also see an increase in smaller household sizes, contributing to the 12,072 additional dwellings projected to meet growth to 2050.

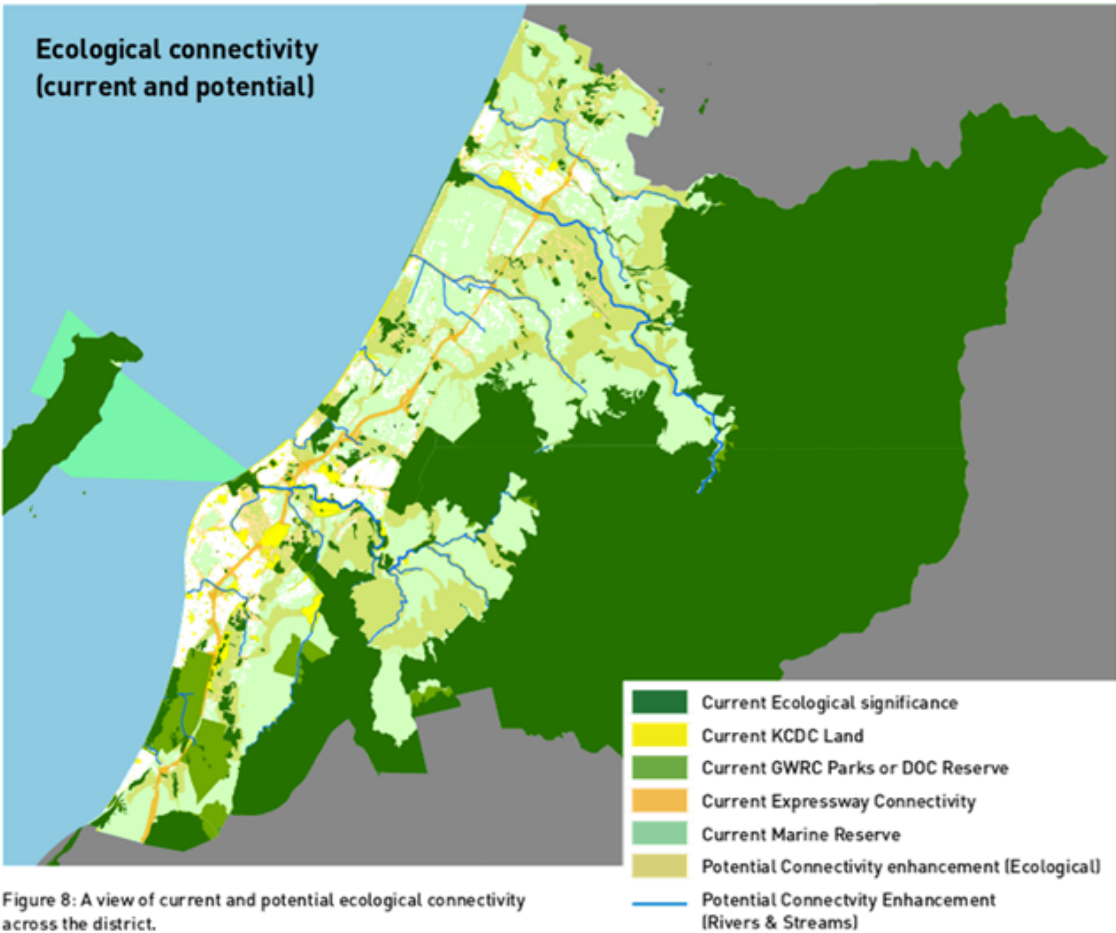
There is often a relationship between demographics and the open space needs of the community. For

example, a trend toward smaller household sizes may be coupled with a shift to physically smaller housing units, smaller yard areas, and increased demand for quality public open spaces as a result. Trends in ethnic distribution across the district at a ward level may vary the open space needs of some areas, to provide culturally relevant facilities that support these communities. Meanwhile, a prevalence in residents who commute out of Kāpiti for work also creates nuances in open space usage, engagement and expectation.

The recently published National Policy Statement on Urban Development (NPS-UD) requires councils to provide well-functioning urban environments that can meet current and future development needs by managing growth both “up and out”. This is both through intensification of existing urban centres, and through new development at the urban fringe where development capacity resulting from intensification is not enough to meet projected demand. The Wellington Regional Growth Framework (WRGF) provides a spatial vision for managing future growth across the wider Wellington region. Together, the NPS-UD and WRGF support intensification of existing urban areas along with good public transport, higher densities and better public transport connection of new greenfield areas. A review of Kāpiti Coast’s own District Growth Strategy is also under way, which will help identify where and how future growth is provided for across the district. This strategy provides important context for these, and a cohesive and connected open space foundation.

Pandemic

In 2020 the COVID-19 pandemic struck, having an immediate impact globally. These events have had an impact on the international tourism industry, which may be felt for some time. At the time of writing international travel is still restricted. Because this strategy is a long-term vision however, the ambitions set through it are anticipated to endure through the current restrictions. Observations on how the pandemic elevated the significance of the open space network in the public perception, particularly during Level 3 and 4 restrictions when people were limited to their local areas, have also been factored into the strategy.





Kāpiti Island is a destination in it's own right and central to the Open Space network of the District.

Looking ahead

Kāpiti’s existing and future open space network

The remainder of this section discusses the issues, opportunities and trends in the Kāpiti Coast’s existing open space network, and provides a response, approach and/or aspiration to provide direction for the future open space network.

The development of this strategy involved numerous phases of engagement with iwi partners, the community and key stakeholders (such as developers and other landowners), to ensure a diverse representation of the district was captured. The section that follows reflects this along with statistical information and strategic alignment, and is considered against the mana whenua values outlined in the Part 2. This section demonstrates how the open space types are connected to one another; that is, particular issues and opportunities may occur across a number of open space types.

As outlined previously the strategy’s nine open space categories are:

- A. Districtwide/destination park

B. Sport and recreation

C. Iwi practices and sites

D. Heritage

E. Neighbourhood parks

F. Nature reserves

G. Outdoor adventure

H. Recreation and ecological linkages

I. Urban public space

The Kāpiti Coast District Council is very clear that collaboration with iwi partners, the community and stakeholders is essential to achieve the district’s open space network aspirations.

The following table is arranged in no particular order.

Trends and aspirations for levels of service

Iwi partnership

Integral to our open space planning and management is collaboration with mana whenua to give expression to iwi values.

Aspirational actions

- Encourage and incorporate mahinga kai, maara kai, rongoā into our open spaces.
- Support and provide urupā as required.
- Support sport with high iwi participation rate through improved/increased infrastructure.
- Give expression to mātauranga Māori through signage, art, te reo Māori etc.
- Protect waahi tapu sites.
- Support marae through providing open spaces for maara, hāngi pit, and rongoā etc.
- Support native flora and fauna through planting, care and maintenance.
- Protect and enhance waterbodies.
- Provide access to important sites.
- Carry out kaitiaki monitoring, ensuring our open spaces are looked after.
- Make history and heritage accessible through storytelling.

Climate change adaptation

The network of open spaces can contribute to Council's climate change response and goal to be carbon neutral by 2025. Council will set standards for how acquired open space can be developed and managed in a way that contributes to carbon neutrality by incorporating sustainable practices and design into open spaces to mitigate climate change effects and improve resilience.

Aspirational actions

- Emphasis on carbon capture through planting and restoration.
- Energy efficient technology such as solar panels and LED lighting used in open spaces.

- Water conservation and rainwater harvesting for reuse in reserves.
- Consider embodied energy and whole of life costs for materials for open space physical assets and materials.
- Undertake energy supply and water supply vulnerability assessments to inform asset planning.
- Undertake climate change resiliency projects, including those with a social focus.

Mauri and sustainable environments

Across open spaces, consideration will be given to environmental maintenance, and sustainability and enhancement practices.

Aspirational actions

- Keep open spaces free from contaminants.
- Reduce agrichemical spray use in reserves.
- Support green transport modes.
- Use low-impact urban drainage design (LIUDD).
- Choose sustainable materials for our parks' assets.
- Support kaitiaki monitoring.
- Choose turf species to reduce water use.
- Emphasise restoration planting to improve habitat and water quality.
- Implement waste minimisation measures.

Accessibility

We will plan for and deliver an open space network that is suitable for people of all ages and abilities to enable access, equity and inclusion in our open spaces. Everyone should be able to easily enjoy open space.

Aspirational actions

- Ensure signage is appropriate for visually impaired.

- Provide wheelchair/mobility aid access to open spaces.
- Provide audio maps through a phone-based app.
- Provide web-based trail mapping tools for navigation and interpretation.
- Provide play equipment for all ages and abilities.
- Provide accessible facilities including car parks, toilets and drinking fountains.
- Minimise kerbs for ease of access.
- Use appropriate surface treatments and paving types.

Technology

We need to adjust to changing technology needs, and embrace technology in our open spaces to enhance experiences and bring people together. We need to recognise the potential for technological innovation to rapidly change the way open spaces are used.

Aspirational actions

- Investigate and implement smart mapping technology to support wayfinding and landscape interpretation.
- Support renewable technology through provision of solar-powered charging stations for devices such as e-bikes.
- Consider solar-powered and renewable technology during design and specification of parks assets.
- Use water-saving technologies such as auto irrigation.
- Support newer modes of transport, such as e-bikes and e-scooters, through the provision of appropriate paths, charging stations, signage and guidance.
- Provide a framework for the operation and use of drone technology in open spaces.

Identity

It's important to express the Kāpiti Coast identity through artwork and designs that tell Kāpiti stories, including in open spaces.

Aspirational actions

- Install sculptures, murals, and other artwork in our open spaces.
- Undertake place-based landscape and architectural design that identifies and respects the surroundings and its history.

- Use native and endemic plant species to support biodiversity outcomes.
- Incorporate exotic species as appropriate to support heritage, diversity and experience outcomes.
- Use locally sourced plants and materials whenever possible.
- Provide quality on site and online interpretation material for the District's open spaces.

Urban design

Council's commitment to the New Zealand Design Protocol means we support quality urban design outcomes that deliver on context, character, choice, connections, creativity, custodianship and collaboration.

The local character of the Kāpiti Coast will be developed and enhanced with design undertaken in relation to local context.

Aspirational actions

- Support our town centres as enjoyable places for people to socialise.
- Provide choices and support diversity through a range of open space types.
- Continually work to expand and improve the connectivity of the open space network.
- Provide support for creativity and innovation in open space development.
- Support kaitiakitanga.
- Work alongside local communities and neighbourhoods in a place-based way.
- Recognise the role of open space in delivering on the Four Wellbeings.

Crime prevention through environmental design (CPTED)










Incorporating the CPTED approach to reduce crime through environmental and urban design will create safe and secure open spaces.

Aspirational actions

- Install lighting in appropriate locations.
- Appropriate planting of vegetation.
- Good site design.
- Spatial planning of assets.

Now *and* In the future

Treaty settlement processes	
Now	In the future
Will influence: 	
Kāpiti Coast's three iwi are at different stages of Treaty settlements (Ngāti Toa Rangatira have settled; Āti Awa ki Whakarongotai and Ngāti Raukawa ki te Tonga not yet settled); Council seeks to work in partnership with iwi to support open space values regardless of those stages.	Future Treaty settlements could result in open space land being returned to iwi, presenting further opportunities to collaborate on implementing open space values.

Tangata whenua values	
Now	In the future
Will influence:         	
Despite iwi values being woven throughout open space, there is still limited opportunity for expression of tangata whenua values across our open spaces network. Mana whenua currently have little involvement in the overall management of open spaces, especially iwi sites. There is a desire to improve this, so that appropriate expression can be given to the values of the land, and this can be improved on over time with effective monitoring and adaptive improvement practices.	Mana whenua maintain strong relationships to the taiao, reflected through thriving mahinga kai, maara kai, rongoā gardens and sites that support iwi practices such as wānanga. There are numerous sites throughout the Kāpiti Coast, protected from contamination, supported by signage infrastructure and easily accessible to a variety of iwi members.
Te reo is minimal across the open spaces network; 111 parks out of 127 do not have bilingual signage. Iwi practices and sites are not clearly signposted or supported by infrastructure.	Kāpiti will be a bilingual district with te reo signage incorporated throughout the open space network. Ongoing collaboration with mana whenua will ensure sites of particular iwi significance are given appropriate acknowledgement, protection and access. For example, sites where spiritual practices are undertaken, or waahi tapu.
There is little focus on the protection and enhancement historical iwi sites. In most cases this is because of lack of awareness or resource, rather than negligence.	Council works closely with iwi partners to protect and enhance historical iwi sites such as waahi tapu and urupā. Areas of historical significance to iwi may require an archaeological assessment through Heritage New Zealand Pouhere Taonga, and could require registration on the Heritage Register, which ensures protection.
Council eco-sources plants for restoration planting, and has two sites for rongoa planting.	Native plants and taonga species that support mana whenua traditional practices are seen in locations that best enhance biodiversity values for the Kāpiti Coast. This is achieved by practices such as eco-sourcing seed to promote local indigenous native plant growth.

Climate change

Now

Will influence:



In 2019 the Council declared a climate change emergency. The open spaces network has a role to help mitigate climate change effects, as the Council's Parks and Open Spaces activity contributes to many open spaces and vegetation that sequesters carbon. Therefore, the Council considers maintenance practices and infrastructure that contribute to reducing carbon emissions.

The Climate Change Response (Zero Carbon) Amendment Act 2019 requires the government to develop and implement policies for climate change adaption, and the Council will need to respond to these. The Council aims to be carbon neutral by 2025.

In the future

The environment continues to improve quality of life for residents and provide healthy habitats for flora and fauna to thrive. Council is committed to restoring, protecting and enhancing open space and, in doing so, to support the Council's climate change emergency response by mitigating climate change impacts. Newly planted areas, as well as mature trees and wetlands, contribute to increased carbon sequestration, which are high sequesters of carbon.

Council demonstrates strong and effective leadership on climate change and meets its statutory obligations.

Sustainability, resilience and climate change related work is integrated across Council.

The promotion and subsequent increased use of cycleway, walkway and bridleway (CWB) links help reduce carbon emissions and enable a more efficient transportation network, due to offsetting increased traffic and associated congestion. This also aligns with the district's Sustainable Transport Strategy.

As a coastal district, Kāpiti faces significant environmental challenges from our changing climate and associated rising sea and groundwater levels. Natural hazard risks such as earthquakes and landslides also exist. Climate change is likely to make some areas more prone to coastal hazards and may make them unsuitable for activities which are currently taking place.

Reserves and CWB links near the coast continue to be carefully considered from a design perspective, particularly regarding risk of erosion or sea-level rise. Reserve Management Plans and projects acknowledge these risks and impacts from natural hazards, and facilities will be located and designed accordingly.

This strategy informs the Takutai Kāpiti project and Stormwater Strategy. The outcomes of the Takutai Kāpiti project will be reviewed and open spaces natural hazard risks considered in light of these strategies. Risk areas are identified in the Parks and Open Spaces Activity Management Plan.

Weather conditions are expected to become more extreme for New Zealand, with an increase in droughts.

Water conservation will need to be considered in the future to cater for drought periods and cater for continued provision of sports fields.

Decision-making considers climate change effects, allowing an integrated approach to managing these effects on recreational sites and in urban areas. For example, design elements such as soakage pits, swales or rain gardens may be used.

Climate change responses are integrated across the Parks and Open Spaces work programme.

Biodiversity and ecosystems

Now

Will influence:



Council works closely with iwi partners, community groups and agencies to support biodiversity outcomes. Waikanae ki Uta ki Tai is an iwi and inter-agency partnership for the Waikanae River Catchment.

Pest plants, animals and diseases are becoming prevalent, and lead to degradation of habitat and endemic species populations. This trend could be exacerbated by climate change.

Community volunteers play a significant role in supporting biodiversity restoration activities across Kāpiti.

The district's 296 ha of nature reserve land is distributed through regional parks, nature reserves, neighbourhood parks and green streets. Council is working towards greater ecological connectivity between open spaces, which will improve biodiversity habitats. Greater connectivity is also helpful for recreational purposes. Currently, 95 parks of 128 surveyed through the strategy process do not have ecological/recreation connections to other parks. This is an area for improvement across the open space network.

In the future

In addition to work on Council's own land, Council continues to offer support to private landowners and environmental community groups to protect and restore natural environments. Where appropriate, protection mechanisms such as covenants are encouraged.

To preserve biodiversity and ecological values, significant ecological sites may not always publicly accessible. Where nature reserves allow public access, low-impact activities such as CWB will continue to be provided as appropriate.

Within its means, Council continues the control of pest plants and diseases through its biodiversity programme and open space management. This could be ramped up through the Government's Jobs for Nature programme, which are in development at the time of writing.

Council provides support for community groups to participate in environmental restoration work.

Connected networks of open space have more value than isolated areas, as they are more accessible and provide wider opportunities both for ecology and recreation. A connected network preserves landscape coherency, softens the impact of hard structure development, enhances biodiversity, helps define village identity, increases community resilience to natural hazards and global shocks, and provides alternative links between communities. For example, planting by the CWB links softens hard structure development, makes the trails more attractive, provides shade for users, and provides a connection for biodiversity.

Existing ecological sites are connected, to strengthen the ability of biodiversity to move throughout Kāpiti. This includes urban public spaces and corridors.

Biodiversity and ecosystems – continued

Council continues to improve ecological connectivity to prevent biodiversity from being isolated, increasing habitat and population numbers. Ecological connectivity is improved providing diverse connected habitats. Where development opportunities impact areas of potential ecological enhancement, careful consideration is given, for example, a waterway or areas of open space connecting two ecological sites.	
The District has a significant number of volunteer groups that help support restoration projects.	There is training and employment through the Jobs for Nature programme, and more educational and promotional programmes to improve and sustain intergenerational involvement in environmental restoration programmes.
There are many active and very effective restoration groups on the coast, many operating on a voluntary capacity. Some groups have signalled an aging membership and a desire to broaden their membership base to include younger participants.	Council considers a mentoring scheme to encourage young people into environmental roles.
Dune restoration efforts involving pest plant and animal control and revegetation with native sand binding species have shown good success in many areas.	Dune restoration and management is monitored and appropriately resourced to support healthy and resilient coastal ecosystems.

Access to open space

Now

Will influence:



In the future

Some of the district's public open space requires access through private land, and there are informal agreements with landowners on some trails. As private land ownership changes there is a risk that without formal agreements access will be discontinued, reducing or ending access to public open space for residents and visitors to the district.

Access to strategic pieces of open space on or via private land is formalised (with voluntary engagement and agreement of the landowner) to help achieve Kāpiti's open space vision, for the benefit of current and future generations and the environment. Council facilitates the agreement process, ensuring clarity of land purpose and use, especially as private ownership changes over time.

As seen in Figure 6, distribution of open space is uneven across the district, with some wards having more than others. This difference is often due to large regional and national forest parks located in some wards, for example, Queen Elizabeth Park in Paekākāriki. Most of Kāpiti's settlements and communities are located beyond reasonable walking distance of regional and national open space areas.

In urban areas, it's important everyone has access to open space close to their home (see Part 4 for appropriate levels of service, such as neighbourhood park within 400 metres in residential areas). In areas of urban intensification this may be through increased levels of service.

Kāpiti residents living in rural communities are often surrounded by the visual amenity of the rural landscape but this is often not publicly accessible. Having access to one local park per rural community brings communities together, providing for a range of activities such as passive and active recreation and social interaction. Council works with different communities and sectors to ensure there are appropriate resources and services to suit their needs.

Some open spaces across Kāpiti are on road reserve, which is a risk.

While these areas can support good open space outcomes on a temporary basis open space on designated road reserve will not be considered as part of the open space network for the purposes of overall open space provision due to the long-term risk or occupancy not being assured.

Open space is one of the many reasons residents decide to live in Kāpiti. Consultation during the development of the strategy identified that:

- 67% of respondents were satisfied with the district's open spaces.
- 20% described their favourite park or open space in Kāpiti as 'wild', 'natural' and 'unspoiled'.
- 74% visit the Kāpiti's natural areas and trails.
- 80% use open space to walk.
- 52% do beach activities.

Open spaces are protected and preserved, which maintains Kāpiti's natural identity and relaxed lifestyle values. Areas with prominent natural character help tell the 'Kāpiti story'. This includes beaches, naturally beautiful areas, rural landscapes, and historical areas of significance.

Growth

Now

Will influence:



With population growth comes residential expansion, which threatens natural open spaces close to residential areas, and can limit ecological connectivity.

Kāpiti has a number of nationally significant roading infrastructure assets. At the time of writing, some of those are under construction (Transmission Gully and the Peka Peka to Ōtaki Expressway) and one is complete (Mackays to Peka Peka Expressway). These roading infrastructure assets are considered part of the open space network. The expressways have altered land patterns, access and recreational and ecological connectivity, and have increased road accessibility in the region. The infrastructure brings visitors to Kāpiti, and provides a popular shared pathway the length of the district.

In the future

Open space continues to provide many functions and benefits such as connecting people, relaxation, stimulation and connectedness to the environment. Careful planning and network growth are essential to achieving Kāpiti's open space vision and preserving and enhancing what the district has.

Planning acknowledges the role these nationally significant roading assets play in open space provision, and especially the CWB network. It is important we ensure continued involvement in the planning stages of the large infrastructure developments.

Cycleways, walkways and bridleways (CWB)

Now

Will influence:



Kāpiti has a lot to offer visitors, and many pass through unaware of this offering. Open space opportunities need to be maximised as visitor attractions. Kāpiti's identity is strongly focused on the beach environment, but there are many other aspects of Kāpiti's open space that could be promoted, such as the 81 kilometres of CWB network, the Te Araroa trail and Kāpiti's landscape and views. A survey completed for this strategy found that 27 of 127 open spaces have good views (majority towards the coast, others towards hills and rivers).

The CWB network also offers horse riding, which is a unique component not considered by many other councils.

Council's 81 kilometres of CWB tracks is an important network, providing residents with a safe, active and sustainable transport option. The tracks are strategically linked to provide a safe active transport option for residents to travel to townships, schools, community facilities, other destinations, and open spaces, avoiding the busy expressway that splits the district. This reduces safety concerns, and increases the number of residents walking and cycling to school or work. Additional links to meet need and demand will improve connectivity and enhance experience for users.

During the development of this strategy 67% of residents stated that they were satisfied with Kāpiti's CWB network and 58% used it frequently.

In the future

CWB links provide a tourism drawcard, supporting the experience of the district's scenic bush, rivers, beaches and more. For example, horse-riding linkages are unique in Kāpiti and provide a tourism opportunity. Kāpiti also has the Te Araroa trail. Council continues to promote this and other open spaces within the district, and ensure appropriate facilities are provided for increased tourism demand.

These networks benefit the district by enhancing wellbeing, providing a recreational experience, drawing visitors to the region, and reducing carbon emissions.

Strategic links identified by Council improve connectivity and enhance experience; these depend on voluntary discussions with private landowners. Kāpiti is well served by an increasingly connected network of cycleways, walkways and bridleways; as subdivisions and developments grow in the district, and as new open space areas and local purpose reserves are created, it is important that this network is expanded and enhanced to meet future needs.

New developments plan to connect with existing trails and footpaths, town centres, community facilities and reserves, where possible, to increase recreational opportunities and connectivity to destinations that people want or need to go. These connections provide the majority of residents with an active commuting option to travel to and from school, work, community facilities and destinations safely. The following links continue to enhance recreation opportunities for residents and visitors to Kāpiti:

- Recreational routes are predominantly off road (on road is out of scope for this strategy).
- Pedestrian and walking routes are both within and outside of the roading corridor, and cater to people with disabilities and limited mobility.
- Horse-riding routes will continue to share CWB trails with other recreational users and functions where it is safe and practical to do so.
- Consideration of other transport options for example, e-scooters.

Universal access and amenity

Now

Will influence:



Accessibility around the district is an issue for the disabled and elderly; this needs to be addressed, as Kāpiti is expected an increased numbers of older people in the future.

Council's 2013 Positive Ageing Strategy includes an objective to provide infrastructure and services that allow safe and easy movement of ageing people throughout the district.

Council's Sustainability Transport Strategy outlines the need to better suit the needs of older people in Kāpiti, as older people are increasingly able to remain mobile as a result of changing technologies such as mobility scooters.

In the future

An open spaces guidance document with design criteria is developed, to ensure all ages and abilities of the community can use the CWB network to move safely and easily around Kāpiti; this is especially valuable as our population ages.

Facility development design along the CWB links is carefully considered, in particular for the large increase of 60–85+ year old residents (for example, CPTED, appropriate gradients, appropriate lighting, access points and surfacing) to ensure accessibility for all ages and abilities will be multi-purpose.

The CWB network considers a variety of transport modes such as mountain bikes, e-scooters, e-bikes, mobility scooters and skateboards.

Many types of open space are multi-purpose, such as active recreation sites, sports fields and CWB trails. This can cause tension between user groups (for example, cyclists and dog walkers). Occasionally, some users can be incompatible resulting in conflicts.

Inconsistent wayfinding signage and educational signage across the network can create confusion around etiquette and expectations for shared facilities.

Council continues to promote and provide a wide range of open space types to suit the ever-changing needs and demands of our communities. Open spaces are multi-purpose, providing for a range of different functions (including active recreation), and sites are future proofed.

Multi-purpose sites remain important as they bring different ages, abilities, experiences and communities together. Multi-purpose sites also ensure open spaces are used effectively. For example, multi-purpose trails (CWB) provide for a variety of recreational opportunities and a larger selection of routes for cyclists, walkers and horse riders, rather than having separate trails for separate modes. Compatibility of users in shared spaces is considered in future provision planning to ensure it is best managed to create a positive experience for all users.

Signage and other educational methods educate users on caution, rules and courtesy, to eliminate tension between different user groups. For example, education promotes the many benefits of travelling on a CWB pathway. Signage improves wayfinding and overall knowledge of the open space and CWB network. There is a consistent approach to signage and wayfinding across all public space providers, to help people easily find and appropriately use open space, as supported by the Regional Trails Strategy

Universal access and amenity – continued

Of the 127 park environments surveyed during the strategy development, 78 are planted with good structure and healthy trees. Minimal open spaces provided good shade cover and 16 parks out of 127 had no trees at all.

Only three (6%) of the Council's playgrounds have shade structures, however it's estimated that 10% of Council's playgrounds have natural shade provided by trees.

Tree planting across all open space types has increased shade and sun protection for visitors and residents. A key focus is to provide natural shade in close proximity to play equipment.

Organised sports

Now

Will influence:



Nationally and regionally there are changing needs and competing demand for park areas, especially organised sports. Formal recreation is constantly changing, with some codes experiencing decline while others are increasing. This trend is consistent with what is being experienced in Kāpiti. Football, netball and tennis are currently experiencing increasing popularity in the district.

Informal recreation trends are also increasing, such as 'pay and play' sports, due to minimal commitment required.

In the future

Council works with other agencies across the region to ensure sports field provision allows appropriate playing hours, and facilities are available to cater to the needs of our community. Trends in organised sport, emerging sports, demographics and social constructs continue to be monitored, and the network responds to these changes.

Competitive and formal recreation brings communities, friends and families together. Programmes and facilities that support participation and ensure universal and equitable access to recreation and sports codes for all ages and abilities, including for less privileged or low socio-economic communities, are encouraged by Council.

Otaraua Park is a 60-hectare site that is to become a multi-purpose sport and recreation facility, purchased for future provision. Once developed, it will be a sport and recreation destination for the district that can host large-scale regional events of regional and potentially national significance.

Yardstick [2020] provides a national median guideline of 1.8 hectares of sports park per 1,000 residents. In 2020 Kāpiti sat under this guideline, with 1.3 hectares of sports park per 1,000 residents. However, these figures do not include the future development of Otara Park development, which will ensure the district's future needs are met.

The development of additional sports fields and facilities provides additional capacity in response to growth. Other existing facilities may also be upgraded to support increased use.

Sportsgrounds continue to be of good quality, distributed appropriately across the district, and developed to the appropriate quality for the sports code level. In achieving this, Kāpiti has the ability to host local, regional and possibly national competitions for various sports, which bring social and economic benefits to the district.

Organised sports – continued

Community members have raised concern about chemical line marking on sports fields and the misuse and overuse of agrichemical sprays.

The misuse and overuse of sprays can contaminate soil and waterways, specifically use in catchment areas and near stormwater drains, which risks entry into water, impacting ecological systems. Water quality is variable across the district at different times of the year. With minimal water flow in the summer, water quality is often worse during this time.

Alternative methods to agrichemical sprays are investigated and used where appropriate, particularly near waterways and environments where the community recreates, socialises and gathers kai. Positive flow-on effects for water quality enhance passive recreational activities such as fishing, swimming and mahinga kai.

As a coastal district, Kāpiti faces significant environmental challenges from our changing climate and associated rising sea and groundwater levels, and other major events such as earthquakes and landslides. Climate change is likely to make some areas more prone to coastal hazards and unsuitable for recreational facilities and fixed assets.

Reserves and CWB links near the coast continue to be carefully considered from a design perspective, particularly risk of erosion or sea-level rise. Reserve Management Plans and projects acknowledge these risks and impacts from natural hazards and are designed accordingly.

This strategy informs the Takutai Kāpiti project and Stormwater strategy. The outcomes of the Takutai Kāpiti project will be reviewed and open spaces natural hazard risks considered in light of these strategies. Risk areas are identified in the Parks and Open Spaces Activity Management Plan.

New Zealand's weather is expected to become more extreme, with increased flooding and other extreme events. Periods of drought or flooding are experienced from time to time, these events are anticipated.

Considerations such as irrigation requirements, water conservation and additional drainage on sports fields are incorporated into asset planning and design to ensure serviceability of sports fields.

Decisions are made with climate change effects in mind, allowing integrated management of these effects on recreational sites and within urban areas. Council's effective mitigation and adaptation methods prevent sportsgrounds and recreational sites from climate change effects like flooding, ponding, increased groundwater levels and sea-level rise. These areas may lessen the impact of these hazards on the community. Decision-making is carried out with climate change effects in mind.

Reserves management

Now

Will influence:



Reserve management plans are only partially complete across the district. Management planning in recent has been undertaking with increasing iwi involvement and partnership.

In the future

Guidance on individual reserve's future use, management, vision and development is outlined in Reserve Management Plans prepared under the Reserves Act 1977. Council partners with iwi when developing or reviewing these documents. At the time of writing, a project to review and develop Reserve Management Plans for reserves requiring them] will begin in 2021.

Commercial activities

Now

Will influence:



In the past, businesses and entrepreneurs have approached Council about commercial activities in open spaces however there is no framework or policy to currently support this.

In the future

The use, enjoyment and experience of some open spaces in Kāpiti may be enhanced through commercial activities. A framework for assessing and supporting commercial activities which are not to the detriment of people's enjoyment of public open space or the cultural, heritage or ecological values of the open space is developed and implemented. Commercial activities in these open spaces align with the Reserves Act 1977 and complies with the District Plan.

Freedom camping

Now

Will influence:



Freedom camping is growing both nationally and within the region. There is currently no Freedom Camping Strategy, and the facilities are struggling to keep up with demand, with increased risk on the natural environment as campers use open space for accommodation. A Freedom Camping Policy and Public Places Bylaw are in place, however, the current approach does not provide the appropriate tools to manage growing activity consistently.

At the time of writing Council has 25 freedom camping spaces across 9 open space sites.

In the future

Freedom camping connects people to the environment, provides adventure, relaxation and enjoyment, and brings visitors to Kāpiti. It is a popular activity for international and national tourists to get 'off the beaten track' and explore new destinations. Improved freedom camping facilities, resources and camping locations are investigated and provided as appropriate in suitable locations to appropriately cater for the needs of this user group across the district, ensuring the surrounding environments are protected from human pressures.

Cemeteries

Now

Will influence:



There is currently sufficient cemetery space within the district for the short and medium term. Council currently looks after a total of 11.66 hectares of active cemetery. This land area does not include historical cemeteries that are now closed to new interments or areas of land held for future expansion.

At the current rate of burials across Kāpiti, it is expected that cemeteries will be at capacity in approximately 54 years (2073). Significant space is still available in Awa Tapū and Ōtaki cemeteries, with limited capacity in Waikanae. Currently the Council has no Cemetery Plan.

In the future

A Cemetery Plan is developed and cemetery provision is monitored and provided appropriately across Kāpiti. Council expands cemetery provision to meet the diverse needs and demands of the district.

An outcome of this Strategy is to identify future spaces for cemetery growth, especially in the Waikanae ward.

Heritage

Now

Will influence:



Awareness of heritage and historic sites within Kāpiti are limited due to informal and limited access, limited signage and promotion. These sites are treated in isolation rather than as a network.

In the future

Heritage areas and significant historical sites are considered as part of a wider contextual history, with linkages throughout the district to help tell these stories.

Council gives expression to local heritage practices throughout the district, so they are understood and valued, as this is fundamental to open space experience and creates a sense of place.

Kāpiti's historic sites are appropriately protected, enhanced and commemorated for future generations. Council supports incorporation of these sites into the open spaces network as a feature, if the opportunity arises. Various methods including education, signage, promotion and public art are adopted to create awareness and share knowledge and stories of these areas.



Open space categories

The nine open space categories outlined in this section and throughout the Open Spaces Strategy are based on Recreation Aotearoa's guidelines (2017), with minor changes for relevance to the Kāpiti Coast.



A. Districtwide and destination parks



B. Sport and recreation



C. Iwi practices and sites



D. Heritage



E. Neighbourhood parks



F. Nature reserves



G. Outdoor adventure



H. Recreation and ecological linkages



I. Urban public space

Overview

This section describes the Kāpiti Coast District Council's open space categories in detail, their purpose, potential characteristics and the expected management standards. This helps with determining where various open spaces should be located, and guides design features and amenities for new developments and upgrades.

This will be used both for our existing network and to inform future network growth to ensure open space partners and providers understand Council's expectations for provision. Collectively the criteria set for each open space category assist in establishing appropriate levels of service (LOS).

The levels of service also provide guidelines on how to maintain provision in line with growth, for example the location, proximity, and ease of open space in proximity to urban dwellings. The district plan currently seeks that open space be provided within 400m of urban dwellings for example.

It's important to note that the open space categories in this section are a guideline. Park designs and amenities may vary, within financial reason, to suit their location. This will prevent them from being homogenised and ensure unique and appropriate open spaces are provided across Kāpiti. The categories also recognise that the intensity and type of development and management will vary according to site context and the availability of resources. Council needs to prioritise where it invests, and the categories in this section will support strategic decisions to ensure the most affordable and holistic open space outcomes for our community.

The open space categories identified are based on Recreation Aotearoa's 2017 guidelines, with minor changes to ensure relevance to the Kāpiti Coast. This section is informed by the current issues and opportunities outlined in Part 3, and outlines how we will respond to these through the levels of service set by Council to achieve the aspirations of Council and our District. The levels of service generally relate only to Council-owned and -administered land, but in determining overall open

space provision Council may take into account land administered or operated by others if there is good strategic alignment.

These categories are the building blocks of the open space network. In line with their purpose they will vary in shape, size and frequency of occurrence. There is currently only one Districtwide Park (Otaraua Park), but as all urban areas should be able to easily access a neighbourhood park there are many of these. Meanwhile sports fields require large, open, flat and free draining land, whereas recreational and ecological connections may be comprised of numerous areas of land stitched together in a chain across the landscape.

Generally, the categories follow ownership patterns; for example, neighbourhood reserves are Council-managed, while nature reserves are typically owned by the Department of Conservation (DOC) or Greater Wellington Regional Council (GWRC). This emphasises the importance of a multi-agency lens when looking at the open spaces network. The information in these tables will help guide conversations with other agencies to assist in the delivery of a holistic network.

A. Districtwide and Destination Parks



Primary purpose

This open space type provides premier, high quality spaces to support cultural vibrancy, visitor attraction and events. They may also provide opportunities for connection with the environment for locals and visitors. They may include a range of experiences such as active recreation or novel attractions, places of relaxation, contemplation and appreciation, educational aspects, sports, events, functions or be valued for their amenity or intrinsic value.

Description

Destination and districtwide parks are often comprehensive, larger in scale, and provide a range of interesting experiences which are often unique to the place. They aim to offer amenities that support a full-day visit and typically attract people from across Kāpiti, as well as visitors, for this reason they may be an integral part of the district's visitor attraction. These parks are often a destination in their own right, offering unique experiences, or facilities to support and enhance the park. These parks are areas of high use and a correspondingly high level of service. They are also of high significance to the local communities that they support. They are best supported through site specific management and development plans.

This park category includes public gardens, also described as botanical, horticultural and premium gardens. These include parks that are of significance to the city/district. The primary focus for public gardens is to create a place of beauty and tranquillity through high-quality horticultural design and maintenance, and other features as appropriate to the park's character. They often also contain historic heritage values. At the time of writing the Council does not have any public gardens.

A local example of a Council-owned districtwide park is Otara Park and a destination park is Maclean Park.

Approach

Kāpiti is considered to be well placed for destination and districtwide parks across the district, particularly when taking into account open spaces and opportunities provided by other agencies such as DOC and GWRC.

At a minimum open spaces in this category will have a facility that draws people to travel to the park, high-quality landscaping, iwi values and provide good accessibility for all ages and abilities.

For planning purposes no minimum size is identified, although it is expected sites should be no smaller than 5,000m². Park maintenance will be to a high standard and may be supported through volunteer or on site management of facilities and attractions. Parks in this category will have reserves should be supported with wayfinding and entry signage, seating, rubbish bins, landscaping, carparking, drinking fountains and toilets as a minimum.

The potential for future creation of public gardens is included in this category and any provision will depend on demand and the opportunity to acquire a site that has specific special characteristics that warrant its acquisition or protection for this use.

Potential characteristics:

- a tourist destination with a particular feature or character
- venue for sports, events and functions.

Often exhibit one or more of the following values and attributes:

- peace and tranquillity
- horticultural excellence and diversity
- historic/heritage values
- artistic expression of Kāpiti identity
- novel play opportunities
- may include rongoā gardens, maara kai, mahinga kai.

Management standard ¹	Description	New Zealand benchmark	Current LOS
Premium	A high-use/high-profile park that people often take visitors to, or will travel some distance to visit. High-quality and unique assets are provided and maintained to a high standard.	This is a Kāpiti specific category and not measured nationally.	The Council currently has 2.48 ha per 1,000 residents (identified in Part 3).
Standard	Not applicable		
Basic*	Not applicable		

B. Sport and recreation



Primary purpose

Sport and recreation reserves are often designed and used for organised or competition sport and recreation. They are often multi-purpose, and may provide a range of other community activities and facilities.

Description

Sport and recreation reserves are likely to have a formally maintained sports turf or specialty surfaces for a mixture of winter and/or summer sports. Sport and recreation reserves may include recreation facilities and buildings that are often multi-use, catering for formal and informal sport and recreation as well as community functions (for example, Kāpiti Hockey Pavilion). Open spaces need to cater for sport and recreation trends they need to be flexible and able to provide for emergent codes or variable participation in sports.

Sports turf areas are maintained to an appropriate standard for their use. The sport and recreation space may accommodate hard court and built recreation facilities. Toilets, changing facilities and car parking are likely to be available. Some spaces may have resident club facilities. An identifying factor is the provision of bookable sports play facilities, which is related to the primary purpose of the park.

A local example of a sport and recreation reserve is Te Ātiawa Park.

Approach

Kāpiti is currently considered well placed for land supply for sport and recreation and Otara Park will be developed at a rate to keep up with sport

and recreation demand. In the future, for new developments in areas that do not have adequate sport and recreation provision, additional reserves may be needed to meet the demands of the growing population.

Sports fields will be monitored to ensure appropriate sports fields, playing hours and facilities are available for the needs of the community and the right standard.

Potential characteristics

Sports parks should be large enough for at least two full-size winter fields (approximate dimension 130 metres x 80 metres each, equal to approximately 1 hectare per winter field), and also have suitable land for onsite car parking, facility development and an off-field training ground. This equates to a minimum of 10 hectares, and up to 15 hectares to cater for multi-use activities. The relatively large areas of land for future sports and recreation parks will support multi-use activity.

Land provided will need to be level with well-drained, good quality soils, and be clear of public utilities. They should be located near residential areas, with good arterial road access and visibility. Services and facilities will ideally be centralised. As a minimum, sport and recreation reserves will have wayfinding and entry signage, seating, rubbish bins, landscaping, carparking, drinking fountains and toilets. Premium facilities may include spectator areas or seating.

Other facilities that could be incorporated as new trends develop, to achieve open space desired outcomes (beyond minimum and consideration of figure 14) are lighting (amenity and floodlights), turf irrigation and pathways.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	For highest/premier grades of competition sport or high levels of use. Typically includes a large range of quality assets, special surfaces and high maintenance standards.	Yardstick (2020) provides a national median benchmark of 2.1 ha of sports park per 1,000 residents.	Council has 1.3 ha per 1,000 residents with capacity for this to increase at Otara Park.
Standard	For standard grades of competition sport or medium levels of use. Typically provides for one or two codes and is maintained to a moderate standard.		
Basic	Caters for lower or junior grades of sport or practice facilities. Basic assets provided, and maintained at a basic standard.		

C. Iwi practices and sites



Primary purpose

To support and provide opportunities for and give expression to mana whenua values.

Description

Iwi practices and sites are considered sites of cultural significance, and include rongoā gardens, maara kai, mahinga kai. The community has raised the importance of developing an open space network that supports the relationship of mana whenua to the environment. Open spaces in this category provide opportunities for whānau, hapū and iwi to connect to the environment and one another through traditional iwi practices. These may be distinct sites in themselves, or they may occur within or as part of any of the other categories. A local example is the Waikanae Estuary.

Approach

Council will support incorporation of iwi sites into the open space network as a feature in the park or reserve if an opportunity arises.

It is recognised that all land in the district has the potential to be of significance to mana whenua. If development occurs or is proposed, developers are asked to engage with mana whenua in the early stages of planning. Documentation of correspondence should be included in any proposals as far as possible. To assess any potential new areas under this park type, Council will require supporting information to develop an evaluation process and approach to partnership.

Potential characteristics:

- a tourist destination with a particular feature or character
- venue for sports, events and functions
- peace and tranquillity
- endemic or native species or planting
- historic and heritage elements
- artistic or cultural expression of Kāpiti Identity
- play opportunities
- rongoā gardens, maara kai, mahinga kai

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	To be developed with Mana Whenua	This is a Kāpiti specific category and not measured nationally.	Currently unknown
Standard	To be developed with Mana Whenua		
Basic	To be developed with Mana Whenua		

D. Heritage



Primary purpose

These park types protect the built cultural environment to provide for heritage conservation, education, commemoration, mourning and remembrance. Examples of heritage sites are monuments, memorials, historic buildings, sites of heritage or historic significance, artist expression and cemeteries. These sites are attractive and peaceful places of remembrance. They allow us to protect and experience our heritage, and provide for a range of interment and remembrance options for loved ones.

Description

Primarily heritage park types which protect and provide opportunities to experience our cultural heritage. They include cemeteries, which provide spaces for interment and remembrance. Generally, a low level of development is envisaged for heritage parks, with the objective being to protect and preserve heritage values. They may also incorporate natural heritage areas.

Higher use sites may require facilities such as car parking, toilets and signage. Restoration and enhancement work may be undertaken to protect and preserve heritage values and features.

A local example of a heritage park is Awa Tapu Cemetery.

Approach

Council's heritage park provision is currently lower than the national benchmark, but there is sufficient cemetery space within the district for the short and medium term. At the current rate of burials, it's expected that cemeteries will be at capacity in approximately 54 years (2073). The majority of this capacity is in Awa Tapu and Ōtaki cemeteries, but there is limited capacity in Waikanae. Cemetery space will be monitored (particularly in Waikanae) to ensure appropriate cemetery provision and future capacity planning, and Council will maintain cemetery capacity to ensure there are burial options across the district to allow for geographic and cultural preferences of the community.

Development of heritage parks and cemeteries will be appropriate to the proposed use of the site and level of expected visits, and Council will ensure the financial contributions needed for future cemetery growth.

Potential characteristics

Many heritage sites with significant value are distributed across the open space network within other open space categories.

At a minimum these sites include information signage, landscaping (including trees) and seating, they may employ innovative methods of site interpretation. Cemeteries may also include horticultural displays, internal roading, water supply, cemetery-related buildings, car parking and rubbish bins.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	A park of significant value or high use. A range of quality assets provided and maintained to a high standard.	Yardstick (2020) provides a national median benchmark of 0.45 ha per 1,000 residents.	Council currently has 0.27 ha per 1,000 residents (identified in Part 3).
Standard	A standard level of service is anticipated for sites of lower value and use. These sites typically have a few basic quality assets provided and maintained to a basic standard.		
Basic	Not applicable.		

E. Neighbourhood



Primary purpose

Neighbourhood parks provide informal recreation and sporting activities, play and family-based activities, and social and community activities. They are vital to supporting community resilience and connection.

Description

Neighbourhood parks are walkable from the homes of residents in urban areas. They may include playgrounds, kick about areas, amenity planting, seating and rubbish bins. They are effectively the "base unit" of the open space network in our urban environments. As urbanisation intensifies, local parks and reserves become increasingly important, serving as a backyard for urban residents. Access to nature and open space provides many health and wellbeing benefits; for example, social connectivity that enhances community resilience, especially in times of a civil emergency.

A local example is Regent Drive Reserve.

Approach

Kāpiti currently meets best practice for neighbourhood park provision in most areas, though there are exceptions to this in Ōtaki and Waikanae for example. Ease of walking access to neighbourhood parks is critical and as the district continues to grow, land for neighbourhood parks will generally be acquired at the time of planning new subdivision and development.

Potential characteristics

Neighbourhood parks can be accessed within walking distance of urban dwellings. They should be a minimum of 1,500m², with a

preferred provision of up to 5,000m². Typically 70 per cent of the park should be comprised of usable flat land with good drainage, good soils, and not encumbered by public utilities.

5000m² is larger than many existing neighbourhood parks depending on their origin, but this size allows for a reasonable mix of activities; for example, a large ball-play space, basketball half court, playgrounds (both junior and senior), tennis courts, gardens and "quiet" spaces. It's important to be able to provide a reasonable separation from adjoining residential properties, to give them space from active or noisy activities.

Neighbourhood parks should have an open frontage (providing a safe ambience), with at least one full road frontage, and pedestrian/cycle access to other streets to maximise linkages to as many parts of the neighbourhood as possible. Ideally neighbourhood parks should have a choice of access points to increase use and avoid entrapment. They should be centrally located in a residential area, away from high-volume roads. Where possible neighbourhood parks should connect to ecological and cycleway, walkway and bridleway (CWB) linkages to help connect the district, increase accessibility and enhance biodiversity. One local park per community is anticipated.

One local park per rural community is anticipated.

At a minimum, neighbourhood parks will provide seating, paths, landscaping and be easily accessed.

Other elements that could be incorporated as new needs develop include community gardens and orchards, dog parks, buildings used for local community, or expression of iwi and community values.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	Up to 15000m ² e.g. Pohutukawa Park. A larger neighbourhood park that people may travel several kilometres to use. A good range and number of quality assets are maintained to a medium standard.	Yardstick (2020) provides a national median benchmark of 0.62 ha per 1,000 residents.	Council currently has 1.0 ha per 1,000 residents (identified in Part 3).
Standard	A 3000m ² – 5000m ² . A neighbourhood park used by local residents, in walking distance of their home. A few basic quality assets are maintained to a medium standard.		
Basic	1500m ² – 3000m ² . A neighbourhood park used by local residents, in walking distance of their home. A few basic quality assets are maintained to a medium standard.		

F. Nature reserves



Primary purpose

Nature reserves provide opportunities for people to experience nature, habitat for flora and fauna, support for ecosystem functions, or esplanade reserves. Examples of nature reserves may include remnant native vegetation, restoration sites, esplanade reserves, coastal and lake margins, and ecological areas such as dunes and wetlands. They provide protection of native habitat where this is not possible through other means and may support environmental education and the public use and experience of these habitat types.

Description

Nature reserves contain natural features that are being restored or conserved, they may be adjacent to or contain water bodies such as wetlands, or be areas of native bush/grassland or another native ecological habitat. They can significantly add to visual and open space, natural character and landscape values of an area.

Following evidence that being in nature is good for wellbeing and mental health, there is currently a drive to increase the ability to experience nature in urban environments.

A local example is Russell Reserve.

Approach

The Council's provision of nature reserves is currently below the national median benchmark, but this excludes the large areas of natural parkland owned by DOC and GWRC in the district. For some residents these sites can be difficult to access without a vehicle; the Council aims to improve access to these sites with CWB links where possible.

Nature reserves with high value on public land will be protected; for example, covenants will be considered, and public connectivity improved where possible.

Council aims to maintain or increase vegetation cover across the district, in collaboration with other agencies such as GWRC and DOC. This has the potential to contribute to climate change adaptation and carbon sequestration.

Where new development adjoins areas with potential for ecological enhancement or preservation as a nature reserve, these should be carefully considered during the development process. It is intended that this would support and enhance existing natural areas. Nature reserves can be quite large where they contain wetlands, grassland or native bush. For planning purposes no minimum size is identified.

Potential characteristics

Nature reserves developed may provide for low-impact activities such as bike tracks, walking, mahinga kai, maara kai, and rongoā. They should incorporate wayfinding/entry signage and include native taonga species at a minimum. Other values and attributes of nature reserves may include:

- parkland adjoining the coast or water bodies, such as lakes/ponds
- intact or relatively intact natural ecosystems
- unique, significant or threatened indigenous flora and fauna
- natural wetland areas
- outstanding natural features and landscapes including geological features.

Other types of facilities that could be incorporated depending on site characteristics include pathways, seating, picnic tables, toilets, car parking, drinking fountains and elements of artistic or cultural expression.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	Emphasis on animal pest and weed control, track maintenance. May include specialised fixed assts and interpretation panels.	Yardstick (2020) provides a national benchmark of 6.7ha per 1,000 residents.	Council currently has 5.5 ha per 1,000 residents (identified in Part 3).
Standard	Emphasis on animal pest and weed control, track maintenance.		
Basic	Emphasis on animal pest and weed control. No tracks.		

G. Outdoor adventure



Primary purpose

The primary purpose of outdoor adventure open spaces is to provide recreation and sporting activities in a unique landscape environment; for example, mountain biking, high ropes, rock climbing, wind sports or motorised recreation. There is often an element of adventure or challenge associated with these experiences and they may play a role in regional or even national visitor attraction.

Description

Outdoor adventure spaces are often associated with wild or natural environments, exposed dramatic landscapes and scenic beauty. Recreation and sporting activities are programmed or designed to support the experience of these landscapes. They may be associated with built facilities at key points, and may occur in forested, rural or peri-urban environments. They provide a unique experience and a destination that people will travel to and spend a reasonable amount of time enjoying.

Depending on how they are conceived and presented, cycleways, walkways and bridleways across Kāpiti can also contribute to outdoor adventure experiences. For example, the Paekākāriki Escarpment Walk has become a destination in itself. Other agencies such as DOC and GWRC will be important the forward provision of this category (e.g. Mountain bike trails at Akatarawa Forest Park and Whareroa Farm).

Council anticipates that outdoor adventure activities may be developed across a broad range of landscapes such as river, beach, forest, coast, hills, mountains and farmland.

Approach

The Council does not currently categorise any of its open space as outdoor adventure. Council has many areas that have the potential to be cohesively enhanced provide outdoor adventure experiences, and the development of these experiences can be considered overtime.

Where new development comes into contact with areas that could potentially be used for outdoor adventure, this will be considered on a case-by-case basis.

Potential characteristics

- large sites
- generally located on outskirts of urban areas, as they require space and the separation from the urban environment
- character of the park may vary, from exotic forestry, farm land, to coastal and river areas
- recreation activity that uses the area as a natural setting that contribute to recreation appeal.
- access for vehicles may be required
- clear and navigable access and signage to outdoor adventure offerings each settlement/ community.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	Not currently applicable to KCDC.	Yardstick (2020) provides a national benchmark of 2.7 ha per 1,000 residents.	Land currently managed by GWRC and DoC equates to 600ha per 1000 residents.
Standard	Not currently applicable to KCDC.		
Basic	Not currently applicable to KCDC.		

Note, the level of service for outdoor adventure parks can vary widely depending on the type of park and level of use. The level of service may also vary from one area of the park to the other, for example entry points may be developed to a high standard with extensive facilities, and remote areas may have few facilities/services.

H. Recreation and ecological linkages



Primary purpose

These linkages allow people and wildlife to move through the landscape over considerable distances, they support active transport, landscape and ecological connectivity.

They provide cycleway, walkway and bridleway linkages from one neighbourhood to another, beach accessways, links between parks, and access enhancements such as along water ways and ridgelines. They may also be associated with infrastructure as in the case of the expressways. These may be coupled with ecological corridors to connect fragmented habitat areas.

Description

Recreation and ecological linkages perform an important role in meeting sustainability objectives through the protection and enhancement of biodiversity, providing ecological linkages through urban environments and contributing to urban form and landscape values. They provide opportunities for walking, cycle and bridleway linkages through rural and urban environments.

They also perform a wide range of functions including habitat creation, areas for picnics, walking, biking, horse riding and other recreation.

These networks provide active transport options for safe travel to work, school and community facilities and contribute to health benefits. They are also a potential tourism opportunity and drawcard.

Due to their nature, these linkages may often extend over vast distances at the landscape scale and as such interagency partnerships and other landowner relationships are critical to achieving full connectivity.

A local example is the Waikanae River Trail.

Approach

Council currently has a good network of CWB tracks across Kāpiti compared to other local areas. The Council will communicate future CWB and ecological connectivity desired outcomes with developers to continue improving the network across the district (see the maps in Part 5 for possible future connections). New developments will plan to connect with existing trails, town centres, community facilities and reserves where possible.

Future development will also support the challenges identified in the Council's Sustainable Transport Strategy, such as the need for more CWB infrastructure in Ōtaki, and improved CWB connections to the railway stations in Paraparaumu and Waikanae.

Potential characteristics

Ecological connectivity can be enhanced through restoration corridors linking areas of remnant native vegetation, this is also likely to make these corridors more attractive for recreation.

Where possible and appropriate recreational linkages (such as CWB) will be accessible for all ages and abilities. This should include provision of supporting facilities such as seating, and clear wayfinding signage, and may include bridges, boardwalks and lookout points. Vehicle and parking will usually be limited to main entry points.

Recreation and ecological linkages typically connect popular places and spaces, provide many active transport opportunities, enhance ecological connectivity and support traditional modes of passage, such as waka through waterways.

H. Recreation and ecological linkages – continued

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	Service inputs on high-use areas This includes a higher maintenance of tracks to meet universal design standards where appropriate. Visitor facilities such as toilets and picnic/parking areas if applicable.	Yardstick (2020) provides a national benchmark of 2.92 ha per 1,000 residents.	Council currently has 2.8 ha per 1,000 residents (identified in Part 3).
Standard	Service inputs on high-use areas along recreation and ecological linkages. This includes a medium standard of track maintenance to support main CWB routes. Enroute visitor facilities such as toilets and picnic/parking areas typically associated with parks and reserves.	Yardstick (2020) provides a national median benchmark of 1088 m of walking path and tracks per 1,000 residents.	Council currently has approximately 1,509 m of cycleways, walkways and bridleways per 1,000 residents.
Basic	Service inputs on recreation and ecological linkages are expected to be low in more remote areas, with an emphasis on animal pest and weed control and basic track maintenance being a focus.		Management standards are not applied and are in the form of guidance at the time of writing.

I. Urban public space



Primary purpose

Urban public spaces are areas of open space provided within or adjacent to town and village centres providing a space for social gatherings, meeting places, events, relaxation and enjoyment. They may support commercial activity, either through complementary association or by providing a venue for temporary events such as markets and festivals.

Description

Urban public spaces bring people together and provide an attractive landscape within a built environment. They can be activated to create interaction opportunities and/or places for people to stop and connect, which they might not otherwise do. Areas identified as Civic parks are central locations that are easily accessible, or where a natural point of congregation will occur.

Parks and spaces in this category have may have a high standard of development and presentation, associated with their high-profile location and visitor usage.

A local example is Mahara Place, Waikanae.

Approach

Council provision is largely dependent on historic land tenure, but creating urban public spaces should be considered in all new business/retail centre developments. Future provision may be enabled through public/private partnerships.

Potential characteristics

The size of urban public spaces can vary widely, from a few hundred square metres up to a hectare or more for large squares. They should be within walking distance of town and village centres and major public transport hubs. Urban open space is often provided within or adjacent to commercial areas.

Considerations to be given to the development of an urban public space:

- a range of high-quality surface treatments, including hard- and soft-landscaped areas
- a high level of amenity enhancement
- visually attractive open space within urban development
- majority pedestrianised, although may be shared with vehicles as appropriate
- lighting to make the areas attractive and safe at night
- high quality and durable furniture items
- bespoke elements, artworks or other interpretation that add to local character
- provision for multiple modes of transport with an emphasis on walkability and other active modes.
- universal access design for mobility
- promoting good connections to and from open spaces with a focus on active transport modes.

May also contain: a range of elements appropriate to support a diverse and interesting built environment; for example, public art, water features, feature lighting, heritage features such as memorials, clocks, play areas, novel installations, maara kai and fruit trees.

Management standard	Description	New Zealand benchmark LOS	Current LOS
Premium	Spaces in District or Town Centres with the highest service standards supporting high public use and associated civic and business activity.	Not measured.	Council currently has 0.01 ha per 1,000 residents (identified in Part 3).
Standard	Spaces in Village Centres with the high to moderate service standards supporting moderate public use and associated community and business activity.		
Basic	Spaces associated with other commercial or service areas with low to moderate service standards supporting general public use and associated community and business activity.		



How does the network grow?

As the Kāpiti Coast District's population increases, there is a need for more land and improved open space access to meet community needs, and protection for more areas of cultural, ecological and amenity value as part of the wider public open space network.

This Open Spaces Strategy provides guidance for open space provision and distribution, to continue to meet the open space needs and demands of the growing district.

As the district grows and there is more development, the demand and pressure on reserves and facilities also increases. To maintain open space values, Kāpiti Coast District Council will need to increase both the size and level of service of the open space network, relative to its residential catchments.

The mechanisms for growing the Council-managed open space network are typically:

- Through the vesting of new open spaces as part of a subdivision process.
- Through strategic land purchase through the Strategic Land Purchase Fund, funded through financial contributions and borrowings.
- The receipt of the gift of land from a donor in accordance with Council's Gifting Assets Policy.
- Access agreements with private landowners to support enhanced cycleway, walkway and bridleway (CWB) connectivity.
- Formation of esplanade reserves and strips during subdivision.

Additionally Council may advocate for or support the delivery of open space outcomes in partnership with others:

- Other public land managers (eg. GWRC and DoC)
- Other government agencies (eg. Waka Kotahi)
- Private sector (eg. major land holders and developers)
- Iwi

Growth of the network needs to be strategic and affordable. With this in mind, decisions not to acquire land are equally important for managing Council's risk, liability and holding costs. Strategic decisions not to acquire land will allow Council to manage its limited resources to achieve the best outcomes for the community and environment.

Land acquisition through subdivision

Planning new open space? Talk to us first. The Council encourages developers looking to subdivide to engage early with Council's Parks and Open Space team, even prior to a resource consent pre-application meeting. This will help ensure development ideas align with the Council's strategic direction. Early engagement will ensure an applicant's vision and aspirations for their development are consistent with what the Council has identified as the Kāpiti community's current and future open space needs and demands.

Early engagement will reduce risk, and avoid surprises for both parties. While the early conversations can help inform future development during the design stages, it's important to note that such discussions are preliminary. A full assessment, recommendation and acceptance of land to vest can only be completed through delegated authority under the applicable statutory process. Final acceptance will only be confirmed by the Council's delegated authority (the Chief Executive at the time of writing) on recommendation from Council officers.

Council's standards and specifications for developing new open space are outlined in Subdivision Development Principles and Requirements (SDPR) and NZS 4404. At the time of writing the SDPR is under review. In conjunction with the NZS 4404 Development Standards, the SDPR provides Council's minimum standards for new landscape areas that arise from development. For example, the SDPR outlines minimum maintenance periods for new landscape and standard specifications for design.

When considering land to vest, any proposed landscape design specifications, implementation programme and maintenance standards for a given site should all be considered, to ensure they fit with Council's strategy and affordability. This information will be required for Council's assessment of new reserves or assets to vest.

Strategic property purchase

Council may occasionally have the opportunity to purchase land that is identified as being strategically significant for open space purposes. This may be through the open market or other processes, such as Waka Kotahi disposal of surplus land acquired by the Crown under the Public Works Act 1981. Parks officers will make recommendations to Council regarding the purchase of land.

Gifting of land

Land may be gifted to Council through the divestment of balance land from development, or philanthropic donation (for example). This land will be considered through the guidance provided by this strategy, and in relation to Council's Gifting Assets Policy. The risk of accepting the gift of land will be assessed in relation to the benefit of the land being in public ownership.

Esplanade reserves and strips

Increasing the recreational and ecological linkages associated with waterways is a key area of opportunity to meet a range of objectives in this strategy. New connections for stream or river corridors may be achieved through esplanade reserves or strips, or a combination of the two. Requirements for esplanade reserves are outlined in the District Plan. Council may also consider areas outside of those identified on a case-by-case basis, to increase recreational and ecological connectivity. Appropriate restorative planting and physical access enhancements for CWB should be agreed when they're created, to ensure esplanade areas are manageable and fit for purpose.

Access agreements

Council doesn't necessarily need to own land for it to contribute to open space connectivity; CWB connections may be best provided through an access strip or formal right of way supporting public access. Such agreements may be considered instead of development impact fees, depending on the context.

Decisions not to acquire land

The acceptance of land to vest is at the discretion of Council, and nothing in this strategy shall affect or impact Council's decision not to acquire land. There may be occasions where iwi values are present in the land, but for reasons such as operational liability or cost Council decides not to acquire land. This decision is at the discretion of Council.

Consideration of mana whenua values when assessing new land acquisition

All land in the district may be of significance to mana whenua, and Council will undertake to ensure that mana whenua values are appropriately incorporated into the land acquisition process as far as possible.

Open space acquisition through subdivision

Where open space will be formed through subdivision, it's advised that the applicant engages with mana whenua as early as possible. A subdivision application should typically include a cultural impact assessment (CIA) prepared by iwi as part of the application. If a developer proposes vesting land with Council, the developer must provide documented evidence of the cultural significance of the land as part of the response to the acquisition criteria outlined in this strategy. Where iwi values have been identified through the resource consent application process (through a CIA or other means) these may be referenced in the applicant's assessment in relation to Open Spaces Strategy acquisition criteria. Council may engage independently with our iwi partners to ensure that iwi values are adequately reflected in forming new reserves.

Considering a gift of land

Where Council is asked to contemplate the gift of land from a private donor, we will engage appropriately with our iwi partners as part of considering such an offer. Council has a corporate policy for the gifting of assets, which includes the assessment of gifts of land. During the assessment Council will engage across its teams, including the Iwi Partnerships team, to determine the level of engagement appropriate. Should the anonymity of a donor be requested, Council may exercise discretion to ensure this.

Strategic property purchase

Council may seek to acquire land through purchase for strategic reasons. In this case the acquisition is commercial in nature, and Council may act independently of its iwi partners. Council will engage its partners as appropriate on a case-by-case basis.

Retaining flexibility

During assessment for new land acquisition, Council may choose to consider not formally classifying the open space as a reserve under the Reserves Act 1977. For example, Council may choose to acquire land for a future community function (such as community housing area or to support water supply), which could function as open space until it is developed for a community purpose. This may be considered on a case-by-case basis when appropriate.

Funding for growth

Population and business growth create the need for new subdivisions and developments, and these place increasing demands on the assets and services provided by Council. As a result, significant investment in new or upgraded assets and services is required to meet the demands of growth.

In order to ensure that a fair, equitable and proportionate share of the cost of that infrastructure is funded by development, the following funding tools are made available to Council:

- financial contributions under the Resource Management Act 1991 (RMA), and
- development contributions under the Local Government Act 2002 (LGA)

Council currently uses financial contributions under the RMA as the primary mechanism to fund new reserves and the upgrading of existing reserves to accommodate growth, and to mitigate the effects of development on natural and physical resources of the District. The financial contributions provisions are set out in Part 12 of the Operative Kāpiti Coast District Plan and / or the Proposed Kāpiti Coast District Plan, which is available to view at Council Offices and on Council's website kapiticoast.govt.nz.

Contributions can be made in the form of land (where increased open space provision is necessary) or cash (where, for example, the immediate area already has enough open space land), or a combination of the two. When a cash contribution is made, Council can use this to upgrade existing reserves within proximity to the development or within district-wide parks/destination parks such as Otara Park in order to maintain the capacity of the network relative to growth (depending on the purpose for which the contribution is made).

Council is currently exploring a transition from financial contributions to development contributions under the LGA, to fund growth related reserves acquisition and development. Council's Development Contributions (DC) Policy is included in its Long Term Plan (LTP). It is anticipated that once this Strategy is adopted that the DC Policy may be updated to include reserves contributions. This would involve removing financial contributions for reserves from the Kāpiti Coast District Plan. There

will be a public consultation when this transition is made, to provide the community an opportunity for feedback. Future LTPs will provide the detail of forecasted land acquisition for new reserves development and upgrades to existing reserves required as a result of growth.

The table below identifies the *suggested* development catchments which will apply to each of the Open Space Categories identified in this strategy.

Open space category	Suggested development catchment
A. Districtwide/destination	Districtwide
B. Sport and recreation	Districtwide
C. Iwi practices and sites	Ward based
D. Heritage	Ward based
E. Neighbourhood	Ward based
F. Nature reserves	Districtwide
G. Outdoor adventure	Districtwide
H. Recreation and ecological connection	Districtwide
I. Urban public space	Ward based

Determining open space catchments

The District Plan supports Open Space provision through its policies and rules. The number of dwellings within the catchment of an area of Open Space depends on the density of development. Based on a typical suburban development density, Council has determined that 224 dwellings are able to be serviced within 400 metres walking distance of a neighbourhood reserve.

Assuming an average occupancy of 2.5 people per dwelling, this equates to 560 people in the park catchment. The Open Space Categories in this strategy require neighbourhood parks to be generally an area of 3,000–5,000m². To determine the neighbourhood reserve development contribution, an area of 4,000m² is used, resulting in a provision of 17.9m² per household. This ratio is an assumption only, based on the district's current neighbourhood reserve level of service for suburban areas.

Other variables for determining development contributions are the value of land and the value of typical improvements on that land to make it fit for purpose as a neighbourhood reserve.

The diagram below illustrates the notional catchment for a typical neighbourhood park in Kāpiti. The determination of catchment areas will form the basis for development contributions calculations, which will be kept up to date through the Council's LTP review processes.



Identifying a proposed site's purpose

As identified throughout the strategy, open space values may exist on land of all types, regardless of reserve status. To determine development contributions for reserves, however, it's important to determine the primary function of a given area of land when considering land in lieu of cash contributions. This may not always be straightforward (for example where stormwater or flood hazard areas required to service a development are co-located within reserves).

Broadly, the suitability of land as open space is determined by asking:

- does it meet the open space categories as detailed in this strategy
- what is the opportunity to contribute to open space values
- does it align with the Council's open space vision, kaupapa, huanga and tikanga
- what are the risks and barriers associated with the proposed site

→ whether the community's wellbeing would be improved with the acquired land.

Criteria to help determine the extent to which land being considered for acquisition as open space is suitable for open space purposes is provided in the appendices.



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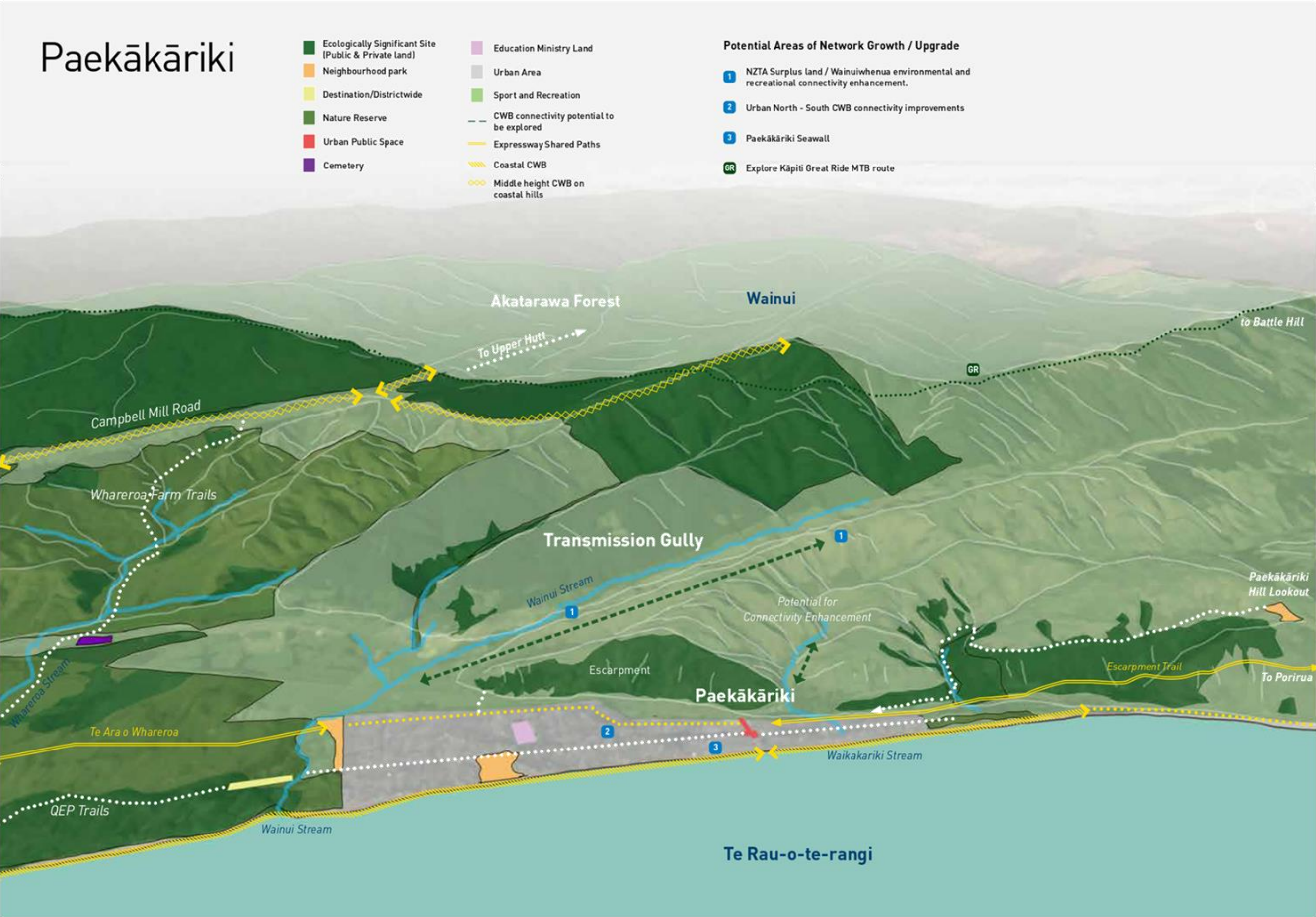
A town-based view of the network

Working collaboratively to communicate our open space vision

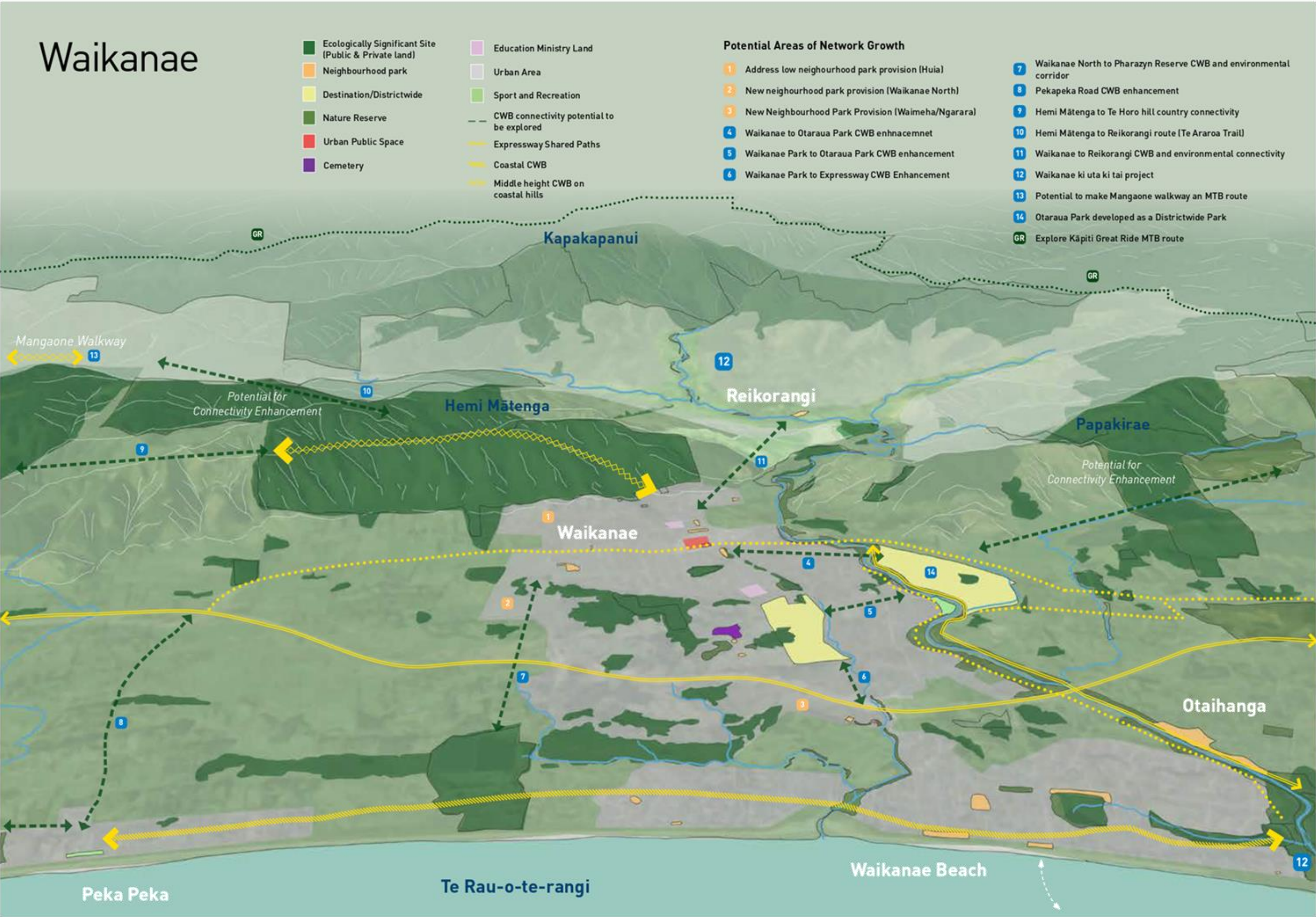
As the open space network develops, it's important that a network-based view of development is shared with our partners and community. The following maps provide a summary of the existing network structure, and possible areas for network development.

OPPOSITE PAGE : Bridleways in the District provide a unique offering for visitors and locals.

DRAFT Toitū Kāpiti – Kāpiti Coast Open Space Strategy | 73









Monitoring and review

Accurate monitoring of open space requirements and trends is essential to ensure the District's open space network is kept relevant and useful.

Major issues that need to be monitored are:

- Numbers, demand and preferences for users of parks and sporting facilities.
- Resident satisfaction levels of the open space networks quality and quantity.
- Progress implementing the Strategy's Top Ten.
- Continual review of the network provision catering for the District's growth.
- Review of levels of service and the application across the District's network.
- Review of social, cultural (through kaitiaki monitoring) and environmental impacts on the open spaces network and their users.

It is important that regular reviews of the Strategy's effectiveness take place and refinements made to the plan as new information comes to hand.



Either directly or in partnership, Council provides facilities to support a range of organised sport codes.

Introduction and Purpose

Kaupapa, Huanga, Tikanga

District Profile

Open Space Types

Growing the Network

Appendices

6. Appendices

Photo credit: Bob Zuur

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Tōtā Kāpiti – Kāpiti Coast Open Space Strategy | 85



Appendix 1:

Glossary

Biodiversity – the variety of plant and animal life in a particular habitat, a high level of which is usually considered to be important and desirable.

Catchment – an area of land where water collects when it rains, often bounded by hills. As the water flows over the landscape it finds its way into streams and down into the soil, eventually feeding the river.

Ecological corridor – an area of habitat connecting wildlife populations separated by human activities or structures.

Kaitiakitanga – guardianship, stewardship, trusteeship, trustee.*

Kaupapa – for the purposes of this document, kaupapa means a platform of values that inform views of how the environment should be managed.

Maara kai – garden, cultivation.*

Mahinga kai – garden, cultivation, food gathering place.* Mahinga kai refers to both the activity of cultivating, harvesting and gathering food as well as the place where this takes place.

Manaakitanga – hospitality, kindness, generosity, support – the process of showing respect, generosity and care for others.*

Open space providers – public or private organisation; owner or agency that provides public space for a human or ecological purpose to better society.

Rongoā – to treat, apply medicines; remedy... medicine.*

Taonga species – native flora and fauna that are of significance to whānau, hapū and iwi. Such species are central to the identity and well-being of whānau, hapū and iwi.

Tino rangatiratanga – self-determination, sovereignty, autonomy, self-government, domination, rule, control, power.*

Waahi tapu – sacred place, sacred site – a place subject to long-term ritual restrictions on access or use, e.g. a burial ground, a battle site or a place where tapu objects were placed.*

Wānanga – to meet and discuss, deliberate, consider.*

Urupā – burial ground, cemetery, graveyard.*

* Te Aka Māori-English, English-Māori Dictionary.

Appendix 2:

Criteria for Land Acquisition

Council will consider the Top Ten Priorities of this Strategy when assessing land for acquisition as Open Space. Acceptance of land will be at Council’s discretion and the land does not need to meet all these criteria in order to be considered for acquisition.

1. The land supports Priority 1 Y/N

Continuing protection, restoration, connection and enhancement of the natural environment, including the restoration of the ecology and biodiversity of the District and the remediation of contamination in open spaces.

Specifically:

- a. The land contains ecosystems that have species endemic to the District or are threatened.
- b. Council ownership of the land will support ecological connectivity at a landscape scale.
- c. Public ownership of the land will best support the protection and enhancement of ecological values.

2. The land supports Priority 2 Y/N

Enhancing connections across our open space network, including improving cycleway, walkway and bridleway routes and ecological corridors.

Specifically:

- d. The land provides or has the support recreational and ecological connections between other open space areas in the future.
- e. The land is required to support CWB connectivity enhancement as identified on the network maps.
- f. The route or connection can only be provided for through public ownership of the land and cannot be enabled through other means such as a right of way or easement supporting public access.
- g. The land or route connection will support active transport options of community or districtwide significance. ie routes to and from schools.

3. The land supports Priority 3 Y/N

Planning and managing our open space network following a partnership approach, to ensure iwi values are expressed throughout Kāpiti’s open space network.

Specifically:

- h. Iwi values in accordance with this Strategy have been taken into account.
- i. The land is of documented significance to Mana Whenua and has value as public open space.
- j. The land gives expression to Mana Whenua values or has an appropriate potential to be improved to support this.

4. The land supports Priority 4 Y/N

Designing and developing a network that enhances use and visitor experience, and maximises efficiencies. This includes designing a network for all ethnicities, ages and abilities that has multiple functions (where possible), and ensuring open spaces are affordable and compatible with their surrounding environments.

- k. The land is accessible to the community including older persons and people with special needs.
- l. The land is reasonably manageable with operational costs assessed in relation to Council's risk evaluation tables.
- m. The land has significant multi-use potential or supports multi-dimensional open space outcomes.
- n. The land is of a gradient appropriate for its purpose.
- o. The land appropriately complies with CPTED principles.
- p. The land is affordable and represents good value in light of limited resources.

5. The land supports Priority 5 Y/N

Mitigating the effects of climate change through the management and development of the open space network

Specifically:

- q. The land will help support community resilience to natural hazards and climate change
- r. The land supports Councils carbon neutral goals in its existing condition, or can be practicably improved to do so.
- s. The land has drainage characteristics appropriate for its intended open space function.

6. The land supports Priority 6 Y/N

Ensuring Kāpiti residents have adequate and equitable access to open space now and in the future. This includes working closely with developers, the community and other agencies as our district grows

Specifically:

- t. There is no public open space currently within the open space catchment currently (in accordance with District Plan rules and provisions).
- u. The land fills a gap in open space provision within a specific community.
- v. The land provides for an open space function that is or cannot otherwise be provided for by another agency eg. DOC, GWRC.
- w. The land is in an area of population or employment growth creating a need for additional open space.
- x. The land will improve the accessibility, function or amenity value of an existing park or open space.

7. The land supports Priority 7 Y/N

Involving the community through best practice community engagement, and enriching the network through a sustainable volunteer programme.

Specifically :

- y. The land acquisition has good support from the local community and any potential reverse sensitivity issues have been appropriately taken into account.
- z. There is good potential for community involvement in the care or enjoyment of the land.

8. The land supports priority 8 Y/N

Actively promoting our open space network to encourage enduring connections to the whenua and supporting community identity. This will include environmental education, encouraging responsible use, and attracting visitors to Kāpiti .

Specifically:

- aa. The land supports access to and enjoyment of significant Kāpiti Coast landforms, features or landscape character areas
- ab. The land supports community connection to the landscape and the identity of Kāpiti as a place for visitors.
- ac. The land provides opportunities for education about the natural and cultural history of the Kāpiti Coast

9. The land supports priority 9 Y/N

Providing diverse open space types to support a good quality of life, the wellbeing of Kāpiti's communities and the health of the natural environment.

Specifically:

- ad. The land supports a diverse and well distributed open space network in accordance with this Strategy and would not contribute to an over provision of land of a particular type.

10. The land supports priority 10 Y/N

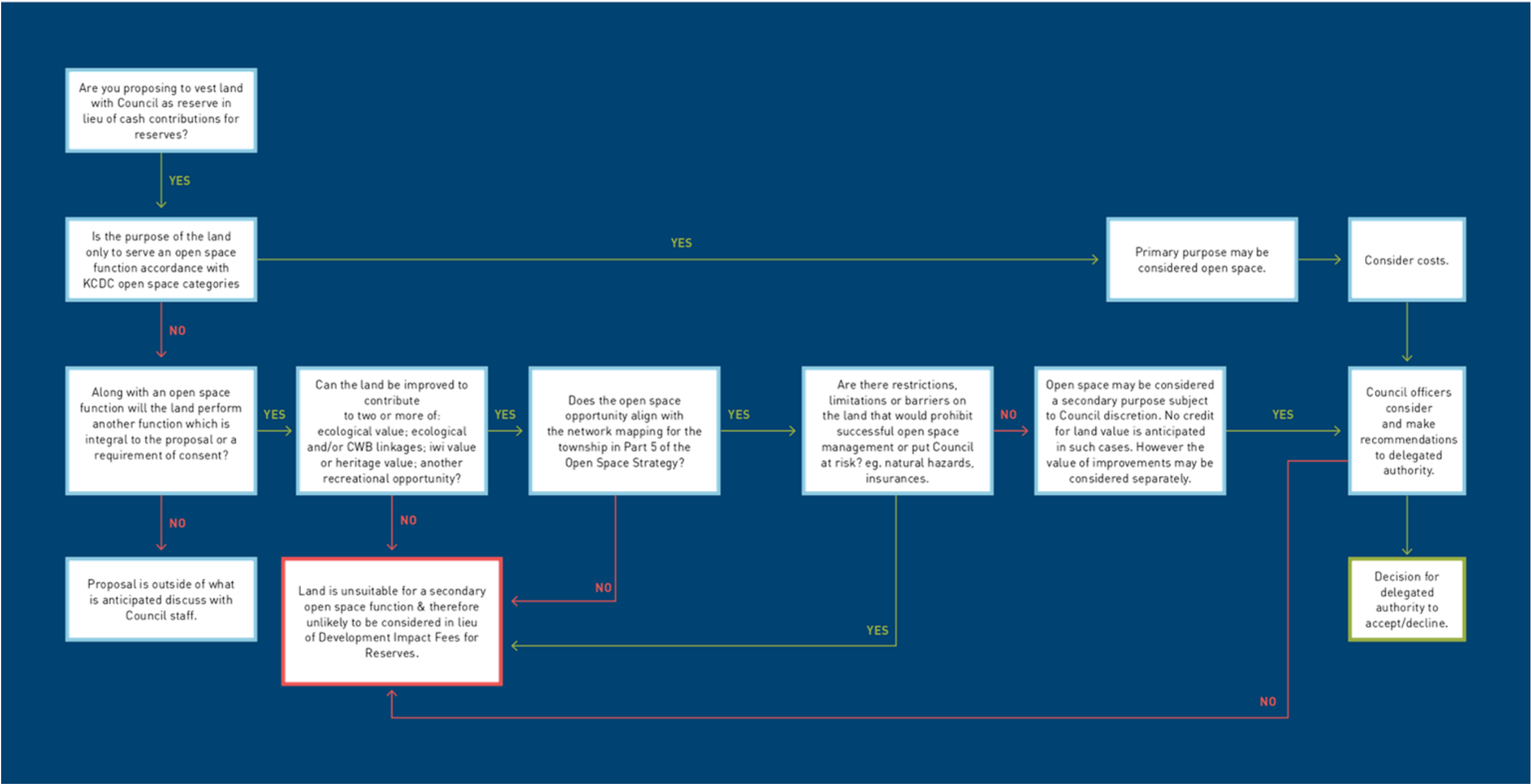
Collating, creating and sharing of knowledge to inform future decision-making.

Specifically:

- ae. The land is accompanied by appropriate information regarding built and natural assets to support future management.
- af. The land is free of hazardous materials or elements that may present a health and safety risk to the public.
- ag. The land or features on the land are appropriately free of liability risk to council.
- ah. The land is free of restrictions or encumbrances that may unreasonably limit its future use

Appendix 3:

Flow diagram to determine primary or secondary land function





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8.3 KAPITI COMMUNITY FOODBANK

Author: Tania Parata, Manager Connected Communities

Authoriser: Janice McDougall, Group Manager People and Partnerships

PURPOSE OF REPORT

- 1 This report seeks a decision to provide support to the Kapiti Community Foodbank.

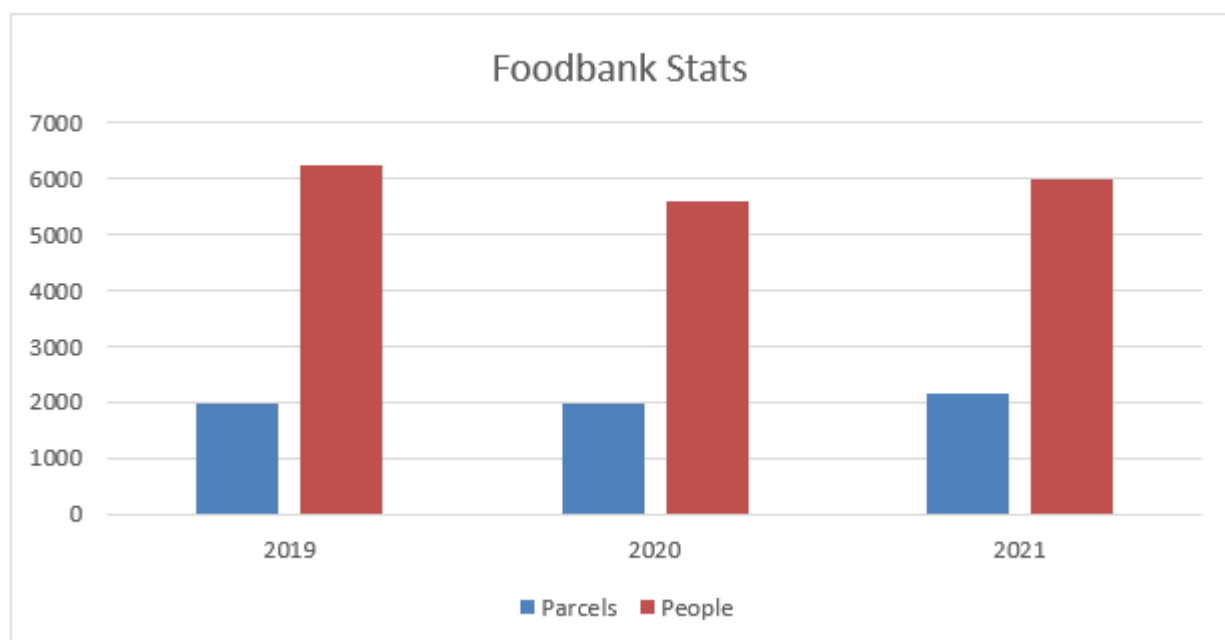
DELEGATION

- 2 The Committee has the delegation to make a decision on this matter.

BACKGROUND

The Kapiti Community Foodbank

- 3 The Kapiti Community Foodbank (the Foodbank) is an essential community service that provides emergency food parcels to individuals and households. Food parcels are customised to suit the individuals or family's need. The Foodbank also acts as a conduit for people to access other services and is often the first point of contact for people in need.
- 4 The Foodbank's catchment area is mainly Paraparaumu and Waikanae communities however, the Foodbank team have established relationships with other providers around the district and often steps in to support local social and emergency food services, this includes working with Ōtaki Foodbank, Kaibosh, St Vincent de Pauls and the local branch of the Salvation Army.
- 5 Over the past three years, the Foodbank has distributed over 6,000 emergency food parcels, with a reach of nearly 18,000 household members and individuals. The following table shows numbers across the last three years.



- 6 It is important to note, that at the time of writing this report, the Foodbank's numbers for August/September 2021- lockdown period had not been formally captured, however, regular check ins with the Foodbank highlighted high numbers, with around 100 parcels per week (around 20 per day).

The Foodbank and Council

- 7 Through council's recovery planning and COVID-19 welfare response in 2020, new collaborations, and ways of working paved the way for outreach activities and service networking opportunities, which were a key feature of council's community centre service; Te Newhanga Kāpiti Community Centre (the Centre).
- 8 During this time, food security was recognised as a priority area and sets the foundation for the Foodbank to co-locate with other services and groups at the Centre in late July 2020.
- 9 The Foodbank had been occupying, on a month-by-month lease, an NZ Transport Agency owned building on Kapiti Road that was in the process of being disposed of. The Foodbank took on a two-year license to occupy a section of the Community Centre while it found more permanent accommodation. The Centre's weathertightness issues were well publicised and the Foodbank was aware that there was the potential that this may cause challenges within the two-year period.
- 10 On 3 December 2020, the Strategy and Operations Committee approved a grant of \$16,000 to the Foodbank to help offset the rental costs for their space in the Community Centre. The resolution (2020/42 and 2020/43) outlining the Committee's decision is attached to this report.
- 11 In mid-December, the Centre's building condition deteriorated in parts due to water ingress and dampness issues and a decision to replace the Centre building was made. All services and groups were transitioned to other spaces in the community however, the Foodbank was unable to secure a fit for purpose, affordable, accessible, long-term location to provide their service and remain at the Centre.
- 12 As way of background, a concurrent timeline of activities relating to the Foodbank and the Centre are outlined in Appendix One of this report.

ISSUES AND OPTIONS**Issues**

- 13 Finding a favourable, fit for purpose building and location, close to public transport networks, at a community market rate, are exceedingly difficult and after months of searching, the Foodbank has forged ahead with an option that gives them certainty of place and provides a longer term, sustainable space that meets their needs, while remaining accessible to community.
- 14 The Foodbank has secured an arrangement with a local community group, for land and are looking to fit-out and relocate a multi-roomed building to the site in the coming months. This will provide long-term sustainable accommodation for the Foodbank with good proximity to Paraparaumu town centre and public transport.
- 15 The Foodbank have the backing of local businesses and community and to-date has fundraised \$100,000 towards the \$150,000 target for the relocation project. This leaves a shortfall of \$50,000.
- 16 Please note that the above figure does not include in-kind contributions.
- 17 It is important to note, that with the pending closure of the Centre, items, chattels, and equipment within the Centre will be identified for upcycling and repurposing for community use. With this in mind, council officers will work with the Foodbank team at the dismantling phase of the Centre to support fit-out improvements for the relocation project.

Request for Council support

- 18 While the Foodbank continues to apply for government grants and philanthropic funding, it is also seeking financial support of \$25,000 from Council to help with costs of the project.

OPTIONS

- 19 The section presents two options for the Committee to consider the Foodbank's funding request:

Option One

- 20 Council provides financial support to aid the Foodbank's relocation campaign. This would be in the form of a one-off grant of \$25,000.
- 21 This option recommends that the Committee agrees to repurpose existing funding from council's Social Investment fund.
- 22 The following table (Table A) shows council's social investment (three year) funding allocation:

Table A:

Year One 2021/22 financial year	Year Two 2022/23 financial year	Year Three 2023/24 financial year
Emergency and lifesaving services: \$100,000	Emergency and lifesaving services: \$100,000	Emergency and lifesaving services: \$100,000
Ōtaki social outcomes fund \$50,000	Ōtaki social outcomes fund \$50,000	Ōtaki social outcomes fund \$50,000
Social investment priority funding: \$370,000 (\$395,000-\$25,000 for Foodbank request)	Social investment priority funding: \$395,000	Social investment priority funding: \$395,000
\$520,000	\$545,000	\$545,000

- 23 This option reduces the overall contestable fund available to other community and social services who go through a robust procurement process. The impact on funding is only for Year One with the funding programme flexing back to it full amount in Year Two and Three of the cycle.
- 24 Please note that the full implications are explored in the financial considerations section of this report.

Option Two

- 25 Council provides financial support to aid the Foodbanks relocation campaign. This would be in the form of a two-part grant of \$12,500 per payment (totalling \$25,000).
- 26 In this option, funding would be repurposed across two financial years from several Community Support budgets, with one part payment in October 2021 and the final payment in July 2022.
- 27 The following table (Table B) examines the financial implications across specific grants and community programmes:

Table B:

	Year One (2021/22)	Year Two (2022/23)	Year Three (2023/24)
	\$12,500 contribution from a number of budgets.	\$12,500 contribution from a number of budgets.	

Community Grants Scheme \$36,000-\$40,000 Small contestable grants for not-for-profit local organisations	Community Grants Scheme \$32,000 (\$36,000- \$4,000 for Foodbank contribution)	Community Grants Scheme \$36,000 (40,000- \$4,000 for Foodbank contribution)	Returns to \$40,000
Think Big Youth \$14,000 A grant and mentoring programme for rangatahi across Kāpiti.	Think Big youth Projects \$10,000 (\$14,000- \$4,000 Foodbank)	Think Big Youth Projects \$10,000 (\$14,000- \$4,000 Foodbank)	Returns to \$14,000
Older Persons' Projects \$11,500 Budget to support the development and implementation of the Age Friendly Strategy	Older Persons' Projects: \$9,000 (\$11,500-\$2,500 for Foodbank contribution)	Older Persons' Projects: \$9,000 (\$11,500-\$2,500 for Foodbank contribution)	Returns to \$11,500
Accessibility Projects \$11,000 To support the Disability Advisory Group's annual workplan	Accessibility projects \$9,000 (\$11,000-\$2,500 for Foodbank contribution)	Accessibility projects \$9,000 (\$11,000-\$2,500 for Foodbank contribution)	Returns to \$11,000

- 28 This option allows programmes and grant schemes to be adjusted to meet changes in budgets, because amounts are shaved off each budget this enables programmes and grant schemes to still take place with meaningful impact.
- 29 However, the financial impact is across a longer term with a reduction of activities across a range of social and community-led activities. Also, the part payments may not meet timelines associated with the Foodbank's projects and for these reasons, this option is not recommended.

CONSIDERATIONS

Policy considerations

- 30 Last year, the Council adopted the Kāpiti Coast Recovery Plan as a road map for determining Council's role in COVID-19 Recovery. Restoring social wellbeing is a guiding principle within the plan and supported the Committee's decision to support the Foodbank with a \$16,000 grant as outlined in Paragraph 10 of this report. Additionally, the Committee resolved to consider supporting the Foodbank in the future if they were unable to secure funding for accommodation.
- 31 Although the circumstances have changed, the options outlined in this report make good on Council's commitment to supporting the Foodbank and social recovery actions.

Legal considerations

- 32 There are no legal considerations, for council to implement this decision

Financial considerations

- 33 As this request is outside the Long term plan process, no new money is available to provide financial support for the Foodbank relocation project. Additional funding could be sought via

the upcoming Annual Plan process; however this would not be confirmed and available until the beginning of the 2022/23 financial year – and the Foodbank requires certainty of its fundraising efforts prior to that.

Option One- financial considerations:

- 34 To accommodate the financial support outlined in Option One of this report, it is recommended that council agree to repurpose existing funding from the council' Social Investment fund.
- 35 The total pool of Social Investment funding is approximately \$545,000 per annum, which is made up in the following ways:
- Emergency and Life Saving Non-contestable portion of fund: \$100,000 per annum is allocated in the form of community contract, grants and contributions to; Life Flight Trust, Wellington Free Ambulance and Surf Life Saving New Zealand.
 - \$50,000 per annum is new funding (2021 Long term plan) designated to social outcomes for Ōtaki.
 - The remaining \$395,000 per annum is allocated through a contestable procurement process based on priorities, with three-year community contracts awarded. This fund will be open later in the year.
- 36 It is important to note that the Social Investment 2021/22 programme has been delayed due to COVID-19 and pandemic challenges, this lag has meant that no funding has been allocated for this round yet. The impact of carving off funding for the Foodbank can be mitigated through adjusting the overall social investment procurement timeline and programme deliverables. A briefing on this will be available in the coming weeks.
- 37 The officer's recommendation is that; \$25,000 from the 2021/22 social investment fund (Year One) be repurposed to support the Foodbanks relocation project. This would mean that:
- Non- contestable and Ōtaki social outcomes funding remain in place at the full amounts.
 - The contestable social investment fund is reduced by \$25,000 in Year One to support the Foodbank's request, returning to its full amount in Year Two and Year Three as outlined in Table A of this report.

Option Two- Financial considerations

- 38 The following section examines the financial implications across specific grants and programmes outlined in Option Two of this report:
- 39 This includes reducing funding across several activities with all budgets returning their full amount in 2023/24 financial year, the implications are outlined below and are in Table B of this report.
- The Annual Community Grants Scheme – a contestable grants scheme that promotes social wellbeing and provides grants of up to \$2,000 for community groups and organisations. This option would see a \$4,000 reduction in 2021/22 and 2022/23 financial years.
 - The Think Big Youth Fund- a contestable youth grant and mentoring programme designed to promote social wellbeing through youth participation. Would have a reduction. This option would see a have \$4,000 reduction in 2021/22 and 2022/23 financial years.
 - The Older Persons' project budget- is dedicated funding to support the development and implementation phases of the Kapiti Age Friendly Strategy. This option would see a reduction of \$2,500 across both 2021/22 and 2022/23 financial years.

- 40 The Accessibility projects budget- is dedicated budget to support the work programme of council's Disability Advisory Group. This option would see a \$2,000 reduction across the next two financial years.

Tāngata whenua considerations

- 41 Although the Foodbank's request does not directly impact tāngata whenua, it is important to note, that there are indirect impacts on Te Newhanga Kāpiti Community Centre which has a significant link to local hapū; Te Uri o Ngarara.
- 42 Council staff continue to talk with whānau and hapū to explore opportunities to work together to support community wellbeing outcomes.

Strategic considerations

- 43 Council's support for the Foodbank responds to our social recovery aims, outlined in Council's Recovery Plan (adopted in October 2020), while contributing to Council's outcomes of building resilient communities.

SIGNIFICANCE AND ENGAGEMENT

Significance policy

- 44 This matter has a low level of significance under Council's Significance and Engagement Policy.

Consultation already undertaken

- 45 Representatives from the Foodbank are in communication with elected members on this matter.

Engagement planning

- 46 An engagement plan is not needed to implement this decision.

Publicity

- 47 A communications plan will be put in place, including a joined-up media release with the Kapiti Community Foodbank.

Other Considerations

- 48 Council's contribution to the Foodbank, directly reduces food insecurity, and enables households to access essential food items when in need. Food sovereignty and creating affordable access to healthy food continues to be a priority issue for communities coping with COVID-19 impacts.

RECOMMENDATIONS

That the Committee award a one-off grant to the Kāpiti Community Foodbank as outlined in option one of this report:

- 49 A one-off grant of \$25,000 is awarded to the Foodbank to support their relocation project. To support this request:
- 49.1.1 Funding is repurposed from Year One of the Social Investment fund.
- 50 That the Committee notes council's ongoing support for the Foodbank and notes that council staff will be working along-side the Foodbank team to support the project.

APPENDICES

1. Foodbank and Community Centre timeline [↓](#)
2. Resolution - S&O 3 December 2020 [↓](#)

APPENDIX ONE: Timelines

As way of background, the following section is set out as a timeline of activities, with the intention of setting the scene and providing insights for decisions on council's provision for support, explored in the options section of this report.

The following timeline begins with a summary of activities for the Community centre pre 2020 before showing concurrent activities throughout 2020 and 2021. Please note that the Te Newhanga Kāpiti Community Centre (the Centre) activities are captured on the left of the timeline while activities relating to the Foodbank are on the right.

Te Newhanga Kāpiti Community Centre (Background):

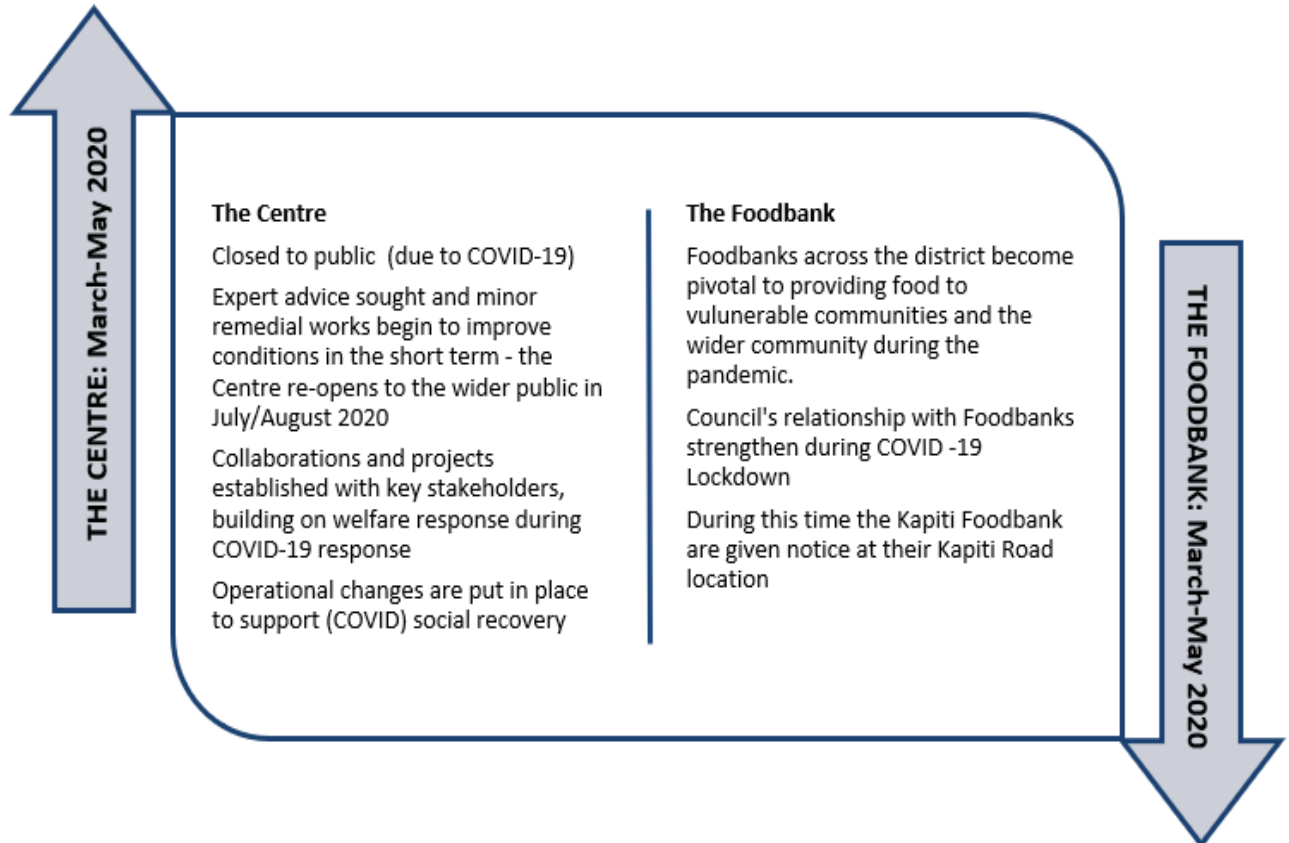
From late 2018, the Centre runs as a council-run centre with a mix of community and council-run activity. Its primary function is a room for hire facility available to community groups, agencies, and not-for-profit organisations.

During this time a range of building 'health checks' were completed on the Centre. The checks uncover issues that would require council to consider longer term options for the Centre's future.

In 2019 and early 2020, minor remedial works are undertaken and regular testing commences to monitor the Centre's health, with this in place, the Centre continues to operate as normal.

Timeline: Responding to COVID-19

In March 2020, during the 2020 COVID-19 welfare response, foodbanks around the district are pivotal in providing emergency food parcels to people in need.

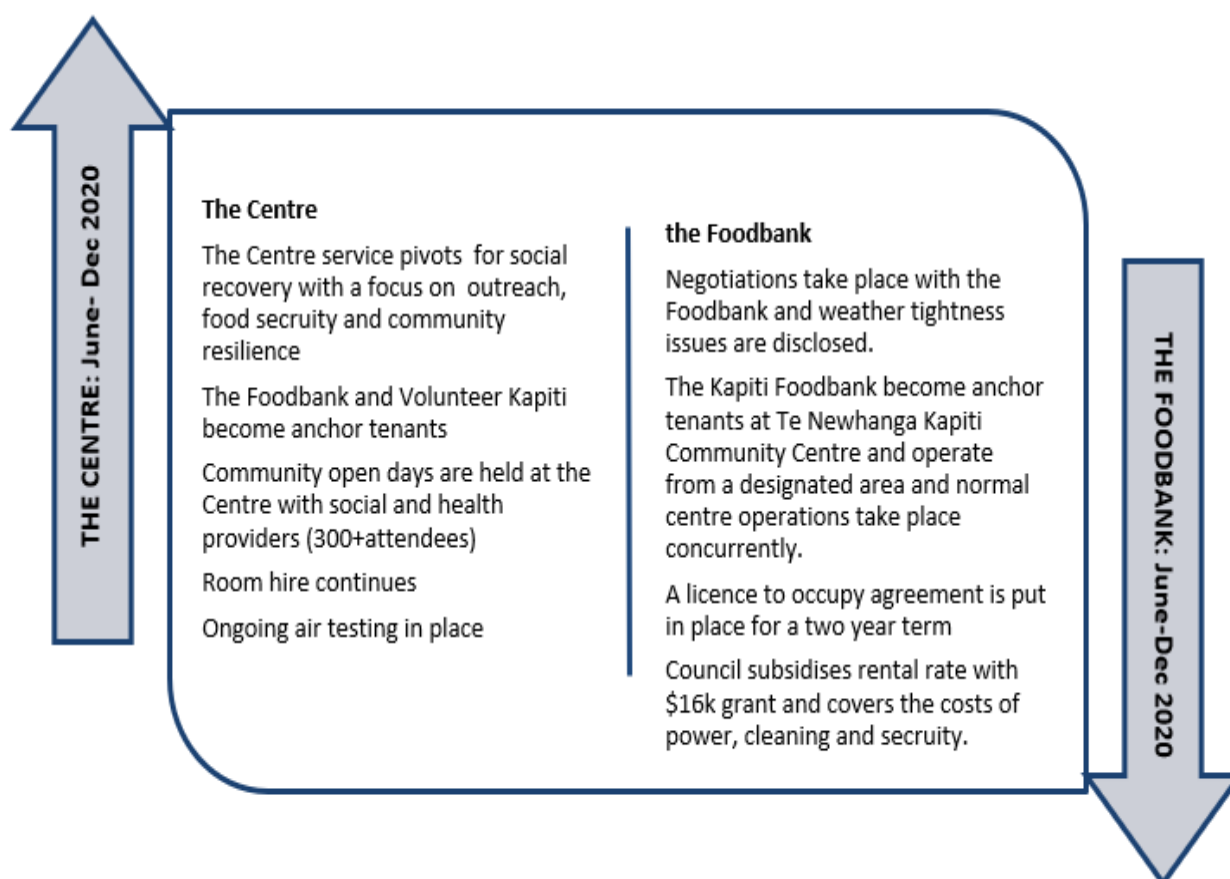


Timeline: *Social Recovery in Action*

In May and June 2020, through recovery planning, council staff reorient the Centre's operations to focus on key areas of social recovery with a priority on those most in need.

New collaborations and ways of working pave the way for outreach activities and service networking opportunities, which become monthly features at the Centre.

Food security is recognised as a priority area and sets the foundation for the Foodbank to co-locate with other services and groups at the Centre in late July 2020. The Centre operates in this way until mid-December 2020.

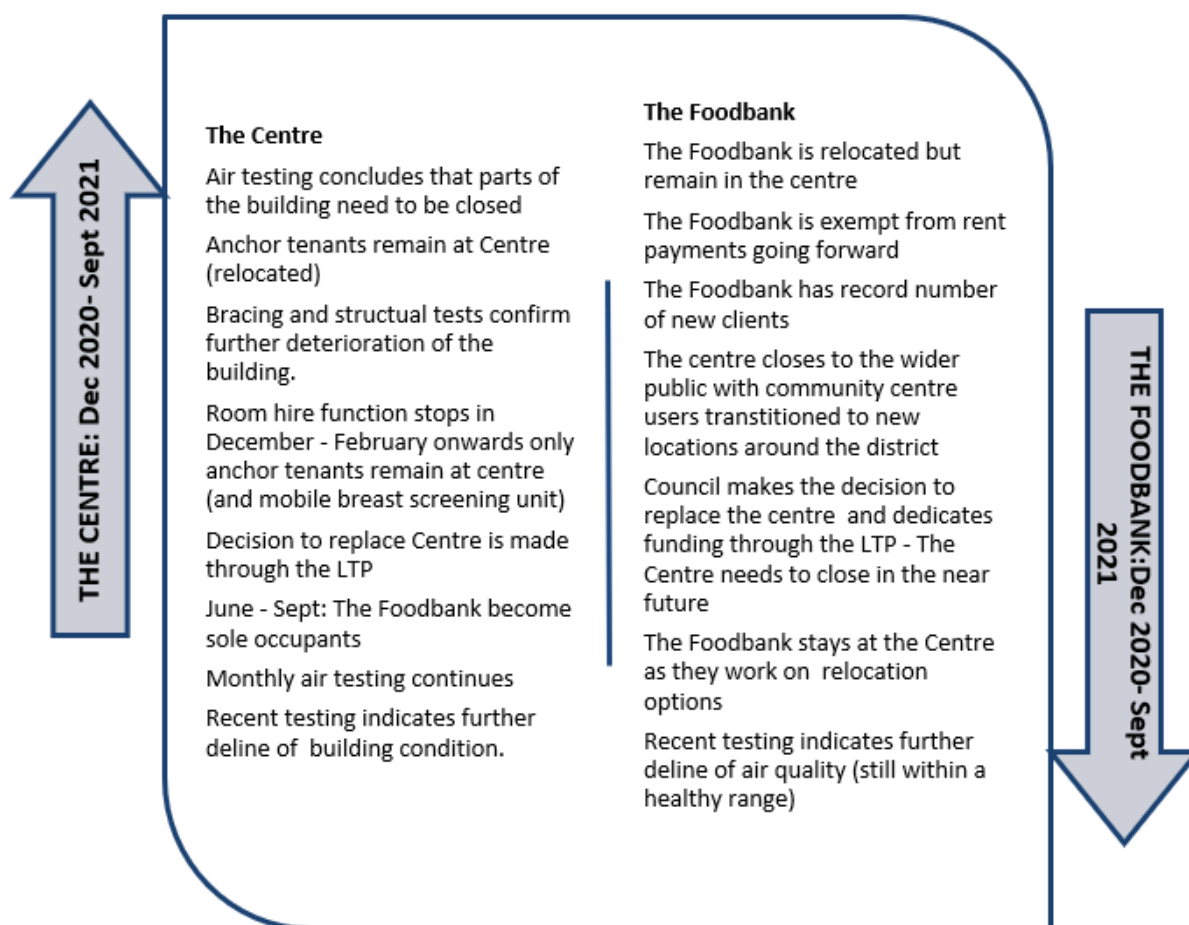


Timeline: *Te Newhanga Kapiti Community Centre's Condition Declines*

In December 2020, the Centre's building condition declines with air and sample testing indicating further deterioration in the building's condition.

The immediate impact is on the Foodbank, as their designated area is impacted with levels deemed to be unsafe. This results in the Foodbank moving to the main part of the Centre while unsafe areas are sealed off.

Early 2021: The Foodbank continues to operate out of the main part of the Centre from 10am- 12noon. In February 2021, the centre is closed to the wider public as the Centre is unable to accommodate multi-user groups. All centre users are transitioned to other community spaces.



From February, both the Foodbank and Volunteer Kāpiti are the only services at the Centre, with news that the Centre will close its doors before June 2021, both services start looking for alternative accommodation options.

The Foodbank, supported by council staff start looking at accommodation options, working through agencies and community connections, the Foodbank are unable to secure an affordable, accessible and suitable, long term location to provide their service.

Volunteer Kāpiti move to the Kāpiti Impact Hub leaving the Foodbank as the only service at the Centre.

Kapiti Community Food Bank

COMMITTEE RESOLUTION 2020/42

Moved: Deputy Mayor Janet Holborow

Seconder: Mayor K Gurunathan

That the Committee endorses the approach outlined in paragraph 15 of this report, to support the Kāpiti Community Foodbank as charted in the Recovery Plan, by:

35. Subsidising the Licence to Occupy costs by granting the Kāpiti Community Food Bank \$16,000.

35.1. This grant will be a special one of grant as part of council's role in supporting and responding to social recovery.

35.2. Council's financial support of \$16,000 has been allocated within Council's Recovery Plan 2020/21.

36. Council notes that staff will work with the Foodbank to access additional opportunities for funding, with the purpose of reducing council's contribution to the licence fees. If compatible external funding is not achieved, options for Council support will be presented to the appropriate Council Committee later in the financial year.

CARRIED

COMMITTEE RESOLUTION 2020/43

Moved: Cr Gwynn Compton

Seconder: Cr Martin Halliday

37. That council staff report back on their actions to find funding in February on options for Council to fund the remaining \$14,000 of the Kapiti Community Food Bank's licence to occupy costs.

CARRIED

9 CONFIRMATION OF MINUTES**9.1 CONFIRMATION OF MINUTES**

Author: Tanicka Mason, Democracy Services Advisor

Authoriser: Janice McDougall, Group Manager People and Partnerships

CONFIRMATION OF MINUTES**RECOMMENDATIONS**

- 1 The minutes of the Strategy and Operations Committee meeting of 2 September 2021 be accepted as a true and correct record.

APPENDICES

1. Minutes - Strategy & Operations Committee meeting 2 September 2021 [↓](#)

**MINUTES OF KAPITI COAST DISTRICT COUNCIL
STRATEGY AND OPERATIONS COMMITTEE MEETING
HELD ONLINE VIA ZOOM
ON THURSDAY, 2 SEPTEMBER 2021 AT 9.35AM**

PRESENT: Cr James Cootes, Cr Gwynn Compton, Mayor K Gurunathan, Deputy Mayor Janet Holborow, Cr Angela Buswell, Cr Jackie Elliott, Cr Martin Halliday, Cr Sophie Handford, Cr Jocelyn Prvanov, Cr Bernie Randall, Cr Robert McCann

IN ATTENDANCE: Community Board Members Richard Mansell and Guy Burns.
Mr Wayne Maxwell, Mr Sean Mallon, Mr Mark de Haast, Mrs Janice McDougall, Mr James Jefferson, Mr Ian Georgeson, Mr Darryn Grant, Mr Hamish McGillivray, Ms Jo Bryan, Ms Aston Mitchell, Mr Bryan Jackson, Mrs Tanicka Mason, Mr Grayson Rowse

APOLOGIES: There were none.

LEAVE OF ABSENCE: There were none.

1 WELCOME

2 COUNCIL BLESSING

Cr Cootes welcomed everyone to the meeting and read the Council blessing.

3 APOLOGIES

APOLOGY

COMMITTEE RESOLUTION SAOCC2021/38

Moved: Cr Sophie Handford

Seconder: Deputy Mayor Janet Holborow

That the apology received from Community Board member Marilyn Stevens and Audit & Risk Independent member Gary Simpson be accepted.

CARRIED

4 DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA

There were none.

5 PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA

Amelia Geary – Regional Conservation Manager Royal Forest and Bird Protection Society of New Zealand Inc, spoke to her submission relating to agenda item 8.1.

6 MEMBERS' BUSINESS

- (a) Public Speaking Time Responses
There were none.
- (b) Leave of Absence
There were none.
- (c) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)
There were none.

7 UPDATES

There were none.

8 REPORTS**8.1 SUBMISSIONS AND HIGH-LEVEL ANALYSIS FOR THE DRAFT KEEPING OF ANIMALS, BEES, AND POULTRY BYLAW 2021**

Aston Mitchell, Policy Advisor, spoke to the report and answered members questions.

COMMITTEE RESOLUTION SAOCC2021/39

Moved: Cr Jackie Elliott
Seconder: Cr Sophie Handford

That Council notes and receives the 56 submissions on the draft Keeping of Animals, Bees, and Poultry Bylaw 2021.

CARRIED

8.2 FOURTH QUARTER ACTIVITY REPORT

Mark de Haast, Group Manager Corporate Services introduced the report. Each group manager spoke to their respective activities.

Members questions were answered.

COMMITTEE RESOLUTION SAOCC2021/40

Moved: Deputy Mayor Janet Holborow
Seconder: Cr Gwynn Compton

That the Strategy and Operations Committee receives this report, including Appendix A to this report.

That the Strategy and Operations Committee notes the Council's fourth quarter progress and the 2020/21 full year performance for each activity included in its 2018-38 Long-term Plan.

CARRIED

The meeting adjourned at 10.58am and resumed at 11.14am.

Cr Buswell did not return to the meeting.

8.3 FINANCE REPORT AS AT 30 JUNE 2021

Ian Georgeson, Chief Financial Officer, provided a brief overview of the report and answered members questions.

COMMITTEE RESOLUTION SAOCC2021/41

Moved: Cr Gwynn Compton

Seconder: Cr Martin Halliday

That the Strategy and Operations Committee receives and notes this report.

That the Strategy and Operations Committee notes the actual financial performance and position of the Council for the full year ended 30 June 2021.

CARRIED

Mayor K. Gurunathan left the meeting at 11.30am and returned at 11.49am.

8.4 RESIDENTS OPINION SURVEY ANNUAL RESULTS 2020-21

Jo Bryan, Manager Corporate Planning & Reporting introduced Liz Morley, Research Director from Research First.

Ms Bryan noted that the adjusted satisfaction was 74 percent this year compared to 80 percent the year before, the majority of this decline happened in quarters 3 and 4.

Ms Morley and Ms Bryan took elected members through a presentation and responded to members questions.

COMMITTEE RESOLUTION SAOCC2021/42

Moved: Cr Robert McCann

Seconder: Deputy Mayor Janet Holborow

That the Strategy and Operations Committee note the Residents Opinion Survey Annual results for 2020/21, as attached as Appendix A to this report.

CARRIED

Cr Cootes stated that in light of the results from the residents opinion survey, he has requested that the Chief Executive bring a report to the Strategy and Operations Committee on establishing a communications and social media policy for elected members.

8.5 CONTRACTS UNDER DELEGATED AUTHORITY

Mr Mallon took the report as read and responded to members questions.

COMMITTEE RESOLUTION SAOCC2021/43

Moved: Cr Sophie Handford

Seconder: Cr Gwynn Compton

That the Strategy and Operations Committee notes there were two contracts accepted under delegated authority over \$250,000 for the period 1 April to 30 June 2021.

CARRIED

9 CONFIRMATION OF MINUTES**9.1 CONFIRMATION OF MINUTES****COMMITTEE RESOLUTION SAOCC2021/44**

Moved: Cr Bernie Randall

Seconder: Cr Martin Halliday

The minutes of the Strategy and Operations committee meeting of 5 August 2021 be accepted as a true and correct record.

CARRIED

10 PUBLIC SPEAKING TIME

- For items not on the agenda

11 CONFIRMATION OF PUBLIC EXCLUDED MINUTES

Nil

The Strategy and Operations Committee meeting closed at 12.42pm.

.....
CHAIRPERSON

10 PUBLIC SPEAKING TIME

- For items not on the agenda

11 CONFIRMATION OF PUBLIC EXCLUDED MINUTES

Nil