

**KAIKOURA DISTRICT COUNCIL MEETING HELD AT 9.00AM ON
WEDNESDAY 19 JULY 2017 AT COUNCIL CHAMBERS, KAIKOURA
CIVIC BUILDING, 96 WEST END, KAIKOURA.**

AGENDA

1. *Apologies*
2. *Declarations of Interest*
3. *Open Forum – Session for members of the public wishing to comment on items included in this agenda.*

The meeting will adjourn following this item and resume following the Earthquake Recovery Committee Meeting.

4. *Matters of Importance to be raised as Urgent Business*
5. *Minutes to be Confirmed:*
 - *Council 30/06/2017*
 - *Extraordinary Council 26/06/2017*

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6. *Minutes Action List*

Meeting	Action Required	By	Progress
Extraordinary Council	Prepare a report on Cats and potential policies / education to protect birdlife.	Strategy, Policy and District Plan Manager	In progress
Extraordinary Council	Report to Council regarding lighting on walkways	Asset Manager	In progress
Extraordinary Council	Include plastic bag use as a future agenda item.	Strategy, Policy and District Plan Manager	In progress

7. *Finance Report*
 - The finance report will be separately circulated
8. *Communications and Engagement Strategy* *page 101*
9. *Tourism Infrastructure Fund Overview* *page 106*
10. *Winter Warmers Collaboration*
 - Caroline Shone from CEA will be in attendance at 1.00pm to present this item.
11. *Youth Council*
 - Youth Council representatives will be in attendance at 1.30pm to present this item.

12. Public Forum

TIME	NAME	SUBJECT
1.45pm	Ralph Hogan & Julie Ratcliffe	Plastic Bag Free Kaikoura

13. Committee Updates

14. Mayor's Report

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15. Urgent Business

16. Council Public Excluded Session

Moved, seconded that the public be excluded from the following parts of the proceedings of this meeting, namely

a. Confirmation of Council Public Excluded Minutes 30/06/2017

b. Audit New Zealand

The general subject matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) and 7(2)(i) of the Local Government Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each to be considered	Reason for passing this resolution in relation to each matter	Grounds of the Act under which this resolution is made
Confirmation of Council Public Excluded Minutes 17/05/2017.	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the Local Authority to protect information where the making available of that information would likely unreasonably to prejudice the commercial position of the person who supplied the information or who is the subject of the information.	Section 48(1)(a) and 7(2)(b)(ii)
Audit New Zealand	The exclusion of the public from the whole or the relevant part of the proceedings of the meeting is necessary to enable the Local Authority to protect information where the making available of that information would likely unreasonably to prejudice the commercial position of the person who supplied the information or who is the subject of the information	Section 48(1)(a) and 7(2)(b)(ii)

To:	Council Meeting
Date:	19 July 2017
Subject:	Communications and Engagement Strategy
Prepared by:	Libby Clifford Communications Officer
Authorised by:	Angela Oosthuizen Chief Executive Officer

Purpose:

To present a summary of the Communications and Engagement Strategy for discussion and input.

Executive Summary:

The primary goal of the Strategy and associated work is to help Council provide the right information to the right people at the right time in the right ways.

The Strategy places District residents and stakeholders (including KDC staff) at the centre of everything we do. Wherever possible communications will be developed with key stakeholders or community members, taking into account their needs and expectations. Communications and engagement is a 'two way street' community perceptions and reactions to Council communications are vital to understanding whether or not KDC is achieving its' organisational goals.

For all work streams, performance measures including stakeholder surveys are suggested to help us understand exactly who we're trying to talk to and whether or not we are succeeding. This is a data-led and strategic approach, using research and planning to ensure communication efforts are correctly focused and 'hit the mark'.

The initial focus is on 'internal communications' including the KDC culture, brand and 'story'. To communicate effectively KDC must have a supportive and constructive internal environment and a cohesive vision that all our communications form a part of. Post-quake Council employees need to have a stronger than ever sense of 'who we are, what we do and why we do it' that is integrated into all their work. This is captured under the internal communications workstream within the wider strategy.

KDC must communicate effectively and proactively to support the Districts recovery, effectively deliver work programmes and achieve organisational priorities. To cut through the 'noise' of the modern communications environment KDC needs to make itself relevant, helpful and clearly define its purpose and priorities.

The Strategy will remain a 'living document' and continue to be updated and developed as work programmes progress and our operating environment changes.

Recommendation:

That Council:

- ***Receives this report.***

Strategy overview:

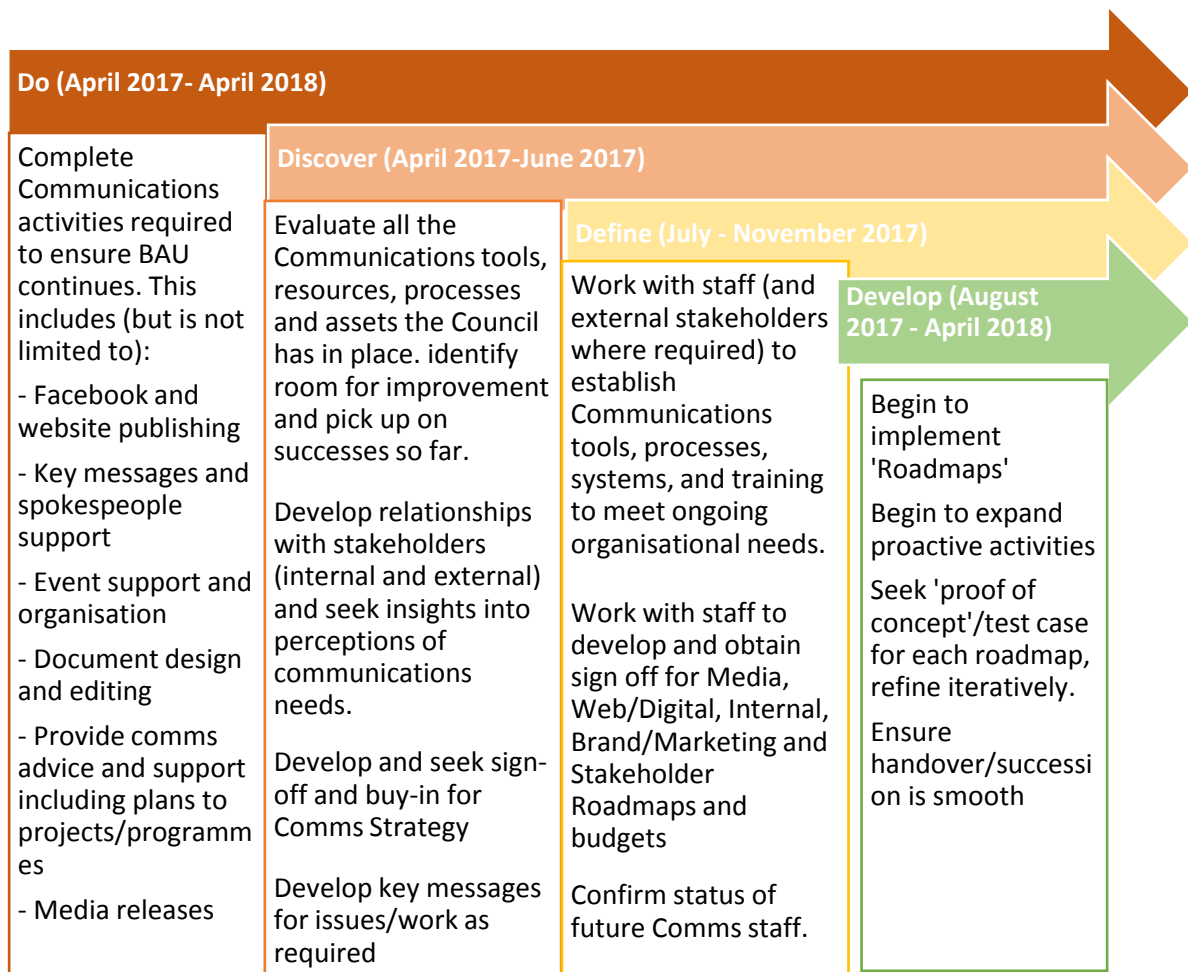
Purpose:

Contribute to achieving KDC goals or objectives and service delivery by getting the right information to the right people in the right ways at the right time.

Objective:

Ensure KDC communications are internally and externally well understood, supported, effective and sustainable by April 2018 and create roadmaps for future work covering 2017-2020.

Approach:



Budget

There is very limited budget allocated to communications for the 17/18 financial year.

The work programmes being developed allow for this and focus on 'doing what we can with what we have' for the 2017/18 financial year. Budget will be reviewed for the 2018/19 year with the intention to allow a more proactive approach and website development.

Workstreams

The communications work programme has been divided into workstreams. Within the Strategy, each workstream has its own objectives and goals and an associated 'roadmap' outlining the how to achieve these.

1. **Business as new:** All routine outputs;
 - a. media releases
 - b. Facebook and website/intranet publishing
 - c. key messages and spokespeople support
 - d. event support and organisation
 - e. document design and editing
 - f. providing communications advice and support to projects/programmes.

For smaller or routine pieces of work i.e. issuing rates demands or supporting dog control efforts, the work can be supported without the need for a roadmap. Where there is an ongoing programme of work or large project i.e. economic recovery or the rebuild programme, a roadmap specific to that programme or project will be developed to support the project effectively.

2. **Internal Communications:** This work stream is very people focused and works closely with HR. It includes all work that supports effective communications among participants within KDC;
 - a. developing a mission statement and values
 - b. developing the use of the intranet
 - c. developing communication within and between teams.
3. **Media:** Building and supporting effective, strategic engagement with traditional media;
 - a. developing process for media engagement
 - b. developing a plan to ensure local, regional and national media pick-up of relevant stories
 - c. strengthening media relationships
4. **Web/Digital:** Strengthening KDC's website and social media channels. Including:
 - a. development of the website to improve user-experience, performance and capability
 - b. integrating social media channels so that they work together to support KDC's 'story'
 - c. developing processes and plans to use each channel as appropriate and to recycle content across channels
 - d. growing each channel with targeted audiences to extend KDC's engagement.
 - e. working with staff to identify and share news and information across all channels
5. **Brand/Marketing:** Work associated with defining and developing the Kaikoura District Council and District identity and using that identity to achieve organisational goals. This includes:

- a. our logo, letterhead, corporate publications and channels
- b. the use of these to attract visitors/residents/employees to the District,
- c. portraying KDC as a professional and effective organisation,
- d. supporting economic development efforts through marketing initiatives.

6. Stakeholder and Community Engagement: Who we talk to, when and how. This includes:

- a. Helping KDC plan engagements with key organisations including central government agencies, local businesses and community groups, iwi and domestic and international 'influencers' to maximise positive outcomes and avoid risk

Reporting

Regular reports will be provided to the leadership team with ad hoc or event specific reports provided on request. No key performance indicators are being set at this stage – however ongoing measurement and evaluation will provide a baseline to report against in 2018/19.

Background:

Work to date:

Between April and early July the Communications Officer met with every team at KDC over to seek their input across the full spectrum of Communications work. Discussions focused heavily on internal communications. The Draft Strategy was then developed combining the Communication Officers' understanding of KDC's Communications needs with communication best practice. It is expected that the draft will evolve significantly as the new organisation structure and management team continue to develop work programmes and priorities.

Whilst the Strategy was under development delivery of 'business as usual' communications such as media releases and the development and consultation on the Annual Plan continued. Work also began on some of the elements from the strategy including improving the website, changing the use of the Facebook page and improving the usefulness of the annual 'Customer Satisfaction Survey'.

Initial results:

Customer Satisfaction survey

- Included questions on where people access information about Council to help inform Communications approach.
- Delivered online through our website and Facebook as well as hard copy (first time)
- Total responses 244 (2016 was 234). This includes 54 online responses.

Facebook

- Broadened the types of content we share – not just Council news, new focus on local news and events, supporting local businesses and initiatives, finding and sharing the positive and developing stories.
- Seeking out stories from staff members e.g. a post created from photos taken on a site inspection was seen by over 14,000 people, shared 80 times and clicked on over 9,000 times.
- Paying to promote more content – putting small amounts of money behind key posts (such as those advertising local meetings or events) to help our news reach more people.
- The 'reach' of the page (the number of people who see our posts) has shown a steady increase over the past three months.

Website

- Built a new recovery section – has had over 1,200 unique views since 1 April

- Received 1,400 (30%) more visits to our website from the Canterbury region between April and Jun than between January and April.
- Begun improving menu structures and links between pages
- Begun improving the consistency of publishing
- Investigated development options with Web service provider.

Context:

Due to KDC's small size, communications for the Council has historically been delivered by a number of staff members as part of their roles. Whilst individual staff have valuable institutional and community knowledge and have delivered targeted communications successfully, this approach has resulted in a somewhat sporadic and reactive approach. As at November 2016, KDC had no dedicated communications staff or budget.

The Kaikoura earthquake greatly increased the need for comprehensive, strategic communications. Externally, the earthquake generated an unprecedented need for Council to provide community engagement and information. Internally, the earthquake meant the organisation and staff faced increased personal and professional demands making good communication critical.

Internal: KDC is currently working through a change process to ensure its' capability and capacity matched what was needed by the District after the quake. By end July Council will have 36 staff, compared to a pre-quake level of 24. Staff have been personally impacted by the quake to varying degrees and continue to balance personal recovery with their changing, challenging work lives.

External: The Districts economy has been significantly impacted by the earthquake and the ongoing closure of SH1 continues to impact tourist numbers. Over two thirds of the Districts properties were affected in some way by the earthquake. The cost of the rebuild means the District is facing a rates rise of 5-6% annually for the next 3 years. Recovery efforts including social, economic, natural hazard and built environment work are fast moving and complex making effective communication even more critical. As part of the recovery, the NCTIR rebuild of SH1 and the rail link has brought an estimated 1000 construction, engineering and associated sub-contractors to the region for periods of time ranging from a few days to mid-term contractors in the region of 1-3 years. This influx represents between 10-20% of Kaikoura districts population. There is a high level of central government investment and interest in the District and its recovery. In this context, KDC recruited a Communications Advisor on a 12 month fixed-term contract in April 2017.

To:	Council Meeting
Date:	19 July 2017
Subject:	Tourism Infrastructure Fund
Prepared by:	Mel Skinner Economic Recovery Lead
Authorised by:	Angela Oosthuizen Chief Executive Officer

Purpose of the Tourism Infrastructure Fund:

The purpose of the Tourism Infrastructure Fund is to provide financial support for local tourism-related infrastructure where tourism growth (domestic and international) is placing pressure on, or potential growth is constrained by, existing infrastructure; and the local community is unable to respond in a timely way without assistance.

The Tourism Infrastructure Fund is intended to protect and enhance New Zealand's reputation both domestically and internationally by supporting robust infrastructure which in turn contributes to quality experiences for visitors and maintain the social licence for the sector to operate.

In addition each round will open with a Priorities Statement.

The Tourism Infrastructure Fund envisages \$100 million over 4 years for the development of public infrastructure.

The Fund replaces the Mid-Sized Tourism and the Tourism Growth Partnership funds. Key differences to the fund area;

- Different eligibility and assessment criteria
- Growth at large scale hence the increase to \$100 million
- Minister of Tourism will set out a priorities framework for each funding round
- Applications assessed by MBIE, DoC and other agencies before assessment by panel.

The first funding round is expected to be in the second half of 2017 (anticipated early August).

What types of projects will the Tourism Infrastructure Fund support?

The Tourism Infrastructure Fund will support the development of public infrastructure that is used by visitors. Examples of the types of projects that are within scope include:

- carparks
- toilets
- freedom camping facilities
- sewerage and water (tourism-related portion only)
- safety upgrades to public spaces (footpaths etc.)
- infrastructure for natural attractions.

Signage, rest-stop facilities, and feasibility studies may be considered on a case-by-case basis.

The Tourism Infrastructure Fund will not fund commercial, or semi-commercial facilities, infrastructure for which there is already a dedicated stream of central government investment (such as cycle trails, and NZTA-funded land transport), or infrastructure that is not directly linked to visitor volumes (such as storm water systems).

Eligibility Criteria:

The following criteria set out which types of projects are eligible for grants from the Tourism Infrastructure Fund

- Only publicly-available infrastructure used significantly by tourists is eligible.
- Projects need to be for new facilities, or enhancements. Like-for-like replacement will not be funded.
- Development of new attractions, accommodation, and commercial activity is not eligible.
- Projects must demonstrate that they do not compete with commercial activities in the region.
- Projects will not be eligible if seeking funding under \$100,000 (though a series of linked projects can be joined in one application).
- Projects must be financially sustainable; funding will not be given for operations or maintenance.
- Projects already receiving funding from NZTA are not eligible.
- Councils must meet at least one of the following tests (now or within 5 years), priority will be given to Councils that meet two or more of these tests:
 - Visitor: rating unit ratio >5
 - Revenue from tourism in the region <\$1 billion per annum
 - Local Government Finance Agency lending limits have been reached.

Assessment Criteria:

The following criteria will be used to prioritise applications Criteria	Implications
The extent to which the project addresses infrastructure capacity constraints related to visitor numbers (and the scale of those constraints).	Prioritises projects that address deterrents to visitor flows (including health and safety); or will significantly enhance the quality of the visitor experience. Consideration given to the urgency of the project.
The extent to which the project supports attraction of visitors to a region.	Also prioritises projects that address deterrents to visitor flows. Projects linked to, or supporting DOC's regional dispersal investment will be prioritised. Prioritises projects supporting networks of visitor experiences, such as significant tourist routes, by increasing capacity.
The extent to which the project represents value for money.	Project is a cost-effective option for addressing the need. Project is a cost-effective design. A range of alternatives have been considered. Project enables increased yield from visitors. Consideration given to innovative approaches that enhance productivity, reduce costs (operating or capital), leverage economies of scale, and/or raise revenue.

Support targeted at projects that would otherwise not happen; or happen more slowly, or on a smaller scale than desirable.	Projects for which funding has already been identified are not eligible, unless there is a clear benefit to bringing forward or scaling-up.
The extent to which applicants are financially constrained.	Consideration will be given to the applicant's financial performance, asset management, the rating base in relation to the number of tourists, and tourism revenue.
Applicants are expected to maximise their funding contribution.	Applicants are expected to co-fund to the maximum extent they are able, and funding must be confirmed at the time of application. Applicants are able to demonstrate to the TIF Panel that they have investigated alternative funding options (in particular how to raise revenue from those who benefit, for example user chargers or tourism-related business contributions).
Other central government funding options have been investigated.	Projects that have received other government funds will need to demonstrate why further central government investment is merited as the TIF is not generally intended as an extension of other government investment. Consideration given to scale of funding provided by other agencies, including DOC, to infrastructure associated with the project.
Balance of resident and visitor demand for infrastructure will be taken into account in considering council contributions.	Provision of water and sewerage is a core council responsibility, with clear volume measures that can be used to determine the local share of demand. Councils would need to cover local demand, and contribute to visitor demand (in recognition of the local economic benefit of the sector). Local share of demand for other types of infrastructure will be less definitive, but will be given consideration

Actions required going forward

- Development of working group made up of:
 - Council Staff
 - Councillor(s)
 - External Businesses
- Development of structure plan and strategies to link across Kaikoura
- Community workshop and consultation

Recommendation:

- 1. That a working group be formed comprising of Councillors, Chief Executive Officer, Economic Recovery and Iwi.**
- 2. That the initial members determine which external representatives be included in the working group and invite them to be part of the working group.**
- 3. That a meeting be convened as soon as possible to commence identification of projects for consideration.**

Mayor's Report

It is good to see more activity through the town with the workers spending time here in the evenings and weekends, without them it would be much more challenging. I spent a day in Marlborough recently in a meeting with the Coastal Cycle Group, Jason Fletcher and Mark Ingles from the Hurunui Heritage Trail came through here and we flew up together. There is a real positive force behind getting the Coastal Cycle Trail to become a reality, which will have immense benefits for the regions. Later in the day I met with Mayor Leggett and the Trails group in a positive discussion with the Rata Foundation about supporting the trail.

Every two weeks I link in to the MPI phone conference to discuss issues across the region affecting both our rural and town communities, these are good opportunities if you need anything to be brought up please ask. Kiwi rail CEO Peter Reidy and Head of Infrastructure Todd Moyle were here on the 10th for a catch up. They are planning an event here in Kaikoura when the first trains can traverse the line from Christchurch to Picton. Also discussed with them was the potential of the Cycle Trail and working with them for access along the corridor in some sections of the coast.

Intercity are intending to stop coming through to Kaikoura on the days the Inland route is the only access. I have spoken to one of the drivers and Glenn Ormsby is going to lobby them to continue the service as there are considerable numbers using it including international visitors. On the 11th July Whale Watch for example had two trips with 40 passengers each trip, this is positive news considering the current situation and the time of the year.

Deputy Prime Minister Paula Bennett was in town on the 11th of July for a woman's lunch meeting and a business community meet in the afternoon. Apart from the political business as usual stuff she spoke about the Tourism Infrastructure Fund and the work they are doing through Tourism New Zealand to disperse visitors across the country to take pressure off the pinch points and create economic growth across the regions with a spread of spend. Julie and Glenn Ormsby have attended a workshop about accessing funding through the Tourism Infrastructure Fund.

I will be travelling overseas from 31 July until 7 September.