

11 January 2017

Peter Biggs  
Chair, Wellington Regional Economic Development Agency  
P O Box 10017  
**Wellington**

Dear Peter

This letter sets out the Wellington Regional Strategy Committee's (WRSC) expectations for the Wellington Regional Economic Development Agency and its subsidiary, Creative HQ (WREDA) regarding WREDA's Statement of Intent (SOI) for 2017/18.

### General

1. WREDA will deliver and report on activities that contribute directly to the outcomes in the Wellington Regional Strategy, we expect evidence of commitment to these outcomes.
2. WREDA receives substantial funding from the shareholding councils and it is expected that WREDA will grow the funding contribution from other sources. The target should be that for every \$1 contributed by the current funding councils being matched by \$1 from other sources in respect of the visitor economy and economic development.
3. The KPIs in the 2017/18 SOI should have clear targets (both qualitative and quantitative), define what success looks like and be ambitious. Such targets will be a reflection of additionality to a business as usual approach and build annually as circumstances allow. Such targets will also enable shareholding councils to identify how WREDA benefits their districts (and ratepayers).
4. We expect that WREDA will take a greater leadership role in initiating projects and programmes where there is clear market failure and a robust rationale for public intervention. This will be in contrast to supporting initiatives that are fundamentally owned and/or managed by other parties.

### Specific

5. The 2016/17 SOI did not give sufficient weight to the importance of the visitor economy to the region with only a passing mention of the key projects and programmes. As significant amount funding is provided to WREDA, the 2017/18 SOI will outline the specific actions to continue to grow the visitor economy.
6. Continue with and where appropriate, improve the current international student program, to attract and retain increasing numbers of students, including international students in the region, particularly in the areas of skills shortages.

1. Specific actions and measures that support, facilitate and strongly contribute to a step change in the growth in both numbers and capability of skilled migrants, particularly in the tech sector.
2. Ensure that every opportunity is taken to promote and market the Wellington region including supporting and leveraging off major and other events in Wellington City and the region.
3. Identify, assess and promote economic opportunities that would arise from the major infrastructure projects planned across the region.
4. What actions need to be taken to put in place for a major programme of targeted inward investment for the region, including for tourism.
5. Identify opportunities to lead recovery programmes to ensure business continuity and resilience in the region following significant events such as earthquakes and flooding.
6. Continuing development of the Major Events portfolio including additional and new events.
7. The visit of the Lions and their supporters in late June and early July 2017 is a major event for Wellington and it is expected that WREDA will maximise the benefits that this opportunity offers.
8. Focus on delivering the benefits and efficiencies from WREDA being one organisation to free funding for direct investment in projects.
9. Specific actions and measures that support business growth through science, technology and innovation including the growth of start-up companies.
10. Address skills shortages in the region through specific actions and measures to support skills and workforce development.
11. Identify opportunities to grow the region's lwi economy.
12. Note the importance of Health and Safety.
13. Where possible consider the use of the councils' shared services programmes.
14. Leverage off major events to tell the Wellington Region story overseas, for example WOW in Seattle.
15. Undertake a review of the Venues operation, specifically the relationship with the arts community and costs and access to the Venues for these groups.

Yours sincerely



**Justin Lester**  
**CHAIR, WELLINGTON REGIONAL STRATEGY COMMITTEE**