

29 January 2021

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Tena Koe Tracey

This letter sets out the shareholder's Statement of Expectations (SOE) for Wellington Regional Economic Development Agency Limited and its subsidiary, Creative HQ (collectively WellingtonNZ) regarding their Statement of Intent (SOI) for 2021-24.

The Wellington Regional Strategy committee wishes to acknowledge the role WellingtonNZ has taken in its response to supporting local businesses and our regional economy through the challenges of COVID-19. We look forward to working together on this response and recovery over the course of this SOI period. The current economic climate does provide a range of challenges and pressures for the whole region, and you should plan to operate within a similar grant funding envelope as in previous years. This letter also anticipates significant projects and benefits being progressed and delivered in the 2021-22 year. We recognise that considering funding constraints, careful prioritisation will be necessary to ensure maximum impact is achieved.

While COVID has provided a range of handbrakes and challenges to the regional economy it also provides an opportunity to reflect, reset and reimagine. We value the opportunity for WellingtonNZ to champion the Wellington Region over the next three years and beyond. There is real potential to better align the region to leverage the significant strengths we have as the nation's Capital, as a technology screen and specialised manufacturing hub and, of course, as the home of many national institutions, iconic businesses and world class research facilities, and we see WellingtonNZ as having a key role in promoting and leveraging these attributes.

2021 will also align with the new Long-Term Plans (LTP's) for the region's council specific projects and prioritising will no doubt have an impact on WellingtonNZ's focus over the coming three years. Specific areas that we would like to see a focus in are detailed below. We would like you to consider how these can be addressed in a measurable and meaningful way in the draft SOI.

### Placemaking

WellingtonNZ's central purpose is marketing and promotion of the city and region as a place to live, work, study, visit and do business. We expect the SOI to reflect this purpose, with particular emphasis on innovation and placemaking, and reflecting the specific areas of focus noted below.

### COVID Recovery

As the initial wave of reactive actions comes to an end, we would like to see WellingtonNZ actively involved in promoting, co-ordinating and implementing recovery initiatives across the region. As there are likely to be large infrastructure investments and recovery inputs from the region's councils, partners and government over the next few years, WellingtonNZ will be in a position to play a key role in coordinating and acting as a catalyst to these investments to maximise economic benefits to the region. Through the COVID response WellingtonNZ has made new contacts with a number of businesses it had previously not supported, and we would like to see demonstration of how these connections can be extended to support the region's economic development.

Targeted initiatives and programmes for enhanced domestic visitation, talent attraction and net migration to support the regional economy will no doubt feature in the near term, but we also expect the SOI to plan for the return of international opportunities, including visitors, students and investment during the next three year period. This will principally require you to effectively tell the stories of this place and develop events, attractions, and vibrancy necessary to make the region a magnet for all.

Beyond the recovery we see the importance of the role WellingtonNZ will play in reimagining the regional economy. Many of the themes below provide opportunity for this and we look forward to seeing a clear strategy from the WellingtonNZ Board to articulate its leadership or contribution in each of these areas.

### Regional Economic Development Plan

As a region we are looking to create an updated Regional Economic Development Plan. This needs to be a collaborative approach and we would see you actively contributing, in a Regional Council-led initiative, to the development of the plan with the Councils across the region and other stakeholders. The final plan needs to support and reflect the existing localised economic strategies including the Wairarapa Economic Development Strategy, Kapiti Economic Development Strategy and the revised Wellington City Economic Development Strategy and complement initiatives included in these plans where appropriate. The plan needs to identify the key interventions to maximise the economic benefits to the region, including consideration of different economic scenarios and approaches. The plan will be developed in conjunction with the strategies of the councils' LTPs together with the COVID recovery response.

### Venues

The SOI should outline the strategy for driving performance activities and growing the utilisation of its performing arts venues. Together with driving the opportunities created for the region from the utilisation of Tākina, the St James Theatre and the Wellington Town Hall.

### Skill and Workforce Development

As the region continues to grow, there is a need to address the region's future skill and workforce development needs.

### Knowledge Based Economy

The region is well placed to exploit its national and global position as a knowledge-based economy. It has specific attributes it can contribute and complement, and we would like to see a focus in the SOI on developing this theme.

### Low Carbon Economy

WellingtonNZ, and in particular Creative HQ, is well positioned to lead thinking about how to equip and position Wellington region to support its own businesses to be ready for a future low carbon economy, but to also provide the commercial and intellectual opportunity to develop this as a point of difference for the region and to attract inward investment.

WellingtonNZ will work with Wellington City Council (WCC) on the implementation of Te Atakura First to Zero to achieve Wellington City's carbon goal (43% reduction by 2030) and their carbon reduction goal (net zero by 2050). This will include working with WCC on First to Zero plans and waste minimisation targets. WellingtonNZ will be expected to demonstrate how it plans to, or already, contributes to Council achieving its targets for Te Atakura and waste minimisation. This will have specific application to the Venues Wellington business including a requirement for specific targets and actions.

### Accessibility

Improving access to the region's activities and services will continue to be a focus during this SOI period. It is expected that WellingtonNZ will support this initiative by planning to improve accessibility options to its venues and events, where possible, and look for other ways to work with Councils to ensure that all citizens are able to participate fully in the life and opportunities the region presents.

### Māori Economic Development

We would like to see the integration and the implementation of aspects of the regional Māori Economic Development strategy, Te Matarau a Māui, into the work programme and ensure commitment of resource through core funding provided to WellingtonNZ.

A key initiative to begin with is the roll out and enablement of supplier diversity through social procurement (Te Upoko o Te Ika a Māui Commitment), which also contributes to COVID recovery in the short term and a more inclusive and thriving economy in the long term.

### Relationships

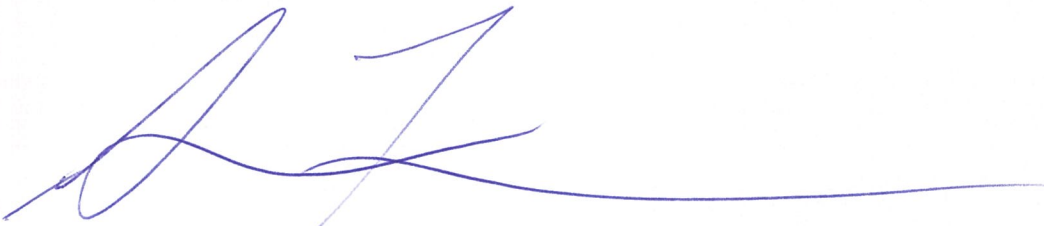
We anticipate that delivering on this programme will require WellingtonNZ to develop or enhance its relationships across the region and with critical business, Government and Mana Whenua, Pasifika and a wide range of other community and stakeholder groups, and expect to see that reflected in the SOI as well.

We look forward to receiving your draft SOI by 01 March 2021 and will consider it at the Wellington Regional Strategy (WRS) committee meeting in March 2021 in order to provide feedback, before considering a final version.

Quarterly reports on performance, a six-monthly report and annual report are also required for our role in monitoring and oversight.

If you have any questions or concerns about the content of this letter then please let me know.

Yours sincerely



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