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**REPORT 2**

**ALIGNING FOR GROWTH – WELLINGTON REGIONAL  
ECONOMIC DEVELOPMENT AGENCY (WREDA)  
PROPOSAL**

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**1. Purpose of Report**

The purpose of this report is to obtain in-principle support from the Committee for the formation of the Wellington Regional Economic Development Agency (WREDA) and agree to the Council to undertake community consultation on the broad parameters of the proposal. In addition, to note that the Chief Executive will negotiate the terms and conditions for the various agreements as outlined in this report, and bring them back to Council for a final decision.

**2. Executive Summary**

It is proposed to create a single economic development agency by combining economic, tourism and major events of Wellington City Council and Greater Wellington Regional Council into an existing Council Controlled Organisation.

The benefits to the region of a single agency include, one voice, clearer focus, better use of resources, improved scale and capacity.

The new economic development agency would have the operations (including the funding) of the following:

*From the Wellington City Council*

- *Positively Wellington Tourism*
- *Positively Wellington Venues*
- *Major Events (excluding Community Events which will stay with Council)*
- *Destination Wellington*
- *The business relationship with Westpac Stadium.*

*From the Greater Wellington Regional Council*

- *Grow Wellington (and its subsidiary, Creative HQ)*
- *The business relationship with Westpac Stadium*

In respect of Westpac Stadium, all that would transfer to WREDA is the ongoing event liaison and planning undertaken currently by Wellington City Council. The appointment of trustee's will remain with Wellington City Council and the Greater Wellington Regional Council.

All of the operations outlined for the new economic agency above will be combined / amalgamated into WREDA and all relevant contracts will be moved or administered by the new agency. The ambition is to make the proposed agency the natural choice for any economic development or tourism work in the region.

WREDA will have a board of suitably qualified and experienced directors, with political oversight via a reconstituted and streamlined Wellington Regional Strategy Committee.

Wellington City Council will own 80% and Greater Wellington Regional Council will own 20% of WREDA. It will have reporting requirements to the Wellington Regional Strategy Committee. Shareholding councils will consider and approve WREDA's Statement of Intent and annual reports on the recommendation of the Wellington Regional Strategy Committee.

Following consultation with staff it is envisaged that the staff in the operations noted above will be employed by WREDA.

### **3. Recommendations**

Officers recommend that the Governance, Finance and Planning Committee:

1. *Receive the information.*
2. *Note that the Mayoral Forum was supportive of the Wellington Region Economic Development Agency (WREDA) proposal and has requested that it be considered by each local authority in the region.*
3. *Note that the other territorial councils in the region have agreed in principle to the WREDA proposal apart from the Carterton District Council.*
4. *Note that the Greater Wellington Regional Council will consider the matter at their meeting on 26 June, and that their officers are recommending that the proposal be approved in principle.*
5. *Note the current structure of economic agencies in the Wellington region and the proposed structure of WREDA as outlined appendix A.*
6. *Note the proposed transition process and timeline towards establishing WREDA by October 2014 as outlined in appendix B.*
7. *Note the background information on each economic activity agency currently in operation as outlined in appendix C.*
8. *Note it is proposed that Wellington City Council will own 80% and Greater Wellington Regional Council will own 20% of WREDA.*
9. *Agree in principle to the formation of WREDA as set out in this report and to the transfer of functions and associated funding.*

10. *Agree that consultation be carried out by Wellington City Council and Greater Wellington Regional Council on behalf of the region on the creation of WREDA in accordance with the summary consultation plan in appendix D and report the results of the consultation back to all councils in the region in August/September 2014 for a final decision.*
11. *Agree that Wellington City Council, Greater Wellington Regional Council and Upper Hutt City Council will work together as the WREDA Appointments Group, to provide feedback and assist in the selection of a shortlist of directors for consideration by Wellington City Council and Greater Wellington Regional Council following consultation*
12. *Note that officers will prepare all necessary documentation and any other work to give effect to the proposal and report to Council in August/September 2014 for a final decision following consultation.*

#### **4. Background**

Grow Wellington – the region’s economic development agency was set up in 2007 in response to concerns that the region had a fragmented approach to regional economic development. It is a council controlled organisation owned by Greater Wellington Regional Council on behalf of the region.

Wellington City Council funds separate entities such as Positively Wellington Tourism, Positively Wellington Venues and some other independent economic development activities such as the Destination Wellington program, major festivals and events.

The Wellington region’s economic performance has been the subject of much discussion in recent years by a range of commentators and the broad consensus is that despite recent improvements in key indicators we can still do better. The Wellington region has many economic advantages, including high quality infrastructure and amenities, world class events and attractions, an educated population, respected universities and research organisations, with strength in sectors such as high tech manufacturing, software/IT and creative content. The region has opportunities to exploit those advantages and achieve a step change in economic performance. Stronger economic growth also helps grow the rating base which provides the means to reduce pressure on existing ratepayers as well as the opportunity to invest more in community facilities and infrastructure.

The region’s recent economic performance has resulted in officers from across various councils coming together to evaluate whether a more coordinated approach to economic development could deliver the necessary impetus to deliver on the potential that exists in the region. The current arrangements have given rise to concerns that resources are too thinly spread, there is duplication of effort, high agency costs and there is insufficient scale. The current and proposed future structures are outlined in Appendix A.

Having an economy that performs below its potential has consequences – it means:

- fewer jobs and opportunities for the region’s residents
- fewer resources to invest in new or improved amenities – as the business rating base fails to grow and more pressure goes on residential ratepayers
- weaker communities – as people seek opportunities elsewhere, and have less economic security
- a less vibrant region.

## **5. Discussion**

### **5.1 *The proposal in a snapshot***

It is proposed to combine the economic development and tourism activities of Wellington City Council and Greater Wellington Regional Council into a single council controlled organisation. The new Wellington Regional Economic Development Agency (WREDA) would be the provider of choice for economic and tourism services – but it would not preclude local councils in the region from undertaking their own activities at a local scale.

The new economic development agency would have the activities (including the funding) of the following:

#### *Wellington City Council*

- Positively Wellington Tourism
- Positively Wellington Venues
- Major Events (excluding Community Events which will stay with the Council)
- Destination Wellington
- The business relationship with Westpac Stadium.

#### *Greater Wellington Regional Council*

- Grow Wellington (and its subsidiary, Creative HQ)
- The business relationship with Westpac Stadium

Future consideration may also be given to including Destination Wairarapa, the Regional Amenities Fund and the Wellington Regional Strategy office. The Wellington Regional Strategy office supports the implementation, monitoring and

review of the Wellington Regional Strategy, assisting the Wellington Regional Strategy Committee in its monitoring of Grow Wellington’s activities and effectiveness, regularly reporting on its progress and impact

In respect of Westpac Stadium the event planning, liaison and other day to day activities currently undertaken by Wellington City Council will be undertaken by WREDA. The appointment of trustees to the board of Westpac Stadium will remain with Wellington City Council and the Greater Wellington Regional Council.

All of the operations proposed for the new economic development agency above will be combined / amalgamated into WREDA and all relevant existing contracts will be assigned or administered by the new agency. The ambition is to make the proposed agency the natural choice for any economic development or tourism work in the region.

WREDA will have a board of suitably qualified and experienced directors who will be overseen by the reconstituted Wellington Regional Strategy Committee. It will have reporting requirements to the Wellington Regional Strategy Committee. Shareholding councils will consider and approve WREDA's Statement of Intent and annual report on the recommendation of the Wellington Regional Strategy Committee.

Following consultation with staff it is envisaged that the staff in the operations noted above will be employed by WREDA.

The timeline for the proposal is included at appendix B

## **5.2 Key criteria to make it work**

To mitigate potential risks and ensure the best chance of success, the following overarching criteria have been developed to guide the transition to the new agency and the early years of operations. These include:

- current funding streams and dollar amounts are maintained for five years
- robust monitoring and evaluation regime set in place to ensure resources are well used, effective and deliver the anticipated benefits
- service and support costs are optimised to maximise investment in economic development activities.

## **5.3 Anticipated benefits from moving to a single agency**

The current economic development arrangements are not broken, but nor do they position the region to reach its full economic potential. They are characterised by duplication, blurred and overlapping responsibility, gaps in service provision, and a lack of clear region-wide leadership and direction. A single agency could help the region to unlock its economic potential in the following ways.

- a) *Stronger economic leadership* – A single agency that prioritises business success will be able to provide leadership, greater strategic capabilities and a clear sense of direction for the region's economy.
- b) *One voice* – Having a single expert agency will allow the region to speak with one voice when dealing with government, businesses, investors and research providers.
- c) *Clearer strategic focus* – A single expert agency will be able to set clear priorities and investment decisions, ensuring that available

funding is used in ways that delivers the best results for the region as a whole.

- d) *Improve capacity and scale* – A single agency will have more resources, access to new funding sources and size available to use for projects with potential to unlock the region’s economic potential.
- e) *More effective regional promotion* – A single agency will be able to promote the region more effectively to businesses, investors, skilled workers, and visitors.
- f) *Broaden pool of talent* – A single agency will have a wider pool of talent to draw on in areas such as governance, strategic management and business expertise.
- g) *Better use of resources* – Establishing a single agency will reduce duplication in back office functions such as procurement and technology, creating savings which can be directed to improving the region’s economic performance.
- h) *Improve perceptions* – Having a single economic development agency will improve perceptions of the Wellington region among businesses and investors in terms of doing business.
- i) *Simplify governance*—Currently, there are 3 boards of directors/trustees, an unwieldy Wellington Regional Strategy Committee, other council committees and business units within both Wellington City Council and Greater Wellington Regional Council, this would be simplified and streamlined under the proposal

#### **5.4 The proposed structure**

WREDA would be a council controlled organisation – this structure provides the right mix of operational efficiency, shared ownership, focused leadership and direction, and accountability to residents and ratepayers.

Auckland Tourism Events and Economic Development (ATEED), and Capacity in the Wellington region provide examples of the use of council controlled organisations to provide shared regional services.

A council controlled organisation allows for multiple councils to be involved in the governance of the entity. WREDA would be the economic development service delivery agency for the Wellington region. Funding decisions ultimately remain with each shareholding Council and no assets of note would be placed within WREDA.

### **5.5 Ownership of WREDA**

The shareholding of WREDA will be 80% by Wellington City Council and 20% by Greater Wellington Regional Council. This shareholding split recognises the level of funding contribution into the agency.

The shareholders will commit to a minimum level of funding for WREDA. If it falls below this agreed minimum level there will need to be an adjustment to the individual shareholdings percentages in WREDA<sup>1</sup>.

The new agency will be formed using an existing council controlled organisation – Positively Wellington Venues, its name will be changed and existing constitution will be modified as required.

Positively Wellington Venues will continue to manage the venues facilities on behalf of Wellington City Council, the assets will remain in the ownership of Wellington City Council. Any profits generated by Positively Wellington Venues will be solely for the benefit of Wellington City Council

### **5.6 Political oversight of WREDA**

Political oversight of WREDA would be provided by a streamlined Wellington Regional Strategy Committee. It would determine WREDA's overall strategic outcomes and service levels. It would consider and recommend to the shareholding councils for approval, a single Statement of Intent developed by WREDA in response to the overall goals and levels of service set by the Wellington Regional Strategy Committee. The shareholders of WREDA would retain the right to approve WREDA's Statement of Intent.

The Wellington Regional Strategy Committee will continue to be a committee of Greater Wellington Regional Council but be restructured to reduce the number of members from 14 to 10, with no external (non-councillor) members Representation will be as follows:

- four from Wellington City Council (currently one)
- one from the Lower Hutt City Council
- one from Upper Hutt City Council
- one from Greater Wellington Regional Council
- one from the Wairarapa Councils
- one from Porirua City Council
- one from Kapiti District Council

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<sup>1</sup> This could also impact on the appointment of directors. For example, if one shareholder reduced their funding to zero then they would have to "sell" their shareholding in WREDA to the other shareholder for a nominal sum.

The existing Multilateral Agreement in respect of the Wellington Regional Strategy Committee will be modified and the terms of reference for the Wellington Regional Strategy Committee will be reset to reflect the proposed changes. This will require each of the councils to approve the changes to the Multilateral Agreement and Terms of Reference. The proposed modified agreement will be based around the following functions of the Wellington Regional Strategy Committee:

- Monitor the performance of WREDA and its board
- Provide governance oversight on WREDA
- Set the strategic outcomes required for regional economic development
- Review and agree the strategies developed by WREDA for achieving the desired outcomes
- Review WREDA's Statement of Intent and recommend to the shareholders
- React to changes and consider modifications of the desired outcomes
- Recommend the appointment of WREDA directors to shareholders.

The Wellington Regional Strategy Committee will remain a committee of Greater Wellington Regional Council and they will have overall responsibility for administrative tasks such as the scheduling and running of meetings etc.

### ***5.7 How WREDA will be funded***

To provide funding certainty for WREDA, funding will be provided by Wellington City Council and Greater Wellington Regional Council on behalf of the region and will be set at current funding levels. It will be documented in a Funding Agreement between the parties (including WREDA) which will set out the committed minimum amounts and the time period (5 years) this funding will be provided for.

If other councils provide funding then this would be reflected through a separate funding agreement.



The approximate funding for WREDA for 2014/15 is detailed below.

<b>Agency / programme \$ millions</b>	<b>Council funding</b>	<b>Other</b>	<b>Total</b>
Positively Wellington Tourism	5.8	4.4	10.2
Positively Wellington Venues	4.0 *	16.2	20.2
Destination Wellington	2.0	-	2.0
Major Events	4.3	-	4.3
<b>Total Wellington City Council</b>	<b>16.1</b>	<b>20.6</b>	<b>36.7</b>
<b>Percentage of WCC funding</b>	<b>80%</b>		
Grow Wellington and Creative HQ <i>-from the regional rate</i>	4.0	2.1	6.1
<b>Total Greater Wellington Regional Council</b>	<b>4.0</b>	<b>2.1</b>	<b>6.1</b>
<b>Percentage of GWRC funding</b>	<b>20%</b>		
<b>Total</b>	<b>20.1</b>	<b>22.7</b>	<b>42.8</b>

*\*The \$4m in respect of PWV is WCC's cost of maintenance of the venues*

### **5.8 Funding protocols**

Wellington City Council will be providing a minimum of \$12.1m (\$16.1m less the \$4.0m spent directly by Wellington City Council on venues maintenance) to WREDA that was previously spent directly or through a wholly owned CCO. The Greater Wellington Regional Council will also have a different scenario for its regional rate of \$4.0m previously given to Grow Wellington.

To ensure that the funds are spent appropriately, there will be a series of protocols put in place, comprising:

- A Funding Agreement between WREDA, Wellington City Council and Greater Wellington Regional Council will specify the amounts, purpose and outcomes required of the funding provided
- WREDA's Statement of Intent will include the outcomes, the strategies and the use the funding is being put to.
- Funding given to WREDA that is sourced from rates must be spent in accordance with the relevant Revenue and Finance Policy of each funding Council. For example, rates collected as part of the Wellington City Council downtown levy for a specific purpose must be spent in accordance with the outcomes of the Policy
- Quarterly reporting from WREDA

## **5.9 Other councils**

Apart from the Wellington City Council and the Greater Wellington Regional Council all of the other councils have met and considered the proposal in principle. Some of the councils have requested minor changes or matters to be considered in any final proposal (for example the skill sets of directors). Carterton District Council did not agree to the proposal but subsequent discussions have indicated that they may agree if some specific issues can be resolved.

There will be further discussions about the details of the proposal prior to the regions councils considering the matter in August/September. These discussions will occur over the next few weeks

## **5.10 Board of directors**

WREDA's operations would be overseen by a board of independent directors, appointed for their specific expertise and other relevant experience. It will be important that the board reflects a range of business sectors relevant to the Wellington region.

It is proposed that there will be eight directors, appointed on merit and with the agreed skill sets. The shareholders will jointly appoint directors to WREDA on the recommendations of the Wellington Regional Strategy Committee. If the shareholders cannot agree then Wellington City Council will appoint 6 directors and Greater Wellington Regional Council will appoint 2 directors in respect of the initial appointments. For subsequent appointments, if the shareholders cannot agree then this ratio shall be maintained.

There will be no elected representatives appointed to the board of directors – political input and oversight will come through the Wellington Regional Strategy Committee which comprises only elected members from the region.

The skills sets required by the directors should have strong connections to and expertise from across the following areas:

- tourism and hospitality
- major events
- science and education especially in tertiary and research
- primary sector and manufacturing
- IT/Tech services
- creative, film production, digital and performing arts
- professional services
- start-up businesses, attraction, innovation and venture capital

Directors will also need significant business and commercial acumen and experience along with a strong understanding of corporate governance.

### **5.11 Initial board appointments**

As detailed in appendix B, subject to both consultation and final decisions the new WREDA board is proposed to be appointed in September 2014.

As the Wellington Regional Strategy Committee will not have been restructured and its Terms of Reference not finalised, then in order to progress the first director appointments, it is proposed to establish the WREDA Appointments Group comprising:

- the Mayor, Deputy Mayor and Chief Executive of Wellington City Council
- the Chair and Chief Executive of Greater Wellington Regional Council
- the Mayor and Chief Executive of Upper Hutt City Council

To ensure a robust process and a wide range of candidates are considered it is suggested that a third party recruitment agency is used. The list of candidates will be presented to the WREDA Appointments Group. It will provide feedback and prepare a shortlist for consideration by the two shareholding councils at their meetings in August/September 2014. All Councils in the region will be consulted prior to this.

The existing directors/trustees of the current council controlled organisations will resign at the same time as the appointment of the new directors.

The new board of WREDA will be responsible for recruiting WREDA's Chief Executive and until such a time as that appointment has been made, the Chair of the board will also operate as an executive Chair.

The timeline for this process is noted in appendix B

### **5.12 Consultation**

Because no new council controlled organisation is being established, and there is simply a realignment of some existing council controlled organisations and functions under 'one umbrella' there is no requirement to consult using the special consultative procedure.

The Council is required to ascertain and give consideration to community views as part of its decision making process. It is recommended that a combined consultation process is undertaken by Wellington City Council and Greater Wellington Regional Council on behalf of the region. Consultation would be undertaken for 4 to 5 weeks in July and early August using a variety of communication and engagement techniques, and target key stakeholders. A copy of the summary consultation plan is included at Appendix D

## **5.13 Legal, contract, staff and tax matters**

### **5.13.1 Formal Agreements**

The following contracts and agreements will need to be put in place:

- a) A Shareholders Agreement between Wellington City Council and Greater Wellington Regional Council governing their relationship in respect of their shareholding in WREDA will be required. It will outline the following:
  - skill sets required of directors
  - appointment of directors – to be done jointly on the recommendation of the Wellington Regional Strategy Committee<sup>2</sup>
  - dispute resolution, mediation (but not binding arbitration) and pre-emptive rights, voting rights etc.
  - warranties as required from both Greater Wellington Regional Council and the Wellington City Council regarding the transfer of the existing activities and organisations.
  - changes to the shareholding percentages as a result of significant increases or decreases in funding levels
- b) A Funding Agreement between Greater Wellington Regional Council on behalf of the region, Wellington City Council and WREDA as noted previously.
- c) A new Multilateral Agreement and terms of reference for the Wellington Regional Strategy Committee between all councils in the region documenting the new arrangements regarding WREDA.
- d) There will also be a number of other agreements entered into such as service level and management agreements
- e) Share transfer agreements and resolutions as required giving effect to the new structure.
- f) Positively Wellington Tourism will be wound up following WREDA becoming operational.

The existing Constitution for Positively Wellington Venues will be reviewed and updated if required.

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<sup>2</sup> In the event that shareholders cannot agree, to reflect level of shareholding, Wellington City Council will appoint six, and Greater Wellington Regional Council will appoint two in respect of the initial appointments.

### **5.13.2 Staff**

Following staff consultation it is expected that WREDA will ultimately take on all of the employment obligations of the existing staff that are transferred.

### **5.13.3 Legal**

The Council has taken legal advice on the proposed restructure. While there are a number of matters to be considered and agreements to be drafted (see above) there are no major impediments to the proposal.

### **5.13.4 Tax**

The Council has taken tax advice on the proposal, and there are no barriers to proceeding with moving to a single economic development agency for the region.

## **5.14 Transition process and timeframes**

Before WREDA can be established, detailed decisions will have to be made about structure, governance, funding and other issues. This report is the start of that process. Subject to community consultation, and agreement across the region, it is expected that WREDA could be operational by October 2014, with the appointment and the commencement of the Chief Executive being later than that.

The Wellington Regional Strategy Committee will need time to agree the strategic outcomes they want WREDA to achieve. Therefore, there will need to be a series of transitional arrangements.

Each of the entities has prepared a Statement of Intent and/or business plan for 2014/15. They will form the basis of the funding and the first year's plan for WREDA for 2014/15 and will be approved in the usual manner by the relevant shareholders.

Beyond 2014/15 the economic outcomes will be agreed by the Wellington Regional Strategy Committee. WREDA will then develop the strategies to achieve those outcomes. These will be incorporated into their Statement of Intent for 2015/16.

Each of the organisations will continue to operate as they do now but reporting through to the board of WREDA until the appointment and commencement of the Chief Executive. During this time the Chair of WREDA will operate as an executive Chair. It is proposed that the Major Events and the Destination Wellington staff will remain within the Wellington City Council until the new Chief Executive of WREDA is appointed and transfer at that point.

### **5.15 Key work streams**

To ensure that this process concludes within a timely manner and any final decision regarding its implementation can be made by September 2014, the following work streams are ongoing in the coming months:

- Communicating with stakeholders and staff
- Consultation with the community.
- Drafting of formal agreements prepared
- Proposed board appointment criteria prepared and a shortlist completed by the WREDA Appointments Group

### **5.16 Consultation and Engagement**

Wellington City Council and Greater Wellington Regional Council will carry out joint consultation following the Committee's agreement in principle to the proposal.

### **5.17 Financial /Long-term plan considerations**

There are no direct Long Term Plan considerations from this report and it is noted that the funding levels are contained in the Long Term Plan. Over the longer term, improved regional coordination should result in improved service

### **5.18 Climate change impacts and considerations**

There are no direct climate change considerations from this report.

## **6. Conclusions**

This paper sets out a proposal for the creation of a single economic development agency for the Wellington region – bringing together existing agencies that serve the region's economy to lift the region's economic performance in a meaningful and tangible way.

The paper asks for in-principle approval from the Committee and subject to that approval, tasks the Wellington City Council and Greater Wellington Regional Council to carry out consultation in the region. To bring community feedback and a final decision back to all of the councils in the region in late August/September 2014.

Contact Officer: *Danny McComb: Manager CCOs and City Growth Projects*

## SUPPORTING INFORMATION

### 1) Strategic fit / Strategic outcome

*This proposal supports Council's overall vision of Wellington Towards 2040: Smart Capital.*

*The proposal is consistent with central government's policy and the Mayoral Forum commitment to, and encouraging more collaboration between local authorities*

### 2) LTP/Annual Plan reference and long term financial impact

*There are no direct financial or Long Term Plan considerations from this proposal.*

### 3) Treaty of Waitangi considerations

*There are no Treaty of Waitangi considerations*

### 4) Decision-making

*This is not a significant decision under the Council's significance policy and as no new CCO is established the proposal does not need to be consulted on using the special consultative procedure.*

### 5) Consultation

#### a) General consultation

*Wellington City Council and Greater Wellington Regional Council will carry out consultation following the Committee's agreement in principle to the proposal A obtain community views.*

#### b) Consultation with Maori

*Iwi will be consulted during the consultative phase.*

### 6) Legal implications

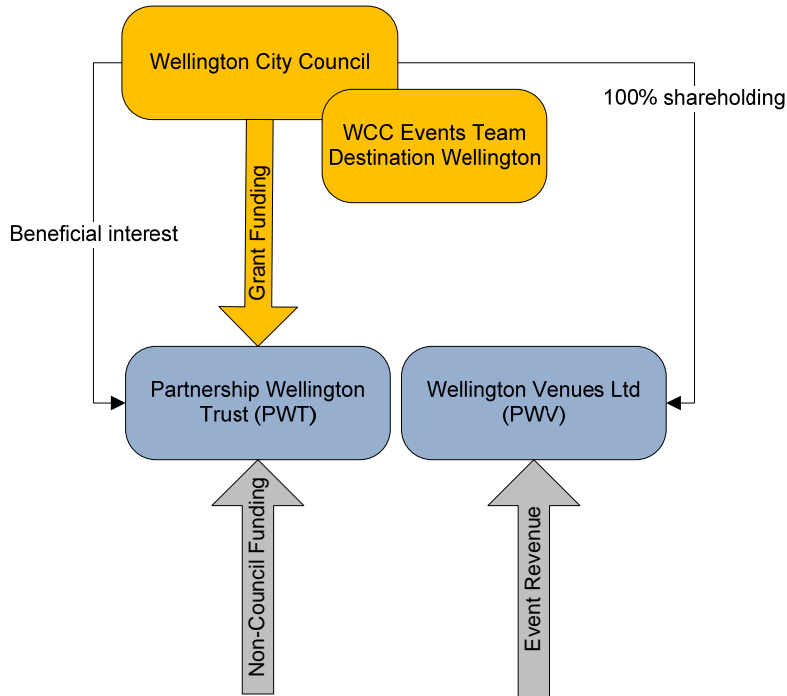
*Council's lawyers have been consulted through the development of this report.*

### 7) Consistency with existing policy

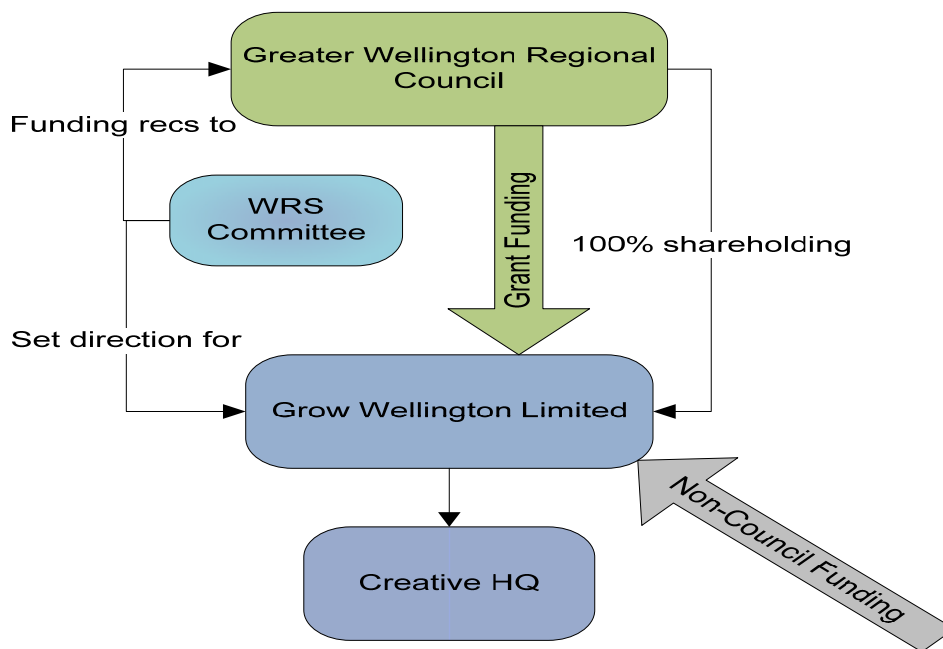
*This report recommends measures which are consistent with Council policy.*

## Appendix A: current and proposed structure

### Wellington City Council – current structure

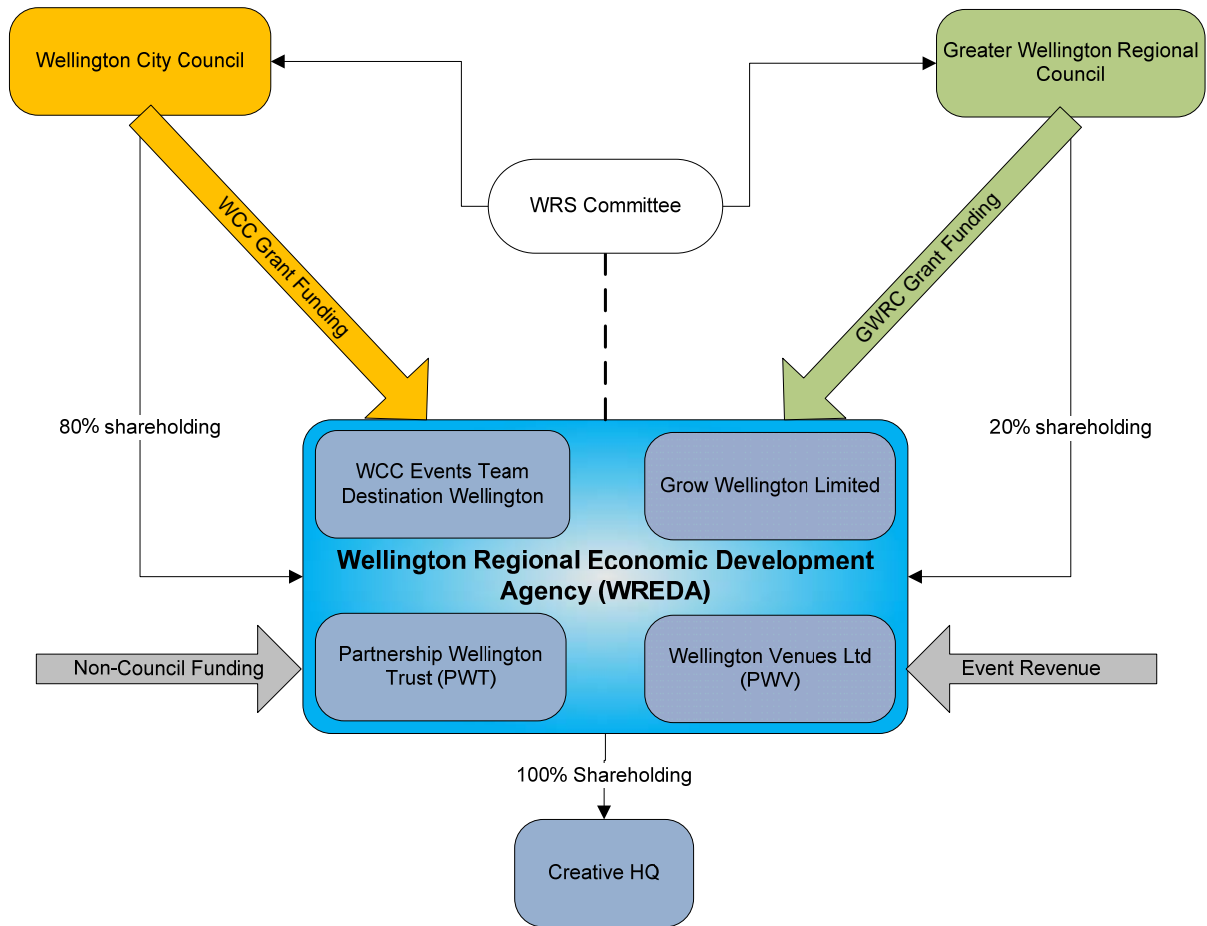


### Greater Wellington Regional Council – current structure

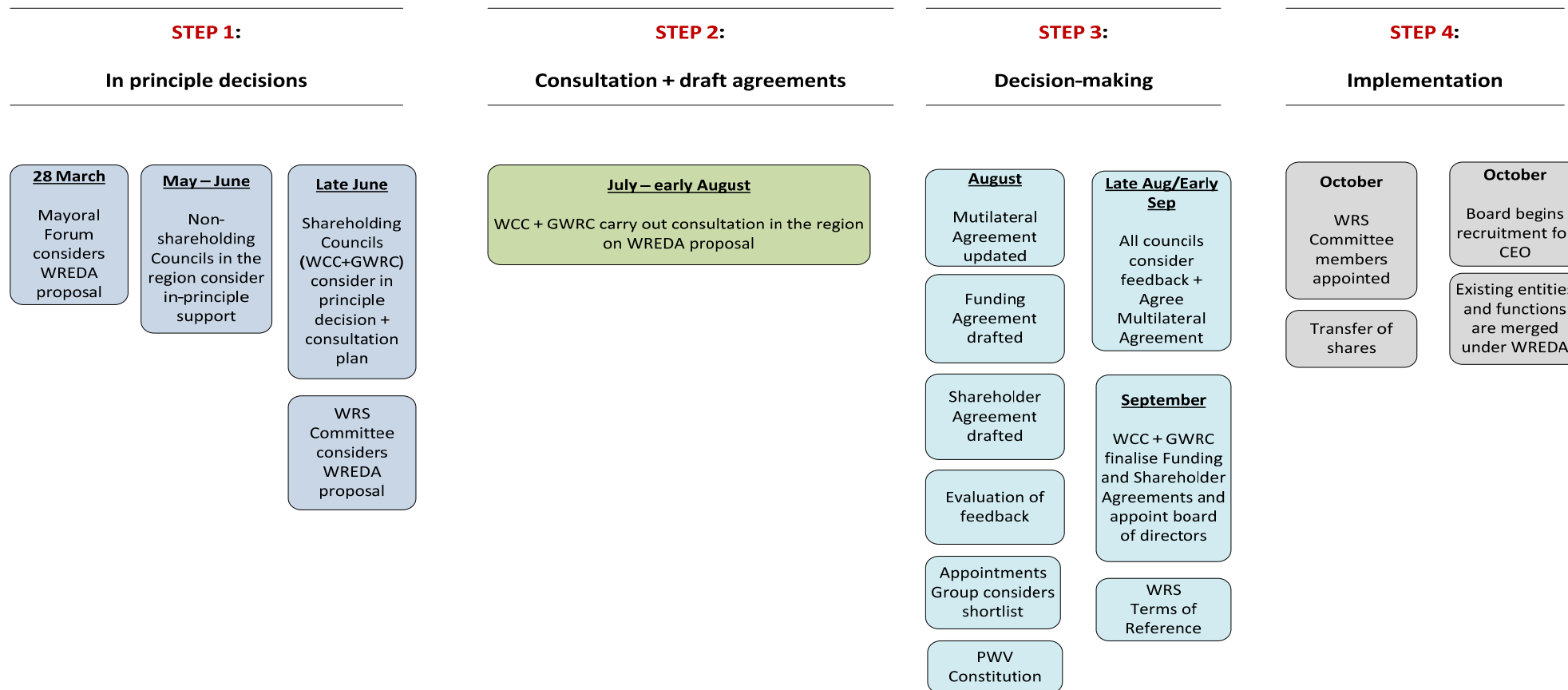




*Proposed WREDA structure*



## Appendix B: Process and timeline



*This report is officer advice only. Refer to minutes of the meeting for decision.*

## Appendix C: Current economic activities

Entity Name	Type of Entity	Ownership	Purpose	Structure	Funding	Implementation
Grow Wellington	CCO	Greater Wellington Regional Council	The overarching purpose of Grow Wellington is to help both grow the Wellington region's economy, and to improve the Wellington region's international competitiveness. This must be done in a way which is environmentally sustainable and socially responsible	Wholly-owned subsidiary of Greater Wellington Regional Council.	Greater Wellington Regional Council funding, grants and other funds, including the Destination Wellington contract.	Grow Wellington is the delivery agency for the Wellington Regional Strategy.

**APPENDIX C**

<b>Entity Name</b>	<b>Type of Entity</b>	<b>Ownership</b>	<b>Purpose</b>	<b>Structure</b>	<b>Funding</b>	<b>Implementation</b>
Wellington Regional Strategy and Office	Strategy	Developed by nine local authorities	To build a resilient, diverse economy – one that retains and creates jobs (especially high value jobs), supports the growth of high value companies and improves the region’s position in relation to the national GDP and national employment.	The nine councils are Kapiti, Porirua, Wellington, Masterton, Upper Hutt, Carterton, South Wairarapa, Hutt City, GWRC. The strategy was developed in conjunction with central government and the region's business, education, research and voluntary sector interests.	Funded by a regional economic development rate collected by Greater Wellington.	Implemented by Grow Wellington, the Wellington Regional Strategy Committee and local councils, along with other key partners.
Destination Wellington	Program	Wellington City Council	To build on the city's tourism and marketing successes through a comprehensive strategy and distinctive identity.	The programme is one of four key platforms identified in the Wellington Economic Development Strategy 2012.	Funded by the Wellington City Council.	Destination Wellington is led by Wellington City Council, Positively Wellington Tourism, and Grow Wellington.

**APPENDIX C**

<b>Entity Name</b>	<b>Type of Entity</b>	<b>Ownership</b>	<b>Purpose</b>	<b>Structure</b>	<b>Funding</b>	<b>Implementation</b>
Positively Wellington Tourism	CCO	Wellington City Council	Responsible for marketing Wellington ("the coolest little capital in the world") as a destination.	Positively Wellington Tourism is a public-private partnership.	Funded through the Wellington City Council Downtown Levy and a variety of regional and commercial partnerships.	Engages in project-based partnerships with surrounding regions and tourism businesses (e.g. promotion of The Hobbit premiere, RWC 2011, hosting international conferences)
Positively Wellington Venues	CCO	Wellington City Council	Responsible for the management of five performance and conference venues located in the heart of Wellington's culture and entertainment precinct, including the.	Positively Wellington Venues acts as an agent of the Wellington City Council.	Funded by event revenue and car parking from managed events.	Manages events along three core lines of business: "Conventions & Events", "Shows & Performances", and "Food & Beverage".
WCC Major Events	Team	Wellington City Council	The Events team promotes funds and supports major events in the city.	WCC Major Events is a team within the Wellington City Council.	Funded by the Wellington City Council.	Produces and delivers major Council events

**APPENDIX C**

<b>Entity Name</b>	<b>Type of Entity</b>	<b>Ownership</b>	<b>Purpose</b>	<b>Structure</b>	<b>Funding</b>	<b>Implementation</b>
Regional Amenities Fund	Fund	Partnership between 5 Councils	To support eligible entities of regional significance with day-to-day operational expenses and new innovative projects that will achieve identified priorities for the region. The fund is focused on arts, cultural and environmental attractions and events.	The five councils are Wellington, Hutt City, Upper Hutt, Kapiti and Masterston.	The five Councils contribute funds.	Organisations seeking funding should show how their project will bring significant benefit to the region. There is one funding round each year.

## Appendix D: Summary of the Proposed Consultation for WREDA

### Elements

- 4 to 5 weeks
- Notice on websites
- Published in Our Region and Our Wellington
- No hearings
- Meetings with groups and individuals
- Targeted letters

### Who is targeted?

- Chambers of Commerce
- MBIE/NZ Trade and Enterprise
- Other regional tourism agencies
- Universities and other tertiary organisations
- Iwi
- Westpac Stadium
- Callaghan Innovation
- Port and Airport
- Infrastructure NZ
- NZTA
- Property Council
- Hospitality associations
- Key partners and clients
- Wellington CBD ratepayers

### Products

- The Proposal document
- Presentation to the target groups
- Letters