

SUBMISSION NUMBER	
	1

**Kylie Paish**

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**From:** carl.penwarden@abletech.co.nz  
**Sent:** Friday, 14 October 2011 12:45 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Carl  
 Last Name: Penwarden  
 Street Address: 240 The Terrace  
 Suburb: Wellington Central  
 City: Wellington  
 Phone: 9103100  
 Email: carl.penwarden@abletech.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Able Technology Ltd

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Neutral

Long-haul Attraction Fund comments: This would not be number one on my list because we are a Smart Company and therefore deal mostly in weightless goods. Currently we do not travel overseas much for business.

B. Develop attraction strategy: Agree

Develop attraction strategy comments: Comments: Our biggest growth inhibitor is obtaining talented staff. We are finding that generally universities are a little behind and are not teaching the state of the art technologies being used in our industry. Our current strategy is to actively participate in the Summer of Tech program, to seek out talented students with 1-2 years of study remaining, and educate them in our technologies during their internship- so that when the graduate they have some exposure and experience with our tools and technologies and are able to hit the ground running when we take them on after graduation. We bear the full cost of the interns and generally do not seek funding assistance via Tech NZ because of the time taken to apply and the 'research' focus of the funding available. Our aim is up-skill our interns and make them productive, rather than research.

I know we would benefit, as would other similar Wellington business, if more students could gain practical experience in conjunction with their studies (summer internships) this could be achieved by co-funding summer jobs allow us to employ more interns (central/local govt 50%/business 50%). We currently employ 8 full time staff, in November 2011 we will employ two new full-time graduate staff who were our interns last year. This summer we will employ 3 interns, and hopefully employ all three at the end of 2012.

C. Engage proactively with key businesses: Agree

Engage proactively with key businesses comments: Agreed, but this does depend on the reason the business may move, I would prefer to see that the underlying cause found and fixed, rather than offering inducements.

D. Create Business Improvement Districts: Neutral

E. Further develop the Creative HQ: Agree

Further develop the Creative HQ comments: Agree, but I think in the web application/software business we work in the assessment approaches and processes generally used by Incubators and TechNZ etc... are the antithesis of rapid development, prototyping and fail-fast fail-cheap approaches i.e. the cost of navel gazing and jumping through the initial hoops is higher than the cost of actually doing something!

F. Develop a business-friendly culture: Agree

Develop a business-friendly culture comments: Agree regarding the council's own procurement policies

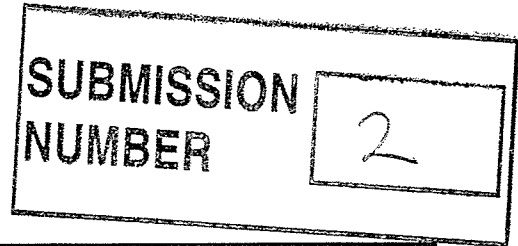
Top priorities: B

Top priorities comments: Our biggest issue is appropriate talent

Missed priorities or actions: Yes

Missed priorities or actions comments: We also suffer from customers perceptions of our scale, they think because we are relatively small that we are a riskier proposition, compared with bigger but less agile companies.

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**Kylie Paish**

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**From:** webcentre@wcc.govt.nz  
**Sent:** Monday, 17 October 2011 8:54 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Kimberley  
Last Name: Attwell  
Street Address: 5 McCormack Place  
Suburb: Ngauranga  
City: Wellington

I am making this feedback: on behalf of an organisation

Organisation Name: Avenir Holdings Trading as PhotoHigher

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Agree
- B. Develop attraction strategy: Agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Agree
- F. Develop a business-friendly culture: Agree

Top priorities: E

Missed priorities or actions: No

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<b>SUBMISSION NUMBER</b>	<div style="border: 1px solid black; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: 2em;">3</span> </div>
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**Kylie Paish**

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**From:** chadchat@xtra.co.nz  
**Sent:** Monday, 17 October 2011 2:32 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Melanie  
 Last Name: Chadwick  
 Street Address: 56 Lincoln Avenue  
 Suburb: Tawa  
 City: Wellington  
 Phone: 2323657  
 Email: chadchat@xtra.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: Strategic with specific actions and leaders to own the actions

A. Develop a Long-haul Attraction Fund: Agree

Long-haul Attraction Fund comments: It may increase tourists or accommodation occupation figures

B. Develop attraction strategy: Agree

Develop attraction strategy comments: Stocktake and utilise the skill and person to make a difference in Smart WELLington

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: There will need to be some incentives required to do this

D. Create Business Improvement Districts: Agree

Create Business Improvement Districts comments: Local employment in local communities. Lessens the carbon print

E. Further develop the Creative HQ: Agree

Further develop the Creative HQ comments: Need to expand, develop to increase capacity for growth

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: All varying levels of support, consents, certification, settling in

Top priorities: C

Top priorities comments: Create employment opportunities, sustainable jobs, apprenticeships

Missed priorities or actions: No

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SUBMISSION  
NUMBER

4

**Kylie Paish**

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**From:** cliff.turner@xtra.co.nz  
**Sent:** Sunday, 23 October 2011 3:21 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Cliff  
 Last Name: Turner  
 Street Address: 4 Jalna Avenue  
 Suburb: Khandallah  
 City: Wellington  
 Phone: 04 4796065  
 Email: cliff.turner@xtra.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: Arts, entertainment etc. help make the city an enjoyable place to live and attract highly skilled people but these activities are low value in themselves. We need greater emphasis on developing high value businesses that employ such people.

- A. Develop a Long-haul Attraction Fund: Agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Neutral
- F. Develop a business-friendly culture: Agree

Top priorities: B

Top priorities comments: We have a wealth of knowledges based skills and R&D capability in Wellington e.g. Victoria Uni, Massey Uni, NIWA, GNS, IRL, ESR, DOC, Malagan and a population interested in national and global issues. We should be able to do more with such a strong set of skills and interests.

Missed priorities or actions: Yes

Missed priorities or actions comments: The type of highly skilled person we want will probably not enjoy the drunken youthful scene that is developing in the city centre. We need to have fun without the binge behaviour. People need to feel safe and non-threatened.

**Kylie Paish**

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**From:** Cliff Turner [cliff.turner@xtra.co.nz]  
**Sent:** Sunday, 23 October 2011 3:38 p.m.  
**To:** BUS: Economic Development  
**Subject:** Environmental Management Opportunity  
**Attachments:** WN EnvironDataOp.docx

Hello Aileen,

Thank you for the opportunity to comment on the draft Economic Development Strategy. I have completed the online feedback form.

While reading the draft strategy and thinking about it, I developed a business concept that may prove useful. I have described the potential concept in the attached document. It is an endeavour to build on the wide range of environmental expertise that we have in Wellington and the eco-friendly focus that our city has. Such attributes differentiate Wellington from Auckland and other cities and we should be able to build on this and grow our capability.

Let me know if you want to explore this any further.

Regards,  
Cliff Turner  
Khandallah

[Cliff.turner@xtra.co.nz](mailto:Cliff.turner@xtra.co.nz)  
Tel 479 6065  
Mob 027 444 6195

## An Environmental Data Business Opportunity for Wellington

The draft Wellington Strategy is good but could do with more emphasis on sustainable high value business that would survive in the face of a very uncertain world economy. The world is facing serious risks from economic mismanagement, income disparities, religious & ethnic differences and climatic change. Tourism, arts and entertainment are not high value business and may suffer if things continue as they are or get worse. We need high value industries and some that might continue to grow in the face on such worldwide disruption. Wellington has an appropriate skill base to achieve this.

The draft strategy already recognises Wellington's "highly educated and skilled population" and the goal of becoming a "low energy eco-city".

A possible opportunity area might be to build world scale capability in measuring and tracking a wide range of environmental parameters over long time frames and making this information useful to governments and the public. As the world's resources are increasingly stressed, there will be an urgent need for accurate and reliable information on which to address the problems, police related policies and laws, and resolve the inevitable conflicts. Such data tends to be captured in organisational silos and collection, or collation, in one place would make the data more accessible and relevant. Wellington could perform these functions for NZ as whole and then quickly move to perform services for other nations.

Collecting, processing and interpreting environmental data builds on Wellington's following capabilities:

- IT solutions, software development and professional services (per the draft strategy)
- Victoria University expertise (IT & Info Systems, Public Policy & Law, Economics, Environmental, Earth Sciences, Geology, Hydrology and more)
- NIWA, GNS, ESR, DOC
- Statistics NZ

Wellington based Public Policy and Environmental Law business can be built on the back of the environmental data business using our following strengths:

- The public sector part of Wellington's economy (per the draft strategy)
- Government and Wellington based legal experience with the ETS, RMA etc

The draft strategy already mentions opportunities in Green technologies and sustainable design. Such industries would be able to address the problems identified through the above mentioned involvement in environmental issues.

This particular focus on environmental management is consistent with many elements of the draft strategy. It is R&D intensive and involves close collaboration and partnerships between businesses, science, research and education organisations within the city to achieve commercial outcomes. It also has a national and international dimension.

The required expertise would be attracted to work in Wellington through many of the elements already mentioned in the strategy such as working in an eco-focused city with good social attributes. With Wellington's earthquake risks the database would need to run of servers elsewhere (e.g. Hamilton and mirrored in Australia) but the operation and expertise would be Wellington based.

Income could initially come from integrated use of existing agency funding, mostly government. Over time income would come from foreign sources including the private sector, particularly when data and Wellington based expertise is used in relation to investigations and conflicts.

Cliff Turner  
4 Jalna Avenue, Khandallah, Wellington 6035  
[cliff.turner@xtra.co.nz](mailto:cliff.turner@xtra.co.nz)  
Tel 4796065  
17.10.11



SUBMISSION  
NUMBER

5

**Kylie Paish**

**From:** miramar@wellingtonvets.co.nz  
**Sent:** Friday, 28 October 2011 2:16 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: allan

Last Name: probert

Street Address: 2 park road

Suburb: miramar

City: wellington

Phone: 043809820

Email: miramar@wellingtonvets.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Enterprise Miramar Peninsula

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Strongly agree

B. Develop attraction strategy: Strongly agree

C. Engage proactively with key businesses: Neutral

D. Create Business Improvement Districts: Strongly agree

Create Business Improvement Districts comments: need to make this affordable rather than an 'additional tax'- reducing the cost of compliance will be important esp. for smaller businesses. also review of economic grant criteria to become a source of seed funding for groups of small businesses seeking to work together to improve an area.

E. Further develop the Creative HQ: Neutral

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: this desperately needs to happen-customer service improvements, case managers to follow new businesses thru during set up; improved communication in ethnic field.

Top priorities: F

Top priorities comments: biggest obstacle for small businesses in wgmt. And small biz groups are keen to contribute.

Missed priorities or actions: Not sure

Missed priorities or actions comments: happy to present in support

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SUBMISSION  
NUMBER

6

**Kylie Paish**

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**From:** Brian.steele@shorelinepartners.co.nz  
**Sent:** Saturday, 29 October 2011 9:48 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Brian  
 Last Name: Steele  
 Street Address: 1 Frandi Street  
 Suburb: Thorndon  
 City: Wellington  
 Phone: 971 9997  
 Email: Brian.steele@shorelinepartners.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Shoreline Partners limited

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Strongly agree

Further develop the Creative HQ comments: Wellington needs to develop businesses capable of competing on the international stage This involves ensuring that companies have sufficient scale to compete. Creative HQ marries capital, skills and vectors to increase the opportunity for success.

F. Develop a business-friendly culture: Strongly agree

Top priorities: E

Missed priorities or actions: Not sure

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**SUBMISSION  
NUMBER** 7

**Kylie Paish**

**From:** peter.graham1@xtra.co.nz  
**Sent:** Tuesday, 1 November 2011 3:54 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Peter  
Last Name: Graham  
Street Address: 19 Beazley Avenue  
Suburb: Paparangi  
City: Wellington  
Phone: (04) 4786108  
Email: peter.graham1@xtra.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Neutral
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Strongly agree
- F. Develop a business-friendly culture: Strongly agree

Top priorities: B

Missed priorities or actions: Yes

Missed priorities or actions comments: Number 1 priority is a greatly improved roading system. This is under investigation by the Regional Council but there are endless surveys and nothing gets done. Compare this with Auckland, just about every week there is a new roading project under way or completed. Nothing like this in Wellington. There are other things also like a casino, a real conference centre, a permanent ice skating rink and upgrading the airport.

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## Draft Economic Development Strategy – Feedback

**SUBMISSION  
NUMBER**

8

## Wellington City Council would like your views on the draft Economic Development Strategy.

You can have your say:

**By making a submission on this form or in writing and send it to us by**

- ▶ Post – Economic Development Strategy (COST01), Freepost 2199, Wellington City Council, PO Box 2199, Wellington 6140
- ▶ Fax 801 3124
- ▶ By making a submission online at Wellington.govt.nz

Please contact the Wellington City Council on 499 4444 for more information.

Your name and contact details

Mr /Mrs / Ms /Miss / Dr (circle which applies)

First name\* Bernard

Last name\* O'Shaughnessy

Street Address\* 139a Daniell St

Newtown

Phone /Mobile \_\_\_\_\_

Email BernardCat@11@yahoo.co.nz

\* Mandatory fields

I am making a submission

As an individual

On behalf on an organisation

Name of organisation \_\_\_\_\_

Submissions close 5pm, Friday 11 November 2011

### Privacy statement

All submissions (including name and contact details) are published and made available to elected members of the Council and the public. Personal information supplied will be used for the administration and reporting back to elected members of the Council and the public as part of the consultation process. All information collected will be held by the Wellington City Council, 101 Wakefield Street, Wellington. Submitters have the right to access and correct personal information.

# Questions / Comments

**Are we on the right track with the draft Economic Development Strategy?**

- Yes
- No

Your comments: \_\_\_\_\_

but don't overspend  
on dud projects.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**State how much you agree or disagree with the following areas being priority areas for economic development in the city:**

A. Develop a Long-haul Attraction Fund to attract an airline carrier able to operate direct flights from Wellington to Asia?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

No govt & Airport  
can pay.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

B. Develop an integrated talent, business and investment attraction strategy?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C. Engage proactively with key businesses to ensure they remain in Wellington?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

D. Create 'Business Improvement Districts' to support suburban business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

E. Further develop the 'Creative HQ' to support the growth of innovative businesses?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

F. Develop a 'business-friendly' culture within the Council to support business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

*Yes, but don't TRADE OFF Council policy like you traded off the walking biking cycling policy over manners Mall*

Which of the priorities outlined in the strategy is your top priority?

Your comments: \_\_\_\_\_

*Supports Arts & Culture. If the council can spend \$100 million for the RWCup then spend \$50m on the ARTS.*

Are there any priorities or actions we have missed in the draft strategy?

- Yes
- No
- Not sure

Your comments: \_\_\_\_\_

*Consultation with Ratepayers.*

**Draft Economic Development Strategy – Feedback**

**SUBMISSION NUMBER**

9

**Wellington City Council would like your views on the draft Economic Development Strategy.**

You can have your say:

**By making a submission on this form or in writing and send it to us by**

- ▶ Post – Economic Development Strategy (COST01), Freepost 2199, Wellington City Council, PO Box 2199, Wellington 6140
- ▶ Fax 801 3124
- \* By making a submission online at Wellington.govt.nz

Please contact the Wellington City Council on 499 4444 for more information.

**Your name and contact details**

Mr /Mrs/ Ms/Miss / Dr (circle which applies)

First name\* BERNARD

Last name\* O'SHAUGHNESSY

Street Address\*

139a Daniell St

Newtown

Phone /Mobile \_\_\_\_\_  
 Email Bernardboss@yahoo.co.uk

\* Mandatory fields

I am making a submission

As an individual

On behalf of an organisation

Name of organisation \_\_\_\_\_

CHAIR (CAT) COALITION & TRANSITION

Submissions close 5pm. Friday 11 November 2011

**Privacy statement**

All submissions (including name and contact details) are published and made available to elected members of the Council and the public. Personal information supplied will be used for the administration and reporting back to elected members of the Council and the public as part of the consultation process. All information collected will be held by the Wellington City Council, 101 Wakefield Street, Wellington. Submitters have the right to access and correct personal information.

*We wish to attend on council & make a full submission*



## Questions / Comments

Are we on the right track with the draft Economic Development Strategy?

- Yes
- No

Your comments:

YES BUT DON'T  
BORROW SO  
MUCH WITHOUT  
GETTING A TAX & RATEPAYER  
APPROVAL FIRST

State how much you agree or disagree with the following areas being priority areas for economic development in the city:

A. Develop a Long-haul Attraction Fund to attract an airline carrier able to operate direct flights from Wellington to Asia?

- Strongly agree
- Agree
- Neutral
- Disagree

Strongly disagree

Your comments:

NO -

GOVT CAN PAY

B. Develop an integrated talent, business and investment attraction strategy?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C. Engage proactively with key businesses to ensure they remain in Wellington?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments:

And small businesses.

80% + of business  
in NZ is by employers  
who have  
less than 20 staff.

D. Create 'Business Improvement Districts' to support suburban business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

E. Further develop the 'Creative HQ' to support the growth of innovative businesses?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_  
 Yes but must be  
 cost effective.  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

F. Develop a 'business-friendly' culture within the Council to support business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_  
 Yes, well Council officers  
 havint helped small  
 businesses in Newtown  
 \_\_\_\_\_  
 \_\_\_\_\_

Which of the priorities outlined in the strategy is your top priority?

Your comments: \_\_\_\_\_  
 Support Arts & Culture  
 more, NOT rugby.  
 \_\_\_\_\_  
 \_\_\_\_\_

Are there any priorities or actions we have missed in the draft strategy?

- Yes
- No
- Not sure

Your comments: \_\_\_\_\_  
 Consultation with ratepayers  
 before committing funds  
 - The white Elephant  
 Zelandar is an example!  
 \_\_\_\_\_

SUBMISSION  
NUMBER

10

## Draft Economic Development Strategy – Feedback

### Wellington City Council would like your views on the draft Economic Development Strategy.

You can have your say:

By making a submission on this form or in  
writing and send it to us by

- ▶ Post – Economic Development Strategy  
(COST01), Freepost 2199, Wellington City Council,  
PO Box 2199, Wellington 6140
- ▶ Fax 801 3124
- ▶ By making a submission online  
at Wellington.govt.nz

Please contact the Wellington City Council  
on 499 4444 for more information.

Your name and contact details

Mr /Mrs  Ms /Miss / Dr (circle which applies)

First name\* Victoria

Last name\* Spackman

Street Address\* level 2 29

Tory St.

Phone /Mobile 384 7789

Email victoria@gibson.co.nz

\* Mandatory fields

I am making a submission

As an individual

On behalf on an organisation

Name of organisation Gibson  
Group

Submissions close 5pm Friday 11 November 2011

#### Privacy statement

All submissions (including name and contact details) are published and made available to elected members of the Council and the public. Personal information supplied will be used for the administration and reporting back to elected members of the Council and the public as part of the consultation process. All information collected will be held by the Wellington City Council, 101 Wakefield Street, Wellington. Submitters have the right to access and correct personal information.

Questions / Comments

Are we on the right track with the draft Economic Development Strategy?

Yes

No

Your comments: The link between council & business needs to be a mutually supportive one. Removing barriers & increasing ease of doing business is very important.

State how much you agree or disagree with the following areas being priority areas for economic development in the city:

4. Develop a Long-haul Attraction Fund to attract an airline carrier able to operate direct flights from Wellington to Asia?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: Strong Asia economies are going to be an important source of stability in the future for NZ business. But we mustn't put all our eggs in the one Asian basket.

5. Develop an integrated talent, business and lifestyle attraction strategy?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: Investment & talent attraction are vital - the city needs to be the best place for talented people to live. This means the city's arts, culture, events, parks, recreation etc policies & life also need to be top notch.

6. Engage proactively with key businesses to ensure they remain in Wellington?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: Each business needs other businesses to do business with & the more which move away drag others with them. Success breeds success around it.

1. Create Business Improvement Districts to support and/or encourage business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: Please don't  
let malls take over the  
suburbs however as  
they kill the CBD.  
See Hamilton for  
evidence.

2. Develop a business-friendly culture that encourages support business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Which of the priorities outlined in the strategy is your top priority?

Your comments: B & C  
Talent is vital. Having  
a strong business culture  
is vital.

3. Further develop the Creative BC to support the growth of innovative businesses?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: Success builds  
on the success of  
others. A business  
like ours needs other  
talented people to be  
around to work with  
& feed off.

Are there any priorities or actions we have missed in the draft strategy?

- Yes
- No
- Not sure

Your comments: The importance  
of the link between  
healthy business & an  
enjoyable city cannot be  
overemphasised.

Getting into & out of the city is  
also important - easy link to  
airport is vital. Could we  
check in for flight (with bags?) on  
the bus? or in the city?

SUBMISSION NUMBER	
	11

**Kylie Paish**

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**From:** Serge Vasiljevas  
**Sent:** Friday, 14 October 2011 12:37 p.m.  
**To:** BUS: Economic Development  
**Subject:** FW: Draft Economic Development Strategy

Hello guys

Below is the submitted feedback on Draft Economic Development Strategy Consultation from Linda Maede. Sorry, it came to my e-mail address. I've updated the address, so it will go now to 'economicdevelopment@wcc.govt.nz' (the correct one). This is the only feedback we've received since consultation went live.

Cheers

Serge Vasiljevas  
 Web Coder  
 Web Centre  
 Wellington City Council  
 \*Tel: (04) 801 3275  
 \*Email: serge.vasiljevas@wcc.govt.nz

Behind every great city there's a great website [www.wellington.govt.nz](http://www.wellington.govt.nz)

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-----Original Message-----

**From:** webcentre@wcc.govt.nz [mailto:webcentre@wcc.govt.nz]  
**Sent:** Friday, October 14, 2011 12:23 PM  
**To:** Serge Vasiljevas  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

**First Name:** Linda  
**Last Name:** Meade  
**Street Address:** 15A Aplin Tce  
**Suburb:** Ngaio  
**City:** Wellington

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: I'd like to see some mention of the Council's response to the Canterbury earthquakes and how it plans to take action to protect Wellington's economy from

the impacts of a similar event here.

A. Develop a Long-haul Attraction Fund: Strongly agree

Long-haul Attraction Fund comments: What is the barrier to this? Important to work closely with the airport to understand why this hasn't already happened.

B. Develop attraction strategy: Agree

Develop attraction strategy comments: I agree but I'm not convinced that further investment in infrastructure such as conference facilities or concert venues is a high priority.

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: It is too late once businesses have started to think about leaving. For businesses that have already made the decision, need to do "post-decision" interviews to understand why. For example, is it a lack of childcare facilities? Some things might be easier to address than others.

D. Create Business Improvement Districts: Neutral

E. Further develop the Creative HQ: Agree

F. Develop a business-friendly culture: Strongly agree

Top priorities: A

Missed priorities or actions: Yes

Missed priorities or actions comments: See my comments above.

Earthquake investment.

Factors influencing businesses leaving, can simple measures be taken such as changes to District Plan to be more accommodating of childcare centres>

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**SUBMISSION  
NUMBER**

12

**Kylie Paish**

**From:** Jacob Toner [jacob.toner@gmail.com]  
**Sent:** Tuesday, 1 November 2011 11:21 a.m.  
**To:** BUS: Economic Development  
**Cc:** mapp524-wellington@googlegroups.com  
**Subject:** Submission on Draft Economic Development Strategy  
**Attachments:** Submission to GWRC - Final.docx

Dear Aileen Edwards,

I am writing on behalf of a group of Master of Public Policy students from Victoria University of Wellington. We have conducted some exploratory research on the potential to use ICTs to foster new business start-ups in the Wellington region.

A summary of our research findings are attached and this forms the substance of our submission on the draft Economic Development Strategy. We believe there is potential for ICTs to be greater utilized for the prosperity of the local economy.

Regards,  
Jacob Toner



27<sup>th</sup> October 2011

Draft Economic Development Strategy ([economicdevelopment@wcc.govt.nz](mailto:economicdevelopment@wcc.govt.nz))

To Wellington City Council,

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We are Master of Public Policy students at Victoria University of Wellington who have conducted research, as part of our study, investigating ways for the Greater Wellington Regional Council to promote business start-ups through the use of information and communication technologies (ICTs). Our research took a broader scope than Wellington City, but our recommendations are equally informative for Wellington City's economic development.

We conducted a literature review across academic sources examining best practice, use by local governments and emerging trends of how ICTs could be utilized to promote the growth of business, with a particular focus on new business start-ups. To ensure the quality and accuracy of our research we confined our review to sources published within the last 5 years, sources relating to local or central government only and excluded anonymous sources. Our research considered several hundred articles which were synthesized into selecting 5 ICT ideas that we believe are worthy of the Council exploring in more detail.

Our submission consists of 5 ICT idea summaries, consisting of:

1. Virtual Incubation
2. Greater Utilization of Library Assets
3. ICT Infrastructure
4. Green IT
5. Knowledge Management

Please find enclosed a summary of each idea. If you have any queries about the content of our submission, please feel free to contact us at [mapp524-wellington@googlegroups.com](mailto:mapp524-wellington@googlegroups.com).

Sincerely,

Jacob Toner

Denise Traill

Kathryn Maloney

# APPENDIX B

Lam Nguyen

Mary Jane Ayco Cabarrubias

## 1. Virtual Incubation & E-Learning

### Background

Many cities, including Wellington, have developed business incubators to assist local entrepreneurs to establish their own successful businesses. Incubators help entrepreneurs take an idea and turn it into a viable business by providing advice, expertise and resources on the topics and issues new businesses encounter and might flounder on otherwise. Incubators inject much needed business expertise.

The New Zealand Longitudinal Business Frame reveals that of new employing businesses established in 2001 the 4 year survival rate was only 69%, meaning that almost 1 in 3 new businesses fail within 4 years. Each business failure represents a loss of jobs and growth for the local economy. However, not all surviving businesses survive equally either, some flourish while others struggle. Research consistently demonstrates that incubation increases the chances of business success for those that can participate such as a recent study of incubation participants in Spain that found incubated businesses have an increased turnover within their first 3 years<sup>1</sup>.

Given the proven benefits of incubation then why is this service now made more widely available?

### Limitations of Incubation

Incubation is resource intensive, and given this it can usually only be provided to a narrow section of promising business start-ups. This limitation is reflected in the focus of Wellington's incubator, Creative HQ, on businesses in creative industries targeted by the city council for growth that have a high likelihood of being successful.

Limited resources have to necessarily be prioritized and this means many promising start-ups cannot receive incubation support.

### Virtual Incubation Model

A Virtual Incubator offers services in a virtual format, connecting companies and

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<sup>1</sup> Valenciano, J., Toril, J., and Mangin, J. (2010). The "Business Schools" Programme, within the Framework of the Territorial Network of Support to the Entrepreneur in Andalusia (Spain). *iBusiness* 2010, 2 (4), 326-332

entrepreneurs through technological platforms or other telecommunication media, such as e-learning. Providing e-learning allows teaching without the traditional classroom expense and infrastructure. It also allows learning at the entrepreneurs own pace, in whatever location suits them and whichever time is convenient for them. For a busy new start-up this flexibility is a key advantage of the virtual incubator model. The lower resource usage allows greater reach of learning and support.

A best practice example is provided by the Virtual Incubation Manitoba (VIM) programme run by Smart Partners of Manitoba<sup>2</sup> with the support of the provincial and federal government. Manitoba identified the limitations of the traditional incubation model applied acutely to their province given the geographical isolation of communities and the limited funds available to foster new businesses. To overcome these challenges they made the decision to launch a virtual incubator that would provide services to entrepreneurs such as business planning, strategic guidance on markets, analyzing proof of concept opportunities, support in reaching global markets, access to business mentors and management consulting online. VIM was launched for two main reasons: to improve access and to allow for improved delivery of training and education services to remote and hard to service areas. Wellington does not face quite the same geographical challenges but in these times of fiscal austerity we certainly face the challenge of trying to deliver more with less.

Virtual Incubators can still be targeted towards the industries that Wellington City Council wishes to grow. An example of a targeted virtual incubator is DYEKO in Greece<sup>3</sup> which was established to encourage women's entrepreneurship in the social economy. DYEKO provides the general incubation services such as advice on marketing, accounting etc... as well as advice on the specific targeted industry.

One of the main limitations of a virtual incubator is the ability for entrepreneurs to access online material where high speed internet is unavailable. VIM overcomes this challenge by providing complimentary distance education methods using compact disk, postal delivery, telephone and one-on-one visits where required. In this way, the virtual incubation model can augment existing practice rather than replace it.

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<sup>2</sup> See <http://www.smartwinnipeg.mb.ca/default.htm>

<sup>3</sup> Tzafestas, S. (2008). The Art and Impact of Physical and Virtual Enterprise Incubators: The Greek Paradigm. In *The Open Knowledge Society. A Computer Science and Information Systems Manifesto*, edited by Lytras, M et al: Springer Berlin Heidelberg.

## Recommendation

That Wellington City Council explore the possibility of providing business incubation support virtually through online service provision to increase the flexibility of delivery and the reach of services.

## 2. Making the most of the libraries

### Background

Public libraries are almost always funded by local or regional government. They are used as places to read and borrow books, CDs, DVDs, periodicals, and talking books, they also have classes and events and archives for research (to name but a few uses). Libraries are also installing more and more computers for people to use for research, filling in online forms, information gathering, surfing the internet, etc.

### Research Idea

Use existing assets to help train local labour market with skills businesses need.

“Public libraries daring to be different” is an article printed in “Public Management (PM) Magazine”, September 2010, Vol. 92, No. 8. This article lists nine ways in which local governments in the USA are utilizing libraries beyond their traditional roles. “New research is finding that libraries are making significant contributions beyond their traditional roles. Local governments, forced to do more with less, have discovered that public libraries are an untapped resource and can assist in both the economic recovery and other strategic initiatives.”<sup>4</sup>

- Testing software developed by new start-up companies

One initiative is the Fayetteville Public Library’s Solar Test Bed Project where a local business approached the council and asked if they could use the library to test their solar panels. There is huge scope for Wellington District Council to offer new IT businesses the opportunity to load their beta software onto the library computers and get the library users to test it.

---

4

<http://webapps.icma.org/pm/9208/public/cover.cfm?author=Molly%20Donelan%20and%20Liz%20Miller&title=Public%20Libraries%20Daring%20to%20Be%20Different>

- Online business resources

New York Public Library has an online small business resource centre<sup>5</sup> giving access to videos relating to careers, jobs and small business seminars. Events and forums to assist business start-ups are also advertised on this site.

Libraries within the Wellington Region could develop a similar resource, linking to other online sites relating to business start-up (eg [www.business.govt.nz](http://www.business.govt.nz), [www.growwellington](http://www.growwellington), [www.businessnz.org.nz](http://www.businessnz.org.nz), etc.) and advertising events and forums. While Wellington City Library does have a business home page, Hutt City, Wairarapa, Porirua and Kapiti libraries don't.

- Using library resources for online training

In the Radovis and Konce regions of Macedonia, unemployment is currently running at 20%. One of the reasons for this was the lack of basic computer skills alongside the lack of funds to attend training sessions. A project was set up to “conduct targeted training sessions for these individuals, designed to strengthen their information technology and job seeking skills”.<sup>6</sup> While unemployment is significantly lower and there are different reasons for it in the Wellington Region, computers within libraries could be used to assist business start-ups with various aspects of online training.

### 3. ICT Infrastructure

#### Background

The rapid development of modern information and communications technologies is having a dramatic impact on all aspects of life. There is now a far greater acceptance of the integral role that ICTs play in delivering better and more efficient services – both privately and publicly. Since this is an emerging trend, many modern cities in the world have geared to have a good ICT Infrastructure to support its businesses. Though ICT Infrastructure entails huge amounts of investment, its long-term benefits are huge.

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<sup>5</sup> <http://smallbiz.nypl.org>

<sup>6</sup> <http://www.eifl.net:8080/cps/sections/services/plip/proposals>

In relation to business, ICTs play a pivotal role and make businesses increase efficiency and reduce the costs of doing business as key tasks as well as be more productive overall.

In comparison with the global field, New Zealand's rating on the Global Competitive Index for 2011 slid down by 2 ranks from 23<sup>rd</sup> in 2010 to 25<sup>th</sup> rank for the current year. This is an aggregate index of 12 pillars, with technological readiness one of them. This pillar measures the agility with which an economy adopts existing technologies to enhance the productivity of its industries, with specific emphasis on its capacity to fully leverage ICT and production processes for increased efficiency and competitiveness. Furthermore, this pillar is composed of two major indicators – technological adoption and ICT use. Technological adoption as the first major indicator covered 3 sub-parameters. They are availability of latest technologies, firm level technology absorption and technology transfer. Also, ICT use as the second major indicator encompassed sub-indicators of internet users, broadband internet subscriptions, internet bandwidth, fixed telephone lines and mobile telephone subscriptions. Technological Readiness (TR) rank for New Zealand in 2011 was posted at the 23<sup>rd</sup> rank too (World Economic Forum, GCR 2011)<sup>7</sup>.

## ICT Infrastructure Advancement

New Zealand and Wellington in particular, is considered to have a great base for ICT Infrastructure to start with. From this juncture, it has been projected that ICT and broadband are key enablers of economic growth.

ICT Infrastructure creates an environment where it is easy to do business, to set up networks and to build reputation and credibility.

Future ICT will play a critical role in maintaining and increasing the benefits of living and doing business in a certain location. Any modern city requires “modern ICT Infrastructure” to support its businesses. This means that there should be a large installed base of fiber networks, mobile telecommunication infrastructure, universal broadband access and of course a ready supply of business support across the whole ICT sector that can set up and maintain all these provisions.

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<sup>7</sup> World Economic Forum, The Global Competitiveness Report 2011-2012, Online, Retrieved on 18 October 2011 from <http://gcr.weforum.org/gcr2011>

## Recommendations

With the benefits that a good ICT Infrastructure could offer, Wellington Regional Council should continue to strengthen its strategy of achieving a connected community. Today, a good ICT Infrastructure is indispensable for a city to compete in the modern world.

Wellington City Council should explore the access to inexpensive or affordable connections (broadband/wifi) that are very reliable and expand the coverage of free connections in the central business district.

## 4. Green IT Ideas

### Background

Today, under pressure of lots of issues such as global environmental problems, resources shortage and energy price increases, clean and green IT technologies are considered an important issue by governments around the world. Here, the “Green IT” notion refers to combining hardware, software and online resources for efficient use of energy and environmentally sustainable development. In other words, it refers to initiatives and strategies which help reduce the environmental footprint of technology<sup>8</sup>. This notion is applied in business areas, which means that WRC can consider providing its supports to new businesses with Green IT ideas.

### Why Green IT?

The recommendation for supporting new businesses with Green IT ideas serves for a two-pronged purpose. Initially, it helps the WRC reach its target set out in the Digital Strategy up to 2040 for a “smart” and “globally-recognized” city through development and implementation of a digital strategy<sup>9</sup>. Finally, supports from the WRC will encourage new businesses both inside and outside the country to invest into this field. The notion of Green IT; therefore, is the most appropriate solution, which fits well with the WRC’s strategy for strong and sustainable growth to become a “world leading eco-city” and a place where talent wants to live.

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<sup>8</sup> <http://www-03.ibm.com/press/attachments/GreenIT-final-Mar.4.pdf>

<sup>9</sup>

[http://www.wellington2040.co.nz/sites/default/files/pdfs/Wellington\\_Digital\\_Strategy.pdf](http://www.wellington2040.co.nz/sites/default/files/pdfs/Wellington_Digital_Strategy.pdf)



## 5. Knowledge Management (KM)

### Background

Knowledge is information in action – that is, people have taken information and acted upon it. A KM strategy enables information and knowledge to grow and create value through processes aimed at getting the right knowledge, to the right people at the right time to help people share and act on information thereby enhancing business performance<sup>10</sup>.

Encouraging the use of ICT, specifically KM in business start ups within the Wellington Region, promotes an opportunity to formalise KM *approaches* within communities of practice to enable knowledge sharing and encourage collaborative KM *activities* in planning, design and training through an increased use of *social computing tools*. Whilst KM is widely considered within an organisation's internal sphere; in the context of Wellington Region and specifically encouraging business start ups, we could promote the use of KM within communities of practice.

### 5. Knowledge Management Opportunities

#### Collaboration

Knowledge Management can be leveraged through a range of applications enabling teams and communities to work together. An example of the ability to use KM for collaboration is through the use of storage tools that facilitate individuals in separate organizations or geographical locations to work on the same documents or to access the same information. There are many free or low cost options available, such as Zotero or Drop Box.

#### Expertise Location

There are opportunities to take an integrated approach involving people, processes, technology and content to link people to information about others, identify people with expertise and link them to those with questions or problems. An example of this is the creation of the Wellington ICT cluster merging Software, Mobile/Internet and E-Business clusters comprising three key sectors strategic to Wellington's Regional growth. The Wellington ICT Cluster has formed several task groups of cross-functional teams who provide whole of enterprise solutions for targeted industries. The task groups include: Education, Export, Government, Health, Local Government, Mobile

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<sup>10</sup> O'Dell and Hubert, 2011, pg 2, EBL, eISBN 978111801562

Solutions, Natural Hazards, Open Source, Research & Development, Security Authentication and SMEs.

Another example of expertise location is provided by the Canterbury Software Cluster which aims to help the Canterbury software sector succeed at home and worldwide. A broad-based member community of small-to-medium Canterbury and other South Island companies works to facilitate strong foundations for commercial success in world-class software products and services, and has established national and international business relationships.

### Working Social Networking

Social networking provides an integrated approach to publicise skills, knowledge, interest and activities made available to others through expanded networks. An example of the opportunities in this field is provided by LinkedIn. LinkedIn is suitable for small to medium business to link with others. Like all social media, it is real time. As an individual and or a brand, one's online presence has to be useful and interesting. Fundamental is to have a plan on how responsive one will be once an online presence is established.

Emerging market trends for KM identify three critical factors which companies are interested in: the first is an ability to create value and differentiate from competitors. Secondly, an ability to improve business processes with the third factor being an ability to speed up time to market<sup>11</sup>.

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<sup>11</sup> Contreras, Jesus. "Some Market Trends for Knowledge Management Solutions Context and Semantics for Knowledge Management." edited by Paul Warren, John Davies and Elena Simperl, 215-27: Springer Berlin Heidelberg, 2011.

## Draft Economic Development Strategy – Feedback

**SUBMISSION  
NUMBER**

13

## Wellington City Council would like your views on the draft Economic Development Strategy.

You can have your say:

**By making a submission on this form or in writing and send it to us by**

- Post – Economic Development Strategy (COST01), Freepost 2199, Wellington City Council, PO Box 2199, Wellington 6140
- Fax 801 3124
- By making a submission online at Wellington.govt.nz

Please contact the Wellington City Council on 499 4444 for more information.

Your name and contact details

Mr /Mrs /Ms /Miss /Dr (circle which applies)

First name\* DAVID IAIN

Last name\* FRASER

Street Address\* 5/35 KEMP STREET,

KOTUKU FLATS, KILBIRNIE  
WELLINGTON 6022.

Phone /Mobile 021-02391780

Email -

\* Mandatory fields

I am making a submission

As an individual

On behalf on an organisation

Name of organisation \_\_\_\_\_

Submissions close 6pm, Friday 11 November 2011

### Privacy statement

All submissions (including name and contact details) are published and made available to elected members of the Council and the public. Personal information supplied will be used for the administration and reporting back to elected members of the Council and the public as part of the consultation process. All information collected will be held by the Wellington City Council, 101 Wakefield Street, Wellington. Submitters have the right to access and correct personal information.

Questions / Comments

Are we on the right track with the draft Economic Development Strategy?

Yes } BOTH  
 No }

Your comments: All very well to have a 'SMART' title, however, will it be funded, 'long-term'? not much mention about 'PEOPLE'? Is it all 'sustainable'? How will new 'SMART GREEN' jobs be created, especially in a world recession?? How much will the cost be??

State how much you agree or disagree with the following areas being priority areas for economic development in the city:

A. Develop a Long-haul Attraction Fund to attract an airline carrier able to operate direct flights from Wellington to Asia?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: Airports + planes are huge POLLUTERS!! of the environment, they are noisy too! I reckon development of Sea tspt. and 'Magna-rail' is better, by far! lets' develop our sustainability! and economy here! by creating 'self-sufficiency' less dependent on ASIA, as well!!! (economically)

B. Develop an integrated talent, business and investment attraction strategy?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: We have to develop our "own independent economy"! We don't want to be run by 'Foreign Capitalism'! We need to develop our economy here in N.Z! not rely on 'Foreign investment'!!! We may 'bleed to death'! financially.

C. Engage proactively with key businesses to ensure they remain in Wellington?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Your comments: Has to be done with "collective interest" of all parties! involved, long term, 'eco-planning' needed first! Provision made for keeping industry in N.Z! too! also employing Kiwis is prioritised and important as well!

D. Create Business Improvement Districts to support suburban business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

(B.I.D.) \*

Your comments: Sounds good on Paper... How will they function?  
I'm in favour more in the development of "co-operative industries," in the community, funded by Taxpayer Credit... schemes - via low-interest via Rsv. bank loans, at 2% interest p.a.

F. Develop a 'business-friendly' culture within the Council to support business growth?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: In favour of 'co-operative schemes' with council and community, in favour of more funding for Public-Infrastructure, at low R.B. Credit!! by Taxpayer.

Which of the priorities outlined in the strategy is your top priority?

Your comments: Co-operative, public "Sustainable, eco projects" that benefit all in the community, at low interest (2%) to Taxpayers, and benefit all long-term.

E. Further develop the Creative HQ to support the growth of innovative businesses?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Your comments: \_\_\_\_\_

No comments...  
Please define...

"Innovative Businesses"?

Are there any priorities or actions we have missed in the draft strategy?

- Yes
- No
- Not sure

Your comments: We need to generate new 'employment project attraction' and new "sustainable eco industry" that is 'pollution free'! and will be an economic asset at low interest, for Taxpayers.

**SUBMISSION  
NUMBER**

14

**Kylie Paish**

**From:** Denise Sheehan on behalf of Teena Pennington  
**Sent:** Thursday, 10 November 2011 10:17 a.m.  
**To:** Aileen Edwards  
**Cc:** Teena Pennington; Kylie Paish  
**Subject:** FW: Submission on Wellington City Draft Economic Development Strategy  
**Attachments:** img-Y09160408-0001.pdf

Hi Aileen

CentrePort's submission attached.

Denise

**From:** Neville Hyde [mailto:Neville.Hyde@centreport.co.nz]  
**Sent:** Wednesday, 9 November 2011 5:27 p.m.  
**To:** Garry Poole  
**Cc:** Blair O'Keeffe; Murray Julian; Rechelle List; Nick Wareham; Steve Harris; Jon Kelly; Will Gorrie; Teena Pennington; jeremy.harding@wecc.org.nz; Ken.Harris@ecc.org.nz  
**Subject:** Submission on Wellington City Draft Economic Development Strategy

Garry

Please find attached CentrePort's submission/feedback on the Wellington City Draft Economic Development Strategy.

Neville Hyde | Corporate Advisor  
CENTREPORT LIMITED, HINEMOA STREET, PO BOX 794, WELLINGTON 6140, NEW ZEALAND  
PH +64 4 495 3800 | FAX +64 4 495 3820 | DDI +64 4 495 3855 | CELL +64 29 200 3471 | www.centreport.co.nz

safe

[We welcome you to take a virtual tour of CentrePort Wellington](#)

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EX 03.01

9 November 2011

Garry Poole  
 Chief Executive  
 Wellington City Council  
 P O Box 2199  
 WELLINGTON

Dear Garry

## **Submission on Wellington City – Draft Economic Development Strategy**

### Introduction

CentrePort welcomes the opportunity to provide this submission on the Council's draft Economic Development Strategy and is pleased that it has addressed many of the issues that we raised on the "Wellington 2040" reports; Smart Green Wellington/ Central City Framework/Draft Digital Strategy.

Our submission reflects:

- CentrePort's views as a major business in Wellington, supportive of the economic development of the city
- CentrePort's role as an essential infrastructure provider and major economic generator and landowner

CentrePort applauds the concept of a long term strategy for the city.

Whilst the draft strategy provides much in the way of positive strategic focus it falls short in a number of key areas to enhance the city's economic development. In its current form our view is that insufficient attention is applied in the following areas.

- A more precise reflection of the role of the city within the wider region as an economic generator, highlighting interconnections with other cities within the wider region ie educational and research and development
- A clearer outline of the key interface points between the city and wider region and how these interfaces will be managed to achieve great outcomes for the city and region ie transport planning, the relationship between where people live and work, plans to attract industry to the wider region.
- Unequivocal recognition of the role and importance of CentrePort as an economic generator within the city and region

The Port whilst principally located within Wellington City, and which is an essential infrastructural services provider to the city, cannot function on a city centric focus and is dependant for its survival on regional/national freight movement. It is essential for the city to be seen to be encouraging the retention of the port servicing international trade as well as local shipping services. The comment on page 22 the "Wellington: the connected capital" is not helpful in reinforcing the economic importance of the port when it refers "Wellington also has a

Missed  
 2/11

port located on valuable central city land with potential to improve connections by rail and road.” This comment is unclear as to strategic purpose and should be rephrased to reflect the points raised in this submission.

CentrePort is the third largest port in New Zealand by cargo volume processed and is a growing business with a material impact on the local economy, supporting nearly \$2b of GDP generation. CentrePort also supports employment directly of 5,760 full time equivalent workers (FTE's) and in total (upstream and downstream) 12,040 FTE's in Wellington city alone with a higher regional impact.

The port contributes to the city's economic performance through;

- Note: Imp to economy*
1. The freight connection by sea for importers of goods for domestic consumption and raw materials for industry
  2. The freight connection by sea for NZ exporters involved in global trade
  3. The movement of domestic freight via the inter-island ferry operations
  4. The management of over 4,000 ship arrivals annually
  5. The movement of over 1 million passengers annually on inter-island ferry operations
  6. Attracting and welcoming 180,000 international cruise ship visitors each year
  7. Providing a lifeline for the City in a natural disaster event with the potential loss of key road and rail arterial connections.

A successful port is vital in attracting new business and stimulating economic growth. The existence of Wellington as a city is a powerful demonstration of this. Today Wellington's port processes more cargo than ever and it continues to grow. Examples of CentrePort's growth include:

- A 250% increase in forestry exports over 3 years, supporting the regions exporters
- A 400% increase in cruise ships visiting over 5 years, with 83 vessels and 180,000 visitors this coming season, injecting in excess of \$30m into the city each year
- On-going growth in container trade growing at rates approximately double national GDP growth rates

CentrePort is in the market everyday actively working to attract businesses to be based in the Wellington region and host city advocacy is an essential ingredient for marketing Wellington.

→ More collaboration and positive promotion of CentrePort is required.

### Transport and infrastructure

Essential infrastructure is the bedrock of a functioning city, without which growth is not possible. The draft strategy requires greater focus on the role of essential infrastructure. The key transport infrastructure resources driving the economic performance of the city/region are the port, airport, road and rail. [The draft strategy must place greater emphasis on the economic importance of key transport infrastructures with freight movement receiving much greater recognition.]

A fully functioning transport network which serves both commuter and freight needs is an essential ingredient for a working city.



Every year approximately 730,000 heavy vehicles move across the State Highway network at the edge of the Wellington city with a large percentage of these interfacing with the port. The freight task is forecast to grow by 70% in the next 20 years, meaning freight route development (roads and rail) needs to be occurring already in preparation for the future. For the draft strategy to merely advocate for the Ngauranga to Airport leg of the Roads of National Significance (RoNS) fails to recognize the essentiality of the arterial roading connectors beyond the city boundary.

The reliance of the Port on efficient key transport infrastructure connectors (road and rail) in its economic performance is critical. Inadequate transport infrastructure connectors will have a dramatic economic impact on the port and as a consequence the economic vibrancy of the city and region.

CentrePort has participated in submitting on numerous regional strategies and policy papers and would like to see these documents recognised and their objectives more fully embraced within the strategy. These documents include;

1. The Regional Strategy
2. The Regional Freight Plan
3. Draft Corridor Plans and the RoNS initiatives.

Specific transport solutions that CentrePort advocates for and believes should be facilitated in the draft strategy include:


1. The current RoNS project should be re-labelled Levin to Wellington Ports (not Levin to Airport). Both the airport and port require quality road access solutions. As part of this project Aotea Quay should be reassigned as a State Highway Connector to re-establish State highway status to the Port Gate, and including
2. Improved State Highway access to and from the InterIslander Ferry Terminal
3. The grade separation of the Waterloo Quay port rail feed, to eliminate modal conflict between road and rail
4. Delivering the Ngauranga Triangle Strategy initiatives including a Grenada to Seaview solution involving the establishment of a new State Highway Connector road between Petone and Seaview

## Conclusion

CentrePort is a passionate supporter of Wellington's economic development and success. As such, we remain keen to develop a much more integrated relationship with the city about its future. [We request the opportunity to meet to provide further background to the above submissions and respond to any issues that the Council officers may have.]

Yours sincerely



 Blair O'Keeffe  
Chief Executive

**SUBMISSION  
NUMBER**

15

Kylie Paish

**From:** Helen Plant [Helen.Plant@gw.govt.nz]  
**Sent:** Friday, 11 November 2011 10:05 a.m.  
**To:** BUS: Economic Development  
**Subject:** GW Submission on WCC Draft Economic Development Strategy  
**Attachments:** WGN\_DOCS-#989377-v1-  
GW\_Submission\_on\_WCC\_Draft\_Economic\_Development\_Strategy.DOC

Hi Aileen

Attached please find Greater Wellington Submission on WCC Draft Economic Development Strategy. A hard copy will be posted today.

Regards  
Helen

Helen Plant | Executive Secretary to Chair  
**GREATER WELLINGTON REGIONAL COUNCIL**  
*Te Pane Matua Taiao*  
142 Wakefield St, PO Box 11646, Manners St, Wellington 6142  
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greater WELLINGTON  
REGIONAL COUNCIL  
Te Pane Matua Teiao

## By email

10 November 2011

File No: WRS/11/06/01

Aileen Edwards  
Wellington City Council  
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[economicdevelopment@wcc.govt.nz](mailto:economicdevelopment@wcc.govt.nz)

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## GW Submission on WCC Draft Economic Development Strategy

Thank you for the opportunity to comment on the draft Economic Development Strategy (draft Strategy). Please note that this submission is from officers only, and has not been endorsed by the Council.

Greater Wellington's submission covers matters of regional interest - focusing on the scope of Wellington City's Draft Economic Development Strategy within a regional context.

The draft Strategy builds on the high level strategic direction set for Wellington City in its Wellington 2040 Strategy. As indicated in an earlier submission on that document, Greater Wellington believes that Wellington 2040 could be significantly strengthened by acknowledging and providing for the relationship Wellington City has with the wider region. This comment also applies to the draft Economic Development Strategy. The research supporting the Wellington Regional Strategy (WRS) recognised the value of the wider region to the prosperity of Wellington City. It also recognised Wellington City's CBD as the economic engine of the wider region. This broader context has not been reflected strongly in the draft Strategy.

Greater Wellington endorses the overall aim of the strategy *...To attract, retain and grow investment, to create jobs, and to support sustainable economic growth in Wellington City.* In general, the vision for a smart Wellington and the goals based around a smart capital and a connected capital respond well to the current and expected future challenges facing Wellington City and, in many cases the wider region. Wellington City is very important in the context of the wider region, and a successful Wellington City economy is vital to the success of the region. [In turn, success in achieving the vision and goals of the draft Strategy also relies on players and factors outside Wellington City. This could be better recognised in the final Strategy.]

*Agreed* The draft strategy states *"An economic strategy for Wellington City must be integrated with the region's economic strategy and central government's growth agenda."* Greater Wellington supports this concept, and looks forward to further conversations as to how this integration should occur. The



greater WELLINGTON  
REGIONAL COUNCIL  
Te Pane Matua Taiao

WRS has recently been reviewed and a decision taken to continue the function of regional economic development. A high level of collaboration will be required in the process of refreshing the WRS, to ensure that the documents and the actions contained in them are aligned.

Greater Wellington looks forward to working with Wellington City Council to explore opportunities to maximise the benefits from integrating the draft Strategy with wider regional initiatives.

Thank you again for the opportunity to comment on the Draft Economic Development Strategy. Greater Wellington is happy to meet with Wellington City Council staff to discuss our submission on the draft Strategy.

A handwritten signature in black ink, appearing to read 'David Benham', written over a horizontal line.

**David Benham**  
Chief Executive

**SUBMISSION  
NUMBER**

16

**Kylie Paish**

**From:** Roger Tweedy [rogertweedy@xtra.co.nz]  
**Sent:** Friday, 11 November 2011 11:36 a.m.  
**To:** BUS: Economic Development  
**Subject:** Submission to Draft Economic Strategy  
**Attachments:** Sub to WCC ED strategy.docx

Attached

Roger Tweedy  
Chairperson  
Work & Age Trust NZ Inc.  
PO Box 9826  
Wellington, NZ  
ph. 022 1088140  
www.nework.co.nz

16



We support many aspects of the Draft Economic Development Strategy in particular the acknowledgement that all economic activity is not generated within the CBD.

We however believe there is a vital and growing area that is missed in your draft, that being the 'home worker'.

### Context

The combination of workforce ageing, government downsizing, enabling technology and the use of a 'just in time' workforce has seen an exponential (yet hidden) growth in **people working from home**.

Whilst there will be a school of thought that would argue that we need to bring people back into the CBD to 'fill empty office space', international trends would suggest that this phenomena will continue at pace over the next decade, driven to a large degree by the baby boomers cohort. Younger workers, many who are fitting paid work around other responsibilities ie. child care, also will contribute to this trend, however we find the boomers, who generally have less need for workplace social interaction, are the major growing population. This will we believe continue at pace as the boomers 9-5 jobs are replaced by a more flexible approach to work role over the next decade.

### Council Role

We suggest this would start with an identification of the size of this workforce.

As previously mentioned this group often chooses to be hidden for many reasons both those that local government is responsible for and also other agencies rules ie. Telecom

We are aware of cities in Australasia who taken a very proactive role in assisting make the practice more transparent and thus uncovering the surprising size of this workforce.

One example is Swan City in metropolitan Perth (pop.100,000) who saw some years back that as employment in manufacturing, light industries etc ceasing, yet this was more than replaced by 'home workers'. Incentives to 'keep industry in town' were replaced by support and encouragement to enable a 'homeworkforce' to flourish.

The NETWORK Centre has for a number of years provided one of the Swan City initiatives – a CBD space for this group to meet and previously to work out of when in the city.

Other initiatives carried out by Swan City were ;

- A stock take of the LG barriers to working from home
- Development of a homeworker policy
- Information Guides – web and booklet form – on working from home
- Encouragement of “suburban cells” of homeworkers

## Action

Our Centre would be keen to work with WCC on this issue initially in mapping to size of this ‘industry’ currently and its future potential.

## **The NETWORK Centre**

Was established in 2000 with the strong support of the then Mayor Mark Blumsky and the receipt of a WCC Strategic Grant.

NETWORK is both a location and a work style. Being a member gives access to the support of others who work in a like-minded way. NETWORK operates under the guidance of the Work and Age Trust NZ Inc that was established in December 1999.

NETWORK is an network organisation set up to support those of us who work as self-employed in various roles and ways. Our membership at present embraces people who work portfolio and specialising in training, writing, research, policy, management, project management, compliance, IT, journalism, mediation, coaching and many other endeavours.

Our physical Centre which provided a ‘city space’ for home workers was closed in 2005. Subsequently our network has continued around support and networking between people working on the outside of organisations.

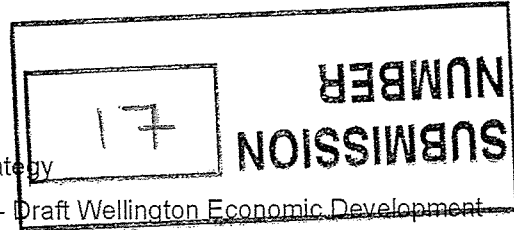
## Contact Person

Roger Tweedy  
The NETWORK Centre  
PO Box 9826  
Wellington, NZ

epeople@xtra.co.nz  
www.network.co.nz  
ph. 022 1088140

**Kylie Paish**

**From:** Aileen Edwards  
**Sent:** Friday, 11 November 2011 4:17 p.m.  
**To:** Kylie Paish  
**Subject:** FW: Wellington Economic Development Strategy  
**Attachments:** Wellington International Airport Submission - Draft Wellington Economic Development Strategy.pdf



Hope you had a great weekend  
One for the file  
Ax

**From:** Mike Vincent [mailto:Mike.Vincent@wellingtonairport.co.nz]  
**Sent:** Friday, 11 November 2011 3:57 p.m.  
**To:** Aileen Edwards  
**Subject:** Wellington Economic Development Strategy

Hi Aileen,

Hope everything is well with you.

Attached is Wellington Airport's submission to the draft economic development strategy.

Have a great weekend!

Mike.

**Mike Vincent**  
Manager Airline Development  
Wellington International Airport

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## Wellington International Airport Submission: The Draft Wellington Economic Development Strategy

### 1. Executive Summary

Wellington International Airport Limited (WIAL) fully supports the establishment of a Long Haul Attraction Fund to secure direct flights between Wellington and Asia. Wellington has a significant number of long haul passengers who are currently forced to use services which do not meet their needs, as they connect poorly with the rest of the world resulting in time, convenience and financial penalties. This also affects local business, where poor international connections can limit market opportunities and ultimately influence whether they locate in Wellington or somewhere else. The number of international tourists Wellington attracts is limited by the current international capacity into Wellington as well as the relatively poor connectivity to get here.

A direct long haul service between Wellington and Asia opens up significant opportunities for the region by:

- Providing significantly improved connections to the rest of the world which will reduce the time and financial cost of travelling long haul to/from Wellington
- Removing some long haul passengers from existing trans-Tasman services which in turn may lower fares to Australia
- Encouraging airlines and regional tourism operators to directly promote Wellington as a destination for international visitors – in turn international visitors will start or end their journey in Wellington rather than bypassing the region
- Providing the opportunity for international aviation freight to be serviced locally rather than having to be trucked overland to Auckland, costing more in time and money
- Giving Wellington better exposure to the lucrative international student market
- Allowing businesses with international aspirations to work more easily within that space, giving them improved access to overseas markets
- Providing significant non-government employment opportunities and a stimulus to develop the regional tourism offering

A long haul fund is required to incentivise an airline for any commercial payload restrictions in effect due to Wellington's runway length. Wellington is also competing with other cities around the world, which typically have larger populations (market sizes), so an incentive will help strengthen Wellington's business case against the competition. An incentive is likely to make the service happen sooner which will maximise and bring forward the financial benefits to the region - the larger the incentive the sooner it will happen.

The fund should be established as soon as possible, and be flexible to meet the varying needs of airlines. WIAL has recommended a clear set of criteria on the type of route which would qualify for such an incentive, and also recommends a review on commencement of operation to evaluate the benefits the route provides.

## 2. Wellington's Current Situation

Wellington is a significant international travel generator and attractor. As a generator of outbound demand, Wellington has New Zealand's second largest urban population<sup>1</sup>, is the centre of government, the location of the New Zealand stock exchange and recognised as a global financial centre<sup>2</sup>, and has two significant universities within its catchment. As an attractor of inbound demand, Wellington has consistently been voted New Zealand's favourite leisure destination by New Zealanders<sup>3</sup>, was recently recognised as the coolest capital in the world<sup>4</sup>, Te Papa is the most visited museum/gallery in Australasia, and has numerous international events<sup>5</sup>.

By contrast, the number of overseas visitors to Wellington is significantly lower than the population, economy, and local popularity would suggest. For 2010, international visitors to the Wellington Regional Tourism Organisation (RTO) area were 685,000, significantly lower than the South Island's West Coast and Queenstown, and slightly ahead of Rotorua. More nights are spent in Wellington by visitors on average (5.2) than the other listed RTO's (apart from Auckland), suggesting there is as much for visitors to do in Wellington as the West Coast and Queenstown.

The statistics show that Wellington's visitor numbers are being held back compared to Auckland and Christchurch (and related West Coast/Queenstown).

Table 1: Top 10 RTO's by International Visitors

RTO	International ('000)	Visitors	Visitor ('000)	Nights	Average Nights
Auckland	2,287		16,320		7.1
Canterbury	2,035		6,594		3.2
West Coast	797		1,175		1.5
Queenstown	742		2,653		3.6
Wellington	685		3,543		5.2
Rotorua	639		1,412		2.2
Northland	492		1,750		3.6
Nelson	415		1,465		3.5
Fiordland	378		661		1.8
Dunedin	371		1,348		3.6

This is not surprising given the current international offering into and out of Wellington. Internationally, Wellington is served by only two independent airlines (NZ/DJ and QF), on 3 trans-Tasman sectors (BNE, SYD, MEL and a seasonal Fiji) using narrow-bodied aircraft. Only having two airlines makes it easy for them to closely monitor each other's operation and subsequently find a favourable equilibrium of capacity (and fare).

<sup>1</sup> Statistics New Zealand at 30 June 2010 had Wellington 600 residents behind Christchurch; the subsequent earthquake has had a negative impact on Christchurch population (revised numbers due 30 October 2011)

<sup>2</sup> Wellington ranked 27<sup>th</sup> on the Global Financial Centre index 2011; see

<http://www.zyen.com/PDF/GFCI%2010.pdf>

<sup>3</sup> The Tourism Industry Association "Mood of the New Zealand Traveller" quarterly survey

<sup>4</sup> Lonely Planet Top 10 Cities for 2011

<sup>5</sup> Such as the New Zealand International Rugby Seven's, Toast Martinborough, International Festival of the Arts, World of Wearable Arts Awards Show

When capacity is constrained, fares increase. Wellington is significantly underserved in capacity compared to Auckland and Christchurch when population is corrected for. The Wellington-Melbourne sector is around 25% of the trans-Tasman average on a seats/capita basis, while Wellington's sector with most capacity (South-East Queensland) is around 50% of the average. These constraints in capacity translate into higher trans-Tasman fares to or from Wellington that are around 35%<sup>6</sup> higher than the Auckland and Christchurch fares on average (even though airport charges and trans-Tasman distances are comparable).

These trans-Tasman flights are Wellington's passengers only opportunity to travel long haul internationally directly to or from the airport. The lack of trans-Tasman capacity and higher fares result in poor and expensive connections to destinations further afield, such as Asia and Europe, and makes it difficult for overseas passengers to travel to Wellington.

Even given these difficulties, Wellington has a significant long haul passenger market of over 250,000 passengers per annum, of which approximately 100,000 are between Wellington and Asia, and over 50,000 between Wellington and Europe. Because of the poor and expensive international connections, the majority of these passengers travel between Wellington and Asia indirectly via Auckland, which involves a domestic-international transfer, adding time and uncertainty onto any journey.

Wellington currently handles less than 1% of New Zealand's international aviation freight even though 30% of the country's GDP is created within its potential international freight catchment (from Gisborne south to the top of the South Island). Local air freight (typically time critical) is usually trucked to Auckland, where there are direct flights to markets in Asia on large planes which can hold freight, adding a considerable amount of cost and time to the journey (not to mention jobs and income to the region).

In 2010 Wellington had around 5.4% of New Zealand's international students, which in 2009 contributed around \$132.5M<sup>7</sup> to the local economy. This proportion is significantly less than Auckland and Canterbury. While the types, quality, and quantity of courses on offer will contribute to some of the difference, a lack of connectivity to Wellington is likely to play a significant role as international students and their visiting families usually make multiple trips to and from home each year. International students and visiting overseas relatives can be significant contributors to a local economy. Increasing the number of international students to a similar level as Canterbury would generate an extra \$265M to the local economy annually.

---

<sup>6</sup> Sabre ADI for period June 2010-June 2011

<sup>7</sup> Review of the Wellington Regional Strategy May 2011, p40

Table 2: Top 10 Regional Councils by Number of International Student (2010)

Regional Council	International Students	Percentage of Total NZ
Auckland	56,962	57.8
Canterbury	15,033	15.3
Waikato	5,486	5.6
Wellington	5,304	5.4
Otago	4,840	4.9
Bay of Plenty	2,754	2.8
Manawatu-Wanganui	2,347	2.4
Taranaki	1,271	1.3
Nelson	1,061	1.1
Hawkes Bay	1,010	1.0

Wellington and New Zealand already find it difficult to compete economically with other countries due to relatively small and sparse populations, and a physical location far removed from major trading partners in Asia, North America and Europe. Wellington's poor international connectivity relative to Auckland makes it even more difficult to compete; added to that the sizable population difference and the Super City amalgamation. As a result, international business and financial capital bypass the Wellington region for Auckland. Even so, New Zealand and Wellington are recognised favourability as centres of business. The World Bank has recently announced New Zealand as 3<sup>rd</sup> best on a list of 183 countries to do business in, and Wellington was ranked 27<sup>th</sup> on a list of 75 Global Financial Centres (ahead of Dubai and Kuala Lumpur)<sup>8</sup>. As a global financial centre, Wellington is categorised as a "local specialist" centre. Given Wellington's limited population and scope for expansion, the specialist role provides a useful niche, and a move to a trans-national or global specialist economy (such as the roles Dubai, Beijing, and Geneva fill) should be an aspiration for Wellington. A global role requires Wellington to break the shackles of its geographic constraints by providing the best connectivity possible to the rest of the world.

### 3. Benefits of Long Haul

Currently the Wellington region is economically limited by poor connectivity with the rest of the world:

- It is significantly harder and more expensive to travel internationally to/from Wellington than Auckland or Christchurch
- We have less international visitors than our status would suggest: less than the West Coast of the South Island and Queenstown, and slightly more than Rotorua and Northland
- We miss out on the promotion (by airlines and national tourism organisations) of our region that only direct services bring
- There is additional cost associated with doing business, such as higher travel and time costs for personnel or import/export of goods by air
- There are significantly less international students (and visiting relatives) than Auckland and Canterbury
- International business and capital injection may be lost

<sup>8</sup> Wellington ranked 27<sup>th</sup> on the Global Financial Centre index 2011; see <http://www.zyen.com/PDF/GFCI%2010.pdf>

The Wellington Region has for a long time recognised the importance of improved connectivity and in particular direct flights between Wellington and Asia (containing the fastest growing economies in the world), with good onward connections to Europe. The Wellington Regional Strategy was developed by local and regional authorities in conjunction with Wellington businesses. The strategy states that:

*“A direct air service to Asia, one-stop to Europe, is arguably the most significant thing the region can do to realise its economic potential”<sup>9</sup>*

Wellington International Airport and Positively Wellington Tourism recently completed an independent study looking at Wellington’s long haul market and opportunities. The study concluded that there already exists a large enough long haul market to support a route to Asia and onward to Europe, and that when the route is launched there will be a significant stimulation of Wellington’s inbound and outbound markets. A previous study undertaken by BERL in December 2008 concluded that a daily long haul service would bring in significant economic benefits to the local economy.

**Table 3: Annual Economic Benefits of more Tourism<sup>10</sup>**

<b>Additional Visitors</b>	35,000
<b>Spend (Direct)</b>	\$28.8M
<b>Spend (Total Output)</b>	\$51M
<b>GDP</b>	\$23.4M
<b>Employment (FTE’s)</b>	372

These estimated benefits only included the impact of increased visitors to Wellington, and did not assess the benefits for local businesses as a result of the improved connectivity to overseas markets, or the capture of more international students which could add \$265M to the local economy if students increased to a similar level to Christchurch. Central government under the current economic climate has looked carefully at spending which has resulted in a cut in back-office services and increased in unemployment in Wellington. Wellington needs to diversify its business offering away from central government services to focus on major growth areas such as Asia.

Acquiring the right direct service to Asia will significantly improve connectivity with the rest of the world. Table 4 shows the impact of a direct service between Wellington and Singapore. With current services, 29 countries are within 1-stop of Wellington (mainly via Auckland and Sydney) and these countries contain 37% of the world’s population. A direct service to Singapore brings many Asian and European countries within 1-stop, and gives Wellington access to two-thirds of the world’s population.

<sup>9</sup> Wellington Regional Strategy, June 2007, P21

<sup>10</sup> Economic Impact of a Wellington Long Haul Air Link, BERL, December 2008

Table 4: 1-stop or less from Wellington

	Current	With Direct WLG-SIN
Countries	29	51
Population (Billion)	2.538	4.585
% of World Total	37.0%	66.9%
Overseas Airports	53	142

A 2007 freight study commissioned by Wellington Airport looked at the potential for an increased aviation freight function at Wellington. Freight generators, attractors and forwarders were interviewed, and a Wellington airport potential freight catchment of Gisborne south to the top of the South Island was defined. Within this catchment, approximately 30% of New Zealand's GDP is created; however less than 1% of New Zealand's air freight imports or exports pass through Wellington airport. Air freight products are usually time critical (justifying the additional cost to ship by air), but products within the airport's catchment are being shipped by road past the airport to mainly Auckland, adding 1-2 days to the time-critical journey and an additional cost for the economy.

Wellington's limited freight task is due to the size of aircraft and lack of long-haul services. The B737's and A320's that serve Wellington on the trans-Tasman can only carry passengers and baggage, with little payload available for freight. A direct service to Asia with an appropriate aircraft would be able to carry a freight payload, and an airline with a strong hub operation would provide considerable distribution opportunities.

Direct services to Asia will stimulate Wellington's economy and provide more choice for passengers by:

- Providing significantly improved connections to the rest of the world which will reduce the time and financial cost of travelling long haul to/from Wellington
- Removing some long haul passengers from existing trans-Tasman services which in turn may lower fares to Australia
- Encouraging airlines and regional tourism operators to directly market Wellington as a destination for international visitors – in turn international visitors will start or end their journey in Wellington rather than bypassing the region
- Providing the opportunity for international aviation freight to be serviced locally rather than having to be trucked overland to Auckland, costing more in time and money
- Giving Wellington better exposure to the lucrative international student market
- Allowing business' with international aspirations to work more easily within that space, giving them improved access to overseas markets
- Providing significant non-government employment opportunities and a stimulus to develop the regional tourism offering

## 4. Impediments for Long Haul

Given the fact that there are no long haul services currently at Wellington, there is a significant long haul market size, and relatively poor international connections via other airports, there is a strong commercial opportunity for an airline to fly long haul from Wellington. Even though this strong opportunity exists, there are some impediments which reduce the commercial case or make it more risky for an airline to serve the market.

Wellington's current runway length limits the commercial payload (passengers and freight) that can be carried on long haul flights, and in many cases means the service is not commercially viable for an airline. Many aircraft can fly long haul out of Wellington, but only a handful have the performance to do this with an adequate payload. A modest extension to the runway allows airlines to be able to carry more payload, which in turn significantly increases the combinations of airline, aircraft and destinations which would consider flying to Wellington.

Even without the limitations of the runway length, the Wellington region competes against other cities in New Zealand and the world for an airlines limited number of aircraft; these cities will typically have significantly larger populations and economies than Wellington and are seen as being less risky and providing strong growth opportunities.

Given the limitations of the runway and competition from other airports/cities the Wellington region needs to put its best foot forward when attracting these airlines; particularly given the strong economic case to have such a service. Airlines recognise the flow-on benefits to local economies that their services bring, and expect a financial contribution accordingly. To attract a long haul service to Wellington it is important that a financial contribution is made available to:

- Compensate for any payload restrictions that may apply from Wellington's runway
- Encourage an airline to choose Wellington as a destination rather than other (larger) cities
- Recognise the financial benefits that will be gained by the region
- Make the service happen as soon as possible to maximise regional benefits

An extension of the runway helps to strengthen the commercial case for an airline, and it may be that from a regional perspective the value of an extension will be worth the cost. Next generation aircraft (B787 and A350) which are lighter and more fuel efficient may negate the need for a runway extension as they become more abundant in airlines fleets. Removing the runway impediment is likely to reduce the size of the contribution required to entice an airline, but will not remove the need for a sizeable contribution given the competition from other cities, recognition of regional benefits, and a desire to make it happen as soon as possible.

## 5. Establishment of a Long Haul Fund

Enticing an airline to operate into a new city (and sometime country) can take a number of years, with most major airlines having expansion plans covering 5-10 years. Decisions can be made without recent interaction with a region, meaning it could come as a surprise (usually an airline has decided to come and it becomes a timing issue for them). Once the decision is made airlines can move very quickly into a market (within months), and if significant hurdles are in place they may choose to forgo the opportunity and move on to the next one. This means that any support for a new route needs to be in place ready to go when the decision is made by airlines.

We would recommend the following:

- A long haul fund be established as soon as possible to be available to be offered to a long haul airline subject to meeting the agreed qualification criteria, without the need for further formal approval ie. enabling “no strings attached” proposals to be offered to airlines
- The fund should allow as flexible use as possible to meet the individual needs of an airline
- A review process at the end of the life of the strategy should be undertaken in the event that the objective has not been achieved
- A study should be commissioned after 2-3 years of service operation to evaluate the benefits realised by the service

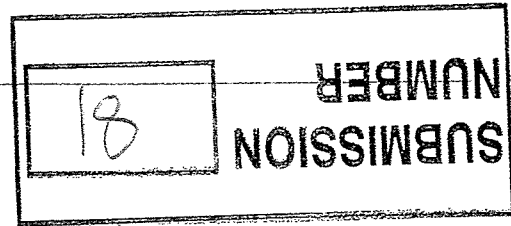
Suggest criteria for qualification of the fund are:

- A minimum of 3 years operation
- Widebody aircraft services to an Asian hub airport
- A weekly frequency of at least 3 return services
- Services must connect to Europe from the Asian hub



Kylie Paish

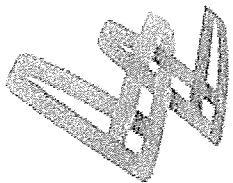
**From:** BRAY, Valerie [Valerie.Bray@whitireia.ac.nz]  
**Sent:** Friday, 11 November 2011 3:10 p.m.  
**To:** Kylie Paish  
**Cc:** CAMPBELL, Don  
**Subject:** Whitireia Submission - WCC Economic Development Strategy  
**Attachments:** image001.jpg; Whitireia Submission - WCC Economic Development Strategy.pdf;  
Whitireia Submission - WCC Economic Development Strategy.doc



Good afternoon,

Please see attached Whitireia submission for the Wellington City Council Economic Development Strategy (.doc and .pdf formats).

Kind regards,



**Whitireia**  
NEW ZEALAND

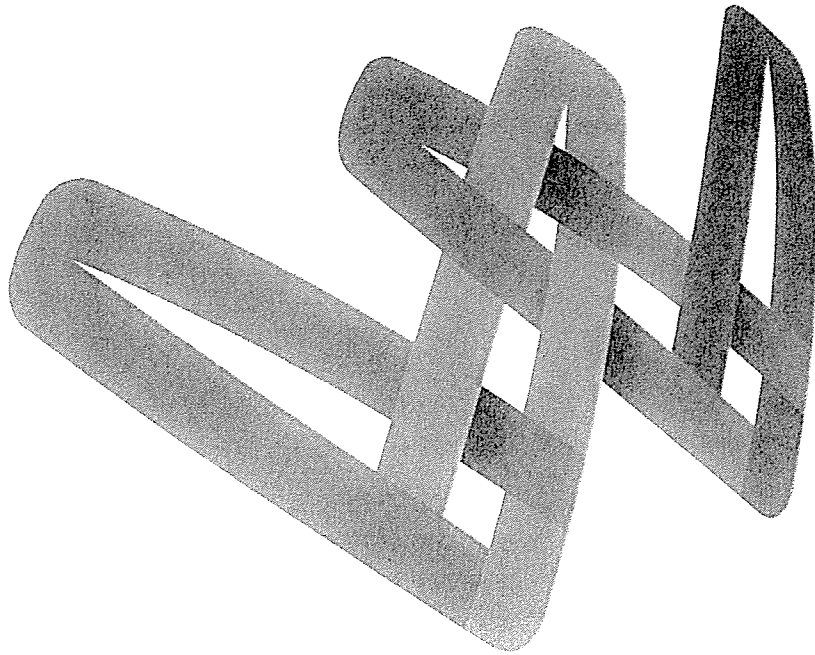
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# Whitireia

NEW ZEALAND

**Submission to Wellington City Council**

**Draft Economic Strategy**

November 2011

## Introduction

Whitireia New Zealand is a significant NZ polytechnic with over 9000 individual students income of \$58m and 400 FTE staff. Initially founded in Porirua 25 years ago, Whitireia now has campuses in Wellington (3), Auckland and Kapiti.

A significant number of students, some 25%, are international fee-paying, generating \$15m annually from this source, mainly located in Auckland. In our view there is great potential to grow the number of international students in Wellington through a Wellington Inc approach by tertiary institutions and through the development of infrastructure most particularly the upgrade of the airport to take long-haul international flights.]

## Submission

The Draft Economic Strategy is a very good summary of the issues currently facing Wellington and actions needed to move the city forward.

We agree that the combination of public service cuts, corporate drift and the government attention on Auckland and in particular the recreation of Christchurch, mean this is a crucial time for Wellington and so the draft strategy is well timed. Steps need to be taken immediately to put Wellington back on a coordinated growth path.

We do not think a strategy based around Wellington City Council's boundaries is preferable to one based on Greater Wellington's boundaries or at least the Wellington urban area as a whole.

***Better decision making from a regional perspective is critical to the growth of Wellington city – a joined up approach will benefit all of the region.***

The best contribution the Council can make to Wellington's economic development is by creating an environment that makes the city an appealing place to live, visit and do business.] It must be careful to focus on high quality programmes and infrastructure and send clear messages to all parties about what it is seeking to create. [Generating a "joined-up" approach amongst government agencies, providing competitive rates and lowering Council barriers is the best way to attract and retain businesses.]

## Platforms for Growth

This section comments on the strategy's specific proposals which come under the platform headings of:

- Destination Wellington
- The Smart Capital
- The Connected Capital
- Open for Business

### *Destination Wellington*

Wellington's educated population and the compact nature of the city have been instrumental in attracting students from outside the region including international students. However, Auckland is currently the destination of choice by far for the large proportion of international students, some 58% in 2010 compared to Wellington at 5.4% - 4<sup>th</sup> behind Auckland, Christchurch and Hamilton.

[We fully support extending Wellington's destination marketing approach away from just tourism and adopting a broader strategy which targets attraction of talent, business and investment. To this we would add attracting and retaining students both domestic and international.]

[We strongly support attraction of more **international students** to Wellington.] This is a priority for us as Wellington is clearly under-represented at 5.4% in 2010 when it comes to international student numbers and there is much potential for growth. Indeed, the Minister of Education wishes education institutions to double the number of international students from 100,000 to 200,000. This is ambitious and Wellington can play a part.

We think attraction of international students should be led by education institutions and Education New Zealand with Council taking a supporting and facilitating role. There is also potential for the Council to work with the institutions to identify why Wellington is underperforming here and see if there is anything it can do to make the city more attractive to international students.

[We suggest the newly formed Education NZ should be an active participant in developing the thinking on what will make Wellington more attractive to international students.] Again we prefer a regional approach and note Grow Wellington is already operating in this area. In the short term Education New Zealand could be persuaded to put more focus on Wellington.]

[We support efforts to maintain Wellington's reputation as the arts, cultural and events capital. There is also a strong educational component to this strategy which should be promoted.]

### *The Smart Capital*

Because of both the concentration of tertiary education and research institutions and the talented pool of people who live here, Wellington has a genuine competitive advantage in 'knowledge businesses'. There is potential to take better advantage of these qualities and this section of the document rightly identifies them as key components of the economic strategy.

[We agree with the document that strong links between these tertiary **education and research institutions and the business community** are an essential ingredient for strategy. But this should be led by institutions and the business sectors themselves not the council.]

### *The Connected Capital*

Bringing **long haul flights** from Asia into Wellington should be a number one priority. The real benefit from better external connectivity in the form of direct flights to Asia is that it will attract businesses to establish themselves (and stay) here. Tourism

benefits are important but secondary to this. Long haul flights would significantly assist in the attraction of international students.

Extending the runway should be a top priority to attract all airlines to commit to regular flights to and from Wellington.

[We support the Council **facilitating the broadband fibre rollout** working with the relevant infrastructure providers.]

We support the Council monitoring the success of **free-to-use wifi** in the CBD with the possibility of extending the network to other parts of the city depending on its success.

[We agree Wellington needs to **better leverage foreign relations**. The council has a role leveraging its sister city links particularly in China and certain other countries given the special ability of Mayors to open doors there. In these links education should be prominent in all planning, activities and discussions.]

## *Agreed* **Open for Business**

[We agree that developing a '**business-friendly**' culture within the Council is essential. This should be reflected in its regulations and all engagement with business. Council barriers to doing business should be lowered and business and education requirements accommodated wherever possible.

Kylie Paish

SUBMISSION  
NUMBER



**From:** Kylie Paish  
**Sent:** Monday, 14 November 2011 1:51 p.m.  
**To:** 'N.B.Williams@massey.ac.nz'  
**Cc:** Maree Toohey  
**Subject:** RE: Massey University Submission to the Draft Wellington Economic Development Strategy

Good Afternoon Noreen

I understand you were having difficulties sending through the Massey University submission on the Draft Wellington Economic Development Strategy. I would like to acknowledge receipt of your submission and thank you for your feedback.

Kind Regards

Kylie Paish

Project Coordinator and Business Support  
Strategy, Planning and Urban Design  
Wellington City Council

---

**From:** Williams, Noreen [mailto:N.B.Williams@massey.ac.nz] **On Behalf Of** Morriss, Stuart  
**Sent:** Monday, 14 November 2011 10:16 a.m.  
**To:** Info at WCC  
**Subject:** Massey University Submission to the Draft Wellington Economic Development Strategy  
**Importance:** High

Having attempted to send the attached by Fax several times I have been advised to email it.

I would very much appreciate acknowledgement of receipt and to be advised when this has been passed to the appropriate person.

Thank you

Noreen Williams  
Executive Assistant to  
Assistant Vice-Chancellor & University Registrar  
Massey University  
Private Bag 11 222  
Palmerston North  
Tel: +64 6 350 5988  
Fax +64 6 350 5603  
Email: N.B.Williams@massey.ac.nz

Please note: The content of this email and any attachment is confidential and should be read by the intended recipient only. If you are not the intended recipient, please notify the sender immediately and delete the content from your system. You should not read, copy or distribute the message. Thank you.

**Kylie Paish**

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**From:** Morriss, Stuart [S.D.Morriss@massey.ac.nz]  
**Sent:** Friday, 11 November 2011 5:21 p.m.  
**To:** BUS: Economic Development  
**Subject:** Submission Draft Economic Development Strategy  
**Attachments:** Submission Draft Wellington Economic Development StrategyREV.docx

Dear Aileen

Please find attached Massey University's submission on the Draft Wellington Economic Development Strategy. I have also faxed it.

Yours sincerely

Stuart Morriss  
Assistant Vice-Chancellor & University Registrar  
Massey University  
Private Bag 11-222  
Palmerston North  
Ph +64 6 350 5350  
Mobile +64 21 245 9456

Please note: The content of this email and any attachment is confidential and should be read by the intended recipient only. If you are not the intended recipient, please notify the sender immediately and delete the content from your system. You should not read, copy or distribute the message. Thank you.



## MASSEY UNIVERSITY

### Massey University Submission Draft Wellington Economic Development Strategy

11 November 2011

#### Introduction

1. Massey University welcomes the opportunity to make a submission on the Draft Economic Development Strategy for Wellington. The University makes a significant contribution to economic, social and cultural outcomes for Wellington and we look forward to working with the City in the development and implementation of this strategy.
2. We fully support the outcomes, principles, platforms and strategic directions outlined in the Draft Strategy. They are strongly aligned with our own strategy, and with our emphasis on the inter-relationships between multiple platforms, e.g. creativity and innovation. We fully support the principles of partnering and being evidenced-based. Both principles at the heart of the University's own strategies.
3. We are well placed to help the City deliver on these strategic directions. We can make a strong contribution in relation to a number of the specific actions identified in each of the platforms. In particular these include:
  - a. Destination Wellington – Actions 3, 6 & 9
  - b. The Smart Capital – Actions 1, 3,5, 6 & 9
  - c. The Connected Capital – Actions 16, 17, 18
  - d. Being Open for Business – 20 & 29
4. In addition to these overarching comments the following provides specific feedback on the document and examples of how the University can assist in delivering the strategy. Where relevant we have made specific suggestions for additions to particular sections of the document.

#### Economic Outcomes

##### Generating Income

5. Massey University's Wellington campus provides a high quality research and learning experience for over 4,000 students. Approximately 60% of students come from outside the region, creating a direct and significant economic benefit for Wellington. The University has clear plans in place to increase the number of international students studying in Wellington every year for at least the next five years. This is directly in line



with the directions signalled in the draft strategy on page 15. The University is in full agreement with the City developing strategies that will support tertiary providers grow their international student numbers in Wellington.

## Creating jobs

6. Massey University is a significant employer in the city, with more than 400 academic and professional staff employed by the University at its Wellington campus. With the addition of the many contractors we engage in our day to day operations, and through a number of major capital projects, the University is a significant contributor to employment in Wellington.
7. The University also makes an ongoing contribution to the wider economic, social and cultural life of the city through its graduates and alumni. Many of Massey's most distinguished alumni are based in the city and actively collaborate with Massey to both support and facilitate work ready graduates. In addition to this the University has a large number of extramural students within the city and greater Wellington region who positively impact on Wellington's economic, social and cultural life.

## Creating an environment where innovation can flourish

8. Massey Wellington hosts a number of significant research centres which undertake high level innovative research to benefit the local, national and international economy. These include the NZ Centre for Small and Medium Enterprise Research, the Centre for Affective Design Research, the Litmus Centre, the Centre for Disaster Research, and the Roof Water Research Centre.
9. Health and public health is a major research focus for Massey in Wellington, and a unique strength within the tertiary sector in the city. The Centre for Public Health Research, the Sleep Wake Research Centre, the Research Centre for Maori Health and Development and a Psychology Clinic all play a key role within the city.
10. Massey University makes a significant contribution to economic, social and cultural development in Wellington, and in particular to the creative and health-related industries in the City, and to the SME sector in general. We would ask that this be recognised in the examples used in the strategy document, particularly on page 21.

## Developing smart infrastructure to support Wellington's creative knowledge intensive industries

11. Massey Wellington is positioned as the University's "Creative Campus" with over half its students in the award winning and internationally recognised College of Creative Arts, an excellent alignment with Wellington city's "Creative Capital" representation. The College has been producing some of the country's most respected artists and designers for nearly 125 years. Many have been instrumental in forming Wellington, and New Zealand's, identity through iconic imagery, or have contributed to its economic growth through the creation of original, desirable and sustainable designs.
12. Massey is currently undertaking a multi million dollar construction which will enhance its presence in Wellington with purpose built facilities opening in mid 2012. Massey

Wellington is a destination campus for students not only of visual arts and design but also communication and journalism. These are all fields in which we are clearly differentiated from Victoria University and from Otago's Wellington campus.

### Strategic Directions

#### Implement strategies to maintain Wellington's reputation as the arts, culture and events capital of New Zealand

13. We support the definition of Wellington as a destination city supported by strategies that maintain Wellington's reputation as the arts, culture and events capital of New Zealand. Massey University's Wellington campus has a strong fit with this positioning. Massey is the 'engine' of the creative arts in Wellington. Massey's College of Creative Arts (CoCA) has produced graduates who have influenced the lives of New Zealanders and helped reposition New Zealand and Wellington on the world stage. Massey has produced such graduates as Richard Taylor, who has not only profiled Wellington internationally but has employed numerous more College of Creative arts graduates in his growing business ventures.
14. There is great potential for extending the partnership between the City and Massey University to further promote Wellington as the creative capital. Massey runs a number of events that showcase the next generation of 'creatives'. With WCC support, these events could be developed into key attractions for the city. As part of the Blow Festival, Exposure and the New Blood Fashion show showcase the best of our graduates' work each year. This complements other Wellington Arts events such as the International Festival of the Arts and the Fringe festival by showcasing 'home grown' Wellington design talent of the next generation.
15. At Massey we are committed to the future of our young people. We currently sponsor the young people's section in the Wellie Awards but see many more opportunities where we could work with the WCC to continue to enhance the future of the next generation. Massey's central city site is an ideal venue to add to Wellington's array of facilities for events and conferences, including the Grand Hall and the Tea Gardens of the Museum Building.
16. A very visible contribution to the Wellington community to date has been the renovation of the Museum Building in partnership with the Wellington Tenth Trust. It is now a sought-after conference and function venue (with on site catering) for a wide range of organisations as well as the home base for our College of Creative Arts.
17. With Victoria University, the campus is home to the New Zealand School of Music, a joint initiative which aims to become the national centre for excellence in music.

#### Encourage links between Wellington's tertiary education and research institutions and the business community.

18. Massey University also welcomes the focus on encouraging links between Wellington's tertiary education and research institutions with the business community, and the goal of strengthening international business and trade connections. Over 125 years Massey has developed strong partnerships to support its pursuit of economic and social

transformation and as a result the University is today a highly connected institution - globally. We have formed partnerships across the world with other universities, research agencies, international institutions and industry. Massey is determined to further develop its links with its many stakeholders, and through a strategy of active engagement we want to build on our strong relationships with Wellington businesses, government, iwi, Pacific peoples, non-governmental organisations, the public sector including policy makers, schools, and local government in Wellington.

19. Our College of Business plays a key role in economic development in Wellington. Its mission is creating leaders; transforming business. This mission is the underpinning of many engagements with the business community e.g. Grow Wellington, Creative HQ, Wellington Employers Chamber of Commerce and specific initiatives such as business internships and support for the Bright Ideas Challenge and the Wellington Gold Business Awards.
20. Our relationship with the City, and contribution to economic development, can be enhanced through our role in internationalisation. We support the City's aspirations and strategy to promote Wellington as a destination for international students. For example, we have agreements in place with universities in China where Wellington city has sister city or 'friendly city' arrangements e.g. Beijing, Xiamen and Tianjin. Our own objectives align directly with those of Wellington City, and we will continue working to advance our shared objectives.
21. The Massey Wellington campus hosts Ako Aotearoa, the national centre for tertiary teaching excellence which is a collaboration of several tertiary institutions.
22. The University seeks to enhance its links with the city and with the Natural Hazards Business Cluster and the Creativity Incubator and CRIs based in the region.
23. Massey is establishing a Centre for Strategic and Defence Studies in Wellington. The University is an active partner the U.S. Department of Homeland Security Science & Technology Cooperation Agreement. Massey also a strong strategic and functional relationship with the NZ Defence Force and the National War Memorial which sits at the foot of the entrance to campus.
24. With the Centre for Disaster Research, a joint initiative with GNS Science located on the Wellington campus, Massey University is exploring further initiatives to maximise the benefits to the city of the campus location and expertise in disaster and emergency management. Massey University is New Zealand's longest serving provider of tertiary emergency management studies. There is a growing international demand for emergency management research and education, with immediate opportunities for the University to attract domestic and international students, researchers, and conference participants to Wellington.
25. We have links with the mana whenua not only through our joint venture in the Museum Building but also through the long-established Kuratini marae and the Research Centre for Maori Health and Development.

## Conclusion

26. As indicated at the outset of this submission, Massey University supports the strategic directions outlined in the Draft Wellington City Economic Development Strategy. The University makes a significant contribution to economic, social and cultural outcomes for Wellington. We welcome the opportunity to work closely with the City on the strategies outlined in the document, and look forward to ongoing engagement on development and implementation of this strategy.

## Contact

For further information and/or follow up please contact:

Deanna Riach  
Campus Registrar  
Massey University Wellington  
PO Box 756  
Wellington  
6140  
New Zealand

[d.k.riach@massey.ac.nz](mailto:d.k.riach@massey.ac.nz)  
Phone 04 801 5799

**Kylie Paish**

**From:** Jeremy Harding [Jeremy.Harding@wecc.org.nz]  
**Sent:** Friday, 11 November 2011 4:52 p.m.  
**To:** Kylie Paish  
**Subject:** Submission WECC Draft Economic Development Strategy  
**Attachments:** Submission - WCC Economic Development Strategy.pdf

**SUBMISSION  
NUMBER**

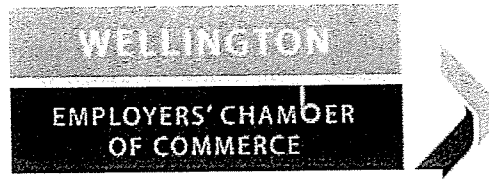
20

Hi

Please find attached a submission from the Wellington Employers' Chamber of Commerce on the council's Draft Economic Strategy.

We would like a chance to present this submission to the council if offered.

Thanks  
Jeremy Harding



Submission to  
Wellington City Council  
Draft Economic Development Strategy  
Wellington Employers' Chamber of Commerce  
November 2011

### Introduction

The Wellington Employers' Chamber of Commerce advocates policies that reflect the interests of Wellington's business community and the development of the regional economy as a whole. It works closely with other chambers in the region and is part of the Employers' Chamber of Commerce (Central)<sup>1</sup>.

The Chamber is pleased to be able to make this brief submission on Wellington City Council's Draft Economic Strategy. Wellington's development has been a core focus of ours for 156 years and we are grateful for the opportunity to make this contribution.

### Submission

The Draft Economic Strategy is an excellent summary of the issues currently facing Wellington and the things that need to be done to move the city forward.

We agree that the combination of public service cuts, corporate drift and the government attention on Auckland and in particular the recreation of Christchurch, mean this is a crucial time for Wellington and so the draft strategy is well timed. Steps need to be taken immediately to put Wellington back on a growth path.

In general, the economic development approach as set out in this draft strategy is different from the alternative model, currently adopted by many Economic Development Agencies around the country, which is focussed on assisting selected individual businesses. We prefer WCC's approach. However, we would have concerns if the strategy resulted in any duplication of Grow Wellington and the existing Wellington Regional Strategy. We urge Wellington City Council not to neglect the Wellington Regional Strategy, which is due for a refresh shortly. We think that much of the solid thinking contained in the WCC draft strategy could be usefully applied at a regional level.

We do not think a strategy based around Wellington City Council's boundaries is preferable to one based on Greater Wellington's boundaries or at least the Wellington urban area as a whole. Better decision making from a regional perspective is the main reason some form of amalgamation of councils in the Wellington region is needed, and is indeed inevitable. Likewise, a regional economic

<sup>1</sup> The Employers' Chamber of Commerce Central was created out of the merger between the Wellington Regional Chamber of Commerce and the Employers and Manufacturers Association (Central) in 2010. It is part of both the New Zealand Chambers of Commerce and Business New Zealand families.

development focus for Wellington will result in the best outcomes over all. Even though the CBD is the main economic driver in the region, a strategy that tries to tilt the playing field in favour of Wellington City at the expense of the rest of the region, neglects the competitive advantages other parts of the region have, encourages duplication with other TLAs and is not in the city's best interest let alone the region's.

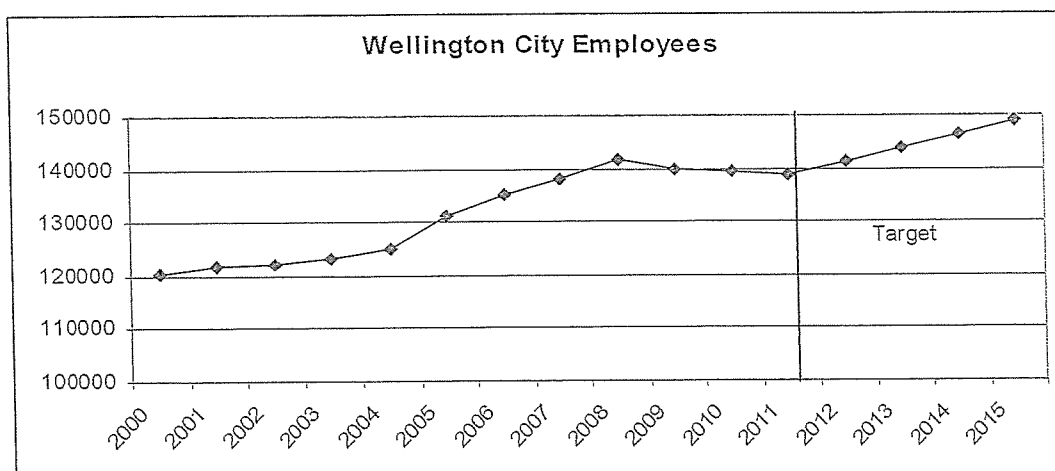
We are also wary of a significantly expanded role for WCC which the draft strategy implies in places. The document contains a number of things that it says need to happen for Wellington to move forward and a number of things that the council intends to do. Sometimes it is unclear which is which and such vague language could be interpreted as opening the way for the council to be over-active in some areas. Examples of this are given later in this submission.

The best contribution the council can make to Wellington's economic development is by creating an environment that makes the city an appealing place to live, visit and do business. It needs to constrain its expenditure and not crowd out the private sector. It must be careful to focus on high quality programmes and infrastructure. Providing competitive rates, minimising the cost and regulatory burden to business and lowering council barriers is the best way to attract and retain businesses.

Notwithstanding these cautions, we support many of the proposals listed in the draft strategy as a pragmatic response to the situation faced. Many will be expensive though and so it is essential that a review of existing expenditure takes place. A reallocation of existing funds rather than a rate increase will be necessary to fund many of the proposals. We look forward to working with the council on any restructuring of the downtown levy and other rates which may be needed to fund the proposals in this draft strategy – particularly the Airline Attraction Fund.

## Targets

The draft strategy aims to create 10,000 jobs by 2015 and grow per capita GDP 10% by 2021. As shown in the following graph, between 2000 and 2008, 21,600 jobs were created in Wellington city. A disproportionate amount of these were in the government sector. Since the 2008 peak, a net 3,000 jobs have been lost. We presume the 10,000 new jobs is a net target. With the potential economic downturn and the expected net loss of government jobs over coming years as a backdrop the target will be challenging but achievable. In nominating a target the council will be held accountable for it and its policies and actions judged accordingly yet its not clear where the growth is going to come from or how the council is going to achieve it.



## Platforms for Growth

This section comments on the strategy's specific proposals (in bold) which come under the platform headings of:

- Destination Wellington
- The Smart Capital
- The Connected Capital
- Open for Business

### *Destination Wellington*

Wellington's educated population and the compact nature of the city have been instrumental in attracting the range of innovative businesses we have here. However, Wellington can't rest on its laurels as other cities compete for those businesses.

We fully support extending Wellington's destination marketing approach away from just tourism and adopting a broader strategy which targets **attraction of talent, business and investment**. Attracting and retaining businesses will be key to Wellington's future and growing its permanent population, jobs and investment is more beneficial than simply growing short term visitor numbers.

To operationalise this broader approach, at this stage we would prefer widening the mandate of Positively Wellington Tourism (which has done an excellent job of promoting Wellington) rather than creating a new agency to do so.

The draft strategy doesn't elaborate on what can be done to attract investment. At this point, we see the role as primarily one of marketing and promotion. While there is much the council can and should do to make it easy for businesses to set up here, we would caution against offering financial incentives to businesses as Wellington City Council does not have deep enough pockets to compete with the likes of Christchurch (government money) and Auckland, let alone Sydney and Melbourne.

Given the industrial potential of the Wellington region as a whole, it seems obvious that attraction of business investment etc should be a region-wide as opposed to Wellington City role. For example Wellington City residents would benefit from the economic boost created by a factory setting up in Lower Hutt but WCC may have neither an incentive nor the ability to attract businesses to Hutt City. This means it makes more sense for the activity to be part of Grow Wellington, in the longer term.

Before taking the first step and committing funding, we agree the council needs to **clarify the roles of NZTE and the council** in attracting business investment. In the short term the council should persuade NZTE / Investment New Zealand of the merits of putting more focus on Wellington.

It is likely that there will be a push for any new or newly-mandated entity to take on **more general economic development functions** such as those set out in the strategy. Careful consideration of this will be necessary in line with our previous comments around the need to avoid duplication of Grow Wellington and the need for a regional approach to economic development.

We strongly support attraction of more international students to Wellington. This is a priority for us but it would seem the 2% target is not very ambitious as Wellington is clearly under-represented when it comes to international student numbers. There is



much potential for growth right through from English language students to school and tertiary students. International students who maintain links with Wellington - whether joining the workforce post-study or later involvement/investment - can provide significant benefit beyond just the cash injection created while they are studying. There may be a role in helping maintain those links.

We think attraction of international students should be led by education institutions and Education New Zealand not the council although there is potential for education to be part of the newly mandated entity's role. There is also potential for the council to work with the institutions to identify why Wellington is underperforming here and see if there is anything it can do to make the city more attractive to international students. Again we prefer a regional approach and note Grow Wellington is already operating in this area. In the short term Education New Zealand could be persuaded to put more focus on Wellington.

We support the proposed assessment of the adequacy of **city amenities** for events. There is case for moving faster than 2013 on this assessment especially for a convention centre which is crucial for Wellington. Other facilities to attract people and interest in the city (such as a film museum for example) would fill a real gap. Such amenities would not need to be owned by council (especially a film museum) but the council can have a facilitative role in making them happen by putting in place a competitive process or even by way of some sort of Public Private Partnership.

We support efforts to maintain Wellington's reputation as the arts, cultural and events capital. And we support the proposed refresh of the council's **events strategy**. However, care will need to be taken. The council has a very good record with events attractions to-date but as competition from other cities to host events increases, Wellington needs to be clever in how and which events it attracts. With Auckland having recently announced increased expenditure on events attraction, Wellington must avoid entering into a bidding war. With Wellington's central location and domestic flights, Wellington has a genuine advantage without resorting to an expensive attraction budget. Often relatively low-key events can be lucrative.

We support continued **tourism promotion** and investment in key recreational and cultural attractions.

### ***The Smart Capital***

Because of both the concentration of tertiary education and research institutions and the talented pool of people who live here, Wellington has a genuine competitive advantage in 'knowledge businesses'. There is potential to take better advantage of these qualities and this section of the document rightly identifies them as key components of the economic strategy. Having said that, we are not convinced the council has the leadership role in growing these sectors as stated in the draft strategy.]

For example, we agree with the document that strong links between these tertiary **education and research institutions and the business community** are an essential ingredient for strategy. But [developing these links should be led by institutions and the business sectors themselves not the council.] In terms of commercialising and taking advantage of Wellington's science capability, there are some areas where Wellington has scale and genuine world class capability and it is in these areas where there are genuine economic opportunities and ability to attract external investment. Care needs to be taken that the effort is not spread too thinly.

Wellington has a well-developed services sector and **export of services** offers huge for the Wellington economy and should be a priority for the strategy. We have long been proponents of exploiting our competitive advantage here and have lobbied for inclusion of comprehensive services chapters in the government's free trade agreements. We are also part of an international business sector coalition lobbying for liberalisation of services trade. While it is clear there is potential to grow services exports, it is not clear what specific role the council can play in achieving this.

Another key component of the strategy should be to take advantage of Wellington's **expertise in public policy** by selling this expertise to the world but again we are not convinced the council has a role. In addition to this, here is potential for greater internationalisation of SOE economic activity which would benefit Wellington. Wellington's status as the capital city is important and there is scope to take better advantage of this. The council's urban design plans in this area are positive.

(The proposal to provide affordable space for start-ups and business development services such as those offered by **Creative HQ** seems to be duplicating the role of Grow Wellington's subsidiary.)

*Support*  
**The Connected Capital**

Bringing **long haul flights** to Asia into Wellington has been our number one priority for some time. The real benefit from better external connectivity in the form of direct flights to Asia is that it will attract businesses to establish themselves (and stay) here. Tourism benefits are important but secondary to this. Long haul flights would also assist in the attraction of international students.

*Strongly Oppose*  
We support a **Long Haul Attraction Fund** being put in place to secure direct flights to Asia. The Fund should only be accessed in the event a carrier would commit to the route for a certain period. It should not be a marketing fund. We look forward to talking to the council as to how it should be raised and from what mix of business, CBD and residential rate-payers. The large dividends the council receives from the airport should be used as a contribution to the fund and there should be other contributions in kind from the airport.

Extending the runway should not be ruled out if airlines with new technology aircraft are unable to commit to Wellington and there is some certainty that doing so would attract them.

✓ We support the council continuing to advocate for the implementation of the **Ngauranga to Wellington Airport Plan** as well as the entire Levin to Airport Road of National Significance. Transmission Gully should be supported as a part of this as this would be good for the region as a whole including Wellington City rate-payers.

We support the council **facilitating the broadband fibre rollout** working with the relevant infrastructure providers.

We support the Council monitoring the success of **free-to-use wifi** in the CBD with the possibility of extending the network to other parts of the city depending on its success.

We agree Wellington needs to **better leverage foreign relations**. The council can make a real contribution here by taking advantage of its sister city links in countries such as China given the special ability of Mayors to open doors in those countries. There are opportunities for the council to take advantage of official connections and

provide introductions to businesses. In general, though, business-to-business relations will matter more than council-to-council relations. We do not support WCC duplicating the role of NZTE and MFAT by establishing an international presence.

### *Open for Business*

We agree that developing a <sup>Agree</sup> **'business-friendly' culture** within the Council is essential. This should be reflected in council regulations and all engagement with business. Council barriers to doing business should be lowered and business requirements accommodated wherever possible.

Continued **engagement with business** and business organisations is fundamental to this. Specifically we support the recommendation to engage more with key corporates in the city to understand their needs and how they can be retained in the city. We also support the proposed **business issues forum**. ✓

We support in principle the recommendation to further strengthen **the council's partnership with the CBD** although it is not fully clear what is meant by this. We look forward to being part of a review of the downtown levy and would like CBD businesses to have more say as to how this is spent. We are also interested in talking to the council more about the concept of a CBD Board.

We support the **Central City Framework** which aims to cater for a greater business and resident population in the CBD and emphasises the importance of liveability in attracting people and businesses to Wellington. We have submitted separately in support of this. Decisions on earthquake strengthening requirements, including how these relate to heritage, and perceptions following the Christchurch earthquake will obviously have a bearing on the CBD's attractiveness to business and investment in coming years.

We fully support consultation with business owners in **suburban districts**. With regard to the proposed **Business Improvement Districts**, these should be funded ← by the businesses in each the suburbs concerned, which in turn should be consulted on how the money is spent. There would have to be support from a significant majority of businesses if there is to be a compulsory levy. Council needs to avoid throwing money into the CBD and suburban centres to be seen to be being fair to both groups. At the end of the day both will be attractive as business centres on their merits and the mix of businesses contained within them. A better approach is to remove barriers to growth such as excessive CBD parking charges, which tilt the playing field towards suburban businesses, and restrictions on box retail, for example, which tilt it the other way.

We strongly support engagement with **Wellington iwi** in projects that support the realisation of the city's economic potential such as development of Shelly Bay.

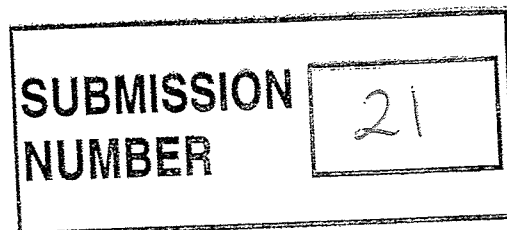
We fully agree that council needs a strong **economic intelligence capability** - either in the councils themselves or in any proposed economic development agency.

We support a review of the council's **procurement policies** to ensure that there are no appropriate local businesses missing out on council contracts. At the end of the day though, it is in the city's best interests for the council to pick the best, most competitive provider even if it is outside Wellington.

We support continued investment and improvement in the city's **infrastructure** as the business cases allow.



Ref: VC1-1-1



11 November 2011

Economic Development Strategy (COST01)  
Freepost 2199  
Wellington City Council  
PO Box 2199  
**WELLINGTON 6140**

To whom it may concern

### **ECONOMIC DEVELOPMENT STRATEGY**

This submission sets out Victoria University of Wellington's views on Wellington City Council's draft Economic Development Strategy. It follows our very useful meeting with Councillor Jo Coughlan, Teena Pennington and Aileen Edwards on 1 November, aspects of which are reflected in the submission.

#### General response

*Agree*

We broadly support the scope and focus of the draft strategy. We are pleased to see the prominence given to the "Smart Capital" theme and the recognition given to the central role tertiary institutions (TEIs) and Crown Research Institutes (CRIs) must play in achieving this. From Victoria's perspective, it is excellent to see explicit mention of the School of Government and "Digital Technology at Victoria", as well as the Victoria-affiliated Malaghan and MacDiarmid Institutes. These are all good (though far from the only) examples of the University's capacity to engage across many sectors, within New Zealand and internationally, and in the process generate new thinking and revenue.

Specific initiatives

Growing **international student numbers** is an objective that clearly fits with those of the University and of central government, which recently set out its ambitious goals in the Leadership Statement of the newly restructured export education agency, Education New Zealand. (We would also note that, as well as international students, Victoria is focused on attracting the best possible academic staff from overseas.) We welcome collaboration with the City Council around this, and have arranged for Pro Vice-Chancellor (International) Rob Rabel and other Victoria staff to meet with Council staff.

We share the view that the attraction of **long haul air services** to a hub (or hubs) in Asia would be of great economic benefit to Wellington. Accordingly, we support the establishment of a *Long Haul Attraction Fund*, as proposed in the strategy. We hope, nonetheless, that the runway extension option remains on the table, for example in the event that the Attraction Fund did not achieve the desired effect.

Potential for closer collaboration

There seems to be broad agreement that there is a lack of shared knowledge and coordination around the many innovative and/or research activities occurring throughout the city, and that the city's collective innovative capacity is not being fully harnessed. It is good therefore that the City Council's strategy seeks to encourage links between Wellington's TEIs and CRIs and the business community, although it must remain the domain of the organisations themselves to develop relationships as they see fit. Our 1 November meeting with Councillor Coughlan et al suggests that the Council is actively examining how it can support collaboration to grow the intellectual/knowledge capacity of the city, and we look forward to further discussion on how this might be achieved. We would welcome (indeed expect) a close role in whatever initiatives might eventuate.

The City Council's involvement might usefully centre on facilitation and promotion of a Wellington-based **innovation hub** (identified in the strategy as a high-priority action). Any such initiative should harness the important work already being done by the likes of Creative HQ and our own VicLink. With activities in the innovation space carried out by diverse and often resource-starved start-ups, we see real value in the Council fulfilling a representational and facilitator function (building on those already carried out by Grow Wellington). Although mindful of the risk of duplication, we believe the Council is well placed to bring together the likes of the TEIs, CRIs, the diplomatic community and sister cities, NZ Trade and Enterprise, and the region's chambers of commerce, noting that the problems start-ups ultimately face often revolve around their potential market being situated everywhere but Wellington.

Specific ways in which the City Council could assist Wellington innovators include:

- Assist with the often intricate work involved with patent research; and
- Pursuing an active policy of trialling and purchasing their prototypes and services. ✓

We would also welcome the City Council exploring opportunities for joint marketing directly with Victoria and other TEIs. We acknowledge the Council's initial forays into joint marketing, and hope that the meeting on international students might identify further such avenues. But the scope for partnership is wider than that. Under the "Smart Capital" framework, Wellington should be seeking to build on the reputation it has established around its knowledge-base and status as the seat of government to market Wellington (and New Zealand's) distinctiveness internationally.

#### Where Victoria can contribute

The University has the capacity to engage in knowledge-based initiatives across a wide range of fields. The strategy captures a number of these. The following points, though not exhaustive, serve to round out the picture:

- As with digital technology, Victoria is a leader in *new materials and applied engineering*;
- Victoria's School of Engineering is presently working on the formation of *Giga-Wellington*, the aim of which is to create a high-capacity, high-speed digital network (20 gigabytes per second) using new OpenFlow switching technology. We view this as very complementary to the City Council's Digital Strategy, and the Council would be an obvious Foundation Partner in the enterprise;
- Victoria is already strongly engaged in various externally/commercially focused education and training initiatives, including aid-funded English language training partnerships, which could typically be expanded to meet new demand;
- Noting that developing expertise on the Asia-Pacific region is identified (correctly) as an priority area in the strategy, we would add that Victoria's Centre for Strategic Studies, the Contemporary China Research Centre, the Centre for Applied Cross Cultural Research, and the Chair of Business in Asia each have strong roles to play in this regard;
- Further to the Masters in Digital Technology, which is mentioned in the strategy, Victoria is in the process of considering the introduction of a Master's programme focused on innovation and commercialisation, a core aspect of which would be collaboration outside of the University.

Once again, Victoria University commends the strategy, which we see as having real potential to drive engagement under the “smart capital” theme. I look forward to ongoing engagement on this and encourage you to contact Sam Hoben ([sam.hoben@vuw.ac.nz](mailto:sam.hoben@vuw.ac.nz) or 463 7458) on any matters arising.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Pat Walsh', written in a cursive style.

Pat Walsh  
**Vice-Chancellor**

10 November 2011

Economic Development Strategy (COSTo1)  
Freepost 2199  
Wellington City Council  
PO Box 2199  
WELLINGTON 6140

## Economic Development Strategy

To whom it may concern,

This submission sets out Victoria University of Wellington's views on Wellington City Council's draft Economic Development Strategy. It follows our very useful meeting with Councillor Jo Coughlan, Teena Pennington and Aileen Edwards on 1 November, aspects of which are reflected in the submission.

### General response

We broadly support the scope and focus of the draft strategy. We are pleased to see the prominence given to the "Smart Capital" theme and the recognition given to the central role tertiary institutions (TEIs) and Crown Research Institutes (CRIs) must play in achieving this. From Victoria's perspective, it is excellent to see explicit mention of the School of Government and "Digital Technology at Victoria", as well as the Victoria-affiliated Malaghan and MacDiarmid Institutes. These are all good (though far from the only) examples of the University's capacity to engage across many sectors, within New Zealand and internationally, and in the process generate new thinking and revenue.

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Yours Sincerely,

Professor Pat Walsh  
**Vice-Chancellor**

DATA

# Draft Economic Development Strategy – Feedback

## Wellington City Council would like your views on the draft Economic Development Strategy.

You can have your say:

By making a submission on this form or in writing and send it to us by

▶ Post – Economic Development Strategy (COST01), Freepost 2199, Wellington City Council, PO Box 2199, Wellington 6140

▶ Fax 801 3124

▶ By making a submission online at Wellington.govt.nz

Please contact the Wellington City Council on 499 4444 for more information.

Your name and contact details

Mr /  Mrs /  Ms /  Miss /  Dr (circle which applies)

First name\* STEVE

Last name\* O'CONNOR

Street Address\* LEVEL 4

50 MANNERS ST

WELLINGTON 6011

Phone / Mobile 021 574 808

Email steve.oconnor@creativehq.co.nz

\* Mandatory fields

I am making a submission

As an individual

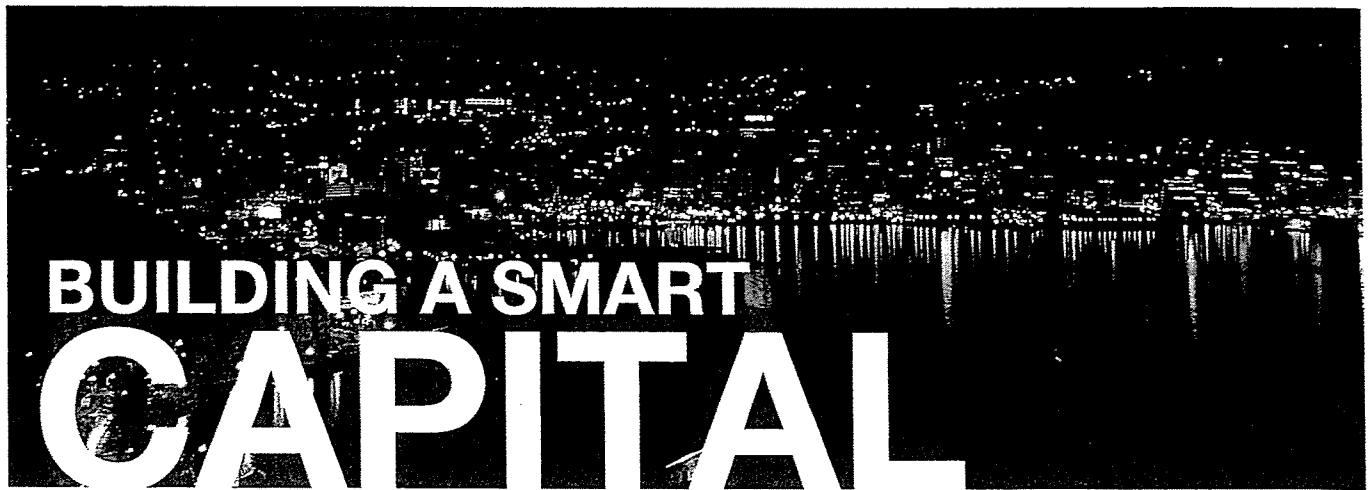
On behalf on an organisation

Name of organisation CREATIVE HQ LTD.

Submissions close 5pm, Friday 11 November 2011

### Privacy statement

All submissions (including name and contact details) are published and made available to elected members of the Council and the public. Personal information supplied will be used for the administration and reporting back to elected members of the Council and the public as part of the consultation process. All information collected will be held by the Wellington City Council, 101 Wakefield Street, Wellington. Submitters have the right to access and correct personal information.



CREATIVE HQ SUPPORTS THE VISION AND ASPIRATION TO BUILD A SMART CAPITAL GLOBALLY RECOGNISED AS THE PREMIERE COMMUNITY FOR INNOVATIVE COMPANIES AND INTERNATIONALLY RECOGNISED TALENT. A NATURAL HARBOUR FOR INNOVATION.

## IS THE COUNCIL ON THE RIGHT TRACK WITH THE DRAFT ECONOMIC DEVELOPMENT STRATEGY?



### THE STRATEGY LEVERAGES WELLINGTON'S NATURAL ATTRIBUTES FOR SMART GROWTH COMPANIES

**LONG TERM GAIN** The strategy creates a valuable founding document to drive Wellington's economic development, given the context nationally to ensure the city is well positioned & performs in the long term.

**SMART PRODUCTIVITY** Focussing on diversifying the economic base is critical for building a healthy ecosystem, as is the theme in the strategy to focus on innovation, entrepreneurs and talent. These are the key planks towards significant growth in GDP per capita through high productivity businesses that are globally focussed.

**ACTIONABLE** The strategy proposes a strong set of initiatives that will support the development of a smart Capital.

**FITS THE BIG PICTURE** Aligning Wellington cleverly within a national context is critical in a small country. The strategy sets the Capital in good stead with the New Zealand picture and builds on the areas where we can excel.

**WORKING TOGETHER** The strategy acknowledges key capability and partners within the region which are aligned and have the ability to work closely with Wellington City Council to deliver the strategy and its specific objectives. Creative HQ is a natural partner here.

**ENTREPRENEURS** The strategy mentions innovation many times, but should include specific reference to entrepreneurship as a fundamental building block to innovation. The components of an ecosystem are comprehensively referenced throughout, but entrepreneurship and training for such could be more prevalent in the strategy.

### FROM THE CEO ...

"The draft strategy presented by the Council is closely aligned with what we have been working to achieve with the Creative HQ team and more recently the Board of Directors over the past few years.

"The direction in which the strategy looks to take Wellington is one that will take time, but one that builds on the natural attributes of the city's culture, the collaborative attitude of Wellingtonians and the physical environment in which we live and work every day.

"It is exciting to see the potential for Creative HQ supporting the next generation of companies and talent to help meet the objectives in this strategy."

Steve O'Connor  
CEO Creative HQ

**A: DEVELOP A LONG HAUL ATTRACTION FUND**



**DIRECT ACCESS TO ASIA IS ONLY GOING TO BECOME MORE IMPORTANT FOR GLOBAL COMPANIES**

While the world becomes more connected online, the opportunities for business to be truly global goes exponential, but the value of face to face business becomes greater too.

Asian businesses operate on trust and relationships. Innovative high growth businesses will naturally look to develop these relationships in the Asia Pacific region. Attracting investment from this region will become increasingly important as the markets become more prevalent too. Having direct links with key Asian destinations will enhance the opportunities here for young growing companies.

**C: ENGAGE WITH KEY BUSINESSES TO ENSURE THEY REMAIN IN WGTN**



**GREAT CITIES COME FROM COMPLETE ECOSYSTEMS**

A full ecosystem is critical for a sustainable Smart Wellington. From innovative startups to the large exporters and service providers, a full spectrum benefits everyone in it.

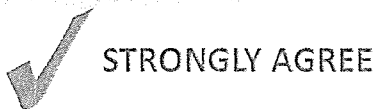
**Top talent is often attracted by key businesses;** large ones who do not make decisions to be based in a certain place lightly and globally renowned ones whose location is part of their overall strategic direction.

**Sponsorship and funding is a key role for larger businesses,** in supporting the innovation ecosystem as a whole, as well as the general community.

**The right companies can make excellent partners for startups** and early stage ventures, a facet recognised by all of New Zealand as a critical step in the path to global expansion.

**However, the right city will attract companies that fit** the culture and community. Specific incentives to retain individual organisations are unsustainable. The strategy is building a city that will naturally become a magnet for the companies that 'get' Wellington and how it works.

**B: DEVELOP AN INTEGRATED TALENT, BUSINESS AND INVESTMENT ATTRACTION STRATEGY**



**IMPORTED TALENT AND INVESTMENT WILL AMPLIFY THE CALIBRE OF WELLINGTON'S INNOVATION CULTURE**

**People make things happen.** Economies, communities, companies, councils, business incubators. They are all comprised of people.

Creative HQ's connections have seen entrepreneurs and investors from the United States, Asia and Europe visit Wellington and touch base with a large array of people in local business networks. Similar connections through other organisations and individuals in Wellington has shown this 'inbound tourism' to generate great interest in the city from investors, entrepreneurs and potential migrants with great capabilities in growing young companies and wide networks.

A key part of enhancing this natural affinity to Wellington's physical, innovative and entrepreneurial energy is developing magnetic connection points and network nodes for these international connections to zero in on.

An "innovation hub", such as mentioned on page 20 of the strategy goes directly to achieving this goal. Creative HQ has strategic plans for an Innovation Centre.

**D: CREATE 'BUSINESS IMPROVEMENT DISTRICTS' TO SUPPORT SUBURBAN BUSINESS GROWTH**



**NEIGHBOURHOODS THAT DRIVE INNOVATION? YES!**

Entrepreneurs emerge in the most unlikely of places. Talented individuals from clusters located in the Miramar environment have branched out and expanded the potential they can bring to the local business community. Commercial centres outside of the

CBD can build complementary cultures to that in the centre and this allows new types of innovation and business activity to thrive.

**But it is important they are still connected to the heart of the city.**

**E: FURTHER DEVELOP CREATIVE HQ TO SUPPORT THE GROWTH OF INNOVATIVE BUSINESSES**



**STRONGLY AGREE!**

**CREATIVE HQ'S VISION IS TO BUILD WELLINGTON'S NEXT GENERATION OF BUSINESS LEADERS**

Creative HQ is the driving force behind Wellington's future business legends. We work at the nexus between innovation, entrepreneurship and early stage ventures with high-growth global potential.

We are passionate about the talent, capability and opportunities for Wellington to be recognised on the world stage by its success stories.

Wellington has become a hot bed for young ventures

Creative HQ will play a significant role in Wellington's continued rise as a wealthy, vibrant, inspiring city. We will contribute through building higher sustainable productivity, from a foundation that better utilises our nascent entrepreneurial and innovative talent and globalising our best innovations and ideas.

The original proposition for the establishment of Creative HQ in March 2003 was based on sectors of competitive advantage for the region. Wellington's emerging strengths lie in

creative and innovation-led businesses and the region is strongly positioned to deliver a critical mass of new globally competitive firms to underpin sustainable growth and prosperity.

This proposition is as true today with a range of innovative startups evident across the creative, design and digital sectors. Wellington has become a hot bed for young ventures in these sectors, providing a rich environment highly supportive of creativity and innovation. This city is an attractive and inspiring base for budding entrepreneurs.

Wellington is the 'sleeping giant' from a science technology perspective.

With two Universities, four Crown Research Institutes and a number of other research entities, significant research effort and world-class knowledge is housed across the region. There is consequent latent potential ripe for commercialisation.

22 current businesses in incubation

11 science commercialisation projects

12 gaming entrepreneurs in pre-incubation

51 alumni businesses in the Creative HQ network

**CREATIVE HQ IS AIMING TO PRODUCE OVER \$1 BILLION IN TOTAL ECONOMIC VALUE BY 2016 FROM ITS INCUBATION ACTIVITIES ALONE**

**"The Creative HQ project is just what is needed .... The Wellington region has great potential as a centre of creativity and innovation, a sustainable basis for regional and national prosperity. The key ingredient is productivity driven by innovation, and the results so far with the companies supported by Creative HQ show that quite high revenues per job are possible."**

Sir Paul Callaghan, 10 June

\$207,000,000 cumulative economic value : Creative HQ ventures since 2008

\$168,000 average turnover per full time employee by Creative HQ ventures

Creative HQ ventures >40% revenue growth per annum, of which 42% in exports

Economic impact = \$26 economic value returned for every \$1 in Creative HQ funding

THE BUILDING BLOCKS OF A SMART CAPITAL

75 Ventures incubated in Creative HQ since 2004

75% are still trading in a diverse range of sectors

Total \$4.9m funding raised by ventures since 2008

Alumni portfolio by sector:

- 46 Digital (see below)
- 22 Consumer products
- 2 Cleantech
- 5 Science

CREATIVE HQ VENTURES BECOME WELLINGTON'S SUCCESS STORIES ...

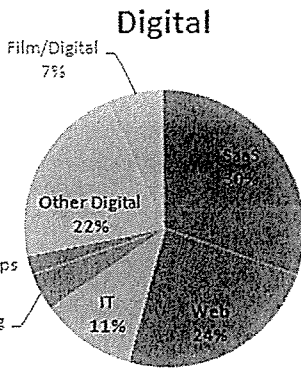


Starnow.com is the number one casting website in the UK, Australia and New Zealand. They had initially hoped to just cover the rent – but the site was so successful that, six years later, they have over 2 million registered users, has 14 staff, operate in seven countries and have placed more than 105,000 casting calls, launching the show business careers of thousands.



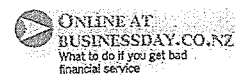
silverstripe

Silverstripe, an open source content management system (CMS) developer, was founded in 2000. At its peak, their website attracted 2.6 billion hits and handled a traffic load higher than that of online retailer TradeMe. The company now has more than 30 staff in Wellington and Melbourne.

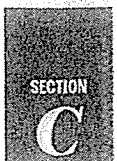


Dash Tickets is a dynamic ticketing platform for event organisers and venues to manage event ticketing with a focus on customer experience and engagement. Over the past 2 years the company has sold 161,498 tickets for 769 events including the Christchurch Arts Festival, Sandwiches Venue, World Buskers Festival and Fabel Events.

Recently, Dash Tickets has secured a significant capital investment from the founders of Australian entertainment powerhouse, Ministry of Sound Australia. The deal represents a significant milestone for Dash, as it plans expansion into Australia in early 2012.



THE DOMINION POST BusinessDay



MONDAY, JUNE 20, 2011

Start-ups showing high sales

**INFOTECH**  
**MGuidelines faulted**  
 The Government may need to go back to the drawing board over the way software patents will be treated under its proposed Patents Bill, after guidelines drawn up by officials were slated by legal experts.

**BRIEFLY**  
**Plan rejected**  
 The board of Brazilian state-led oil company Petrobras did not approve a five-year business plan as expected on Friday, requesting that management instead conduct additional studies.

**Rakon wins award**  
 Auckland company Rakon won the supreme award at the Air New Zealand Cargo Export Awards. Rakon makes precision quartz crystal oscillators found in most electronic circuits in things like cellphones and GPS tracking systems.

Incubator reports some successes

**JAMES WELLS**  
 SOME Wellington start-up companies are creating high-value jobs with revenues a third higher than average Kiwi companies, but a leading scientist says we need 10 times more world-class hi-tech firms in New Zealand.  
 Wellington business incubator Creative HQ says 22 companies which have come through its doors are now generating average sales of about \$168,000 an employee and most of them are profitable.  
 Scientist and New Zealander of the Year, Sir Paul Callaghan said the Wellington region had great potential as a centre of creativity and innovation.

CREATIVE HQ

► Creative HQ is Wellington's answer to the fact the city is so richly endowed with entrepreneurs don't have garages to start their businesses in. It is a grown hub for start-up companies.  
 ► Funded through NZ Trade & Enterprise and Wellington Regional Council's development Agency Grow Wellington.  
 Creative HQ has a budget of about \$1.5 million.  
 ► Source: Creative HQ

"Clearly we are capable of building world-class hi-tech businesses based in New Zealand. We just need to grow more, about 10 times more," he said.  
 Creative HQ chief executive Steve O'Connor says a couple of

the best alumni companies were now earning more than \$500,000 per employee.  
 For each \$1 of funding from the incubator, successful companies were producing about \$25 in revenues, but the question remained if the success could be replicated at a bigger scale.  
 "To drag ourselves up the OECD rankings we need hundreds of these (successes) that go well and go global," Mr O'Connor said, especially with many big corporate head offices moving out of Wellington over the years.  
 "For Wellington, greater (business) diversity is critical."  
 "There is a certainly a wealth of capability in the region with technology that can help drive that ... but it takes time," he said.  
 Since 2008, the Creative HQ has helped more than 70 firms and is at present in partnerships with 22

ventures. Of the 70 starters, 50 to 60 are still trading.  
 Some of the best performers who have gone through the Creative HQ are in the "weightless" sector, such as information technology, and web-based companies.  
 An example is Starnow, which is like Trade Me, but connecting TV producers and directors with "talent" for anything from vampire movies to to swimwear models.  
 It has become a global company, with millions of customers, and is run from New Zealand.  
 "Like Trade Me, there were four web books who wondered how TV producers find their talent and discovered it was still done by little black books," Mr O'Connor said. Starnow was first to do that online.  
 It was important for a company to think global, rather than grow

PROMISING FIRMS

► Alumni companies from Wellington business incubator Creative HQ had average sales of \$168,097 per employee in the year to June, an increase of 5 per cent over the previous year.  
 ► The average is a third higher than the \$120,000 New Zealand average.  
 ► Collective annual revenue for 22 young companies: \$19,750,177  
 ► More than 100 full-time positions in total  
 ► The companies include a range of sectors including ICT, online, retail, recruitment, and manufacturing  
 ► They earn 42 per cent of revenues from exports on average

locally and then think whether they could export, he said.  
 There was a high failure rate for innovative or new technology companies, early stage start-up companies and new exporters.  
 Often firms failed because of a lack of capital and cashflow.  
 The Creative HQ turns away hundreds of applicants looking for help and after a more formal process of vetting, only one in five may be accepted.  
 The Creative HQ now takes a typical 5 per cent equity stake in companies that it helps. It also charges a fee for firms that work from Creative HQ offices.  
 There are seven business incubators in New Zealand with funding from NZTE, which is due for review next year.





**F: DEVELOP A "BUSINESS-FRIENDLY" CULTURE IN COUNCIL**



**AGREE**

**A COUNCIL THAT "GETS" BUSINESS IS CRITICAL**

Executing council's interaction with businesses easily and effectively creates no barrier to compliance and brings about a public reputation for "ease of doing business".

Enabling (and even rewarding) the autonomy of council officers and employees to do what works best for the city, its residents and its businesses is a positive direction. This can only encourage individuals and business to be more adventurous and innovative in creating initiatives, events and ventures that enhance Wellington's reputation as the Creative Capital.

**WHICH OF THE PRIORITIES OUTLINED IN THE STRATEGY IS YOUR TOP PRIORITY?**



**DEVELOP CREATIVE HQ**



**TALENT, INVESTMENT ATTRACTION STRATEGY**

Developing Creative HQ befits numerous goals of the Economic Strategy, as the incubator's own strategic goals and plans for an innovation centre are intrinsic to:

- 1) Smart infrastructure
- 2) Links between tertiary and research institutions
- 3) Attracting talented individuals and smart investment
- 4) Connecting talent, science, innovation, growth capital and commercialisation support

We agree that Wellington needs to build more elements in the innovation ecosystem and connect the strands better.

Our goals are similar making Creative HQ a natural partner for executing key elements of the strategy.

**This is a regional challenge and a national challenge.**

To be a Smart Connected Capital on a global scale, we have all the elements in hand, simply waiting to be aligned and amplified through the types of initiatives articulated in the Council's strategy.

Creative HQ is keen and capable of playing a central role in helping achieve these outcomes.

**ARE THERE ANY PRIORITIES OR ACTIONS WE HAVE MISSED IN THE DRAFT STRATEGY?**

**PRIORITISE THE "HUB"**

An Wellington Innovation Centre should be a **Key Priority**.

Mentioned on page 20 of the strategy under heading 1(b), we see this as a key initiative to bring about many of the goals of the wider strategy.

Our plans in this area are underway, and could segue smoothly into these sections of the city's strategy.

**SMART BEATS CHEAP**

Creating "smart infrastructure" is more than providing affordable space. The market can do affordable space.

**We must deliver smart space that connects smart companies and talent with coordinated networks, and collaborative, specialist support.**

This is what Creative HQ does now, and what we hope to expand.

**BACK NATURAL WINNERS**

Creative HQ sees innovation and smart ideas emerging from all sectors.

The framework for building a Smart Capital should focus on recognising natural winners and backing them with specialist support, rather than picking "winner" industries.

As Sir Paul Callaghan says, "we will be good at what will be good at."

**CREATIVE HQ WE MATCH INNOVATIVE IDEAS, TECHNOLOGY AND SCIENCE WITH BUSINESS NOUS AND A ROCK SOLID GROWTH PATH. WE AIM FOR THE WORLD FROM WELLINGTON.**



FOLLOW US ON FACEBOOK



CONNECT WITH US ON LINKEDIN



@CREATIVEHQ ON TWITTER



INFO@CREATIVEHQ.CO.NZ



SUBMISSION  
NUMBER

23

To: Wellington City Council

Re: Draft Economic Development Strategy

**SUBMISSION BY THE WELLINGTON BRANCH OF PROPERTY COUNCIL NEW ZEALAND  
INCORPORATED ON THE DRAFT ECONOMIC DEVELOPMENT STRATEGY 2011 (COST01)**

THE WELLINGTON BRANCH OF PROPERTY COUNCIL OF NEW ZEALAND INCORPORATED (at the address for service given below) makes the following submission on the draft Economic Development Strategy 2011:

**BACKGROUND**

Property Council is a not for profit organisation that represents New Zealand's Commercial, Industrial, Retail, Property Funds and Multi Unit Residential Property Owners. Property Council represents all forms of commercial property and property investment in New Zealand. Property Council's members collectively own and manage \$30 billion of commercial property investment in New Zealand.

Property Council actively involves itself with central, local and other government associated bodies, promoting the views, goals and ideas of our members.

**ECONOMIC DEVELOPMENT STRATEGY**

"With good international connection, collaboration with our local partners and a well resourced strategy for attracting new business, Wellington could be that long term, sustainable, efficient jewel we have often threatened."

*From 'The Future of our Capital' quoted by Ian Cassels, Wellington Branch President, Property Council New Zealand.*

The Wellington Branch of the New Zealand Property Council is pleased to make the following comments on the Wellington Economic Development Strategy. Firstly, Council should be commended for developing such a strategy given the current economic conditions. Having a clear strategy for developing and growing the city's economy is considered essential.

Firstly to address the specified questions in the draft:

Are we on the right track with the draft Economic Development Strategy? - Yes

- In terms of the aims of the strategy, Property Council agrees that the aims and economic outcomes sought are appropriate. One concern is whether the document focuses to an extent on the 'smart, innovative' businesses. While this is a worthy aim, it is not clear whether this outcome is sought to the detriment of other established businesses in Wellington that may not be 'hi-tech.'

A. Develop a Long-haul Attraction Fund to attract an airline carrier able to operate direct flights from Wellington to Asia? - **Strongly Agree**

- Property Council is strongly supportive of the strategy to ensure Wellington becomes more connected. In particular, we support the ability to secure direct flights from Wellington airport into Asia. Critical to the retention and expansion of our 'smart capital' this connectivity will be a direct contributor to growth available to our commercial and tertiary sectors.

B. Develop an integrated talent, business and investment attraction strategy? - **Strongly Agree**

- Defining what is Wellington's competitive advantage now and how that is to be developed is a key starting point in this attraction strategy. Connectivity with expatriates through established organisations such as KEA, should be strongly cultivated, expressing clearly our individuality and opportunity as a growing city. A strategy of cultivation of connections within embassies, consulates and national organisations based in Wellington would enhance our international exposure.

C. Engage proactively with key businesses to ensure they remain in Wellington? - **Strongly Agree**

- Historically our complacency with Wellington based business has allowed seepage from the economic wealth of our city. It is imperative this shift takes a ground up approach. The first focus is to retain commercial entities in Wellington, wherever possible.

D. Create 'Business Improvement Districts' to support suburban business growth?

- The strategy mentions the need to create 'innovation hubs' of activity around the city. PCNZ would like to be involved in the development of conceptual thinking in this area. A key part of creating such hubs are buildings.

E. Further develop the 'Creative HQ' to support the growth of innovative businesses?

- PCNZ supports the performance metrics of new jobs and inward investment. Council should be wary of picking winners. Every business in Wellington is important for the economy – not simply those deemed to be smart or innovative. A focus on increasing exports also ties into Property Council's view that the airport and port are two critical pieces of infrastructure and developing their potential to support future growth is critical.

F. Develop a 'business-friendly' culture within the Council to support business growth? - **Strongly Agree**

- Property Council applauds the Council's stated aim of becoming more business friendly. PCNZ as one organisation that represents business interests in the City would be keen to engage with Council on this matter. Specifically, understanding what practical changes Council is going to make to improve processes, certainty and costs to building owners, developers and others looking to do business in the city would be welcome. PCNZ has advocated for the establishment of a 'CBD' Board with representatives from the business, education, iwi and other communities represented. Such a Board would ensure those with a stake in the vitality of the CBD would have a greater say in the future of the CBD. Currently, PCNZ is concerned that planning and other controls are not being effectively administered so as to protect and promote the CBD.

Additional considerations:

- From an infrastructure perspective, it is important that the city's infrastructure continues to be seen as an investment in the future. Investing in 'smart' infrastructure to support those creative and knowledge intensive industries is supported, but Council must also maintain all of the other infrastructure which provides a differentiator to Wellington. This includes events and arts/culture facilities, as well as utilities.
- To facilitate infrastructural growth, it is key that local and regional government are seen to be working with central government to constructively develop their proposals to ensure best results are achieved at a local level.
- The strategy notes that any government austerity measures would have a significant impact on the Wellington economy. Property Council agrees with this, and vacancy rates are currently high. This situation is not helped with the development of office accommodation outside the existing CBD area. Such developments dilute the vibrancy of the CBD. Removal of \$1 billion cash from the Government balance sheet (over the next three years) will dramatically effect the Wellington CBD.

# APPENDIX B

- Property Council considers that the application of 'smart' and green technology to buildings is a key potential differentiator for Wellington. Officer workers in Wellington are well served by public transport and a walkable city. The business friendly goal could be achieved in part by Council examining its consents processes, development contributions and other signals to building owners and developers that it wants to see smarter and greener buildings and infrastructure.
- Property Council supports the on-going improvements to Wellington's infrastructure, particularly those that improve the ability to get goods and services to customers – whether this is locally or international. The buildings in the city should be seen as a critical part of the capital city infrastructure.
- Encouragement of 'Centres of Excellence' is a suggested part of the strategic equation. Le Cordon Bleu hospitality school should become the beginning of a series of institutions creating a culture of international repute for Wellington. Facilitating the coordination of these within a commercial framework will require a clear vision of what Wellington can become.
- Property Council agrees that the one of the great advantages Wellington has is its compactness and the distinct precincts within the City. Further action should be taken to ensure this is protected. The city must grow, develop and change. Property Council is keen to ensure that this change is positive and sustainable for the long term future vitality of the CBD.
- Residentialising the central city remains imperative, converting existing buildings where available, to eliminate vacant premises throughout the city.
- Wellington must project a positive external image and our local media must reflect that. This will support and enable the retention and attraction of the growth businesses we seek.

Thank you for the opportunity to provide comment on the strategy. Property Council considers that this is a good start to developing a better relationship between business and Council. Property Council is ready and willing to assist in implementing elements of the strategy. Many of the actions are consistent with Property Council's own document 'The Future of our Capital'. We trust the above comments are constructive, and assist Council in getting to the implementation stage as rapidly as possible.

DATED this 11th day of November 2011



Ian Cassels, Branch President

On behalf of the Wellington Branch of Property Council New Zealand Incorporated

*Encl: The Future of our Capital*

**Kylie Paish**

<b>SUBMISSION NUMBER</b>	24
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**From:** Aileen Edwards  
**Sent:** Monday, 14 November 2011 12:05 p.m.  
**To:** Kylie Paish; Elise Webster  
**Subject:** FW: Draft Economic Development Strategy submission  
**Attachments:** PWT Submission for WCC Draft Economic Dvpt Strategy.doc

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**From:** David Perks [mailto:David.Perks@wellingtonnz.com]  
**Sent:** Monday, 14 November 2011 12:00 p.m.  
**To:** BUS: Economic Development  
**Cc:** Aileen Edwards; Michael Grace  
**Subject:** Draft Economic Development Strategy submission

Hi Aileen

Please find attached the submission to the Draft Economic Development Strategy from Positively Wellington Tourism.

Thank you


Best regards

**David Perks | Chief Executive Officer** *...in the coolest little capital in the world*  
Positively Wellington Tourism | P +64 4 916 1202 | M +64 27 530 4947 | F +64 4 916 1214  
Level 28, Plimmer Towers, 2-6 Gilmer Terrace, PO Box 10 017, Wellington, New Zealand  
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POSITIVELY WELLINGTON TOURISM

Submission on

WELLINGTON CITY COUNCIL  
**DRAFT ECONOMIC DEVELOPMENT STRATEGY**

10 November 2011



## INTRODUCTION

Positively Wellington Tourism (PWT) is the capital's official Regional Tourism Organisation (RTO). It is a charitable trust principally funded by the Wellington City Council and has extensive partnerships with the private sector. PWT's role is to create economic and social benefit for Wellington by working with the private sector to market the city as an attractive visitor destination.

As the agency responsible for promoting and developing Wellington as a visitor destination, PWT believes it important to make its views known in relation to proposed council activity that could influence its operations, as well as Wellington's overall tourism development and marketing into the future.

Positively Wellington Tourism's vision, set out in the Wellington Visitor Strategy 2015, is:

***Wellington will be considered the 'best little capital in the world'***

Tourism is a significant contributor to the region's economy. Visitors to Wellington inject around \$1.4 billion or 10% of gross regional product per annum.

In order to achieve this vision, PWT relies on Wellington City Council (WCC) to provide ongoing financial, industry and infrastructural support. Without this funding Wellington's tourism industry would not be as strong as it is today. PWT is confident that Wellington will achieve this vision by 2015 and the organisation's Statement of Trustee Intent 2011-2012 reflects this confidence. To maximise the current and potential marketing and product development successes ongoing support will be required.

## Introduction

PWT has read the WCC Draft Economic Development Strategy with great interest and excitement.

PWT recognises that as a Regional Tourism Organisation it plays an important and significant role in the development of the regional economy through the promotion of the city to potential visitors. The commitment WCC has made to the activities of PWT over 15 years has been considerable and constant. The result has been that PWT has been able to partner with commercial entities and other agencies to leverage the investment made by the city and the result has been ongoing increases in visitor numbers and perhaps reflecting back over those years Wellington has changed from being the government city to a vibrant destination.

Figure 1. Expenditure by domestic and international in Wellington Region

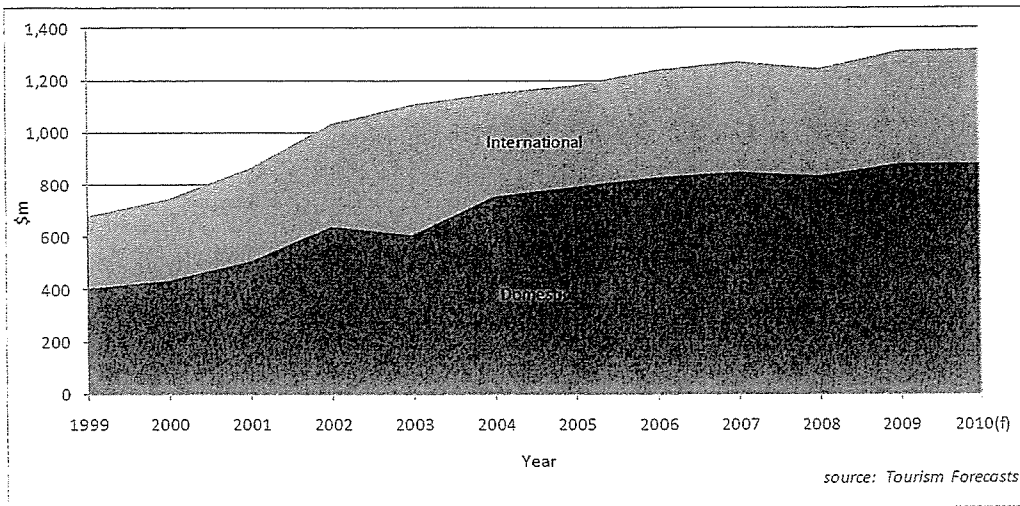
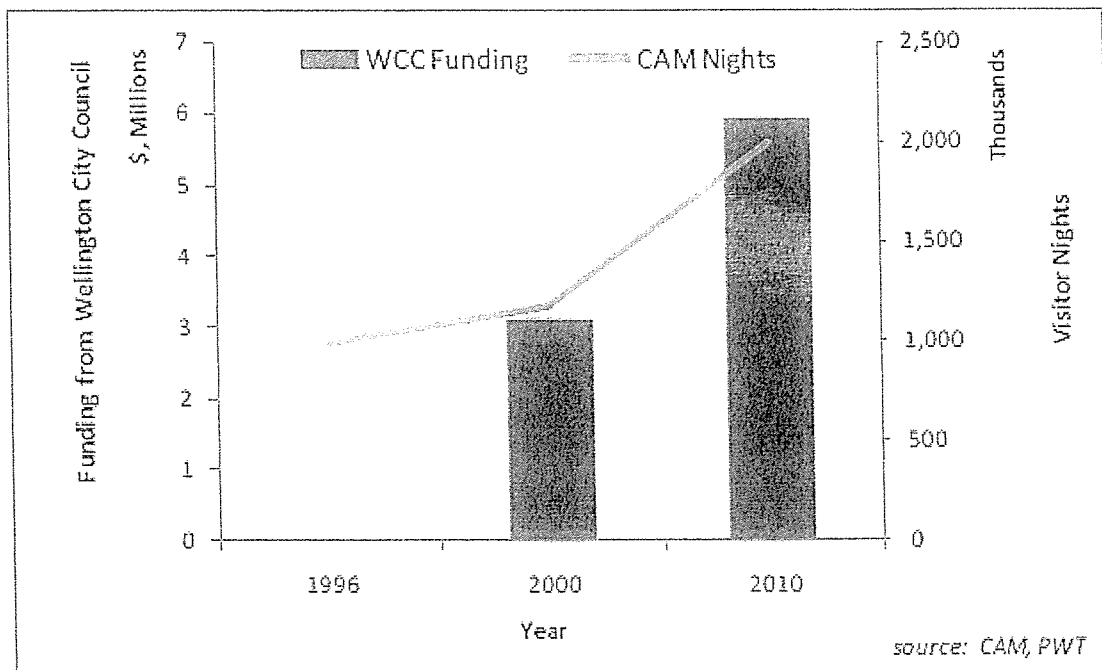


Figure 2. Tourism return on Wellington City Council funding



The Draft Economic Development Strategy is a strategic document which PWT strongly supports.

## Destination Wellington

PWT supports the strategic direction forwarded in the draft strategy. Whilst it is critical that the investment made by the city in tourism continues PWT has noted that in recent months a number of



more urban places within New Zealand have moved or are moving to a broader destination marketing platform as they too look to grow various sectors within their local economy, examples of this move are Auckland and Rotorua.

Wellington has over a number of years, through the investment of the council and commercial partners, built a 'tourism story' that is the envy of every other region of New Zealand.

Whilst the results of this work have been clear in regards to visitor numbers what is harder to quantify is the positive impact the work has had in creating a respect of Wellington amongst New Zealanders who today would consider the lifestyle in Wellington to be highly desirable.

However there is more to the story than this and we look forward to working with the Council to putting the whole Wellington story together; if we are to attract international business and a globally qualified workforce to Wellington; international students need to think of this place as home and international businesses need to understand the many advantages that Wellington can offer; we need these people to think of Wellington as the 'Coolest Little Capital' just as our tourists do, but then there is work to do - the numbers and the lifestyle have to add up.

When the story is put together PWT can recommend that in this city public-private partnerships can work as they have in tourism and the result could be numerous sectors of commerce growing within the Wellington economy.

Business events can be a critical link between tourism and business. Wellington is a prized destination for tourists; this strategy recommends that it needs to become equally prized for all sorts of other types of visitor who one way or another will increase the wealth of Wellingtonians. PWT considers that a clear opportunity lies in a space between academic or business institutions that demonstrate the Wellington character and business investment.

By bringing (for example) Asia Pacific or Global conventions to Wellington the city can enjoy the benefits of high spending short term visitors who are likely to return on a leisure visit; can build a significant bank of advocates spread across the globe; can build business connections in sectors where Wellington has expertise; can increase respect and recognition of our academic institutions; and perhaps most importantly of all can introduce people who don't know a city where business people and academics succeed and enjoy a great lifestyle.

If Wellington wants to be able to carry out this activity, serious consideration needs to be made quickly of the inadequacies of our convention infrastructure and the target set out to assess the adequacy of city amenities for events by 2013 should be brought forward to 2012.

## Smart Capital

If Wellington gets its story right then it will be important to utilise all our smart attributes to maximise the opportunity provided. This smart city of smart people in a smart environment should make the most of its academic institutions to bring new people to the city to study, work, and convene. The environment we call home is in such a contrast to that of so many other cities; we can tell that story so much more clearly if the city is committed to its Eco City ambitions of the 2040 strategy and places high priority on the sectors such as green technology and sustainable design.

Over recent years PWT has grown to better understand that marketing a city is very different to marketing a tourism resort town or region. That's why our stories are about a vibe, an emotion, a community rather than any particular activity; simultaneously we have reached out into the digital arena in our marketing efforts, this work through the relationships that it has created has demonstrated to us that there is a clear opportunity for Wellington to lead in the digital arena in New Zealand; if we are to be a city of global quality we must do so.

## The Connected Capital

PWT strongly supports the strategy proposal to put in place a Long Haul Attraction Fund to secure direct flights between Wellington and Asia.

Wellington with a route (for example) to Singapore would have '1 Stop or Less' connections to 51 countries; the table below shows what a difference would be made:

	Current	With WLG-STN	Direct
<b>Countries</b>	29	51	
<b>Population (Billion)</b>	2.538	4.585	
<b>% of World Total</b>	37.0%	66.9%	
<b>Overseas Airports</b>	53	142	

These numbers are critical to the *Destination Wellington* story. As a capital city we will always be a destination but with our small population and remoteness if we are not well connected to the world our ability to attract visitors, students, delegates, workers, businesses and entrepreneurs will be severely hindered; perhaps leaving the city a mere backwater urban dot on the map of Australasia.

Working with Wellington International Airport Ltd, and as PWT recently presented to WCC the business case for attracting a long haul airline to Wellington is very strong. The city is already the starting or finishing point of 250,000 long haul travellers each year, the character of these passengers is made up of affluent independent leisure travellers, business travellers and diplomatic travellers. A direct link from Wellington to a city beyond Australasia would make the journey for all

of these travellers more convenient, less costly and less time consuming. By attracting a Long Haul airline to Wellington the numbers of all three sectors of travellers will increase.

If the story behind destination Wellington is finalised and we have a long haul air link then Wellington will not sit back in Australasia but will be able to fill numerous available niches to become a globally competitive city.

The ease of flight connection will strongly support a number of the 'Supporting actions' detailed in this area of focus; strategically building strong global advocacy networks is a key for the city to get its story out to a wider audience across the world. Maximising the opportunity provided by our sister city relationships, the KEA network and both our local and distant diplomatic community and offices will be far more productive when the city is better connected to rest of the world.

## Open for Business

Wellington CBD is the powerhouse of the regions economy and it is appropriate that the Draft Economic Development Strategy identifies it as such; further to this it is the character of the CBD – its compact nature, vibrant street scene, globally good cuisine, a great meeting destination and its eclectic style – that makes this city so attractive compared to so many others.

PWT has through the years lived by the 'Absolutely Positively' mantra of Wellington city. Whilst PWT does not use 'APW' as a marketing strap-line our organisation strongly believes that the principal should be applied across all city activities so that when an individual or business interacts with our city they too go away Absolutely Positive about Wellington.

Simultaneously the City and its agencies must espouse the values it sets out as 'open for business' in this strategy and the wider goals of what our city is like described through the 2040 strategy

## Summary

As noted in the opening of this submission PWT is highly supportive of this Draft Economic Development Strategy. PWT looks forward to working with WCC as a key delivery partner of the strategy. We wish to be heard in support of our submission.



David Perks  
CEO  
Positively Wellington Tourism

Kylie Paish

SUBMISSION  
NUMBER

25

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**From:** Aileen Edwards  
**Sent:** Monday, 14 November 2011 9:59 a.m.  
**To:** Kylie Paish  
**Cc:** Elise Webster  
**Subject:** FW: Submission from Positively Wellington Venues  
**Attachments:** Wellington City Council draft Economic Development Strategy.doc

Hi K  
can you log  
TY  
Ax

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**From:** Allan Prangnell  
**Sent:** Monday, 14 November 2011 9:52 a.m.  
**To:** Aileen Edwards  
**Subject:** FW: Submission from Positively Wellington Venues

EDS submission

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**From:** Glenys Coughlan  
**Sent:** Friday, 11 November 2011 4:39 p.m.  
**To:** Allan Prangnell  
**Cc:** Jo Coughlan  
**Subject:** Submission from Positively Wellington Venues

Hi guys

Not the most sophisticated submission I've ever done ... but I felt that it was important that we at least put our hand up in support.

As we dig into the whole business events sector (vs just seeing ourselves as venues for hire) the strategic fit between what we could deliver and where you're heading with the economic development strategy become more and more obvious (and exciting!).

Have a good weekend ... we'll pop some hard copies in the mail too.

Glen

Glenys Coughlan  
CEO | Positively Wellington Venues  
D: 04 803 8718 | M: 021 247 8718

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**From:** Jo Holman  
**Sent:** Friday, 11 November 2011 4:00 p.m.  
**To:** Glenys Coughlan  
**Subject:** Wellington City Council draft Economic Development Strategy.doc

And 3 hard copies on your desk...



**POSITIVELY  
WELLINGTON  
VENUES**

Wellington City Council draft Economic Development Strategy

Submission from: Positively Wellington Venues

Dated: 11 November 2011

## 1. Introduction

This submission is being made on behalf of Positively Wellington Venues (PWV)

PWV is a Council Controlled Trading Organisation (CCTO) responsible for the management, marketing and utilisation of the Wellington Town Hall, The Michael Fowler Centre, TSB Bank Arena and Shed 6, the St James Theatre and the Opera House.

PWV has two main lines of business – the conventions and events business (including conferences, exhibitions, trade shows, banquets and gala dinners) – and the live shows and performances business.

Both lines of business serve and attract local, regional, national and international audiences. As a consequence we see ourselves not just as “venues for hire” but as a key partner in realising Wellington’s short and long term economic development goals.

We see our core purpose as being to “win and grow more business, community and show business events to improve the performance of our business and deliver a better return to the City”.

We see those returns being measured commercially and economically as well as by making a direct contribution to the attractiveness of Wellington as a place in which people want to live, work, study, play (visit) and invest.

## 2. The draft Economic Development Strategy is on the right track

PWV both endorses and applauds this initiative to protect and grow the Wellington economy. We support the immediate priorities that have been identified to enable the City to make purposeful progress towards to the City's vision for 2040.

The strategy identifies the many advantages that Wellington has to leverage and we agree that it is not enough to simply identify those advantages. It is vital that we initiate projects that can and will make the difference between incremental growth and development and serious economic advancement.

## 3. PWV will play an active role in the economic advancement of Wellington

As newly created CCTO, PWV is committed to playing an active role in delivering on the City's growth agenda.

In the same way that the City wants to establish a "stronger, smarter and more resilient economy", as a new CCTO, our Statement of Intent is built on developing a stronger, smarter and more resilient business that is capable of delivering better returns to the City.

In this context, PWV is wholly supportive of the aim of the draft Economic Development Strategy and the growth targets that have been proposed.

## 4. Contributing to employment growth and export earnings

PWV isn't a large business but we employ approximately 60 permanent and over 350 casual staff. We also have outsourcing contracts with key partners – Restaurant Associates (part of Compass Group) and MultiMedia (New Zealand owned and operated) who in turn employ both skilled and semi-skilled labour. In addition, our shows and business events attract out of town audiences and they make a positive contribution to hotel occupancy and yield in the City as well as to the hospitality (restaurant) and retail sectors and to airline and transportation businesses.

PWV was established to pursue – *inter alia* – an aggressive growth strategy that will drive further employment and deliver a substantial lift in the economic contribution that we make to the City.

PWV makes an active contribution to Wellington's export earnings. International delegates who attend conferences in Wellington spend almost six times more than local delegates and four times as much as national/out of town delegates (Covec, 2010). Further work is underway to quantify the total value of that contribution and we will make the results of that research available to WCC. Our recently announced JV business development partnership with Te Papa and Positively Wellington Tourism was put in place to attract more Australian business event delegates to

Wellington. We are also working with MED and Tourism New Zealand to support their involvement in the business events space.

## 5. From principles to practice

The principles that are summarised in the draft Economic Development Strategy are principles that we have already embraced in our own SOI – partnering and business growth, innovation and international connectivity and high quality infrastructure.

International research (Future Conventions Cities Initiative or FCCI by Rohit Talwar, 2011) has highlighted the significance of the multi-billion dollar convention and tradeshow industry as being a major contributor to “knowledge exchange and business creation” across key sectors like medical sciences, technology, science, education, law, economics, management and transport and communication.

Talwar refers to the importance/role of business events in:

- knowledge sharing
- creating global opportunities for local businesses and researchers
- being able to showcase local capability
- leveraging existing institutional infrastructure (e.g. universities) and encouraging new investment
- nurturing new ventures and accelerating emerging industries
- promoting innovation and driving research and development
- driving Citywide coordination

These ‘deliverables’ resonate well with the thinking contained within the draft Economic Development Strategy.

The draft Strategy also refers to enhancing Wellington’s image and strengthening its reputation. PWV can provide a shop window for this.

As an example, PWV not only supported the bid for the Society of American Travel Writer’s conference but we have gone the extra mile as a venue to add to the Wellington experience to build equity in the City’s brand.

## 6. Four areas of strategic focus

### 1. Destination Wellington

We agree with the need to better define and communicate the Wellington story and we would suggest that it is important that responsibility for that it assigned to one lead agency (such as Positively Wellington Tourism) who could be charged with working with key stakeholders to agree core brand values and an integrated communications framework.

PWV will play an active role in contributing to maintaining Wellington's reputation as the arts, culture and events capital of New Zealand. The City will see this reflected in the kind of shows and performances that are staged (and grown) in the city, the support for growing and developing local talent through the PAF fund and other initiatives and via partnering with PWT, Te Papa, the City Events team, national arts bodies and performance groups and with organisations and events like the IFA.

We support the actions that have been suggested in this focus area – specifically actions 1 and 4.

Under action 1 we see attracting business events as a priority (in addition to attracting businesses and business investment).

We would suggest that PWV take a leadership role in actioning point 4 (assessing the adequacy of city amenities for events and promotions). We are already advancing some initiatives in this area and some of that work is being fast tracked as a result of the seismic strengthening work that is being planned for the Town Hall in 2013. Given the timing and duration of the proposed strengthening and the need for alternative venue space to cover that period, we recommend that the assessment of the adequacy of the City's events and promotions infrastructure be completed in 2012 not 2013. PWT and the Hotel Council support this.

PWV supports all of the "supporting actions" associated with the destination Wellington strategy and we would willingly contribute to any new initiatives.

## 2. Smart Capital

We support the strategic directions that have been outlined in this component of the strategy.

Section five of this submission highlights some of the ways in which attracting more business events to the City can contribute to achieving the objectives outlined in this section of the strategy.

In terms of specific actions, we have drafted a 2020 vision to guide our own strategic development (yet to be finalised and approved). That vision suggests ways in which PWV can deliver on specific actions like 1 (b) by creating incubator office and studio space for start up businesses that have a link to what goes on in each of venues. Hosting international conferences and events can make a direct contribution to action 2 and action 3. For example, Business Events Sydney reports the following:

- the 4th International AIDS Society Conference in HIV Pathogenesis Treatment and Prevention (2007) led to the establishment of a major virology institute at the University of NSW



- the 7<sup>th</sup> International Orthodontics Congress (2010) led to a significant funding increase in the Australian Society of Orthodontists research programmes and clinician education
- the International Conference on Obesity (2006) resulted in Government funding for a new Centre for Obesity, Diabetes and Cardiovascular Diseases (due to open in 2013)

There are also significant opportunities to grow new business and investment opportunities in the digital space (specific action 4 and supporting action 9). In addition to securing international events we can also work to “grow our own” ... like Webstock and WCC’s BIG business expo.

Our 2020 vision also includes adding teaching facilities to our venues to better integrate what’s happening in our tertiary institutions with the business community.

### 3. Connected Capital

Business events (in particular) – and cultural events as well – can make a huge contribution to connected capital strategy.

Some of those opportunities have been explained in other sections of our submission. Strengthening international business and trade connections is one area, improvements in infrastructure that serve local and visitor markets will enhance productivity and make a positive contribution to the economy.

In relation to specific actions, attracting long haul flights to Wellington (and maintaining and growing trans-Tasman and domestic air routes, capacity and competitive pricing) will be supported by growth in business events. The inbound leisure market is highly seasonal and business events can offset this well. Airlines and hotels value conference and incentive business and so the opportunity to partner with them to attract more business events and create more business connections is a very real opportunity for Wellington – especially because of the added benefit of being a capital city and therefore a point of political influence.

PWV can also support the supporting actions – e.g. with business delegations.

### 4. Open for Business

Located in the heart of Wellington’s CBD and culture and entertainment precinct PWV can reinforce the open for business proposition at a number of levels.

At a highly tactical level we’d be pleased to invite some of our industry contacts from around the world to a business events think tank for Wellington. For example, Business Events Sydney have been operating for 43 years and have an exclusive focus on attracting business and professional events via public private partnerships.

They have researched the value of business events via the University of Technology in Sydney (August 2010). Their research showed that the benefits of business events delivered well beyond the immediate and “obvious” tourism benefits.

Business events have contributed to the business and economic health of Sydney and NSW in the following ways:

- Knowledge expansion (smart capital?)
- networking, relationships and collaboration
- educational outcomes
- fundraising and future research capability
- raising awareness and profiling
- showcasing and destination reputation

## 7. Conclusion

We are pleased to have the opportunity to contribute to the draft Wellington Economic Development Strategy.

From our perspective the timing is perfect as we develop our own long term strategy for PWV.

We see PWV as an essential tool in Wellington’s economic development tool kit. We can play a much bigger role than simply offering venues for hire.

Our submission has largely focused on business events (partly because we think that Wellington has underplayed its hand in that area and we think it warrants greater strategic focus) and partly because there has been a lot of work done on the contribution of major sporting and cultural events to the City, so the benefits of investing in and growing them is better understood.

While we look forward to contributing to furthering the thinking that has been captured in the draft strategy, we’re especially keen to contribute to the doing.

Glenys Coughlan

CEO

**Positively Wellington Venues**

[glenys.coughlan@pwv.co.nz](mailto:glenys.coughlan@pwv.co.nz)

**Kylie Paish**

---

**From:** eric@fontein.net.nz  
**Sent:** Friday, 4 November 2011 11:03 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Eric  
Last Name: Fontein  
Street Address: 8 Ellwood Place  
Suburb: Churton Park  
City: Wellington  
Phone: 4774725  
Email: eric@fontein.net.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: No

On the right track comments: Please note my comment below.

A. Develop a Long-haul Attraction Fund: Strongly disagree

Long-haul Attraction Fund comments: I agree with the Plan's aim of continuing to encourage/support the economic development of Wellington, and think it's great that this includes bold steps such as actively seeking out interest from within Asia.

Unfortunately Wellington International Airport's runway is simply far too short to support direct commercial flights taking off to any Asian destination.

For example: the maximum weight that a B767-300ER (as currently operated by QANTAS and Air NZ) can take off with on a standard day (using RWY16 to the south, RWY34 is more restrictive due to the hills at Newlands and Porirua) is approximately 155,000kg. This is more than 30,000kg below that aircraft's maximum take-off weight, and equates to either almost NO passengers/freight being carried or making a necessary refuel stop enroute. Even Christchurch's 3288m runway can only support a B767-300ER maximum weight take-off on dry days; larger aircraft such as the A330/A340 and B777-200/300 have an even greater take-off restriction.

The new generation of long-range aircraft such as the B787-8/9 and A350 are expected to have significantly better take-off and enroute performance, but will still fall far short of being able to carry a commercially viable load direct to Asia from Wellington.

Smaller, lighter aircraft simply don't have the range to fly long-haul to Asia.

The Long-haul Attraction Fund will therefore be a futile diversion of money.

In my opinion it will be far more successful if it is used to either support a current operator network e.g. discounts/subsidise if booking longhaul connecting flights, or to attract a new long-haul carrier to operate between Wellington and a nearby destination (such as Emirates' numerous NZ-Australia flights to/from Christchurch and Auckland).

B. Develop attraction strategy: Strongly agree

C. Engage proactively with key businesses: Strongly agree

D. Create Business Improvement Districts: Agree

E. Further develop the Creative HQ: Agree

F. Develop a business-friendly culture: Agree

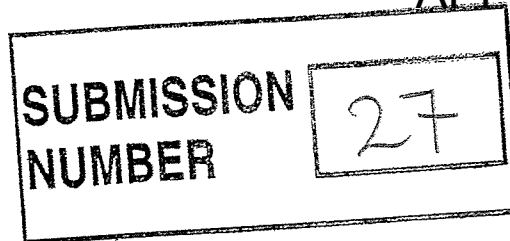
Top priorities: A

Top priorities comments: I believe that the Long-haul Attraction Fund will be futile, due to the physical limitations outlined above.

I have extensive aircraft performance experience (take-off, climb and enroute - including longhaul; both practical and theoretical - currently consultant to CAA/ASPEQ) and am able to assist with determining which options are or aren't able to be physically implemented (let alone be commercially viable).

Contact details as per above.

-----



b

**Kylie Paish**

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**From:** reina.solomon@ngatittoa.iwi.nz  
**Sent:** Tuesday, 8 November 2011 11:58 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

**First Name:** Reina  
**Last Name:** Solomon  
**Street Address:** Ngatittoa Street  
**Suburb:** Takapuwahia  
**City:** Porirua  
**Phone:** 042376763  
**Email:** reina.solomon@ngatittoa.iwi.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Te Runanga o Toa Rangatira Inc

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: Te Runanga o Toa Rangatira Inc endorses the strategic development of local economy in the Wellington region. The proposed strategy gives clear actions and indicators to evaluate the effectiveness of the strategy. A willingness to work with local iwi is given mention in action 25 (p28) of the strategy and has our support. However, recognition of mana whenua as major stakeholders in the development of Wellington's economy should be included within the principles of the strategy.

- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: As Wellington iwi enter into post Treaty settlement phases, increased opportunity for iwi contribution to Wellington's economy will arise and should be supported by council within the immediate priorities of the strategy.

- D. Create Business Improvement Districts: Strongly agree
- E. Further develop the Creative HQ: Strongly agree
- F. Develop a business-friendly culture: Strongly agree

Top priorities: D

Top priorities comments: Local iwi have established communities in Wellington's suburbs

resulting from large scale confiscation of lands and resources in Wellington CBD.  
Development of initiatives in Wellington suburbs is necessary to improve economic  
circumstances of Wellington's communities and improve Wellington's overall economy.

Missed priorities or actions: Yes

Missed priorities or actions comments: Increased recognition of mana whenua as major  
stakeholders in the success of Wellington's economy as outlined in the comments above.

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**SUBMISSION  
NUMBER**

28

**Kylie Paish**

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**From:** webcentre@wcc.govt.nz  
**Sent:** Tuesday, 8 November 2011 1:01 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: marie-claire  
 Last Name: andrews  
 Street Address: 100 port road  
 Suburb: seaview  
 City: wellington

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Neutral
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Strongly disagree

Further develop the Creative HQ comments: If a company needs incubating it won't survive. Incubation is not the right answer.

F. Develop a business-friendly culture: Agree

Top priorities: B

Missed priorities or actions: No

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**SUBMISSION  
NUMBER**

29

**Kylie Paish**

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**From:** fourseasonsflorist@yahoo.co.nz  
**Sent:** Tuesday, 8 November 2011 2:58 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Newcombe  
 Last Name: Laura  
 Street Address: 12 Riddiford Street  
 Suburb: Newtown  
 City: Wellington  
 Phone: 3892539  
 Email: fourseasonsflorist@yahoo.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: No

On the right track comments: The WCC is not looking after the interest of kiwi owned small businesses that already exist and are the backbone to our Nation. They are only looking out for big corporate business, eg removing all the car parks at a heritage shopping precinct for Australian owned company Progressive Supermarkets.

A. Develop a Long-haul Attraction Fund: Strongly agree

Long-haul Attraction Fund comments: It makes good economic sense.

B. Develop attraction strategy: Strongly agree

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: This attitude must extend to smaller businesses too, not just big brands.

D. Create Business Improvement Districts: Strongly agree

E. Further develop the Creative HQ: Neutral

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: Listen to the business groups and meet their needs, enough of the WCC silence.

Top priorities: F

Missed priorities or actions: Yes



Missed priorities or actions comments: To prioritise small businesses!

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**SUBMISSION  
NUMBER**

30

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**Kylie Paish**

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**From:** hadleighmcp@gmail.com  
**Sent:** Wednesday, 9 November 2011 8:52 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Hadleigh  
 Last Name: McPherson  
 Street Address: 8D Flnaly Tce  
 Suburb: Mount Cook  
 City: Wellington  
 Phone: 021 899 296  
 Email: hadleighmcp@gmail.com

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Strongly agree

Long-haul Attraction Fund comments: Wellington is somewhat missing the boat with international arrivals due to limited resource and flight services, extending this should be at the top of the list

B. Develop attraction strategy: Strongly agree

Develop attraction strategy comments: I fear Wellington is receding somewhat from a hospitality showcase as the standards slowly drop as skilled staff leave NZ for better opportunities. Supporting small and unique business to avoid oversupply of franchise and big businesses to ensure there is a unique element to wellingtons hospitality sector. Start removing some of the prohibitive costs of local and national government compliance which take up so many peoples potential profit and energy.

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: The people, help the people stay, and work and earn a decent living

D. Create Business Improvement Districts: Strongly agree

E. Further develop the Creative HQ: Strongly agree

Further develop the Creative HQ comments: Resource it, dont run it

F. Develop a business-friendly culture: Strongly agree

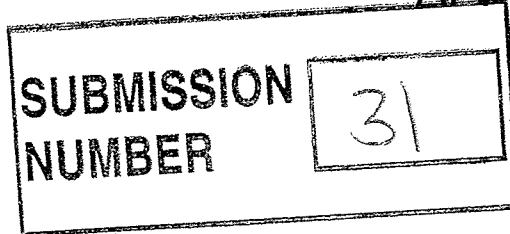
Develop a business-friendly culture comments: I feel Wellington council is great compared to other councils but there is still an element of "the bloody council" when it comes to rules, regulations and compliance. Speaking from a hospitality industry I understand the need for compliance but it is amazing how little control an owner can have over their own business.

Top priorities: B

Missed priorities or actions: Not sure

Missed priorities or actions comments: Probably but overall good job. Town hall needs work earlier rather than later

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Kylie Paish

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**From:** webcentre@wcc.govt.nz  
**Sent:** Wednesday, 9 November 2011 10:28 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Eleanor  
 Last Name: Currier  
 Street Address: 3 Arden Way  
 Suburb: Wilton  
 City: Wellington

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: I think the review of WLG's events facilities is great, but could we complete it earlier - 2012 rather than 2013, as the volume of conferences / events we miss out on currently is huge and the quicker we address this, the better.

- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Agree
- C. Engage proactively with key businesses: Agree
- D. Create Business Improvement Districts: Disagree

Create Business Improvement Districts comments: Keep the business centralised - the last thing we want is to end up like AKL, with no "heart" of the city. Key attraction of WLG is that it's walkable and centralised - tourists and retailers benefit. Setting up suburban business growth, would only detract from one of the major advantages that WLG currently has.

- E. Further develop the Creative HQ: Agree
- F. Develop a business-friendly culture: Agree

Top priorities: F

Missed priorities or actions: Not sure

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**SUBMISSION  
NUMBER**

32

9

**Elise Webster**

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**From:** mark.angus@boltonhotel.co.nz  
**Sent:** Wednesday, 9 November 2011 2:36 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Mark  
Last Name: Angus  
Street Address: 12 Bolton Street  
Suburb: Wellington  
City: Wellington  
Phone: 6421940929  
Email: mark.angus@boltonhotel.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Bolton Hotel

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: However, although I welcome the review of facilities I'd like to see the process sped up - it would be realistic I believe for this to be completed by year end 2012, and from this move more quickly on finding a solution.

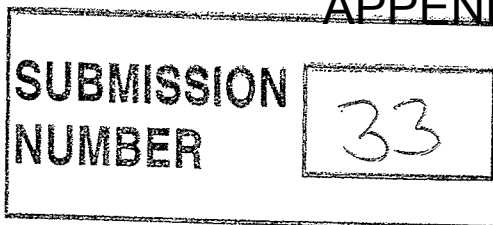
- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Neutral
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Neutral
- E. Further develop the Creative HQ: Agree

F. Develop a business-friendly culture: Strongly agree

Top priorities: A

Missed priorities or actions: No

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**Kylie Paish**

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**From:** mandy@metco.co.nz  
**Sent:** Wednesday, 9 November 2011 5:09 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

**First Name:** Mandy  
**Last Name:** Burt  
**Street Address:** Metco Engineering 2002 Ltd  
**Suburb:** Eastern Hutt Road, Taita  
**City:** Wellington  
**Phone:** 021 643 064  
**Email:** mandy@metco.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Strongly agree
- E. Further develop the Creative HQ: Strongly agree

Further develop the Creative HQ comments: And employ visionary, innovative personnel in the supporting agencies and government departments

- F. Develop a business-friendly culture: Strongly agree

Top priorities comments: Open For Business

Missed priorities or actions: Not sure

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**Kylie Paish**

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**From:** julie.wilcock@westplaza.co.nz  
**Sent:** Thursday, 10 November 2011 11:49 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Julie  
Last Name: Wilcock  
Street Address: 110-116 Wakefield Street  
Suburb: Wellington  
City: Wellington  
Phone: 04 4731440  
Email: julie.wilcock@westplaza.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: West Plaza Hotel

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: The review of facilities should be completed earlier, during 2012 rather than by 2013

- A. Develop a Long-haul Attraction Fund: Agree
- B. Develop attraction strategy: Agree
- C. Engage proactively with key businesses: Agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Neutral
- F. Develop a business-friendly culture: Neutral

Top priorities: A

Missed priorities or actions: Not sure

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**SUBMISSION  
NUMBER**

35

**Kylie Paish**

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**From:** nick@dashtickets.co.nz  
**Sent:** Thursday, 10 November 2011 4:26 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

**First Name:** Nick  
**Last Name:** Schembri  
**Street Address:** Level 1, 271-277 Willis Street  
**Suburb:** Te Aro  
**City:** Wellington  
**Phone:** 04 831 5481  
**Email:** nick@dashtickets.co.nz

I am making this feedback: on behalf of an organisation

**Organisation Name:** Dash Tickets

**Are we on the right track with the draft Economic Development Strategy:** Yes

**On the right track comments:** Yes, I believe it is extremely important to focus on supporting new ventures that can grow to be international entities and make a large contribution to the national economy. However, this is only one way to develop Wellingtons economic strategy.

**A. Develop a Long-haul Attraction Fund:** Agree

**Long-haul Attraction Fund comments:** Asia is where a lot of good come out of, therefore it is important to be able to fly there direct from our countries capital city.

**B. Develop attraction strategy:** Strongly agree

**Develop attraction strategy comments:** This is extremely important and stems off supporting local business and start-ups - giving them the support, guidance, funding and overall opportunities that will make them successful and in turn drive overseas investors to come to Wellington.

**C. Engage proactively with key businesses:** Strongly agree

**Engage proactively with key businesses comments:** Wellington is a good hub for new business and innovation. Companies such as Xero, Trade Me, Vend just to name a few are iconic brands that are making a huge difference to the economy and the reputation of business in Wellington

**D. Create Business Improvement Districts:** Strongly agree

**E. Further develop the Creative HQ:** Strongly agree

Further develop the Creative HQ comments: Dash Tickets was part of Creative HQ's incubator for nearly 2 years. CHQ has made a major difference to our company succeeding so far. The support, strategic advice, networks, contacts, business environment and overall vision is vital for a start up business to actually get going and have an opportunity to make it big in Wellington, New Zealand and the World. Without Creative HQ, Dash Tickets would not have grown exponentially, won awards, and finally been successful in gaining international investment which has led to us expanding operations into Australia in 2012.

F. Develop a business-friendly culture: Strongly agree

Top priorities: E

Missed priorities or actions: No

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**Kylie Paish**

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**From:** paul@up.org.nz  
**Sent:** Thursday, 10 November 2011 11:50 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Paul  
Last Name: Spence  
Street Address: 1/20 Hay Street  
Suburb: Oriental Bay  
City: Wellington  
Phone: 027-4737314  
Email: paul@up.org.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Unlimited Potential

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Strongly disagree

Long-haul Attraction Fund comments: Airline economics is an arcane and complicated science. Market forces and future developments in aviation technology will primarily dictate whether or not a carrier makes the decision to fly to Asia.

Whilst discussions with airlines should certainly be ongoing; expending resources on providing a financial incentive to airlines would be a poor use of Council funds and unlikely to result in a sustainable air service.

B. Develop attraction strategy: Agree

Develop attraction strategy comments: Developing relationships with other cities throughout Asia-Pacific makes sense, especially where there are synergies. However, engagement must go deeper than being simply at civic level.

For example, Kiwi Landing Pad has been established in Silicon Valley to assist NZ technology companies to establish a presence in the United States. We are aware of one Wellington company that will fly up there shortly. We should be sending one each week!

C. Engage proactively with key businesses: Agree

D. Create Business Improvement Districts: Neutral

Create Business Improvement Districts comments: Would be interested to see case studies where this has worked successfully elsewhere.

E. Further develop the Creative HQ: Strongly agree

Further develop the Creative HQ comments: CreativeHQ offers a much needed service, but demand currently outstrips capacity. Given thin capital markets locally and long lead times to exit points, a long term sustainable model needs to be in place to support the incubator.

We welcome the fact that CreativeHQ is engaged with entrepreneur community and in particular with ICT. It seems clear that CreativeHQ should be the focus point of a future innovation hub for technology based ventures.

Linkages with academic and research institutions must be continually strengthened and refreshed, for the incubator to thrive.

F. Develop a business-friendly culture: Agree

Top priorities: E

Missed priorities or actions: Yes

Missed priorities or actions comments: The WCC Economic Strategy and the Wellington Regional Economic Strategy should be aligned. As the regional strategy is currently under review, it would be timely for Council to address a glaring oversight in the original document.

Despite the fact that ICT related economic activity contributes literally billions to the regional economy and that ICT grew at 11% in 2010, and that ICT enables almost every other knowledge based activity or industry, the authors of the existing regional economic strategy failed to fully acknowledge ICT as a critical area of focus.

We urge the Wellington City Council to lobby strongly for the inclusion of ICT as a key industry within the regional strategy.

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**Kylie Paish**

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**From:** bruce@welsh.co.nz  
**Sent:** Friday, 11 November 2011 9:06 a.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Bruce  
Last Name: Welsh  
Street Address: 92 Yule St  
Suburb: Kilbirnie  
City: Wellington  
Phone: 9201595  
Email: bruce@welsh.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: Kilbirnie Business Network

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: But the strategy needs to be widened to include a broader range of business types.

A. Develop a Long-haul Attraction Fund: Neutral

Long-haul Attraction Fund comments: Bringing in people can help a little with growth but we need to work from within the local community to create new ideas and strengthen businesses.

B. Develop attraction strategy: Agree

Develop attraction strategy comments: There needs to be an easy way to take an idea or an initiative and bring it into reality.

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: We need to be aware of what is happening within business and what barriers there are to them staying local. It is far easier and cheaper keep an existing business here than to find new ones to take their place.

D. Create Business Improvement Districts: Strongly agree

Create Business Improvement Districts comments: The business community is more than just the CBD. Strong businesses in the suburbs create a pleasant city where people will want to live. There are many existing groups working within the local suburban business centres that need to be encouraged and supported. They have the intimate local understanding and passion that can grow these areas.

E. Further develop the Creative HQ: Agree

Further develop the Creative HQ comments: This is good but also needs a wider focus. There are more opportunities than just in the creative industries.

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: Often small businesses feel on their own. It would be great to have support from Council or some other agency to give advise and even training. The businesses that can be supported over their initial years can grow into worthwhile enterprises and thus create economic development.

Top priorities: D

Top priorities comments: Supporting suburban businesses creates a wider base for the city to grow from. It is also more sustainable as people have then the opportunity to live close to work and shopping thus saving travelling time and congestion.

Missed priorities or actions: Yes

Missed priorities or actions comments: Looking beyond the creative industries, also to manufacturing. A broader base gives a more resilient economy.  
Making the city and suburbs more presentable with better security and removing graffiti.

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**SUBMISSION  
NUMBER**

38

**Kylie Paish**

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**From:** jt@tcc.co.nz  
**Sent:** Friday, 11 November 2011 12:24 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Jan  
 Last Name: Tonkin  
 Street Address: 75 Ghuznee St  
 Suburb: Te Aro  
 City: Wellington  
 Phone: 385 9191  
 Email: jt@tcc.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: The Conference Company

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Strongly agree

B. Develop attraction strategy: Strongly agree

C. Engage proactively with key businesses: Agree

D. Create Business Improvement Districts: Neutral

E. Further develop the Creative HQ: Agree

F. Develop a business-friendly culture: Strongly agree

Missed priorities or actions: Yes

Missed priorities or actions comments: We note that assessment of the adequacy of city amenities for events and promotions (visitor attractions, convention centres, concert venues, etc.) is proposed as 'by 2013'. We believe this assessment is urgent given the forthcoming non-availability of the Town Hall for conventions on account of earthquake strengthening and would like to see this undertaken in the first quarter (ideally) or second quarter of 2013.

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**SUBMISSION  
NUMBER**

39

**Kylie Paish**

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**From:** webcentre@wcc.govt.nz  
**Sent:** Friday, 11 November 2011 1:17 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the www.Wellington.govt.nz website:

First Name: Anthony  
 Last Name: Dey  
 Street Address: 16 Kemp St  
 Suburb: Kilbirnie  
 City: Wellington

I am making this feedback: on behalf of an organisation

Organisation Name: Brentwood Hotel

Are we on the right track with the draft Economic Development Strategy: Yes

A. Develop a Long-haul Attraction Fund: Agree

B. Develop attraction strategy: Strongly agree

Develop attraction strategy comments: While it is noted and welcomed that the cities amenities will be assessed for their adequacy, this should be undertaken in 2012 rather than waiting until 2013.

C. Engage proactively with key businesses: Strongly agree

D. Create Business Improvement Districts: Strongly agree

E. Further develop the Creative HQ: Strongly agree

F. Develop a business-friendly culture: Strongly agree

Top priorities: B

Top priorities comments: Wellington needs to maintain it's focus on retaining its reputation as the leader and capital of arts, events and culture in NZ. With increasing competition from other regions and cities (Auckland in particular) Wellington needs to ensure it remains at the forefront of attracting the drawcard Arts and major events to the city.

Missed priorities or actions: No

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SUBMISSION  
NUMBER

40

**Kylie Paish**

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**From:** ian@twc.co.nz  
**Sent:** Friday, 11 November 2011 4:31 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Ian  
 Last Name: Cassels  
 Street Address: 50 Manners Street  
 Suburb: Wellington  
 City: Wellington  
 Phone: 8024291  
 Email: ian@twc.co.nz

I am making this feedback: on behalf of an organisation

Organisation Name: The Wellington Company

Are we on the right track with the draft Economic Development Strategy: Yes

- A. Develop a Long-haul Attraction Fund: Strongly agree
- B. Develop attraction strategy: Strongly agree
- C. Engage proactively with key businesses: Strongly agree
- D. Create Business Improvement Districts: Agree
- E. Further develop the Creative HQ: Agree
- F. Develop a business-friendly culture: Strongly agree

Top priorities: A

Missed priorities or actions: Yes

Missed priorities or actions comments: Of crucial importance and worth stressing are active opposition to further northern spread of office buildings, active lobbying of Government to encourage them to locate within the city, active conversion of emptying office buildings to residential rental.

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SUBMISSION  
NUMBER

41

**Kylie Paish**

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**From:** vpeople@xtra.co.nz  
**Sent:** Friday, 11 November 2011 4:34 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Roger  
 Last Name: Tweedy  
 Street Address: 50 Moxham Avenue  
 Suburb: Hataitai  
 City: Wellington  
 Phone: 3862799  
 Email: vpeople@xtra.co.nz

I am making this feedback: as an individual

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: Fairly tradition strategic development no surprises. Important that it is seen as an intergrated strategy not a divisive one in terms of both other sectors and other parts of the Region.

A. Develop a Long-haul Attraction Fund: Strongly agree

Long-haul Attraction Fund comments: We must connect and be assessable to major markets

B. Develop attraction strategy: Agree

Develop attraction strategy comments: Believe this will be a hard ask as we complete with the world talent pool. Wellington must become 'the place to work' for 20somethings but also a place where the respective talents and energies of young and older are appreciated. Much of the talent we increasingly demand new terms of engagement and we need to be known as the place where work to done differently.

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: As previous this will increasingly be around how workers are engaged. To attract best staff organisation will need to understand drivers for both young and older workers to stay in Welly. WCC has a role in modelling behaviour and promoting to the wider employment world. My vision is to gain a reputation as the city in the world who encourages new ways of working, encompassing flexi-work, home workers, portfolio work, basically moving from the 8 - 5 industrial model to a new era of work and life productively.

D. Create Business Improvement Districts: Neutral

Create Business Improvement Districts comments: Whilst I see some merit in this initiative it will require considerable 'pre-engagement' with suburban business communities who have 'lost faith in WCC'. From my work the past five years many believe council is not business friendly and if BID's mean 'paying more' will be very uncooperative.

E. Further develop the Creative HQ: Neutral

Further develop the Creative HQ comments: This area is one the Central Govt traditionally has supported and should continue to do. The big question is who supports the other 99% of SME's who keep the city running and serviced. We need the top of the pyramid, but base is being neglected.

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: WCC need to carry out an urgent 'business friendly audit' across all activities especially in area of consents and licensing. On the street every day I hear complaints and restrictions imposed by Council. Many may be from bad communication and education yet service consistency seems to be common. Another area is WCC getting into 'the business of business' as it tries to act more entrepreneurly. This needs to be kept in check and clear criteria set in place.

Top priorities: F

Top priorities comments: The one priority that WCC has full control over is 'business friendly culture' and whilst others are important if start here others can be build upon with other partners

Missed priorities or actions: Yes

Missed priorities or actions comments: The complete omission of Community Economic Development in the Strategy and alongside this no suggestion of a different measurement of the cities 'wealth' through well researched model such as GPI and to better understand the city beyond pure economic measures. This ultimately could be what makes different and becomes on point of difference

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**Kylie Paish**

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**From:** webcentre@wcc.govt.nz  
**Sent:** Friday, 11 November 2011 4:44 p.m.  
**To:** BUS: Economic Development  
**Subject:** Draft Economic Development Strategy

The following details have been submitted from the Draft Economic Development Strategy form on the [www.Wellington.govt.nz](http://www.Wellington.govt.nz) website:

First Name: Gus  
Last Name: Charteris  
Street Address: N-8 Egmont St  
Suburb: Te Aro  
City: Wellington

I am making this feedback: on behalf of an organisation

Organisation Name: Inner-City Association

Are we on the right track with the draft Economic Development Strategy: Yes

On the right track comments: If only one thing could be achieved it should be the change to a "can do" attitude. Council must become more facilitatory in order for the private sector to drive the economic growth we want for our region.

A. Develop a Long-haul Attraction Fund: Strongly agree

B. Develop attraction strategy: Strongly agree

Develop attraction strategy comments: But the respective roles of Grow Wellington and Council must be very clear to avoid duplication of activity. Effort also needs to go into better understanding the needs of the sectors that support the bulk of employment in the city/region (i.e. small and medium service and retail firms) rather than just those that have export ambitions.

C. Engage proactively with key businesses: Strongly agree

Engage proactively with key businesses comments: This is critical. Council needs to spend much more time talking to business about their aspirations, needs, constraints etc. A good economic growth strategy must identify and tackle the binding constraints of the private sector and this information must come from businesses themselves.

D. Create Business Improvement Districts: Strongly agree

E. Further develop the Creative HQ: Agree

F. Develop a business-friendly culture: Strongly agree

Develop a business-friendly culture comments: As above. Thank you for taking on board our previous comments.

# APPENDIX B

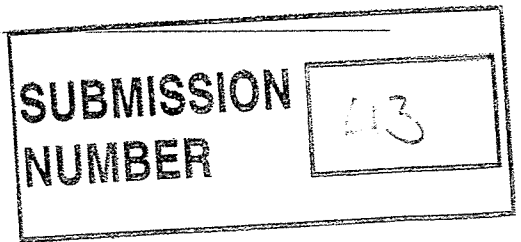
Top priorities: F

Missed priorities or actions: No

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**Kylie Paish**

**From:** Roger Tweedy [rogertweedy@xtra.co.nz]  
**Sent:** Friday, 11 November 2011 3:18 p.m.  
**To:** BUS: Economic Development  
**Subject:** Submission to ED Strategy  
**Attachments:** CED submission to WCC EDS.docx



Submission attached

Roger Tweedy  
on behalf of the Community Economic Development Network  
022 1088140

## WELLINGTON COMMUNITY ECONOMIC DEVELOPMENT NETWORK



**Community**  
Economic Development

[www.ced.org.nz](http://www.ced.org.nz)

**Submission to Draft Economic Development Strategy**

We are pleased to have an opportunity to comment on this draft.

This network has arisen from an increasing interest from people in the area of **social enterprise or CED** amongst community organisations, government, the charitable sector and for-profit businesses.

Two very well attended Conferences in Auckland 2010 & early this year identified a real interest and many issues to be addressed.

One of these issues was the role of **Local Government** in this space.

**We submit that all contemporary local govt ED strategies must encompass this internationally fast growing aspect of community economic development in its scope.**

Your draft strategy is we believe remise in this area.

CED is particularly important in hard economic times.

An example from your document that is very relevant is within the specific action 6 (page 21) where this sector has an important role in meeting some of the youth transitions required for a modern healthy and sustainable economy.

In terms of specific areas to explore we would envisage WCC working with this sector in a number of ways;

1. Advocacy to Central Govt to improve the support for CED
2. Mapping the size (and gaps) on the sector in the city
3. Considering 'social procurement' options within WCC spend
4. Ensuring that the criteria for Economic Grants is inclusive of CED
5. Providing 'capacity building support' for social enterprise across Housing, Arts, Sport, and Social sectors within WCC networks
6. Support through information within WCC stakeholders

At the recent WCC supported network event over 70 people heard about some of the initiatives by the sector in partnership with State Govt in Victoria. We are very keen to progress some of these ideas in partnership with WCC and see this network as a key delivery partner in implementing your final strategy.

Wellington Contact Person - Roger Tweedy 022 1088140 [epeople@xtra.co.nz](mailto:epeople@xtra.co.nz)



## Submission to Auckland Council on the Draft Plan for Auckland

From the Community Economic Development Network New Zealand Trust

Contact: Di Jennings, CEDNZ Convenor, email [di@ced.org.nz](mailto:di@ced.org.nz) 13 Edsel Street, Henderson, Auckland. Phone 021 672753

Date: 28 October 2011

The main part of the plan that the CED Trust is responding to is Auckland's Economy as community economic development and social enterprise are powerful means to grow thriving local economies – and have been omitted all together from the draft Auckland Plan. Our submission also has relevance to Auckland's People, Rural Auckland, Urban Auckland and Auckland's Environment - as community economic development enhances all of these areas.

I would like the opportunity to speak to our submission please

### Introduction

The CEDNZ Trust and national network was established in 2010. The aim is to grow the CED movement in New Zealand to enable strong local economies and financially sustainable and resilient community organisations through increased entrepreneurial activity and capacity. Two significant CED Conferences held in Auckland in both 2010 and 2011 have raised awareness, inspired and educated and opened up many possibilities and opportunities. Social enterprise is thriving in the Maori world and connections are being made with iwi. Understanding of key concepts and a common language are growing and local leaders and CED networks are emerging around the country. Currently there over 700 supporters on a fast growing database and a website has been developed that links a growing community of practitioners and supporters. [www.ced.org.nz](http://www.ced.org.nz)

CEDNZ is aligned with a localism agenda through the development of community owned enterprise and assets in local communities. CEDNZ is linked to a fast growing global movement, in particular in the UK and Canada, where the social enterprise agenda is relatively well developed.

CEDNZ is currently engaging research partners to enable research to be carried out in the New Zealand context. In Auckland, there is significant interest in establishing an Auckland wide CED network. The NZCED Network is being spearheaded by Di Jennings who is a



creative social entrepreneur with both local and overseas experience in social enterprise and CED.

## Definitions

### Community Economic Development (CED)

Community economic development is “a sustained and united effort by the whole community to improve their local economy and quality of life by building their capacity.....local people taking responsibility for their economic future.” *Peter Kenyon (Bank of I.D.E.A.S. Australia)*

### Social Enterprise

A social enterprise has social and/or environmental objectives, trading businesses aspiring to financial independence, an asset lock on both trading surplus and assets and is driven by values – both in mission and business practices. *Senscot (Social Entrepreneurs Network for Scotland)*

Community Economic Development (CED) and social enterprise are very important for Auckland’s communities because there is a reducing funding pool from grant makers and government, a growing emphasis on self-help, cooperation and mutuality rather than individualism and competition, a community need for independence, financial viability and sustainability and a movement to an asset based approach to scarcity. The traditional economic model that is based on unsustainable growth, environmental degradation, widespread inequity and distribution of profits to an increasingly small percentage of our people has created widespread inequity. Social enterprise is a fast growing movement that offers an equitable way of doing business in a way that provides services based on local need, provides employment of marginalised people and utilises surpluses for community benefit.

### Benefits of CED

CED organizations enable New Zealanders to work together to strengthen local economies, providing many services and benefits including access to child-care services, housing, local food, capital, training, skill development opportunities, and much needed services that enable marginalized persons to overcome barriers and develop capacity. These CED organizations foster local leadership, ownership of resources, labour market development, economic revitalization, poverty reduction, social inclusion, and environmental stewardship.

### Response to the draft Auckland Plan

The draft Auckland Plan seeks to renew, transform and change Auckland so that it becomes the most liveable city in the world. This inspirational vision will only be achieved if community-led development is at its heart. CED provides the financial engine that enables strong, resilient local communities – and research indicates that best results occur when councils work with their communities to enable social enterprises and community owned

assets to be developed in a way that is sustainable and empowers communities to grow and thrive.

Given the Auckland Council support for and participation in the CED Conference that was held in Auckland April, CEDNZ are disappointed that all mention of CED is absent in this draft plan. Mayor Len Brown opened the CED Conference and affirmed strong support for a CED Agenda across Auckland, Deputy Mayor Penny Hulse participated in a panel discussion about the role of Council to support CED and many council officers participated in the conference in a variety of ways from being on the organising team and attending as delegates. The lack of reference to CED and social enterprise in is a very significant gap in the Auckland Plan that will undermine the ability for the plan to path the way for strong resilient communities and a liveable city.

CEDNZ agrees with Mayor Brown that the potential of Auckland lies “in its communities and people”. Our experience indicates that when communities are empowered to contribute to their own development, wellbeing and quality of life that positive social, environmental and economic change is maximised.

Auckland Council can potentially support cohesive, resilient and prosperous communities through actively including community leaders across Auckland in creative conversations and decision-making processes, devolving resources and powers to community organisations to enable them to become resilient and sustainable and developing policies and frameworks that support CED.

### A potential role for Auckland Council to support CED

It is crucial that the CED movement grows from the grassroots, **and** there are significant **supporting roles for local government**, central government and the private sector. Auckland Council can provide significant support for the growth of CED through:

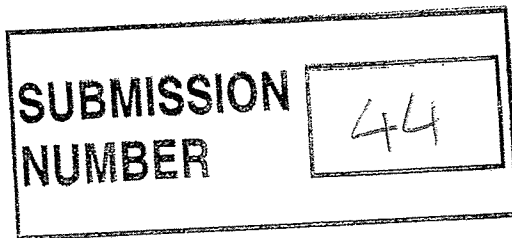
- Working with CEDNZ and community leaders to identify how Council can support CED development across the region
- Providing staff resource for **raising awareness in Council and capacity building** of social enterprises (e.g. Parramatta City Council)
- Embedding an ‘innovation for sustainability’ focus in strategic plans
- Developing procurement policies and practices that calculate social and environmental return as part of tendering processes including
  - Include social and environmental criteria in tenders and contracts
  - Splitting contracts so small suppliers and social enterprises can bid
  - Leveraging supply chains and partnerships to develop markets

- Brokering relationships between larger and smaller suppliers, and facilitating sub-contracting arrangements
- Enabling Council owned space (land and buildings) to be made available for community economic development initiatives and community benefit. Provide access to free or subsidised space, especially during incubation periods. In the longer term this includes asset transfer possibilities
- Providing seed funding to community organization for research and development that leads to social enterprise
- Working with social lenders to enable capital to be available to community organizations and social enterprises
- Enabling **relevant research** For example, a stock take of CED initiatives in the Auckland region, case studies that show best practice
- Incorporating a community economic development approach to **place making** where community led development has the potential to thrive through local social enterprises and community owned assets
- Coordinate development of local social enterprise networks and peer-to-peer learning opportunities
- Assist to build capacity to assess and communicate social impact

## Conclusion

CED represents an important opportunity for the economic, social and environmental development of Auckland as a whole. CED is about local people taking responsibility for their economic future. CED strengthens local economies, providing many benefits and much needed services that enable marginalized persons to overcome barriers and develop capacity. These CED organizations foster local leadership, ownership of resources, labour market development, economic revitalization, poverty reduction, social inclusion, and environmental stewardship. The CEDNZ Trust strongly recommends a commitment to the inclusion of Community Economic Development policies, frameworks and practices within the Auckland Plan.

This submission is accompanied by a comprehensive resource that points to relevant research and resources related to CED and social enterprise.



100-100 Market Street  
Wellington 6140  
Phone: 04 488 8888  
www.growwellington.co.nz

15 November 2011

Garry Poole  
Wellington City Council  
PO Box 2199  
Wellington 6140

Dear Garry

Further to our meeting held 9 November 2011, we believe it is preferable to summarise our discussions in the context of the Wellington City Councils Draft Economic Development Strategy. The specific points are summarised in the attachment

As the economic development agency for the Wellington region, Grow Wellington welcomes initiatives which help grow the economy as a whole. Grow Wellington congratulates the WCC on its Draft Economic Development Strategy and supports the increased focus on positioning Wellington as a smart and connected capital with an aim to attract, retain and grow business, talent and investment.

Grow Wellington agrees with and supports the strategic directions outlined in the Draft Economic Development Strategy. The strategy includes a number of activity areas that Grow Wellington already operates in (with some areas where we could perhaps strengthen our activity) and some areas that Grow Wellington could or perhaps should be operating in. To demonstrate where Grow Wellington is already delivering on the strategy we have focused on the four main areas of the strategy and the high-priority action areas:

- Destination Wellington
- The smart capital
- The connected capital
- Open for business

We look forward to further discussions and working with the Wellington City Council in growing Wellington's economy.

Yours sincerely

A handwritten signature in black ink, appearing to read "Nigel Kirkpatrick". The signature is fluid and cursive.

Nigel Kirkpatrick  
Chief Executive

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<p><b><i>Destination Wellington</i></b></p> <p>1. Ensure the city's destination marketing approach is broadened to include talent, business and investment attraction by 2012.</p>	<p>This is developing as a key area of focus for Grow Wellington; we have acknowledged we must strengthen our work in this area. We would welcome discussion with WCC about how we can incorporate your requirements into our work.</p>	<p>Grow Wellington is committed to telling 'The Wellington Story'. We recognise the importance of needing to clearly define Wellington's competitive business advantage. A key objective for Grow Wellington is for all Wellington businesses to be using 'The Wellington Story' to promote Wellington as a business destination internationally. As a result we are currently working with a group of innovative business leaders to determine our unique selling proposition and develop an appropriate brand campaign.</p>
<p>2. Clarify the roles of NZTE in attracting and retaining business investment. Establish key market segments for targeted Inward Investment activity and identify what the Council and its partners can do to support better promotion of Wellington City to these potential investors by 2012.</p>	<p>We believe this is a subset of point 1. Grow Wellington engages with NZTE to work on individual opportunities.</p>	
<p>3. Support the attraction of more international students by aligning city and tertiary education institution marketing efforts by 2012 with the objective of achieving a 2% increase in the number of foreign fee-paying students by 2015.</p>	<p>This is a current role of Grow Wellington; We would welcome discussion with WCC about how we can incorporate your requirements into our work and how we can leverage mayoral visits to enhance our activities.</p>	<p>Grow Wellington is committed to promoting Wellington as a destination to international students through its 'Education Wellington' programme. Grow Wellington has been focussed on Asian markets and as a direct result of efforts in Vietnam, Wellington now hosts 24% of all Vietnamese students in New Zealand. Grow Wellington maintains a strong network of 50 key education providers who are committed to joint international marketing (and recruitment of international students) in partnership with Grow Wellington.</p>
<p>4. Assess the adequacy of city amenities for events and promotions (visitor attractions, convention centres, concert venues etc) by 2013.</p>	<p>This is not an area of work for Grow Wellington, but we support work in this area.</p>	

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>Destination Wellington Cont.</i>		
5. Refresh the Council's events strategy in light of the Economic Development Strategy in 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
6. Develop art and exhibits to visually express Wellington's digital strengths, and support the city's smart capital image, working together with industry partners starting in 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
7. Continue to deliver tourism promotions into key markets that promote Wellington's events, retail and visitor offerings.	This is not an area of work for Grow Wellington, but we support work in this area.	
8. Continue to invest in key recreational, cultural, social and visitor attractions.	This is not an area of work for Grow Wellington, but we support work in this area.	
9. Better align destination marketing with the city's events, digital and arts and culture strategies to maximise their impact by 2012.	We would welcome discussion with WCC on this.	
<i>The smart capital</i>		
1. Develop 'smart' infrastructure to support Wellington's creative, knowledge intensive economy: a. Ensuring the availability of affordable space for 'smart' high-technology start-ups connected with business development services such as those offered by Creative HQ.	This is a current role of Grow Wellington; and it is planned to expand as our strategy is implemented. We would welcome discussion with WCC about how we can incorporate your requirements into our work.	Ensuring the availability of affordable start-up space for smart high-technology businesses is important to regional growth. To this end we: Own and fund Creative HQ, a 100% owned subsidiary of Grow Wellington. We have seed funded the set-up of the Wellington Biz Dojo which will expand in the near term. We have also had discussions with VUW, Massey and IRL/Technology Valley about cooperative workspaces. We also established and fund the Clean Technology Centre in Otaki.

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>The smart capital cont.</i>		
b. Investigating an innovation hub concept by providing a space for innovative companies, research and education interests to collaborate by 2015.	This is a current role of Grow Wellington; and we expect to implement in the near term. We would welcome discussion with WCC about how we can incorporate your requirements into our work.	Discussions have been underway with a number of parties for sometime about providing these kinds of spaces. It is expected that this will lead to a solution being implemented in the near term.
2. Explore opportunities for supporting professional services firms to sell more services internationally (in particular IT firms and firms with experience in the provision of services to public sector organisations).	This is a current role of Grow Wellington; and is supported on an individual business basis. We would welcome discussion with WCC about how we can incorporate your requirements into our work, specifically if there is a belief that a sector approach is relevant.	Through our Business Growth team, we currently work with 262 ICT companies in region, 159 of which are in Wellington City. We work with 505 professional service companies, of which 280 are in Wellington. A number of these have particular expertise in selling to services to the public sector. We have previously funded Summer of Tech and a number of ICT focused events. ICT and professional service make up a good proportion of our Bright ideas Challenge entrants, our Activate participants, Creative HQ residents, our Biz Dojo residents and recipients of TechNZ and NZTE funding.
3. Work with Grow Wellington to further exploit the region's centre of excellence by 2013. a. Health Technologies  b. Green technologies and sustainable design	This is a current role of Grow Wellington. We would welcome discussion with WCC about how we can incorporate your requirements into our work.  This is a current role of Grow Wellington. We would welcome discussion with WCC about how we can incorporate your requirements into our work.	Grow Wellington employed a centre for excellence manager for biomedical in June. A significant amount of work is being done in this area to develop the industry around the region's strengths. A Health Challenge will be launched in 2012 as a first step in the implementation of the Health strategy.  We want the Wellington region to be known as a centre for Clean Technology Excellence. We have working with KCDC to develop a clean technology centre in Kapiti – this demonstrates our desire to partner with TLAs wherever possible. We are currently working with the Wellington City Council on a number of initiatives in this area.

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>The smart capital cont.</i>		
c. Public Sector innovation	This is an area that Grow Wellington could be operating in, alongside its other sectors and centres of excellence. The original approach to Grow Wellington identified that the opportunity should not be pursued however it is appropriate to review this decision.	We welcome the WCC's input on this.
4. Build on existing world-leading digital businesses, and the recently created Masters of Digital Technology at Victoria University of Wellington, to develop Wellington as an Australasian centre for education, skills and research into digital effects and related areas by 2013.	This is a current role of Grow Wellington. We would welcome discussion with WCC about how we can incorporate your requirements into our work.	Grow Wellington has played a key role in the establishment of the School of Computer Design, and continues to work in this area including the screen content investment fund, the BizDojo hub, and Animfx.
5. Work with local education sector partners to find better ways of connecting international students with business with the aim of retaining more talent.	This is a current role of Grow Wellington. We would welcome discussion with WCC about how we can incorporate your requirements into our work.	We currently work across all the educational institutions, connecting students with business. This financial year, we already have 100 confirmed placements. We can work with international students where their visa allows.
6. Work with relevant central government and sector organisations, educational institutions and the local business community to ensure better transition for youth from education to employment.	This is not an area of work for Grow Wellington.	
7. Explore the creation of a capital markets forum in 2012 to better connect Wellington's financial institutions (such as NZX, merchant banks, venture capitalists) with the needs and opportunities in high-growth firms.	This is not an area of work for Grow Wellington.	We work with a number of organisations in the capital area on an individual basis and assist companies wanting to raise investment. We would be happy to explore the creation of this forum on behalf of the region.
8. Continue to support incubator programmes such as Creative HQ	This is a current role of Grow Wellington as part of an overall Business Growth approach. It is important to note that incubation is part of an overall growth programme. We believe that the focus should be to support Business Growth programmes	Creative HQ is owned and managed by Grow Wellington. We will continue to support this programme as part of our overall approach to Business Growth.



# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>The smart capital cont.</i>		
<p>9. Implement key digital strategy initiatives and investigate how these will apply to broader knowledge sectors in the Wellington region by 2015:</p> <ul style="list-style-type: none"> <li>- Foster education in innovative digital sectors and link education to industry needs</li> <li>- Investigating sister city relationship and/or connections with Silicon Valley cities</li> <li>- Developing joint strategies with digital infrastructure providers to establish Wellington's premier digital status.</li> </ul>	<p>This is a current role of Grow Wellington. We would welcome discussion with WCC about how we can incorporate your requirements into our work.</p>	<p>We are currently active in fostering education in innovative digital sectors and link education to industry needs. We support developing joint strategies with digital infrastructure providers to establish Wellington's premier digital status. We support investigating sister city relationships with Silicon Valley cities. We are developing connections with Silicon Valley cities.</p>
<i>The connected capital</i>		
<p>1. Put in place a Long Haul Attraction Fund in order to secure direct flights from Wellington to Asia by 2013</p>	<p>We believe this is critical for the success of many initiatives identified above. We will fully support WCC activities to secure long haul flights as soon as possible.</p>	
<p>2. Continue to advocate for the implementation of the Ngauranga to Wellington Airport Corridor Plan.</p>	<p>This is not an area of work for Grow Wellington and we support work in this area.</p>	
<p>3. Work to prepare the city form and facilitate the roll-out of broadband fibre working with relevant infrastructure providers.</p>	<p>This is an area of work that Grow Wellington has identified as needing support once it is implemented</p>	
<p>4. Consider the role for the Council in stimulating uptake of ultra-fast broadband once available, including exploring the case for a broadband infrastructure hub (such as the Cuba precinct) to provide high-speed connection for high-end digital uses.</p>		
<p>5. Monitor the success of free-to-use wifi in the CBD and explore extending the network to other parts of the city in 2012.</p>	<p>This is not an area of work for Grow Wellington, but we support work in this area.</p>	

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>The Connected Capital Cont.</i>		
6. Work with networks, such as Kiwi Expats Abroad (KEA) to connect to Wellington's expat communities.	This is a current role of Grow Wellington; We would welcome discussion with WCC about how we can incorporate your requirements into our work.	Grow Wellington has been a leader in developing the KEA network relationship. KEA is currently piloting a business connection programme with Grow Wellington.
7. Investigate the creation of a Wellington Alumni, a network of community and business leaders to help shape the strategy and act as a sounding board for the Council by 2015.	This is a specific council function.	
8. Take advantage of Wellington's national institutions, embassies and consulates to better connect Wellington businesses to markets and knowledge internationally (with New Zealand Trade and Enterprise and Ministry Foreign Affairs and Trade). Develop joint action plans for business focussed activity by 2012.	This is an area that Grow Wellington considers to be part of normal business connections. We do see the opportunity to expand this.	We currently have relationships with all of these organisations, but not joint action plans by market.
9. Undertake a programme of collaborative activities with the Council's international contacts (such as sister cities and other local and international networks, outbound trade missions, inbound official visits and delegations) to facilitate business and market development opportunities including supporting five business delegations on and offshore by 2015.	This is not currently an area of work for Grow Wellington as this tends to an activity done on a council by council basis.	We support current initiatives and will continue to do so.
10. Continue to advocate for high-quality transport network infrastructure and intelligent transport systems (eg integrated ticketing, real time information).	This is not an area of work for Grow Wellington, but we support work in this area.	

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>Open for business</i>		
1. Engage with businesses to ensure that Council services, and the way that these services are delivered, are underpinned by a 'can do' attitude that is supportive of business growth by 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
2. Implement the Central City Framework to support the ongoing vitality of the central city.	This is not an area of work for Grow Wellington, but we support work in this area.	
3. Further strengthen the Council's partnership with the CBD and identify the best way to work with key stakeholders that will be critical in building a closer working relationship by 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
4. Engage with key corporate businesses in the city to understand their needs and how they can be retained in the city.	This is not an area of work for Grow Wellington, although we do engage with a number of corporate clients and we support work in this area.	
5. Consult business owners in suburban centres on their interest in being part of a Business Improvement District to promote local business vitality by 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
6. Explore opportunities for co-investment with Wellington Kiwi in projects that support the realisation of the city's economic potential, such as development of Shelly Bay by 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
7. Create a regular business issues forum to ensure the Council remains apprised of current developments in the economy.	This is not currently an area of work for Grow Wellington, but we support work in this area.	
8. Build the Councils knowledge of the economy and its capacity to inform our discussions with business on economic opportunities for Wellington.	This is not an area of work for Grow Wellington, but we support work in this area.	

# APPENDIX B

Strategy	Grow Wellington's involvement	Comments
<i>Open for business cont.</i>		
9. Review the Councils procurement policies to ensure there are no undue impediments to 'smart', innovative firms gaining Council contracts by 2013.	This is not an area of work for Grow Wellington, but we support work in this area.	
10. Use new and smart technologies (eg smart grid technologies, real-time information systems) to improve quality and efficiency of city infrastructure, amenities and natural resource use by 2015.		
11. Make public spaces readily available for events and to showcase smart innovation Wellington companies by 2012.	This is not an area of work for Grow Wellington, but we support work in this area.	
12. Continue the programme of prioritised investment in core city infrastructure.	This is not an area of work for Grow Wellington, but we support work in this area.	

SUBMISSION  
NUMBER

45

New Zealand  
TRADE & ENTERPRISE NZTE response to the Wellington City Council Economic Development Strategy**Introduction**

New Zealand Trade and Enterprise welcomes the opportunity to comment on Wellington City Council's draft Economic Development Strategy. NZTE's comments on the EDS are set out below. For the most part, the comments are focussed on the intersection between NZTE's activities and those outlined in the EDS, and the potential for alignment and collaboration on those.

**General Comments**

NZTE supports the overall direction of the EDS and its assessment of where Wellington's potential lies. In particular, it agrees with the comment that "Wellington's economic success is intertwined with the performance of the wider region and national economy" (EDS, page 5). Although NZTE supports WCC taking a leadership role in the areas listed in the EDS, it encourages WCC to take a regional view when further developing and implementing the EDS.

Regarding the sectors identified as contributing to Wellington's growth (EDS page 8), NZTE works with its customers<sup>1</sup> across all sectors, but in terms of its project and industry development work, is most active in the food and beverage and knowledge intensive manufacturing sectors (aka KIMS). Together with MSI, MAFF and MED<sup>2</sup>, NZTE is part of a working group tasked with aligning Government activity and investment in these sectors.

In terms of its sector/industry work, please see Appendix B which provides a high level summary of NZTE's current portfolio of strategic projects. This portfolio will change over time, based on match to Government priorities, achievement of NZTE's objectives and in addition, willingness of the industry players to collaborate and engage with Government, preferably at the national level. Although currently NZTE does not have industry development projects in the sectors identified in page 8 the EDS (ie. creative, film, design, digital animation, and postproduction, IT solutions, software development and professional services), it is open to discussions about potential projects that meet the criteria detailed above.

Other Government agencies are responsible for leading industry development in the tourism, education and screen production sectors, although NZTE may be involved in a supporting role where appropriate.

**Specific Feedback**

In Appendix A, NZTE provides high level commentary on those parts of the EDS that relate to NZTE's activities. In particular, we identify NZTE's current and planned direction in those areas and highlight the potential for collaboration with WCC.

**Next Steps**

To progress discussions about these comments, please contact Richard Laverty, GM Capital, at 04 816 8306.

<sup>1</sup> NZTE works with New Zealand businesses that are committed to significant international growth, irrespective of size. We have an active customer portfolio of around 2,000 businesses including additional value add to a focus group of 500. Most, but not all, of these companies are in the \$3 - \$24 m revenue range, with some experience and scale in exporting. We also support provision of capability building services to broader range of New Zealand businesses through the Regional Partnership Network, which includes Grow Wellington.

<sup>2</sup> Ministry of Science and Innovation, Ministry of Agriculture, Forestry and Fisheries, Ministry of Economic Development

Appendix A: Specific Feedback

Strategic Direction 1: Destination Wellington (EDS, Page 15 to 18)

General Comments

NZTE supports the broadening of the city’s marketing approach to include talent, business and investment attraction. In particular, it supports high priority action 2 (regarding clarification of the roles of NZTE and WCC regarding investment attraction). Below is detail regarding NZTE’s current activities in investment attraction and national marketing.

Information about NZTE’s investment attraction strategy

The Capital team (previously Investment New Zealand) is currently working on a refreshed (and broadened) national strategy to:

- align its investment strategies to deliver FDI into the government’s priority sectors as identified by the Government’s Economic Growth Agenda;
- work with its customers to assist them source investment funds for existing customer growth and internationalisation;
- work with other Government agencies and industry groups to identify ways to strengthen the infrastructure of the capital markets.

To align the national and any regional investment strategy proposed by WCC, NZTE would see the initial steps being:

- understanding how FDI can deliver economic benefit to Wellington;
- agreeing sectors and businesses of focus and complementary activities in relation to these;
- identifying key people to establish constructive working relationships with, WCC and other councils in the region.

Information about NZTE’s national marketing strategy

NZTE’s marketing team is currently working on a “Tell the Story” project. One of the project’s deliverables is a marketing and communications plan, which develops the New Zealand business story for international markets. NZTE sees potential for collaboration on any regional marketing activities directed at an international audience, to ensure efficiency and consistency in message and theme.

<p><b>Strategic Direction 2: Wellington - The Smart Capital</b> (EDS Pages 19-21)</p> <p>NZTE supports WCC taking steps to improve the innovation eco-system in the Wellington Region.</p> <p><u>NZTE role in innovation</u>  NZTE operates at the commercialisation and market end of the innovation eco-system. Its role is to:</p> <ul style="list-style-type: none"> <li>• help its customers internationalise (by improving management capability, linkages to international markets and access to capital);</li> <li>• support linkages across the innovation system, particularly at the international market end;</li> <li>• carry out strategic projects to address barriers to commercialisation (see Appendix B - particularly the Emerging Technology project);</li> <li>• feed market intelligence on trends and innovation adopted in international markets to business and policy makers.</li> </ul> <p><u>Potential for collaboration</u>  Within this context, NZTE is happy to discuss engagement on projects as they arise regarding Specific Actions 1(b), 2, 3, 7, 8 and 9, together with MSI and other Government agencies.</p>	<p><b>Strategic Direction 3: Wellington - The Connected Capital</b> (EDS, pages 22 to 25)</p> <p><u>NZTE's role</u>  NZTE has 37 offices around the world, which are tasked to deliver projects and activities in line with the priorities of its customers and the Government. In relation to individual markets, NZTE, MFAT and other Government agencies work to "NZ Inc Country Strategies" to ensure alignment. So far, country strategies have been agreed in relation to India, China, Australia and the US. For international science and innovation relationships, MSI leads this work, but is supported by other Government agencies (including NZTE) according to "science and innovation action plans" which are themselves aligned to the NZ Inc country strategies referred to above. So far, draft action plans have been developed for Singapore, Australia, United States and China.</p> <p><u>Potential for collaboration</u>  In relation to Specific Actions 17 and 18, NZTE is happy to engage on projects as they arise, particularly those aligned to the strategies detailed above. It is especially useful to be engaged in the planning stages of such projects, to allow enough time to coordinate.</p>
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## Appendix B: Detail about NZTE's Current Strategic Projects

### China

The China programme currently consists of multiple work streams focused on contributing to the NZ Inc growth ambitions to increase overall growth in F&B exports to NZ\$6b by 2015.

### Aviation

The Aviation programme is comprised of a set of project and customer-focused activities, contributing directly to the economic growth targets, set out in the industry-led "New Horizons" strategy.

### Global Agribusiness (scoping)

The Global Agribusiness programme is predominately comprised of the strategic analysis currently being undertaken by PwC. This analysis is seeking to assess and determine a series of "game changing" options for an NZ Inc. approach to leveraging NZ's comparative advantages specific to pastoral farming and downstream value-added opportunities.

### Emerging Technologies

The Emerging Technologies programme consists of a portfolio of four knowledge intensive manufacturing projects (Bioenergy, HTS 110, Titanium and High Value Extracts and Ingredients). The Emerging Technologies programme acts as a suite of projects which offer cross-cutting utility to NZTE's work across other KIMS sub-sectors.

### Health

The Health programme is underpinned by a strategic focus on 'NZ Health Inc' and the mobilisation of NZ's public and private sector health capabilities to promote innovation, develop industry infrastructure, and accelerate international growth opportunities.

### Marine

The marine programme consists of three main activities focused on promoting and developing NZ's capabilities in Marine and supporting industries.



**Geothermal (Scoping)**

The Geothermal programme is currently scoping the involvement of NZTE in responding to the potential opportunities being generated by NZ's capabilities in geothermal engineering and servicing.

**Aquaculture (scoping)**

Current programme activity is centred on supporting Aquaculture New Zealand with generic market development activity and capability overheads for the next three years.

**Wine**

The wine programme is currently comprised of three projects, established to support NZ Winegrowers with a concerted push to build the NZ wine category, and establish more sophisticated and engaged in-market business models for customers looking to pursue premium-priced niches.

**America's Cup**

The America's Cup programme is regarded as a future high impact leveraging opportunity that NZTE and our customers will be heavily engaged within. This programme will seek to build off the RWC experiences to develop a multi-customer, multi-sector engagement strategy to develop economic growth opportunities arising out of the 2012-2013 America's Cup campaign.