



Wellington Regional Economic Development Plan

AUGUST 2022 – 2032

 Wellington
Regional Leadership Committee





Photo: Johnny Hendrikus

About the Wellington Regional Leadership Committee (WRLC)

WRLC members have partnered to achieve better shared outcomes for Te Upoko o Te Ika. Our region faces many cross-boundary growth-related challenges. By joining forces, we can solve our regional challenges, maximise our potential, improve existing communities and develop new communities to be places where we all want to live and work.

The WRLC provides a platform to positively influence and drive the region's future, unlock opportunities and address shared challenges. We have three inter-dependent areas of responsibility:

1. Wellington Regional Growth Framework - WRGF Spatial Plan
2. Regional economic development
3. Regional economic recovery

We are looking at change from a systems-level, covering all inter-related aspects that underpin how we live and work. These include housing, infrastructure, transport, iwi/ Māori housing, climate change, resilience and economic development. The WRLC recognises that to progress regional economic development there is a need for a new approach and more dynamic and collaborative plan. We are focusing on better co-ordination and alignment across our region, to build a better future, together.

Photos on cover: Top left: Johnny Hendrikus | Top middle: Steve Unwin | Top right: Jay French | Middle left: Jeff McEwan | Bottom middle: Jeff McEwan

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Foreword

Our region's economic future

It is with pleasure that I present the Wellington Regional Economic Development Plan (REDP). This REDP has been delivered as part of the Wellington Regional Leadership Committee (WRLC) work programme. This is the first REDP for the committee and over time we will continue to build on this document.

The WRLC is a union of councils, iwi and central government in the Wellington-Wairarapa-Horowhenua region, formed to work together to positively shape the future of the region. The REDP covers this same geographical area.

The vision for this REDP is “to build a future-focused, creative, sustainable and thriving region for all to be proud of”.

Our approach focuses on:

- Acceleration of key sectors to build on our competitive advantage and future opportunities. Sectors we will focus on are screen, creative and digital; science, technology, engineering and high-value manufacturing; visitor economy and primary sector, food and fibre
- Acceleration of key enablers to build from solid foundations. These enablers are Māori economic development; skills, talent and education; water accessibility and security; and resilient infrastructure

At the heart of this REDP is an agreed set of initiatives that will enable us as a region to achieve our vision, strategic objectives, growth and employment in our region. These initiatives have received unified support from the committee to emphasise the importance to our region and will be reviewed by the committee on an ongoing basis to ensure the focus on relevant sectors remains strong.

This REDP has been shaped with input and critique from a large number of partners and stakeholders, including through workshops and one-on-one meetings, and was developed through a joint local government, central government, iwi and economic development partners steering group. It is all the better and stronger with this input and I thank all those who have contributed.

Successful implementation will be a job for us all – working together to make these opportunities a reality.

HON. TRACEY MARTIN

Independent Chair, Wellington Regional Leadership Committee

Moemoea for the people of Te Upoko o Te Ika

Ka eke ki te taumata ikeike o Rangiatea
Ascend the highest summit of potentiality

This whakatauākī encourages individuals to set goals and to strive, to the best of their ability. We feel this is relevant for all people residing in the takiwā (region), including mātāwaka - or Māori of other iwi and kāinga, and all cultures who have chosen Te Upoko o Te Ika as their home. Many whānau have contributed to our marae and the repatriation of our cultural practices, and to us as uri of the mana whenua. We acknowledge these relationships and the care we feel for their uri also.

Our expectation is that our takiwā is a positive place for all to reside. We see that the strengthening of mana whenua supports all to thrive – including Māori, uri of Te Moananui a Kiwa, and all other nations. It is difficult to manaaki manuhiri when you are not at full potential or with thriving wellbeing.

'Rangiatea' is a name of a building that resides in the uppermost heaven where the 'mareikura' and 'whatukura' resided. It is important to note that every iwi will have their own narratives, based on their respective whare wānanga as it highlights in the following saying, 'Tō piki amokura nōu, tōku piki amokura nōku'.¹

Te Ahi kā roa tupua rau, he auripo i te manga nui, he kaitiaki ki te whenua

The Ahi kā roa of many phenomena, a ripple in the great water tributaries, a guardian on the land

Ahi kā is a reference to the fire that one must keep burning on their whenua, as a symbol or sign of their occupation of that whenua. Ahi kā is a metaphor too for the home people of the pā, who keep the home fires burning. The word 'kā' means to burn, kāinga which means home, derives from the kupu 'kā' - so another rendering of kāinga means 'where the fire burns' - where the ahi kā burns.

The ahi kā of the pā keep the ahi burning so when one returns home, they feel the warmth of the ahi, the warmth of our whare, the warmth of the wharekai.

As Māori it is important for whānau to make an effort to return home, more often than 'once in a while' - and not just for tangihanga. It is also important for them to take their tamariki and mokopuna so that they have a sense of belonging. It is our responsibility to continue to keep the 'ahi kā' going from one generation to the next, so that our children and mokopuna continue to carry on the roles and responsibility of 'ahi kā'. If our tamariki or mokopuna do not feel the warmth of the ahi, it is our responsibility to get them closer to that fire, to bring them home and remind them of the responsibility as 'ahi kā roa'.

KURA MOEAHU

Tiamana/Chairman of Te Rūnanganui o Te Āti Awa ki te Upoko o Te Ika a Māui Inc



Purpose

Our Regional Economic Development Plan will guide the long-term direction of our economy, identify issues and opportunities in key focus areas and help prioritise initiatives over the next 10 years, to contribute towards creating decent jobs for our growing population and continuously improving quality of life in our region.

We aim to help:

1. Create some of the 100,000 new decent² jobs needed in our region over the next 30 years because of the expected increase in population
2. Improve quality of life by supporting our region to be more productive, resilient, inclusive and sustainable with thriving Māori and Pasifika communities

We will initially do this by elevating 33 initiatives that will make a difference from a regional or sub-regional perspective. These will complement and not replace individual local development plans and generally require alignment of multiple councils, iwi, business stakeholders and central government.

We heard a strong emphasis on the need for action while engaging with a range of stakeholders and iwi. This plan is a cluster of opportunities and the concrete steps which, if pursued together, will boost the prosperity of our region. It is both a strategy and an economic action plan – with enough detail to guide and enough vision and direction to lead.

The plan is intended to be a living document that will evolve and adapt as conditions change, relationships are built, and new initiatives come to the surface that address some of the issues and opportunities identified. We intend to refresh this plan every one to two years to maintain momentum and focus. A well-connected region with an agreed plan will help us and potential funders know what regional priorities could be supported.

This is about building a better future for our residents and our region, the place we call home.



Introduction

One of six challenges identified in the Wellington Regional Growth Framework (WRGF) is creating more employment opportunities for our projected population increase.³ As our regional population grows, we'll need to create more decent jobs closer to where people live, along with sustainable transport networks.

Research undertaken for the WRGF suggests a scenario of up to 200,000 additional people living in the Wellington-Wairarapa-Horowhenua region in 30 years' time, leading to a need for about 100,000 more jobs. This would equate to a regional population of 780,000 people, however there is no certainty as to if or when this may occur.

How the plan was developed

Our plan has been created on behalf of the region by WellingtonNZ as the regional economic development agency, in partnership with representatives from across central and local government, iwi and business. The process included the following:

- In mid-2021, Henley Hutchings analysed more than 300 documents and data sources⁴ that relate to economic development to identify sectors, enablers and areas of alignment to provide the foundations for our plan
- In October 2021, a steering group made up of representatives from across central and local government, Māori economic development and business was formed to lead the development of our plan, guided by the central government PRISM Framework⁵

- Te Matarau a Māui representatives led development of the Māori economic development chapter and supported the alignment of our plan with the Te Matarau strategy. Local rangatira Kura Moeahu, and AATEA Solutions Director Hinerangi Edwards, supported the steering group to ensure our plan reflected learnings through the lens of mana whenua
- There have been many engagements and discussions across our region to identify the overarching Wellington regional economic development framework and key focus areas, clarify the issues and opportunities, and gather information on potential initiatives that will make a difference
- In April 2022, we received independent advice from Martin Jenkins for consideration, including data analysis, key trends, drivers and strategic uncertainties. The Martin Jenkins Independent Review and Advice – Final Report 11 April 2022 forms the bases of the statistics referenced in this plan.⁶ A regional snapshot with data and insights is available on our website
- We agreed to focus on areas that can be influenced in key sectors to build our competitive advantage and key enablers to create solid foundations for building our diverse regional economy
- The steering group members and WellingtonNZ staff then developed the chapters for each key focus area, informed by all of their collective business networks and industry knowledge
- In May 2022, the WRLC approved the overarching Wellington regional economic development framework. Potential initiatives were assessed and prioritised by an assessment panel and endorsed by the steering group
- In July 2022, the WRLC approved this plan



Regional summary

Our region is an important location for Aotearoa and New Zealanders. Wellington is the head of the fish of Maui, the harbour – Te Whanganui-a-Tara and Wairarapa Moana are the eyes of the mythical fish, and the great bay between them is the fish's mouth.

Māori have lived in Te Upoko o Te Ika since the time of Maui, Kupe, and Whātonga – and more than 80,000 live in our region today – constituting more than 14% of the region's population.⁷ Sixteen percent affiliate to one or more of the mana whenua groupings of Ngāti Kahungunu ki Wairarapa, Taranaki Whānui ki te Upoko o Te Ika, Ngāti Toa Rangatira, Te Ātiawa ki Whakarongotai, Ngāti Raukawa ki te Tonga, Muaūpoko and Rangitāne o Wairarapa.

Our region has strong cultural connections, with more than 20 marae and 39% of Māori adults speaking some Te Reo. Māori-owned entities play a key role in commercial property, housing and social developments, and Māori in business have a strong presence in the screen, technology, business services and food and fibre sectors. Mātauranga Māori knowledge and Te Ao Māori perspectives have an increasing and important role to share knowledge and support better outcomes for all.

With an abundance of opportunities, our region offers a great lifestyle for residents. It is culturally, economically, and geographically diverse, and our cities, towns and transport networks are shaped by stunning natural landscapes, including rivers, harbours, hills, ranges, valleys and coastlines.

In 2021, our regional GDP was estimated at about \$44.87 billion, about 13.7% of the national economy, and our region provided around 310,000 jobs or 12.1% of national employment.

Our region has seismic resilience challenges, with a higher risk of exposure to earthquakes compared to the rest of New Zealand and ongoing discoveries of structural vulnerabilities.⁸ This impacts the insurability of our buildings and makes achieving compliance with regulatory requirements challenging, making it uneconomical to complete the required strengthening and repair work on some buildings. A significant earthquake would create serious economic and social disruption for our region and beyond, and we need to proactively enhance our resilience where possible to reduce risk to our economy.

We have a strong base of innovation and technical skills, with 47% of our workforce employed in knowledge-intensive occupations compared to a national average of 33% in 2021, and the largest research, science and innovation workforce in the country. Our industry make-up and relatively high levels of education mean we are well-placed to adapt to changes in the future of work.

Wellington, as the capital of New Zealand, is the home of Government and associated professional services, which make up a quarter of jobs in our region. Our plan aims to leverage our capital city status and focus on key sectors and enablers that can be influenced to shape our diverse regional economy.

The key sectors of focus identified in the research were validated with industry and our steering group, and include screen, creative and digital; science, technology, engineering and high-value manufacturing; visitor economy; and primary sector, food and fibre.

Performance of our key sectors, and therefore our region, depends on the quality of the underlying enablers of prosperity and wellbeing. The key enablers include Māori economic development; skills, talent and education; water accessibility and security; and resilient infrastructure.



Successful enterprises of all sizes and sectors have started out in our region, including Wētā Workshop, Sharesies, Fix & Fogg, Hnry, Fraser Engineering, Port Nicholson Fisheries, Kapiti Island Nature Tours, Whittaker's, Farm Focus, Merino Kids, Storypark, Goodnature and more. Innovative and high-value businesses excelling in global markets are key to our region's success, and we want to enable enterprises like these to continue flourishing while supporting new start-ups to establish and grow into market leaders.

A summary of our region, based on the data, key trends, drivers and strategic uncertainties, is included below. A more detailed regional snapshot and references to supporting evidence is available on our website.

Our region has:

- High levels of earnings and incomes. In 2021, the mean annual earnings (\$73,500) and mean household income (\$128,800) in our region were higher than national levels (\$65,900 and \$113,700 respectively)
- High productivity levels, at about \$143,500 compared to \$124,900 nationally (2021 estimates from GDP per employee). Rural areas, including Carterton, South Wairarapa and Horowhenua, have had the strongest productivity growth in recent years
- GDP per capita above the national average. However, GDP per capita growth for the period 2010-2020 has been one of the lowest of all regions at 2.8% per year, only above growth achieved in the West Coast and Taranaki
- Scale in several high productivity sectors such as information media and telecommunication, financial and insurance services, and utilities. Several of our lower productivity industries are small in scale, such as agriculture, forestry and fishing
- A lower emissions profile than other comparable regions (Auckland and Canterbury). However, evidence shows that increasing greenhouse gases are contributing to higher temperatures and that our region is particularly vulnerable to the economic and environmental impacts of climate change, so we must do our bit to lower emissions. Moving to a low carbon economy means reducing carbon dioxide (CO²) emissions produced or consumed by our regional economy to an acceptable level
 - Wairarapa, which accounts for about 8% of the population, accounted for 34% of our emissions in 2020. In the same year, Upper Hutt, which had a

similar sized population, only accounted for 4% of emissions, and Wellington city, which accounts for just under 40% of the population, contributed about 20% of our emissions

- Transport accounts for the largest share of emissions, followed by agriculture and then stationary energy. Industry and waste account for less than 5% of total emissions respectively. Most of the agriculture emissions are from Wairarapa and Horowhenua
- A successful capital city that has flow on benefits across our region. We can be proud that Wellington, as our capital city, was ranked:
 - 7th safest major urban area in the world in The Economist's Safe Cities Index 2021,⁹ which considers digital, health, infrastructure, personal and environmental security
 - 50th most liveable city (out of 173) in the Global Liveability Index 2022, by the Economist Intelligence Unit (down from fourth in 2021)¹⁰
 - 98th out of 500 on the Innovation Cities Index Global Rankings Programme 2021.¹¹ The Innovation Cities Index measures and compares cities across all business innovation, including sustainability, technology/digital, entrepreneurship and many more indicators

We also have:

- A high quality of life. In 2020, 89% of our region's residents rated their quality of life as positive compared to the national average of 87%. However, only 56% of residents reported having enough or more than enough income to meet their everyday needs in 2020. The ability to meet every day needs is likely to get worse as the cost-of-living/ Consumer Price Index increases, global supply chains are affected by the global pandemic, and strained international relations lead to global consequences¹²
- Regional disparities. For example, Wellington city contributes more than 60% of GDP and has high mean earnings (\$82,700) with the other local government areas having mean earnings lower than the New Zealand mean (with relatively low mean earnings in rural areas)
- An unemployment rate of 4.5% in 2021, just below the New Zealand rate of 4.7%. Unemployment represents unfulfilled potential in our region. Unemployment and underutilisation vary considerably across the region with Māori and Pasifika experiencing higher levels of unemployment and Pasifika having lower labour participation compared to European and Asian people. For example, in 2021, the unemployment rates in our region were 7.9% for Māori and 7.5% for Pasifika, compared to 3.7% for European and 4.8% for Asian. Horowhenua, Porirua and Wellington city have relatively high unemployment rates compared to other territorial authorities in our region. Our plan aims to address these variations through helping to reduce disparities

Impact of Covid-19

Our region was relatively insulated from the economic impact of the Covid-19 pandemic and our employment rate did not fall as significantly as other regions, partly due to our diverse industries. However, the pandemic has and will continue to have long-term impacts, including skills shortages through border closures, sector innovation, population changes, the normalisation of flexible remote working and desire for greater work/life balance.

While not every industry can implement new, flexible ways of working, these changing habits and perceptions present opportunities for others. Changing ways of working, shopping and accessing services are likely to continue to influence the nature of business, especially in Wellington city, as central government employees have greater options to work remotely from home or in the satellite offices being developed in Porirua and the Hutt Valley. We need to consider unique and exciting ways to activate city centres across our region to create vibrancy and attract people to be out and about supporting our regional economy.

Societal values and consumer preferences are also evolving in the face of Covid-19 and wider global trends. Key changes include communities being more conscious about environmental, social and cultural sustainability, and consumers looking to support local enterprises with a greater focus on equity, such as living wage accreditation or sustainability standards.



**7TH SAFEST MAJOR
URBAN AREA IN
THE WORLD**



**GDP PER CAPITA
ABOVE THE
NATIONAL AVERAGE**



**50TH MOST LIVEABLE
CITY IN THE WORLD**

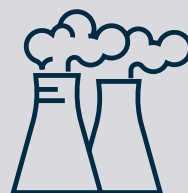


**98TH ON THE INNOVATION
CITIES INDEX**



**HIGH LEVELS OF
EARNINGS AND INCOMES**

The mean Wellington household income was \$128,800, compared to \$113,700 nationally in 2021



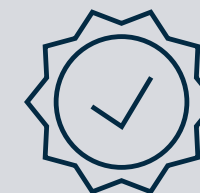
**LOW EMISSIONS
PROFILE**

Compared to similar regions like Auckland and Canterbury



**HIGH PRODUCTIVITY
LEVELS**

At \$143,500 compared to \$124,900 nationally in 2021



HIGH QUALITY OF LIFE

89% of our region's residents rated their quality of life as positive

WELLINGTON

REGIONAL ECONOMIC DEVELOPMENT PLAN

Key Opportunities

Barriers To Success

EDUCATION: Skills THAT MATCH SECTOR NEEDS

UNLOCKING SPACES TO GROW



FUTURE WORK
FOCUSED PATHWAYS

FOR Rangitahi. SUPPORT FOR TEACHERS TO LEAD THIS Creating AWARENESS FOR YOUNG PEOPLE

COLLABORATION BETWEEN SECTORS

HOUSE PRICES

FRAGMENTATION



THE HUTT: MANUFACTURING OPPORTUNITIES.



ACCESS TO CAPITAL / FUNDING

WE CAN TRIAL + EXPORT NEW MODELS → NATIONALLY + INTERNATIONALLY

ACCESS TO PHYSICAL SPACES



AND SPREAD THEM ACROSS THE WHOLE REGION

LET'S CREATE AN INCLUSIVE WGTN EXPERIENCE



AWARENESS: THERE'S A LOT THAT PEOPLE DON'T KNOW ABOUT IN OUR BACKYARD



Overarching Wellington regional economic development framework

Ngā moemoea Vision

To build a future-focused, creative, sustainable and thriving Wellington region for all to be proud of
Ka eke ki te taumata ikeike o Rangiatea | Ascend the highest summit of potentiality

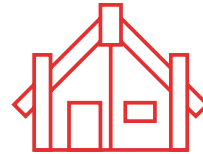
Ngā pou Strategic Objectives



To be a leader of change using our competitive advantage in key sectors



To build a prosperous and creative region to improve our quality of life



Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika



To build our workforce and resilience in our infrastructure to support economic development



To support a transition to a low carbon economy and responsibly manage our natural resources for future generations

Ahunga Approach

Acceleration of key sectors to build on our competitive advantage and future opportunities

Acceleration of key enablers to build from solid foundations

Ngā mahi Focus areas/ actions

- Screen, creative and digital
- Science, technology, engineering and high-value manufacturing
- Visitor economy
- Primary sector, food and fibre
- Māori economic development
- Skills, talent and education
- Water accessibility and security
- Resilient infrastructure

Vision

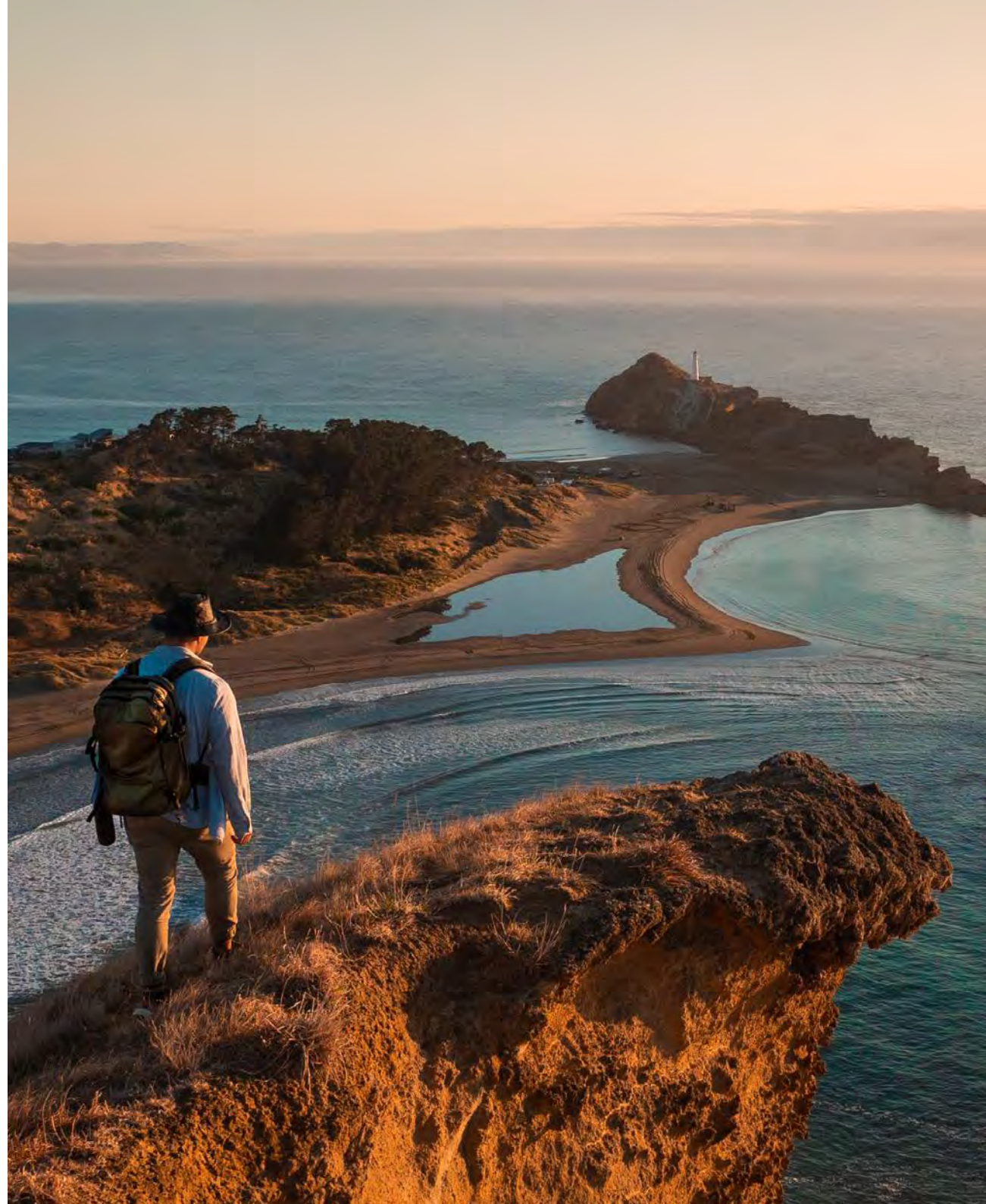
OUR VISION IS

"to build a future-focused, creative, sustainable and thriving Wellington region for all to be proud of."

We are collectively aiming for an entirely better life and world in its broadest sense for all our children and mokopuna. Our vision is based on feedback from the Wellington Regional Leadership Committee, iwi and communities. The reason for each aspect is:

- **Future-focused** – We are a region full of aspiring leaders with a drive for positive change locally, nationally and globally
- **Creative** – Creativity is in our DNA, as demonstrated through our creative arts, events, food, fibre, technology and manufacturing
- **Sustainable** – Our region is vulnerable to the economic and environmental impacts of climate change and we support a transition to a low carbon economy
- **Thriving region for all** – We recognise disparities exist across our sub-regions and ethnicities, and aim for our region to be inclusive to all, so every resident enjoys a high quality of life and good overall wellbeing¹³

All communities require economic health and development to thrive. A resilient and diverse economy is one where community members have choices, access to decent jobs and wages, and employment prospects over the long-term.



Strategic objectives

After careful consideration of the opportunities and challenges we have heard about, we have decided on five broad strategic objectives of importance across our region.



1.

To be a leader of change using our competitive advantage in key sectors

Through innovation, partnerships and supporting our diverse sectors we will enable our region to be internationally competitive and highly productive, therefore contributing to our positive global reputation.



2.

To build a prosperous and creative region with improved quality of life

We recognise our urban and rural potential, as well as variations in wellbeing across our region, and seek to create an enabling environment for the positive standard of living we all aspire to. While our regional economy performs strongly in some areas, there are wide disparities, especially for Māori and Pasifika.



3.

Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika

Ahikāroa are those who stoke the home fires, overseeing the cultural vibrancy of their respective takiwā. Initiatives including those led by Te Matarau a Māui, mana whenua and mātāwaka will support Māori to thrive and lead to greater outcomes for all in our region.



4.

To build resilience in our workforce and infrastructure to support economic development

We need to attract, retain and develop our workforce to meet increasing demand and grow our industries. By developing resilient infrastructure, we create new opportunities and minimise impact to our regional economy from future disruptions such as earthquakes.



5.

To support a transition to a low carbon economy and responsibly manage our natural resources for future generations

We have an opportunity to be a national leader in the deployment and adoption of climate change technology. We support initiatives that lower overall carbon emissions, to protect the wellbeing of the people and environment in our region both now and in the future.



Approach

To deliver our agreed objectives, our plan focuses on two key areas:

1. Accelerating key sectors to build on our competitive advantage and future opportunities

The following sectors have been identified because of potential growth opportunities, annual average growth over the last decade, creation of skilled employment, and contributions to our regional identity. These sectors are:

- Screen, creative and digital
- Science, technology, engineering and high-value manufacturing
- Visitor economy
- Primary sector, food and fibre

2. Accelerating key enablers to create solid foundations for building our regional economy

The following enablers have been identified because they unlock, leverage and build resilience in our businesses, iwi and communities. These enablers include:

- Māori economic development
- Skills, talent and education
- Water accessibility and security
- Resilient infrastructure

We have focused on key sectors and enablers that can be influenced to shape our diverse regional economy. Other sectors have been considered such as central government and professional services, but their size and potential growth are mainly influenced by factors outside of our region's control.

Health and construction are also potential growth sectors, though opportunities are largely workforce-related and subsequently included in the Regional Workforce Plan recently developed by the Regional Skills Leadership Group.

Future development areas were identified in the WRGF.¹⁴ For consistency we have used the terminology in this plan where appropriate:

- Western Growth Corridor refers to the area from Tawa to Levin
- Eastern Growth Corridor refers to the area from the Hutt to Masterton
- Wellington Growth Corridor refers to the Wellington city area

To achieve our vision, we need to remain inclusive, innovative and future-focused. Implementation will require contributions from central and local government, iwi and hapū, businesses, education and research providers.

Sectors and enablers

Each of the sectors and enablers have different contexts, complexities, opportunities, issues and stakeholders. The following chapters have been developed with a focus on outlining the issues and opportunities to set direction.

The initiatives were reviewed against multiple criteria by an assessment panel, endorsed by the steering group and considered to be projects that, with support, can generate positive action.

The economic development targeted rate collected by Greater Wellington Regional Council will be used to administer the plan and activate some projects, such as validating the case for investment or co-funding initiatives to leverage other complementary funding from private investors, local and central government.

The first set of initiatives included in each chapter is a start that will help to create new jobs and achieve the strategic objectives. We expect other initiatives that address the issues and opportunities to be included in the future as they are identified. The initiative tables include estimated timeframes and stages that range from planning, research and advocacy through to developing business cases, attracting investment and project delivery. Project leads are expected to undertake detailed planning and manage effective projects or programmes.

Icons are used to indicate which of our strategic objectives (SO) each initiative contributes to, based on the key to the right.



Be a leader of change using our competitive advantage in key sectors



Build a prosperous and creative region to improve our quality of life



Te Ahikāroa will enhance and empower the takiwā of Te Upoko o Te Ika



Build our workforce and resilience in our infrastructure to support economic development



Support a transition to a low carbon economy and responsibly manage our natural resources for future generations

The following map indicates how the initiatives are spread across our region. While some initiatives are place-based, each initiative has been identified as an opportunity that will have a positive impact across our region.

Several initiatives focus on shared spaces, centres of excellence or innovation hubs. These are recognised approaches¹⁵ to enable firms to develop and commercialise value-added products or services for local and export consumer markets, share learnings and support innovative Kiwi businesses of all sizes to grow.¹⁶



Map of regional economic development initiatives

Region-wide initiatives

- Hui Taumata – Māori Economic Summit
- Te Pokapū Pakihi – Māori business digital hub
- Pasifika business enablement
- Screen Centre of Excellence
- Scale-up CreativeHQ start-up programmes
- International Screen Attraction Programme
- Screen Accelerator Project
- Visitor economy sustainability programme
- Summer of Engineering
- Technology leadership training series
- Capital Capital
- Expanded House of Science programme
- Wellington Education 2 Employment Centre
- Inclusive employment programme
- Expanded social procurement commitment
- Ka Kaha Ake – social procurement training
- Advocacy for rail slope stability
- Advocacy for seismic strengthening of 33kV cables
- Research industrial and business park land requirements



Map for illustration purposes, indicative locations only

WELLINGTON

REGIONAL ECONOMIC DEVELOPMENT PLAN

Solutions
Focused
IDEAS

COORDINATED INVESTMENT WITH ROOM FOR FAILURE

QUICK DECISION MAKING

HELPING YOUNG PEOPLE TO SEE OPPORTUNITIES

CONNECT WITH THE WORLD SHARE

LESS EMISSIONS ECONOMY

RECOGNISING SUB REGIONAL STRENGTH

CONNECT + GROW COLLAB, IDEAS COMBINED STRENGTH

LISTEN TRANSFORM CONNECT ACROSS ALL INDUSTRIES

COLLABORATION BETWEEN INDUSTRIES IS ESSENTIAL

CONNECT TO WELLINGTON REGION IS IMPORTANT

tinder FOR BUSINESS HELPING TO CONNECT UP

WORK CAN BE FUN

CREATE OPEN FUN WORK SPACES FOR YOUNG PEOPLE

WRAP AROUND SUPPORT



SECTOR

Screen, creative and digital



The screen, creative and digital sector can be defined as companies and individuals creating narratives, content and ways in which it is consumed. Screen production covers film, television series, games, interactive media, animation, visual effects, sound and other storytelling processes and mediums, plus software and hardware platforms used for the creation and consumption of compelling moving images and associated content.

Our region has a proud history in the creatively and culturally important screen sector. We are best known as home to The Lord of the Rings films, King Kong, Avatar, a globally recognised visual effects, post-production and physical effects sector, and local television talent including Flight of the Conchords and Wellington Paranormal. Gaming is an emerging area of growth and our region has a growing gaming industry which leverages the experience and facilities developed by our film effects expertise.

We have high quality purpose-built studios and directors and crew with experience working on high-profile and highly technical projects. We have one of the major global visual effects studios, Wētā FX, employing nearly 2,000 highly skilled crew whose work generates export earnings and significant ripple effects across our regional economy. As one of our region's largest private sector employers, Wētā FX operates in a highly competitive and mobile international sector, with a talent base in high demand around the world. Many of the company's crew have gone on to create innovative products and businesses in our region and around New Zealand.

Our two universities, Victoria and Massey, are heavily invested in training the next generation of film-makers, and both have cutting edge facilities for student and commercial projects. We also have a rich array of locations including beaches, wilderness, mountains, industrial and suburban, which can be accessed within a short drive from our studios.

Wellington is a UNESCO City of Film, which provides the sector with a competitive advantage that benefits our region. In a recent survey¹⁷ 71% of Wellington businesses agreed that we need to leverage our capital city status to attract more visitors and tell our national and local stories. The UNESCO Creative Cities programme and its network promote, demonstrate and reinforce the role of creativity as a catalyst for building more sustainable, resilient and inclusive cities. The programme improves access to and participation in cultural life as well as the enjoyment of screen culture, goods and services, notably for diverse, vulnerable groups and individuals.

Our region has become the centre of New Zealand's digital and gaming community over the last two decades, due in part to our innovative and successful screen industry.¹⁸ Screen is predominantly a service-based sector, which conservatively generated \$261 million of GDP for our regional economy¹⁹ in 2019 and accounts for 22% of the 14,000 screen sector employees across New Zealand.²⁰

The sector's growth in our region has mainly been in post-production. A Wellington Regional Screen Sector Strategy²¹ has been developed to encourage higher performance for employment, earnings, and productivity. The strategy identifies an opportunity for an additional 680 decent jobs and \$88 million GDP to be created for our regional economy.

Issues and opportunities

There are six key issues and opportunities to grow and maintain a sustainable and thriving screen sector.

1. Industry stability to grow and scale – The sector is predominantly made up of small, fee-for-service-based businesses operating within a work stream of larger but intermittent projects. The cyclical and unpredictable nature of these projects means a lack of continuous work, producing significant uncertainties over workflow and therefore making the sector unstable. This can create an inability to plan and retain talent, which limits growth and keeps the sector in a state of constant reaction.

Investment into the early-stage development, creation and export of local intellectual property will lead to companies of scale with international partnerships and the ability to create new, high-value opportunities and economic returns beyond one-off projects. Support is required to establish new sources of funding to enable more diverse projects to take off, new business models to thrive, and more talent to be sustained in the sector.

2. Improved co-ordination – Our screen sector needs to improve its alignment and coordination because it has the potential and reputation to be a beacon for content and innovation for the world. A better connected eco-system will ensure opportunities are created for all areas of the sector, including research and development, export and investment partnerships, and education and training opportunities.

Implementing the Wellington Regional Screen Strategy will help co-ordinate, unify and provide direction to the sector, stakeholders and opportunities of cross-collaboration between sub-sectors.

3. Raise awareness – Our region's unique screen sector offering needs to be better communicated to New Zealand and the world. Support is required to:

- Raise awareness of the value to our region and the New Zealand economy

- Raise awareness of our region's offering and the content produced here
- Partner with iwi and mana whenua to embed Te Ao Māori into the screen sector and develop new opportunities for indigenous storytelling
- Attract investment, suitable projects, and build enduring export partnerships
- Attract, secure and retain talent to develop a robust workforce
- Raise the value of Wellington as a creative region to visit and live

4. Improve access and ease of doing business – Sustained effort and investment is required to retain our 25-year film-friendly reputation and ensure our region remains known as an attractive and easy place to do business. A particular focus is needed to support local councils to make informed decisions on changes to land use, permitted activities and other related local government bylaws and directives, to ensure that screen production is supported and not adversely affected or restricted.

More support is required to scale up the sector, including connecting game development and interactive media opportunities to forge new frontiers in the convergence of film, gaming and interactive content mediums and technologies to create new, exportable intellectual property.

5. Attract and retain high-value workforce – Talent attraction has been increasingly difficult during the Covid-19 pandemic, and with borders reopened talent retention is an added challenge. The successful growth of screen in other regions has led many crew and line producers to relocate permanently, making our region less attractive to international productions that rely on access to local talent. Jobs in this sector are high-value and rewarding, and there is an opportunity to promote careers throughout the pipeline from school age through to adults looking for a career change.

6. Central Government funding – The screen sector, at every level, draws on Government support through a rebate scheme to support local productions, assist talent development initiatives, and enable co-investment into and attraction of international productions, post-production and visual effects work. The Government is currently reviewing its screen investment schemes. Any significant changes to funding settings could have a major effect on the viability and sustainability of our region's screen sector over time so can be viewed as both an opportunity and a risk.

The six opportunities and the actions outlined in the initiatives can start to connect the nexus of storytelling, digital technology and business development opportunities to scale the sector for our region and New Zealand as a weightless, equitable and exportable industry.

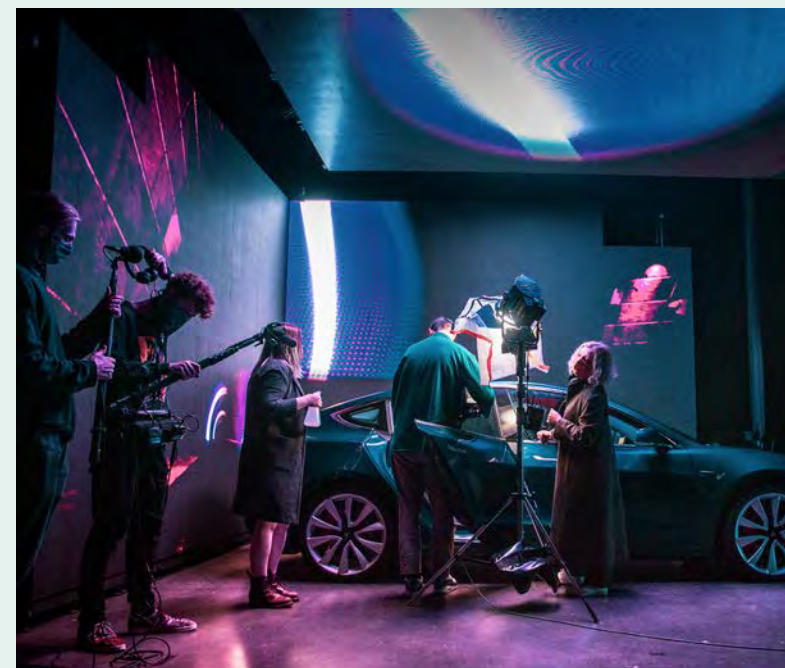


Photo: Johnny Hendrikus

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
		Strengthen and grow our regional screen sector				
	<p>Screen Centre of Excellence</p> <p>Develop a Screen Centre of Excellence as a central, physical hub that allows all aspects of the creative and digital sectors to come together in a fully equipped 'weightless' business development and content creation facility, contributing to building the eco-system and addressing challenges and opportunities for the sector.</p> <p>The centre will introduce mātauranga Māori and tikanga into future screen technologies, develop internship programmes with a specific focus on rangatahi, and lead cultural experiences through sharing our narratives. It aims to inspire and support entrepreneurship, incubate high-growth businesses, provide an accessible community space to raise awareness and create an opportunity for all to engage with the sector, including international visitors</p>	<p>Grow the screen eco-system online and generate support towards sharing a physical space</p> <p>Develop a business case for the Screen Centre of Excellence, including early analysis of a physical space</p> <p>Secure partnership commitments from public and private entities</p> <p>Secure a suitable complex to establish the Screen Centre of Excellence (should it prove feasible)</p>	Screen Wellington	WCC, GWRC, mana whenua, other centres of excellence, Callaghan Innovation, MBIE, MCH, private sector, Toi Mai WDC, tertiary institutes, CHQ, NZ Film Commission, NZ On Air, UNESCO City of Film, Business NZ and Export NZ	<p>2022 – 2023</p> <p>2022 – 2023</p> <p>2023 – 2024</p> <p>2024 – 2025</p>	<p>Planning</p> <p>Business case</p> <p>Investment attraction</p> <p>Delivery</p>
	<p>International Screen Attraction Programme</p> <p>To support growth of the screen sector in our region we can help attract international projects, improve the ease of making a production here, and support the development of our local producer and director talent who are likely to create the next generation of Wellington region-made television and streaming service shows and films. These initiatives will contribute to a steadier pipeline of work, helping to attract and retain a high-value workforce</p>	<p>Establish a steering group to represent what our region has to offer, identify skill gaps, improve co-ordination and establish the practical development requirements to support a sustainable eco-system of productions</p> <p>Develop and deliver the international screen attraction programme including famil trips for location scouts, a showreel promoting why producers should consider our region, and promotion of the creative businesses that support the sector</p> <p>Develop and deliver the ease of business improvements programme including a searchable database of filming locations, a crew database that producers can use to find staff and an efficient permitting service</p>	Screen Wellington	Toi Mai WDC, screen sector representatives	<p>2022 – 2023</p> <p>2022 – 2023</p> <p>2022 – 2023</p>	<p>Investment attraction</p> <p>Delivery</p> <p>Delivery</p>
	<p>Screen Accelerator Project</p> <p>Establish a series of workshops for screen practitioners at any stage in their career to develop their unscripted content ideas under the guidance of an Emmy award winning producer. This will support and coach our screen sector practitioners to commercialize their intellectual property, with the ultimate aim of bringing in productions to create jobs in the Wellington region and help put Aotearoa New Zealand on the map internationally in this genre</p>	<p>Secure funding, presenters, enrolments and resources required to deliver the Screen Accelerator Project, expanding on the successful pilot programme delivered in 2022</p> <p>Deliver the Screen Accelerator Project including weekly sessions, workshops, mentoring, creating sizzle reels, and pitching to US production houses</p> <p>Evaluate feedback from the project and secure funding for the next 3-5 years.</p>	Tall Poppy Films and Avocado Entertainment	WNZ, UNESCO City of Film	<p>2023</p> <p>2023</p> <p>2024</p>	<p>Planning</p> <p>Delivery</p> <p>Investment attraction</p>

SECTOR

Science, technology, engineering and high-value manufacturing (STEM)

STEM is a growing sector of importance for our region to support improved productivity and population growth. For the purposes of this plan, maths is included in all components of STEM and we have identified technology as a particularly strong focus area. These focus areas are outlined in the next two sub-chapters, with initiatives grouped together at the end.



Science, engineering and high-value manufacturing

With New Zealand long-known for a history of “Kiwi ingenuity”, our region has carved a reputation for high-tech, high-value and manufactured design enabled by science, technical expertise, engineering skills, and innovations in metal, plastics, composites, and new materials. For example, Fraser Engineering²² builds and distributes fire trucks to the world and WEBBCo²³ built the first all-electric carbon free passenger ferry operating in the Wellington harbour.

The sector contributes \$5.49b²⁴ to our regional GDP and accounts for about 28,169²⁵ jobs. Key contributors to GDP include computer systems design and related services \$1.53b, engineering design \$477m, scientific research services \$238m, scientific testing and analysis services \$101m, other machinery and equipment manufacturing \$102m, and veterinary pharmaceuticals and medicinal product manufacturing \$60.5m.

Our region has the largest research, science and innovation workforce in the country with 6,315 workers compared to Canterbury’s 4,856 and Auckland’s 4,675, and the second highest proportion of this workforce relative to total employment with 2% compared to 0.9% across New Zealand. We are the main home of Callaghan Innovation, New Zealand’s innovation agency which focuses on activating innovation and helping businesses grow faster for a better New Zealand. For example, the Innovation Quarter in Gracefield, Lower Hutt, is a high-energy environment with world-class, state-of-the-art facilities, workshops, pilot plants, labs and equipment.

High-value (advanced) manufacturing largely happens in the Hutt Valley and Western Growth Corridor, while science and engineering expertise is centred in Wellington city and the Hutt Valley with key sub-sectors focused on materials and equipment. This sector offers economic

development potential across our region. For example, Lower Hutt has identified growing science, technology, engineering and manufacturing businesses as a key area of focus, including opportunities to provide improved infrastructure and amenity for these businesses, such as awards, accelerators, developing a suitable workforce through the likes of internships and scholarships, and increasing research and development spend in these businesses.

Central government prioritised advanced manufacturing for an Industry Transformation Plan due to its scale and potential to significantly increase productivity, higher wage jobs and a globally-competitive low emissions sector. Two key trends provide an opportunity to accelerate growth of this sub-sector over the next 20 years:

- High-value manufacturing is undergoing a fundamental shift through the application of advanced technologies and processes
- More focus than ever is being placed on economic activity that is sustainable, circular and low emissions

Issues and opportunities

We have an abundance of science and science research-orientated businesses to attract further talent and investment. Circular economy manufacturing provides real potential to add value, Industry 4.0 is becoming more pervasive – linking well with our technological strengths, and there is growing participation and leadership of Māori in these areas.

There are three key issues and opportunities to grow and maintain a sustainable and thriving science, engineering and high-value manufacturing sector.

1. Recognition – The advanced manufacturing sub-sector lacks public recognition, in part because much of what we manufacture is an input into a domestic or global supply chain rather than a final retail product for the public. There are few large manufacturers in our region²⁶ and celebrating the success of small and medium enterprises could raise their profile, encourage collaboration and innovation, and attract future investments.

2. Skills shortages – This sector has an ageing workforce, high levels of skill shortages, and the manufacturing sub-sector is increasingly seeking workforce directly from secondary schools. About 31% of all jobs in New Zealand are at a high risk of automation, possibly within the next 20 years, with Wellington city having the highest proportion of jobs at risk to automation in the near term, including in scientific services and manufacturing.²⁷ Sustained focus is required to build and attract a skilled workforce, upskill the current workforce, and increase leadership and management capability.²⁸ There is a need to increase enrolment in STEM subjects at school by making information available about the value and opportunities of these skills and identifying successful programmes which could be extended to schools regionally.

3. Support for start-ups to commercialise – Local companies with innovative ideas such as climate adaption mechanisms or high-value health manufacturing technologies have anecdotally said they often struggle to gain access to capital to commercialise ideas and meet their customers' needs. High productivity countries such as Finland, Singapore and Sweden focus their innovation policy on growing innovation eco-systems around several large firms or sectors.¹⁶ We can learn from them and place a particular focus on creating an eco-system to deliver globally-leading innovation support services, help with the commercialisation of science, support Māori innovation, shift to a high-value economy through new founders, and grow high-potential businesses.



Technology

A key focus of this plan is on the technology aspect of STEM because our region has a particular opportunity to create more jobs and improve residents' wellbeing by nurturing and supporting more businesses in this high-growth area. Technology is changing the way we work and companies that use technology to create products which scale are growing faster than ever. This represents both a threat and an opportunity for our region.

Twenty years ago most local advertising dollars were spent on television, radio and print. Now, New Zealand businesses spend more than \$1b per year on Google and Facebook advertising.²⁹ Ten years ago almost all tourists booked into local hotels. In 2017, New Zealand travellers booked more than 1.5 million nights of accommodation through the Californian-owned website Airbnb.³⁰

The internet has enabled smart companies to reach a global audience, disrupt local businesses and emerge as multi-billion-dollar "winners" in their category. With the Covid-fuelled trend to work remotely, these global businesses have begun to hire workers in New Zealand, competing with our local businesses for talent.

Our region has a choice. We can either be a consumer of products made by international technology giants with our brightest technical minds contracting as remote workers, or we can be a leader of change and build technology companies that can attract global customers, with the intellectual property and headquarters based here in our region.

As a region we have proven we have the talent to compete with the rest of the world. Locally-founded accounting software company Xero is valued at \$15.4b and employs more than 4,500

people globally.³¹ Recently Sharesies, incorporated in 2017, raised \$50m in venture capital at a valuation of \$500m³² and it plans to expand its headquarters in Wellington. Fin-tech start-up Hnry raised \$16m, valuing the company at \$100m,³³ and sustainability start-up CoGo raised \$6m to help consumers lower their carbon footprint.

Competing with global mega-companies is difficult and our start-up eco-system is not as mature as other countries, which have easier access to talent, investment, and the executive leadership experience of scaling a global technology business.

Government, businesses and economic development organisations can play an important role in fuelling the growth of start-ups. Cities such as Vancouver,³⁴ Atlanta and Sydney have launched Government-led initiatives to accelerate their technology sectors, including programmes to increase the quantity and quality of new companies and to support high-potential companies to scale.

With support, a regional eco-system can be established, become self-sustaining and enable productivity in other sectors. Employees of locally-headquartered companies will learn from their experience and become the next generation of technology entrepreneurs.

The founders of Sharesies were themselves employees of Xero when they started the business. As the investors in these breakout companies achieve high returns, they reinvest into the next group of companies. As a result, our region will thrive and be a leader of change in the decades to come.

Issues and opportunities

There are four key issues and opportunities to grow and maintain a sustainable and thriving technology sector.

1. Profile of innovation and quantity of entrepreneurs – To compete globally, we must harness the entrepreneurial talent of mana whenua and our wider community to ensure those with good ideas are motivated and supported to turn these ideas into businesses. This will involve lifting the profile of our successful founders, more exposure to entrepreneurship at school and in tertiary institutions, providing greater visibility of Māori entrepreneurial success, encouraging by Māori for Māori models of innovation and prosperity, better connections between research and commercialisation, and structured pathways and support for new technology businesses through arming our founders with important knowledge about capital structure, technical architecture, recruitment, leadership and wellbeing.






2. Skills shortages – We have a critical shortage of work-ready software developers, product leaders, user-experience designers and digital marketers. As more founders develop scalable businesses in our region, we must prioritise initiatives that train and prepare these workers, to capitalise on the potential of our region's talent and increase the number of people in high-value employment. There is an opportunity to support the untapped potential in our Māori and Pasifika communities to succeed in technology-related employment, by establishing tuakana/teina (mentor/mentee) relationships between those with experience in the sector and rangatahi who are new to it.















3. Leadership – High-growth companies and investors in our region have identified a lack of experience at a senior leadership team level puts our businesses at a disadvantage to their international competitors. For example, a typical Head of Marketing, Chief Technology Officer or Chief Operations Officer at a scale-up company in San Francisco or Sydney would likely have experience working at a similar stage of business and easier access to mentors. Businesses need support to upskill executive talent at our high-potential companies, so each business can reach its full potential. Technology businesses have raised this as an issue because they can grow quickly and solutions to capability building should be transferable to other sectors with similar issues.



4. Investment – Our angel and venture capital investors are in early-stage development compared to other markets. Funds established in leading international technology markets have led to start-ups achieving multi-billion-dollar valuations, therefore enabling the funds to scale-up investment in new companies and attract foreign capital. To develop more business and accelerate developments the focus must be on supporting businesses with venture capital attraction and providing direct investment or loans where appropriate. We must focus our efforts and aim to become a magnet for talent and investment in particular sub-sectors where we have an advantage, including clean-tech, fin-tech and government innovation.

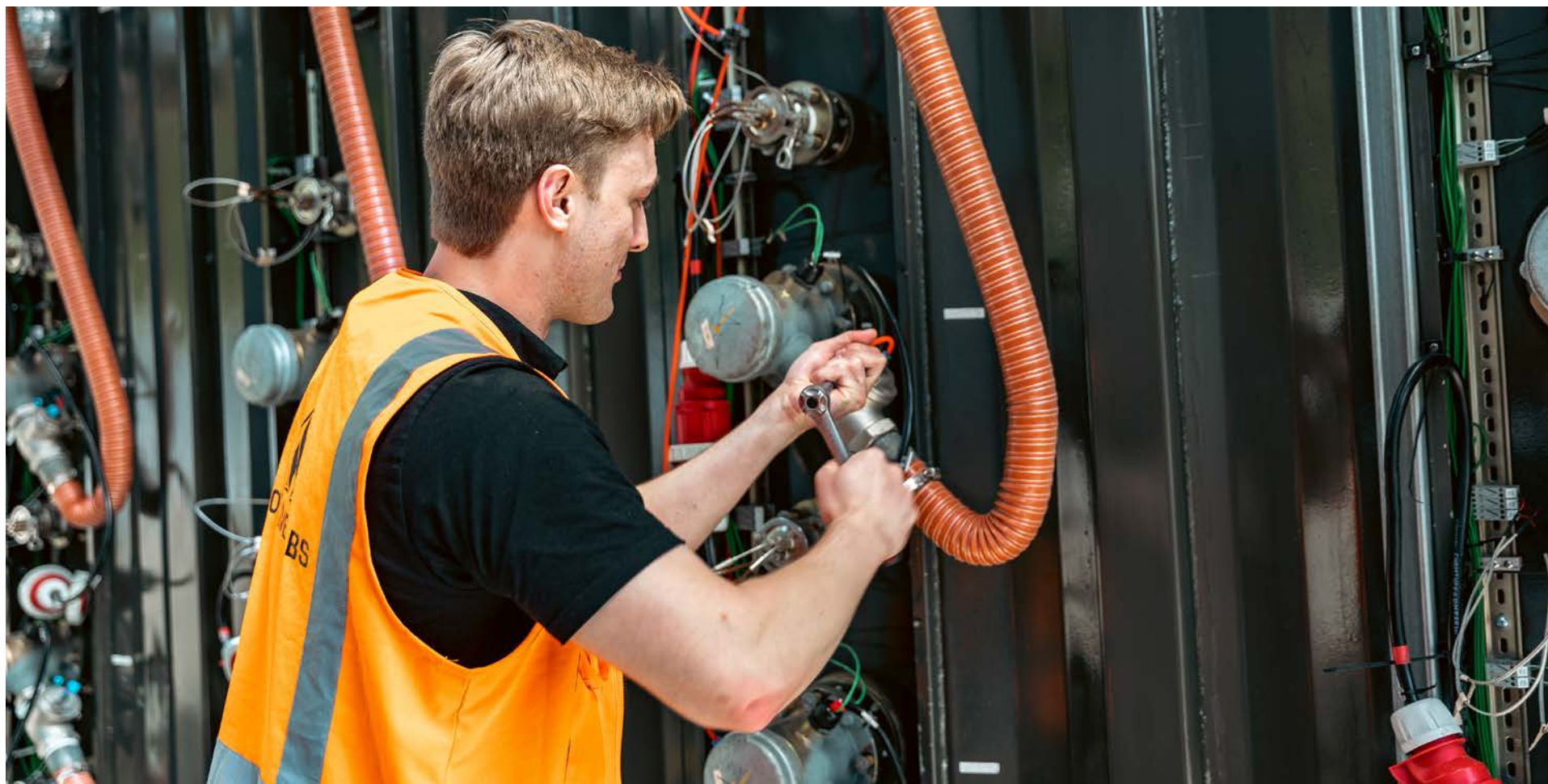
We will initially focus on initiatives to support STEM innovation and develop our future workforce.



SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Develop hubs equipped for STEM innovation and collaboration, raising the profile of the STEM sector						
	Biotech Centre of Excellence Develop a shared, inter-connected facility to accelerate growth and innovation of existing and new biotech companies working on biomanufacturing and clinical therapies. The centre will contribute to a successful eco-system that enables our region to be at the forefront of biotechnology and attract talent, investment and international pharmaceutical companies	Finalise business case for Biotech Centre of Excellence	BridgeWest Ventures	Victoria University, Canterbury University, Hutt Valley Chamber of Commerce, MBIE, Callaghan Innovation, independent developers	2022	Business case
		Confirm developer, industry and central government support for the centre			2022 – 2023	Investment attraction
		Secure suitable laboratory complex/es and establish the centre in phases			2023 – 2033	Delivery
	STEM product commercialisation innovation space Establish an innovation space pilot to guide, nurture and support STEM businesses from across our region to succeed, with an on-site workshop for prototyping and product creation, a wrap-around network of specialist providers and support programmes. This will support the creation of high-value jobs in successful start-up ventures, growth of existing companies and development of commercial opportunities related to the transition to a low carbon future	Develop a business case to establish a suitable facility with a fully equipped innovation space and wrap-around support services	HCC	Callaghan Innovation, MacDiarmid Institute, NZ Product Accelerator, mana whenua, Hutt Valley Chamber of Commerce, UHCC, MBIE	2022 – 2023	Business case
		Confirm commitment to establish the innovation space/s and secure a suitable complex (should it prove feasible)			2023 – 2025	Investment attraction
		Develop a parallel innovation programme for the space targeted at STEM-focused start-ups			2022 – 2023	Planning
	CleanTech Centre of Excellence Focusing a range of programmes on the clean-tech sector will create new high-growth firms and attract talent to the industry. The centre will support the commercialisation of research into clean-tech, new innovations that companies want to pursue, and attract businesses to relocate here, helping our region become a leader in sustainability	Develop investment proposal and secure commitments from key partners	Creative HQ	Clean-tech sector, mana whenua, Te Matarau a Māui, private investors, WNZ	2022	Investment attraction
		Establish the CleanTech Centre of Excellence targeting innovation in sustainability, to grow the capacity and output of the sector and help our region become a leader in clean-tech			2023 – 2025	Delivery
		Deliver a three-month programme to accelerate 20 climate-focused ventures through early-stage development			2022 – 2023	Investment attraction
	Technology start-up hub The hub will be in a high-profile location, connecting creative industries, start-ups, business, Government and innovation together in one place and driving cross-industry collaborations. The businesses located in the facility will be in high growth areas, leading to an increase in revenue and jobs	Develop a business case to establish a technology start-up hub in a high-profile location with a sustainable financial model	Creative HQ	WNZ, local government, private investors	2022 – 2023	Business case
		Confirm investment in securing a building/s and operating arrangements (should it prove feasible)			2023 – 2024	Investment attraction
Build and upskill our workforce						
	Summer of Engineering Pilot a Summer of Engineering internship and placement programme (based on the successful Summer of Tech w) to facilitate recruitment of engineering students and graduates, helping them to acquire necessary work experience and attract, retain and develop our workforce	Pilot a Summer of Engineering programme in a selected area of engineering, matching 20 engineering graduates with employers	Engineering New Zealand and Summer of Tech	WNZ, engineering businesses	2022 – 2023	Delivery
		Fully establish the Summer of Engineering programme across the wider engineering industry, securing placements for 100-plus graduates a year			2023 – 2024	Investment attraction

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage	
Build and upskill our workforce							
   	STEM mentorship programme This programme is a partnership between Ngāti Toa and Victoria University, aiming to raise awareness of and interest in STEM subjects in low decile schools. Māori and Pasifika university students will be awarded credits towards their degree for participating as mentors	Pilot a programme for Māori and Pasifika university students studying STEM subjects to mentor year eight classes <hr/> Evaluate success of pilot programme and consider expanding to more classes across our region	WNZ	Ngāti Toa, Victoria University, schools	2023	Delivery	
					2024	Delivery	
  	Technology leadership training series The training series will involve bringing eight international experts from companies including Netflix, Canva, Atlassian and Airbnb to our region to train and consult with leaders from our high-potential technology businesses. The series will be designed to upskill the senior leadership teams of our brightest companies, to ensure they have the best chance at becoming global leaders and major local employers	Run a series of training workshops in conjunction with ChristchurchNZ and Auckland Unlimited to upskill senior leadership teams from 30 high-potential technology businesses across our region	WNZ	Businesses, Christchurch NZ, Auckland Unlimited, MBIE	2022 – 2023	Investment attraction	
   	Scale up Wellington Scaling up Creative HQ's start-up programme offering will provide founders with support on their full journey from idea to growth, leading to more quality founders and ventures, an increase in jobs, and improved connectivity of the start-up eco-system in our region. The programmes will include strong female and Māori representation and actively build collaborations and partnerships with iwi	Develop and implement a 6-12 month business incubation programme to identify, support and grow 20 new start-up businesses per year <hr/> Secure funding to deliver scaled-up start-up programmes <hr/> Introduce a robust pre-incubation programme to upskill and prepare founders not yet ready for incubation/acceleration, building a pipeline of companies to be founded <hr/> Expand incubation and acceleration programmes, to increase the number of programmes run and founders supported per year, anchoring founders in our region to build growth businesses here <hr/> Introduce post-programme support to alumni companies, helping founders overcome early hurdles and secure investment to scale-up	Creative HQ	WNZ, local government, mana whenua, Callaghan Innovation, private investors	2022 – 2023	Delivery	
					2022 – 2027	Investment attraction	
  	STEM Maker Story A marketing initiative designed to deliver a consistent and compelling way of promoting our advanced manufacturing and innovation capabilities to the rest of Aotearoa and the world. Activating a compelling, authentic and consistent campaign will enhance our reputation as a source of world-class tech solutions. We can build awareness, pride, collaboration and attract tech talent by showing our local rangatahi their future and mahi they can be part of	Scope, define and enhance plans for a STEM marketing series made by young people for young people <hr/> Pilot the STEM Maker Story in the Hutt Valley <hr/> Evaluate the success of the pilot and explore expanding it to the wider region	Hutt City Council	Upper Hutt City Council, Hutt Valley Chamber of Commerce, Callaghan Innovation, local STEM businesses including advanced manufacturing	2023 – 2024	Planning	
					2023 – 2024	Delivery	
					2024 – 2026	Delivery	

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Facilitate opportunities for venture capital attraction						
  	Capital Capital To run a Capital Summit in Wellington bringing together our region's best tech business leaders, start-up founders and politicians with investors and fund managers from Asia Pacific. This event will connect our brightest companies with investors and likely lead to collaboration and funding. It will inform the investors who are based here including our venture and angel investment community to help them become more effective	Design programme and secure funding for a Capital Summit	WellingtonNZ	Creative HQ, Angel HQ	2023 – 2024	Planning
		Deliver a Capital Summit, enabling local tech company founders to build relationships with venture partners			2024	Delivery



SECTOR

Visitor economy



Famous for a vibrant, creative culture, fuelled by great food, wine, craft beer, coffee and events, we are a cosmopolitan region with an energetic personality. The visitor (manaaki) economy is important because it is our responsibility to look after our manuhiri (visitors) and residents. Manaaki denotes ‘mana’ and ‘a-kī’ (mana comes from what others say about you and your ability to care for others). Our positive reputation as a destination is hard-earned and requires consistent, affirming experiences and a binding vision for all who contribute to how people experience Te Upoko o Te Ika a Maui.

The visitor economy generated more than \$3.64b of GDP for our region in 2021. Key contributors to GDP include passenger transport \$600m, hospitality over \$600m and retail over \$450m. Before the pandemic, it was estimated that visitor spend in our region was \$2.86b³⁵ in the year ending March 2020, comprising \$1.94b domestic spend and more than \$900m international visitor spend. Our international visitors are high-value, spending on average \$232 per day, compared to \$155 a day per domestic visitor or \$74 a day per local resident.³⁶ Through this international spend, tourism supports amenities locals and New Zealanders enjoy that would not otherwise exist.

The visitor economy is built around experiences and attractions, hospitality, events, arts, retail and accommodation. Iconic experiences and events drive visitation to our region, while accommodation, restaurants and shopping are usually supporting factors.

Our destination is rebuilding after the reopening of international borders that closed to manage the health risks of a global pandemic with hospitality, accommodation and

supporting businesses gearing up for more visitors to arrive. The sector is a large employer in our region, accounting for 51,865 filled jobs in 2021.

Domestic access to our region is good with regular flights from all around the country and SH1 and SH2 providing paths around our region. We have commuter, intra and inter-regional train services and two Cook Strait passenger ferry companies. Wellington Airport is a vital hub in the domestic aviation network and connects to most New Zealand airports and several ports in Australia. Outside of Australia, Fiji and the currently hibernating Singapore Airlines service via Australia, our region has no direct international flights. Given that 99% of New Zealand’s visitors arrive by air, securing further direct international flights would make our region more accessible to visitors, highly-skilled migrants, international students, business connections and friends and family who live abroad.

Our region has a significant number of natural assets which connect visitors to the natural environment, including Kapiti Island, Zealandia Te Māra a Tāne, regional trails, Cape Palliser and many more. Our visitors get to experience the many creatives, innovators, chefs and growers telling stories that give visitors a deeper appreciation of our hospitality, events and exhibitions.

Destination management³⁷ involves managing all aspects of a destination that contribute to a visitor’s experience. Our Regional Destination Management Plan builds on the five sub-regional Destination Management Plans of Wellington city, Hutt Valley, Kāpiti Coast, Porirua and Wairarapa. The Horowhenua sub-region also has a Destination Management Plan.

These Destination Management Plans are the primary vehicle for sector development at a local level and have been developed by canvassing the aspirations of communities, mana whenua, visitors and tourism businesses across our region.³⁸ Product development is a complementary and particular focus of this plan that will build on and use the business development capabilities within WellingtonNZ, as the regional economic development agency, and create regional alignment to focus our resources.

The three strategic priorities of the Wellington Regional Destination Management Plan are:

1. **Tangata – Valuing our people:** Our people are our greatest asset and we must value and empower them to achieve our community aspirations.
2. **Whenua – Valuing our place:** Te Upoko o Te Ika a Maui is home to key natural taonga (treasure), and our visitor economy can't be developed at the expense of our natural assets. By rebuilding the balance and health of our natural environments, we contribute to the ongoing wellbeing of our people.
3. **Kōrero – Valuing our stories:** Stories connect our people and places and bring them to life. Engaging stories within the natural environment grab visitors' attention and take them on a journey of discovery, helping to build critical and lasting connections between visitors, tourism operations and destinations.

A regional model for implementing destination management is being developed and recognises strong iwi partnerships are essential to enable informed decision-making, deliver positive impacts to communities and provide opportunities for locals and visitors to better connect with mana whenua. Across our region, some iwi initiatives are identified or underway already, while other relationships are emerging from the destination management planning process.

Together, the Wellington Regional Destination Management Plan's ambition is to derive greater social, cultural, environmental and economic wellbeing for residents and visitors to our region. This is consistent with the Tourism Strategy 2025.³⁹

Issues and opportunities

There are six key issues and opportunities to grow and maintain a sustainable and thriving visitor economy.

1. Increasing spend and demand – Our region has a lack of paid tourism experiences and many attractions are free, like Te Papa and cycle trails. We must encourage high-value visitors that give back more than they take by developing and marketing iconic experiences for each sub-region and attracting events, shows and exhibitions year-round. This will provide more reasons to visit, and see the benefits shared with local communities across our region.

2. Partnering with iwi to share Māori stories that encapsulate their narratives and experiences – By showcasing our cultural identity and tikanga, manuhiri will experience Māori culture and build our global brand through projects such as Te Uruhi (Kāpiti Gateway project), Te Aro Pā and many others as iwi and their cultural narratives grow.




3. Improving access and lowering visitor emissions – For domestic and international visitors via road, rail, sea and air. We have constrained international air capacity and growing this would generate more demand in new visitor markets. Our public transport network has a commuter focus and better visitor access and services would enhance the visitor experience and help lower carbon emissions. We can help achieve this by providing better wayfinding to encourage greater use of the public transport network and supporting businesses to transition to a low carbon and sustainable model.

4. Leveraging new developments to increase accommodation supply – Accommodation demand is likely to increase in the medium term, especially with new developments like Tākina Wellington Convention and Exhibition Centre which can host up to 1,600 delegates and Lane Street Studios, a new world-class film studio and production facility in Wallaceville that can cater for up to 500 cast and crew. By understanding current and future accommodation needs we can plan for future scenarios.

5. Improving international visitor awareness of what our region has to offer compared to other New Zealand visitor destinations – Collaborative marketing efforts are underway to raise awareness and generate demand through the Regional Trails Framework, Classic New Zealand Wine Trail touring route, Ngā Haerenga New Zealand Cycle Trails, the Wellington Region & Wairarapa Marketing Alliance, public/private partnerships and leveraging Tourism New Zealand's domestic and international marketing programmes. We can increase awareness by leveraging Wellington's capital city status to provide a deeper visitor experience and create stronger business benefits across our region.⁴⁰

6. Attracting and retaining talent – Securing a workforce after a global pandemic remains a challenge. We need to provide more opportunities to develop and grow our workforce, creating a regenerative visitor economy which attracts talent and is consistent with the Tourism Industry Transformation Plan⁴¹ goals.

Many of these issues and opportunities are a focus of the Destination Management Plans. Our first set of initiatives elevate regional priorities to improve sector performance through an integrated destination management and marketing approach which enhances the sustainability of tourism operators and develops iconic experiences in partnership with mana whenua.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Support a transition to low carbon and sustainable visitor economy						
	Visitor economy sustainability programme Expand the successful WNZ tourism sustainability programme and Chamber of Commerce bootcamp pilots to more tourism operators and hospitality businesses across our region, helping them become more sustainable and carbon neutral	Confirm size, scope and costs of the capability building programme, considering the learnings from the sustainability pilots	Business Central	Hospitality NZ, Restaurant Association NZ, WNZ, local government, Wellington Culinary Events Trust	2022	Investment attraction
		Deliver a capability building programme which supports visitor economy businesses on a journey to becoming carbon neutral			2022 – 2024	Delivery
Improve the value and sustainability of tourism across our region through developing iconic attractions						
	Porirua Adventure Park Develop a world-class paid tourism attraction that will create jobs, celebrate the stories of Ngāti Toa, provide education/ Mātauranga opportunities, and regenerate the Rangituhi/ Colonial Knob reserve	Confirm support, business structure and secure the remaining capital required for establishment	Ngāti Toa and Select Contracts	Private investors, PCC, DOC, WNZ, MBIE	2022 – 2023	Investment attraction
		Finalise design documentation for building consents			2023	Delivery
		Construct the buildings and infrastructure on site			2023 – 2025	Delivery
	Wairarapa Dark Skies development A programme of activities to leverage the Dark Skies accreditation through existing tourism offerings, new iconic experiences and Māori tourism. This will contribute to a more diverse, year-round tourism offering that will attract new visitors and encourage existing visitors to extend their stay and spend	Announce result of UNESCO Dark Skies accreditation bid	Destination Wairarapa	WEDS, Rangitāne, Ngāti Kahungunu, local government, WNZ, MBIE, TPK, MCH, tourism operators	2022	Delivery
		Secure funding to market and leverage existing Matariki events and offerings through collaborations, branding, promotion, developing a Dark Skies trail and calendar, and ensuring businesses can cater for Dark Skies tourism			2022 – 2023	Investment attraction
		Develop a 10-15-year implementation plan for progressing the Dark Skies offering and identify and scope iconic experiences and attractions with a focus on Māori tourism, sustainability and regenerative activities			2023 – 2024	Business case
		Identify long-term funding options and investment for implementing the iconic experiences and attractions identified			2024 – 2026	Investment attraction

SO Opportunity

Actions








Lead

Key partners

Estimated timeframe

Stage

Improve the value and sustainability of tourism across our region through developing iconic attractions

   	<p>Wairarapa Five Towns Trail Network</p> <p>Develop the Five Towns Trail Network as a signature experience to showcase our strengths, attract domestic and international visitors and enhance the wellbeing of our residents</p>	<p>Wairarapa Councils to seek public input during the June 2024 LTP consultation period to establish community support to progress</p>	<p>CDC, SWDC, MCC</p>	<p>Wairarapa Trails Action Group, GWRC, Trust House, Rangitāne, Ngāti Kahungunu, WNZ, Waka Kotahi</p>	2024	Planning
	<p>Establish a delivery entity to manage the development of the trail network</p>	2024			Planning	
	<p>Develop a multi-year phased implementation programme and secure investments</p>	2025 – 2035			Investment attraction	
  	<p>Civics Experience</p> <p>Partner with businesses, national and government organisations to develop engaging, accessible visitor experiences based around Wellington’s local and national institutions that tell stories which have shaped Aotearoa</p>	<p>Develop a prototype installation of the parliament precinct in the foyer of the National Library to inform a feasibility study</p>	<p>WellingtonNZ (interim lead)</p>	<p>Locales, WCC, MBIE, National Library of New Zealand, Archives New Zealand, mana whenua</p>	2023 – 2024	Planning
	<p>Develop and deliver a self-guided walking tour app and associated components</p>	2024 – 2025			Investment attraction	
	<p>Expand the experience to include further precincts and stories of interest</p>	2025 – 2026			Planning	





SECTOR

Primary sector, food and fibre

EMPLOYMENT



13,000

GDP



\$1.81b

The food and fibre sector covers the primary sector production, processing and services industries along the value chain from producer to final consumer, including providers of transport, storage, distribution, marketing and sales.

Like the rest of New Zealand, the food and fibre sector is a key part of our regional economy, contributing \$1.81b to regional GDP in 2021 and employing more than 13,000 people. This is seen in the shops, cafes, and restaurants of our urban areas through to the food and fibre producers further afield. Our productive sub-regions of the Kāpiti Coast, Horowhenua and Wairarapa play a particularly big part in our regional food and fibre story.

The Western Growth Corridor (Porirua, Kāpiti Coast and Horowhenua) has a strong focus on horticulture, livestock, poultry, sustainable foods and high-value fibre product manufacturing, while the Eastern Growth Corridor (Hutt Valley and Wairarapa) has a strong focus on meat, livestock, viticulture, forestry and related processing. Each of these focus areas has its own unique complexities, challenges and opportunities.

Issues and opportunities

There are five key issues and opportunities to grow and maintain a sustainable and thriving food and fibre sector.

1. Climate change – Our region is likely to warm significantly due to the impacts of climate change. Rainfall may decrease in Wairarapa, with an increase in droughts, and increase in the Western Growth Corridor.⁴² The implications of the changing climate for our region include:

- Warmer temperatures may allow different crops to be grown
- More droughts may limit pasture production and crop growth
- Sea level rise may impact coastal communities and infrastructure
- Water supplies are likely to be under increased pressure (see water accessibility and security chapter)

Primary producers are already adapting their practices in the face of our changing climate through partnerships such as He Waka Eke Noa,⁴³ which is equipping our farmers and growers with the knowledge and tools they need to reduce emissions while continuing to sustainably produce quality food and fibre products for domestic and international markets.

2. Consumer preference – Consumer preferences are changing, particularly around expectations in areas like animal welfare, environmental sustainability and social justice.⁴⁴ In recent years there has been a continued move away from the “traditional” New Zealand diet, with the rise of artisanal products, meat alternatives and diversification of cuisines in New Zealand through the influence of different cultures.

Some producers are exploring opportunities to diversify, and our region is well-served with artisanal producers meeting these changing consumer expectations and highlighting the great products being produced within our region and exported around the world.

3. Land use – There is contention over how some productive land is used (such as for housing) and there is a significant opportunity to support iwi and Māori land owners in our region.⁴⁵ The rural nature of many land holdings means there is a chance to support greater Māori participation and productivity in the food and fibre sector. Local chefs like Monique Fiso have shown there is interest in, and potential to showcase, indigenous Māori kai and techniques to the world.

4. Regional connectedness – Our region is well-served by its proximity to Palmerston North, which has the Fonterra Innovation Centre, FoodHQ and the Food Innovation Network food pilot facility. However, parts of our region are separated by the Tararua Range, adding to the challenges created by time, travel and maintaining connections when taking a regional approach to this sector. Connectedness at a sub-regional level is also a challenge, particularly for Wairarapa, which does not have an agreed set of priorities or initiatives for the sector.

5. Other challenges – Primary producers face the same challenges as other sectors, such as availability of workforce, innovation that transforms by-products into high-value products, lack of infrastructure development and access to capital, scale and support options. Industry transformation plans for agri-tech, forestry/wood products and food and beverage touch on some of these important issues.⁴⁶

How these issues are taken forward and opportunities realised needs further discussion and focus is required to:

1. Support innovation to add value, increase scale and improve access to markets to increase returns from investment
2. Support iwi and Māori land owners to sustainably maximise the productivity of land assets
3. Add greater value to our food and fibre sector by telling our provenance stories better and ensuring we are adding more value through the paddock to plate journey, both locally and internationally

Events like Visa Wellington On a Plate provide unique opportunities to showcase local produce and tell a story about the growers, unique artisan producers and restaurants in our region. Similarly, in Horowhenua, the Taste Trail showcases local producers, giving tourists a unique opportunity to visit producers who provide much of the fruit and vegetables for the central and lower North Island.

A Regional Food Production Strategy will be developed through the WRLC work programme. Local areas of focus are outlined below because our food producing areas have different land use challenges and opportunities either side of the Tararua Range.

Wairarapa

Food and fibre contributed \$557m to GDP in 2021 and employed 4,200 people in the Wairarapa sub-region. This sector is the main source of income and employment for Wairarapa, being a diverse area stretching from the valley plains through to the forested back-country and rugged coastlines. It provides the support structure for wholesale exporters, manufacturers and local artisan producers alike. These intersecting identities create a culture rich in diversity, innovation and opportunity for the Wairarapa brand.

Mana whenua have had a constant presence since first occupation of Wairarapa, from early settlement of the coastline through to modern-day operation of commercial farming and forestry enterprises. Local iwi Ngāti Kahungunu and Rāngitane o Wairarapa are concluding historic Tiriti o Waitangi settlements and local investment is likely to align with sustainable land management and the principles of kaitiakitanga. This will see a greater focus on sustainable and renewable farming practices, investment in skills and education, and exploring alternative land use strategies.

The Taratahi Agriculture Training Centre is being re-established under the ownership of Ngāti Kahungunu, providing an opportunity to create a modern facility to sustain the food and fibre sector for generations to come.

Wairarapa has an existing reputation for quality products and a small but growing visitor economy, reflected in the increase in visitors during the Covid-19 pandemic. Sustained focus is required to leverage these strengths and explore value-added products and processes, new technologies, and encourage collaborative investment to develop untapped potential.

Kāpiti Coast and Horowhenua

Food and fibre contributed to \$338m to GDP in 2021 and accounted for 3,423 people in employment in the Kāpiti Coast and Horowhenua sub-regions. There is a rich history of food production from supplying many generations of iwi and hapū off the fertile soils and micro-climates from Taitoko to Te Horo, to the myriad of artisan businesses now producing and serving consumers across New Zealand with jams, craft beer, chocolates, artisan breads, pesto, hemp products, hot sauces, roasted coffee, gin and vodka. From Paekākāriki to Levin, these artisans have chosen to live on the coast and share their expertise, service and experiences through the delicious foods they produce and distribute.

Aspirations of mana whenua are connected to the land, water, and all it produces. It will become increasingly important to protect our productive lands for current and future generations as our population grows. We need to nurture our food producers as food sustainability and accessibility become even more important with inflationary pressures, access to and affordability of workforce, kaitiakitanga, land-use optimisation and water quality.

The arrival of two food and beverage manufacturing entities relocating into the former Kāpiti Cheese Factory has presented the opportunity to consider the development of a plant-based foods centre of excellence as a point of difference, which aims to gain a strong foothold in this relatively new food and beverage market to increase its competitive and comparative advantage.

We will initially focus on initiatives which support innovation in our regional food and fibre sector.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Identify and develop innovative and sustainable new food and fibre opportunities across our region						
	Western Growth Corridor food and beverage programme (including Kāpiti Kai Pokapu) This programme aims to raise the profile and quality of the sector, facilitate partnerships, retain, grow, and continue to attract businesses of all sizes and types across the value chain, create high-value jobs, train the workforce, progress the foodie vibe and strengthen overall sustainability positioning and activity The programme will explore more sustainable ways to grow and distribute food, including future-proofing manufacturing and packaging technologies for energy efficiency, waste minimisation, carbon footprint and establishing circular economies	Develop an over-arching food and beverage strategy	Kāpiti Coast Economic Development Kotahitanga Board	KCDC, HDC, Horowhenua Company, WNZ, MPI, MBIE, Kānoa	2022 – 2023	Delivery
	Procure a facilitator to establish a cluster of Kāpiti Coast and Horowhenua food and beverage businesses, enhancing innovation, collaboration and knowledge sharing to support our regional, national and global competitiveness	Kāpiti Coast Economic Development Kotahitanga Board	KCDC, HDC, Horowhenua Company, WNZ, MPI, MBIE, Kānoa, iwi/hapū/ Māori landowners, growers, retail stores and researchers	2022 – 2023	Planning	
	Establish partnerships, business and governance models to pilot a regenerative horticulture production programme with iwi and hapū, to sustainably produce fresh vegetable varieties. This will involve mātauranga Māori and kaitiakitanga along with other proven regenerative farming methods	Kāpiti Coast Economic Development Kotahitanga Board and Nga Hapū o Ōtaki	KCDC, HDC, Horowhenua Company, WNZ, MPI, MBIE, Kānoa, mana whenua	2022 – 2029	Investment attraction	
	Develop a business case for a Kai Pokapu in the Kāpiti Coast, a sustainable food manufacturing and plant-based centre of excellence that supports companies throughout our region in their journey from innovation through to manufacturing	Kāpiti Kai Pokapu	KCDC, Kānoa, Sustainable Foods, Kāpiti Coast Economic Development Kotahitanga Board	2022	Business case	
	Establishment of Kai Pokapu (should it prove feasible)			2023 – 2024	Delivery	
	Determine food and fibre priorities in Wairarapa Identify opportunities to grow jobs, value and connections in the food and fibre sector in Wairarapa, contributing to our regional food story while considering climate change impacts	Collaborate with the Wairarapa community and food and fibre sector to identify priorities and tangible initiatives to address issues and opportunities recognised	WEDS	Wairarapa food and fibre sector and community	2022 – 2023	Planning

Māori-led assessment of options for land use



Ōtaki Porirua Trust Board land use assessment

Develop sustainable land use options to support the transition from a former dairy operation within urban Ōtaki, to benefit the iwi and community through new employment, improved wellbeing and providing education scholarships

Complete a feasibility study, land use assessment and environmental plan

Develop a business case to implement recommendations

Determine investment options to implement change over the next 5-10 years to a more sustainable model (should it prove feasible)

Ōtaki & Porirua Trusts Board

J R McKenzie Trust, Ngāti Raukawa, Te Āti Awa, Ngāti Toa Rangatira, MPI, TPK, Kāpiti Coast Economic Development Kotahitanga Board

2022 – 2024

2022 – 2024

2024 – 2029

Feasibility

Business case

Investment attraction





ENABLER

Māori economic development

Since the time of Ngake and Whātaītai (the two taniwha of Wellington harbour), the early Māori occupants of our region were strategists, doers, initiators and builders. They established themselves in Aotearoa as tangata whenua, defined by their connection to the whenua, moana and whakapapa. The connections inherited from Māori ancestors continue to guide journeys to the distant horizon.

Māori, and in particular, mana whenua, are determining their own future and the positive impact their leadership and identity provides Te Upoko o Te Ika. This chapter expands on the key issues and opportunities Māori face in our society and the initial set of initiatives to create a better life for all our children and mokopuna.

Issues and opportunities

Inequality in areas including home ownership, employment and education must be systemically addressed for Māori to thrive. Fortunately, Māori are a young and growing population whose working age population will grow significantly in future.

Iwi within our region are at various stages of completing their Tiriti o Waitangi settlements. Many iwi have significant assets and are actively engaged in land development, employment initiatives, training for rangatahi, and iwi development. Māori are traversing new territory, revealing unseen pathways and pushing boundaries. Today, it is as digital warriors, investors and operators in numerous aspects of the value chain, business, economic and social development.

One reality of having 84% of our Māori population whakapapa to iwi from across Aotearoa rather than local mana whenua is ineffective co-ordination and engagement across that significant portion of the Māori population. Five years ago, the Greater Wellington Regional Council's mana whenua collective supported the development of a Māori economic development strategy to:

1. Provide a point of co-ordination for the already significant economic activity under way within our iwi/Māori communities
2. Be a vehicle for enhancing and developing new ideas and collaborations
3. Enable greater self-determination for Māori in developing prosperous communities across our region

Te Matarau a Māui, the regional Māori economic strategy,⁴⁷ emerged with a purpose to bring together an economic vision for Māori in our region, Te Upoko o Te Ika. It speaks to the opportunities available to develop fresh ideas within collaborations that resonate with Māori aspirations, world views and values.

Though this is an economic development plan, in Te Ao Māori all things are inter-connected. A prosperous and well-balanced Māori economy creates healthy whānau, healthy whānau contribute to a thriving environment, a thriving environment forms the backdrop to a developing economy, and so on.

Te Matarau a Māui as the primary lead for Māori economic development seeks to support the expression of rangatiratanga to drive outcomes for Māori in our region. This will be achieved by aligning with, enabling, and supporting local strategies and initiatives such as those supported through this plan.

Te Matarau a Māui focuses on key strategic priority areas or pou that seek to make a difference in Māori communities in our region. These opportunity areas are:

- Māori communities are connected and capable
- Iwi organisations and Māori businesses are key drivers in the local, regional and national economy
- Across the region Māori know who, what, why and how to participate and collaborate in the Māori economy
- A skilled and successful Māori workforce that contributes to its community and pursues its aspirations
- Māori leadership and governance is engaged and collaborating to achieve impact
















The opportunity areas connect to create and support the over-arching vision of Te Matarau a Māui, that Māori are uplifted to reflect, create and live with resilience, harvesting their capabilities for greater community economic outcomes.

Te Matarau a Māui is built around the five following values:

1. Tuku Ihotanga: Preparing for the future through intergenerational development and growth
2. Whānau: Healthy and prosperous whānau ensuring healthy and prosperous communities
3. Mātauranga Māori: Acknowledging and integrating Te Ao Māori knowledge and worldviews
4. Tino rangatiratanga: Māori self determination to pursue a way of life that provides value and meaning
5. Mana whakahaere: Empowering Māori through shared responsibility, accountability and leadership

Our plan supports the Te Matarau a Māui strategy to connect with, and reinforce their vision and values for Māori in Te Upoko o Te Ika. Through partnerships, shared visions and compelling combinations, the strategy, supported and resourced appropriately, will deliver more for Māori in our takiwā, our regional communities and beyond.



SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Regional economic development collaborations by and for Māori						
   	Tipu Pakihi – Māori Business Symposium – Poneke 2023 Following hui held in 1984 and 2005, it is timely for another to provide impetus to Māori economic activity, identifying issues and opportunities where Māori can collaborate to shape solutions, therefore creating new jobs and contributing to wellbeing outcomes. Part of the hui will be dedicated to Māori workforce development and supporting rangatahi to assume the mantle of leadership	Secure funding for a two-day summit that will provide better understanding of the Māori economy in our region and help identify how to plan and implement impactful economic, educational and developmental programmes	Te Matarau a Māui	Mana whenua and Māori across our takiwā, Te Wānanga o Raukawa, Victoria University School of Business, WNZ, MBIE, GWRC, TPK, and the four Māori business networks in the region	2022	Investment attraction
		Hold a two-day Māori economic development hui for and by Wellington Māori to drive Māori economic activity in our region			2023	Delivery
  	Te Pokapū Pakihi – Māori business digital hub Develop a digital hub to provide lean Māori businesses with back-office support, opportunities to learn from each other and grow their businesses through technology and skills development in a virtual community. The hub will encourage Māori business growth and increased productivity and employment	Secure funding for an online Māori business digital hub underpinned by Microsoft Teams to help Māori business network members grow their businesses	Awarua Māori Business Network (Porirua) and Te Rōpū Pakihi (Kāpiti-Horowhenua)	Te Matarau a Māui, The ART Confederation including Ngāti Toa, Ngāti Raukawa and Te Ātiawa ki Kāpiti, Connect Global, Te Wānanga o Aotearoa, TPK, MBIE	2022	Investment attraction
		Establish and operate the Māori business digital hub			2022 – 2024	Delivery
Build capacity and capability of Māori enterprises in social procurement processes						
   	Ka Kaha Ake – social procurement training A programme to provide training and support to Māori small-medium enterprises that don't have the relationships, experience, processes and/or resources to prepare and submit tender documents for social procurement opportunities. This will encourage Māori business growth and consequently increase employment of Māori in construction, infrastructure, digital skills and professional services	Secure funding to design training for Māori small-medium enterprises to engage in social procurement opportunities	Te Matarau a Māui	Māori business networks, iwi, Amotai, WNZ, Victoria University, TPK, MBIE	2022 – 2023	Investment attraction
		Deliver kaupapa Māori social procurement training to Māori small-medium enterprises			2023 – 2024	Delivery
   	Te Upoko o Te Ika a Māui social procurement commitment A commitment to use procurement as a tool for building social and economic prosperity was signed by several councils across the region in 2021. Increasing the number of entities signed up will increase spending with diverse local suppliers, generate new employment, help to build local business capability, create a more agile and resilient supply chain, and grow our regional economy	Advocate to expand the number of public sector entities signed up to the commitment, to grow employment among local Māori, Pasifika and social enterprises and increase the amount spent with social providers year on year	GWRC	Central and local government, Te Matarau a Māui	2022 – 2023	Delivery

ENABLER

Skills, talent and education

He aha te mea nui o te ao? Māku e kī atu, he tangata, he tangata, he tangata
What is the most important thing in the world? It is the people, the people, the people

For our region to thrive and grow we need people with skills to live and work here, people to grow the businesses that provide decent jobs enabling good quality of life, and people equipped with the knowledge needed to address issues that will affect the future of our region, including climate change and sustainable practices.

Our labour force participation rate (the proportion of working-age people 15 years and over who are either employed or actively looking for work) of 73.6% in 2021 was above the New Zealand average of 70.3%. Our regional unemployment rate of 4.5% in 2021 was just below the New Zealand average of 4.7%.

Skills, talent, and education are key enablers of regional economic development and productivity.⁴⁸ Together they play a role in ensuring our people can successfully work here, and employers can access the workforce they need now and for the future, especially when projections indicate there will be 100,000 more jobs to be filled over the next 30 years.¹⁴

Having decent job opportunities locally is important to maintaining a sense of community and family ties, particularly for Māori and Pasifika. Enabling quality education and training for our rangatahi and access to decent jobs locally is therefore imperative for a more equitable workforce.

Our regional workforce has three notable characteristics:

1. Our workforce is skilled. Our region has a high level of educational attainment and training participation, and a good base of tertiary education, knowledge and skills. The percentage of employees classified as highly skilled or skilled in our region is 57% compared to 51% nationally.⁴⁹ This is mainly due to the presence of central government, a strong professional services sector and the largest research, science and innovation workforce in the country.
2. There are large disparities across local territorial areas and ethnic groups, in terms of educational attainment, unemployment and participation.
3. Critical skills shortages are a growing regional issue for all our focus areas.

Particular attention and resource is required to achieve more inclusive and equitable workforce participation in key focus areas. As we developed our plan, the Wellington Regional Skills Leadership Group (RSLG), a regionally-led group appointed by Government, was developing the Regional Workforce Plan for the next three years. The RSLG plan highlights labour supply and demand trends for our region and identifies where change is needed to achieve a highly skilled and co-ordinated regional labour market, leading to better outcomes for all. Our plan is not a workforce plan, however it is complementary and focuses on initiatives that align with the priority focus areas.

Locally-focused workforce plans are being developed or have been completed in most sub-regional areas. These plans will address locally-relevant skills needs, while the Regional Workforce Plan and this plan will continue to evolve together to ensure alignment as we work towards a thriving regional labour market.

Issues and opportunities

There are two key areas that need to be addressed to build solid foundations for skills, talent and education.

1. Skills shortages – The shortage of skilled people is the big issue being felt across our region, nationally and globally. The global skill shortage and lifting of border restrictions mean a net outflow of Kiwi attracted by higher salaries offshore is expected, while tighter immigration settings are likely to limit work visas to a narrower range of high-skilled occupations.⁵⁰ The skill shortage is expected to persist in the longer term, exacerbated by an ageing workforce and declining birth rate.

Skills shortages are widespread, and each key sector in our plan is affected by the need for skilled people. Other sectors like construction, health and education that are important to the future of our region and the Wellington Regional Growth Framework also face similar workforce demand skill challenges.

There are several examples of sector groups and employers now working together to develop strategies to overcome the issues. Flexible working conditions and providing career pathways, upskilling opportunities, professional development and support to attain qualifications are examples of initiatives required to attract and retain a skilled workforce from New Zealand and overseas.

The establishment of six Workforce Development Councils, each focused on a grouping of sectors, will facilitate the alignment between industry needs and education and training. In addition, the RSLG will ensure regional needs are heard, and the Regional Workforce Plan includes actions and activities that build on this approach.

2. Education – While the immediate skills shortages are concerning, we have an opportunity to look ahead at education to grow talent. We know the workforce of the future will be more technology-based and, combined with increasing automation, there will be more jobs in skilled and highly-skilled work. For our region to thrive and prosper we need high levels of participation and skills across all the priority sectors of our regional economy, all of which are facing growing demand for skills.










Vocational awareness and education that offers alternative pathways for students and leads to meaningful and rewarding work across sectors in trades and service industries is of equal importance. Employers are working with Workforce Development Councils to influence development of “earn and learn” training and pathways that work for their sector.





Young people’s career aspirations form at a young age and can be predictive of later study and employment-related choices,⁵¹ which reinforces the need for early exposure, particularly to less visible work and career opportunities.

Additionally, early intervention needs to address equity. There is a major mismatch between education and skills versus those required by employers in our region, particularly for Māori. A smaller proportion of Māori are in high-skilled jobs (30% relative to 47% for non-Māori) and more are in labouring, machinery operation and sales jobs.⁶ Pasifika face similar challenges.

Sustained effort is required to build the skills and workforce needed to support our key sectors. We need to develop local talent to grow our own people, particularly Māori and Pasifika, mitigate against the risks of reliance on skilled migrants and support the building of thriving communities. This will be in parallel with attracting skilled talent needed by employers from offshore, particularly in specialist areas in the short and medium terms.

To enable our key sectors to thrive, build solid foundations and achieve more inclusive and equitable workforce participation, our skills, talent and education efforts will initially focus on the following initiatives.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage	
Future-proofing the skills of our people and the needs of our sectors in STEM							
    	Expanded House of Science programme Expand the design and development of bilingual science resource kits so all primary and intermediate schools and their students have consistent access to a foundational education in science. This programme was created to address the lack of effective science programmes in primary and intermediate schools and is a long-term investment in developing our future science and technology workforce	Secure funding to resource wider implementation of the House of Science programme across the region	House of Science NZ Charitable Trust	WNZ, mana whenua, local government, schools, businesses, crown research institutes, MBIE, MOE	2022 – 2025	Investment attraction	
	Address regional and ethnic disparities in education and employment opportunities						
	   	Kāpiti Coast Skills and Education Hub The hub will enable residents to access training opportunities in the areas they reside in and have ties to, benefitting their wellbeing and removing location-based barriers to meeting requirements for higher-skilled roles. This will support and encourage businesses to establish in the sub-region and grow their productivity through the availability of high-skilled employees, providing greater employment and career opportunities for workers including Māori, young people, people with disabilities and older people	Complete a feasibility study for local learning hub(s) to improve access to vocational and tertiary training Secure funding to deliver the education and training hub(s), based on recommendations from the feasibility study and needs assessment (should it prove feasible)	Kāpiti Coast Economic Development Kotahitanga Board	KCDC, Ngāti Toa, Te Ati Awa, Ngā Hapū o Ōtaki, Te Wānanga o Raukawa, Te Pūkenga, Horowhenua Learning Centre, Te Puna Oranga, Te Rōpū Pakihi, Work Ready Kāpiti and local high schools	2022 2023 – 2024	Feasibility Investment attraction
		Wairarapa skills programme Education and industry collaboration to deliver a refreshed, relevant and strengthened programme of vocational training offerings. The programme will develop pathways to provide in-school work experiences and link into local “earn while you learn” pathways with wrap-around support. It will consist of both physical and virtual co-operative hubs, improve productivity through retaining young people, offer relevant vocational employment and training for the local job market and upskill/reskill small businesses that need support to build capability and capacity	Implement the Wairarapa Workforce Action Plan in collaboration with industry and training providers Develop the concept for a “Wairarapa GAP-year” programme	Wairarapa Skills Leadership Group	Te Pūkenga, UCOL and other local education/ training providers, high schools, local sector/ industries, WEDS, MBIE, recruitment consultants	2023 – 2025 2023 – 2024	Delivery Planning

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
	Wellington E2E Centre The E2E (Education to Employment) Centre is an inclusive initiative to increase educational and career prospects by partnering with youth-friendly employers to transit rangatahi into future work and life confidently, helping to reduce the number of youth not in employment or education. The initial focus will include establishing a sustainable scholarship programme to equip female Māori and Pasifika rangatahi for the workforce in key focus areas	Pilot the E2E business model by developing a Wellington city E2E Centre	Wellington E2E Centre	Focus Futures, WNZ, commercial investors, business, MSD, MOE	2022 – 2023	Investment attraction
		Expand the E2E Centre to include locations in the Hutt Valley and Porirua			2023 – 2024	
		Further expand the E2E Centre to include locations in Kāpiti Coast and Wairarapa			2024 – 2025	
	Job Search Connect This programme will help job seekers secure employment in roles fit for their skillset, while helping employers find skilled staff to grow their businesses. The programme will support Māori, Pasifika, migrants and other ethnic communities through their whole job search process, providing personalised resources, advice and referrals. It will work with businesses to improve the inclusivity of workplaces across our region, making them more representative of our communities	Implement a pilot programme to help individuals find suitable and sustainable employment relevant to their area of expertise and education	Business Central	Ministry for Ethnic Communities, Ministry of Pacific Peoples, TPK, INZ, WNZ	2022 – 2027	Delivery
		Secure funding to expand the Job Search Connect Programme to ensure full coverage across our region			2023	Investment attraction
	Pasifika Business Enablement Our region's Pasifika business sector is young and growing. With the recent development of new networks and providers, there is an opportunity to enhance connections and cohesiveness through building relationships and identifying opportunities to support Pasifika businesses to grow capacity and capability	Create and maintain an online hub to raise awareness of funding, advice and support opportunities for Pasifika businesses	WellingtonNZ	Wellington Pasifika Business Network, Porirua Pasifika Business Hub, tertiary institutions, Pasifika students associations	2023 – 2024	Delivery
		Connect tertiary students with the Pasifika business space through a pilot speaker series featuring leaders from local Pasifika businesses and organisations			2023 – 2024	Delivery
Showcase our regional innovation and talent to build our global reputation						
	International GovTech Summit Position our region as a global leader by hosting a biennial GovTech Summit, shining a spotlight on public sector innovation and our region. The GovTech sector is expected to grow significantly and will help attract global talent and start-ups to our region, create and grow new companies and develop a highly-skilled workforce. The summit will attract Government leaders and changemakers worldwide, increase international visitors and students, grow international spend and build our global reputation for innovation	Deliver a biennial International GovTech Summit to showcase our region to the world	Creative HQ	Businesses, local and central government, mana whenua, WNZ	2022 – 2027	Investment attraction



ENABLER

Water accessibility and security

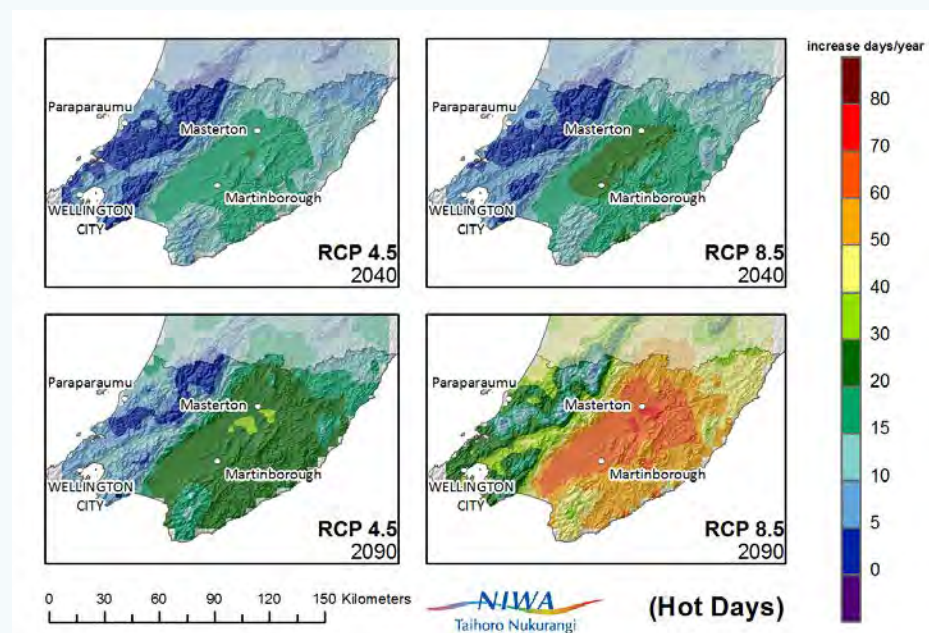
Ko te wai oranga o ngā mea katoa
Water is the life giver of all things

Water is the blood of the earth mother Papatūānuku and the rivers are her veins. It is her who has given us life from time immemorial and it is with her that solutions to climate change lie. Water is critical to our lives, our wellbeing, and our potential. Our water system needs to be carefully balanced now while we have the time to protect, safeguard and enhance our natural environment, while developing resilient water sources, education, recreation and businesses. The principles of Te Mana o te Wai, embodied as a fundamental concept in the National Policy Statement for Freshwater Management,⁵² reflect the vital importance of water and how all resourcing decisions must be prioritised (in this order):

1. The health and wellbeing of water
2. The health needs of people
3. The ability of people and communities to provide for their social, economic and cultural wellbeing

Recent climate change studies⁵³ forecast that our region will experience increased variability and extremes of weather conditions, to the extent that water reliability and security will become critical in some areas. While the Western Growth Corridor is projected to be slightly wetter, Wairarapa is expected to be drier and warmer as the most severely affected part of our region, creating significant challenges to our economy and urban development.

The maps below depict the projected increase in hot days across our region for two climate change scenarios (referred to as Representative Concentration Pathways or RCPs). Emissions in RCP 4.5 on the left assume emissions peak around 2040 and then decline, though now we are trending close to RCP 8.5 based on business-as-usual high emissions. This means that by 2040 inland Wairarapa may experience up to 30 more hot days (with a maximum temperature higher than 25°C) a year and by 2090 most of Wairarapa may have up to 70 more hot days a year – a significant increase given Wairarapa currently has about 24 hot days per year.



In the face of climate change effects coupled with the need to ease pressures on the natural environment through the introduction of the Te Mana o te Wai and Whaitua Implementation Plans,⁵⁴ access to reliable water (run-of-river and aquifers) will diminish in many areas, especially in Wairarapa, at critical times of the year.

Water is delivered to urban and rural businesses across our region through municipal supplies, direct extraction from surface waterbodies or groundwater, all of which add pressure on water sources. Water sources can run dry or be deprived of naturally occurring elements resulting in the need to resort to back-up sources. For example, when river levels are low in the Kāpiti Coast, a river recharge scheme takes water from Waikanae River and tops it up with groundwater below the treatment plant.

Reliable water means security for businesses to continue to operate and guarantees quality, quantity and growth of production. Compared with Wairarapa, there is a good water storage buffer in the Wellington metropolitan area, including Upper Hutt, Lower Hutt, Porirua and Wellington city. In addition to the Hutt Valley aquifers, the Te Mārua lakes can supplement supplies for two to three months depending on demand and the amount of water available from other sources. Despite this, further ways to supplement storage and sources for the metropolitan areas are being investigated.

The possibility of water metering as one tool towards water management is being considered by Wellington Water on behalf of its council shareholders.⁵⁵ Most properties on the Kāpiti Coast already have water metering, which has resulted in water consumption reducing by 26%. There is a need to continue implementing demand management across our region to build resilience and support the development of new businesses and industry.

Issues and opportunities

Rural and urban Wairarapa is projected to be most severely impacted by the effects of climate change and is already facing an unreliable water supply, accessibility and security issues.

Wairarapa needs appropriate infrastructure, environmental management and overall settings to be available to take advantage of economic development opportunities, especially in agriculture and tourism.

1. Water quality – Wairarapa’s urban areas experience relatively frequent “boil water notices” due to malfunctions in municipal supply networks like infiltration of pathogens or high sediment loads from floodwater contamination.

The main sectors that contribute to the Wairarapa economy and major employers like accommodation and hospitality, primary industries, food and fibre and manufacturing are all heavily reliant on access to a good, secure water supply.

The collective impacts of climate change and tighter rules and regulations for water management will, and already are, impacting on the existence of established business, inhibiting new business and constraining population growth in Wairarapa. This is testing the viability of some existing processors and access to water is increasingly identified as a barrier to investment.

2. Water quantity – In the primary industries, water storage supplied by direct extraction from surface and groundwater is currently limited to a few farms and vineyards, however hydrology knowledge of Wairarapa catchments is limited. Reliable water provides certainty to rural activities as it improves the quality, quantity and timing of crops.






Masterton has an average of one day of municipal water storage during winter which reduces to just half a day in summer.⁵⁶ Other towns in Wairarapa have similar issues and their small councils are already facing considerable costs for upgrading and maintaining their municipal water infrastructure relative to their rating base. Without additional storage, together with other water resilience modes, this situation will only get worse with climate change and population growth compared to other parts of our region.

Over the summer months, some businesses already report experiencing reduced operations to conserve water resulting in lost productivity, reduced hours and lower income for employees.⁵⁷ Wairarapa’s rural sector will continue to suffer, if not decline, if it’s unable to adapt or take up new opportunities that climate change will bring. A catchment-wide rather than individual farm holding approach is required to enable the scale and nature of such changes to be successfully implemented.⁵⁴

3. Collaboration and partnerships are the future – We need to work together in partnership with all interests towards solutions that offer multiple benefits, including through a range of complementary actions across demand, supply, data and information, regulatory systems and frameworks.

The complexity of the issues and range of solutions has brought several organisations together, including regional and local councils, Wellington Water, Rangitāne Tū Mai Rā Trust Wairarapa, Ngāti Kahungunu, the Wairarapa Economic Development Strategy, WellingtonNZ, central government and other local interest groups. The local councils have ongoing work programmes to manage urban water conservation, including the provision of potable water.

Looking ahead, the Wairarapa Economic Development Strategy places emphasis on water resilience and the Water Resilience Strategy⁵⁸ creates a 10-year vision for water resilience planning. Strong leadership, sustained focus and tangible action is required to meet the sustainable water challenges, improve productivity and build resilient infrastructure for a better future.

SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Implement solutions to enable water accessibility and security in Wairarapa						
    	Wairarapa water resilience implementation plan Wairarapa requires secure, safe and optimised water solutions to provide for continued economic development and growth	Finalise the refreshed Wairarapa Water Resilience Strategy (WWRS), develop an implementation plan to give aligned guidance on direction and priorities for Wairarapa and implement actions	GWRC	MDC, CDC, SWDC, Wairarapa Committee, WEDS, Wellington Water, iwi	2022 – 2025	Planning
	Develop an implementation plan among key stakeholders and define the initial governance structure and project list/programme of work	WRLC Secretariat	GWRC, MDC, CDC, SWDC, Wairarapa Committee, WEDS, Wellington Water, iwi, MPI, MBIE, MFE, Wairarapa Water Users Group, Federated Farmers	2023 – 2024	Delivery	
	Appoint staff to form part of the WRLC secretariat for a period of two years, to co-ordinate the various initiatives to be undertaken by individual agencies to ensure integration and direction and to drive the initial stages of the implementation entity	WRLC Secretariat	GWRC, MDC, CDC, SWDC, Wairarapa Committee, WEDS, Wellington Water, iwi, MPI, MBIE, MFE, Wairarapa Water Users Group, Federated Farmers	2023 – 2025	Delivery	
	Incentivise/co-fund and support businesses to find innovative or more efficient options for water usage, such as Reverse Osmosis Systems, to reduce reliance on public supply networks	WRLC Secretariat	GWRC, MDC, CDC, SWDC, industry bodies, iwi, businesses, Callaghan Innovation, MBIE, MPI, MFE, Wairarapa Water Users Group, Federated Farmers	2022 onwards	Planning	

ENABLER

Resilient infrastructure

Public infrastructure is infrastructure owned by and/or available for use by the public and is a fundamental part of how local and central government contributes to the wellbeing of our communities. Our infrastructure provides many of the services that make our region a great place to live, work and play, while also having essential functions that impact the quality of our environment.

Strategic public infrastructure investment can provide a range of economic benefits and economic development opportunities. For example, infrastructure decision-making can impact our transition to a low carbon economy and increase our resilience to climate change. The WRGF has a priority focus on infrastructure and our plan aims to complement this from the perspective of improving our economic resilience.

Investment in public infrastructure raises GDP. For example, a 1% increase in infrastructure expenditure by central government raises regional GDP by 0.14%.⁵⁹ The economic benefits are more than just the creation of short-term stimulus into the economy through employment and act as an enabler for the longer-term conditions for future growth and prosperity.

Our region aims to become the headquarters of the publicly-owned water entity in the three waters reform package. Our ambition is to develop the skills and capability needed to build and enhance water infrastructure across our region and beyond. We are well-placed to work with councils and communities to deliver better health and wellbeing outcomes, protect our environment for future generations and build on our established education and skills development facilities such as the Wellington Water Infrastructure Skills Centre.

Our region is planning investments across a range of transformational public infrastructure in coming years. These projects bring possible benefits and risks for urban, social and economic development in their surrounding communities. It is important to take an intentional and co-ordinated approach so the wider benefits of these projects are optimised and realised.

Long-term plans for all councils across our region indicate infrastructure expenditure of more than \$6b over the next 10 years, including about:

- \$1.12b in transport over the next three years and potential for spending up to \$2.28b⁶⁰
- \$273m of infrastructure to be delivered by Wellington Water over the same period⁶¹
- \$377m construction activities in the wider public sector over the next three years⁶²
- \$400m initial capital investments on the regeneration of CentrePort and the roll-on-roll-off ferry terminal⁶³
- \$4b on the Let's Get Wellington Moving programme⁶⁴

The challenge is how to leverage these investments for maximum economic, social and environmental benefit, including protecting against economic loss from emergency events.

We will continue to work with other sectors and enablers to ensure investments being made in infrastructure projects over the coming years lead to increased skills, talent, education and technology opportunities.

Issues and opportunities

There is an opportunity to align with, and complement, the WRGF to enable, support and, in some cases, activate certain aspects of the WRGF such as exploring a regional spatial view on industrial and business parks or investigating the need for a regional distribution centre instead of distributing inbound goods on road from Auckland. Our region has not previously demonstrated a co-ordinated approach towards industrial land use nor taken a region-wide view on how and where to bring businesses into our region.

Building enabling infrastructure will help realise the opportunities and unlock potential in the key sectors. Initiatives that improve connectivity of freight and commuters will become increasingly important as our regional population grows, for example, the electrification of the rail service north of Kāpiti Coast to Levin, and improvements to the safety and resilience of the Ōtaki to north of Levin transport corridor. Our plan will continue to support development of the Wellington rail programme business case to invest in addressing inconsistent customer experience and capacity, updating infrastructure to safely accommodate additional trains and configuring the network to make it less vulnerable to disruptions.

There are four key areas we need to target to build solid foundations that support our focus areas:

1. Direct benefits – The current and planned investment will lead to an increase in direct employment across our region, not only in construction work but also in ancillary supporting services, in addition to the new assets. This will create a direct economic impact from employee expenditure.

The public infrastructure investment will create options for private sector capital and development to add further investment into the region.⁶⁵ Decisions around local investments should demonstrate and articulate the wider community benefits.

The scale of investment means there are opportunities to provide direct and targeted equitable benefits to a more diverse supplier base, through targeted supplier development and purchasing initiatives for the likes of Māori and Pasifika businesses which often face barriers to public procurement processes.








2. Indirect benefits – Robust and accessible infrastructure positively contributes to wellbeing and central government has made it a priority for infrastructure investment to add to the health and wellbeing of current and future generations.⁶⁶ Some indirect benefits will support our region to be a destination of choice, improve quality of life and develop a liveable attractive region where it is easy to live, work and play.

3. Resilience – There are a range of strategic economic benefits that flow from, or can be achieved by, infrastructure investment. Supporting and enhancing regional resilience would ensure our region could continue to work or recover quickly in the aftermath of an adverse event.

Improving our regional resilience has economic and wellbeing dimensions. It fits well within the PRISM framework⁵ and there are several regionally-significant projects in the Wellington Lifelines Group business case which could be supported to deliver a more reliable and resilient region. Some of these could be coordinated with planned development such as potential rail improvements.

4. Skills shortages – The growth in infrastructure investment will require the development and growth of the construction and infrastructure sector workforces. These sectors have already grown in recent years and are currently experiencing skills shortages. Construction and infrastructure have been identified as two of the six priority sectors by the Wellington Regional Skills Leadership Group, which also highlights the opportunity for increasing diversity in these workforces as they grow.⁶⁷



SO	Opportunity	Actions	Lead	Key partners	Estimated timeframe	Stage
Accelerate projects to improve economic resilience						
	Seismic strengthening of 33kV cables	Advocate for an accelerated programme to strengthen the 33kV cable network within 21 years rather than 50 years, increasing resilience in the electricity network	WRLC	Wellington Electricity, Wellington Lifelines	2022 – 2024	Advocacy
	Wellington Electricity’s Asset Management Plan identifies this project as a key enabler of operating several other infrastructure types. It will benefit the entire region and have direct public health benefits through improved resilience of electricity supply to hospitals and medical facilities, and provide greater access to power lines for charging electric vehicles and other non-fossil-fuel-run facilities					
	Rail slope stability	Advocate for an accelerated programme to implement seismic stability work on the regional railway network, increasing resilience in the freight and commuter rail network	WRLC	KiwiRail, Wellington Lifelines, MOT, GWRC as rail operator	2022 – 2024	Advocacy
	The Wellington Lifelines Regional Resilience Project identified the significant risk of slope failure in an adverse event and that seismic strengthening of the structures and slopes is required along the North Island trunkline and Hutt Valley to Wairarapa line. It would enable freight and commuter trains to be back running earlier and with greater reliability after a seismic event					
Research to prepare our region for commercial and industrial developments						
	Research industrial and business park land requirements	Identify the requirements for industrial and commercial land in our region considering social and environmental aspects, and interventions needed to provide land	WRLC	GWRC, territorial authorities, iwi, large industrial land users including CentrePort, large developers/land owners, WNZ	2022 – 2023	Research
	Research is required to ensure sufficient available land is ready to support commercial and industrial developments across our region. This will support and retain new and emerging businesses and attract others to our region, enabling ongoing sustainable development for our regional workforce to grow through employment opportunities, and amenities that will allow additional people to live within our region					
						

Implementing the plan

Overall governance, management, and how we will work alongside each other to implement the Regional Economic Development Plan is highlighted in the table below:

Governance	Steering group	Programme management office	Initiatives
<p>Overall programme governance sits with the WRLC as decision-makers across our region with responsibility for this plan.</p> <p>The WRLC is supported by the WRLC secretariat, responsible for oversight, monitoring and reporting on the three focus areas of the WRLC.</p>	<p>The steering group made up of business, mana whenua/Māori economic development, and local and central government representatives will be responsible for the successful operational delivery of our plan and incorporate different perspectives from across our region.</p> <p>It will be chaired by the Chief Executive of WellingtonNZ, the regional economic development agency.</p>	<p>The Programme management office (PMO) co-ordinate planning and reporting to the steering group and WRLC secretariat to ensure requirements are met, including inputs to decision-making forums that support the WRLC.</p> <p>The PMO and wider WNZ team will work alongside project leads of initiatives to identify support required, networks and funding pathways, to help successful delivery of the initiatives.</p>	<p>Ultimately, the accountability and success of each initiative remains with the project lead.</p> <p>Project leads and teams will manage their initiatives and work with the PMO to identify support required and report on progress, risks and issues on a regular basis. This will contribute to a dashboard to oversee the operational delivery of the plan and outcomes achieved.</p>



Monitoring and reporting

The following table highlights how we will monitor our regional performance. This will be complementary to the WRLC dashboard reports that provide a holistic measure on interrelated areas such as infrastructure, transport and the transition to a low carbon economy.

MONITORING METRICS: Indicators to be used to monitor progress against our strategic objectives		
REGIONAL INDICATORS: Indicators to be monitored at a regional level		
<p>QUALITY OF LIFE</p> <p>Overall satisfaction with life Measuring the overall satisfaction with life of residents will provide an indication on social well-being. <i>Frequency: Biennially</i> <i>Source: Quality of Life Survey, Nielsen's</i></p> <p>The ability of income to meet every day needs Monitoring the percentage of residents' ability to meet every day needs with their income provides an indication of the social and economic health of our region's residents. <i>Frequency: Biennially</i> <i>Source: Quality of Life Survey, Nielsen's</i></p>	<p>EMPLOYMENT</p> <p>Jobs filled The number of jobs filled across our region will give an indication of our regional economic performance. <i>Frequency: Quarterly</i> <i>Source: Jobs filled, StatsNZ</i></p> <p>Labour force participation rate by ethnic group (European, Māori, Pasifika and Asian) <i>Frequency: Quarterly</i> <i>Source: Household Labourforce Survey, StatsNZ</i></p> <p>GDP per capita will be used to capture the average economic wellbeing of our region overtime <i>Frequency: Annual</i> <i>Source: Regional GDP from StatsNZ divided by estimate population, StatsNZ</i></p>	<p>Jobs and outcomes created through the initiatives in this plan Will indicate the impact of initiatives from the plan on our regional economy and the creation of jobs. <i>Frequency: Annually</i> <i>Source: Reports from project leads</i></p> <p>Unemployment by ethnic group (European, Māori, Pasifika and Asian) <i>Frequency: Quarterly</i> <i>Source: Household Labourforce survey, StatsNZ</i></p>
<p>GROWTH CORRIDORS: Indicators to be monitored at a growth corridor level</p>		
<p>Population Our population is expected to increase by up to 200,000 in the next 30 years. Monitoring this growth is important for understanding the infrastructure and resource needs of our region. <i>Frequency: Annual</i> <i>Source: Estimated population, StatsNZ</i></p> <p>Estimated working-age population Monitoring the change in the working-age population by ethnic group in each corridor will provide an indication of the changing workforce over time. <i>Frequency: Annual</i> <i>Source: Estimated population, StatsNZ</i></p>	<p>The average income per capita determines the average per-person income and evaluates the standard of living of our population. <i>Frequency: Annual</i> <i>Source: Infometrics</i></p> <p>The number of people on the Work-Ready Job Seeker benefit is a timely measure that provides an indication of how many people in our regional economy are ready and seeking work. <i>Frequency: Quarterly</i> <i>Source: Main Benefits report, MSD</i></p>	<p>KEY SECTORS</p> <p>GDP contribution to the region <i>Frequency: Annual</i></p> <p>Growth in the number of jobs filled <i>Frequency: Annual</i></p> <p>The number of business units <i>Frequency: Annual</i></p>

Glossary

The following Māori terms have been used in this plan:

Ahikāroa	Refer to moemoea page 5	Moemoea	Vision	Teina	Mentee/junior relative
Hapū	Sub-tribe/kinship group	Mokopuna	Grandchild/ren	Tikanga	Correct procedure/custom
Iwi	Tribe/extended kinship group	Pā	Fortified village	Tiriti o Waitangi	Treaty of Waitangi
Kāinga	Home	Pou	Pillars	Tuakana	Mentor/more senior branch of the family
Kaitiakitanga	Guardianship	Rangatahi	Youth	Uri	Descendant/successor
Kupu	Word	Rangatira	Chief	Wānanga	Tribal knowledge
Manaaki	Hospitality/ take care of	Rangatiratanga	Chieftainship	Whakapapa	Genealogy
Mana whenua	Authority over land or territory	Takiwā	Region	Whakatauākī	Proverb/significant saying
Manuhiri	Visitor	Tamariki	Children	Whare	House
Marae	Meeting ground	Tangata whenua	Local people/people born of the whenua	Wharekai	Dining hall
Mareikura	Female spiritual being	Tangihanga	Funeral	Whatukura	Male spiritual being
Mātauranga	Knowledge/wisdom	Te Moananui a Kiwa	Pacific Ocean	Whānau	Family
Mātāwaka	Māori from iwi outside our region	Te Upoko o Te Ika	Wellington region	Whenua	Land
Moana	Ocean				

Acronyms

The following acronyms have been used in this plan:

CDC	Carterton District Council	MCH	Ministry for Culture and Heritage	SWDC	South Wairarapa District Council
CHQ	Creative HQ	MDC	Masterton District Council	TPK	Te Puni Kōkiri
DOC	Department of Conservation	MFE	Ministry for the Environment	UHCC	Upper Hutt City Council
HCC	Hutt City Council	MOE	Ministry of Education	UNESCO	United Nations Educational, Scientific and Cultural Organisation
INZ	Immigration New Zealand	MOT	Ministry of Transport	WCC	Wellington City Council
GDP	Gross Domestic Product	MPI	Ministry for Primary Industries	WDC	Workforce Development Council
GWRC	Greater Wellington Regional Council	MSD	Ministry of Social Development	WEDS	Wairarapa Economic Development Strategy
HDC	Horowhenua District Council	PCC	Porirua City Council	WNZ	WellingtonNZ
KCDC	Kāpiti Coast District Council	RSLG	Regional Skills Leadership Group	WRGF	Wellington Regional Growth Framework
MBIE	Ministry of Business, Innovation and Employment	STEM	Science, technology, engineering and manufacturing	WRLC	Wellington Regional Leadership Committee

End notes

- 1 You have your house of knowledge, I have my house of knowledge
- 2 Decent work (ilo.org)
- 3 Wellington Regional Leadership Committee (wrlc.org.nz)
- 4 Wellington Regional Economic Development - Phase 1: Literature and Data Review - 11 June 2021 (gw.govt.nz)
- 5 The PRISM Regional Economies Framework (growregions.govt.nz)
- 6 Martin Jenkins Independent Review and Advice on WREDP – Final report 11 April 2022
- 7 BERL - Māori Economy in the Greater Wellington Region - 30 March 2018 (wrgf.co.nz)
- 8 Seismic Policy, Operations, and Research Uses for a Building Inventory in an Earthquake-Prone City - 2020 (doi.org/10.1007/s13753-020-00313-7)
- 9 The Economist (safecities.economist.com)
- 10 Global Liveability Index 2022 Report - Economist Intelligence Unit (eiu.com)
- 11 Innovation Cities™ Index - City Rankings (innovation-cities.com)
- 12 Exploring Omicron's potential economic impact on New Zealand (infometrics.co.nz)
- 13 As measured by Nielsen bi-annual Quality of Life Survey. In 2020, 89% of Wellington region's residents quality of life was positive, while only 56% of residents reported having enough or more than enough income to meet their everyday needs.
- 14 Wellington Regional Growth Framework Report - July 2021 (wrgf.co.nz)
- 15 New Zealand firms: reaching for the frontier - Final report April 2021 (productivity.govt.nz)
- 16 A new wave of innovation hubs sweeping the world (forbes.com)
- 17 Wellington Chamber of Commerce Business Confidence Report 2022
- 18 New Zealand's most creative city in 2021 (infometrics.co.nz)
- 19 Note data not available for Horowhenua
- 20 Economic context to the Wellington Regional Screen Sector Strategy 2022
- 21 Wellington Regional Screen Sector Strategy 2022
- 22 Fire Appliances Archives - Fraser Engineering (fraser.org.nz)
- 23 Our Boats — WEBBCo (electricboatbuilders.co.nz)
- 24 Infometrics - GDP contributions by industries 2021
- 25 Infometrics - employment by industries 2021
- 26 New Zealand has relatively few large manufacturers to give the sector public recognition, for example, only 4% of New Zealand's 21,528 manufacturing firms have more than 50 employees.
- 27 Megatrends affecting NZ's working environment (infometrics.co.nz)
- 28 Industry transformation plans (mbie.govt.nz)
- 29 New Zealand Advertising Authority Report 2019 as reported in NZ Herald (nzherald.co.nz)
- 30 Deloitte Economics Report into the Economic Impact of AirBNB in Aotearoa 2018 (airbnb.com)
- 31 About Xero (xero.com)
- 32 Sharesies raises \$50 million, says it's now valued at \$500m (stuff.co.nz)
- 33 Kiwi fintech Hnry raises \$16m at \$100m valuation as 'The Great Resignation' fuels freelancing boom (nzherald.co.nz)
- 34 A West Coast Innovation Hub - Trade and Invest British Columbia (britishcolumbia.ca)
- 35 Monthly Regional Tourism Estimates for Greater Wellington Region – tables for year ending March 2020 (mbie.govt.nz)
- 36 Research for Tourism New Zealand shows that it takes 12 overnight trips from Kiwis to equal the spend of one international visitor and foreign tourists spend up to three times more a day than locals
- 37 Destination Management and why it's important (mbie.govt.nz)
- 38 Destination Stakeholder Consultation Feedback Research, WellingtonNZ and Tourism Recreation Conservation Consultants, March 2021; and Colmar Brunton Destination Management Plan Wellington Domestic Research, December 2020
- 39 Tourism 2025 & Beyond (tia.org.nz)
- 40 Wellington Chamber of Commerce survey 2022 - 71% of businesses surveyed agreed that "It is important that the Council and WellingtonNZ leverage our Capital City status to attract more visitors and tell our national and local stories."
- 41 Tourism Industry Transformation Plan (mbie.govt.nz)
- 42 Climate change projections for the Wellington and Wairarapa region (environment.govt.nz)
- 43 He Waka Eke Noa - Primary Sector Climate Action Partnership with industry, Māori and government (hewakaekenoa.nz)
- 44 As detailed in reports including Beef + Lamb New Zealand's Future of Meat report (beeflambnz.com)
- 45 Growing the productive base of Māori freehold land – further evidence and analysis (mpi.govt.nz)
- 46 Industry Transformation Plans (mbie.govt.nz)
- 47 Te Matarau a Māui (tematarau.co.nz)
- 48 Productivity Commission (productivity.govt.nz)
- 49 Infometrics, 2021
- 50 Labour market pressures here to stay (infometrics.co.nz)
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