

**NELSON
REGIONAL
DEVELOPMENT
AGENCY**

Statement of Intent 2021–2024



Contents

Company Directory

Nelson Regional Development Agency

Mahitahi Colab
322 Hardy Street,
Nelson 7010

Directors

Meg Matthews

(Chairperson)

Jeremy Banks

Alan Dunn

Marina Hirst Tristram

David Johnston

Hugh Morrison

Sarah-Jane Weir

Registered Office

Nelson City Council, 110
Trafalgar Street, Nelson
7010

Bankers

Westpac

Legal Status

Limited Liability Company

www.nelsontasman.nz

1. Introduction	3
2. Strategic Context.....	4
3. Strategic Framework	13
4. Strategic Priorities and Activity Areas: What We Do.....	17
5. Measuring Our Success.....	24
6. Financial Performance	28
7. Governance Statement.....	32
8. Appendices.....	38
8.1. Appendix 1: Summary Work Plan	39
8.2. Appendix 2: Investment Across Activities	48
8.3. Appendix 3: Summary Prospective Statement of Comprehensive Income.....	49
8.4. Appendix 4: Summary Opening Statement of Financial Position.....	50

1. Introduction

1.1. Purpose of the Statement of Intent

This Statement of Intent (SoI) is presented by Nelson Regional Development Agency (NRDA) in accordance with the requirements of Section 64 (1) of the Local Government Act 2002 (LGA 2002). This SoI publicly states the proposed activities and intentions of the Nelson Regional Development Agency (NRDA) for the three years 1 July 2021 to 30 June 2024, and the priorities to which those activities will contribute. This SoI takes into consideration the shareholder Letter of Expectation 2021¹ (LoE), commitments and responsibilities to all funders including Central Government and the private sector, and the resources available to NRDA.

It includes targeted performance measures and indicators on the basis of organisational accountability. This SoI does not capture everything NRDA does, but rather highlights our key strategic priorities and work areas, particularly those that have high impact on the regional economic development challenges.

This SoI aligns with and delivers against the Nelson Tasman Regeneration Plan 2021–2031 (Project Kōkiri 2.0)² through Project Kōkiri³ methodology. It is underpinned by the Te Taihū Intergenerational Strategy.⁴

This SoI is updated annually. In 2022 this update includes extracted text from the February 2022 Nelson-Tasman Economic Briefing.⁵

1.2. About Nelson Regional Development Agency

NRDA's mission is to unlock the economic potential of Nelson Tasman to enable our people and places to thrive. We do this by leading inclusive and regenerative economic development, supporting our businesses and people to grow, and shaping and amplifying our profile to attract people, business, and investment to the region.

The NRDA is a Council Controlled Organisation established on 1 July 2016 following merger of the former Nelson Regional Economic Development Agency and Nelson Tasman Tourism. NRDA is 100% owned by Nelson City Council. Partnership funding contribution

from Tasman District Council enables NRDA services to be delivered with a Nelson Tasman combined regional focus. NRDA maintains responsibilities as the official Regional Tourism Organisation (RTO) for the Nelson Tasman Region, as the key regional agency responsible for fostering and promotion of regional tourism development. NRDA is a member of of Regional Tourism NZ: <https://rtnz.org.nz>.

Our Governance

The NRDA board are a group of independent directors with a commitment to the future prosperity of our region. The board guides the strategic direction of NRDA while monitoring business activities. Board members are appointed by Nelson City Council.

Our Team

At 1 June 2022, NRDA employs 13.5 FTEs and engages with a wide range of service providers to deliver our programme of work for the region. The team leads strategy and delivers programmes in roles ranging from (but not limited to), regional promotion, destination management, facilitating innovation-focused sector support, business capacity building and support, education to employment projects, and events fund management.

Our Collaboration Partners

We rely on, and are committed to, strong strategic partnerships and collaboration with a shared interest in unlocking the economic potential of Nelson Tasman. We recognise Te Tiriti o Waitangi, and mana whenua ki Te Taihū as our treaty partners whom we must involve in all our decision-making.

We also collaborate and connect with the wider business community and public sector through fora such as the Nelson Tasman Innovation Neighbourhood, the Regional Intersectoral Forum, and the Te Taihū Intergenerational Strategy group. Project Kōkiri methodology supports enhanced levels of connectivity between local government, Central Government agencies, mana whenua and the business community.

1. Nelson City Council Letter of Expectation to NRDA 21 March 2021, unpublished.

2. Nelson Tasman Regeneration Plan 2021– 2031 (Project Kōkiri 2.0). (Draft)

3. Project Kōkiri – Nelson Tasman Economic Response & Regeneration Action Plan 2020, www.projectkokiri.nz.

4. Te Taihū Intergenerational Strategy. November 2020, www.tetauihu.nz.

5. Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places. February 2022.

2. Strategic Context

2.1. Key Attributes of Nelson Tasman’s Economy and People⁶

- Nelson-Tasman’s economy generated GDP of about \$5.5 billion in 2021 and had 57,014 filled jobs.
- The region has three key production and processing focusses – forestry, horticulture, and the ocean economy, all of which have expanded strongly over the past decade.
- Other key industries of employment in Nelson Tasman include health care and social assistance, construction, retail, professional services, accommodation and food services, and education.
- Many of Nelson Tasman’s attributes that appeal to visitors, also appeal to locals, including natural beauty, a variety of outdoor pursuits, and high-quality food and beverage offerings.
- Nelson-Tasman’s three main urban areas of Nelson, Richmond, and Motueka are the region’s key employment hubs. These main urban areas had 78% of the region’s employment in 2021.
- Jobs growth over the past decade has been particularly rapid in Richmond (4.2%pa) and Motueka (2.6%pa), while employment rose more slowly in Nelson City (0.5%pa).
- Job numbers in other (mainly rural) areas grew by 2.4%pa over the same period.
- Nelson Tasman’s population increased from 95,700 in 2011 to 112,600 in 2021.
- Most population growth has been driven by migration (92% over the last three years).
- The region has a high share of retirees and people towards the end of their working life.
- The population has spread out, with 57% of growth outside of Nelson City over the past decade.
- Growth in most high-level indicators of economic performance in Nelson-Tasman has been close to the national average over the past decade, but productivity and average household incomes sit below the rest of New Zealand. Research has shown that if productivity in Nelson Tasman were to rise to the national average, then this would generate an extra \$1.67 billion of GDP and create more opportunities for better paid employment.

Funding Source	Level (2021)		Long-term growth (2011-2021), average per annum	
	Nelson-Tasman	New Zealand	Nelson-Tasman	New Zealand
GDP (2021 pricing, \$ million)	\$5,524m	\$326,300m	2.6%	2.6%
Employment (filled jobs)	57,014	2,612,700	1.6%	1.9%
Productivity (GDP/job)	\$96,893	\$124,890	0.9%	0.7%
Mean household income	\$89,819	\$113,728	3.7%	3.8%

Source: Infometrics Regional Economic Profile, accessed 08/02/22

6. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places. February 2022.

Funding Source	Employment level	Share of employment	
	Nelson-Tasman	Nelson-Tasman	New Zealand
Agriculture, Forestry and Fishing	6,516	11.4%	5.7%
Manufacturing	6,410	11.2%	9.3%
Health Care and Social Assistance	5,996	10.5%	10.1%
Construction	5,603	9.8%	10.1%
Retail Trade	5,576	9.8%	8.8%
Professional, Scientific and Technical Services	4,462	7.8%	9.7%
Accommodation and Food Services	3,851	6.8%	6.3%
Education and Training	3,673	6.4%	7.6%
Administrative and Support Services	2,659	4.7%	5.0%
Other Services	2,397	4.2%	3.9%
Transport, Postal and Warehousing	2,218	3.9%	4.0%
Wholesale Trade	2,076	3.6%	4.8%
Public Administration and Safety	1,729	3.0%	5.3%
Rental, Hiring and Real Estate Services	1,413	2.5%	2.4%
Arts and Recreation Services	1,063	1.9%	1.8%
Financial and Insurance Services	663	1.2%	2.7%
Information Media and Telecommunications	414	0.7%	1.6%
Electricity, Gas, Water and Waste Services	254	0.4%	0.7%
Mining	40	0.1%	0.2%
Total	57,014	100.0%	100.0%

Source: Infometrics Regional Economic Profile, ANZSIC Level 1 industries, 2021, accessed 08/02/22

2.2. A COVID-19 impacted environment

The first COVID-19 lockdown and the ongoing global, national and regional impacts from COVID-19 delivered unprecedented shock and uncertainty to our regional economy and community. Every business in the region has been affected by COVID-19 in some way; whether through loss of international visitor spend, shortage of labour, disruption to supply chains or changing market conditions for our export driven economy.

As a region, Nelson Tasman's economy has been seen to be performing relatively well through this period in comparison to NZ figures overall.⁷ However, impacts, resilience and recovery have been uneven between and within sectors and locations, and the region remains

vulnerable as the world continues to grapple with the pandemic. NRDA has played a critical role in the region's economic response by leading Project Kōkiri and successfully delivering the first 12-month action plan and ongoing programmes focused on response activity to save jobs, get cash flowing, build resilience, and assist the region in accessing investment from Government to aid our recovery.

This work has continued as the direct and indirect impacts of COVID-19 have continued with subsequent lockdowns, restrictions and border closures. In addition to business-as-usual activity of NRDA, the COVID-19 disruption has demanded new areas of activity and constant flexibility to respond to changing conditions.

7. Source: Infometrics Nelson Tasman Economic Profile 2021.

By way of an example, in a typical year NRDA supports around 400 businesses through our 1:1 Business Advisory Service; in the first 12 months following initial lockdown, we supported over 2,000 local businesses through this service.⁸

Current economic conditions in the region, while better than anticipated, are putting extreme pressure on many of our region's businesses. Our vulnerable populations have fared disproportionately badly through COVID-19.⁹ With the initial economic impact cushioned by the Government's wage subsidy, cashflow lending scheme and targeted business support funding, the need continues for a strong regional effort to continue to navigate our recovery and build back better from COVID-19.

2.3. Climate Change

The government's target is to reduce greenhouse gas emissions to 30% below 2005 levels by 2030,¹⁰ which is only eight years away. As Tūpuna Pono Good Ancestors, it is incumbent upon us all to take action.

As the lead agency for regional development in Nelson Tasman, NRDA has a dual responsibility: firstly, to look to our own carbon footprint, and that of our partners, collaborators and suppliers. But secondly, we must place a climate lens across everything that we do and encourage others to do the same, leading by example and facilitating actions across multiple areas in conjunction with many other actors – businesses, industry groups, agencies and existing groups already working in this area.

Our particular opportunity is to enhance and foster awareness of where the wins can be most readily made; to support monitoring and measurement of progress; to connect and facilitate the actions of others for maximum benefit; and to leverage opportunities to build in climate action to all suitable regional initiatives.

2.4. Wellbeing

In 2019 the Local Government (Community Wellbeing) Amendment Bill was passed, reinstating local government responsibilities for the four Wellbeings – social, economic, environmental and cultural. Shortly afterwards, the Te Taihū Intergenerational Strategy was developed, in which our communities clearly voiced their requirements for improved wellbeing for our people. Regional development agencies now embrace wellbeing

as part of their remit, recognising that the purpose of an economy is to serve the wellbeing of its people. As a Council Controlled Organisation, NRDA adopts a shared responsibility with Council to apply a Wellbeing lens to everything that we do.

As a local employer, we place the wellbeing of our own people at the top of the priority list and engage in ongoing professional, team and organisational development to support that. As the lead regional development agency, we will take responsibility across the wider spectrum of wellbeing consideration, supporting the tracking, monitoring and reporting of wellbeing measures for the region, and ensuring that wellbeing criteria are a consideration for initiatives in which we engage.

2.5. The Māori Economy

The Nelson Tasman Regeneration Plan 2021-2031 Project Kōkiri 2.0 (The Regeneration Plan) places a spotlight on Māori Economic Development, recognising the need for specific focus which is complementary to our obligations to recognise Tino Rangatiratanga (self-determination) under Te Tiriti o Waitangi. The Plan highlights Te Taihū's thriving Māori economy and substantial growth potential, a targeted focus on Māori owned enterprises and Māori entrepreneurs in the region, challenges faced by a number of Māori businesses, including access to skills, and also opportunities, including through mandated procurement requirements of government agencies to Māori businesses. The Regeneration Plan also highlights that underpinning the thinking behind a focus on Māori economic development is recognition that Māori are some of the most affected by income disparities, unemployment and household debt, an inequality that has perpetuated through periods of growth for New Zealand and have been more exposed in periods of shock.

Diversity can help foster innovation and Māori models of business offer many lessons. Māori entrepreneurship is a key component of Nelson Tasman's business landscape.^{11,12} Opportunities exist globally for products whose provenance is underpinned by an authentic indigenous story. Creating career opportunities for Māori in key sectors will also help alleviate skills shortages given the region's Māori population share is younger and growing faster than the rest of the population.¹²

8. Source: Nelson Tasman Regional Business Partners Programme reporting May 2021.

9. The Nelson Tasman Regional Economic Development Briefing. Project Kōkiri. January 2021. www.projectkokiri.nz.

10. www.mfat.govt.nz/en/environment/climate-change/meeting-our-targets/.

11. Te Matapaeroa – Some insights into Māori in Business, a report for Te Puni Kōkiri, available at: www.tpk.govt.nz/en/a-matou-mohiotanga/business-and-economics/te-matapaeroa-2019.

12. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

2.6. Our Economic Drivers

Nelson Tasman has a strong base of longstanding anchor sectors of the economy that have underpinned our economic performance and prosperity for decades and aided our recovery from COVID-19.¹³

Agriculture forestry and fishing is the biggest contributor to employment in Nelson-Tasman, closely followed by Manufacturing. Within these high-level industry categories are three key production and processing foci – forestry, horticulture, and the oceans economy, all of which have expanded strongly over the past decade and have experienced resilient demand through the pandemic. These sectors are also well-aligned to longer-term structural shifts in global demand towards food and fibre products which can be produced with relatively more sustainable environmental footprints.

Other key industries of employment in Nelson Tasman include: health care and social assistance, construction, retail, professional services, accommodation and food services, and education. Many of these industries have benefited from population and visitor growth. Some of them are also key enablers that can improve the attractiveness of the region from a business and liveability perspective.¹⁴

Our core sectors are rich in potential and ripe for further growth:

- **The Oceans Economy:** 70% of New Zealand's aquaculture is based in Te Taihu¹⁵ and Nelson Tasman is home to Australasia's largest fishing port.¹⁶ Nelson Tasman has more than 2,600 jobs in fishing, aquaculture, and processing, which represents 4.6% of employment, compared to 0.4% nationally. The region, together with neighbouring Marlborough, is the part of New Zealand with the highest share of employment dedicated to food production from the ocean.¹⁷
- **Food, Beverage and Wellness Products:** Favourable growing conditions supporting this sector as our largest contributor to employment.
- **Horticultural crops and processing** them into high-value products represented more than 4,000

jobs in Nelson Tasman in 2021, which was 7.0% of all employment, compared to 2.5% nationally. A horticultural focus aligns to a trend of ethical consumerism.¹⁸

- **Forestry and Wood Processing:** About 5.0% of New Zealand's plantation forests are in Nelson-Tasman, with a similar amount in Marlborough. The region has New Zealand's highest concentration of specialist processing, particularly in laminated and structural wood products.¹⁹ Nelson Tasman is home to one of the largest MDF plants in the world and produces approximately 10% of New Zealand's sustainable roundwood harvest.²⁰
- **Liveability and Our Consumption Economy and Lifestyle:** A "catch all" economic driver partially driven by our high net migration as a factor of population growth (92% over the last three years²¹). The COVID-19 pandemic has placed an increased focus on lifestyle, which favours regions such as Nelson Tasman where migration has driven the vast majority of population growth over recent years. Many of the same factors that attract visitors to the region, also attract migrants.
- **Research, Science and Technology:** One of our growing strengths with a proud history of innovation and the highest number of scientists per capita of any New Zealand city.²²
- **The Visitor Economy:** Nelson Tasman has a long history of attracting both international and domestic visitation. Around 7.7% of jobs in Nelson Tasman were supported by tourism in 2021, compared to 5.6% nationally.²³ There are opportunities for the visitor economy to strengthen its linkages to other sectors and act as a 'shop front'. Tourism can connect visitors to consuming the region's other key products (e.g. food and beverage) when they return home. Although the pandemic has caused challenges for some tourism operators in Nelson-Tasman, the sector has fared better than what has been experienced nationally by the tourism sector. A key factor behind Nelson Tasman tourism sector's relative resilience has been the higher share of domestic visitation. Before COVID-19, (year to March 2020) domestic visitor spending accounted

13. The Nelson Tasman Regional Economic Development Briefing, Project Kōkiri, January 2021 www.projectkokiri.nz.

14. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

15. Source: Aquaculture New Zealand.

16. Source: Port Nelson.

17. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

18. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

19. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

20. Source: www.figure.co.nz.

21. Source: Nelson Tasman Regional Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

22. Source: Infometrics Employment Data Bank 2021.

23. Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

for 66% of all visitor spending in Nelson-Tasman, with international visitor spending accounting for 34% of spending. By comparison, domestic visitors accounted for a 59% share of pre-COVID-19 spending in the tourism sector nationally.²⁴

Cutting across our industry sectors are concentrated economic drivers which present opportunities for expansion and growth when we converge our key strengths and the direction of travel globally within the economy. These include:

- **The Knowledge Economy:** Our intellectual capital that forms the value of so many of our businesses and allows us to sell knowledge to the world; high value-low impact economic activities.
- **The Māori Economy:** Our growing Māori economy, made up of both Iwi and Māori owned enterprises, anticipated to grow substantially over the coming decade (refer 2.5 above).
- **The Green Economy:** The part of the economy focused on sustainability and environmental restoration, and which includes our businesses who trade off a reputation for sustainability and care.
- **The Digital Economy:** The part of our economy enabled by remote working, and where our lifestyle proposition offers a unique competitive advantage as the digital economy continues to grow and develop.
- **The Creative Economy:** Our emerging creative class, from artists and artisans to graphic designers and writers, supporting a range of careers and businesses in our region.

These concentrated economic drivers map well to our core economic strengths. For example, we are already well known for our success in aquaculture, but the green and knowledge economies both present opportunities for us to realise further value from this industry without increasing our footprint. This is an example of where our regenerative economic strategy helps us play to our strengths and unlock the hidden potential that exists in the region in a way that enhances outcomes for our environment and our people.

Likewise, as we look at opportunities to attract residents here who bring their own job with them and work remotely in the digital economy: whilst we must ensure we are keeping up with infrastructure demands, this provides opportunities to bring more external cashflow into our economy which supports our hospitality and retail sectors. In addition, being able to tap into global opportunities for work will provide more favourable conditions to retain young people in the region, particularly under current conditions with COVID-19.

There are encouraging signs that our region is poised for significant growth in research, science and technology. Our innovation ecosystem is expanding,²⁵ and more clever businesses are emerging, providing employment opportunities and supporting our key economic drivers to realise higher value and build resilience to global changes. The proposed Science and Technology Precinct in Nelson City offers a platform from which we can further develop and attract more companies in this space, supporting the growth of higher value industries and creating more high-paying jobs.

Advances in automation through technologies such as Artificial Intelligence (AI) will transform some of our key sectors.²⁶ Our primary sector is likely to be an early mover in this wave of change, with opportunities to reduce waste, automate physical processes and optimise performance across the value chain.

Just as businesses grow through increased sales, our region expands through increased trade. More than a quarter of the world's economic output comes from the global flow of goods, services and capital.²⁷ Our economy is no exception²⁸ and our reliance on exports requires us to be extremely competitive in global markets and adaptable to changing conditions.

A significant amount of our economic growth has been driven by migration into Nelson Tasman, which has boosted the consumption sector.²⁹ We have a unique opportunity to focus our efforts on "growing from within", to play to existing strengths, to correct some of the structural imbalances in our economy, and to tap into unrealised potential of our key economic drivers.

24. MBIE Monthly Regional Tourism Estimates October 2020 release.

25. NRDA CoStarters programmes, the Te Taihū Māori Business Network, and the Tourism Transition Programme are all recent expansions to the Innovation Ecosystem.

26. Artificial Intelligence Shaping a Future New Zealand, AI Forum New Zealand 2018.

27. Key Statistics and Trends in International Trade 2020, gUnited Nations Conference in Trade and Development UNCTAD, 2021.

28. Nelson Tasman Annual Economic Profile 2021, exports share of GDP 24% in 2020.

29. Infometrics Annual Economic Profile 2020; NRDA Sector Analysis (unpublished) October 2020.

2.7. Our Economic Challenges^{30,31,32}

The following challenges are apparent in Nelson Tasman's economic context. These challenges are also 'drivers for change' – things which if overcome could help improve outcomes for the region:

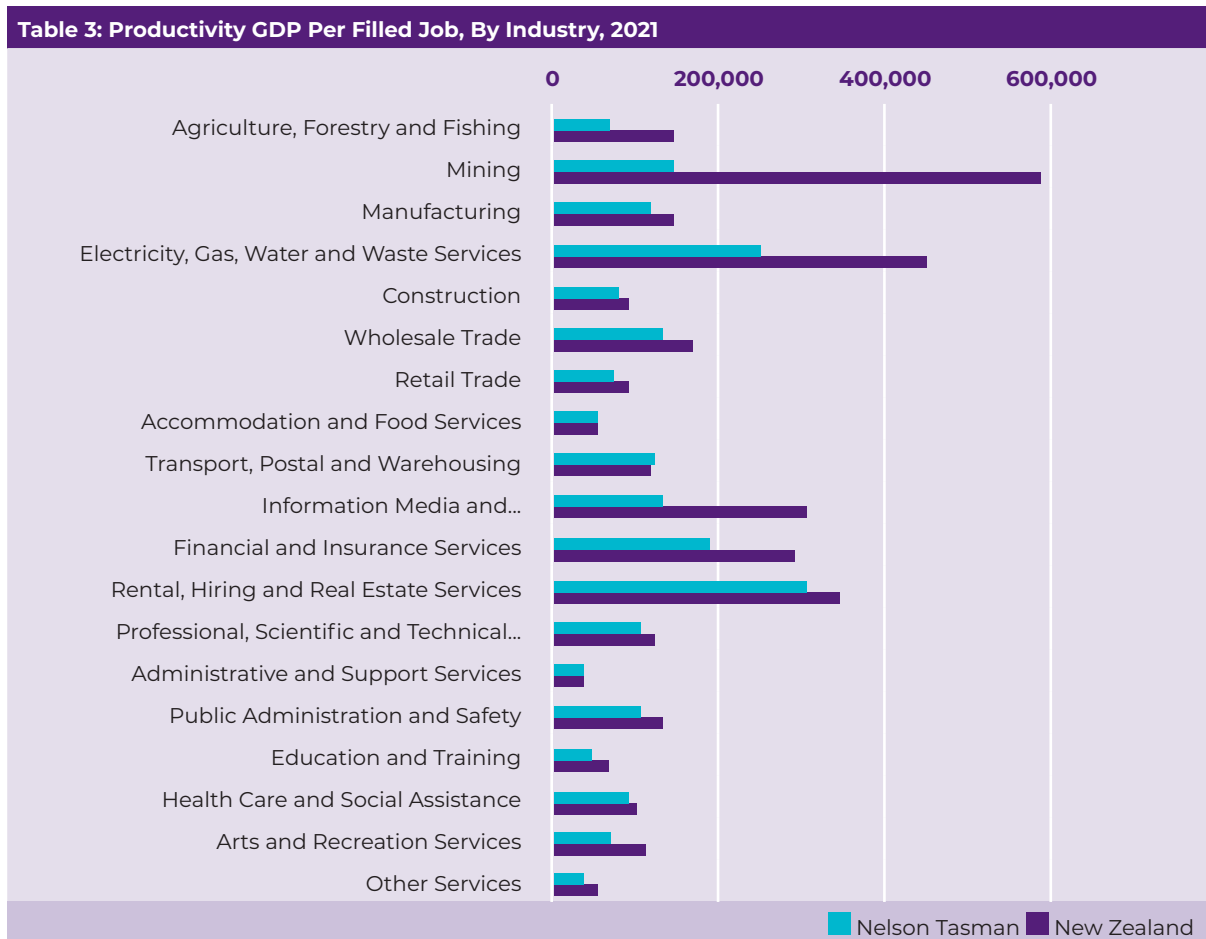
Productivity

Productivity in Nelson Tasman in 2021 was over 20% below the national average (measured by GDP per job). Low productivity affects companies' profitability and their ability to pay higher wages. In addition to contributing to income inequity, and poor housing affordability, this also perpetuates negative perceptions of Nelson Tasman as a low wage region, further hindering the ability to attract and retain the right skilled workers to fulfil key roles.³³

The reasons for this are both structural and performance based: Nelson Tasman has a higher concentration of resources in industries which have lower productivity than the national average.

For example, accommodation, hospitality, and retailing are more prominent in Nelson-Tasman than nationally (17.2% share of employment in Nelson Tasman, compared to a 15.6% share of employment nationally). The region is also without significant scale in several high productivity industries, such as information media and telecommunications, financial and insurance services and utilities.

Across industries, however, productivity outcomes within Nelson Tasman industries are also generally lower than productivity outcomes within those same industries nationally. Data shows that 18 of 19 industries in Nelson Tasman had lower productivity than New Zealand (Table 3 refers). In part, this is due to regional scale and remoteness, but productivity is also lower than in regions comparable in scale and distance including Marlborough, Hawke's Bay and Southland, highlighting the need for concentrated efforts to unlock potential within our current economic drivers.



Source: Understanding Productivity in Nelson Tasman, People and Places, 2022 and Infometrics Regional Economic Profile, 2021.

30. Source: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

31. Understanding Nelson Tasman's Productivity prepared for the NRDA by Benje Patterson, People and Places, 2021 (unpublished)

32. Nelson Tasman Regeneration Plan 2021– 2031 (Project Kōkiri 2.0). (Draft)

33. Nelson Tasman Innovation Neighbourhood, "The Talent Challenge", August 2020 www.nelsontasman.nz/assets/PDFs/Nelson-Tasman-The-Talent-Challenge-November-2019-v2.pdf.

It is estimated that around three quarters of Nelson Tasman's productivity gap with New Zealand could be closed by lifting average productivity within industries, while the remaining quarter of productivity gains could come from changing the mix of industries on which Nelson Tasman currently focuses.

Research has shown that if productivity rose to the national average then the region's economy would be \$1.67 billion larger. At historical growth rates, it would take 145 years for Nelson-Tasman to close its productivity gap with New Zealand. The region's productivity growth would have to rise at least twice the current growth rate nationally to close the gap within 30 years.

Average Household Incomes

Average household incomes for Nelson-Tasman sit 21% below the national average. Part of this is because the region has more retirees, but for those still in the workforce average annual earnings in Nelson-Tasman were also 21% lower than the national average in 2021 (\$57,476 vs \$65,910). Average wage earnings in Nelson Tasman are second lowest in New Zealand (second to Gisborne). Higher incomes would raise living standards and help improve worker retention. As well as damaging the wellbeing of our communities, low income starves our wider economy of discretionary spending in areas such as retail and hospitality.

Constrained Workforce Availability

Some 21% of Nelson Tasman's population is aged 65+, with a further 15% within 10 years of reaching 65. By comparison, these proportions are 15% and 12% respectively nationally. The rapid ageing of the region's population creates opportunities for some industries (e.g. health care) but will also create workforce challenges. The availability of workers is already tight, with Nelson Tasman's unemployment rate estimated to be 3.2% in 2021, below the national average of 4.7%. Worker retention, investing in skills development, automation, and talent attraction can all play roles in solving the challenge of a shrinking working age population.

Housing Affordability

Housing affordability has declined in Nelson Tasman over the past decade. The average home in the region in 2021 cost 8.3 times the average household income, compared to a ratio of 7.8 times incomes nationally.

Renters face similar challenges. Housing availability is also a challenge. The Nelson Tasman Future Development Strategy (2019) anticipated the region will need an extra 24,000 extra homes by 2049. The housing challenges can affect population flows, which can influence worker catchments and structurally alter commuter flows through the region.³⁴ As a proportion of household income Nelson Tasman ranks consistently higher than the New Zealand average for mortgages: Nelson people spend 41% of the average income on their mortgage, and in Tasman the figure is 39%, compared to the national average of 37.5% (including Auckland).³⁵

Youth Retention and Unemployment

Just 16% of Nelson Tasman's population is aged 15 to 29, compared to 20% nationally. Nelson Tasman school leavers have high levels of educational attainment, and many leave the region for further education and experiences. A challenge is to encourage youth to eventually return home and to deepen and market local opportunities to develop a career. While we have historically had one of the lowest unemployment rates in the country, our NEET rate has always been disproportionately high, relative to unemployment rates.

A Highly Seasonal Industry Base

Nelson Tasman's horticulture and tourism sectors are two of the biggest contributors to the local economy – these sectors have highly seasonal demand patterns and harvesting windows. Seasonality causes extreme workforce challenges, which border closures have exacerbated. Mitigations can include investing in automation and improved workforce linkages between sectors with different seasons to create year-round opportunities.

Migration Reliance

Some 72% of Nelson Tasman's population growth over the past three years was from international migration. These migrants have expanded the workforce and contributed toward more diverse and multi-cultural communities. Tighter immigration settings and the lingering effects of COVID-19 border restrictions may reduce the level of international migration into the region and require fresh ways of retaining, attracting, and developing the region's workforce.

34. Extract text: Nelson-Tasman Economic Briefing prepared for the NRDA by Benje Patterson, People and Places, February 2022.

35. Nelson Annual Economic Profile and Tasman Annual Economic Profile 2021, Infometrics.

Smaller Scale of Business and High Levels of Self-employment

Nelson Tasman is dominated by small businesses – 91% of businesses have fewer than 10 employees and just 1.3% have more than 50 staff. There are also more than 10,000 self-employed people (18.3% of all employment). Small businesses have less capacity to deal with change and can be slower than larger and better resourced businesses to adopt new technologies and other innovations that lift productivity.

Location and Scale

We are heavily reliant on our port and airport, with a relatively small 'surrounding' population within driving distance spread across a large geographical area. This also presents challenges for infrastructure funding and delivery.

Infrastructure Investment to Support our Population

With a relatively small population base and a large geographical area to cover, securing funding for essential infrastructure to meet the demands of a growing region is a major challenge. Recent population trends have shown that population growth is spreading beyond Nelson and into smaller towns and rural areas across the region. This creates challenges for ensuring there is appropriate infrastructure, community facilities, and connectivity (transport and digital) between places to enable access to work and education opportunities. As our region grapples with issues such as sea level rise and more extreme weather events as a result of climate change, resilient future-proof infrastructure will be essential to the resilience of our economy.

Environment

The decline of our native eco-systems and the threat of climate change presents the biggest challenge of our time. Despite the urgency of climate change action, our emissions have continued to rise. It is incumbent upon us to be bold and transition to a zero carbon economy.

In doing so, we must ensure a just transition, so that where changes need to occur, businesses and people are adequately supported to transition. This change requires an intensified focus at a regional level.

2.8. Outlook - Ensuring NRDA is Match-Fit for the Region

The Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0) identifies the medium-long term economic outlook needed to address the region's economic challenges, with a strong regenerative focus for our economy, to ensure we are positioned to tackle these challenges and capitalise on our opportunities.

Our economic drivers highlight the importance that our Regeneration Plan, and therefore this Sol, must address a portfolio of mutually reinforcing initiatives aimed to enhance regional productivity, whilst delivering on our regenerative economic direction and supporting better outcomes in sustainability and inclusion.

NRDA has faced huge change over the past 24 months as a result of COVID-19. At the same time as driving and delivering strategy- and insights-led initiatives, we must remain flexible and responsive to emerging and immediate industry and business needs and a dynamic economic context.

3. Strategic Framework

Our resilient economy allows our people, places, communities, and businesses to thrive

(Te Taihū Intergenerational Strategy 2020: Economic wellbeing outcome)

Under this Statement of Intent (Sol), our primary focus is delivery against the Nelson Tasman Regeneration Plan 2021–2031 (Project Kōkiri 2.0). The Regeneration Plan provides a steppingstone from the original Project Kōkiri Response Plan to the Te Taihū Intergenerational Strategy. Under the Regeneration Plan, and in line with Council expectations (LoE), NRDA will focus on the following targeted outcomes over the Sol period:

- **Regenerative:** The region makes a just transition towards a low-emissions economy, in a way that mitigates climate change, reverses existing environmental damage and protects natural resources (land, forests, fresh water, marine environmental and indigenous biodiversity) now and in the future.
- **Productive:** A shift from volume production to high value products, unlocking the potential of businesses to thrive, investing in R&D, technology and innovation to achieve productivity improvements, and supporting small and medium enterprise growth.
- **Inclusive:** More even distribution of economic benefits (recognising that some in the community fare worse on wellbeing indicators), skills level and productivity improvements, achievement of higher incomes and the right skills available for the future workforce.
- **Resilient:** The region is able to respond to and bounce back from disruptions and shocks in a way that reduces harm and overall costs, sectors are diversified to reduce risk, there is local provision of many of the goods and services required, and supply chains are robust.
- **Creative:** The creative talents of our region are recognised and rewarded, with opportunities to showcase and leverage our clever businesses, diversity, arts and artisans, and innovation.

The Strategic Framework model (Figure 3.1) summarises the drivers and opportunities of the regional economy and high-level activity areas to deliver across the five targeted outcomes. Additional economic development priorities identified in Council's LoE will be addressed partly through an integrated approach, considered in all programmes, and partly through discrete programmes such as targeted sector support initiatives.

We rely on strong strategic partnerships and collaboration with a shared interest in unlocking the economic potential of Nelson Tasman. Figure 3.2 presents the Stakeholder Ecosystem supporting our approach.

NRDA's full work programme will be underpinned by and aligned with the Regeneration Plan – which is strongly focused on wellbeing, climate and sustainability.

In delivering against these outcomes and priorities, it is important to highlight the following assumptions:

- The outcomes of the Te Taihū Intergenerational Strategy and the Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0), touch on a broader range of cultural, social, and environmental capitals than NRDA's Strategic Framework model, with many components to be appropriately led and delivered by others.
- Enabling outcomes influenced by factors outside of NRDA's control, including national government policy, as well as global and national economic shocks.
- NRDA will support collective efforts related to improving housing and rental affordability; therefore there are no outcomes or measures related to this in NRDA's Strategic Framework.
- Most activities, and associated outputs/outcomes, depend on partnership and collaboration, and on NRDA leveraging core funding to secure additional government/private programme funding.

As we deliver against these outcomes, we will embrace regional themes identified in the Regeneration Plan:³⁶

We are Intelligent Guardians.
We are Makers and Creators.
We are Clever and Connected.

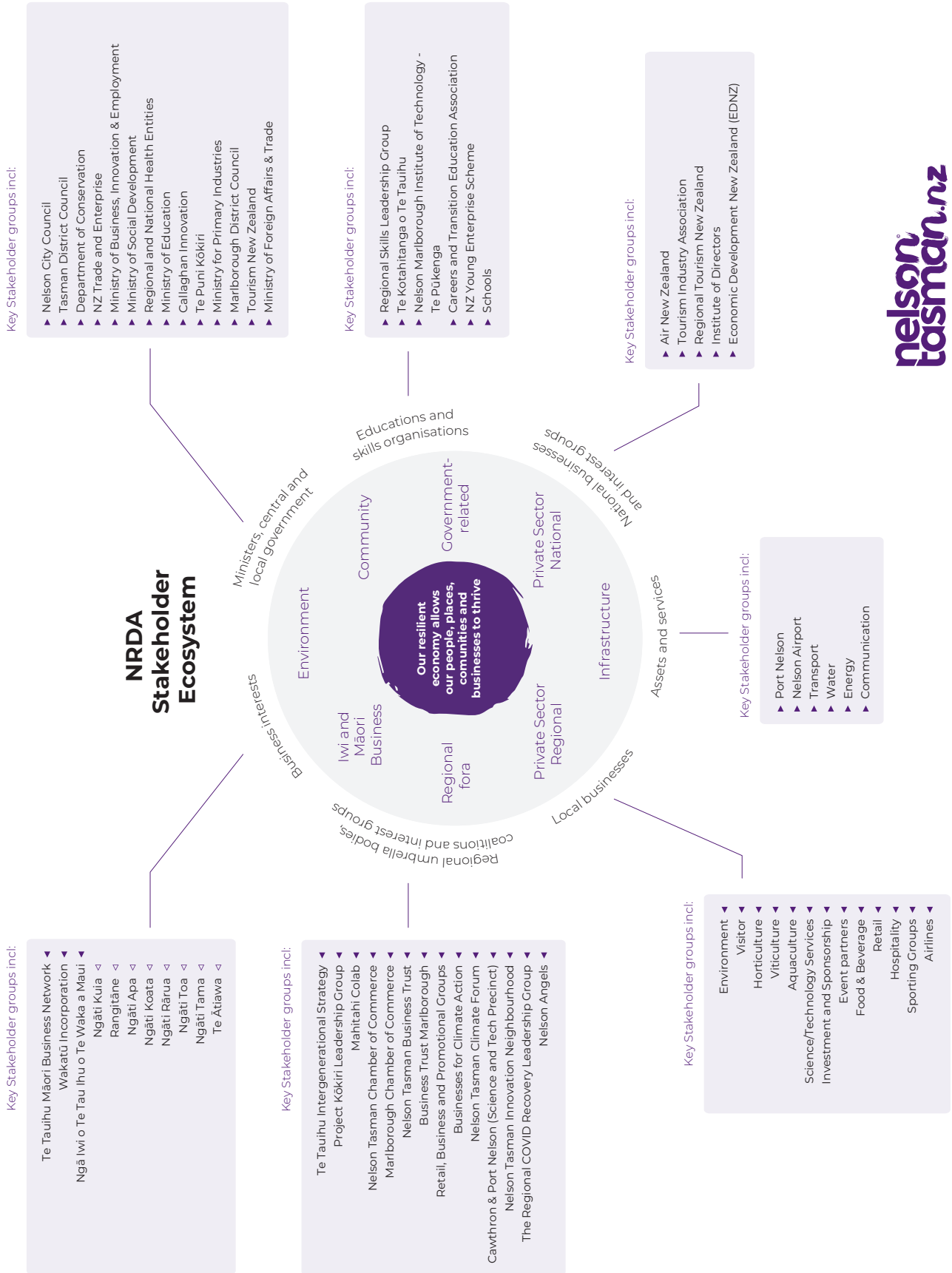
36. Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0) (Draft).

3.1. Strategic Framework Model

Regional drivers and opportunities	Priority Areas	Outputs	Enabling outcomes 3-5 years	Regional outcomes 10+ years
<p>Economic Drivers and Opportunities:</p> <p>Oceans Economy: 70% of New Zealand's aquaculture is based here in Te Taihū.</p> <p>High-value Food, Beverage and Wellness: This sector is our largest contributor to GDP, fuelled by innovation and favourable growing conditions.</p> <p>Forestry and Wood Processing: We produce approximately 10% of New Zealand's sustainable roundwood forest supply.</p> <p>Te Taihū Māori Economy: Our growing Māori economy made up of both Iwi and Māori owned enterprises is anticipated to grow substantially over the coming decade.</p> <p>Visitor Economy: Tourism contributes to approx. 10% of GDP and employment in the region, the sector is driven by family-owned businesses.</p> <p>Research, Science and Technology (Knowledge Economy): We have the highest number of scientists per capita of any NZ city and a growing knowledge intensive workforce across our key sectors.</p> <p>Liveability (Consumption Economy): Driven by higher than average net migration to the region (96% vs 62% national average).</p> <p>The Creative Economy: Our creative sector supports a range of careers and businesses in our region.</p> <p>Economic Challenges:</p> <p>Climate Change and Biodiversity Loss: Vulnerable to sea level rise and extreme weather events.</p> <p>Inequality and wages: Low average/mean incomes.</p> <p>Low productivity: Productivity is the second lowest in NZ / 22% lower than national average.</p> <p>Skills shortages: A number of skills shortages and seasonal labour challenges.</p> <p>Under-investment in infrastructure</p> <p>Demographic challenges: A relatively low and rapidly ageing population base; significant growing pressures.</p> <p>Housing affordability and access: The 4th worst housing affordability in the Country.</p>	<p>Economic Strategy and Innovation Leading Strategic economic development (Project Kōkiri 2.0)</p> <p>Investment Attraction and Promotion Shaping and amplifying our profile, destination story and investment proposition</p> <p>Business and Workforce Development Supporting our key industry sectors, businesses and people to upskill, innovate and grow</p>	<ul style="list-style-type: none"> • Strategic Economic Development • Economic Intelligence • Te Taihū Māori Economy • Visitor Sector Regeneration • Regional Identity and Proposition • Investment Attraction • Destination Profiling • Strategic Events • Business Advice and Funding • Workforce and Skills Development • Business innovation (Mahitahi Colab) • Targeted sector support initiatives 	<p>Strong collaboration between local and central government, Iwi/Māori, businesses/industries, and regional stakeholders (Kōkiri methodology sustained)</p> <p>Regional economic intelligence supports decision making</p> <p>Impactful engagement across key industry sectors ensures transformations and transition programmes are aligned to industry needs/ opportunities</p> <p>Te Taihū Māori economy is further recognised and uplifted</p> <p>Investment secured in regional priority projects</p> <p>Higher value visitors, workers, businesses, and investors in Nelson Tasman</p> <p>Our people and businesses have access to advice, funding and upskilling opportunities, to support improved business and management capability</p> <p>Businesses have access to skills and people they need supporting reduced skill shortages</p> <p>Young people have improved access to education to employment pathways.</p> <p>Improved R&D investment and capability</p>	<p>Regenerative Increase in public and private sector investment that supports a regenerative economy</p> <p>A strong, well-recognised and well supported Māori economy</p> <p>Nelson Tasman is a national leader in progress towards a zero carbon economy</p> <p>Resilient Our resilient future-proof infrastructure supports a thriving economy</p> <p>A diverse range of industries and businesses underpin our resilient economy</p> <p>Productive Our productivity gap has reduced in 2022</p> <p>Research, science, and technology supports our economic growth</p> <p>Inclusive Vulnerable communities are supported to have access to employment opportunities through clear partnerships between a range of regional agencies</p> <p>The importance of the Māori economy is recognised and supported</p> <p>Mean incomes have increased</p> <p>Creative/Innovative Our diverse, innovative and creative businesses and people are showcased and leveraged through our regional identity</p>
<p>The methodology of Project Kōkiri provides region-wide development and underpins all delivery</p>				

3.2. Stakeholder Eco-Stakeholder Eco-System Map

Our work cannot be achieved alone and therefore we rely on strong strategic partnerships and collaboration with a shared interest in unlocking the economic potential of Nelson Tasman.



4. Strategic Priorities and Activity Areas: What We Do

The Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0 Regeneration Plan)³⁷ and this Sol will be delivered through the methodology of Project Kōkiri – connecting decision making and sharing knowledge and resources to unlock our collective economic potential. The Regeneration Plan brings together a suite of priority strategies and programs, with responsibility for leadership with the appropriate regional partner.

Under this Sol, NRDA has a dual role in the delivery of the Regeneration Plan: to work with the Project Kōkiri leadership group to lead the oversight and monitoring of the plan, and to lead delivery of specific programs within the plan.

NRDA's activity spans strategic economic development, regional promotion and investment, and community and business support programs. Our activities will be delivered through inter-related workstreams:

- Economic Strategy and Innovation.
- Investment Attraction and Promotion.
- Business and Workforce Development.
- Organisational Management (internal NRDA business; not detailed in Sol).

Our approach is underpinned by delivering wellbeing for the people and places of Nelson Tasman, with a strong emphasis on climate change and economic resilience. These considerations cut across all of our strategic priorities, recognising the impacts they have on our economy and community. Building economic resilience and working collaboratively will be at the forefront of our activity, to ensure Nelson Tasman is in a strong position to respond to and recover from future shocks and disruptions.

Appendix 8.1 presents the summary three-year work plan for the following activity areas.

4.1. Economic Strategy and Innovation

Leading strategic economic development

NRDA will lead oversight of delivery, monitoring and reporting of the region's ten-year Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0) (the Regeneration Plan), developed under the Project Kōkiri Leadership Group. Strong collaboration and partnerships are key to delivering on our goal of an inclusive and regenerative economy: our economic development activity must be purposeful, data-driven and strategy led.

Key Activities

Reference: Appendix 8.1 Work Plan

- **Strategic economic development:** Leading the oversight of delivery, monitoring and reporting of the region's ten-year Regeneration Plan, including facilitation of the Project Kōkiri 2.0 Leadership Group. Facilitating collaborative partnerships and initiatives to advance our priorities, and championing innovation and sustainability. 2022 will see the commencement by NRDA, working with a regional partnership working group, of the Nelson Tasman Productivity Project.
- **Economic intelligence:** To support policy, decision making and key initiatives. This will include economic data and insights as part of an economic monitoring report to inform Council, stakeholders and community, including wellbeing measures to provide a more holistic view of economic performance. This will also include supporting Council and regional projects with appropriate and specific data and economic information. This economic intelligence will inform regional policy and considerations around social and economic infrastructure, and support investment attraction and sector transition initiatives.

Related activities: This activity area informs and frames all activities under this Sol.

- **Te Taihū Māori Economy:** Supporting uplift and further recognition of the Te Taihū Māori economy. This work will be developed in consultation and conjunction with Te Taihū Māori and Iwi. This will include supporting the provision of regional Māori business-related data and insights, and alignment with the work of the Māori Business Network. This work will be delivered within a purposeful engagement and collaboration plan to frame and guide our partnership and activities, and to identify where NRDA focus will most effectively support and add value to existing work programmes.

Related activities include: Partnership on the Te Taihū Wellbeing Framework (under development), enhancing the Regional Identity to better reflect Māori storytelling and engagement.

- **Climate Change:** Alongside our Economic Intelligence outputs we will support the development of climate action-related data and insights to support regional initiatives in carbon reduction and offset. We will engage with climate action groups to explore opportunities for activities and apply climate change criteria to development projects.

37. Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0) (Draft)

- **Wellbeing:** As part of our Economic Intelligence delivery we will support the development of data and insights that provide a fact-based framework for prioritisation of wellbeing initiatives. We will apply wellbeing criteria to development projects.
- **Creative Economy:** Supporting strengthening and profiling the region’s creative economy. This will include profile building (within regional identity), productivity and capability building, and strengthening our profile for film.
- **Visitor Sector Regeneration:** In 2019/2020, under the Government’s Strategic Tourism Assets Protection Programme (STAPP) NRDA developed the region’s Destination Management Plan (DMP). Under the 2021-2024 Sol, NRDA is focused on enabling delivery of the Nelson Tasman DMP. Year 1 of delivery (2021/2022) has been enabled through NRDA securing Government’s Tourism Support Recovery and Re-Set funding. This industry regeneration plan places our communities, cultures and environment at the heart of our visitor sector. It is designed to lead to more economically sustainable businesses while strengthening community well-being, enhancing cultural pride, addressing the needs of climate change mitigation and supporting biodiversity. Strategies under the Plan include:
 - Transitioning to sustainable higher value careers (rather than seasonal jobs).
 - Light footprint and zero carbon visitor journeys within the region.³⁸
 - Attracting higher-value visitor and repeat visitation.
 - Smoothing seasonality with events and off-peak offers relevant to locals and visitors.
 - Supporting visitor sector businesses to recover from the impacts of COVID-19.
 - Advocating for facilities of the future which enhance community well-being as well as the visitor experience.
 - Enabling passionate local ambassadors as visitors and referrers to friends and relatives.
 - Driving sub-sector specific tourism strategies in Arts Tourism and Food and Beverage.
 - Engaging with mana whenua to ensure the visitor sector aligns with indigenous values.

By 2024 we will have:

- Led implementation under the Regeneration Plan through Project Kōkiri methodology, maintaining and

strengthening a collaborative approach to regional economic development.

- Become valued advisors for our data and insights on national trends and the regional economy.
- Supported initiatives to strengthen Te Taihū Māori Economy.
- Led regional agency focus on Productivity with identification and showcasing of regional level ‘frontier firms’ (the Nelson Tasman Productivity Project).
- Positioned our visitor sector for regeneration and as a positive contributor to the local environment, culture and economy.

Note: Visitor sector programme delivery from December 2022 and beyond may change due to no further government funding support for DMP delivery (announced May 2022).

4.2. Investment Attraction and Promotion

Shaping and amplifying our profile, destination story and investment proposition to attract people, business, and investment

Shaping and amplifying a cohesive destination story, and positioning and promoting Nelson Tasman, with local support, is one of the most effective tools we have to support the attraction of talent, businesses, investment and visitors into the region.

We have a strong foundation in our Nelson Tasman regional identity; and we need to be clever in our approach to regional marketing and storytelling. Campaigns such as the 2020 We’ve Got This/Kei a Tātou campaign,³⁹ and the 2021 We’ve Got You/Mā Tātou E Awahi campaign helped put Nelson Tasman on the map by empowering local people and businesses with the tools to tell their story in a way that increased local pride and engaged our whole community. Under this Sol, NRDA will build on this work to enhance and enrich our destination story to highlight our strengths and showcase our clever people and businesses to the World. By doing this, we provide the right platform for attraction and retention activities across all sectors – visitors, talent, businesses and investment.

Private sector funding in NRDA’s destination activities has historically been relatively high. However, as seen through COVID-19, this is vulnerable to changes in economic conditions. A challenge for the Sol period will be identifying a new model of attracting private sector funding to support our destination profiling and management activities.

38. TIA 2021 National Award winner.

39. EDNZ 2021 National Award winner for Collaboration.

Key Activities

Reference: Appendix 8.1 Work Plan

- **Regional Identity and Proposition:** Positioning and promoting Nelson Tasman as a destination for the right talent, businesses, investors and visitors. This includes developing tools and activations for local businesses and community to leverage in order to put Nelson Tasman on the map and re-developing the nelsontasman.nz website as the key destination website for locals, visitors and prospective businesses and residents. It also includes specific support for the vision of Nelson as a “Smart Little City” with forward-focused development of the City Centre vision as a vibrant mix of residents, lifestyle, boutique retailers and essential services.

Under the 2021-2024 Sol we will focus our regional profiling and positioning more strongly:

- To build Māori storytelling and Iwi engagement in our current identity work.
- To reflect our arts and creativity strengths more strongly in our regional identity work.
- To focus on our region’s strengths in innovation, science, research and technology, targeting business and talent attraction and growth, and extending the current regional identity to give a stronger economic development focus and application.
- To align directly with the Intelligent Guardians focus in the Nelson Tasman Regeneration Plan 2021-2031, based around wellbeing and climate change.
- To focus on positioning Nelson Tasman as light footprint, low carbon destination.
- To align and support opportunities to build the ecosystem (investment attraction) around the proposed Nelson Science and Technology Hub.
- **Investment Attraction:** Building a dedicated workstream within NRDA focused on facilitating opportunities for unlocking public and private investment in the region, including leading and facilitating business case development around infrastructure and commercial opportunities, and facilitating investment discussions.

This activity will include focused work to identify and facilitate high impact investment opportunity, including leveraging the unique opportunities of the Nelson Science and Technology Precinct and our Blue economy to attract investment, businesses and workers to the region. It is important to note that investment attraction is not limited to the purely economic aspects such as infrastructure and commercial opportunities.

Investment associated with wellbeing, climate change and resilience outcomes are within scope.

- **Destination Profiling:** NRDA will continue to showcase our regional offering to encourage visitation and consumption of Nelson Tasman experiences and products, as well as to attract business, investment and talent using innovative and activation-led techniques that help put the spotlight on our region. This includes targeted campaigns, on-going content creation and storytelling, earning the region coverage through targeted media pitches and increasing our online engagement by growing our social media presence and (consumer) database.

As international borders reopen all regions in NZ will be working proactively with international trade and media. It is important that Nelson Tasman maintains a clear profile with key international partners, in Australia initially and further afield when the timing is right. We will seek to leverage opportunities presented by larger organisations such as Tourism NZ and Air NZ, in order to maximise the benefits from our investment. At present this work is unfunded, however international marketing is within the scope of MBIE’s Tourism Support, Recovery and Re-Set fund, supporting activity to the end of 2022.

Nelson Tasman will be “a region that is good for visitors” – people come to enjoy and connect with the region, then leave feeling better than when they arrived. At the same time, we will attract “visitors who are good for the region” - visitors who come here enhance the region and these benefits are appreciated by local residents.

NRDA also provides in-region support to visitors through a range of website, maps, digital promotion and phone support. In 2022 i-SITE services in Nelson were paused and work in 2022-2024 will determine, with NCC, the appropriate new model for in-person visitor information support.

In 2022-2024 Nelson Tasman will work with Marlborough District Council to promote and support film industry and investment opportunities in the region.

- **Strategic Events:** Stimulating visitation and economic value to the region through delivery of Events attraction, management of the Regional Events Fund (REF), and management of the Nelson City Economic and Community Events Funds.⁴⁰ Aligned with the NRDA Business Events Programme, activity includes delivering programmes to build capacity and capability into our local events sector, coordinating a calendar of events across the region, attracting new events to

40. Funded by NCC separately to core NRDA funding.

the region, and leveraging existing events to support increased visitation and economic benefit. Events contribute significantly to community wellbeing and community pride. Council investment in NRDA enables leverage of \$1.5m in Central Government supporting for events in Te Taihū over 4.5 years. In addition, it is important to include the opportunities for strategic and community events to build the creative sector where our artists and artisans can extend their reach and exposure to a wider audience.

By 2024 we will have:

- Enhanced promotion of our regional identity supporting strategic economic development messaging.
- Secured an increase in co-investment from Central Government and private investment in economic development in the region.
- Achieved a better than average growth in domestic (and international where applicable) visitor spend.
- Supported Nelson Tasman to be recognised as a region focused on low carbon travel.
- Attracted and supported the delivery of diverse and vibrant events to attract out-of-region attendees.
- Supported Nelson Tasman for film as a partner in the Te Taihū Film Office.
- Investigated/developed a new funding model to support destination management and profiling in the region.
- Driven the establishment of an outcome-focused, nationally impactful Blue Economy cluster.

4.3. Business and Workforce Development (Community and Business)

Supporting our businesses, key industry sectors, and people to upskill, innovate and grow

Small to medium businesses are the cornerstone of our regional economy and community, accounting for over 94% of total business numbers in Nelson Tasman (i.e. over 12,000 businesses).⁴¹ The resilience and success of our SMEs is key to our economic resilience, and due to the changing future of work, the impact of COVID-19 and other global conditions, our businesses are facing new and increasing pressures.

NRDA has a vital role to play in connecting businesses and people in the region with the right support, tools

and funding to enable them to upskill and grow to meet the changing needs of business. Supporting the development of the region’s talent pipeline is also important to support the growth of our economy and key sectors and businesses within it. This includes both retaining and developing talent and skills already in the region and attracting those with the skills and experience our region needs.

Key Activities

Reference: Appendix 8.1 NRDA Summary Work Plan

- **Business Advice and Funding:** Targeted 1:1 support to businesses to facilitate access to business support services and to funding for R&D and innovation (through Callaghan Innovation). This includes the leadership and management of the Regional Business Partners Programme (RBPP) for Te Taihū, a repeat national award winner for performance and reach, supporting over 780 businesses (and facilitating over \$3.4m funding) in 2020/2021.
- **Workforce and Skills Development:** NRDA will work with the Regional Skills Leadership Group in development of the Regional Workforce Development Plan and, from this, identify targeted programmes to meet the region’s labour force and skills needs. Several programmes in this workstream were initiated in 2020/2021 under Project Kōkiri in response to identified need for intergenerational support, with short term funding from central and local government. For Nelson Tasman they have demonstrated potential to achieve impactful outcomes. Under this Sol, NRDA will continue to build these programmes subject to funding.⁴² This may include youth transition programmes (e.g. Education to Employment brokerage, currently funded to 2023), intern, grad and work placements, as a collaborative partner in a future Youth Hub initiative⁴³ (identified as a priority under the regional Regeneration Plan), and targeted programmes to support mobilisation of the older demographic workforce.
- **Business Innovation:** Supporting our regional innovation eco-system through the Mahitahi Colab and aligned initiatives which support and promote innovation in our region. These include delivery of the Certificate of Applied Innovation, Innovation Nation, the Nelson Tasman Innovation Neighbourhood, LEAN workshops (RBP), and NZTech engagement. The Mahitahi Colab is a strategic partnership between NRDA, the Nelson Tasman Chamber of Commerce and NMIT and offers co-working (including AI),

41. Source: Nelson Tasman Annual Economic Profile 2020, Infometrics.

42. Currently unfunded.

43. Role proposed as collaborative partner; a leadership/ driving role on this initiative would require targeted programme funding.

a business events space (with emphasis on innovation and investment), and early-stage business support programmes (Co.Starters). The co-location of its three founding partners is central to the success of the Mahitahi Colab, enabling and fuelling collaboration.

The 'Intelligent Guardians' theme of the Nelson Tasman Regeneration Plan is focused on the application of science and technology to protect and prosper, and ultimately deliver more sustainable, inclusive and regenerative business. This focus directs the emphasis of our work in investment attraction and regional profiling, and in Economic Insights (e.g. supporting the development of the Te Taihū Wellbeing Framework).

- **Sector Transitions and Growth:** Connected with other business and workforce development activities (above), providing support to engaged businesses, in priority growth sectors to support sector resilience. This work will align with Central Government's programme of Industry Transformation Plans as they are developed, with the Businesses for Climate Action delivery programme, and with an innovation-focus delivered through the Mahitahi Colab. Over the period of the Sol, this will include: Climate change response and regeneration, working through engagement with associated advocacy and sector groups; Innovation; R&D connections; and new technology adaptation and capability through a targeted digital workstream.

Activities in 2022/23 and 2023/24 will build on 2020/2021 work:

- Advancing development of the Te Taihū Blue Economy Cluster.
- Developing and commencing delivery of a food and fibre sector support plan in consultation with industry and with reference to the Fit for a Better World strategy^{44,45} and other relevant sector strategies. Activities include:
 - Supporting primary sectors to address immediate seasonal labour shortages through capacity focused projects.
 - Helping strengthen early-stage food and fibre businesses by delivering a specialised food and fibre Co.Starters cohort.

- Helping build innovation capability across the food and fibre (and adjacent) sectors by providing innovation training opportunities (Certificate of Applied Innovation in partnership with Creative HQ).
- Working with Businesses for Climate Action to develop tools for businesses in the food and fibre sector to use in reducing their carbon emissions.
- Supporting the IT sector through strategic and innovation focused events.
- Responding to investment and support opportunities as they arise on behalf of key sectors.

By 2024 we will have:

- Facilitated high engagement with business development support programmes to increase business capability and increase regional investment in R&D.
- Supported a reduction in skills shortages across the region and an increased focus on supporting young people into employment and training.
- Improved connectivity and communication of regional support programmes for businesses and people.
- Enabled connections to innovation and business support for Māori businesses in the region.
- Continued to support and strengthen the Mahitahi Colab to drive innovation and collaboration in our region.
- Supported key industries to commit to improving productivity and to moving the region towards a zero carbon circular economy.

4.4. Our Enabling Priorities Supporting Transition

This Statement of Intent (Sol) represents a prioritisation by NRDA of regeneration, inclusion, resilience, productivity and creativity. Collaboration and secure funding are essential to enable NRDA to deliver on the priorities outlined in this Sol, and to keep delivery focused on integrated, long-term goals and outcomes.

44. Fit for a Better World: Accelerating our Economic Potential, MPI, July 2020.

45. Fit for a Better World: Progress Update Food and Fibre Sector, MPI, June 2021.

The 2021-2024 NRDA program will continue to develop and deliver core initiatives which strategically align with the priorities of the Regeneration Plan. In addition, to deliver on this Sol, we will need to transition to increased focus on:

- **Strategic Framework:** Delivering priorities according to the strategic framework of the Regeneration Plan, and ultimately of the Intergenerational Strategy.
- **Data and Insights:** Being strategy led and data driven in our decision-making across all work areas. Being adaptive to changing economic conditions. Partnering to deliver specific research projects where funding allows.
- **Communication:** Telling a stronger story about the work of NRDA and our collaboration partners; Enhancing our stakeholder engagement and the visibility of our work.
- **Sustainability (Climate Positive and Zero Waste):** Measuring and reducing our carbon footprint, becoming certified climate positive by Ekos and championing zero waste.
- **Te Tiriti Partnership:** Developing new and strengthening existing relationships with mana whenua and Iwi Māori to help us deliver more inclusive economic development.
- **Connectivity to Council:** Improving connectivity and working relationships to ensure greater alignment of strategic priorities and stronger working relationships across the breadth of programs, with staff and elected members.

- **Collaboration:** Enhancing collaboration in economic development by continuing to lead through the methodology of Project Kōkiri; strengthening our partnerships with the public and private sectors.
- **Funding Model and Efficiencies:** Building a sustainable funding framework to support future destination management and marketing. Ongoing, investigating opportunities for further operational efficiencies within NRDA and with Council.
- **Capability:** Building core capability as a highly skilled, adaptive and strategic team, including targeted capability building in areas of investment attraction, economic data analysis, business case development, Māori economy support and the wellbeing economy.
- **Enabling Organisational Excellence:** Growing an effective and efficient organisation, with the right culture, knowledge and outward focus to deliver our strategic priorities.
- **Culture:**

He aha te mea nui o te ao. He tāngata, He tāngata, He tāngata.

What is the most important thing the world? It is people, it is people, it is people.

Committed to strengthening our high performing team through a focus on building a culture of unity, courage, ambition and respect. The foundation underpinning our organisation's culture is built on the understanding that when you are deliberate about designing and nurturing culture, you are telling your people: we care about you, the way you experience working here is important, so let's not leave that experience to chance. The foundation underpinning our organisation's culture is built on the following Ara (pathways):

Ngā Ara



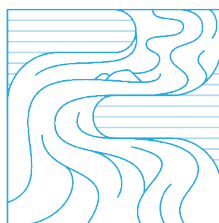
Te Ara Matua

He aha te mea nui o te ao?
He tāngata, He tāngata, He tāngata.
What is the most important thing in the world?
It is the people, it is the people, it is the people.



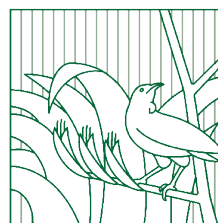
Te Ara Poutama

To encourage growth in individuals through understanding their passion, strengths and how that aligns with the organisation.



Te Ara Tiatia

To encourage growth as individuals through team based opportunities.



Te Ara Aruhea

Whiri te tāngata.
Weave the people together.



Te Ara Tika

To develop and enhance operational systems and processes for better performance.

5. Measuring Our Success

The following table sets out the key performance measures for the activities the NRDA will deliver to be reported under the annual reporting cycle.

Activity/ Areas	Indicators	Data source	Reporting Measures of Success
Economic Strategy and Innovation			
Strategic Economic Development	Collaboration is maintained between stakeholders on priority strategies and initiatives through Project Kōkiri methodology	Project Kōkiri Leadership Group reporting	<ul style="list-style-type: none"> Project Kōkiri collaboration maintained as an enduring regional partnership (minimum quarterly meetings), with actions and outcomes recorded Nelson Tasman Productivity Project developed with regional stakeholder participation and buy-in
Economic Intelligence	Regional economic intelligence supports decision making	NRDA Economic reports	<ul style="list-style-type: none"> Quarterly economic profile reports align with shareholder and business needs
Supporting further recognition and uplift of the Te Taihū Māori economy	Māori businesses engaged with NRDA report positive business outcomes from service	NRDA Database	<ul style="list-style-type: none"> Businesses report a net promoter score of 50+ or higher
Visitor Sector Regeneration	<ul style="list-style-type: none"> Residents appreciate the benefits of visitation 	DMP reporting	<ul style="list-style-type: none"> Angus and Associates Views on Tourism Research Report shows positive feedback from residents
	<ul style="list-style-type: none"> Visitor spend 	MBIE	<ul style="list-style-type: none"> Visitor spend in Nelson Tasman increases at a rate exceeding the national average

Activity/ Areas	Indicators	Data source	Reporting Measures of Success
Investment Attraction and Promotion			
Regional Identity and Proposition	Deliver an updated Regional Identity and Proposition	NRDA database	Regional Identity update project complete and endorsed by Project Kōkiri by March 2023
Investment Attraction	Number of unique visitors to NelsonTasman.nz and time spent	Google Analytics	<ul style="list-style-type: none"> Number of unique visitors to nelsontasman.nz increases 5% on previous year Revised Regional Identity implementation plan in place
	Investment opportunities associated with NRDA referral/involvement	NRDA database	<ul style="list-style-type: none"> Regional investment proposition produced and provided to NZTE 12+ investment referrals/ promoted opportunities per year
Destination Profiling	Total Equivalent Advertising Value (EAV) secured	NRDA database	<ul style="list-style-type: none"> \$1M EAV secured by June 2023 Total engagement rate across social media channels exceeds industry average (3.6% on Facebook and 1.16% on Instagram) for year to June 2023 Three campaigns and promotions delivered profiling Nelson Tasman as a great destination for visitors, businesses and talent attraction
	Number of film enquiries for Nelson Tasman linked to Te Taihu Film	Te Taihu Film Office	<ul style="list-style-type: none"> 6+ enquiries per year and 2+ filming outcomes
Strategic Events	Diverse events programme delivering strong value to the regional economy	REF analytics	Regional events deliver over \$15m of value to the regional economy per annum ⁴⁶

46. COVID-19 related restrictions permitting.

Activity/ Areas	Indicators	Data source	Reporting Measures of Success
Business and Workforce Development			
Facilitating business access to advice and R&D funding	Number of businesses supported through 1:1 business advisory service	RBP data	Contract annual target: 300
	Businesses have experienced positive business outcomes	RBP data	Businesses report a net promoter score of 50+ or higher
	Māori businesses engaged with NRDA report positive business outcomes from service	NRDA database	Businesses report a net promoter score of 50+ or higher
	Total value of capability development and R&D funding issued	RBP data	Contract annual target circa \$1m
Workforce and Skills Development	Priority Workforce Development Plan programmes included in NRDA Sol ⁴⁷	NRDA database	FY23 Sol includes Workforce Development programmes that align with the RSLG Workforce Development Plan
	Number of businesses engaged in youth transition to employment programmes	NRDA database	50 businesses engaged
	Number of businesses supported through Nelson Tasman Digital Boost	NRDA Database	Capability improvement as reported through programme feedback
Business Innovation (Mahitahi Colab)	Number and impact of business initiatives or events held in the Mahitahi Colab supporting innovation and numbers of participating businesses	Mahitahi Colab database	<ul style="list-style-type: none"> 80 events held at the Mahitahi Colab; 2500 total attendees (COVID-19 permitting) Quarterly innovation event programme delivered 70% of businesses engaged with Co.Starters programmes report an improvement in entrepreneurial capability
Targeted Sector Support Initiatives	<ul style="list-style-type: none"> Business cluster activation Sector support for reducing carbon footprint Visitor sector business support 	NRDA database	<ul style="list-style-type: none"> Te Tauihu Blue Economy cluster established and 20+ businesses engaged 3+ Partnership initiatives with climate action/industry sector groups directly supporting industry solutions for reducing carbon footprint 6+ Visitor sector business resilience training and development delivered

47. Subject to timing and funding.

6. Financial Performance

6.1. Projected Financial Performance

NRDA is pleased to be able to provide an updated Sol for 2021-2024 and financial statement through engagement with Nelson City Council and the Long-Term Plan process.

Appendix 8.2 presents a high-level summary of percentage breakdown of proposed investment across functional activities in 2022/2023. Monitoring of this investment across activity areas will be included in all performance reports to Council.

Appendices 8.3, 8.4 present:

- Prospective Statement of Comprehensive Income.
- Opening Statement of Financial Position.

The financial statement builds on the momentum gained through Project Kōkiri, to achieve the greatest economic impact for our region, while focusing on the strategic priorities and long-term outcomes as identified in the NCC Letter of Expectation. This statement reflects our review of our activities and resources and a shift of focus from a tactical to more strategically led organisation.

This Sol and funding statement is based on an understanding of 2021-2024 core annual Nelson City Council funding of \$1,272,000, as per Long-Term Plan discussions, and confirmed Tasman District Council annual core funding of \$325,000, with an annual CPI increase.

The following table summarises recent investment levels into the NRDA:

Funding Source	Funding			Budget		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Core Funding NCC	899,000	865,000	912,000	1,272,000	1,334,328	1,346,846
Core Funding TDC	300,000	300,000	300,000	325,000	340,925	344,123
COVID-19 Response NCC/TDC		50,000	450,000			
NCC Event Fund	72,000	73,000	73,500	73,500	73,632	77,825
Other Local body Funding	89,560	52,850	85,000	61,000**	7,000	7,000
Total Local Body Funding	1,360,560	1,340,850	1,821,000	1,731,500	1,757,885	1,775,794
Central Government	345,000	396,050	1,392,500	1,553,000	1,270,167*	708,000*
Private Sector	375,800	340,950	167,600	136,000	110,000*	250,000*
i-SITE	186,900 (\$30k)	139,500 (\$75k)	50,300(\$125k)	2,050*** (\$140k proj)		
Total	2,268,260	2,217,350	3,431,400	3,422,550	3,138,052	2,733,794

*Central Government and Private Sector Funding in years 2022-24 is currently unconfirmed.

**Includes NCC contribution of \$44K to the Nelson i-SITE.

***Offset by NCC contribution of \$44K to the Nelson i-SITE.

These financials and the proposed Sol are presented in the following context, including items informed by the Martin Jenkins Review in November 2020:⁴⁸

- Strained Private Sector Investment:** COVID-19 has disrupted and continues to disrupt NRDA's ability to attract private sector investment due to the impact of border closures on the visitor sector. Previously, NRDA has attracted relatively high levels of private sector investment comparative to other similar organisations (validated by the Martin Jenkins Review). We have been successful in pivoting somewhat to new private sector funding through targeted initiatives such as Pick Nelson Tasman and the Catch a Job campaign, however, these reflect a change in nature of private sector funding to support specific activities (in-out funding) and not the wider work of NRDA. At the time when this Sol was first drafted it was anticipated that Nelson Tasman would now be in the COVID-19 recovery stage, however subsequent lockdowns, restrictions and border closures have limited NRDA's ability to raise private sector funding over the next two years. The Visitor Sector has been significantly impacted.
- Historically Low Levels of Core Funding:** NRDA has been operating on low levels of core local government funding when compared with other similar economic development agencies.
- Operational Cost Efficiencies:** The review of NRDA's operations found that we are operating relatively efficiently compared to other EDA's and there was limited room for a reduction in costs. Nevertheless, we are committed to further investigating opportunities for efficiencies, within NRDA and with Council.
- Central Government Investment:** In the FY2020-21 NRDA received one-off Central Government funding for a range of specific COVID-19 response activities. However, future Central Government funding remains uncertain and opportunities continue to be investigated to leverage local government funding to secure Central Government investment. Significantly, at the time of writing, no further government support is available for delivery of year two onwards of the five-year Destination Management Plan.

In May 2022, NRDA was advised that our bid to secure the continued contract delivery for the Regional Business Partner Programme 2022-2027 was successful. At the time of writing, no further details are confirmed. This is a core delivery programme for NRDA supporting innovation and research and development

in Nelson Tasman industry. The Employment to Education contract funded through MSD is confirmed for one year 2022-23.

- Private Sector Revenue Assumptions:** Budget projections assume Private Sector funding; 2022-23 Total \$110k (\$60K Regional Profiling and \$50K Workforce and Skills campaign); 2023-24 Total 250k (\$200K Regional Profiling and \$50K Workforce and Skills Campaign).

6.2. Building Long-Term Financial Sustainability

The combination of the loss of private sector funding and visitor sector income, and an uncertain future around Central Government support challenges the financial sustainability of NRDA. To deliver on the aspirations and to build on the momentum of Project Kōkiri, establishing a sustainable model of future funding in the long term is essential. Work is underway to identify an alternative private sector funding model to support Destination management and marketing, however this comes at a very challenging time for the visitor economy. This need for longer term financial sustainability applies across all NRDA functions.

The 2020 Martin Jenkins review of NRDA's operations highlighted that one option to increase core funding that could be assessed is the potential to develop a regional economic development fund (Regional Economic Investment Fund). Similar funds created elsewhere have been used to co-invest in business cases and major regional economic development projects, with work typically led by the local EDA. Apart from bolstering local funding, the existence of the funds has made it easier to attract Central Government co-investment in the projects. Consideration of this approach may provide an opportunity for a sustainable future business model.

6.3. Transition Focus and Resource Implications

Through refocusing and adjustments, 2021-2024 Council investment will enable NRDA to:

- Leverage Central Government funding to support key programs, including: Tourism Support Recovery and Re-Set funding (destination management and profiling funding to December 2022); Regional Business Partnership Program (RBPP) funding, and Education to Employment (until 2023).

Note: The 2022 Sol update assumes no funding support for the Destination Management Plan by Government post December 2022.

48. Economic Development Priorities for Nelson Tasman: Final Report: Identifying opportunities and challenges for the region, Martin Jenkins November 2020m

- Oversee and drive delivery of the Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0 Regeneration Plan), maintaining and strengthening a collaborative approach to regional development.
- Unlock Investment: Focus a workstream within NRDA on attracting public and private investment to the region through strategic business case development and positioning (economic development, infrastructure and commercial opportunities).
- Strengthen economic profiling and insights: Provide economic profile information to Council and stakeholders, providing a more holistic view of economic performance and supporting regional considerations for investment and commercial opportunity attraction. Resources: Budget allocation (information, impact modelling and assessments, Productivity Project, six-monthly regional economic briefing).
- Industry sectors: Provide support and expertise to identified sectors/clusters to support industry transformation and/or cluster-based initiatives. In 2022 this includes a major focus on the advancement of a Te Taihū Blue Economy cluster.
- Support Māori Economic Development: Working within a partnership/engagement framework, promote Maori economic development opportunities in the region. Resources: Existing staff; additional resources in future years pending outcomes of RBP programme submission.
- Champion innovation and sustainability: Continued focus (including Mahitahi Colab partnership).
- Regional profiling and visitor economy support. In 2022/23 this includes a new commitment to Te Taihū Film through existing resources. Funding support for Destination Management and visitor economy support was secured for 2020/21 and 2021/22 under STAPP/ Tourism Support Recovery and Re-Set. Resources: Sustainable funding model (destination management) to be investigated for implementation commencing year 2. Issue: Year 2-5 Government funding is unconfirmed at the time of the 2022 Sol update. The 2022 Sol update assumes no funding support for the Destination Management Plan by Government post December 2022.
- Regional Skills and workforce programmes and forums participation. Continue to deliver/expand targeted programs subject to Government funding.

Note: Government funded Education to Employment Programme (E2E) funding not confirmed beyond June 2023 at time of 2022 Sol update.
- The review of the i-SITE delivery model in 2021/22 found the current in-person information service model to be financially unviable and not fit-for-purpose for changed and future visitor needs. The outcome of the review was the decision to pause and temporarily close the in-person service to allow up to 24 months for the formation of future, contemporary and relevant in-person visitor information support to be determined.

The 2022 Sol update assumes a nominal amount allowed for the i-SITE closure of operations.

Note: Opportunities for operational efficiencies to be investigated on an ongoing basis internally and with Council staff.

7. Governance Statement

Governance of the NRDA is the responsibility of the NRDA Board. Operations of the NRDA organisation are the responsibility of the Chief Executive who reports to the Chair of the Board.

7.1. Procedure to be Followed with Purchase of Shares in Other Company or Organisation

The procedure to be followed before subscription for, or purchase of, or other acquisition of shares in any company or organisation, shall be by resolution of the Directors, excepting that any significant diversification or addition to existing activities will be referred to the shareholder for approval.

7.2. Directors Estimate of Company Value

The Directors estimate that the opening balance of shareholder funds in the annual accounts will represent the value of the Company. The Directors will advise the shareholder on an annual basis if they believe the value to differ materially from this state. The opening balance of equity projected at 1 July 2022 is \$245,364. The projected ratio of consolidated shareholder funds to total assets at 1 July 2022 is 20%.

Based on the nature of the NRDA's business the shareholder accepts no dividend is required to be paid to the shareholder as a result of the company's activities.

7.3. Accounting Policies

The NRDA Accounting Policies were reviewed by the board in November 2021 following the 2020/2021 audit report and found to be complying with the Tier 2 Public Benefit Entity Public Sector ("Tier 2 PBE PS") Financial Reporting Framework and all audit requirements. A full set of the reviewed policies are available from the NRDA as required.

7.4. Capital Expenditure and Asset Management Intentions

Based on the business model assumption the capital expenditure estimate for 2022/2023 is \$165K and 2023/2024 is \$45K. This will assist in the delivery of expected outcomes and will be primarily allocated to redevelopment of the nelsontasman.nz website and digital assets, which is scheduled for 2022/2023.

7.5. Health and Safety

Directors and Officers (the CE) have obligations under the Health and Safety at Work Act 2015 regarding staff, contractors and visitor. NRDA has a policy, supported by a process, to:

- Be informed and keep up to date about work health and safety matters.
- Identify hazards and risks associated with NRDA operations and take steps and processes to eliminate or minimise those risks.
- Ensure the NRDA has appropriate processes for receiving and considering information regarding incidents, hazards and risks and for responding to these in a timely way.
- Ensure the NRDA implements processes for compliance, and verifies all of the above steps.

7.6. Risk Management

The current uncertain economic climate poses risks to the successful delivery of this Sol. We will focus on high levels of engagement and communication with key stakeholders and best practice Governance approach outlined in section 7 and apply these principles while monitoring and assessing risk. Key programme related risks associated with organisational ability to deliver against this Sol in 2022/23/24 are resource related. While shareholder core funding is confirmed to June 2024, future Government funding is not confirmed.

Category	Risk	Activity Areas Impacted	Likelihood	Impact	Mitigation
Government funding	<p>Primary Risk Destination Management Plan (DMP) funding unconfirmed post December 2022. At the same time, industry has not recovered for partnership funding</p> <p>Dependent Risks</p> <ul style="list-style-type: none"> DMP unfunded past year 1, wasting investment in 5-year plans; impacting community expectations Risk of loss of core funding for programme delivery, impacting NRDA operational sustainability Reduced levels of visitor sector support Loss of leverage opportunity to attract further partnership funding Organisational sustainability; staff retention 	<p>Economic Strategy and Innovation Visitor Sector Regeneration all outputs</p> <p>Business and Workforce Development Business Advice and Funding all outputs</p>	High	High	No alternative direct funding for destination management plan delivery; the DMP will provide strategic framework to guide activity, but initiatives delivery will be limited.

Category	Risk	Activity Areas Impacted	Likelihood	Impact	Mitigation
Government funding	<p>Primary risk Youth employment focused initiatives are dependent on Government funding which is unconfirmed beyond June 2023.</p> <p>Dependent risks</p> <ul style="list-style-type: none"> Failure to invest in future workforce planning Loss of leverage opportunity to attract further partnership funding 	<p>Business and Workforce Development Workforce and Skills Development – youth employment outputs</p>	High	Medium	<p>Sector specific programmes to be explored via industry sponsorship e.g. Oceans economy.</p>
Private Sector Funding	<p>Primary risk 2022-23 and 2023-24 budget assumptions for private (Visitor) sector contributions lack certainty: (2022-23/ 2023-24: \$60K/\$200k Visitor sector; \$50K pa Skills and Workforce</p> <p>Dependent risks</p> <ul style="list-style-type: none"> Organisational sustainability; staff loss 	<p>All areas and all outputs Including organisational sustainability and wellbeing</p>	High	High	<p>Caution in planning or commitment without confirmed funding.</p>
NRDA Resourcing	<p>Primary risk Mismatch between short-term funding uncertainty with regional commitment to 10-year Regeneration Plan</p> <p>Dependent risks</p> <ul style="list-style-type: none"> Limits organisational and community confidence in planning and delivery Organisational sustainability; staff retention 	<p>All areas and all outputs Including organisational sustainability and wellbeing</p>	High	High	<p>Case to shareholder for longer term funding certainty and increased balance in funding between Councils.</p>
Regional workforce constraints	<p>Primary risk Impacts of constrained labour market, wage pressures and competition</p> <p>Dependent risks Organisational sustainability; staff retention</p>	<p>All areas and all outputs Including organisational sustainability and wellbeing</p>	High	High	<p>Within budget, NRDA is committed as a fair, flexible and competitive employer, with strong focus on positive workplace culture and professional development.</p>

7.7. Sustainability and Climate Change Responsiveness

The NRDA recognises that Climate Change is a significant risk to the future of NZ and the region's economy. The NRDA has taken a lead from the work completed as part of the environment pillar of Te Tauihu Intergenerational Strategy around Climate Change. This work has assisted in informing us on considerations we should be giving in any future sustainable economic development initiatives. The Nelson Tasman Regeneration Plan⁴⁹ likewise recognises this global and regional challenge and the transitions required within the current economy to a lower emission focused economic and community base, and a focus on the future resilience of the region in response to the significant challenges presented by climate change. This highlights the green/regenerative economy as an emerging economic driver which cuts across industries and focuses us on the opportunities that present when we converge our key strengths; that part of the economy that is focused on sustainability and environmental restoration which includes our businesses who benefit from a reputation for sustainability and care.

NRDA has sustainability at the heart of the organisation's approach to all its activities.

7.8. Organisational Sustainability

An objective to support delivery of the Sol is to build the NRDA organisational sustainability. This will focus on building the capability of the 'core' team, supporting organisational resilience, flexibility to new challenges, increased staff confidence and succession planning.

7.9. Reporting to the Shareholder

In addition to provide economic reporting, advice and guidance to NCC, NRDA also has key reporting requirements and timeframes it must meet under Schedule 8 of the Local Government Act.

Half Yearly – NRDA report to Shareholder

- By the end of March each year, the NRDA will provide to the Shareholder a half- yearly report against the Sol Key Performance Measures and comply with the Local Government Act.
- This report will contain unaudited financial information and comply with NZIAS 34.
- This report will also be provided to TDC.

Annual – NRDA balance date is 30 June and the NRDA will provide an Annual report to the shareholder by the 30 September each year

- The Annual report will report against the Sol Key Performance Measures and comply with sections 67, 68 and 69 of the Local Government Act and the Companies Act.
- This report will include audited Financial Statements and comply with NZIAS 34.
- His report will also be provided to TDC.

NRDA will be available to attend ad-hoc Council meetings or workshops throughout the year on an as requested basis. NRDA will make an effort where possible in its reporting to the Councils to provide both a regional and a Territorial Local Authority level of information.

7.10. Best Practice Governance

Consistent with best practice, Directors are appointed under the expectation that in undertaking their role, they will exhibit and ensure to:

- Act as a Board of Governance for the organisation responsible for the overall direction and control of the company's activities, to act in the best interests of the NRDA, and not act as representatives of either their business or the sector they work in.
- Assist the organisation to ensure the activities of the NRDA deliver upon the Sol and funding agreements with the shareholder which are driven by the strategies and expectations of the two funding Councils.
- The Board will adopt governance practices and policies that are not inconsistent with those of the Shareholder and make the commitment to operate in a manner consistent with adherence to the Companies and Local Government Acts and the principles of the Institute of Directors of NZ and their four pillars of governance best practice for NZ Directors.
- Sound and sustainable business practice in commercial undertakings, operating as an efficient and effective business.
- Ethical and good behaviour in dealing with all parties in alignment with a policy of identifying and dealing with potential conflicts of interest.
- An active partnership with the Shareholder, Iwi and Māori, TDC, funding partners and key stakeholder.
- The Chairperson and Board members are expected to adhere to the communication protocols identified in the Sol addition to the formal reporting requirements.

49. Nelson Tasman Regeneration Plan 2021-2031 (Project Kōkiri 2.0) (Draft at time of Sol submission)

- The practices of a good employer, operating a personnel policy containing provisions generally accepted as necessary for the fair and proper treatment of employees in all aspects of their employment.
- The Board shall ensure that the Company has appropriate risk management procedures and policies in place to assist the smooth running of the organisation and compliance with all applicable legislation.
- The Board shall ensure that the Company has appropriate Health, Safety and Wellness procedures and policies in place to assist the safe running of the organisation and compliance with all applicable legislation.
- Act in a manner that will bring commercial disciplines and a greater ability to partner with the business community.
- The Company Constitution sets out in more detail the governance framework for the Company.
- In accordance with best practice the Board Chair will undertake an evaluation of the individual members and overall board performance by November 2021.

7.11. Communication Protocols

The Chairperson, Board members and officers of the NRDA are expected to adhere to the following communication protocols with the Shareholder in addition to the formal reporting requirements:

- A “no-surprises” approach.
- Consultation with the Shareholder prior to external release of significant changes and/or developments.
- Early notification and collaboration on the management of risks and issues.
- Will not make comments that could detrimentally impact or bring into disrepute the Shareholders reputation.

In addition to complying with formal reporting requirements and communication protocols, NRDA will be committed to ongoing, open and collaborative relationships with our Shareholder, to ensure transparency of information, clarity of understanding and to ensure good working relationships with and support for the Council in its service to the Community.

8. Appendices

8.1. Appendix 1: Summary Work Plan

Noting that the proposed work plan is subject to change due to emerging issues, and that any significant changes will to be discussed with Council.

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Economic Strategy and Innovation	Strategic Economic Development	<ul style="list-style-type: none"> Strategic direction as agreed with Council and as adopted through The Regeneration Plan. Activities and reporting delivered within Strategic framework Oversight, monitoring, communication on delivery progress against the Nelson Tasman Regeneration Plan Project Kōkiri Leadership Group meeting regularly and called to action on strategic issues and opportunities. Enduring model reviewed and confirmed. Strategic issues and opportunities monitored and discussed with stakeholders Championing innovation and sustainability, underpinning all activities 		
	Economic Intelligence	<ul style="list-style-type: none"> <i>Assessment and reset:</i> Current data collection, availability assessed/expanded/adjusted to ensure fit for purpose, accessibility, communication and responsiveness <i>Data insights:</i> Establish regular qualitative and quantitative data and insights relevant to key sectors, including visitor sector, to inform decision making, local and Central Government and local businesses Support the development of climate action-related data and insights to support regional initiatives in carbon reduction and offset Support the development of wellbeing data and insights that provide a fact-based framework for prioritisation of initiatives. We will apply wellbeing criteria to development projects Capture and profile Māori business and economic information in our data and insights to inform strategy and decision making <i>Economic profile:</i> Designed and commenced, including national trends and regional economy <i>Economic data partner:</i> Confirmed <i>Survey:</i> Nelson Tasman Business Confidence and Insights survey established in partnership with Chamber of Commerce <i>Impact model:</i> Economic impact model and assessment capacity developed Shareholder business visitation programme to commence 2021/22 	<ul style="list-style-type: none"> Ongoing service established to ensure relevant strategies and projects (NRDA, Council and partners) are supported by evidence and that data and economic profiling is both proactive and responsive to need Quarterly economic profile maintained Nelson Tasman Business Panel regular survey delivered and reported Economic value/impact model applied to support decision making and investment considerations Input to economic value/impact assessments to support major investment considerations (note: may require additional partner support in some cases depending on budget) Leadership of the Nelson Tasman Productivity Project 	

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Economic Strategy and Innovation	Te Taihū Māori Economy	<ul style="list-style-type: none"> Māori business and economy data included in data insights and profiling Partnership on Te Taihū Economic Pou/established forum, supporting Māori economy focus work Work within a Māori partnership and engagement plan to work closely with mana whenua and Te Taihū Māori owned enterprises to promote and strengthen Māori economic development in the region Work commencing according to findings of engagement and partnership plan 	<ul style="list-style-type: none"> Continuation of 2021/22 programme building on progress and according to the engagement and partnership framework developed in 2021/22 	
	Creative Economy	Supporting strengthening and profiling of the region's creative economy	<ul style="list-style-type: none"> In the creative sector, develop the Makers and Creators Programme under the DMP, to build the profile of, and preference for, locally made and created artworks, creative experiences, food and beverage products that can be included in visitor experience Build e-commerce, cross selling and way finding for our makers and creators Develop new curated content in an online guide, digital capability for toolkit for businesses and a new makers and creators trail Te Taihū film – support regional film makers through regional partnership to profile regional film industry capability and regional promotion for film (funding dependent – currently unconfirmed) 	
	Visitor Sector Regeneration <i>The Destination Management Plan provides the guiding document to rebuild the visitor sector in alignment with the Te Taihū Intergenerational strategy, in such a way that it enhances our local communities, cultures and environment and economy.</i>	<p>Destination Management is centred around social, cultural, and environmental sustainability in order to ensure long term economic sustainability. This requires managing both the supply side and the demand side of the visitor sector, i.e. developing new ways of hosting visitors, offering authentic experiences which support the region's values as well as attracting the kind of visitors who care about this.</p> <p><i>Ongoing: Advocate for continued improvement to regional access (roads, air, public transport); Review crisis management planning; Provide/interpret relevant qualitative and quantitative data and insights.</i></p>	<p>Capability Building and Resilience⁵⁰</p> <ul style="list-style-type: none"> <i>Industry Collaboration:</i> Pilot new ways for local operators to 'code share' their transport and transfers <i>Greening the visitor experience:</i> Facilitate training to operators in improving their environmental practices and measuring and reducing carbon footprint and guidelines for offsetting Trial new collaborative operating models to improve sector resilience and productivity e.g. combined retail and experience hubs, collective marketing, packaged itineraries Work with stakeholders to strengthen alignment between education and training opportunities with employer needs Showcase and profile eco-experiences to support uptake and new product development, including zero carbon certification Host the DOC/MBIE/MSD partnership Tourism-Conservation to support sustainable industry employment Develop and deliver Makers and Creators digital capability toolkit capability for businesses 	<ul style="list-style-type: none"> Continuation of 2021/22/23 established programmes Pilot new ways to create more consistent and higher value employment Investigate funding opportunities for fleet greening of rental car/coach fleets

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Economic Strategy and Innovation	Visitor Sector Regeneration <i>The Destination Management Plan provides the guiding document to rebuild the visitor sector in alignment with the Te Taihū Intergenerational strategy, in such a way that it enhances our local communities, cultures and environment and economy.</i>	Product Development⁵¹ <ul style="list-style-type: none"> <i>Special Interest Strategies:</i> Create strategies, feasibility studies and business cases for key sub-sectors to develop and enhance opportunities for more vibrant visitor engagement: F&B tourism; Arts Tourism <i>Journey Development:</i> Curate journeys to encourage wider dispersal of visitors within the region while maintaining a light footprint- “explore more, care more” Accessible and Inclusive Tourism 	<ul style="list-style-type: none"> Provide planning support for sub-regions where needed such as Golden Bay and Murchison Curate further journeys to encourage wider dispersal of visitors with neighbouring regions Develop and promote accessible and inclusive travel options (e.g. for wheelchair users) to connect all visitors to our natural environment <i>Local communication programme:</i> To improve local understanding of the benefits of the visitor sector Continued support to develop and profile Nelson Tasman as a carbon light destination 	<ul style="list-style-type: none"> Support extending the heartland ride network for cycle journeys (e.g. Havelock to Nelson via Maungatapu) In partnership with DOC, develop and promote iconic single and multi-day walks Establish and implement an Accessible and Inclusive Region (Tourism) Strategy as a regional partnership programme

51. Note: subject to funding support for Destination Management Plan delivery (TBC).

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Investment Attraction and Promotion	Regional Identity and Proposition <i>Link: Investment Attraction, Profiling, Strategic Events</i>	<ul style="list-style-type: none"> Extend and update current regional identity to reflect changing environment post COVID-19, energy from the We've Got This campaign, and to build a stronger business and investment and talent focus, including strengths in innovation, science, research and technology Commence phase 1 of the redevelopment of the nelsontasman.nz website as the key destination website with a stronger focus on prospective businesses, investors, talent and locals as our ambassadors. This will also involve exploration of whether the ItsOn website (which is overdue for an update due to outdated technology) could be incorporated 	<ul style="list-style-type: none"> Ensure the updated regional identity reflects more strongly: Māori storytelling and iwi engagement; arts and creativity; science and research; low carbon footprint. <i>Notes: The Regional Identity Request for Proposal (RFP) (currently out for tender) explicitly mentions the Strategic Framework which includes the Creative Economy. We will ensure throughout the development of the regional identity that the arts and creativity economy are reflected as a critical part of our identity.</i> Develop and implement a coordinated framework and tools for businesses and the community to market the region through the updated regional identity Deliver a locals campaign to embed the updated regional identity within the local community Complete the redevelopment of the nelsontasman.nz website 	<ul style="list-style-type: none"> Continue to refine and develop the regional identity as new business and community stories evolve, and update framework and tools as needed Grow engagement and visitation of nelsontasman.nz for increased promotion of and information on the region

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
		Activity levels dependent on future funding and model		
Investment Attraction and Promotion	Investment Attraction <i>Link: Regional Identity and Proposition, Nelson Tasman Regeneration Plan Priorities</i>	Investment strategy		
		<ul style="list-style-type: none"> <i>Capacity:</i> Build (NRDA) capability and capacity to lead, facilitate and support investment attraction and business case development: Staff resource focus and professional development, resources tool kit, key partner arrangements <i>Proposition profile:</i> Develop an investment proposition profile for the region (economic profile, support infrastructure strengths and opportunities, business and innovation stories) <i>Priority projects:</i> Priority regional investment projects confirmed, and outline business cases developed and promoted for investment Briefing for Ministers updated/re-presented each year and advocated to Government <i>Impact assessment:</i> Model and procedures in place to support proactive strategy, and response to emerging issues and opportunities Actively driving priority high impact investment opportunities including continuing work associated with activation of the Nelson Science and Technology Precinct <i>Supporting enterprise and innovation:</i> Facilitate investment opportunities between potential capital investors and industry Lead regional hosting of Tasmanian Trade delegation to facilitate cross-regional and industry collaboration and investment interests 		<ul style="list-style-type: none"> Maintain and continue to develop regional investment proposition profile Maintain Priority Projects register Te Taihū wide and develop base business cases. Develop and maintain funding activity register Implement use of Impact Assessment Model to assess emerging regional opportunities, proposals and issues Actively driving priority high impact investment opportunities including continuing work associated with activation of the Nelson Science and Technology Precinct <i>Supporting enterprise and innovation:</i> Facilitate government investment opportunities/connections for industry
	Destination Profiling <i>Link: Investment Attraction, Sustainability, Innovation</i>	<ul style="list-style-type: none"> Building on the 2021 inaugural Intelligent Guardians event, partner with TEDx Nelson 2021 to showcase the region as a place rich in innovative thinking with plenty of 'ideas worth spreading' Deliver a 2023 Intelligent Guardians event through sponsorship/partner funding and develop this into a multi-day festival to include and range of events and workshops exploring profiling and facilitating industry and community conversation on how we can be good ancestors, with a focus on utilising science and technology to protect and prosper Develop and deliver a comms strategy to showcase our region's strengths and business and innovation stories (to support investment attraction activity) Commence work to profile the region for film as part of a Te Taihū Film partnership, establishing a location profile bank, business database, and promoting the region as film friendly (funding dependent) In partnerships with regional schools, support regional profiling for international education (funding dependent) 		<ul style="list-style-type: none"> Continue to build the momentum of Intelligent Guardians - Deliver a 2023 Intelligent Guardians event, subject to sponsorship/partner funding (planning through 2022) In partnership with regional and national stakeholders (e.g. NZTE), actively position and profile the region. This will include overall profiling and targeted campaigns, e.g. supporting the Tech Precinct Continue to deliver an ongoing comms/ media strategy to showcase our region's strengths and our business and innovation stories

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
		Activity levels dependent on future funding and model		
Investment Attraction and Promotion	Destination Marketing	<ul style="list-style-type: none"> • Create a local ambassador programme to incentivise local exploration of the region, hosting their own visitors and repeat visitation • Continue to build regional profile through the website and digital channels • Revalidate and share our regional stories including hosting key media • Resume international trade and media marketing as borders reopen, beginning with Australia • Provide in-region support to visitors through visitor guides, maps, screens (trial), website support, and phone support • In 2022/23, NRDA, in partnership with NCC, will review the feasibility/business case for a re-developed/re-positioned i-SITE (type) model aligned to contemporary visitor needs and business viability requirements 		<ul style="list-style-type: none"> • Continuation of 2021/22 programme • Leverage the regional mountain biking experience to build profile • Work with DoC to promote lesser-known/less-frequented areas of the Abel Tasman National Park and to increase off-peak visitation
	Strategic Events <i>Delivering the Nelson Tasman and Marlborough events strategy efficiencies</i>	<ul style="list-style-type: none"> • Establishment of new multi-day major and business events enabled by the Regional Events Fund (REF) to drive visitation and leverage local strengths and industries • Build upon established structures to grow long term capability and capacity in the local events sector • Deliver NCC Events Funds under the leadership of the Events Development Committee • Note: Events minimising waste and supporting other local environmental initiatives will be considered favourably for REF and NCC events funding 		<ul style="list-style-type: none"> • Continue to manage REF and NCC Events Fund • Leverage major and business events supported by NCC Events Fund and REF to maximise the benefits to the events sector and increase flow-on effects to the wider region • By year 3 of the REF, some major and business events should have established their reputation enabling them to have a higher degree of economic sustainability

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Business and Workforce Development	Business Advice and Funding	<ul style="list-style-type: none"> Continue the successful management and delivery of the Regional Business Partner Programme Support 300 businesses per year through the various business development and capacity building activities as enabled by the Regional Business Partner Programme Continue to connect and refer businesses to both in-region and out-of-region expertise and opportunities e.g. Māori support, exporting support, investment support, start-up support, connecting to talent Partner with the Mahitahi Colab to deliver and support in-region initiatives which help to identify opportunities for growth in key sectors Working with government partners to promote commercial opportunities to support regional growth e.g. MPI, MFAT, ITPs 		
	Workforce and Skills Development	<ul style="list-style-type: none"> Work with the Regional Skills Leadership Group in the development of the Regional Workforce Development Plan, (new programmes currently unfunded) <i>Education to Employment:</i> Connect schools in the region with businesses and support delivery of school specific events to educate and excite students about vocational pathways in the region <i>As part of E2E,</i> launch and market a Nelson Tasman digital careers hub for secondary school students to educate and inspire about employment opportunities in the region and connect them with businesses (also a connection hub to all other youth related opportunities and programmes in the region) <i>As part of E2E,</i> deliver the second Fantastic Futures conferences in the region, growing this to 150 students Support the Young Enterprise Scheme, in partnership with Nelson Tasman Chamber of Commerce <p><i>Currently unfunded but proposed if partnership funding secured:</i></p> <ul style="list-style-type: none"> Pilot Youth Employability Programme in Nelson Tasman region with one school cohort (25 students) and one NEET cohort (16 youth) (\$60k) Deliver Grad Nelson Tasman and Intern Nelson Tasman – growing the number of students taking part to 20 interns and 10 graduates (\$50k) Support further development and implementation of blueprint for businesses to work with NMIT to fill specific skills and capability gaps through short courses and micro-credentials 	<ul style="list-style-type: none"> Continue work with RSLG to develop and deliver against the Regional Workforce Plan (currently unfunded). Education to Employment Brokerage service is currently funded to June 2023: <ul style="list-style-type: none"> Continue to support all 12 schools in the region to connect with businesses and deliver events Develop and maintain careers hub content to cover more sectors, opportunities and inspirational case studies Grow the Fantastic Futures conference to be accessible to 200 students Actively seek funding to support a dedicated 'ocean economy' E2E broker Continue to support the Young Enterprise Scheme, in partnership with Nelson Tasman Chamber of Commerce Depending on outcomes and funding, grow the Youth Employability Programme Depending on investment, partner in the development of the Youth Hub, an identified Te Taihū regional priority, and grow and deliver Grad Nelson Tasman and Intern Nelson Tasman In 2022/23 deliver a Digital Boost workstream for Nelson Tasman supporting strengthened capability across business cohorts Work with Project Kōkiri partners to advocate for a strategic, regional skills hub, to position Nelson Tasman for major development to ensure necessary skills, training and business capability pipeline (notably next five years' development to include Hospital Redevelopment, Science Tech Precinct) 	

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Business and Workforce Development	Business Innovation and Mahitahi Colab	<ul style="list-style-type: none"> Work with/through the Mahitahi Colab to: <ul style="list-style-type: none"> Provide the physical space for collaboration, through co-working, events and co-location of key partners Develop and deliver a programme of innovation initiatives such as: Start-up Weekend; Creative HQ; NZTech engagement; business event series for example; sector-specific Co.Starters/other acceleration activities; (Noting new initiatives depend on 2023/24 sponsorship) Support/align with Intelligent Guardians and RBP generated initiatives to drive innovation outcomes for the region (as opportunities arise) Provide workplace learning opportunities for NMIT students (dependent on programme review and external funding) 		
	Sector Transitions and Growth	<ul style="list-style-type: none"> All sectors: Climate Change <ul style="list-style-type: none"> Provide regular information to regional businesses through data, insights and case studies to support regional initiatives in carbon reduction Engage with climate action groups to explore opportunities to support industry solutions for reducing carbon footprint Engage existing initiatives, such as Business for Climate Action, in sector focused transition support programmes Food and Beverage <ul style="list-style-type: none"> Build on 2020/2021 work (F&B Tourism Strategy and F&B Co.Starters cohort) to develop a regional food and beverage sector support strategy in Nelson Tasman, to deliver against the F&B Industry Transformation Plan (when released), Just Transitions strategy, and already identified needs Co.Starters cohort – new and growing F&B businesses Supporting joint marketing efforts to help smaller F&B businesses access new markets and grow exports Mapping local F&B value chain and underutilised capital assets to help producers improve productivity and invest in new technologies Supporting business connection and collaboration Assessing F&B cluster development potential 	<ul style="list-style-type: none"> Climate Change – All sectors: <ul style="list-style-type: none"> Work with climate action groups to support industry solutions for reducing carbon footprint Oceans Economy: <ul style="list-style-type: none"> Advance the development of the Te Taihu Blue Economy Cluster and the progression of priority projects. Continue engagement with industry to establish need and support; and secure funding to develop the cluster programme to enable projects, investment and profiling of the Blue Economy. Food and Fibre: <ul style="list-style-type: none"> Build 2020/2021 work (F&B Tourism Strategy and F&B Co.Starters cohort) to develop and progress a regional food and fibre sector support plan for Nelson, which aligns with the Fit for a Better World strategy and already identified needs. Work with MSD and the horticulture sector to deliver the “Pick Nelson Tasman” campaign to help address the seasonal labour shortage for harvest 2022/23 (based on industry demand) Establish demand, and deliver if required, the “Catch a Job” campaign in partnership with the seafood sector and MSD Deliver (based on demand) a specialised F&F Co.Starters Cohort to commence in 2022 with delivery into 2023 Deliver the Certificate of Applied Innovation in partnership with Creative HQ 	

Strategic Priority Area	Activity	2021/22	2022/23	2023/24
			Activity levels dependent on future funding and model	
Business and Workforce Development	Sector Transitions and Growth	<ul style="list-style-type: none"> • Horticulture: <ul style="list-style-type: none"> • Build on 2020/2021 work to develop a regional Agritech Industry Transformation support plan, in consultation with industry and with reference to the National Agritech Industry Transformation Plan, Just Transitions strategy and other relevant sector strategies • All sector initiatives to include exploring opportunities to support and develop Māori businesses and work with Iwi • Three-year programme to be delivered according to strategy and project review. Year three to include extension to further sectors • Responsiveness: Capacity maintained to support sectors according to emerging issues • Business Event programme: Quarterly all-business partnership event programme (sponsorship to be confirmed) focusing on and showcasing key issues 	<ul style="list-style-type: none"> • Supporting the Tech/IT sector through strategic and innovation focused events • All sector initiatives to include exploring opportunities to support and develop Māori businesses and work with Iwi • Responsiveness: Capacity maintained to support sectors according to emerging issues • Business Event Programme (through Mahitahi Colab) which aims to build sector capability and networks according to identified needs • Visitor Sector: <ul style="list-style-type: none"> • Deliver a Tourism and Conservation jobs broker initiative 2022/23 in partnership with DOC/MBIE/MSD, supporting workforce and industry sustainability • Continue to work with the regional Destination Management Plan industry reference group to ensure industry and wider regional insights to inform our activities 	
Organisation management (NRDA)	Destination Management Funding	<ul style="list-style-type: none"> • <i>Future model 2022 onwards:</i> Investigate future funding model for destination management and marketing and private sector partnerships to support programmes in 2022/23 and 2023/24; Investigate and confirm future service levels, location and funding model for the i-SITE 	<ul style="list-style-type: none"> • Investigate and manage appropriate regional funding partnerships to support delivery programme • Work with national RTONZ network to identify future funding model/proposal for RTO/DMP delivery <p>Note: Destination Management Plan funding unconfirmed beyond December 2022 at time of Sol submission</p>	
	Wellbeing and Development	Programmes established and maintained focused on building strong team culture and high performing team, including: staff development, culture development, and health, safety and wellbeing protocols		
	Sustainability	Work with EKOS to measure NRDA business operations carbon footprint and elect to go Zero Carbon or Climate Positive once measurement is complete		

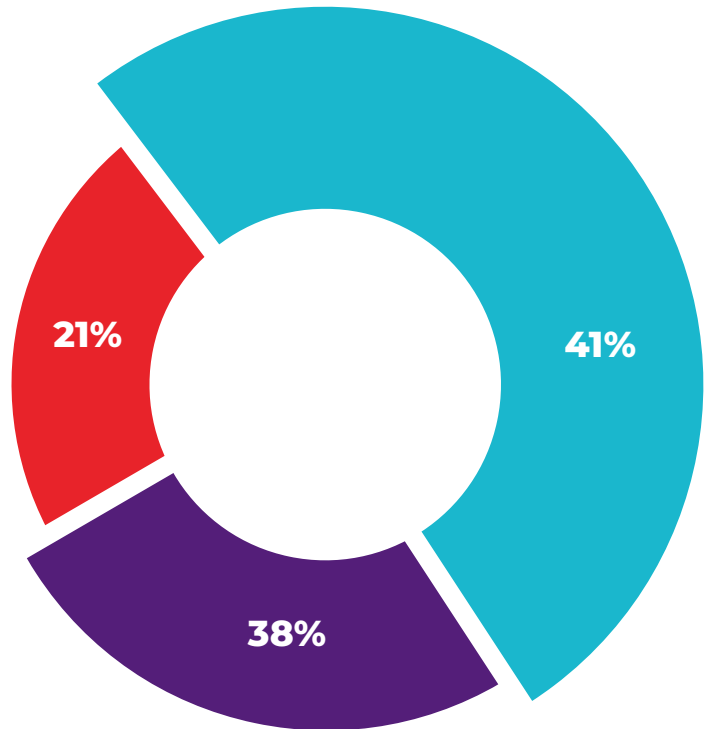
8.2. Appendix 2: Investment Across Activities

A high-level percentage breakdown of investment across functional activities proposed for 2022/2023 is presented in the chart below. Monitoring of this investment across activity areas will be included in all performance reports to Council. This highlights regional development investment achieved through local government funding.

Project delivery funding will be constrained with no confirmed Destination Management Plan funding past December 2022. Staff core operating and committed programme costs represent more than 90% of funding and therefore we will be reliant on raising funds to support programmes.

Strategic Activity Areas

- Economic Strategy and Innovation
\$661,980 (21%)
- Investment Attraction and Promotion
\$1,252,765 (41%)
- Business and Workforce Development
\$1,157,365 (38%)



Summary of activity delivery areas:

Economic Strategy and Innovation. Includes:

- Strategic Economic Development (includes Project Kōkiri, Māori Economy)
- Economic Intelligence (Data insights)
- Tourism Regeneration

Investment Attraction and Promotion. Includes:

- Regional Identity and Proposition
- Investment Attraction (business cases and impact)
- Destination profiling
- Events (includes Regional Events Fund and Nelson City Events)

Business and Workforce Development. Includes:

- Regional Business Partner Programme
- Employment to Education
- Young Enterprise Scheme partnership
- Business Innovation (Mahitahi Colab)
- Targeted Sector Support Initiatives

8.3. Appendix 3: Summary Prospective Statement of Comprehensive Income

Revenue	FY 2021-22	FY 2022-23	FY 2023-24
Central Government	1,553,000	1,270,167	708,000
NCC Events Contract	73,500	75,632	77,825
Private Sector	136,000	110,000	250,000
i-SITE Trading	2,050	-	-
Other Local Body Funding	61,000	7,000	7,000
Other Revenue	25,550	2,400	2,400
Core Shareholder Funding			
Shareholder Funding (NCC current)	1,272,000	1,334,328	1,346,846
Funding TDC	325,000	340,925	344,123
Total Core Shareholder Funding	1,597,000	1,675,253	1,690,969
Total Revenue	3,448,100	3,140,452	2,736,194

Less Operating Expenses	FY 2021-22	FY 2022-23	FY 2023-24
Economic Strategy and Innovation			
Strategic Economic Development	203,850	205,170	168,190
Economic Intelligence	180,920	145,630	149,220
Visitor Sector Regeneration	521,180	311,180	300,285
Total	905,950	661,980	617,695
Promotion and Investment Attraction			
Regional Identity and Proposition	222,575	221,080	244,765
Investment Attraction	261,490	168,630	179,770
Regional Profiling (including i-SITE 2021-22)	775,105	334,495	395,695
Strategic Events	352,285	528,560	488,065
Total	1,611,455	1,252,765	1,308,295
Business and Workforce Development			
Business Advice and Funding	399,765	711,170	469,940
Workforce and Skills Development	278,545	250,420	64,100
Targeted Sector Support	107,260	97,255	104,660
Business Innovation	66,500	98,520	88,470
Total	852,070	1,157,365	727,170
Total Operating Expenses	3,369,475	3,072,110	2,653,160

Operating Surplus (EBITDA)	78,625	68,342	83,034
Depreciation/Interest	57,950	65,385	82,560
Operating Profit (EBT)	20,675	2,957	474

8.4. Appendix 4: Summary Opening Statement of Financial Position

Assets	2021-22	2022-23	2023-24
Accounts Receivable	32,090	15,380	52,809
Bank Accounts	1,049,787	1,019,500	407,740
Other Current Assets	67,164	62,510	62,292
Prepayments	11,200	7,995	7,995
Total Current Assets	1,160,241	1,105,385	530,836
Fixed Assets	86,462	67,355	232,356
Liabilities			
Accounts Payable	473,766	415,790	177,710
Accrued Expenses	124,038	197,165	197,165
GST	-73,900	-83,030	-9,031
Income in Advance	459,250	362,440	114,024
Other Current Liabilities	18,186	14,336	14,328
Total Liabilities	1,001,340	906,701	494,196
Net Assets	245,364	266,039	268,996
Equity			
Retained Earnings	200,000	200,000	200,000
Issued Capital	45,364	66,039	68,996
Equity	245,364	266,039	268,996

