



STATEMENT OF INTENT 2018/19

NELSON REGIONAL DEVELOPMENT AGENCY LIMITED (‘NRDA’)

PREPARED BY
NELSON REGIONAL DEVELOPMENT AGENCY BOARD

1 JULY 2018 TO 30 JUNE 2019

39 Halifax Street, Nelson
P O Box 788, Nelson 7010

1 Introduction

1.1 Introduction

The Nelson Regional Development Agency (NRDA) is a Council Controlled Organisation, established 1 July 2016, and is 100% owned by the Nelson City Council (NCC). The NRDA core funding is provided by NCC. Tasman District Council (TDC) also contributes funding to NRDA through an agreement of expectations and funding for economic development services with NCC. These services are delivered by the NRDA with a combined Nelson Tasman regional focus. This statement of Intent (Sol) is prepared in response to the NCC letter of Expectation for NRDA and is in accordance with Schedule 8 of the Local Government Act. The Sol forms the basis of accountability for NRDA to the Shareholder for the 12 months commencing 1 July 2018.

The main focus of the 2017/18 year was on execution of the business plan building on the solid foundations and robust partnerships established by the NRDA since inception. With the first phase of the Nelson Tasman regional identity completed and the current core business as usual functions performing well, the focus of this Sol shifts from the evolution of the current NRDA core business to influencing the longer-term transformation of the economy. The initial regional identity work has provided an authentic reflection of who we are and what we want to continue to be as a region with a focus on inspiring others to share that story.

This Sol's focus is about building on that identity framework. This approach will focus on influencing the most significant aspects impacting on the future aspirations of the Nelson Tasman sustainable economic development environment with the aim of stimulating the attraction and/or retention of private sector investment in the region in whatever form that may take. It will also be key in influencing the two major economic challenges for the region being low productivity and income levels. The first 6 months of the Sol will be focused on establishing the aspirations with the second focused on attracting the engagement and resources required to drive execution. As a result of this approach, over the period of this Sol there will be a shift in focus and application of NRDA resources from business as usual functions to those activities aligned with the identified aspirational outcomes.

In preparing this Sol, the NRDA has considered the expectations raised in the NRDA letter from Mayor Reese to the NRDA Board of Directors, dated 19 December 2017.

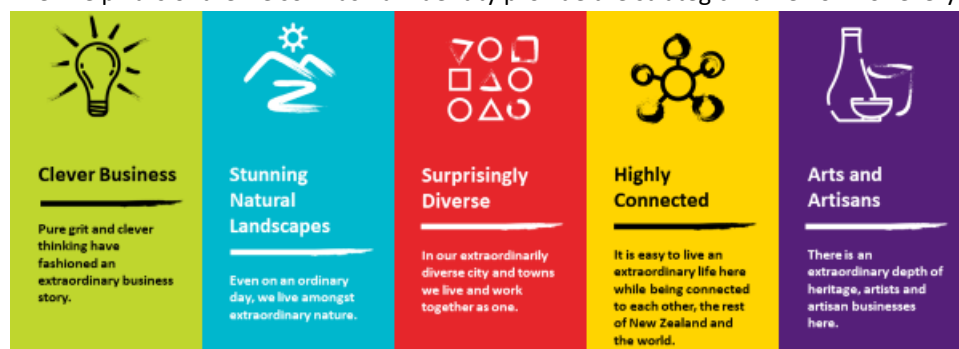
1.2 Purpose of the NRDA

The NRDA exists to enhance the sustainable economic vitality of the Nelson Tasman Region.

The NRDA mission is to partner with the public and private sectors in the attraction and retention of investment, visitors and talent who want to add value to the identity of the extraordinary Nelson Tasman region. Inspiring others to share our Extraordinary Nelson Tasman identity story and experiences through new thinking and behaviours is our challenge.

1.3 Nelson Tasman Identity

The five pillars of the Nelson Tasman identity provide the strategic framework for everything we do.



1.4 Role of the NRDA

Within the context of the Nelson Tasman identity the NRDA is focusing on the following three main areas of activity for the 2018/19 year:

Regional Identity Talent & Investment Attraction: Establishing the future sustainable economic development aspirations of the region and inspiring others to share their Extraordinary Nelson Tasman talent and investment identity stories and experiences.

Business Development and Innovation: Inspiring and supporting existing and new businesses and business people to think differently, embrace new behaviours.

Destination Management: Inspiring the sharing and delivery of the Extraordinary Nelson Tasman identity visitor and talent stories and experiences.

These three areas of focus are built on a strong platform of public and private sector partnerships designed to build stakeholder engagement, achieve alignment, and drive NRDA's role in strategy execution.

1.5 Strategic Parameters

In preparing this Sol the NRDA board have considered the following Nelson Tasman economic context:

1. The region has sustained solid economic and population growth over the past few years.
2. Our biggest contributor to GDP growth over the last five years is added-value manufactured products and the associated supply chain, including science and technical services.
3. Our traditional primary base has grown substantially and is supporting significant growth in the manufacturing sector especially for food and beverage manufacturing and the ocean based 'blue economy'.
4. The visitor economy has undergone significant expansion in recent years and has helped to drive growth in retail and transport as well as in accommodation and hospitality.
5. Sustained population increase is driving the growth in our consumption industries – health care, rental and real estate, aged care and retail.
6. This five-year growth trend has now repositioned the region's main industries and employment picture. Although our primary industries are still the biggest employer this is only by a tiny margin with the added-value sector, dominated by food and beverage products and blue economy, employing more people than it has since before the Global Financial Crisis. Furthermore, the visitor sector is now a major employer.
7. Our five key economic drivers for the region are: value-add food and beverage, blue economy, forest and wood processing, visitor economy and the scientific and professional services, which although a niche industry, has expanded in recent years to become a key enabler for the above major primary sector drivers. These five sectors directly make up around 40% of the economy with a fair proportion of the other 60% of the economy related to servicing these drivers and the consumptive and support industries resulting from sustained population increase.
8. However, the region has two major challenges which are key considerations in the preparation of this Sol:
 - a. **Productivity growth** Productivity is one of our major challenges at \$74,588 per employee, which is approximately 24% lower than NZ at \$97,707. This is primarily because employment has grown faster than GDP in the region.
 - b. **Income levels** growth over the last five years has been on average 2.8% pa, similar to the national figure of 3% pa. However, this is still one of our major challenges with our mean annual earnings per employee of \$49,000 being approximately 15% lower than NZ at \$57,800.

In addition, the NRDA board have considered the following key factors that will materially influence the changing nature of the NRDA business over the coming years:

1. Speed of consumer adoption of digital technology is disrupting the traditional destination marketing and i-SITE roles and models.
2. The opportunity presented by a new Government with an increasing focus on the regions and the incorporation of social and Iwi outcomes into their economic development agenda.
3. A consistent message from stakeholders that the attraction, retention and development of talent is an impediment to growth.
4. A consistent message from stakeholders who want to see the NRDA focus their activity on the larger regional economic development issues, requiring a balance to be struck between visitor related and other activity areas.
5. Reduced TDC level of financial support and the imbalance that presents to our funding model and influence on activity.
6. An increasing base of possible future partnerships.
7. The level of private sector support of the NRDA is increasing but so is expectation, especially from the visitor sector partners who are the primary private sector funder of our activity at present.
8. Increased Regional collaboration being encouraged by central Government and the business community.
9. Evolution of NRDA capability and capacity building.
10. Adopting an approach of focussing on activity areas where we can really make a difference.

The above set of considerations have led to the following key changes in the 2018/19 Sol when compared to the 2017/18 version:

1. The core focus on the NRDA facilitating and coordinating the understanding of the future sustainable economic development aspirations of the region within the identity framework. Then establishing an aligned multi-stakeholder approach to driving the transformational strategies required to achieve the desired outcomes. Including the attraction of the appropriate central Government resources.
2. An increased emphasis on the transition within the organisation from broadcast marketer to enabler, meaning a greater focus on creating regional platforms and channels which partners, consumers, locals and others can utilise as the regions ambassadors.
3. Stopping the current China business programme as it transitions to a private sector business.
4. Reducing activity to recognise the reduced TDC level of financial support and the imbalance that presents over the influence of the NRDA's activity.
5. Establishing the Nelson City Identity Story as the first place-based sub-set story of the regional identity.
6. Realigning the resources and activities of the NRDA to strike a balance between public and private sector funded visitor activity.
7. The establishment of new partner programmes focused around the talent aspects of the identity.
8. Additional focus on the Business Development and Innovation activity, as resources allow.
9. Transition to a new i-SITE business model that is fit for purpose for the future.
10. A more sales focused events programme contributing to addressing seasonality.

1.6 NRDA Directors

At 1st March 2018, the NRDA Board comprises the following directors:

- John Palmer – Chairperson
- Kevin Armstrong
- Martin Byrne
- Meg Matthews
- Marina Hirst-Tristram
- Alan Dunn

2 Areas of Activity and Key Performance Measures

This section identifies the activities that the NRDA will undertake and the key performance measures (KPM) that will be achieved based on the parameters in section 1.5 above and the expected base funding outlined in section 12 of the table below. Any shift in the shareholder base funding commitment will require a re-prioritisation of the deliverables and KPM's set out below. One of the key components of this activity table is the development of the future Nelson Tasman identity aspirations and the framework diagram in Appendix 4 provides an overview of the approach we will take.

The KPM in this section are based on those aspects that the NRDA has a span of control over and will form the basis of accountability to the shareholder. In addition to the performance measures below, Appendix 3 has a set of high-level regional monitoring indicators that the NRDA will monitor on a regular basis, however they are not the measure of performance for the organisation.

2.1 Current Core Business Areas of Activity and Key Performance Measures

	Focus Area	Key Performance Measure
1.	Nelson Tasman Identity Economic Development Aspirations	<p>1.1 Nelson Tasman Economic Development Aspirations Strategy with key stakeholder sign-off from at least NCC, TDC, Nelson Tasman Chamber, NMIT, Iwi and MBIE completed by January 2019.</p> <p>1.2 Attraction of appropriate resource commitments to drive priority NRDA actions by June 2019 and included in 19/20 Sol.</p> <p>1.3 Where resources allow, key NRDA priority actions underway by June 2019.</p> <p>1.4 Priority strategies carried through into the 'Top of the South' Te Tau Ihu Regional Economic Development Strategy.</p>
2.	Regional Identity Story shared by others	<p>2.1 Priority Regional Identity story sharing tools developed and utilised by over (1000) locals, businesses and partner organisations.</p> <p>2.2 Regional Identity Partner Programme established and at least (25) partners signed-up and making contributions to the delivery of the identity programme.</p> <p>2.3 A Nelson Tasman local ambassador programme established with initial priority activities completed.</p> <p>2.4 Delivery of the Nelson City Identity Story as the first place-based sub-set story of the regional identity by December 2018.</p>
3.	Talent Attraction	<p>3.1 Regional Identity Talent attraction programme developed by Sept 2018, and initial priority activities completed with demonstrated key stakeholder commitment by June 2019.</p>
4.	Regional Business Partner programme	<p>4.1 Ensure the delivery of the Regional Business Partner Programme with the aim of attracting \$1 million in Central Government support and a customer satisfaction Net promoter score of +50 by June 2019.</p>
5.	Facilitate a cohesive business support and investment ecosystem	<p>5.1 Nelson Region Innovation and Investment Coordination Programme activated with evidence of key stakeholder commitment.</p> <p>5.2 Establishment of a physical co-location / collaboration innovation hub facility by December 2018.</p>
6.	Domestic consumer marketing programme	<p>6.1 Two domestic consumer campaigns delivered targeted at attracting visitors over the Spring and Autumn shoulder seasons. Targeted at the markets of Auckland, Wellington and Christchurch.</p> <p>6.2 Number (25) of business partner contribution commitments to delivery of programmes.</p>
7.	International visitor marketing programme	<p>7.1 Targeted Australia, US, UK, Europe and China FIT visitor trade programmes activated.</p> <p>7.2 Number (25) of business partner contribution commitments to delivery of programmes.</p>
8.	Nelson i-SITE programme	<p>Meet or exceed to following:</p> <p>8.1 Maintain a customer Satisfaction rating: (90% of 4/5 and 5/5 ratings).</p> <p>8.2 Implementing a revised business model to achieve a sustainable breakeven financial bottom-line.</p> <p>8.3 Number (50) of stakeholders with i-SITE contracts.</p>
9.	Business Events Sales & Marketing	<p>9.1 Contributing to the attraction of 6,000 out of region business events delegates, at an average of three nights each (18,000 room nights), with 75% between March-November for events to take place within the next three years.</p> <p>9.2 Number (15) of business partner contribution commitments to delivery of programmes.</p>
10.	Visitor Industry Partner programme	<p>10.1 Total Number (100) & Value (\$300K) of business partner contribution commitments to delivery of the Destination Management programmes.</p>
11.	NCC Economic Events programme	<p>11.1 Within the NCC events strategy framework, contributing to the attraction of (TBD) major events attendees, (TBD) % from out of region, with 80% between March-November delivering a return on event fund investment ratio of 10:1.</p>
12.	Financially sustainable organisation	<p>12.1 The NRDA delivers a balanced budget on the Shareholder investment of \$1.26 million adjustment base funding.</p> <p>12.2 NRDA delivers a clean Audit.</p>

3 Financial Information

A Prospective Statement of Comprehensive Income and Opening Statement of Financial Position is appended to this Sol (Appendix 1 and 2). This budget has been prepared based on a shareholder investment of \$1.26 million as included in the NCC 2018-21 Long Term Plan being provided to the NRDA to deliver on the expected outcomes. Note this shareholder investment is excluding the NCC events fund which is dealt with through a separate contract for services with NRDA.

A. 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.

B. 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 2017 is \$377,173.

The projected ratio of consolidated shareholder funds to total assets at 1 July 2017 is 48%.

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.

C. Accounting Policies

The NRDA Accounting Policies were adopted by the board in 2016 and were reviewed in 2017 by the company's accountant following the 2016/17 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.

4 Health and Safety

The Nelson Regional Development Agency is committed to the provision of a healthy and safe working environment for employees and others that may be affected by its activities.

To deliver on this commitment the NRDA Board adopted the NRDA Health, Safety and Wellness Policy in 2016 and have instigated a review in December 2017, which is currently underway and will be incorporated in the final Sol. In addition to the statutory requirements the board have also instigated the inclusion of a number of Health, Safety and Wellness aspects into the NRDA Reward, Perform and Grow recognition framework, assisting to ensure that this is a key aspect of the NRDA culture and values.

The NRDA Management have proactively created a safe and healthy workplace by means of:

- Creating a culture that allows all staff and contractors to use their skills and knowledge to take personal ownership for health, safety and wellness in the workplace.
- Taking a personal interest in incidents within their area of influence, ensuring proper investigation and follow up, and the welfare of people involved.
- Ensuring a high priority to health, safety and wellness through its prominence in all business plans, projects, and the NRDA Reward, Perform and Grow recognition framework.
- Ensuring adequate resources and training are available to ensure the success of health, safety and wellness initiatives.

- Including health, safety and wellness as an agenda item at any staff and management meetings as well as reporting on a regular basis to the Board of Directors.
- Inviting solutions to any health, safety and wellness issues from staff.
- In implementing this policy, the NRDA has established a Health, Safety and Wellness committee which meets regularly, the outcomes of which are reported to the Board.

5 Approach to 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, funding partners and key stakeholders.
- The Chairperson and Board members are expected to adhere to the communication protocols identified in the Sol in addition to the formal reporting requirements.
- 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 & 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 regularly undertake an evaluation of the individual members and overall board performance.

6 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 impact detrimentally or bring into disrepute the Shareholders reputation.

7 Cybersecurity

NRDA manages the risk of cybersecurity through the engagement of two key external professional firms who provide regular monitoring, advice and support to the organisation on this matter:

1. Blueberry IT - through an IT services contract which includes managing the risk presented to the organisation from cyber related breaches. This includes regular advice around potential threats and steps to assist in managing those risks.
2. Hot House Creative - through a website focused service contract which includes managing the risk presented to the organisation's websites from Cybersecurity breaches. This includes regular advice around potential threats and steps to assist in managing the risk.

8 Sustainability

The NRDA has sustainability at the heart of the organisation's approach to all activity with our core purpose being to enhance the sustainable economic vitality of the Nelson Tasman Region. Sustainability is a core element that runs through all aspects of the Nelson Tasman identity. The organisation demonstrates this through:

1. Sustainability being a key theme of all our economic development strategy activity, noting that is about the triple bottom line sustainability. (Environment, Social and Economic).
2. The sustainability of the Nelson Tasman environment is a core component of all of the visitor marketing activity we deliver.
3. The NRDA as an organisation have recently signed-up to the national Tourism Industry Aotearoa Sustainability pledge, which has many obligations on us around meeting various sustainability requirements. We will also be running a series of sessions to encourage local visitor operators to join us in this commitment further strengthening the regions sustainability story.
4. Sustainability forms an important part of the way in which we present our view through formal submissions on matters of importance to the sustainable economic development community. Such as: Waimea Dam, Regional Land Transport, Te Waikoropupu Springs.
5. We also have a policy of considering sustainability issues when making decisions on events funding support.

9 Fair play and Gender Equality in Employment

Fair play in employment is a key component of the NRDA Reward Performance and Remuneration Policy. The core objective of the policy is to achieve a high performing team that executes the plans, exhibits the values of the organisation and demonstrates the capabilities required to deliver. While there are fair play components through-out the policy, the following three principles demonstrate this commitment best:

- Apply a remuneration system that is transparent, simple and easy to administer.
- Remunerate people fairly for their work at NRDA.
- Ensure there is internal relativity and pay staff in similar roles consistently, where there is similar performance and competency.

The NRDA has a clear policy that all roles are filled by the most capable person with no bias to gender, religion or sexuality. Currently the NRDA has a very diverse team, of the 22 individuals within the organisation (many part-time) we have 6 males and 16 females, from 11 countries and speaking 13 languages. Including seasonal staff.

10 Recovery Planning

While the NRDA does not have a dedicated organisational recovery plan, we do consider this aspect as part of our annual business planning. However, we are involved in the destination recovery planning, in particular through the i-SITE and key communications functions related to visitors in region. This has been further developed over the past

18 months as a result of the Kaikoura earthquake and some serious weather events. Over the period of the Sol we will look for opportunities to develop better integration of our functions with that of Civil Defence.

11 Reporting to the Shareholder

- Quarterly – NRDA report to Shareholder
 - By the 31 October and 31 January each year, the NRDA will provide the shareholder a quarterly report against the Sol Key Performance Measures and any other relevant governance or operational matters.
- 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.
- 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.

It is also noted that the NRDA will provide regular reporting to TDC on a similar basis.

Signatories:



John Palmer
Chairman
Nelson Regional Development Agency



Mark Rawson
Chief Executive
Nelson Regional Development Agency

Date: 09.03.18

Date: 09.03.18

12 Appendices

12.1 Appendix 1: Statement of Comprehensive Income

Prospective Statement of Comprehensive Income

For the period 1 July 2017 to 30 June 2018

<u>Revenue:</u>	
Trading Income	\$271,713
Grants & Other Funding	\$443,000
Private Sector Investment	\$391,782
<u>Local Body Funding</u>	
<i>Sol Shareholder Funding (NCC)</i>	\$955,000
<i>Sol Funding (TDC)</i>	\$300,000
<u>Total Local Body Funding</u>	\$1,255,000
Total Revenue	\$2,361,495
<u>Less Operating Expenses:</u>	
Corporate	\$1,203,306
Regional Identity Talent & Investment Attraction <i>(Regional Strategy, Story, Tools, Talent attraction)</i>	\$120,000
Destination Management <i>(Consumer marketing, Business Events marketing, International marketing, i-SITE, Events Programme)</i>	\$522,742
Business Development <i>(Regional Business Partnership, Business Support, Insights)</i>	\$409,625
Total Operating Expenses	\$2,255,672
Operating Surplus (EBITDA)	\$105,823

12.2 Appendix 2: Statement of Financial Position

Prospective Statement of Financial Position

Opening Balance as at 1 July 2018

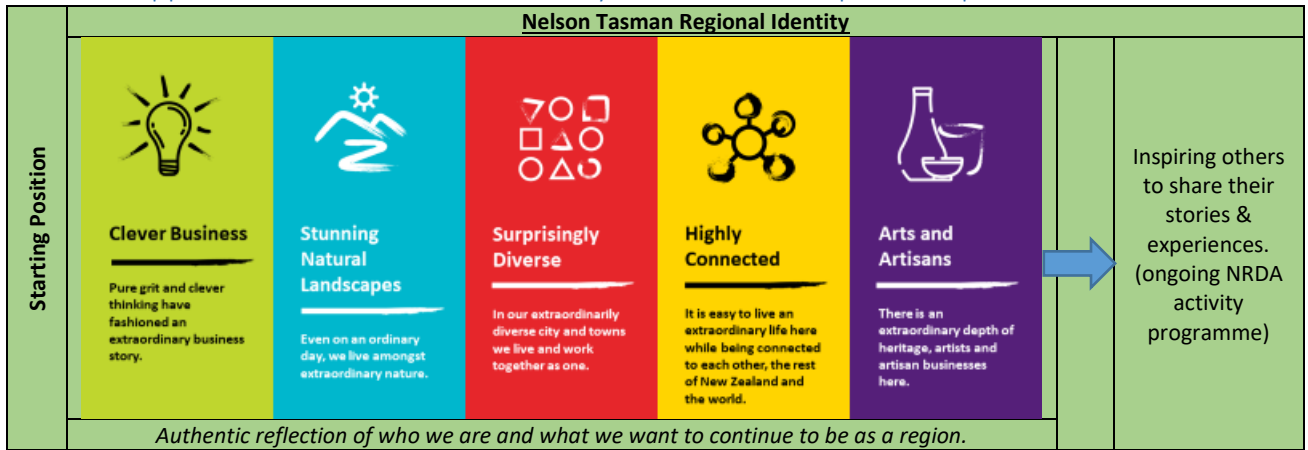
Assets	<u>\$785,988</u>
Current Assets	\$560,017
Non-current Assets	\$225,971
Liabilities	<u>\$408,815</u>
Current Liabilities	\$408,815
Non-current Liabilities	\$0
Net Assets	\$377,173
Equity	
Retained Earnings	\$177,173
Issued Capital	\$200,000
Equity	\$377,173

12.3 Appendix 3: Monitoring Indicator

These indicators reflect outcomes at the regional level and as the principle economic growth agency, the NRDA will monitor, report and where possible influence these indicators at a local level, however they are not the measure of performance for the organisation. These indicators reflect the core indicators in the Regional Economic Development Strategy and Visitor Strategy and are designed to indicate performance against historical trends.

	Measure	10-year average	2017 (12 months YE December 2017 unless stated)	Target <i>In-line with or better than the 5- year average growth rate</i>
1.	Real GDP Growth (% change) <i>Data to March 2017</i>	1.9%	3.2%	>2.3%
2.	GDP per Employee <i>Data to March 2017</i> <i>Note: Nelson Tasman GDP / employee \$71,800, NZ \$94,599.</i>	0.9%	1.1%	>1.1%
3.	Residential Consents (% change in numbers) <i>New building only, not altered, year to December 2017</i>	1%	-1%	>1%
4.	Non-Residential Consents (% change in value) <i>New building only, not altered, data to December 2017</i> NB Figures are skewed by one significant development	9%	20%	>34%
5.	Total Visitor Nights (% change in commercial accommodation monitor (CAM) numbers) <i>Data to December 2017</i>	2%	4.3%	>4.7%
6.	Total annual visitor spend (% change in Regional Tourism Estimates (RTE's)) <i>Data to January 2009 to 2018</i>	7%	6%	>7%
7.	Net migration (International) (change in numbers) <i>Data to March 2017</i> <i>Big uplift in figures for 2015-2017 compared to the previous 8 years, therefore the 3 year average is very different to the 10 year average.</i>	+71 <i>People</i>	+48 <i>People</i>	>194 <i>People</i>
9.	Unemployment rate (%) <i>Data to December 2017</i> <i>As percentage of the labour force. Uses 4-quarter averages due to seasonality.</i>	4.4%	3%	<4.4%
10.	Median earnings from employment <i>Data to 2016.</i> <i>Note: Nelson Tasman earnings / employee \$49,000, NZ \$57,800</i>	3.4%	2.5%	>2.8%

12.4 Appendix 4: Nelson Tasman Identity Economic Development Aspirations Framework



Nelson Tasman Identity Economic Development Aspirations (within each pillar) (tie in with the other key regional aspirational work i.e. NCC Vision etc)		Proof Points	
Strategy (2018/19 Sol – July-Dec 18)	Focus on the core Economic Drivers and Enablers of the region (F&B, Blue economy, Visitor, Forest & WP, Research, Science & Technology, Others?)	(to be validated)	
	Major Regional Development Issues: 1. Skills and Talent (attraction, retention and development) 2. Local Government Alignment on the things that are the most important to the future of the economy: including (Urban Planning, Regulatory environment, Infrastructure, Funding) a. Current priority infrastructure (Dam, Southern Link) 3. Pace of Change including the business community's awareness and capacity to adapt and respond (Innovation & Disruptive technologies) 4. Visitor economy seasonality		
	What needs to change?		Proof Points
	What can the region influence?		
	Regional actions	Proof Points	
Outcome:	Nelson Tasman Sustainable Economic Development Aspirations Strategy	(example appendix X)	

Clever Business – Aspiration Strategy						
Reg Dev Issue	F&B	Blue Economy	Visitor Economy	Forest & Wood Processing	Research, Science & Technology	
1. Skills & Talent	↓	↓	↓	↓	↓	Skills & Talent Strategy
2. Local Govt Alignment	↓	↓	↓	↓	↓	Local Govt Alignment Strategy
3. Pace of Change (Innovation)	↓	↓	↓	↓	↓	Innovation Strategy
4. Visitor Seasonality	↓	↓	↓	↓	↓	Seasonality Strategy
	F&B Strategy	BE Strategy	Visitor Strat	F&WP Strategy	R,S & T Strategy	

* one for each pillar, combine into the overall strategy with priority on the aligned issues

Actions (2018/19 Sol – Jan- June 19)	Who (example)	Future NRDA Business Plan (focused on the key NRDA related aspects of the above strategy)	Transition	Current NRDA Business Plan
	<ul style="list-style-type: none"> NRDA Business (incl Chamber) NCC TDC Govt (MBIE, MSD, MPI, DoC etc) NMIT Iwi 			

Key Performance Measures

1. Nelson Tasman Sustainable Economic Development Aspirations Strategy with key stakeholder sign-off from at least NCC, TDC, Nelson Tasman Chamber, NMIT and MBIE completed by Jan 2019.
2. Attraction of appropriate resource commitments to drive priority NRDA actions by June 2019 and included in 19/20 Sol.
3. Priority strategies carried through into the 'Top of the South' Te Tau Ihu Regional Economic Development Strategy.