

Text Changes to the Wellington Regional Strategy

Inside front cover

Heading: About this document

The Wellington Regional Strategy (WRS) is a sustainable growth strategy that has been developed by greater Wellington's nine local authorities, in conjunction with central government and the region's business, education, research and voluntary sector interests. Its aim is to make greater Wellington "internationally competitive" - in other words a region which offers the competitive package of a great lifestyle and job opportunities, supported by a strong economy.

The WRS aims will be achieved by collaborative effort of the private sector, central and local government, and organisations seeking to foster economic development, (e.g. Go Wairarapa and Enterprise Coast). It will be a rallying point for matters requiring a region-wide approach

Established as a 'fact based' exercise, the WRS has, for the first time, brought together a coherent body of regional scale research and evaluation work to inform decision-making. Alongside this, two sets of public consultation have been undertaken and two surveys of business and public interests have been commissioned. The WRS incorporates feedback from all these processes. Further details are contained in the appendices and on www.wrs.govt.nz

It is recognised that many aspects of the regional economy are influenced by operation of global markets, central government and individual businesses. The WRS is focused on regional interventions or actions that can realistically make a difference.

Research suggests relatively modest levels of better co-ordinated investment can reap multi-million dollar returns. The WRS targets these matters for attention and action.

The WRS is not a detailed work plan. It provides an overview of the opportunities that exist to lift the region's economic performance. The WRS also seeks improvement in the region's environmental, social and cultural performance.

Many initiatives in this document harness resources of existing businesses and institutions. For the new economic development initiatives, the actual work undertaken, its prioritisation and budget allocations will be the responsibility of a region wide Economic Development Agency (EDA). Specific and detailed cost / benefit assessments of projects will occur at this level. One of the first tasks to be completed is the formation of the regional EDA.

Delete the following three pars... the examples are covered on pages 4 and 38 and the last par is covered earlier in this section

Indicative benefits for WRS initiatives have been quantified where possible

(e.g. potential for increased tourism spend of over \$83 million extra per annum, or urban and rural form efficiency gains of at least 1% on current annual regional GDP of between \$16 and \$19 billion). Detailed project justification and cost / benefit work is envisaged as most appropriately occurring via the regional EDA or through work of contributing stakeholders.

What the indicative costings do indicate is that success in any one of the WRS initiative areas have potential to recoup to the region benefits significantly in excess of the annual investment being proposed.

Page 1

“Our region” is deleted and replaced with “Our vision” and “The outcomes we want”, currently on pages 5 and 6. The vision and outcomes are key drivers for the document and it is appropriate they appear at the beginning. The change also reflects submissions which asked for a more logical flow of information.

“Sport and active leisure” is added to the last sentence of the vision. The new sentence reads:

*“Everyone will enjoy access to **sport and active leisure**, environmentally friendly outdoors, and to thriving, cosmopolitan art and entertainment*

Page 2

“A strategy for sustainable growth” has been updated to include the submission material including:

- *More emphasis on sustainability*
- *The need to reference and include more of the background material.*

This section also incorporates the information contained in “our region” – previously page 1

The new copy reads:

Heading: A strategy for sustainable growth

Successful, internationally competitive regions have three key characteristics. They’re great places to live, they have excellent career opportunities and they have strong vibrant economies. The actions proposed in this document are designed to improve the region’s performance in these three areas

Sub heading: Background

The greater Wellington region is home to 460,000 New Zealanders, 11 per cent of the national population. It produces 13% of the nation’s gross domestic product (GDP). As the table below shows much of the region’s current employment is in government administration and defence, and in finance and insurance. Conversely, regional employment is low relative to N.Z. averages for manufacturing agriculture, forestry and fishing. However primary production is important to the region, and forms the mainstay of local economies for Wairarapa and other rurally based communities. Importantly, scope exists to increase the contribution from these sectors to overall regional performance. Farming and forestry in particular also provide scope for technology development around potential ‘carbon neutral’ goals.

[insert table on employment from appendix two here]

The WRS draws on over 200 reports and documents which have been either commissioned or referenced since the development of the strategy began in 2004. Further information was provided via public surveys and submissions. More detail on this background information is contained in appendix one.

Common themes emerging from this background work include:

- The importance of environmental, social and cultural , as well as economic, performance
- The need to address a slowing rate of economic growth
- Growing income gaps between New Zealand (including greater Wellington) and major international competitors
- The need to export more
- A requirement to ensure greater Wellington’s lifestyle advantages are maintained
- A projected shortage in 25-45 year olds and uneven population growth around our region

Research among residents and businesses has consistently supported the need for a holistic view of prosperity incorporating environmental, social, cultural and economic performance. In a region-wide survey of 2000 residents and businesses the statement “*regional development success should be assessed by measuring improvements in the environment, society and culture as well as the economy*” was overwhelmingly endorsed. A sustainable approach to economic development is a recurring theme of this document. In fact the main measure of the strategy’s success – a Genuine Progress Indicator (GPI) – incorporates all the key components of sustainability, as they relate to this region.

The possibility of being carbon neutral (including future adoption of a target date) is an example of a sustainable objective that could position the region as an internationally recognised showcase of environmental and business practices complementing each other – potential examples being forestry development in the Wairarapa and the use of alternative energy sources such as wind, waves and tides.

Research among residents and businesses also endorse a region-wide approach to economic development. Previous economic development initiatives, while effective, have not been region-wide and have not had long term funding to implement long term strategies.

Incomes of people in the region are 10 percent higher than the national average. Five years ago regional incomes were 16 percent higher than the national average. The closing gap is in part due to slow growth in the regional economy. In the 5 years to [year] the region’s annual GDP growth was 2.2 percent compared to the national average of 4.7 percent. A major contributor to the nation’s growth over this time has come from agriculture and manufacturing, two areas where greater Wellington is under represented. While sector growth, especially in agriculture, tends to be cyclical, the region cannot afford this under performance in growth statistics.

Consistent annual GDP growth of 4 percent is identified, by New Zealand Treasury, as the goal the country needs to aim for to get back into the top half of OECD countries. As the nation's second largest regional economy, greater Wellington has an influential part to play and 4 percent is considered a realistic target to pursue for the next 10 years. While private sector and central government policies will be the main influencers in achieving this target, the WRS can add value through facilitating growth in areas where the region has the potential to be a world leader, especially those initiatives that align to the WRS carbon neutral objective.

In assessing its success the region needs to be mindful, that in a global economy, comparisons with the rest of New Zealand only tell part of the story. For example, New Zealand's per capita GDP is one third less than in Australia. The average Australian in full time employment earns \$68,000 per annum, 51% more than the equivalent New Zealand figure of \$45,000.

Our slow growth and the resulting income gaps with our international competitors are strong incentives for the region's talent to move offshore. As the graph [number] shows, greater Wellington faces a shortage of 25-45 year olds. This sector includes much of the talent that drives economic growth.

The region also needs to manage the impacts and distribution of its overall population growth. The high projection in graph of up to 539,200 persons by 2026 [graph number] can positively assist in sustaining the economic and lifestyle objectives of the region. However much of that growth is projected to occur in Wellington City and Kapiti which is not necessarily going to be best for the region as whole. A challenge is to ensure more even growth and prosperity throughout the region.

A core aim of the WRS is to facilitate growth in exports. Currently just 13 percent of the region's GDP is exported. This is well below the national average of 33 percent. New Zealand is a small economy and provides limited opportunities for growth. The region must export more if it is to thrive.

In a number of economic measures the regional economy, and indeed New Zealand, underperforms global benchmarks. However, greater Wellington's lifestyle is world class. In the Mercer consulting 2006 quality of living index covering 350 cities worldwide, Wellington ranks 12th. Much of this strategy is about 'good regional form' – the physical arrangement of urban and rural communities and how they link together. This includes strong city centres, matching transport decisions to urban and rural needs, quality urban design, open spaces, recreational amenities, housing choice and so on – the things that contribute to measures such as the Mercer index. The region must maintain its internationally competitive quality of life if it is to attract and retain talent.

Sub heading: Investment and return (page 4)
Copy is unchanged from existing text

Delete the section entitled "Smart growth"

Page 7 to 12

"Great potential, but recognise the barriers" has been shifted to the appendix

This section is effectively a SWOT analysis, and to some extent repeats the new information in the earlier section “a strategy for sustainable growth”. However it is important background material and for that reason is retained in the appendix section

Page 14

This section is abbreviated for clarity and to avoid repetition with material that follows later. It now reads:

Heading : Three focus areas for sustainable growth

Focus area one: Leadership and partnerships

Most of the WRS initiatives are about facilitation - bringing together the key players that can deliver on the region’s sustainable growth objectives. This will only occur if the region can show effective leadership and forge partnerships between the local authorities of the region, central government, business and the education, research and voluntary sectors.

Focus area two: Grow the region’s economy, especially its exports

The region’s economic growth has been half the national average in the last five years. This needs to change and we need to export more - the region is too reliant on the rest of New Zealand for its growth.

Focus area three: Good regional form

Regional form is about the physical arrangement of urban and rural communities and how they link together. It’s about strong city centres, matching transport decisions to urban and rural needs, quality urban design, open spaces, recreational amenities, housing choice and so on – the things that contribute to quality of life.

Page 15

Update the table to reflect the new headings in the document

Page 16

Heading: Investment in leadership and partnerships

Retain existing copy in this section except for last paragraph in the first column on page 16 (Successful regional leadership...) which is replaced with:

The WRS aims to facilitate the leadership and partnerships that will give life to the strategy. This especially involves central and local government, business and the education, research and voluntary sectors. The content of the WRS was developed following input from these sectors and its successful implementation will be dependent on their ongoing involvement

Sub heading: Towards one regional voice

Retain existing copy in this section except for:

- *Add a new bullet point after “set out the focus for activity of delivery agencies”*

Maintain regular contact with region wide infrastructure providers (e.g. in transport, energy and water) to ensure infrastructure developments meet the region’s economic, urban form and social requirements,

- *last paragraph (Subject to consultation...) which is replaced with:*

The WRS committee will establish a regional economic development agency (EDA) to facilitate or do the economic development work outlined in the strategy. Funding for the EDA will come from a regional rate collected by the Greater Wellington Regional Council

Sub heading: Regional funding

Retain existing copy in this section except paragraph 4 (The councils of...on page 17) which is replaced with:

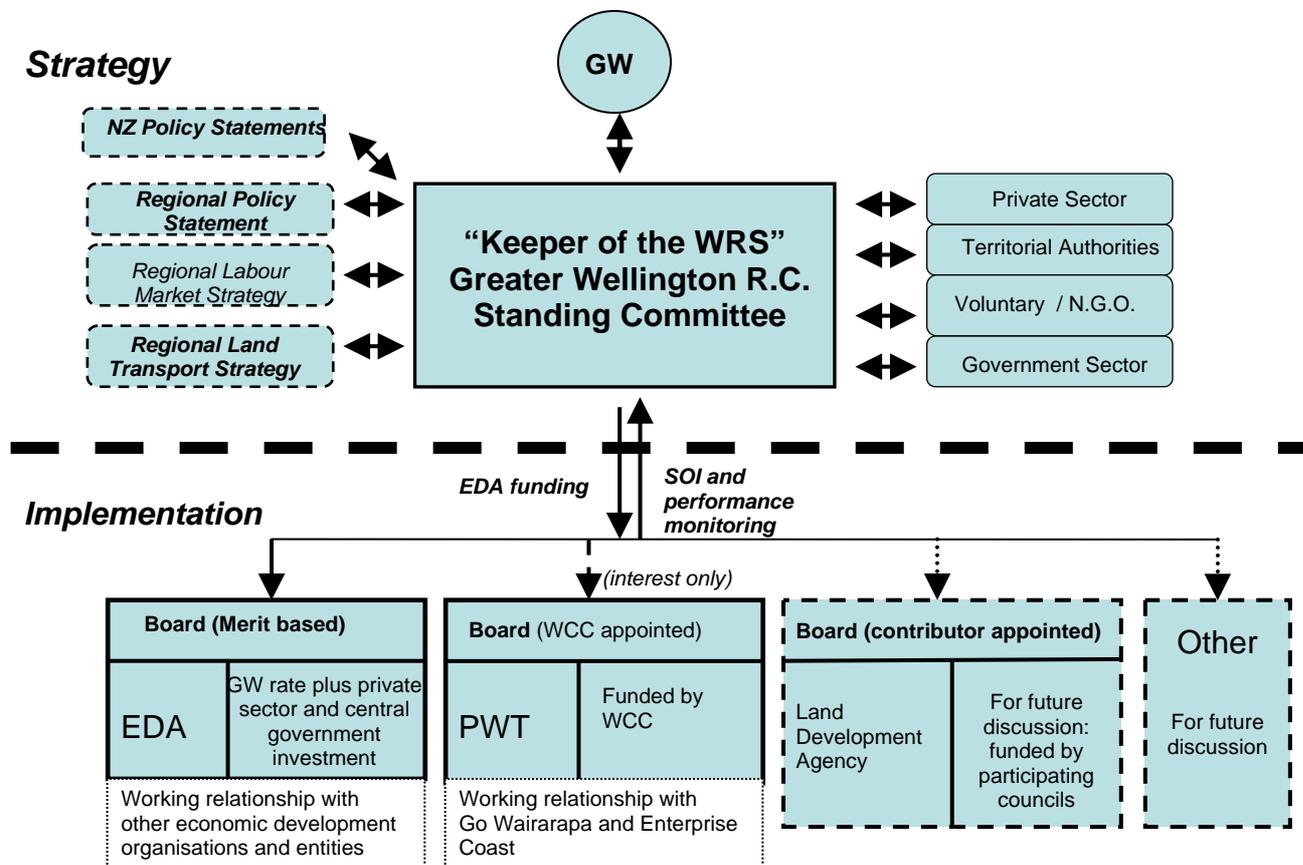
In 2005 / 06 the councils of the region invested \$3.9 million in economic development. This will be increased to \$4.5 million in 2007/08, and up to \$5.6 million between 2008 and 2010. Funding of \$4.5 million will be provided by:

- A uniform annual charge to residential ratepayers of \$12.50 plus GST
- A uniform annual charge to rural ratepayers of \$25.00 plus GST
- The remainder (42 percent)of the funding will be charged to business on the basis of capital values

Delete the last paragraph in this section (The funding allocation...)

Include a diagram at the end of the section on leadership and partnerships (page 18)

Standing Committee Of Greater Wellington Funded via regional rate



Page 20

Heading: Investment in growing our economy, especially our exports

Sub heading: Growth and retention of existing businesses

Insert the following after the first paragraph in this section:

The region has several advantages for business. It

- is the home of government
- is the country's second largest regional economy
- has a CBD which is compact and easy to navigate

However it also has disadvantages including the lack of direct flights to Asia, one stop to Europe. If the region is to retain its large businesses, which underpin the economy, it must address such shortcomings. It also needs a clear understanding of the combination of factors which will keep businesses in Wellington and attract new ones. For large institutions this may mean a case management approach to retaining them in the region

Carry on with existing copy. “But the economic...”

Page 21

Delete the paragraph just prior to sub heading “Attracting high value individuals to the region” and replace with:

Another example is aligning centre of excellence effort with pursuit of ‘carbon neutrality’. New Zealand and the Wellington region have potential to be world leaders in the field of ‘green technologies’ such as wind, tides, biomass and building technologies.

Centres of Excellence will be established under the Economic Development Agency auspices. By 2010 it is anticipated three centres will be operational. The selection of these three will have been undertaken by the EDA having consulted with market participants.

Each centre will have a dedicated team supported by a steering group made up of industry participants who will provide leadership and guidance. Importantly, centres will only be established where there is an industry desire for action and where participants are prepared to invest directly themselves.

Page 23

Modify the second last sentence in the first column on page 23 to read

It is therefore proposed to negotiate with current incubator hosts with a view to moving towards consolidation into one re-branded regional operation.

Page 24

Insert a new section just prior to “Key area 2” New section reads:

Sub heading: Primary production

The primary sector contributes to the region’s export and environmental objectives and there is considerable scope for this to be increased. For example much of the Wairarapa’s primary production is constrained by a lack of water. This was the catalyst for large scale irrigation planning by Go Wairarapa. This, along with Go Wairarapa’s other land based initiatives – for example the internationally recognised cuisine school in the Wairarapa – are supported by the WRS.

The potential for forestry is only partially tapped. An emerging industry in further processing is developing and this industry provides considerable environmental benefits through carbon sequestration, erosion control and bio fuels.

Page 26

Insert a new paragraph after the first paragraph on this page. It reads:

Sport is a key contributor to inbound tourism through events such as the 2005 British and Irish Lion's rugby tour, the International Sevens and the X-Air Games. Wellington's reputation as the events capital, its sporting infrastructure – for example the Westpac Stadium – and increasing range of active leisure choices, provide a strong basis for development and increased tourism. This, like many WRS initiatives, will occur in tandem with existing agencies, in this case Positively Wellington Tourism.

Page 27

Incorporate a new section immediately before "Growing Broadband". The new section reads:

Sub heading: The Port – a cornerstone of the regional economy.

Wellington's Port handles 1.7 million gross tonnes of freight and 28000 cruise liner tourists and crew, annually. It is vital to the existing businesses of the region and the exporting objectives of the WRS. The WRS can add value to the Port's operation through the 'regional form' initiatives detailed later in the document, especially those that facilitate efficient road and rail transport to and from the port.

The WRS can also play a part in the development of a national coastal shipping strategy for the benefit of the region.

Page 28

Include additional copy at the end of the section on broadband, just prior to the quote from Stuart McGrigor. The new copy reads:

Two related objectives (one of an interim nature) have been set for the establishment of broadband in the Wellington region:

- By 2017 all of the Wellington region will have affordable access to an interactive, open access, broadband network capable of supporting applications and services using integrated layers of voice, video and data, with sufficient symmetrical capacity to meet the ongoing information and communication needs of the region's residents, businesses and institutions; and
- That as an interim target by 2010, building on the definition of fast broadband in the Government's digital strategy, the region adopt an interim target of 5Mbps symmetrical data rate. It is recognised that this will quickly be inadequate to meet the needs of the region, and therefore a more aggressive objective will be required in some areas to remove data transfer speeds and affordability as constraints on the region's ability to maximise the economic and social benefits of broadband. For example in the Wellington CBD and Miramar (both centres of digital content creation) this will mean facilitating affordable access to 10Gbps services as soon as possible.

Page 29

Include new section just prior to sub heading “Increasing labour market participation” New section reads:

Sub heading: The role of education

Education contributes to several components of the WRS, especially through its potential to increase export earnings (through overseas students), to close the skills gap and facilitate the incremental growth of centre of excellence sectors. It also contributes through business networking, migrant attraction, tourism and tertiary research. The region can do more to promote Wellington as an education destination for international students at the secondary school level and in relevant disciplines at the tertiary level. This is another area where a more targeted focus on sister city relationships can add value. It is proposed that student attraction initiatives will be facilitated through Education Wellington International, the EDA and the education institutions.

Page 38.

Delete the first paragraph (Good regional form...) and replace with:

Good regional form is about the physical arrangement of urban and rural communities including effective environmental management. It is fundamental to a successful, sustainable economic growth strategy.

Insert box item which reads:

The WRS defines environment as the natural and physical resources of the region as well as amenity values and the social, economic, aesthetic and cultural conditions including our historic heritage.”

Page 40

Insert the following new section following the section on ‘Land for Business Growth’.

RURAL INDUSTRY GROWTH

The region’s rural industry has strong growth potential, especially in the Wairarapa. However predicted shortages of water limit capacity to both grow current production and convert land to more intensive uses.

An irrigation scheme would enhance the growth opportunities in the Wairarapa and for this reason an irrigation project has been initiated by Go Wairarapa. Like all major projects any future scheme would need to attract significant funding and would be subject to the requirements of the Resource Management Act. Potential effects associated with damming water and the impacts of potential future land uses would need to demonstrate their environmental sustainability.

Page 42

Insert new text at end of current introductory section to 'Change Areas' (sentence ending "...in consultation with ratepayers") to read:

Not all the areas identified as 'change areas' are being promoted for development. The Northern Waikanae Edge and Pauatahanui in particular, have been identified as locations where less rather than more development is likely to be appropriate. The need in these areas is to be proactive in managing change to address environmental sensitivity and sustainability issues. These considerations act to limit scope for significant change. Decisions on the specifics for each area will be the outcome of public processes under the Resource Management and Local Government Acts. In each case these will be informed by principles under the N.Z. Urban Design Protocol.

Insert new text under the 'Grenda to Gracefield' heading at the end of the first paragraph

Proposals to explore broadening housing choice in some parts of the change area, and to address roading links will proceed through local community based planning processes.

Page 57 and 58 (feedback form)

Delete

Page 63

Change to:

Appendix one: WRS Background Research And Evaluation'

The research and evaluative work undertaken for the WRS includes:

1. Research reports and evaluations

Development of the WRS has been informed from many sources of research and policy evaluation. Over 200 reports and documents are contained in the WRS electronic library. This includes central government commissioned work, international research, and public policy commentators and institutions within New Zealand. At a more specific level, material commissioned by the Wellington region's economic development agencies and other organisations (e.g. tertiary education providers, business organisations and government ministries) has also been canvassed. A full bibliography of material is available at www.wrs.govt.nz

1. Wellington regional stocktake

The WRS process began with a stocktake exercise structured as follows:

Section 1: Context: Introduction to the geography of the region, current population structure and distribution and an overview of historical development patterns within the region.

Section 2: Regional Wellbeing:

- quality of life measures for individuals and households focusing on social and economic wellbeing;
- measures for fundamental environmental wellbeing but which also have important cultural wellbeing implications;
- assessment of the state of the area as a system, particularly as an urban system. This covers transport systems, urban form, open spaces, amenity, recreation facilities, and key public infrastructure that contributes to public health;
- projected public investment expenditure to maintain and improve key systems.
-
- Section 3: Economy structure and performance: Provides information on:
- the general nature of the regional economy;
- performance of the regional economy (includes GDP growth comparisons to elsewhere in NZ and international productivity assessment);
- assessment of implications in relation to potential economic growth drivers.

2. **Economic futures:** Infometrics 2004

Identifies key issues (both national and global) that are likely to define, drive or influence the economic future of the region over the next 20 to 50 years, and in doing so highlight the region's economic strengths, weaknesses and opportunities with a view to determining possible public sector interventions to accelerate economic growth.

Three areas are covered:

- A trend analysis that identifies a number of economic, social and political trends that have, and will continue to, influence economic development in the Wellington region.
- A SWOT analysis (strengths, weaknesses, opportunities and threats) of domestic and global influences on the region's growth potential over the next 20 to 50 years.
- The identification of key constraints, taking into account that the Wellington Regional Strategy is a 20-year strategy with a 50-year outlook, followed by analysis of how these constraints can be addressed and the subsequent implications.

3. **Economic projections:** BERL 2005, PWB and Go Wairarapa research reports 2000 to 2006

Provides economic growth projections for the Wellington region, including differences between the economic drivers of the Wairarapa economy as compared to the 'metro' sector economy. Information of relative sector performance and numbers is included.

4. **Global megatrends & critical uncertainties:** Delaney & Associates. 2004

Identifies emerging ideas, events and likely trends that may affect the greater Wellington region, particularly in the next twenty-five years. The ideas reflect research and conversations Delaney & Associates, and others, have conducted for strategy and scenario

projects, as well as leading edge global research and sources of information about emerging issues, events and trends.

5. **Human Capital:** Infometrics 2005

Provides information, issues and directions on the human capital of the Greater Wellington metropolitan area for three main purposes:

1. provides base data from which an understanding of medium to longer term issues associated with human capital can be understood,
2. identifies key issues associated with human capital that the WRS needs to address; and,
3. develops a range of directions and policy considerations.

6. **Demographic projections:** Statistics New Zealand 2005, Mera Ltd. 2004

Current and future trend information in relation to the distribution of population growth and the age, ethnicity, income and related factors affecting the region's communities.

7. **Successful cities:** Macroplan 2005

Provides a guide to how a successful region can be defined. Explores case studies of successful cities / regions around the world that face similar challenges to greater Wellington. Analyses key variables and indicators of success in these cities and uses the quantitative and qualitative findings as a guide to the assessment of the competitiveness of these cities compared to Wellington.

8. **Housing:** Property Economics 2005

Analyses housing market segmentation patterns, trends and demand in the Wellington region, and identifies potential policy responses.

9. **Business, commercial & institutional dynamics:** Property Economics 2005

Analyses industrial, office and other land and floorspace segmentation patterns, trends and demand in the Wellington region, and identifies potential policy responses. Includes identification of potential Full Time Equivalent job number changes by 1 digit ANZSIC code to 2026 based on evaluation work of NZIER.

10. **Environmental & natural value constraints:** Wellington Region LGOfficers 2005

Identifies environmental constraints to future development in the Wellington region, taking into account valued resources that should be preserved or protected for future generations where possible, and hazard resource issues which should if possible be avoided. Includes a series of regional scale G.I.S. maps with overlays of relevant information.

11. **Infrastructure:** Wellington region local government officers 2005

Identifies significant infrastructure (water / wastewater and stormwater) constraints and capacity, to inform options and choices for economic growth within the Wellington Metropolitan region.

12. **Transportation** Wellington Region local government officers, Transit N.Z., LTNZ, M.O.T., 2005

Identifies significant transport matters to inform options and choices for economic and urban development within the Wellington region. Provides an overview of existing transport constraints and issues, and explores linkages to other central government initiatives and policies.

The transportation evaluation aspects of the WRS draw heavily on technical work for the Regional Land Transport Strategy.

13. **Labour force:** Colin Drew & Associates, DoL, MSD & WLGO 2006 & Martin Jenkins & Associates 2005

Martin Jenkins & Associates works includes a stocktake around four aspects of the labour market - participation, productivity, skills, and regional and sector performance. Reviews the current situation, considers influences on these areas and existing initiatives or interventions in the labour market. Considers the available sector and related projections into the future, information and proposals for new or revised initiatives, and canvasses some stakeholders for views on what work should be done to support the future functioning of the regional labour market.

Subsequently a comprehensive process has been facilitated in conjunction with the WRS by Ministry of Social Development and Department of Labour involving over 69 Wellington regional stakeholder groups. A comprehensive Wellington Regional Labour Market Strategy has been developed along with an accompanying Implementation Framework.

14. **Tourism:** Destination Planning 2006, Angus & Associates 2005

This sub-component of the WRS built on a stock take of tourism product from early 2005 and involved interviews with over 80 private sector operators in the region and included a series of interviews and workshops to test ideas.

Evaluation included travel statistics and dynamics to and from the region and tourism offerings available. A considerable body of national tourism data and previous stocktake exercises and evaluations informed this work.

15. **Wairarapa Issues:** Wellington Region LGOfficers 2005

Officer evaluation work drawing on the Wairarapa's pre-existing work around the Wairarapa Economic Development Strategy, District Plan review and issue identification exercises carried out for Long Term Community Plans.

Focus Area Development: synthesis of background reports

The body of work outlined above (plus a variety of other sources accessible from central government, the private sector and other sources) were evaluated in May 2005 for the purposes of distilling out 'focus areas'. That is, those matters where regional influence or action could be applied to 'make a difference' to prosperity and quality of life in the Wellington region.

The evaluative process adopted was that of a 'competitive advice' model. Seven groups of consultants were furnished with the full set of WRS background reports and invited to independently apply their expertise and judgement to identifying critical initiatives for the Wellington region.

Drafts of the consultant's reports were then received by the WRS project teams and local government chief executives. A full day workshop was held in May 2005 with each consultant group presenting on their conclusions to the WRS team and the other consultants. Following the presentations a series of question and answer sessions and general discussions involving all consultants and the WRS team followed.

Subsequent to the workshop day the consultants then independently finalised their reports and furnished these to the WRS project officer teams.

The reports provided covered both urban / spatial evaluation and pure economic assessment. They include SWOT analysis and categories of response to tackle matters identified; ideas to build on Wellington region's strengths; how to improve international connectedness; the role of infrastructure investment; promoting flexibility around creating environments for business to succeed; and achieving true regional leadership. Reports include regional location quotient comparisons; sector trend summaries; 3 digit level ANZSIC location quotient analysis of sector performance and likely future trends; sector growth statistics and comparison to the North Island; spatial development assessment and methodology for intervention decision-making. Also provided are deprivation index mapping; economic sector specialisations by location, and population and dwelling market dynamics. From this work various potential policy responses are identified:

The consultant reports are available at www.wrs.govt.nz for:

- SGS International Economic & Planning
- Mentz / Kemp
- BERL
- McDermott Miller
- Cityscope
- Arnold.co.nz
- Urbanista Ltd.

Synthesis of background reports into WRS proposals

Recommendations from the above process were subsequently considered by the WRS Forum and woven into the WRS 'Growth Framework' released in August 2005 for public comment.

A statistically reliable survey was undertaken of regional residents and businesses to gauge opinions and views on the Growth Framework concepts.

Reports referred to above, plus statistically valid survey work on public attitudes, formed the basis for a series of eight WRS Forum workshops through the last quarter of 2005 and first half of 2006.

In addition, as elements of the thinking were agreed, this material was circulated to private sector and central government stakeholders for comment. This was formally done through the WRS Strategic Partners Forum in early 2006.

WRS officer project teams synthesised the ideas from these sessions into the WRS final document.

Appendix two

Overarching principles (as per page 63 of current document)

Appendix three

SWOT analysis (as per pages 7-12 of the existing document)