



Statement of Intent for Auckland Tourism, Events and Economic Development

2017 - 2020



He Mihi

E tu noa ana ngā maunga whakahii i te riu o Tāmaki Makaurau.

E whakaruruhau ana i ngā ahikaa mai tawhiti.

E maumahara ana i te nguha a Mataoho

Rātou kua poto ki tua ō te ārai, e moe e okioki

Tātou te hunga ora e kawē ana i te aronganui mō te pai me te whai rawa ō Tāmaki, tēnā rā tātou katoa.

The volcanic cones of Tāmaki Makaurau stand as sheltering monoliths to the people from an ancient heritage who have kept the home fires burning as a symbol of remembrance of Mataoho whose rage created this beautiful landscape.

To those who have passed into the night, may you find eternal rest.

For those of us who have been left behind to build the most liveable city in the world, greetings to us all.

Foreword

Auckland Tourism, Events and Economic Development is a progressive and innovative economic growth agency with a passion for the prospects and international profile of Auckland. We work relentlessly to increase the prosperity of all people living in this great city called Tāmaki Makaurau.

ATEED is proud of our contribution on behalf of Auckland Council and with our partners of the strategies we have developed to stimulate growth, and of the consequent interventions we have led and participated in that have delivered measurable growth and benefits to ratepayers and the people of Auckland.

Over the six years since the Auckland Council amalgamation, ATEED has helped the economic transformation of the region. Economic growth is over 4 percent, unemployment is significantly reduced, there is a strong business focus on export opportunities, and there is unprecedented new investment across the Auckland economy.

Working with our partners, ATEED has supported the growth of the visitor market into a \$7 billion industry, staged world-class sporting, arts, business and cultural events, attracted new businesses and investments, established the GridAKL innovation precinct, AR/VR Garage and Kumeu Film Studios, hosted the highly-successful Tripartite Economic Alliance Summit, the inaugural Techweek AKL 2016, and promoted a wide-ranging skills, employment and business capability programme, including the BuildAKL campaign.

Auckland is now ranked in the JLL Top 20 City Momentum Index (CMI) which referred to Auckland as “one of the world’s most sustainable and liveable cities” and “among the most dynamic city economies globally [which] have been able to achieve global reach without significant economies of scale.” ATEED works hard to support, connect and showcase the advanced industries and their smart, innovative companies which make Auckland globally competitive and will raise average incomes across the regional economy.

Auckland is now rated the Best Medium Sports City in the world which attracts international sports organisations and events to the city, most recently the ISAF World Junior Sailing championships and the World Masters Games, with the British and Irish Lions Tour, Mckayson Ladies PGA NZ Open, and Rugby League World Cup to be held in 2017-18.

ATEED undertakes diverse and dynamic projects operating in the collaborative spirit of kotahitanga with our broad range of partners that we bring together and work with to deliver the objectives and work programme set out by Auckland Council in our Statement of Intent (SOI).

ATEED’s SOI is by its nature an evolutionary document which although forecasting three years out is reviewed annually in order to take advantage of new opportunities, meets new challenges, and adapt to the influences of a changing strategic environment.

ATEED’s SOI for 2017-20 outlines the latest work programme, and objectives, that capitalise on the momentum to date, and reinforces Auckland’s standing as a major innovation hub of the Asia-Pacific region and as an international destination for visitors, businesses, students, talent and investors.

During the next three years ATEED will further develop and strengthen its relationships with local boards and iwi. ATEED is the only CCO that provides direct services to the local boards through our local economic development activities. We will continue to provide evidence-based advice on local economic development initiatives that will raise the living standards of residents, and create entrepreneurial and employment opportunities for Aucklanders, generating local employment in communities.

ATEED is committed to fostering Maori economic and cultural development, and playing a key role within Auckland Council’s Te Toa Takitini engagement programme. Integral to ATEED’s work programme are initiatives that will improve the overall performance of Auckland’s Maori economy, including Maori Economic Growth and Tourism Development programmes, iwi investment facilitation, rangitahi employment initiatives, and major events

including the Tamaki Herenga Waka Festival. Activities are expanding across each of these areas.

ATEED has set in train other exciting initiatives that will drive further economic growth and continue to enhance Auckland's international reputation. GridAKL will complete its second stage and establish a world-class innovation precinct, with two more buildings (Mason Bros and 12 Madden St) attracting new businesses and creating new high income jobs; the new film studios at Kumeu will host international film and television productions; the sports innovation precinct at Mairangi Bay with the AUT Millennium Institute will stamp Auckland as a centre of excellence for high performance sports training, science and innovation; and the Tripartite Economic Alliance and even bigger Techweek will enable local businesses to develop new international partnerships, increase their trade and grow significantly.

ATEED will continue to work with Council and industry on facilitating the development, investment and approvals for expanding infrastructure to meet the exceptional existing and forecast growth in the visitor economy, and the consequential economic and amenity benefits to ratepayers. This required new infrastructure includes accommodation, cruise ship berths and handling facilities, convention facilities, transport links and stations, digital services, and new attractions.

ATEED is working with Auckland Council and the accommodation sector to develop and implement an alternative funding mechanism for some of its activities, in the form of an Accommodation Provider Targeted Rate (APTR). ATEED already forecasts to increase our non-Council funding in FY18 from 17% to 23%, which will increase further and may impact existing governance and operational arrangements.

ATEED is specifically designed and tasked by Council to drive regional economic growth opportunities with a focus on bringing prosperity to Auckland. We relish the challenge.



David McConnell
Chair



Brett O'Riley
Chief Executive

Contents

He Mihi	2
Foreword.....	3
Purpose of Statement of Intent	6
About ATEED	7
ATEED’s contribution to the Auckland Plan and Economic Development Strategy	20
Three-year work plan to deliver on strategic direction	24
Performance outlook.....	33
Monitoring indicators.....	37
Summary of financial information.....	38
Approach to governance.....	41

Purpose of Statement of Intent

In accordance with the Local Government Act 2002, this annual Statement of Intent (SOI) publicly states the activities and intentions of Auckland Tourism, Events and Economic Development Limited (ATEED) for the next three years, and the objectives to which those activities will contribute. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability.

About ATEED

ATEED'S JOURNEY

Since inception in 2011, ATEED has been tasked by Auckland Council with a strong focus on growing the regional economy as a means of underwriting the prosperity and amenity of the city. ATEED's contributions across visitor activity has contributed to the Auckland visitor economy growing from \$5.35 billion in 2011 in to \$7.3 billion in 2016. Growth in the visitor economy not only results in more expenditure and jobs but also generates a much broader range of benefits that can underwrite Auckland's economic and social transformation, ultimately providing its residents with greater social amenity and higher living standards, notably in the CBD.

Concurrent to the visitor interventions, ATEED has focused on developing Auckland's culture of innovation and entrepreneurship recognising that innovation is a crucial driver of sustained income and business growth. One of the most visual examples of ATEED's success in this area has been the development and launch of the innovation precinct GridAKL located in Wynyard Quarter. As at January 2017, 76 technology based businesses have taken up tenancies in GridAKL. Following completion of all construction in 2022, GridAKL is forecast to contribute \$375m in GDP to Auckland's economy annually.

As ATEED's journey has continued, it has built capability in additional areas of focus including raising our international profile, developing a stronger focus on improved international connectivity through trade, and driving the attraction of new business and talent into Auckland to fulfil the cities potential. ATEED's efforts in these areas have contributed to Auckland being recognised as one of the "must see" cities in the world¹ and one of the most liveable cities in the world². Further, in 2016 ATEED won international awards for Excellence in Economic Development for Domestic Tourism Marketing, Techweek and the Tripartite Summit³.

Today ATEED both leads and supports Auckland Council's interventions in local board economic development, screen attraction, tourism, major events, Auckland Convention Bureau, international students, innovation and entrepreneurship and business attraction and investment. On behalf and in partnership with Auckland Council, ATEED developed and now leads the following economic development plans for Auckland:

- The Visitor Plan
- The Auckland Business Events Plan
- The Major Events Strategy
- The Auckland Innovation Plan
- ATEED Skills, Education and Employment Action Plan
- The Auckland Foreign Direct Investment Attraction and Facilitation Strategy

While ATEED has a strong focus on delivering regional economic outcomes, all of these activities also deliver local economic outcomes. We also support local economic development directly by supporting local board's in designing and implementing locally driven (economic) initiatives as well as through our business support, business start-up and youth employment activity. These activities require close and ongoing co-operation not only with local boards, but also with business groups and business improvement districts.

¹ <http://www.stuff.co.nz/travel/destinations/nz/80310764/Auckland-ranked-as-worlds-best-city-on-the-water>

² Auckland retaining its ranking of 3rd in the Mercer Quality of Living rankings, and 8th in the Economist Intelligence Unit's Global Liveability Survey ranking

³ 2016 International Economic Development Council (IEDC) Awards

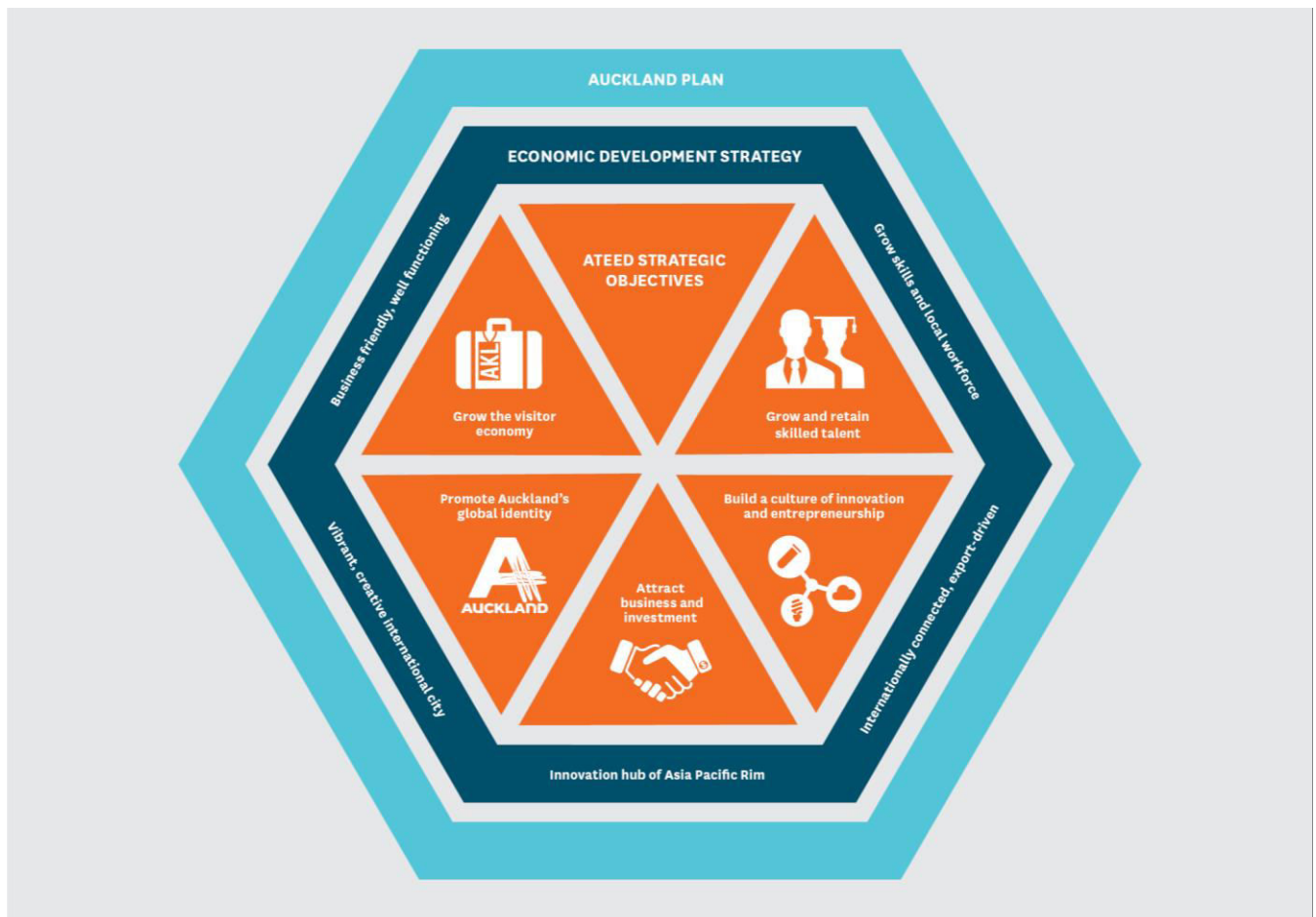
ATEED'S ROLE

ATEED has prioritised five strategic objectives that align to the Auckland Plan and Economic Development Strategy and articulate ATEED's role in delivering against the outcomes of these plans with a focus on bringing new smart money and high value jobs into Auckland:

- Grow the visitor economy
- Build a culture of innovation and entrepreneurship
- Attract business and investment
- Grow and retain skilled talent
- Promote Auckland's global identity

Through these objectives, ATEED can connect Auckland-wide strategies (Auckland Plan, EDS) with ATEED's ongoing strategic interventions, growth programmes and projects. The framework in Figure 1 below provides the organisation with focus on those areas of our role that will make a difference to Auckland. The key strategic objectives are supported by more detailed action plans, investment proposals and delivery partnerships.

Figure 1: ATEED's strategic objectives



Auckland's future success is increasingly linked to its position in the global economy, and in this regard Auckland has been recognised globally as a 'new world city'⁴. New world cities are characterised by an attractive quality of life, fewer environmental or economic externalities, and focused economic specialisms related to our comparative advantages. They play a role as knowledge, cultural, and entertainment hubs, and many also possess hi-tech, innovation or research capabilities that make them important cities in the convention and higher education economies. New world cities are increasingly internationalised and their global connectivity provides a platform for increased trade and collaboration. They compete openly in global markets including tourism, higher education, events, research and development, and summits.

ATEED focuses on those areas that offer the greatest opportunity for economic growth. This includes a stronger focus on supporting the eight competitive sectors of the Auckland economy that contribute significantly to growth, employment and prosperity – many of which were identified in the EDS. Additionally, ATEED – guided by international best practice – has identified three competitive cross cutting segments of the economy:

- 'Advanced' industries that trade in innovation, technology and knowledge-intensive services. These industries have above average growth and strong export growth.
- 'Tradeable' industries in which the goods or services produced are considered tradeable and where the majority of the industry's output faces international competition. These industries have marginally above average growth and strong export performance.
- 'Enabling' industries which are employment-intensive and are key to providing basic economic infrastructure and supporting a city's brand, image and global positioning.

When considering these needs and opportunities, and based on ATEED's current resources and functions, we have developed the following high-level framework to identify how we will support these sectors and industries.

Figure 2: ATEED's activity alignment to the cross cutting segments of the economy

ATEED delivers a range of tailored programmes to support the growth of Auckland's competitive industries

Advanced industries	Tradeable industries	Enabling industries				
GridAKL, Techweek, IdeaStarter, Dig My Idea	GridAKL, Techweek, FoodBowl, Aroha Auckland, Screen Auckland, destination, marketing, major events	BuildAKL, JobFest, The Show Never Stops campaign	PROMOTE	•	•	•
			VISITOR ATTRACTION	•	•	•
			BUSINESS ATTRACTION	•	•	•
			INVESTMENT ATTRACTION	•	•	•
			INDUSTRY & TRADE DEVELOPMENT	•	•	•
			TALENT ATTRACTION	•	•	•
			WORKFORCE SUPPORT	•	•	•
			INFRASTRUCTURE DEVELOPMENT	•	•	•

⁴ In February 2016, Auckland was recognised globally as a city on the move, being named for the first time in JLL's Top 20 City Momentum Index (CMI).

ATEED'S PURPOSE

ATEED's purpose is to promote Auckland as a destination for visiting, studying, running a business, investing and living. We are a proud public agency advancing Auckland's prosperity and helping create the new city by:

- Attracting visitors, direct investment and smart jobs to Auckland
- Building an entrepreneurial ecosystem in which ideas, investments and jobs thrive
- Helping businesses to start and grow
- Linking Auckland with dynamic markets and innovators in Asia Pacific
- Stimulating jobs for young Aucklanders in growth sectors

ATEED prioritises its resources to focus on sectors and industries within the economy which can generate the greatest return for Auckland. In this context, ATEED believes there are a number of priorities that can significantly impact Auckland's economic growth. These priorities will drive growth and help differentiate Auckland internationally as a leading city.

A clear, collaborative, achievable strategy is required to make Auckland an internationally prosperous city – a strategy that will help bring about a major change in the way Auckland does business. The Economic Development Strategy 2012-2022 (EDS) delivers this for Auckland.

The EDS aims to strengthen collaboration, provide and develop supporting infrastructure, and attract, build and retain talent and business capability in Auckland. It also aims to make it easier for the city to be innovative, to showcase its strengths and benefits from the sectors of competitive advantage.

The best way to achieve the aims of the EDS is through a step change in the level of exports, and being more internationally connected. The strategy outlines how Auckland Council will work with business, government and our partners to grow the skills of our local workforce, including people who have immigrated here permanently, strengthen local business areas and town centres, streamline Council's business processes, and develop Auckland into a city that's alive with events and creative talent – one that is attractive to visitors and residents alike.

The priorities outlined in the EDS are to:

- Grow a business friendly and well-functioning city
- Develop an innovation hub of the Asia-Pacific rim
- Become internationally connected and export driven
- Enhance investment in people to grow skills and a local workforce
- Develop a vibrant, creative, international city

KEY MOMENTS

Growing the visitor economy

- Annual visitation of international visitors to Auckland went past the 2 million mark for the first time, and the tourism sector contributes more than \$7 billion to the regional economy
- ATEED's major events portfolio injects \$44 million into the Auckland economy and generates 283,000 visitor nights
- Auckland Convention Bureau won 11 international conference bids worth an estimated \$17 million to the Auckland economy
- ATEED expands the golf, equine, marine and the screen (GEMS) programme to attract more high-value visitors to Auckland, particularly from China and United States

KEY MOMENTS**Building a culture of innovation and entrepreneurship**

- More than 10,000 people attended the inaugural Techweek AKL 2016 which included 55 innovation-focused events
- GridAKL innovation precinct gets a new home when nearly 60 tenants move into the refurbished Lysaght Building
- ATEED establishes the exciting AR/VR Garage and the number of tenants quickly grows to 20
- The number of actively-managed businesses in the Regional Business Partner programme tops 1000

KEY MOMENTS**Attracting business and investment**

- The Tripartite Economic Summit in Auckland attracted 700 delegates and more than 300 matched business meetings aimed at increasing trade between Auckland, Guangzhou and Los Angeles, with over \$40 million of deals directly completed as a result
- Nine multi-national or domestic companies established operations or expanded in Auckland, and ATEED helped secure nearly \$330 million worth of investment deals
- Screen Auckland issued a record 567 permits for filming on open public spaces across the region, and this film and television production was worth an estimated \$165 million to the local economy

KEY MOMENTS**Growing and retaining skilled talent**

- 59 companies signed up to the Youth Employer Pledge programme, managed by ATEED
- Two successful JobFests attracted several thousand young jobseekers, and ATEED launched the BuildAKL campaign to increase awareness and career opportunities and attract people into the construction and infrastructure industry
- More than \$1.6 million worth of NZTE Capability Development Vouchers were facilitated by ATEED into Auckland businesses
- International students studying in Auckland contributed \$350 million to the regional economy

KEY MOMENTS

Promote Auckland's global identity

- ATEED backed up the *AKL: The Show Never Stops* domestic tourism proposition with new summer and spring campaigns - *Beyond our Backyard* and *Stellar Spring Line-up*
- The *Beyond our Backyard* campaign featuring actress Robyn Malcolm won a Silver Medal at the International Economic Development Council's Excellence in Economic Development awards
- Aucklandnz.com website managed by ATEED attracted more than 3.7 million visits

Cross cutting priorities

In support of the five strategic priorities, ATEED focuses on the following cross cutting priorities:

- **Support for Māori economic development outcomes** – ATEED's initiatives will focus on improving the performance of the Auckland Māori economy by strengthening the capability and collaboration within it, and generating growth opportunities and leveraging the comparative advantage that the Māori Economy provides Auckland. This includes the facilitation of Māori economic growth initiatives through implementation of initiatives generated by the Whai Rawa workstream of Council's Te Toa Takitini programme, and working closely with central government agencies and the Government's He Kai Kei Aku Ringa partnership.
- **Value for money** – ATEED recognises the ongoing pressures on public funding and the need to deliver ever improving value for money to ratepayers. ATEED's goal is to develop an optimum funding model which will significantly reduce the reliance on ratepayer funding. Until this goal is achieved, ATEED will continue to focus on delivering enhanced levels of service without increasing ratepayer funding requirements.
- **Joined up activity across the Auckland Council Group** – ATEED will continue to work with teams across the Auckland Council Group to utilise key capabilities, avoid duplication and to deliver better outcomes for ratepayers. For example, ATEED supports the geographical and spatial priority areas by working with Council, Auckland Transport and Pānuku Development Auckland, and providing expert analysis and specialist advice.
- **Evidence based activity** – ATEED will ensure that business cases are evidence based to justify investment in key activities including significant investments and major events. ATEED proactively works with areas across the Council Group to ensure best practise measurement and evaluation of activities.
- **Support to local economic development** - ATEED will continue to prioritise support for local economic development, ensuring that our activities facilitate economic development in less prosperous parts of Auckland. Services provided by ATEED's local economic development team, in collaboration with local boards, CCOs and Auckland Council will support this, in addition to delivering ATEED's youth employment initiatives.
- **Delivery of integrated activities** – ATEED values and leverages the unique situation of combining its key activities under one entity focused on delivering new smart money and high-value jobs for the city. Increasingly, the business is identifying initiatives that deliver exponential value to the city by integrating the efforts of ATEED teams across all of the pillars. These benefits to the city are further increased by connecting ATEED's activity with strategic partners including other CCO's.

ATEED'S CUSTOMERS AND PARTNERS

Customers

ATEED acknowledges the importance of delivering value to our customers and maintaining this focus across all

of our initiatives. Responsiveness and seamless customer service is a priority for ATEED. The experience for the customer should be consistent across the Council group, ensuring a uniform approach to service delivery. ATEED's organisational structure ensures that delivery is designed from the 'outside-in', deploying customer-centric design techniques to ensure ATEED is accessible and transparent about its activities. ATEED also ensures that it works with other Auckland Council teams that provide services to these customer groups to ensure coherence and efficiency of message.

There are already a number of metrics tracking ATEED's performance in terms of customer expectations including Aucklanders' satisfaction with major events, the Regional Business Partner programme⁵, and engagement levels with local boards and iwi. In 2017/18, it is intended that every ATEED team will have a customer satisfaction measurement to ensure the customer centric focus is delivered at all levels.

Strategic partners

To deliver value for our customers and funders, ATEED focuses on formally aligning activity with strategic partners from across the public and private sector where there are common goals and values.

Effective partnering is critical to ATEED's success, and a method by which ATEED designs and delivers its work. ATEED adopted the Māori principle of kotahitanga ('unity in purpose') in 2012 to define its approach to partnering. Through this approach, ATEED seeks partners with shared goals, values and commitment to Auckland's growth. ATEED values collaboration with partners where there is an opportunity to accelerate delivery and growth to create scale and amplify Auckland's success.

ATEED formally partners through contracts, agreements and memorandums of understanding with a range of local and central government agencies, non-governmental organisations (NGOs), industry associations and corporate partners to achieve its strategic vision and its Statement of Intent targets. ATEED's collaboration with central government agencies is critical to ensuring that Auckland priorities are correctly positioned off shore, and that ATEED is able to complement and fully leverage activities undertaken by these partners.

Figure 3 provides examples of current ATEED partnerships.

Figure 3: Summary of current ATEED Partnerships

GOVERNMENT AGENCIES	
Ministry of Business Innovation and Employment	Key stakeholder enabling the alignment of regional and national economic policy and strategy, as well as access to key resources including research and data. Partner in the delivery of major events and funder of the CBD Jobs and Skills Hub.
Ministry of Foreign Affairs and Trade (MFAT),	A Memorandum of Understanding jointly between Auckland Council, ATEED, Pānuku Development Auckland, Independent Maori Statutory Board (IMSB) and the Ministry of Foreign Affairs and Trade (MFAT) and NZTE in relation to the coordination of international activities between all parties. The MOU aims to create a partnership that will generate improved outcomes for all parties in the international arena.
Immigration New Zealand	A Regional Partnership Agreement that enables Auckland businesses to attract and retain migrants who have the skills and inward investment that Auckland needs to enhance its economy. Immigration NZ provides a customised service to support businesses that ATEED has identified as having high value to Auckland.

⁵ The Regional Business Partner programme helps New Zealand businesses innovate and grow by making it easier to access early stage business support. The programme is delivered in Auckland under contract to New Zealand Trade and Enterprise (NZTE) and Callaghan Innovation.

Ministry of Social Development	Delivery partner and co-funder of JobFest and CBD Jobs and Skills Hub, skills initiatives, and key stakeholder in the development of ATEED's youth employment initiatives.
New Zealand Trade and Enterprise (NZTE) and Callaghan Innovation	<p>NZTE is the lead agency for the Investment Attraction Strategy and Framework, which mandates ATEED's role, including Project Palace to attract hotel investments. ATEED has recently signed an MOU that:</p> <ol style="list-style-type: none"> i. recognises the strategic partnership between ATEED and NZTE ii. Sets out the principles for working together to deliver common benefits to both agencies and the broader economic development ecosystem iii. Provides clarity on roles and responsibilities to ensure that these common benefits are delivered efficiently and without duplication to grow Auckland and New Zealand's economy <p>NZTE and Callaghan Innovation also contract ATEED to deliver the Regional Business Partner Programme, supporting small and medium sized enterprises (SMEs) to innovate and grow. Delivered in partnership with Auckland Chamber of Commerce.</p>
Tourism New Zealand (TNZ)	ATEED partners with TNZ on a range of destination marketing and business event attraction in ATEED's key target markets (Australia, China and the US). Activity includes jointly funded marketing campaigns, media and trade familiarisations, conference and incentive bids and some major events.
Education New Zealand (ENZ)	ENZ is a contractual partner supporting the delivery of ATEED's international education activity by aligned strategies, shared data and investment in key strategic projects.
NON-GOVERNMENTAL ORGANISATIONS (NGOS)	
Asia New Zealand Foundation	Formal partner that informs Asia migrant, trade and investment strategy for Auckland region including but not limited to delivery of Lantern Festival and Business Forum, Diwali Festival, trade and investment summits, Tripartite agreement.
KEA	ATEED is Kea's Global Economic Development Partner, putting Auckland on the international map and connecting it to the world. ATEED's formal partnership with KEA provides Auckland businesses with access to an extensive and influential global expat business network.
New Zealand Film Commission	Partner for the attraction of international film and television productions and the development of the Kumeu Film Studios.
NZTech	Delivery partner for Techweek 2017 and, as industry representatives, a key stakeholder in ATEED's work to support the New Zealand technology sector.
CORPORATE	
ASB	Partner in the development of Auckland as a tourism destination and Auckland's major events portfolio; co-sponsor of Lantern, Diwali and Tamaki Herenga waka Festivals.

BNZ	Delivery partner for Tripartite 2015; China trade partner (with Immigration NZ and NZTE); provider of services for Regional Business Partner (RBP) programme; provider of premises and mentors to the Lion Foundation Young Enterprise Scheme (delivered by ATEED).
SkyCity	Partner in the development of Auckland as a tourism destination and member of the Auckland Convention Bureau member; Youth Employer Pledge partner; Tourism destination partner plus i-SITE partner; Major event festival partner.
Air New Zealand	Partner in the development of Auckland as a tourism destination; co-sponsor of Lantern, Diwali and Tamaki Herenga Waka Festivals.
Auckland International Airport Limited (AIAL)	ATEED partners with AIAL on a number of strategic activities aligned to the development and growth of the visitor economy. Activity includes joint marketing, sharing of data insights and working in partnership on visitor infrastructure challenges. Activity also includes support where appropriate on new airline route development, with a focus on Australia and China.
Vector Limited	Partner in the development of Project Lumens and the lighting of the harbour bridge and wider eco-friendly lighting initiatives.

Local board engagement

ATEED recognises that local boards are an integral part of Auckland Council's shared governance model, and that local boards have responsibilities regarding funding and delivering local economic development, infrastructure and local events. ATEED is the only CCO directly responsible to local board's for the delivery of local economic development initiatives and is committed to working in an open partnership with local board members and local board Services staff to shape and advance local economic prosperity. Appendix 1 outlines the ATEED contributions to local economic development by local board.

ATEED will continue to provide early input into the development of triennial local board plans to support an integrated long-term approach to planning and enabling community and economic outcomes. Where local boards hold Locally Driven Initiative (LDI) funding for economic development, ATEED provides specific input into the development of annual local board work programmes.

ATEED manages its engagement with local boards through a dedicated point of contact who has the specific responsibility for managing and developing the day-to-day relationships with local boards. ATEED account managers act as conduits to ensure local boards connect with the right person within ATEED to meet their needs.

ATEED also works closely at the local level with business groups and Business Improvement Districts and sees further opportunity to enhance collaboration and alignment of activities to deliver greater outcomes for local economies.

While ATEED provides localised support across Auckland the need to focus on areas of less prosperity, notably South and West Auckland, is prioritised. As figure 4 outlines ATEED provides a number of services to these regions including a number of focused interventions notably the Kumeu Film Studio (West Auckland) and strategic input into the Pānuku Development Auckland led Transform Manukau initiative (South Auckland). ATEED will continue to focus on initiatives that deliver value to these less prosperous areas.

Figure 4: Current ATEED support to West and South Auckland



Supporting Māori economic development

ATEED is responsible for promoting and fostering economic development and opportunities for everyone across the region, including Tāmaki Makaurau's 19 recognised iwi groups (mana whenua) and the wider Māori community.

ATEED works closely with the Independent Maori Statutory Board and the Te Puru Kokiri and together we know the value of strong performing businesses within the Māori economy contributes across Auckland's sectors at all levels. The Māori economy continues to be an increasingly formidable force within Auckland, encompassing business, social and community dimensions, with both a domestic and international focus.

Working in partnership with Māori and champions of Māori business, ATEED will deliver a range of initiatives that aim to improve the overall performance of Auckland's Māori economy and generate growth opportunities. These initiatives will also aim to strengthen business capability and the capacity of this part of the economy, increase collaboration and leverage the comparative advantage that the Māori economy offers Auckland.

ATEED's initiatives support Auckland Council's Māori economic wellbeing programme, Whai Rawa, as part of the overall Te Toa Takitini⁶ framework.

ATEED's initiatives will focus on three 'customer' groups that collectively represent the Māori economy in Auckland:

- Rangatahi – ATEED will deliver development – education, employment and entrepreneurship – through focused initiatives such as DigMyIdea and Emerging Leaders
- Iwi and Māori collectives – supporting and enabling iwi-led economic development aspirations
- Māori enterprises – supporting entrepreneurship and innovation through a programme supporting Māori small and medium businesses, and the development of a Māori corporate network

Alternative funding and reducing the reliance on ratepayer funding

In November 2016, the Mayor announced plans to introduce an Accommodation Provider Targeted Rate for the 2017/18 financial year. ATEED had led initial discussions with the industry on visitor levy options following an approach agreed with the Council governing body in November 2015. ATEED will continue to support Council and the industry with the development and implementation of the rate. It is anticipated that the new rate will replace general ratepayer funding for ATEED's activity under the Grow the Visitor Economy pillar, specifically tourism marketing and development, business events, major events, and international student attraction.

The mechanism for the rate is currently being developed for implementation in July 2017. Pending further information on the new rate mechanism, this SOI outlines the activity and metrics confirmed in the current Long Term Plan 2015-2025 (LTP). ATEED will work with Council and the accommodation sector to update activity and metrics as the rate is developed and new priorities agreed, including a revision of the Auckland Visitor Plan.

ATEED is committed to increasing non-Council sources of revenue and will continue to investigate further opportunities. This commitment includes both increasing the stakeholders who financially contribute to ATEED (i.e. Central Government and private funding sources) and also utilising partner resources and programmes to enhance or replace ATEED capability and activity.

In FY18 ATEED forecasts to increase the non-Council funding from 17% to 23%.

⁶ Te Toa Takitini is a Council led initiative designed to lead and influence better outcomes for Maori by enabling a top-down Council family approach to significantly lift Maori social and economic well-being, strengthen the Council's effectiveness for Maori and maximize post-Treaty settlement opportunities for the benefit of mana whenua, Auckland Council and Auckland public.

ATEED'S OPERATING PRINCIPLES

ATEED has identified the following operating principles which align with expectations across the Auckland Council Group and we will adhere to in fulfilling our role:

Delivering value for money

ATEED recognises the ongoing pressures on public funding and the need to deliver ever improving value for money to ratepayers. ATEED's goal is to develop an optimum funding model which will significantly reduce the reliance on ratepayer funding. Until this goal is achieved, ATEED will continue to focus on delivering enhanced levels of service without increasing rate funding requirements through:

- An ongoing focus on opportunities to partner with third parties to deliver additional and/or improved services within our approved funding
- Continued pursuit of commercial partnerships and alternative funding options, to reduce reliance on ratepayer funding
- Supporting the development and implementation of the Accommodation Provider Targeted Rate for Auckland to generate an additional revenue stream for projects and activities designed to grow and support the visitor economy
- Focusing on cost-effective digital solutions to grow our on-line audiences, increase engagement and improve integration of our digital channels with partners
- An ongoing focus on reducing overhead costs
- Increasing the use of Council group capabilities and expertise for business needs
- A greater use of shared Council services

Regular reporting will provide transparency of supporting financials and key performance indicators against core activities, and visibility of ATEED's achievements, issues, opportunities and risks. This will be delivered in line with the Finance and Performance Committee requirements. ATEED is also committed to the ongoing evaluation and measurement of our activities.

Cross-Council collaboration

ATEED recognises that its work to create outstanding economic growth outcomes on behalf of Auckland Council can only be achieved by collaborating effectively with other parts of the Council group. This includes working closely with the Governing Body, local boards and departments, the Independent Māori Statutory Board, and other CCOs through various management forums and projects, as we collectively address Auckland's growth opportunities and challenges outlined in the Auckland Plan.

Collaboration between the Council Group is important as it consolidates capabilities to achieve the Auckland Plan's goals efficiently. For ATEED, collaboration provides an opportunity to gain access to otherwise unaffordable capability. Joining forces also ensures a consolidated and consistent approach to the development and delivery of strategies and activities, and the avoidance of duplication of effort and resources.

ATEED is involved in a number of major joint and cross-Council group initiatives including:

- ATEED shares its expertise, data and insights to contribute to strategy and policy development for other parts of the Council group (i.e. the Pānuku Development Auckland led Transform Manukau initiative)
- Development of the refreshed Auckland Plan via membership of the Auckland Plan Refresh Steering Group
- Planning for geographical and spatial priority areas by working with Council, Auckland Transport and Pānuku Development Auckland, and providing expert analysis and specialist advice
- Working across the Auckland Council group to identify and articulate a comprehensive and coordinated messaging of Auckland's investment story
- Development of GridAKL in conjunction with Pānuku Development Auckland
- Development of the AR/VR Garage in conjunction with Auckland Transport
- Development of cruise ship facilities with Pānuku Development Auckland, Auckland Transport and Ports of

Auckland and Auckland Council

- Attraction of investment to support business growth and the development of key sector infrastructure (e.g. the film precinct) by working with Auckland Film Studios
- Working with Global Partnerships & Strategy on economic links with partnership cities, for visiting and offshore international delegations and where civic relationships support the development of new international economic opportunities. The Auckland International Managers Network is one mechanism for ensuring across-Council coordination with government.”
- Development of broader Council-wide opportunities in private sector partnering. ATEED’s Corporate Partnerships team has fused with Auckland Council’s Strategic Partnerships team to support the delivery of an amalgamated work programme of ATEED propositions and cross Council opportunities

Examples of collaboration at an operational level include:

- Facilitation and delivery of major events – ATEED works closely with Auckland Transport and Regional Facilities Auckland in the delivery of major events
- Film facilitation – ATEED regularly works with a range of stakeholders including Council departments, local boards, Watercare and Auckland Transport to permit filming on public land
- Communications, branding and shared services - ATEED works closely with designated Council teams to ensure a joint approach to communication and branding activity. ATEED is also using a wide range of business services that are provided by Auckland Council’s shared services arrangement to take advantage of cost efficiencies and avoid duplication of capability

‘Many minds – one team’

ATEED’s goal is for Auckland to be world-leading as a liveable city, events city, innovation hub of the Asia-Pacific, diverse city, visitor destination, Māori city and Pacific people’s city. We will help Auckland get there by living ATEED’s values, which permeate all the work we do. Our values are:

- It’s all about people: great company
- Let’s be clear: great communication
- Connect and collaborate: great relationships
- Bold actions, smart choices: great thinking
- Get it done and make it yours: great result

ATEED strategic alignment

In delivering on our purpose, ATEED will contribute to the priorities and growth goals contained in the Auckland Plan and the EDS. In addition to the Auckland Plan, ATEED acknowledges the more recent development of the Unitary Plan, the Auckland Transport Alignment Project addressing transport needs, the geographic spatial priorities⁷ set out in the Long-term Plan 2015-2025, and Pānuku's transformational work on targeting the growth of metros and town centers. Working with those plans in mind, ATEED will continue to be guided by the priorities and actions set out in the EDS to ensure that Auckland has efficient and long-term economic infrastructure to create a prosperous and internationally competitive economy.

THE AUCKLAND PLAN

The transformational shifts outlined in the Auckland Plan work together to achieve the changes required to get there. ATEED plays a critical part in delivering on these shifts through both primary and secondary contributions. This is outlined in the table below:

AUCKLAND PLAN	DEGREE OF CONTRIBUTION	HOW ATEED CONTRIBUTES
Raised living standards	Primary	ATEED's focus on facilitating new smart money and high-value jobs for Auckland through delivering on its five strategic priorities (innovation, investment and entrepreneurship, skilled talent, visitors and global identity) will lead to a transformational uplift in income for all Aucklanders and help to improve socio-economic inequalities.
Māori social and economic wellbeing	Primary	Implementing projects and programmes within the Whai Rawa workstream of the Te Toa Takitini programme including the Māori Economic Growth programme, the Major Events Strategy, the Tāmaki Herenga Waka Festival, Māori tourism development programme and Māori cultural showcasing, as well as iwi investment facilitation. ATEED's Māori responsiveness framework will ensure that all of our activities contribute to Māori wellbeing, and achieving better outcomes for and with Māori.

⁷ The geographical spatial areas set out in the LTP 2015-25 are: City centre; Inner west triangle; Greater Tamaki; Ōtāhuhu-Middlemore; Manurewa-Takinini-Papakura corridor; Northern Strategic Growth Area (NorSGA); Greater Takapuna; Pukekohe-Wesley (Paerata); Manukau metro and Flatbush.

Children & young people	Secondary	<p>Through our work in enhancing the visitor economy, growing our target sectors and enabling skill development, education and talent and removing barriers to youth employment, ATEED contributes directly to the following goals of I Am Auckland (Council’s strategic action plan on children and young people):</p> <ul style="list-style-type: none"> • “Given opportunities to succeed and being given a fair go” – ATEED contributes to this through the delivery of youth employment activities and entrepreneurship programmes including the Lion Foundation Young Enterprise Scheme, DigMyIdea, and Ideastarter • “Auckland is my playground” – ATEED contributes to this by delivering cultural and major events, and working with partners to create a vibrant and creative international city • “Rangatahi tu rangatira” (transforming from a young person into a leader). ATEED contributes to this by delivering the DigMyIdea innovation challenge and supporting the Emerging Leaders Programme, as well as ensuring that youth employment initiatives cater to rangatahi
Environmental action & green growth	Secondary	<p>Growth of service-based low carbon emitting industries such as technology, data and other knowledge-intensive industries.</p> <p>Development of a sustainable visitor economy.</p> <p>Developing projects and programmes to showcase sustainability (i.e. Project Lumens).</p>
Outstanding public transport	Secondary	<p>Facilitating the development of digital industries and solutions and clean technology industries including electric vehicles. Support the attraction of investment for significant infrastructure projects including Skypath, City Rail Link and others.</p>
Quality urban living	Secondary	<p>Business attraction and investment activity including assisting high-quality investors with a commitment to ethical and sustainable development. The visitor economy underpins the amenity of urban and rural living in Auckland.</p>

ECONOMIC DEVELOPMENT STRATEGY

ATEED’s strategic priorities directly align with the priorities and actions of the EDS, as summarised in Figure 5. This figure also shows areas that ATEED is responsible for leading, and those where ATEED plays a supporting role. Whether leading or supporting, ATEED works with a wide range of partners referred to on page 13.

Figure 5: ATEED’s strategic priorities and contribution to the priorities and actions in the EDS

ATEED STRATEGIC PRIORITIES		AUCKLAND ECONOMIC PRIORITIES														
		Friendly, Well Functioning			Innovation Hub of Asia Pacific Rim			Internationally Connected, Export Driven		Investment in People to Grow Skills			A Creative Vibrant World City			
		1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	4.1	4.2	4.3	5.1	5.2	5.3	
EDS ACTIONS																
	Grow the Visitor Economy		●										●	●		
	Attract Business and Investment		●			●	●	●	●							
	Build a Culture of Innovation and Entrepreneurship	●			●	●	●		●				●	●	●	
	Grow and Attract Skilled Talent		●	●	●	●	●			●	●	●				
	Build Auckland’s Identity	●	●	●	●	●	●	●	●	●	●	●	●	●	●	

○ ATEED LEADS ACTION ● ATEED SUPPORTS ACTION

ATEED will continue to play a role in the development of the refreshed Auckland Plan, and will ensure that relevant plans and strategies align with it. This was demonstrated in 2016 by the development of ATEED’s sectors and industries framework that built on and refreshed the work of the EDS.

ATEED is committed to supporting green growth, as well as to the Low Carbon Auckland Action Plan (2014) and is committed to working with industry to support the development of Auckland’s low carbon industries. In collaboration with the Ministry for the Environment and other agencies ATEED will explore the size and potential of low carbon industries and future interventions to support them.

LOCAL ECONOMIC DEVELOPMENT

The EDS defines⁸ local economic development as:

“...building up the economic capacity of a local area to improve its economic future and quality of life for all. It is a process by which the public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. It is about communities continually improving their investment climate and business-enabling environment to enhance their competitiveness, retain jobs and improve incomes.”

ATEED works for local boards and with Council and CCOs to support decision making on local economic growth and facilitate or coordinate the delivery of local economic development activity. ATEED ensures that the regional activities that ATEED leads or delivers are fully leveraged to support local economic growth and employment. This includes ATEED’s support for local tourism promotion activity and sponsorship, facilitation or delivery of a range of events that although regional in their reach, have local level impacts e.g. the “Beyond our Backyard” campaign and development of tourism clusters.

In addition, ATEED’s Local Economic Development Team (LED) works for local boards that allocate Locally Driven Initiatives (LDI) budget to economic development activities⁹. In such instances the LED team delivers a range of services including:

⁸ <http://eds.aucklandCouncil.govt.nz/the-role-of-aucklands-economic-development-strategy/#local-economic-development> – section D4

⁹ This activity is subject to local boards prioritising local economic development and subsequently allocating funding to local economic development through their local board agreements.

- Preparation of local economic overviews that provide an evidence base to indicate and support potential local interventions
- Development of proposals, including feasibility studies that enable local boards to directly fund or otherwise advocate for, the implementation of local initiatives
- Advocacy for infrastructure, industry, business and employment through research and data

Examples of local economic development activities that have been supported by ATEED to date include:

Tourism

Partnering with local tourism operators and developing regional cluster groups¹⁰ including Franklin, Matakana and Waiheke, to position and promote local areas as distinctive destinations within Auckland. Growing distinctive destinations expands the range of tourism products that Auckland can offer, and grows employment and income in local economies.

Business growth and business support

ATEED provides a range of services that include enterprise creation, small business support and development through the Regional Business Partner programme, investment attraction and infrastructure development, support for business clusters, business improvement districts, and business associations.

In FY16 ATEED led the development of a Migrant Business Support programme in the Whau and Kaipatiki local board areas focused on developing new approaches to business support for migrant-owned businesses and enabling their growth. ATEED achieved this by working in partnership with the respective local boards, central government and private business support agencies.

ATEED also supports the activity being led by Pānuku Development Auckland to target the rejuvenation and economic development of town centres, notably in Manukau, Onehunga and Henderson.

Youth employment and entrepreneurship

ATEED partners with philanthropic organisations, employers, central government, industry training organisations, and Council (including Pānuku Development Auckland, Auckland Transport, COMET and Youth Connections), to support and deliver a range of initiatives that enhance the employment opportunities for 16-25 year olds, particularly those which target young people not in employment, education or training (NEET).

ATEED's delivery of youth entrepreneurship initiatives such as the Lion Foundation Young Enterprise Scheme, DigMyIdea and IdeaStarter builds skills and capability among young people. These programmes enhance the employment prospects of young people.

Screen

ATEED's screen facilitation and film permitting activity, through its Screen Auckland unit, brings direct benefits to local areas in Auckland. In FY16 the Screen Auckland team issued a record 567 permits for filming on open public spaces across the region. These shoots were worth an estimated \$165 million to the region's economy, supporting local businesses and employment, as well as providing a revenue stream to local boards for the management of public open spaces.

ATEED three-year work plan

This section outlines our strategic programmes over the next three years to support Auckland Council priorities and our purpose to facilitate new smart money and high-value jobs for Auckland.

¹⁰ As at January 2017 ATEED has set up and supports the following tourism clusters: Matakana Coast and North West Country (Rodney); Waitakere; Great Barrier Island; Devonport; Waiheke; Howick; Mangere; Franklin.

The following are the key initiatives/projects to deliver on ATEED strategic objectives. Many of these initiatives/projects are delivered across the region including into Council's key spatial priority areas, the Central City and the Southern Initiative.

PROJECTS & PROGRAMMES	DESCRIPTION	IMPACT
<p>GROW THE VISITOR ECONOMY</p> <p>The benefits of an enhanced visitor economy extend beyond the direct economic impacts that increased visitor numbers bring. A city that is attractive to visitors also attracts residents, students, migrants and investment, in turn providing jobs and an improved standard of living. In this way, the visitor economy underwrites much of the amenity of Auckland that benefits visitors and residents alike. ATEED's role is to inspire and encourage visitation by promoting Auckland as a unique destination to domestic and international tourists, the travel trade, key influencers, business/institutions and international students. We also partner with the visitor sector to identify and fill gaps in Auckland's visitor attraction offering – including major events. ATEED will be revising the Auckland Visitor Plan during this time to focus on new targets and priorities.</p>		
<p>International destination marketing</p>	<p>Undertake international trade and consumer marketing and media activity in our key markets of Australia, China, USA, and Japan in partnership with TNZ, Auckland International Airport Limited (AIAL), Flight Centre and others.</p>	<p>Increased high-value visitation, spend, and jobs</p>
<p>Domestic destination marketing</p>	<p>Undertake New Zealand domestic marketing of Auckland under the “<i>Show Never Stops</i>” umbrella including leveraging new and existing events, specific campaigns and partner channels.</p>	
<p>Trade marketing</p>	<p>Increase yields and high value customer visitation from key markets through the GEMS programme (golf, equine, marine including super yachts and screen) focused on the Chinese market, and the PRVILGES programme (premium visitation, investment, luxury golf, education and screen) focused on the US market.</p> <p>Leverage and develop trade partnerships with partners including TNZ, AIAL, Virtuoso, Travel Leaders Group, AMEX, Air NZ, China Southern, and develop advocates for Auckland among the travel trade and media.</p>	
<p>Destination development</p>	<p>Work with commercial partners to identify and address product gaps and ensure the region's strong Māori identity and contemporary culture are woven into the visitor offering. Projects include lighting of the harbour bridge, the tupuna maunga and other Auckland landmarks, supporting new developments like Skypath, new attractions, cycling and walking trails, and Māori cultural attractions that align with the Auckland offering.</p> <p>Partner with local boards, local tourism operators and regional cluster groups to facilitate connectivity and position and promote local areas as distinctive destinations within Auckland.</p> <p>Partner with the cruise sector to ensure Auckland continues to effectively function as New Zealand's exchange port, rates highly as a cruise destination and has cruise infrastructure that can accommodate the size of ships and the number of visits.</p> <p>Engage with local hoteliers, operators and cluster groups to communicate Auckland's story.</p> <p>Continue to support the development of the Māori tourism sector and connect Māori tourism operators to international trade marketing agents and their marketing channels.</p>	<p>Improved visitor experience and satisfaction</p>
<p>Business event attraction and leverage</p>	<p>Grow the value and volume of business events in Auckland and focus on using business events to address seasonality in the visitor economy. Support growth and investment into key Auckland sectors through ATEED's Auckland Convention Bureau, in line with the Auckland Business Events Plan. Leverage TNZ funding to attract business events to Auckland. Partner with TNZ and the New Zealand International Convention Centre to attract major business events to Auckland.</p>	<p>Increased number and value of business events</p>

Major event attraction and development	Work in partnership to attract, develop and manage a portfolio of economic, social and brand anchor events which align with Auckland's Major Events Strategy and the priorities of ATEED and Auckland Council. Currently contracted events include the ITM Auckland Supersprint (Supercars), the Downer NRL Auckland Nines, McKayson NZ Open (LPGA) and the Volvo Ocean Race.	Increased visitation, spend High level of liveability
Major event sponsorship and leverage	Leverage the annual major events portfolio taking an integrated view across ATEED and focusing particularly on events having significant impact such as, DHL New Zealand Lions Series 2017, Rugby League World Cup 2017, Volvo Ocean Race Auckland Stopover 2018, and Techweek 2018.	
Major event delivery and operational support	Ensure the successful delivery in combination with Council and partners of the Tāmaki Herenga Waka Festival, Auckland Lantern Festival, Auckland Pasifika Festival and the Auckland Diwali Festival of Lights.	
International student attraction and retention	Partner with Education New Zealand and the education sector to tell the Auckland education story to attract international students to Auckland. Deliver interventions to enhance the international student experience, including workforce integration and create lifelong connections between the city and students, their friends and family.	Increased value of international students
Visitor information provision	Continue to improve the provision of visitor information services particularly through digital channels and visitor centre partners.	Improved visitor experience and satisfaction

BUILD A CULTURE OF INNOVATION AND ENTREPRENEURSHIP

An entrepreneurial economy fuelled by innovative businesses in advanced and tradeable industries will grow at an accelerated rate, and innovation and entrepreneurship are therefore crucial for sustained economic growth. In building a culture of innovation and entrepreneurship, ATEED's primary role is to enable, facilitate and connect. In partnership with industry clusters, government, universities, investors and entrepreneurs we will help build an environment which enables innovation and entrepreneurship to flourish. Our activity, which is informed by the EDS and shaped by the Auckland Innovation Plan, will support the growth of a culture of innovation and entrepreneurship in Auckland and build Auckland's position as an innovation hub of the Asia-Pacific rim.

GridAKL	<p>The ongoing development of GridAKL as Auckland's innovation precinct at Wynyard Quarter and a showcase of innovation, including the nurturing of high-growth technology and digital start-ups, small to medium enterprises (SME) and large corporates and a programme of support services, events and other community building activations.</p> <p>We will also partner with a wide and diverse range of individuals and organisations including other existing and proposed innovation hubs and precincts and co-working spaces to enhance links between those and GridAKL. These include Grow North, Uptown (Mount Eden), Devonport, Smales Farm, AUT Millennium, Parnell, Takapuna, Manukau and the screen precinct (Kumeu). GridAKL is designed to maximize innovation through collaboration and is an essential element in Auckland's innovation ecosystem.</p>	Increased business growth
----------------	---	---------------------------

<p>Stimulating and promoting innovation and entrepreneurship</p>	<p>Leveraging our investment in GridAKL and working in partnership with universities, government, business groups, business improvement districts and other members of the innovation ecosystem, ATEED will play a leadership role in supporting interventions which stimulate and promote innovation in Auckland, including supporting organisations which are active and effective in this space.</p> <p>We will continue to support youth entrepreneurial programmes and deliver the Lion Foundation Young Enterprise Scheme, DigMyIdea and IdeaStarter initiatives. We will also work with the tertiary sector to support their entrepreneurship catalyst initiatives such as Velocity (University of Auckland) and Co-starters (AUT). This continuum of initiatives supports the development of the next generation of entrepreneurs in Auckland.</p> <p>We will showcase innovation and entrepreneurship in the Asia-Pacific region through supporting the delivery of the Auckland components of Techweek NZ event which will:</p> <ul style="list-style-type: none"> • support collaboration within the Auckland innovation ecosystem • attract entrepreneurs, businesses and investors from throughout the Asia-Pacific region • promote Auckland's performance and story as an innovation hub of the Asia-Pacific rim to domestic and international audiences 	
<p>Supporting R&D and STEM-focused industries and advanced industries</p>	<p>Partner with industry associations and other key stakeholders to support the growth of Auckland's advanced industries (those which have a higher proportion of R&D investment and STEM employment). These industries include high-value foods and beverages, tech sector, screen and digital, sports technology, advanced materials, and high-value manufacturing.</p> <p>Support the high-value foods and beverages sector by continuing to support New Zealand Food Innovation Auckland (The FoodBowl – Te Ipu Kai) to achieve its vision for a motivated and internationally recognised Food & Beverage industry. This includes improving connectivity between these firms and the FoodBowl.</p> <p>ATEED is working in collaboration with a group of partners to investigate the value of collective action to address strategic economic issues of mutual importance. It is envisaged that ATEED's role will be to provide an independent platform and advisory to support collective action on transformational issues.</p> <p>Support investment in R&D including through delivery of the Regional Business Partner programme and increasing the awareness of the value of R&D investment amongst Auckland businesses.</p>	
<p>International trade</p>	<p>ATEED will work with MFAT and other central government agencies to support development and implementation of the Trade Agenda 2030, ensuring Auckland's wider economic interests are built into planning and delivery. ATEED will seek to ensure the revised plan is reflective of Auckland's needs and the actions within the plan will support Auckland's trade ambitions.</p> <p>ATEED will begin preparations for Auckland's involvement in APEC 2021, in partnership with MFAT.</p> <p>NZTE is the lead agency for the Investment Attraction Strategy and Framework, which mandates ATEED's role in investment attraction. In partnership ATEED will support investor migrant attraction and retention, including support for the new global impact visa programme.</p> <p>ATEED will leverage platforms such as the Tripartite Economic Alliance between Guangzhou, Los Angeles and Auckland, building on the 2015 and 2016 summits to further enhance trade links between these cities and support Auckland business' access to trade and investment opportunities.</p>	<p>Increased Auckland exports</p> <p>Increased migrant and business investment</p>

<p>Supporting local economies and local businesses</p>	<p>ATEED works for local boards and alongside business groups, Business Improvement Districts, Council and other CCOs to support decision making on local economic development and facilitates or coordinates the delivery of local economic development activity. ATEED ensures that the regional activities that ATEED leads or delivers are fully leveraged to support local economic growth and employment.</p> <ul style="list-style-type: none"> • Provide evidence based advice that informs the development of local board plans and annual work programmes, including delivery of local economic overviews. • Partner with Pānuku Development Auckland, Auckland Transport and local boards to integrate ATEED's economic and business attraction and investment advice into geographic and spatial priority areas as defined and guided by the Auckland Plan. This includes supporting urban regeneration projects¹¹ led by Pānuku Development Auckland. • Deliver the Regional Business Partner programme to support the growth of local business and business development. This programme is delivered in partnership with the Auckland Chamber of Commerce and through ATEED's local teams operating from Council service centres in Manukau and Henderson, as well as independent offices in Albany. • Partner with the Auckland Chamber of Commerce to deliver the Westpac Auckland Business Awards to celebrate the success of local businesses. • Deliver initiatives and local business events which foster connectivity and collaboration both within and across industries, using our local partnerships. • Deliver local economic development projects funded by local boards¹². 	<p>Increased regional business growth</p>
<p>Supporting the growth and diversification of the Māori economy</p>	<p>Working in partnership with Māori and champions of Māori business, ATEED will deliver a range of interventions that will develop Māori capability and capacity to grow the Māori economy. Interventions include:</p> <ul style="list-style-type: none"> • Rangatahi-focused initiatives such as DigMyIdea and Emerging Leaders Programme, as well as ensuring that youth employment initiatives cater to Rangatahi. • Delivery of a programme supporting Māori small and medium businesses, linked to the Regional Business Partner programme. • Continued facilitation of the Whaariki Māori Business Network. • ATEED will also offer support that will enable iwi-led economic development aspirations, supporting iwi and Māori collectives. • Increase the capability of Māori businesses in the tech sector/digital, food and beverage, creative sectors by delivering E Tipu, E Rea – Māori Business Growth Workshops. • Development of the economic alliance between Māori and Auckland business (on behalf of the people of Auckland) and the province and people of Fujian, and their diaspora network throughout the Association of Southeast Asian Nations (ASEAN) to deliver tangible economic outcomes for Auckland, initially in the areas of health technology, sports technology, marine, food and beverage, tourism and airline connectivity, and cultural exchange. • Working with Poutama Trust charity to create an environment for successful business ventures and economic growth. <p>ATEED's initiatives support Council's Māori economic wellbeing programme, Whai Rawa, as part of the overall Te Toa Takitini framework.</p>	<p>Increased growth in the Māori economy</p>

ATTRACT BUSINESS AND INVESTMENT

The attraction of more businesses of scale, and a focus on productive inward investment, is crucial if Auckland's growth goals are to be achieved. ATEED's role is to work in partnership with central government agencies, the Council group and the private sector to proactively attract and respond to business and investment opportunities into sectors of focus for Auckland, and ensure that services are effectively leveraged and coordinated. ATEED also delivers post-investment aftercare services to ensure Auckland retains this investment and associated jobs and skills and actively encourage further investment.

¹¹ ATEED's involvement will be dependent on the specific objectives of each project.

¹² Where funded by local boards with Locally Driven Initiatives (LDI) funding

Business attraction and investment (proactive)	Identify and facilitate business attraction opportunities in Auckland’s key sectors and advanced industries. Work to ensure Auckland is an investment friendly destination that delivers appropriate investment opportunities and compelling reasons for businesses to establish in the city. Achieve this by understanding barriers to business attraction and investment, and working with partners to overcome them.	Increased foreign direct investment
Business attraction and investment (reactive)	Promote Auckland as an international business and investment destination. Continue to implement our targeting programme to attract productive foreign direct investment (FDI) into key projects, initiatives and advanced industries including investment into the Auckland visitor economy such as new hotel infrastructure and major new attractions for Auckland. NZTE is the lead agency for the Investment Attraction Strategy and Framework, which mandates ATEED’s role, including Project Palace to attract hotel investments. Partner with MFAT, NZTE and Immigration NZ to facilitate the attraction of investment.	
Post investment support	Deliver post investment support (aftercare) services through the Aroha Auckland programme to companies and individuals to ensure the retention of existing multi-national businesses and investors, and identify opportunities for further expansion.	
Screen and digital	ATEED’s Screen Auckland unit supports a thriving Auckland screen sector through a number of activities including: <ul style="list-style-type: none"> • working in partnership with the NZ Film Commission • attracting international screen, digital production and project activity • developing local productions and sector capability • supporting private land owners • facilitating the permitting of screen activity • supporting the development and showcasing of Auckland’s alternative reality/ virtual reality (AR/VR) ecosystem 	

GROW AND ATTRACT SKILLED TALENT

Nurturing a talented workforce with a strong skills base is identified internationally as key to developing a competitive and innovative economy. Auckland’s strong economic growth and youthful population also presents opportunities for talent to meet the workforce needs of key enabling industries such as construction and hospitality. ATEED’s role is to work with employers and the Government to better understand key skill challenges and workforce development needs, and to enable business to attract the right talent to fill them. We also partner with government and training providers to develop pathways for students into the city’s high-value industries.

Skilled talent attraction and retention	Partner with Immigration NZ, Auckland Chamber of Commerce, recruitment agencies and key employers to support the attraction of migrant and expat talent into skills gaps in Auckland for key sectors through a range of channels including targeted marketing campaigns and interventions.	Reduction in Auckland’s NEET rates ¹³
--	--	--

¹³ NEET refers to young people not in employment, education or training.

Mayoral Employer Pledge programme	<p>On behalf of the Mayor, ATEED delivers the Youth Employer Pledge programme that tackles Auckland's youth unemployment issues by partnering with 59 businesses to highlight the benefits of employing young people (this activity forms part of Auckland Council's Youth Connections programme). Business partners represent a range of sectors including: construction and infrastructure, tech sector, hospitality, food and beverage, professional and financial services, health, media, transport, as well as Auckland Council and its CCOs.</p> <p>As at January 2017 the Auckland companies that have signed the Mayoral Youth Employer Pledge are Fletcher Building, Auckland Council, IHG (Crown and Holiday Inn), SKYCITY, The Hilton, The Warehouse, Veolia, AWF-Madison, G.J. Gardner Homes Rodney, Wharehine, The Stamford Plaza, ATEED, Rainbow's End, Xero, Rendezvous Grand Hotel, The Just Group, The Langham Hotel, AR Group – Burgerking, Matrix Security, Publicis Loyalty, Aurecon, Downer, EY, Spotless, The Trusts, Domino's Pizza, Sudima Hotel, Wendy's Hamburgers, McDonalds Restaurants Ltd, Orion Health, First Security, YHA Auckland, KS Holdings, UGL Limited, Griffins, Butterfly Creek, Bunnings, Hays, Cater Plus Services NZ Limited, Kelly Services, Pride and Joy, Yellow, Manpower Group, Villa Maria, Spotlight Limited, Tonkin+Taylor, New Zealand Post Group, Teletech NZ, SkyTV, New Zealand Media and Entertainment, Kelly Tarlton's Sea Life Aquarium, KPMG, Hawkins Group, Auckland Airport, Waste Management, Vodafone, Watercare Services, Trade Me.</p>	<p>Increased retention of highly skilled individuals including international students</p>
Workforce development	<p>Work in partnership with central government, businesses, and tertiary and training providers to identify the barriers in workforce development that are impacting on Auckland's ability to grow, and to influence the provision of training to meet these needs.</p> <p>Work with COMET to deliver the Science in Society pilot in South Auckland and the License to Work programme for employers.</p>	
Employment pathways	<p>Support youth employment by partnering with philanthropic organisations, employers, central government, industry training organisations, and Council (including Pānuku Development Auckland, Auckland Transport, COMET and Youth Connections), to support and deliver a range of initiatives that enhance the employment opportunities for 16-25 year-olds, particularly those who are NEET. Māori and Pacific youth are over represented in these figures. Initiatives include:</p> <ul style="list-style-type: none"> • JobFests and related employer-led recruitment events • the BuildAKL campaign which ATEED leads in partnership with an advisory group (comprised of construction and infrastructure employers, the Ministry of Education, Youth Connections and industry bodies) with the aim of getting Auckland's youth (16-24 years) into employment in the construction and infrastructure industry • local skills hubs that match unemployed young people with opportunities arising from Auckland's urban regeneration and infrastructure growth e.g. Ara (Auckland Airport) and Tamaki Job and Skills Hub; and leading the CBD Jobs and Skills Hub • the integration of local schools with employers to increase employment readiness and awareness of career pathways <p>Work in partnership with Education NZ, Immigration NZ, the sector and employers to develop and implement pathways that will enable highly skilled international students to add value to Auckland.</p>	

PROMOTE AUCKLAND'S GLOBAL IDENTITY

Promoting Auckland nationally and internationally is critical. Every great city has a great global identity and positioning. An identity is a complete value proposition that sets a city's characteristics apart from its competitors. A clearly articulated global identity for a city is important to attract tourists, students, talented migrants, researchers, innovators, entrepreneurs, investors, and major events and the associated measurable benefits they bring. ATEED's role is to support and promote Auckland stories of success within the city that have global and international appeal.

Auckland and Partners	<p>Activity under this programme includes working with Auckland Council Strategic Partnerships to identify and develop future commercial opportunities that create desirable outcomes aligned to the Auckland Plan (i.e. the lighting of the Auckland Harbour Bridge).</p>	<p>Increased appeal of Auckland to key</p>
------------------------------	--	--

www.aucklandnz.com	<p>Maintain www.aucklandnz.com and associated social media as key channels to promote Auckland's identity, achievements and key sector advantages including ongoing investment in search engine marketing and optimisation to ensure traffic continues to grow in key markets and targeted users.</p> <p>ATEED will continue to invest in digital channels and partner with other businesses to grow on-line audiences, increase audience engagement & advocacy and reduce the amount of traditional media and printing costs. Key activities including refreshing digital platforms, increasing use of social media, improving microsite functionality for campaigns, enhancing mobile experiences and utilising data analytics in decision making.</p>	customers
Awareness of Auckland	<p>ATEED raises the profile of Auckland as a destination to visit, live, invest and do business in through marketing, media, public relations and business leverage activity across all of ATEED's activity. By partnering with key international media partners (i.e. Lonely Planet, Monocle, and Channel 9 Australia etc.) ATEED is able to cost-effectively communicate Auckland stories of success to global customers in a targeted manner.</p>	

ACHIEVING BETTER OUTCOMES FOR AND WITH MĀORI

Key projects that ATEED has identified that specifically contribute to achieve better outcomes for and with Māori are below.

KEY PROJECTS & INITIATIVES	DESCRIPTION	CONTRIBUTION TO MĀORI WELLBEING/ OPPORTUNITIES
Tāmaki Herenga Waka Festival	Work with key partners (including mana whenua, Regional Facilities Auckland and the Council group) to continue to develop and ensure delivery of the Tāmaki Herenga Waka Festival.	Celebrates and showcases Māori culture and innovation and provides a vehicle to leverage Māori business and investment opportunities. The Tamaki Herenga Waka Festival provides a platform for ATEED to help strengthen capability and collaboration within Auckland Māori economy. The long term vision for the Festival is for the event to act as a catalyst for the growth of the Māori economy including business matching with investors.
Māori Economic Growth Programme	Deliver a Māori Economic Growth programme including a range of interventions that will foster Māori entrepreneurship and develop capability and capacity to grow the businesses and the Māori economy, locally and internationally. E Tipu, E Rea – Māori Business Growth Workshops will focus on the tech sector/digital, food and beverage, creative sectors.	Provides networking opportunities, advice and channels to support the ongoing growth of Māori business, including the re-establishment of a formal Māori business network.
Māori Tourism Development Programme	Advocate for greater Māori presence in Auckland's attractions, public spaces and visitor services, and support new and existing Māori tourism businesses. Continue to support the development of the Māori tourism sector and connect Māori tourism operators to international trade marketing agents and their marketing channels. Deliver Te Toa Takitini initiatives including the Whaariki promotional video (Auckland visitor and industry promotional video).	Support for Māori tourism businesses from market intelligence and start-up advice through to assistance in connecting with export and funding opportunities.
Iwi investment support	Partner with Auckland iwi to identify opportunities to invest and/or co-invest in initiatives that have positive outcomes for Māori.	Maximise Māori business and investment opportunities, including targeting FDI and other potential investment partners.
Māori cultural showcasing	Take all opportunities to showcase Māori tikanga and culture and to develop programmes to support Māori visibility through key initiatives and regional events including major sporting and business events. Develop connectivity internationally with other regions, cities and businesses based on Auckland's Māori culture and economy.	Celebrates and showcases Māori culture and the unique elements that amplify Auckland's global brand and economic opportunities.
Māori cultural centre	Work with partners to facilitate the development of a significant Māori cultural centre and attractions in Auckland.	The centre will celebrate and showcase Māori culture to the world and provide employment and economic development opportunities.

In addition, we will also continue to look for one-off opportunities of significance for showcasing and developing

the Māori economy, culture and capability, in Auckland or internationally.

While ATEED's focus is primarily Māori economic development, this is but one of four interconnected areas that have been identified in ATEED's Māori Responsiveness Plan:

- Strong and coordinated leadership
- Enhanced internal capability and capacity
- Positive economic outcomes for Māori
- Strong engagement and partnership

The Māori Responsiveness Plan, now in implementation phase, connects ATEED's primary focus of Māori economic development activity with broader ATEED initiatives and with other parts of Auckland Council to improve our organisational responsiveness to Māori. It is supported by a Māori Engagement Manager to ensure genuine two-way engagement with mana whenua and mataawaka communities.

Performance outlook

ATEED has an agreed set of performance measures and targets which form the basis for accountability to delivering on our strategic objectives. These will be reported on quarterly in accordance with the - CCO Governance Manual and align to the measures agreed as part of the Long-term Plan 2015-2025. ATEED will work with Council through the Long-term Plan process to develop and improve measures and indicators.

Addressing market failures and investing in economic development interventions benefit Auckland businesses through removing barriers to growth and supporting their improved performance, leading to enhanced productivity and accelerated growth. This activity also enables new market entrants including attracting productive multinational companies which directly create employment and stimulate additional investment in the Auckland economy. Combined this creates additional higher paid jobs in more productive industries, assisting in improving the prosperity and economic well-being of Auckland ratepayers.

SERVICE LEVEL STATEMENT	MEASURE	2015/16 ACTUAL	2016/17 FORECAST	2017/18	2018/19	2019/20
				TARGETS		
GROW THE VISITOR ECONOMY						
Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Spend by visitors in Auckland	\$5,593m	\$6,319m ¹⁴	\$6,617m	\$6,943m	\$7,296m
	Number of international business event bids submitted <u>or</u> supported	22 submitted (additional 7 bids supported)	35	35	40	45
	Business event bid win/loss ratio ¹⁵ (based on results received in financial year)	63%	60%	60%	60%	60%
	Value of business event bids won in financial year	New measure	\$19m	\$22m	\$24m	\$24m
	Percentage of customers satisfied with visitor information centres and services (LTP measure)	91%	85%	85%	85%	85%
	Contribution to regional GDP from major events invested in (LTP measure)	\$43.7m	\$86m ¹⁶	\$49m	\$55m	\$55m
	Percentage of Aucklanders who agree events make Auckland a great place to live (engender pride and sense of place)	73%	80%	80%	80%	80%

¹⁴ From 2016/17 targets have reset to align with latest Ministry of Business, Innovation and Employment Monthly Regional Tourism Estimates (MRTes).

¹⁵ Calculated as wins divided by wins + losses. Does not account for bids pending, not proceeded with, cancelled or not submitted. ATEED's 60% win/loss ratio aligns with the targets set by the Tourism New Zealand Business Events Department.

¹⁶ Target includes the impact of World Masters Games 2017

	Visitor nights generated by major events invested in ¹⁷	283,679	415,000	165,000	180,000	190,000
	Percentage of customers satisfied with delivered major events (LTP measure)	78%	85%	85%	85%	85%

BUILD A CULTURE OF INNOVATION AND ENTREPRENEURSHIP

Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of businesses taking up tenancy at GridAKL (Wynyard Innovation Precinct) (cumulative) and percentage 'innovation-led' ¹⁸	56 (70%)	25 (70%)	100 (70%)	115 (70%)	125 (70%)
	Number of individual entrepreneurs supported through an ATEED delivered or funded entrepreneurship programme	N/A ¹⁹	1,500	1,500	1,500	1,500
	Level of advocacy by stakeholders involved in the provision of business advice, start-up, training & mentoring programmes ²⁰	N/A	+50	+50	+50	+50
	Number of actively managed businesses through Regional Business Partner Programme.	1,042	1,250	750	750	750
	Number of businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure) ²¹	4,073	3,000	3,000	3,000	3,000

¹⁷ Targets for visitor nights generated by major events reflect the targets originally endorsed by Council through the Major Events Strategy. It has since become apparent that these targets are low and ATEED aims for significantly higher KPIs internally. Refreshed target will be developed for 2017/18.

¹⁸ Innovation-led is defined as businesses developing new or improved technologies or services

¹⁹ This metric was introduced in 2016/17 and will be tracked from this year

²⁰ New measure replacing the previous percentage stakeholders satisfied with provision of business advice, start-up, training & mentoring programmes (LTP Measure). The change reflects the new methodology (Net Promoter Score) adopted by NZTE for the Regional Business Partners programme. The new metric captures stakeholder satisfaction, loyalty and advocacy

²¹ Reduction in actuals to target for businesses (including Maori) reflects the ATEED focus on increasing the value of interventions rather than the volume of interactions. New measures and targets will be developed with Auckland Council as part of the LTP review

	Number of Māori businesses that have been through an ATEED programme or benefitted from an ATEED intervention (LTP measure)	157	120	120	120	120
ATTRACT BUSINESS AND INVESTMENT						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Facilitation of the establishment or significant expansion of multinational and local companies in target sectors (LTP measure)	9	5	5	5	5
	Number of intensively account managed customers in ATEED aftercare programme (Aroha Auckland)	81	80	85	85	85
	Total GDP contribution of deals effected with ATEED involvement ²²	\$249.7m	\$56.7m	\$59.6m	\$62.5m	\$65.6m
	Value of investment deals effected by ATEED within the financial year	\$328.5m	\$278m	\$292m	\$307m	\$322m
GROW AND ATTRACT SKILLED TALENT						
Deliver information, advice, programmes and initiatives to attract and develop investment, businesses and a skilled workforce	Number of 'live' signatories to the Youth Employment Traction Hub Employers Pledge (LTP measure)	54	50	50	50	50
	Number of young people enabled into employment as a result of ATEED and partner activity (Youth – incl. Māori and Pacific youth)	New measure	New measure	500	500	500
	Number of expressions of interest from skilled migrants in working and living in Auckland resulting from ATEED Marketing activity (Talent)	New measure	New measure	1500 (via LinkedIn)	1500	1500
	Growth in value of international student spend to Auckland	\$2.1b	\$2.230b	\$2.306b	\$2.387b	\$2.483b

²² Performance in 2015/16 was significantly higher than expectations due to a one-off transaction. While there is a possibility of further significant one-off deals, targets are based on the long term forecasted growth of activity supported by ATEED

BUILD AUCKLAND'S BRAND AND IDENTITY

Promote and develop Auckland as a national and international visitor and business destination, including through the attraction, facilitation, funding and delivery of major events	Total visits to www.aucklandnz.com (LTP measure)	3.7m	3.4m	3.8m	3.9m	4.0m
	Percentage of visitors to www.aucklandnz.com located outside of Auckland	New measure	New measure	50%	55%	60%

Note: Measures related to major event activity may be subject to some volatility due to the type and size of major events held from year to year. For example, the resources required to deliver a significant major event may mean relatively less activity can be funded and/or delivered in the period leading up to it. As a result, Return on Regional Investment (RORI) in the year of a significant major event should be considerable, but is likely to be significantly lower in the year preceding. A 'rolling average' approach to major event measurement may be more appropriate.

LOCAL ECONOMIC DEVELOPMENT

MEASURE	2015/16 ACTUAL	2016/17 TARGET	2017/18	2018/19	2019/20
	TARGETS				
Percentage of approved local economic development projects delivered by ATEED using local board "Locally Driven Initiatives" (LDI) funding.	New measure	New measure	70%	70%	70%

MANA WHENUA ENGAGEMENT

MEASURE	2015/16 ACTUAL	2016/17 TARGET	2017/18	2018/19	2019/20
	TARGETS				
Percentage mana whenua satisfaction with quality of engagement.	New measure	Establish baseline	Maintain/improve	Maintain/improve	Maintain/improve

DELIVERY OF ACTIVITIES – RISKS, ASSUMPTIONS AND DEPENDENCIES

The delivery of the activities and subsequent attainment of targets outlined in this SOI are based on a number of assumptions and dependencies. Key among these are the following:

- That the role and scope of Council departments and CCO's group and our partners remain constant, ensuring that ATEED's activities and services are not seen to be duplicated by other agencies
- That key capabilities on which ATEED currently relies are retained in Council and other CCOs and government partner agencies

Known risks to the delivery of activities and targets include:

- Until the mechanism for the Accommodation Provider Targeted Rate is confirmed there is a risk that any new mechanism may not prioritise the growth or delivery of major events, or invest in destination development activities that are key to the successful implementation of Auckland Visitor Plan
- Changes in funding may affect services levels across ATEED
- The impact of macro externalities including changes to exchange rates and government policies.
- A number of ATEED activities are subject to commercial risks, which may include changes to event scheduled and scopes. These are covered in contractual arrangements but can affect funding levels and outcomes

Monitoring indicators

In addition to our performance measures, ATEED has identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our direct control (e.g. exchange rates, natural disasters, government policy) but which we aim to influence through our activity. As the city's economic growth agency, we take a leadership role in monitoring, reporting and influencing these indicators as we can, however we do not measure the performance of our organisation against them.

MEASURE	2012	2013	2014	2015	2016
AUCKLAND ECONOMY					
Auckland real GDP growth (YE Mar)	3.9%	2.8%	3.2%	3.6%	3.5%
Auckland exports growth	5.3%	-1.0%	1.3%	3.8%	10.5%
Auckland productivity growth	1.0%	0.8%	1.1%	0.3%	-0.6%
GROW THE VISITOR ECONOMY					
Visitor arrivals through Auckland airport (YE Dec)	1.82m	1.93m	2.03m	2.22m	2.49m
Auckland commercial guest nights (YE Dec)	6.43m	6.67m	6.99m	7.12m	7.41m
Auckland occupancy rate (YE Dec) ²³	55.8%	59.4%	62.2%	63.8%	67.2%
BUILD A CULTURE OF INNOVATION AND ENTREPRENEURSHIP					
Percentage of Auckland businesses innovating	n/a	n/a	n/a	n/a	77%
Share of Auckland workforce employed in advanced industries	10.9%	11.3%	11.5%	11.3%	11.7%
ATTRACT BUSINESS AND INVESTMENT					
Business confidence ²⁴	33.0%	60.6%	30.1%	16.2%	23.9%
Number of FDI deals occurring in Auckland	20	21	16	14	24
GROW AND ATTRACT SKILLED TALENT					
Auckland Vacancy Index (Annual average to YE Dec) ²⁵	73.3	81.2	93.8	102.5	127.1
Auckland youth (15-24yrs) NEET ²⁶ rate (YE Dec)	12.8%	9.6%	10.6%	9.8%	11.5%
BUILD AUCKLAND'S GLOBAL BRAND AND IDENTITY					
Auckland ranking on Mercer Quality of Living Index	3 rd	n/a	3 rd	3 rd	3 rd
Auckland ranking on JLL Top 20 City Momentum Index	n/a	Not in top 20	Not in top 20	20 th	20 th

²³ Commercial accommodation monitor

²⁴ New Zealand Institute of Economic Research, Quarterly Survey of Business Opinion

²⁵ May 2007=100. Increasing index indicates a tightening labour market

²⁶ NEET: Not in employment, education or training

Summary of financial information

The following summary of financial information supports the delivery of the strategic deliverables and performance targets for ATEED. Financial data is based on the revised annual plans for financial years 2016-17, 2018-19 and 2019-20. Financial year 2018-19 and 2019-20 are based on the LTP 2015-2025, which came into effect on 1 July 2015. The LTP sets out the priorities and funding for activities that are planned over a 10 year period. The 2018-19 financials will be revised in the next LTP, and will accordingly reflect changes that have occurred to our business model.

Financial Position:

FINANCIAL YEAR ENDING 30 JUNE	2016-17	2017-18	2018-19 (LTP)	2019-20 (LTP)
Revenue				
Fees and user charges	9.4	0.9	0.9	0.6
Grants and subsidies	6.7	2.6	2.6	2.6
Other revenue	4.6	11.9	11.5	11.5
TOTAL REVENUE	20.7	15.4	15.0	14.7
Expenditure				
Employee benefits	26.3	20.9	21.4	21.4
Grants, contributions and sponsorship	9.5	10.8	11.2	11.2
Other expenditure	41.7	31.5	38.0	42.2
TOTAL EXPENDITURE	77.5	63.2	70.6	74.8
NET DIRECT EXPENDITURE (INCOME)	56.8	47.8	55.6	60.1

Funding from Auckland Council	(56.2)	(47.8)	(55.6)	(60.1)
Revenue from vested assets	-	-	-	-
Other non-operating income	-	-	-	-
Net finance expense	-	-	-	-
Depreciation and amortisation	0.7	1.4	0.9	0.7
Net losses (gains)	-	-	-	-
Income tax	-	-	-	-
NET EXPENDITURE (INCOME)	1.3	1.4	0.9	0.7

ATEED Council Funded Net Operating Expenditure:

Net direct (expenditure) income by activity*	2017-2018
Major Events	14.5
Tourism (incl. i-SITES)	7.8
Visitor Economy	3.2
Grid AKL	3.1
Innovation & Enterprise	9.1
Business Investment and Attraction	5.4
Skilled workforce	1.9
Brand & Identity	2.8
NET DIRECT EXPENDITURE (INCOME)	47.8
Operating funding from Auckland Council	47.8
OPERATING FUNDING SURPLUS / (DEFICIT)	0

*Net direct expenditure by activity excludes depreciation, and is only reported for FY18. This is the first year that we are reporting our spend by activity, and we will incorporate this for all future years going forward. The numbers disclosed include the overhead allocation.

Capital Expenditure:

CAPITAL EXPENDITURE	2016-17	2017-18	2018-19 (LTP)	2019-20 (LTP)
TOTAL CAPITAL EXPENDITURE	14.0	0.7	0.2	0.2
Sources of Capital Funding				
Capital funding from Auckland Council	14.0	0.7	0.2	0.2
Subsidies and grants - capex	0	0	0	0
TOTAL CAPITAL FUNDING	14.0	0.7	0.2	0.2
CAPITAL FUNDING SURPLUS / (DEFICIT)	0	0	0	0

Specific expenditure towards Māori outcomes:

Initiatives (\$000)	Budget 2017/18
Tāmaki Herenga Waka Festival	0.5
Māori Tourism Development programme	0.2
Māori Economic Development	0.3
TOTAL EXPENDITURE*	1.0

*Note that expenditure towards Maori outcomes does not include staff costs and corporate overhead costs

Other financial information

Current value of assets	The value of ATEED's group current assets as at 30 June 2016 was \$16,214 million, total assets \$24,076 million based on the net asset value of the ATEED group as disclosed in the audited financial statements.	
Accounting Policies	ATEED accounting policies are consistent with those of the Auckland Council group policies.	
Financial Reporting	ATEED financial reporting to Council will be in accordance with requirements of the CCO Governance Manual.	
Asset sales (\$ million)	2014/15 Actual	Nil
	2015/16 LTP	Nil
	2016/17 Annual Plan	Nil
	2017/18 Annual Plan	Nil
	2018/19 Annual Plan	Nil

Approach to governance

WORKING IN PARTNERSHIP WITH THE COUNCIL GROUP

Auckland Council works in partnership with its CCOs and the agreed approach to governance is outlined within the CCO Governance Manual (which incorporates all requirements under the CCO Accountability Policy) which sits alongside this SOI and also forms part of the annual binding agreement between Council and ATEED.

ATEED commits to partnering with all members of the Council group to ensure a joined up approach to all its economic development activity including event schedule clashes that would materially impact on the same audience.

BUILDING AUCKLANDERS' UNDERSTANDING OF ASSETS AND SERVICES

ATEED acknowledges that building public understanding of the breadth of assets and services provided to them by the Council group is important to increase overall democratic accountability and participation. Signs and other forms of communication assist in educating ratepayers on when ratepayer funds or Council group assets are being used to support activity. ATEED commits to proactive and meaningful engagement with the Council Brand Navigation Group on issues regarding signage, communications and branding to help improve public understanding of the use of ratepayer funds.

WORKING WITH OUR ENTITIES

In addition to governance relationship with Council, ATEED also holds governance relationships with World Masters Games 2017 Ltd and New Zealand Food Innovation Auckland Ltd.

World Masters Games 2017 Ltd

World Masters Games 2017 Limited is a limited liability company that has been incorporated by ATEED as a subsidiary and consequently is a CCO for the purposes of the Local Government Act 2002. WMG2017 Ltd has its own board of directors, guided by the Constitution and Terms of Reference put in place by ATEED.

WMG2017 Ltd reports to the ATEED Board via monthly whole of programme reporting, and fortnightly to ATEED management via a Steering Group involving the WMG2017 Ltd Chief Executive and two members of ATEED's Leadership Team.

It is anticipated that the World Masters Games 2017 entity will be wound up during the first quarter of the 2017/18 financial year aligned to the successful delivery of the event.

New Zealand Food Innovation Auckland Ltd – trading as The FoodBowl (Te Ipu Kai)

New Zealand Food Innovation Auckland Ltd (NZFIA) is a product development facility for food and beverage, intended to help Auckland and New Zealand companies create new and innovative products, with an emphasis on added-value and export orientated, food and beverage products. Success for NZFIA is based on how much it helps Auckland and New Zealand's food and beverage sector to expand.

NZFIA is jointly owned and funded by ATEED (one third) and Crown agency Callaghan Innovation (two thirds). The relationship between NZFIA, ATEED and Callaghan Innovation is governed by a Shareholders Agreement which specifies the way in which the shareholders will work with NZFIA and provide oversight of it as a subsidiary company of each parent entity. Details of the public funding of NZFIA by each shareholder is also outlined in the Shareholders Agreement.

On an annual basis, as specified in the Shareholders Agreement, ATEED and Callaghan Innovation will review and jointly approve a Business Plan for NZFIA for the coming financial year, which will include financial targets

and other KPIs for NZFIA.

PUBLIC MEETINGS

Council CCOs are required to hold two public meetings a year (Local Government (Auckland Council) Act 2009):

PURPOSE	DATE	FORM OF PUBLIC NOTIFICATION
Consider performance against SOI targets	August 2016	Public notice, New Zealand Herald
Consider shareholder comments on draft SOI	June 2017	Public notice, New Zealand Herald

HEALTH AND SAFETY

ATEED is committed to driving a strategy that delivers a culture of zero harm for employees, contractors, visitors, customers and anyone who may be affected by ATEED's activities. We will do this by:

- Ensuring that best practice health and safety standards are consistently applied in every aspect of our business activities
- Developing staff to take individual responsibility for the identification, reporting, resolving of issues and risks;
- Introducing improved processes to ensure key health and safety information is both captured and used to enable clear decision making at an operational level
- Complying with all health and safety obligations under relevant legislation
- Having a safe, healthy and enjoyable environment for everyone within ATEED's area of control

Collaboration across the wider Council group will be essential to deliver the health and safety goals set by ATEED. We will look to use group capability to maintain and refresh our framework and systems including policies and processes. Further, ATEED will seek and share best practice with other related business units, notably Regional Facilities Auckland on event delivery and management.

Appendix 1: ATEED’s contribution to local economic development by local board

KEY ACTIVITY	SOI PILLAR													
	Build a culture of innovation and entrepreneurship				Grow the visitor economy		Attract business and investment				Grow and attract skilled talent		Build Auckland’s brand and identity	Delivery of bespoke Local Board projects (using LDI finding)
	Deliver Regional Business Partner Programme	Support local economies and businesses	Deliver Young Enterprise Scheme, DigmaIdea, Ideastarter	Support growth and diversification of the Māori economy	Major event facilitation/delivery	Destination development (tourism clusters/projects)	Screen attraction & growth and AR/VR Garage	Film permitting	Business attraction	Aroha Auckland	Youth employment	Talent attraction/ Retention	Promotion of the Auckland story and delivery of Aucklandnz.com	
Devonport-Takapuna	•	•	•	•	•	•		•	•	•	•	•	•	
Hibiscus & Bays	•	•	•	•	•			•	•	•	•	•	•	•
Kaipatiki	•	•	•	•	•			•	•	•	•	•	•	•
Rodney	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Upper Harbour	•	•	•	•	•			•	•	•	•	•	•	•
Albert-Eden	•	•	•	•	•			•	•	•	•	•	•	•
Great Barrier	•	•	•	•	•	•		•	•	•	•	•	•	•
Maungakiekie-Tamaki	•	•	•	•	•			•	•	•	•	•	•	•
Orakei	•	•	•	•	•			•	•	•	•	•	•	•
Puketapapa	•	•	•	•	•			•	•	•	•	•	•	•
Waiheke	•	•	•	•	•	•		•	•	•	•	•	•	•
Waitematā	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Franklin	•	•	•	•	•	•		•	•	•	•	•	•	•
Howick	•	•	•	•	•	•		•	•	•	•	•	•	•
Mangere-Otahuhu	•	•	•	•	•	•		•	•	•	•	•	•	•
Manurewa	•	•	•	•	•			•	•	•	•	•	•	•
Otara-Papatoetoe	•	•	•	•	•	•		•	•	•	•	•	•	•
Papakura	•	•	•	•	•			•	•	•	•	•	•	•
Henderson-Massey	•	•	•	•	•		•	•	•	•	•	•	•	•
Waitakere Ranges	•	•	•	•	•	•		•	•	•	•	•	•	•
Whau	•	•	•	•	•			•	•	•	•	•	•	•

aucklandnz.com

Auckland
Tourism, Events and
Economic Development
An Auckland Council Organisation

