

CEDA

CENTRAL ECONOMIC
DEVELOPMENT AGENCY

Second draft

Statement of Intent

for the year ending
30 June 2021

1 May 2020



Contents

Contents	1
Company Directory	2
Foreword	3
Purpose of the Statement of Intent	4
About CEDA	5
Our Vision	6
Our Strategic Objectives	8
What We Do	10
Where we focus our time and money	31
Who we are	32
Our Performance Measures for 2020-21	34
Alignment with Our Shareholders	40
Monitoring Indicators	42
Financial Performance	44
Shareholder requirements	48
Appendices	50
Partner Organisations	60

Cover image: He Ara Kotahi

Inside front cover: Te Marae o Hine (Daughter of Peace), The Globe Theatre

Company Directory

Central Economic Development Agency Limited Ltd

Level 1, 478 Main Street
Palmerston North 4410

☎ 06 350 1830
🖱 CEDA.nz

Chief Executive

Linda Stewart

Directors

Malcolm Bailey (Chairperson)
Shamubeel Eaqub
Susan Foley
John Fowke
Blair O’Keeffe

Registered Office

Morrison Creed Advisory
First Floor/236 Broadway Avenue, Palmerston North

Bankers

Westpac New Zealand Ltd

Auditors

Audit New Zealand (on behalf of the Office of the Auditor General)

Legal Status

Central Economic Development Agency Limited (“CEDA”) was incorporated in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatū District Council (50%) CEDA is a Council Controlled Organisation as defined in section 6 of the Local Government Act 2002.

Foreword

Tēnā Koutou Katoa

We present our Statement of Intent for 2020/21 to you at an extraordinary time for our region, New Zealand and the world. The economic disruption due to COVID-19 is likely to be at an unprecedented scale for most of us. As yet it is early days and we can only hope that the more dire predictions of GDP decline and unemployment increase are not realised. CEDA's job is to assist where we can through the lockdown and the economic recovery phase.

What we do know is that our region entered into this crisis in a strong position. We have a diverse economy, underpinned by our farming, food production and agrifood sector, that will provide more of a cushion against the impact than may other regions will experience. Our distribution, research, health, public service and defence sectors are vital, and resilient. And we are still confident that much of the investment coming into the region over the next ten years, mainly from central government and local government will continue. These large, strategic infrastructure projects are even more crucial now, providing a confidence boost, employment opportunities for our people and contracts for many of our businesses.

CEDA has led the development of a cohesive and ambitious strategy for the region, in conjunction with shareholders and regional partners, with three clear goals to be achieved by 2025; Manawatū is recognised as one of the top three agrifood hubs in the world, Manawatū is a leading distribution hub and leverages off its role in central New Zealand, and Manawatū is renowned for its exceptional lifestyle, competitive advantages and is a magnet for investment, business and talent. This is a long term strategy, that is still relevant in these changing times, but we are acutely aware that we will need to be agile and responsive to the changing needs of our community, and adapt our priorities and programmes of work to ensure that we provide the leadership and support needed through this time.

An example of this is our work in business development, which will be prioritised to focus on support, stabilisation and retention of our local businesses, and ultimately keeping as many of our people employed as is possible. We do know that parts of our economy will be heavily impacted, our accommodation and food services, retail and wholesale trade, manufacturing, venues and international education sectors in particular. But the saying

'never waste a crisis' comes to mind. A crisis is a forced opportunity to look at improving business efficiency and productivity to ensure long term viability. It generates innovation, demands changes to business models, and requires retraining and skill development. As such, we will continue to focus strongly on workforce development, talent attraction and retention, and innovation and entrepreneurship.

CEDA is one part of our regional development ecosystem, and the opportunities and challenges our region now has in front of it requires strong partnerships, meaningful collaboration, and unified vision for what is possible. Our work over the past year with organisations such as Sprout, The Factory, FoodHQ, Rural Innovation Lab, Massey University, UCOL and Talent Central have helped us to make real progress in attracting investment, accelerating innovation, developing talent, and improving the perception of our region nationally. The momentum we have collectively started remains a priority for us as we look to ensure a strong economic recovery over the coming years.

We are projecting a deficit in 2020/21 which is indicative of our ongoing investment into significant programmes of work such as business support and retention, the freight hub and logistics strategy, the implementation of year three of the Manawatū Agritech Strategy, support for the FoodHQ future proofing the New Zealand food industry project, and the implementation of the Manawatū Destination Management Plan.

We would like to take this opportunity to thank our shareholder councils for their ongoing support of CEDA, our partners across the region and New Zealand, central government, the CEDA Board of Directors, and most importantly, the whole of the team at CEDA who give their very best every day to supporting the growth and prosperity of Manawatū and beyond.

Ngā mihi nui ki a koutou katoua,



Malcolm Bailey
Chairperson

***Our region must
work together
if we are to
rise to the
opportunities
and challenges
ahead of us***

Purpose of the Statement of Intent

This Statement of Intent is presented by Central Economic Development Agency Limited (CEDA) in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA 2002).

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intentions of CEDA for the next three years, and the objectives to which those activities will contribute.

This Statement of Intent takes the shareholder letter of expectation comments into consideration and includes performance measures and targets as the basis of organisational accountability.

COVID-19 Impact

We are currently working in a challenging and changing environment at this unprecedented time. As an organisation whose primary objective is to support business and grow the regional economy, we must approach our work with flexibility and be responsive to the dynamic environment and changing needs and demands of our community. We are acutely aware that we will likely have to adapt our programmes of work in the short to medium term to achieve the outcomes required to successfully lead and support the economic response for Manawatū.

The objectives and outcomes presented in this Statement of Intent include initial response and recovery projects to assist our businesses, industries and our people through the impact locally, nationally and internationally of COVID-19.



About CEDA

The Central Economic Development Agency (CEDA) was incorporated with the Companies Office in October 2015 and began full operations in September 2016. CEDA is a Council Controlled Organisation jointly owned by the Palmerston North City Council and the Manawatū District Council.

CEDA's Purpose

To drive and facilitate the creation and growth of economic wealth for Manawatū and beyond.

CEDA's Constitution Objectives

- (a) The principal objectives of the Company are to achieve the objectives of the shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawatū and beyond;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

CEDA's Structure and Governance

The Board of up to seven (currently six) independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to the Joint Strategic Planning Committee of Manawatū District Council and Palmerston North City Council

The Chief Executive is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.

Our Vision

Manawatū 2025; New Zealand's most progressive region

Our vision is bold and purposefully so, it encompasses the ambitions of both our shareholder Councils. It requires our region to move from comfortable to ambitious, from reactive to future focused, and to move with an increased cadence and sense of resolve. We believe that Manawatū has the leadership and the ingredients to reposition itself on the national stage - a vibrant and innovative region that will be first choice for talent, business and investment.

Our three big goals that show we are on our way to achieving this vision are:



Manawatū is recognised as one of the top three agrifood hubs in the world



Manawatū is a leading distribution hub, and leverages off its role in central New Zealand



Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business and talent

To achieve this vision CEDA must work in partnership with our shareholders, central government, Māori, local iwi, industry and other regional stakeholders - it cannot be achieved alone.





Our Strategic Objectives

Achieving our vision

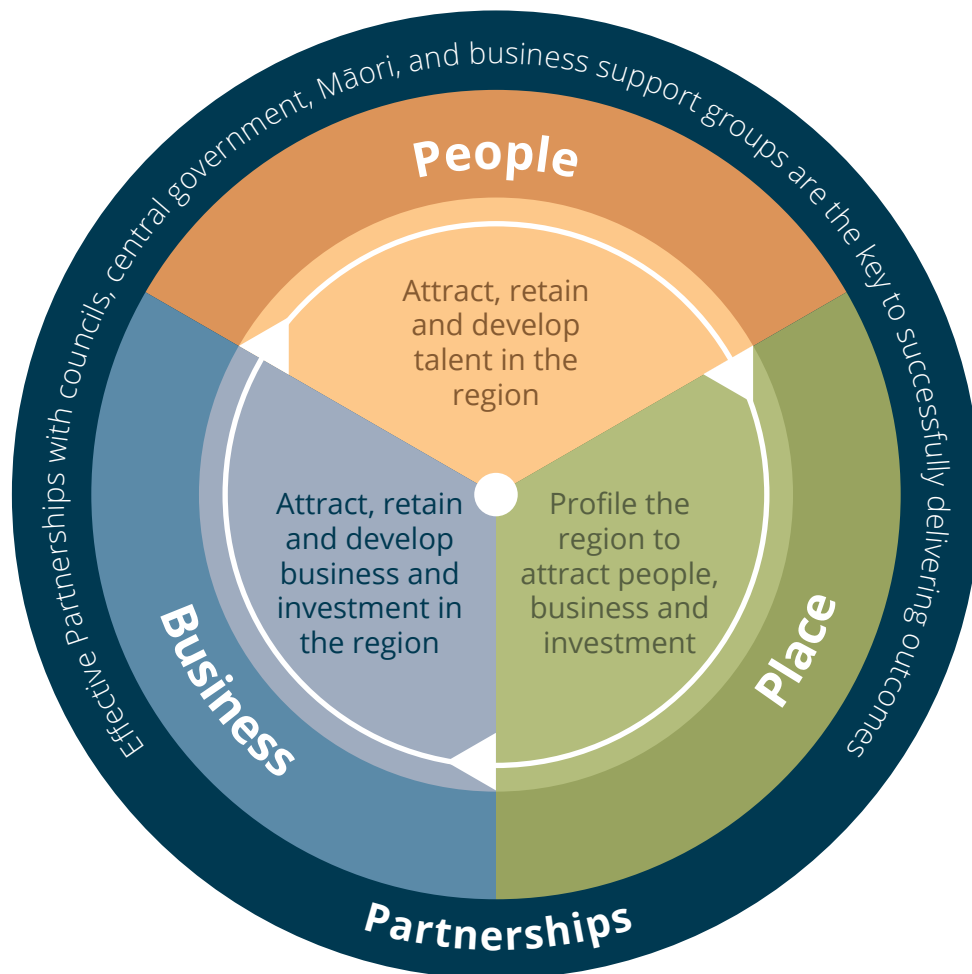
CEDA works across the three strategic pillars of economic development; People, Place and Business, and our success is underpinned and enabled by the strength of our relationships with our regional and national partners.

Our core objectives, programmes and activities are all aligned to these pillars, and are designed to create the environment, stimulus, outcomes and impact that will power our economic prosperity and achieve our vision for Palmerston North city and Manawatū district.

These key objectives guide the development of our short and medium-term programmes of work as articulated through this Statement of Intent for 2020/21.

When considering how to prioritise our efforts, and based on our current resources and functions, we focus on programmes and activities that offer the greatest opportunities for economic prosperity.

These are identified through research, monitored and reviewed using the latest data, and viewed through a regional, national and international lens.





What We Do



Attract, retain and develop talent in the region

Kia whakamana, kia mau, kia whakawhanake i nga taranata o te rohe

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. The development of a talent pipeline for the region that includes the attraction of those with the skills and experience our businesses need, the training and development of the people they already have, the recruitment of domestic and international students to the region, along with an understanding of the future needs of our sectors and businesses is key to the region being able to grow and prosper by 2025, becoming recognised for our exceptional lifestyle and competitive advantages.

Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market

Ensuring we have the right talent and skills in the region is critical in ensuring Manawatū is positioning itself as one of the top three agrifood hubs in the world and cementing our strength as a distribution and logistics hub. It's not just about attracting more people to our region; it's also about developing the talent and skills that are already here, and where, as a region we need people the most, both now and into the future.

Understanding the future of work and preparing our region for change

Globally our ways of working are changing. As a region we need to better understand the challenges and opportunities that lie ahead and the possible impacts on our labour force, our sectors of strength and therefore our economy. This ensures we are prepared and ahead of the changes as they hit our region and community.

Working in partnership with Massey University, UCOL, and our business community, CEDA will lead the development of a Future of Work project, to better understand what skills we will need for our future, enabling the region to become recognised for our exceptional career

opportunities and helping in the development of the future talent pool.

Implementing a Talent Attraction and Retention Strategy to address regional skills gaps

Recruiting talent to the region

Our regional skills gap analysis, completed in 2018, identified that the labour market in our region is constrained across many sectors, and in specific qualifications, skills and roles. We have used this data and our primary sector skills research to inform the development of a Talent Attraction and Retention Strategy that focuses on talent attraction, reception, integration and reputation as well as management of the talent ecosystem.

CEDA established a Manawatū Talent and Skills working group with representatives from business, education and community stakeholders, including iwi and pasifika. The working group ensures connectedness to the needs of our business community, labour market and wider community, enabling us to identify challenges, opportunities and trends in talent attraction to our region. The functions of the working group are many, but importantly, it drives a collaborative and cohesive approach to communicating the region's strengths and profiling success stories of people moving to the region through targeted marketing.

A primary focus for CEDA this year will be a talent attraction campaign as a part of the Talent Attraction and Retention Strategy implementation. This will be done in partnership with our stakeholder and business community and target the specific skills needed in our region.

Growing career opportunities

To further support the development of the talent pipeline in our region, we will grow career opportunity engagement by increasing the number of businesses engaging with a platform that promotes the career opportunities in their business and gives an additional channel to help support them to find the skills and talent they need.

Showcasing the types of companies and career opportunities available in the region is crucial to retaining and attracting skilled talent.

This targeted approach will also increase the engagement with graduates and tertiary students from across New Zealand, providing linkages to get them on their career path quickly and easily following their studies.

Te Aho Tāmaka programme – growing future leaders

Te Aho Tāmaka programme reaches out to highly accomplished individuals, who have a strong connection to Manawatū. It celebrates our leaders who are making a difference, both globally and in New Zealand, who are positively contributing to their communities and industries.

Te Aho Tāmaka is an integral part of CEDA's commitment to attract, retain and develop talent in the region, as well as raising the national and international profile of Manawatū. We are building a network of renowned leaders and advocates, who can foster pride in the region, raise our profile, connect, develop and grow our future leaders and ultimately support us to build a stronger and more prosperous economy and region. This is achieved through the identification of new leaders, engagement with current leaders and connecting them to people and business in the region through mentoring and engagement opportunities.

Developing the skills in our region and supporting job opportunity connections

Special Projects Skills Hub - developing pathways for employment

The current period of economic growth in the region means that our labour market faces continued pressure to meet the supply of skilled civil construction workers, drivers, engineers, and tradespeople, so a collaborative approach to addressing these skills shortages is imperative.

Through our partnership with Talent Central, we are supporting the establishment and development of an employment hub - The Special Projects Skills Hub - and participate on the advisory group to it. The Hub is designed to connect those seeking training and employment in distribution, logistics, and civil construction, with a workplace brokering service; connecting and matching them to employers with vacant positions who can provide them with the training and support they need to progress in these industries.

Sort It Careers Expo – developing skills in the region

Further to developing people and skills within the region, CEDA showcases job and career opportunities to secondary school students, those returning to work or newly relocated to the region, and those looking for a change of direction. The Sort it Careers Expo gives the opportunity to explore the different types of careers and pathways to employment available to them, by engaging with training providers, industries and businesses directly. The Expo enables industries or sectors that are experiencing growth an opportunity to future proof their industry by ensuring they have access to future generations of skilled workers.

Implementation of the action plan as a result of the primary sector skills gaps analysis

Developing pathways to employment for the primary sector

Through the primary sectors skills gap analysis, migrant opportunities were identified as one of the keys to supporting immediate and short-term skills needs. It was also identified that investing in developing, training and motivating local people to consider job opportunities in the food production industry is essential.

Developing a strong pipeline of talent to support the growth of the primary sector is also necessary for the implementation of the Manawatū Agritech Strategy and becoming recognised as a global agrifood hub.

Developing a strong pipeline of talent to support the growth of the primary sector is also a necessity to implementing the Manawatū Agritech Strategy.

CEDA will partner with Talent Central to develop and support pathways to employment in the primary sector, particularly from secondary school into employment across the spectrum from low, to mid and highly skilled roles, including the ongoing development of the Primary Industries Sector Spotlight at the Sort It Careers Expo.

Increase the employability of migrants

Our Regional Partnership Agreement with Immigration New Zealand will continue to be used to provide an additional lever to connect businesses with the international talent and skills they need to meet immediate skills pressures.

Further to this work, CEDA will focus on developing employers' awareness and capability through the development of resources and workshops which will also include international students, to help employers better understand the opportunities available to them, how they can work through the process of employing immigrants, and how they can work with migrants to ensure the best outcomes to their businesses.





Lead and develop programmes and initiatives to attract more international students to the region

Increase the value of international students in the region

International education and the recruitment of international students to the region is a critical component of developing the regions skills and capability as well as the economic value that they bring.

The impact of COVID-19 on this sector has been significant, resulting in the need to review and realign our programme of work with Education New Zealand and other government recovery frameworks. CEDA will lead the development of a regional recovery plan, collaborating with the International Education Leadership Group, education industry leaders, and Education New Zealand that will focus on stabilisation, transformation, and growth.

While the future outlook of international education is uncertain and the magnitude of the medium to long term impact on providers and the region has yet to be fully understood, it provides us a unique opportunity to review our approach to developing this sector into the future.

CEDA will lead the review and refresh of the International Education Strategy and develop the annual workplan for the sector and region, in collaboration with the International Education Lead Group, education providers and working with relevant local government and national government agencies. This review will also consider the memberships and terms of reference of the Leadership Group.

Retain existing international students in the region

While there will be short to medium term barriers to the recruitment of international students to the region, CEDA will focus on retaining our existing international students, working alongside providers, and concentrating our efforts in the areas of student experience and employability.

Profiling the region to recruit students in the future

In tandem with the retention of existing international students, CEDA will lead the future planning of medium to long term recruitment strategies and activities that will support the

regions schools and tertiary providers to begin rebuilding their international student numbers. This will be achieved by profiling the city and region to targeted international markets through CEDA's media avenues and networks.

Local education providers will rebuild their market and agent engagement activities and initiatives year-round to attract international students to their institute; CEDA will support these providers through collaborative marketing and communications campaigns, that profile the city and region and showcase Manawatū as a safe, welcoming, and vibrant place to study and start a career. We will ensure providers can easily and consistently rely on these materials, exploring new ways in which they can be provided.

Education agents will continue to be an important part of our recruitment activities, as a key channel to building relationships and profile in a wide range of international markets. Agent engagement activities with local secondary and tertiary education providers is essential to profiling the region and encouraging students to study here. It is essential those working in the international education sector across the country and in-market are aware of the education offerings, career opportunities and lifestyle that Manawatū has to offer, and CEDA will facilitate meetings and famils for regional providers to foster relationships with agents, building on the positive perception agents have of Manawatū and ensuring they are ambassadors for the region when working with potential students.

Enhance the experience of international students

To ensure that our international students have a great experience while they are here, assist in connecting these students into employment opportunities and to attract students to the region, CEDA will work alongside education providers, PNCC and other key stakeholders to identify opportunities to help integrate international students into the local community. This includes the leadership of the Student Experience Working Group and the development of an annual calendar of events and experiences, including the Mayoral Welcomes and Student Connect events that enable the students to make connections with students from other institutes. CEDA will deliver six cross institutional engagement activities with tertiary sector partners this year.

Increase the employability of international students

International students provide an important source of talent and skills in our region; their retention in the region through securing employment after they have completed their studies continues the economic value they bring, and supports filling identified regional skills gaps.

In the previous year, in partnership with Education New Zealand CEDA completed a central regions employability project to create opportunities for increased pathways into local employment. As a result, in partnership with the central regions (Venture Taranaki Trust and Whanganui and Partners) employability resources have been created to support both tertiary providers and employers.

Through the development of these new resources, and focusing this year on the implementation of workshops with international students, industry groups, and local employers, CEDA will provide and facilitate opportunities for our international students to secure internships, research and development experience, and employment in our region, or New Zealand, as well as enable and develop the capability of our employers to be better prepared to employ a more diverse workforce.

Attract, retain and develop business and investment in the region

Kia whakamana, kia mau tonu, ka whakawhanake i nga pakihi me nga haumi o te rohe

Business development and expansion in the region, and attracting business and investment to the region, is at the core of economic development and at the forefront of CEDA's objectives for Manawatū to be a leading distribution hub, be recognised as one of the top three agrifood hubs in the world, and a magnet for investment, business and talent. We have a strong competitive edge to achieve these outcomes with our central location, comparatively affordable land and development costs, a diverse labour pool, and a growing culture of innovation and entrepreneurship.

Support our sectors of strength to grow through targeted business development actions, retention initiatives and activities

CEDA's work is focused on the prioritisation of sectors of strength including the visitor and agritech sectors. This includes implementation of sector strategies, strategically targeted conferences, business retention initiatives, programmes aimed at supporting small and medium sized businesses and fostering innovation. This work makes a direct contribution to Manawatū becoming the most progressive region by 2025.

Support opportunities for growth

Destination Management Plan

The Destination Management Plan was developed to establish a shared vision and plan on what the future of the visitor sector for Palmerston North city and Manawatū district will look like, taking into consideration the perspectives of both our residents and visitors.

This year, we will focus on implementing year one and two of the action plan which will include developing a compelling value proposition through the Regional Identity project to position the city and region externally, strengthening industry partnerships and supporting the growth and development of products and experiences.

A specific focus will be given to building the capability of key visitor sector operators to work in the tourism trade space, which in turn will stimulate growth in the visitor economy and provide quality experiences for visitors and residents alike. This includes the continued development and growth of The Country Road programme, trade and industry partnerships, driving the development of cultural and agri tourism, and our core functions as the Regional Tourism Organisation for Palmerston North and Manawatū.

The Destination Management Plan will remain a 'live' document to ensure we can respond to changing trends and opportunities while keeping the vision and purpose front and centre. Working with key stakeholders and partners including councils, mana whenua, national body organisations such as Air New Zealand and Tourism New Zealand, will ensure a coordinated and targeted approach now and into the future.

The cohesive approach to managing the growth of the visitor sector in our region will enable us to leverage and target investment into the region through central government funding channels, such as the Tourism Infrastructure Fund and Provincial Growth Fund, as well as commercial investors.

Manawatū Agritech Strategy

Manawatū's deep agritech innovation ecosystem is being developed as part of our goal to strategically position the region as one of the top three agrifood hubs in the world by 2025. The Agritech Strategy gives life to this goal, with various stakeholders responsible for delivery including FoodHQ, Sprout and The Factory.

Implementation of the Strategy initiatives will continue through Massey University (Horticulture Immersion Programme), the Rural Innovation Lab, FoodHQ, and Talent Central.

CEDA leads the implementation of the Strategy and 3-year plan, and supports a number of initiatives such as the Roaming Networker Programme, which gathers market intelligence on research and development and investments in the region, and the Global Sprout Accelerator.

CEDA will lead the development of a communications and public relations cluster to develop a targeted and systemic media campaign to ensure our city and region becomes synonymous with the word 'agrifood hub'. This will ensure that as a region, we are collectively showcasing our strengths and successes to build pride and awareness in our people, New Zealand and beyond, while building our profile and recognition as one of the world's top agrifood hubs, further lifting our ability to attract Investment, business and talent.

This will inform our work in Inward Investment and Destination Management and will align with the Regional Identity project and narrative.

New Zealand AgriFood Week and Pint of Science

New Zealand AgriFood Week plays a crucial part in the strategic positioning of the region as a global agrifood hub.

The Week is about excellence in agrifood and agritech, inspiring the next generation of farmers, scientists, innovators and consumers. Key partners include our shareholder councils, ASB, AgResearch, FoodHQ, Fonterra, Rural Innovation Lab, Rangitāne, and the World Wildlife Fund.



A three-year foundational strategy has been developed to position the Week at the intersection of agriculture, science and technology, and to strategically develop the Week to become nationally and then globally recognised.

CEDA will implement year two of the three year strategy building on initiatives already undertaken including enhanced branding and marketing, partnerships, greater audience focused content, and strategically selected partner events. Specific initiatives in year two also include securing greater external funding, and a deepened events programme.

Pint of Science is an internationally co-ordinated event that brings scientists, academics and local residents together to connect audiences with futuristic thinking and the latest scientific discoveries. The event enables our region to further build our profile as a global agrifood hub, showcasing the 3,900 people employed in science and research in our region and growing awareness among our communities of the exceptional work happening here.

Retain businesses in the region through engagement and identification of barriers to growth

Business Retention Strategy

Cities and regions that are competitive in attracting and retaining investors have well defined business retention strategies. CEDA is an important link between businesses, local government, support institutions, and state regulatory bodies, and it is through these collaborative partnerships that CEDA will develop a Business Retention Strategy.

The Strategy will include monitoring business sentiment and confidence, investor after-care, and support for businesses expanding in the region through helping businesses to overcome barriers to investment and expansion. This will ensure that existing investors and companies continue to play a vital part in our local economy; both in terms of contribution to growth in regional Gross Domestic Product and employment creation.

Develop and grow business

Regional Business Partner Programme

CEDA supports small to medium businesses through delivering the Regional Business Partner Programme on behalf of New Zealand Trade and Enterprise, Callaghan Innovation and Business Mentors New Zealand, in the Manawatū-Whanganui region.

The programme is a vital component of CEDA's economic development work as it builds the capability of businesses through connections to expertise and resources. This includes business planning and sustainability, research and development support, financial management and systems, marketing and sales, exports, succession planning and governance. The programme further offers deeper mentorship for a period up to twelve months if required. Increased business capability leads to increased staff retention, business competitiveness, expansion and growth.

The New Zealand National Small Business Strategy, released by the Small Business Council in July 2019, indicates that access to finance, sourcing skills, investing in training and development and regulatory compliance are major challenges facing small businesses. We will work with regional district councils, economic development agencies and approved service providers to increase awareness of the Programme across the region and in addition, strategically focus the Programme at developing our sectors of strength.

Celebrate and showcase business success

In addition to the New Zealand AgriFood Week and Pint of Science, CEDA will deliver the 2020 Westpac Manawatū Business Awards. These awards are an important incentive for businesses in the region to strive for and achieve excellence. The awards will be revamped for 2020 to align more closely with CEDA's goals and our regional outcomes, such as developing talent and business sustainability.



Facilitate access to specialist innovation, business development and startup expertise

Supporting innovation and startups in the region

Fueling innovation is key to building a competitive advantage in the region and in creating jobs and investment opportunities.

The Innovate Programme, delivered by The Factory, has been designed to help potential entrepreneurs transform ideas into early stage startup businesses. CEDA provides key support to the programme and its outcomes through funding and mentoring support.

CEDA is also a partner to the global Sprout Accelerator which selects national and international startups and companies to undergo an intensive mentorship process to accelerate innovation with a view to commercialising technology. The Accelerator is rapidly becoming a highly effective mechanism to attract startup interest in the region, and along with the Innovate Programme, are important contributors to strategic positioning of the region as a centre of innovation, and becoming a magnet for investment, business and talent.

Supporting research and development

Businesses that enter the research and development phase are supported by CEDA through the Regional Business Partner Programme facilitating access to research and development grants and expertise through Callaghan Innovation, Massey University and Crown Research Institutes. Research and development is key to building innovation capability in the region and potential job creation. CEDA will ensure that at least 35 businesses will have access to Callaghan Innovation funding support during the year.

Student experience, fellowship or career grants facilitated through Callaghan Innovation, link tertiary students directly to businesses to further support their research and development activities. This year CEDA will ensure at least 30 students have opportunities to support business research and development, along with developing their own academic capability, supporting the development of regional capability.

Attract business and investment to the region

Inward Investment Strategy implementation

Attracting domestic and international investors is a core part of CEDA's goal for Manawātū to become a magnet for investment, business and talent. International best practice in investment promotion requires strategic marketing, proactive targeting of carefully identified investors and intermediaries, investment facilitation to ensure that prospects are converted into realised projects and a targeted approach to investor after-care. CEDA's work will focus on our sectors of strength in agrifood, transport and logistics and the visitor sector, profiling the region for investment, developing a targeted pipeline and removing barriers to investment.

Investment profile of the region

CEDA will develop an investment profile for the region including a compelling and clear value proposition that distinguishes the city and region as a central, strategic and viable investment location. This work will be informed by the extensive research and insights garnered through the Regional Identity project and our Business Confidence Survey, conducted in late 2019.

CEDA will next work with our shareholders, regional stakeholders and partners, New Zealand Trade and Enterprise, and relevant commercial parties, to develop content and resources that will enable targeted information to be used for specific investment attraction opportunities and ensure a consistent and strategic approach to raising the profile and recognition of our city and region's collective strengths, and successes, as a competitive, compelling investment destination.

Transport and logistics development opportunity

Linked to our investment profiling initiatives, Manawatū offers exceptional locational advantages for businesses, giving the region significant potential to become a leading national distribution hub.

The Palmerston North City Council's Transport and Logistics Masterplan will build on the region's comparative advantages to increase distribution capabilities and freight volumes, significantly contributing to economic growth of the region.

CEDA will work to support the Plan, which will build on an analysis of regional freight movements and move into the development of a desired future state and a targeted roadmap, through the execution of a targeted funding strategy and through securing investment from the transport and logistics sector.

Te Āpiti – Manawatū Gorge tourism opportunity

Te Āpiti – Manawatū Gorge presents the region with an opportunity to create significant tourism activities to cement Te Āpiti as a North Island visitor icon, bringing significant economic benefit to the region and leveraging off the investment and development of Te Ahu a Turanga over the next five years.

Following a successful feasibility study and evaluation of the tourism development opportunity in and around Te Āpiti – Manawatū Gorge, CEDA will work with key stakeholders on the identified next steps. This includes the development of a robust business case which will inform the development of investment opportunities and identification as outlined in the Master Plan augmentation led by Palmerston North City Council.

CEDA will ensure the findings and aspirations of Te Āpiti are incorporated into the Destination Management Plan, in particular driving the development of visitor experiences and product and working with national partners to leverage the opportunities identified.

Attraction of Conferences and Business Events

Targeted conference attraction strategy

The attraction of conferences and business events to Palmerston North and Manawatū works to profile our region as a great place to do business, adds significant economic benefit and builds connections with national organisations.

CEDA will move into the execution of a Conference Strategy that is based on best practice in conference attraction using a targeted approach. Local competitive advantages will be leveraged, this will include developing strategic relationships, a marketing campaign and a local-to-local initiative calling on local businesses and key sectors to host meetings in our region, supporting our venues and keeping spend in our economy.

CEDA will also facilitate a best practice approach to conference bids through providing stakeholders with a high-quality template that highlights the regions competitiveness and builds a strong cohesive profile of our offerings as a conference destination.

Profile the region to attract people, business and investment

Tohu ki te rohe hei kukume i te iwi, pakihi me te haumi

Profiling the region to highlight our strengths, our people and our places through a shared regional identity, targeted storytelling and partnerships ensures Palmerston North city and Manawatū district is renowned for its exceptional lifestyle, competitive advantages and is a magnet for investment, business and talent. A coordinated approach to better showcasing the strengths of our region and profiling our successes is key to achieving recognition as one of the top three global agrifood hubs by 2025.

Profile Palmerston North city and Manawatū district locally, nationally and globally

Positioning our region as one of the top three agrifood hubs in the world and cementing our position as a leading distribution hub, will ensure we're leveraging our collective strengths while carving out our place in New Zealand and beyond with a unique narrative that is tangible, achievable and above all, unique to our region.

CEDA will lead a coordinated public relations and communications approach with key stakeholders and partners, lifting the lid on our regions strengths and successes, building pride and awareness in our people, New Zealanders and beyond, while building our profile and recognition as one of the world's top agrifood hubs, further lifting our regions ability to attract people, business and investment here.

This work will feed across CEDA's core focus areas of People, Place and Business ensuring a strategic approach for the future.

Lead and develop stories of Palmerston North city and Manawatū

Regional Identity Project

CEDA's work in profiling the city and region as a compelling destination for investment, business and talent requires cohesive and targeted story telling with a distinct and compelling value proposition dialled up or down to meet the needs of the consumer. This work will be carried out through CEDA's projects, channels, regional stakeholders and media partners to ensure we're positively building the profile of our city and region and collectively setting the rhetoric, building a distinct and respected value proposition through the Regional Identity to be used across our target audiences and collectively building momentum and awareness of the city, district and region.

The Regional Identity will form the core value proposition to drive visitation to our city and region for business and leisure purposes, and to reignite our business conference and events sectors. Through our work to attract, retain and develop talent the Regional Identity will provide the foundation of CEDA's marketing activities and development of resources for education agents, tertiary and secondary partners and key stakeholders in the education sector.



The Regional Identity and resulting value proposition will be critical in ensuring we, as a city and region, are getting profiled and gaining recognition nationally and globally.

Lead the creation of regional content

Featuring the region through media

Our work with local, national and international media ensures a strong and consistent regional presence across all traditional and digital channels. This is driven from our social media channels and the regional website ManawatuNZ.co.nz, as well as through CEDA.nz and our media partners. Through these platforms CEDA can effectively manage and profile the region's strengths to attract talent and investment to the region, showcase lifestyle advantages, tell our region's story and build increased awareness of the breadth of what Palmerston North and Manawatū has to offer. CEDA will leverage existing media relationships and proactively build new ones to pitch stories and features to national and local media organisations and publications to attract investment, business and talent.

In our role as the Regional Tourism Organisation for Manawatū, CEDA works with key national organisations including Tourism New Zealand, Air New Zealand, Tourism Industry Aotearoa and more to ensure we're maximising our relationships and opportunities to build the profile and reputation of Manawatū as a desirable place to live, visit, work and do business.

Grow engagement on digital platforms to increase awareness and promotion of the region

ManawatuNZ.co.nz and social media

Digital marketing plays a key role in connecting with our main audiences and spreading our Regional Identity message across multiple platforms, from our regional social media channels and the regional website

ManawatuNZ.co.nz, through to partner websites and national platforms. Digital technology is our biggest tool in owning our narrative as a region, and in achieving our ambition of being recognised as a top three global agrifood hub.

CEDA works to provide fresh and engaging content and imagery to ensure that stakeholders, partners and the community can access and use these tools to profile the region on a local, national and global stage under a consistent rhetoric. The messaging and tone, imagery, campaign work, digital presence and every touch point we have going forward, will support our on-going work to profile the region's distinctive and compelling proposition, including CEDA's work in International Education, the Destination Management Plan and through the Inward Investment Strategy.

Regional Identity guidelines and key messaging will allow partners and the wider community to access this information to enhance their own organisations and businesses and support key regional messaging and will link directly to our work in building our regions profile as a top three global agrifood hub, leading distribution hub, and ensure we are renowned for our exceptional lifestyle, competitive advantages, and as a magnet for investment, business and talent.

Profiling the regions vibrancy through events

A key component to this work is the profiling of our city and region's vibrant events scene. Through CEDA's established digital channels and media partnerships, we work to leverage the opportunities that major events in the city and district provide, showcasing Manawatū to visitors to encourage longer stays and repeat visitation and profiling our city and region as a brilliant, vibrant place to live. CEDA's partnership with eventfinda.co.nz helps drive our regions online profile in the event space, and our work in assisting event organisers and their connections to get their events listed on this platform helps to ensure that the breadth of events taking place in our region is fully promoted.



Lead inclusive and sustainable economic development for the region

Te arahi i te whanaketanga ohanga me te pumau mo te rohe

Our work cannot be done in isolation, and the strengths of our region rely on working together to use our combined strengths, connections and skills to compete nationally and globally. Collaborative relationships and partnerships with key regional and national stakeholders, central and local government, Māori and iwi are key to ensuring our strategic outcomes for the city and district.

Develop strategic partner relationships, leveraging opportunities

CEDA has a major role in aligning the shared outcomes of the key stakeholders in our region, connecting shared opportunities, providing a shared voice, and co-ordinating our region's collective capability. We believe this is key to achieving the vision and goals for the region.

Strategic partnerships

We hold strategic relationships with local partners, other regions and national organisations such as New Zealand Trade and Enterprise, Callaghan Innovation, The Factory, Sprout Accelerator, Manawatū Chamber of Commerce, Talent Central and Immigration New Zealand, in order to discover and leverage mutual opportunities.

This year we will review our current partnership agreements and workplans and ensure new plans where relevant are in place (including Palmerston North City Council, Manawatū District Council and iwi) to ensure that we are operationally working effectively together in identifying opportunities and reducing barriers across all that we do.

Iwi partnerships and engagement

Further to our support of Māori business through the Regional Business Partner Programme and Māori sector development, including working with key organisations to support the activation of Māori entrepreneurial and business planning skills, CEDA continues to work collaboratively with regional iwi through our strategic projects including the Regional Identity development, Destination Management Plan and the Te Āpiti – Manawatū Gorge tourism opportunity.

Further to this progression has been made on the implementation of the iwi and Māori engagement framework for CEDA.

This year the focus will be on; long-term relationship development with Tangata Whenua to support iwi partnership projects to increase employment opportunities and skill development for Māori, the development of a Māori Business and Economic Development fund that is targeted at Māori startup business, and the development of partnership agreements with iwi and Te Au Pakihi.

We will also continue to work on developing CEDA's internal capability to support the strategic relationship with Tangata Whenua and ensuring we have meaningful relationships with iwi and Māori organisations.



Data and Insights

Through our partnerships and research CEDA are the 'go to' for insights and data on the local economy and national trends across priority sectors including the visitor economy. We have a crucial role in enabling the coordination, connection and delivery of outcomes by striving for the transparency and alignment of the many economic development projects and initiatives that are underway or are planned across our region. All CEDA's areas of work are underpinned with data and insights, to ensure smart investment of resources, funds and expertise, enabling us to achieve high impact results for our region.

Economic impact information regularly communicated to stakeholders and business, including iwi and Māori business sector

CEDA works with national agencies including MarketView, Statistics New Zealand, Destination Think!, Infometrics and Ministry of Business, Innovation and Employment to provide the latest information from the visitor and retail sectors, our sectors of strength and key growth indicators such as GDP, population, housing prices, consents, visitor spend and more. These relationships ensure CEDA and our region has a voice in the discussions for addressing and future proofing the data gaps that we face as a nation, and in key sectors including the visitor sector.

Business and stakeholder communications

It is important that CEDA provides our business and stakeholder communities with access to clear, up to date, data and insights.

We work closely with Palmerston North City Council and Manawatū District Council and key industry leaders to analyse the data and insights and provide context and commentary around how the region's economy is performing, in an easily absorbable manner.

We will communicate and publish this information on a regular basis through economic impact events, on CEDA.nz, 60 Seconds (e-newsletter) and Quarterly Economic Updates, including information from the visitor and retail sectors, our sectors of strength and key growth indicators, and also updates on regional projects and economic development activities to enable our businesses and communities to better understand what's happening in the local economy, the impact it may have on their businesses, and even identify shared project opportunities.

Providing comprehensive regional data and insights is crucial to help businesses, investors and residents make informed decisions and providing an easy to understand overview of the region's economy, from the drivers through to barriers to growth.

Māori economy data and insights

Working closely with Palmerston North City Council and Manawatū District Council's economists and key Māori sector leaders and iwi to provide context, analysis and commentary around how the Māori economy is performing. CEDA will communicate and publish this information on a 6-monthly basis to better engage with our Māori businesses and community and to enable them to better understand what's happening specifically in the local Māori economy.





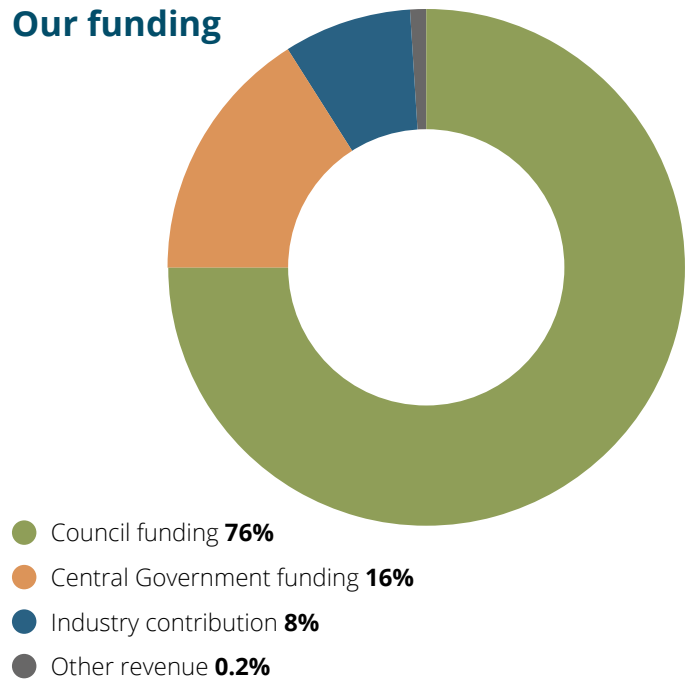
Where we focus our time and money

CEDA receives funding from Palmerston North City Council and Manawatū District Council, its shareholders, and also funding from institutions and central government partners for initiatives that bring benefit to the wider region and New Zealand.

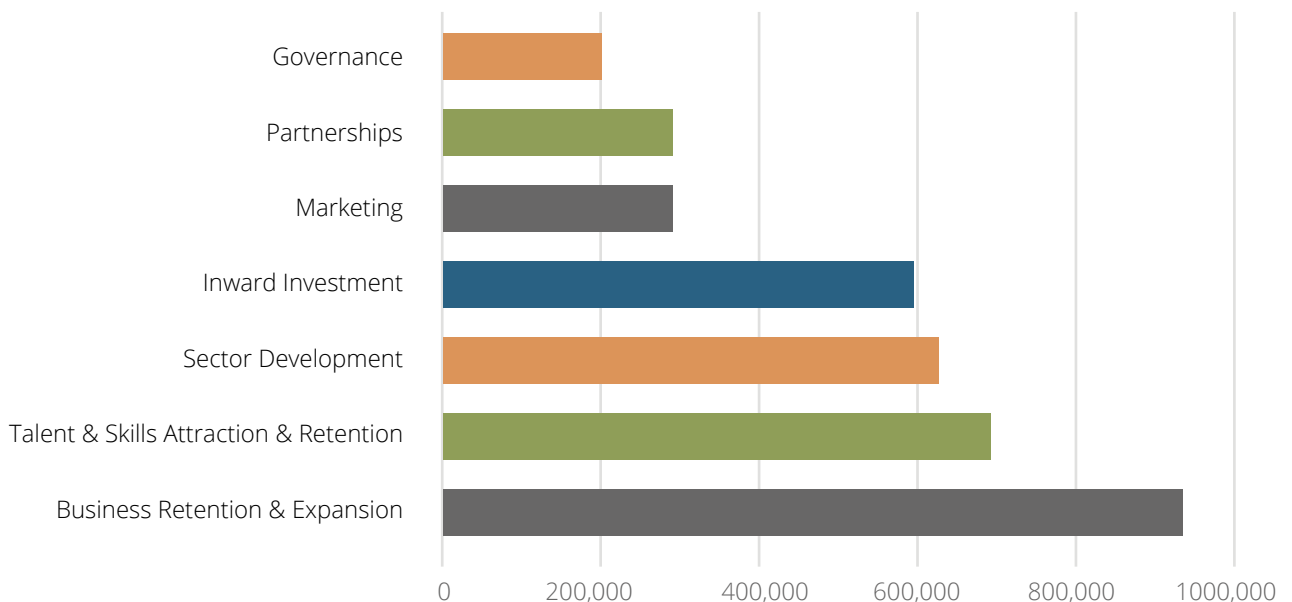
All of this funding gives us the ability to invest in local businesses and engage in specific sector work that is important to the region and beyond.

Further specific funding is also received from commercial organisations for sponsorship of programmes and joint projects that assist to highlight the regions strengths, and attract talent, business and investment to the region.

Our funding



How we're going to allocate our funding



Note:

1. Marketing costs where directly related to an activity are included in the budgeted costs for that activity
2. Business Retention and Expansion includes the Regional Business Partner programme costs.
3. Employee and operating expenses where not directly related to an activity have been allocated on a percentage of expenditure basis

Who we are

CEDA is a team of people who are passionate about our region. We are thought leaders, subject matter experts, and doers, working together with the common purpose of prosperity for all our communities. Our success is underpinned by our people, connections and networks locally and globally.

We are committed to operating efficiently and effectively, and as a future-focused organisation, to supporting initiatives that enhance and protect our natural and built environment.

We recognise the principles of the Treaty of Waitangi and acknowledge the importance of partnering with local iwi and recognition of Tangata Whenua in the region through localised partnering and alignment with Te Pae Tawhiti – Regional Māori Economic Development Strategy. We are committed to developing our internal cultural awareness and te reo capability across the team.

We are also committed to sustainable practices in both our office environment and the environment within which we work and live and value diversity in both our team at CEDA and our commitment to promoting diversity in age, culture, ethnicity and gender in all that we do.

We live our team values of; together we can achieve more, believe in yourself and what you do, and be proud and take ownership!

Mauria te Pono

Believe in yourself





Our Performance Measures for 2020-23

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be reported on six monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

Key Strategic Outcome: Attract, retain and develop talent in the region

Service Level Statement	Performance Measure	2020/21*	2021/22*	2022/23*
Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market	Understanding of the future of work in the region and how best to prepare the region for change	Develop a Manawatū future of work project, in collaboration with Massey University, UCOL, employers and Infometrics	Implement year two action plan actions from the future of work project aligned to labour market needs, priority sectors and regional projects. 3 stories published	Implement year three action plan actions from the future of work project and 6 stories published
	Implementation of the talent attraction and retention strategy	Talent attraction campaign delivered in partnership with sector stakeholders	Year two of the Talent attraction campaign, implemented and aligned to priority sectors, labour market needs. Partnership agreements in place.	Year three of the Talent attraction campaign delivered, an increase in partnerships and 6 talent stories developed from an employers and talents perspective
		Grow career opportunity engagement aligned to recommendations of the review of Manawatu NXTStep	Employer and candidate career opportunity engagement has increased aligned to priority sectors and regional projects	Career opportunity engagement increased and develop 4 case studies
		Deliver the Te Aho Tāmaka 3-year strategy year one action plan including 6 leader engagements	Deliver Te Aho Tamaka 3-Year strategy year two action plan including 8 leader engagements and 2 leaders aligning their support to relevant regional projects	Deliver Te Aho Tamaka 3-Year strategy year three action plan including 8 leader engagements, leverage leaders support to enable investment in the region
Driving the development of skills in the region and supporting linkages to job opportunities	Support Special Projects Skills Hub in developing pathways for employment	Support Special Projects Skills Hub in developing pathways for employment by leveraging communications and building the profile.	Support Special Projects Skills Hub in developing pathways for employment, leveraging national and international connections and partnerships	

Our Performance Measures for 2020-23

		Sort it Careers Expo 3-Year strategy and action plan developed and implemented for 2021	Deliver the Sort it programme aligned to labour market needs, priority sectors and regional projects	Deliver the Sort it programme with increased engagement from employer stakeholders and public participation
	Implementation of the action plan as a result of the primary sector skills gaps analysis	Development of talent pathways to employment for the primary sector	Develop partnerships and leverage programmes to address sector skills gap	Publish 4 relevant talent pathways to employment stories for the primary sector
		Increase the employability of migrants in the region through improvement of employer capability	Increase migrant employee's capabilities for the primary sector through accessing the capability development framework	Develop 5 primary sector employer and migrant employee case studies
Lead and develop programmes and initiatives to attract more international students to the region	Increase the value of international students in the region	Lead the review and refresh of the regional strategy, and the development and implementation of the annual workplan, with a focus on stabilising the existing international student market	Lead the development and implementation of year two annual workplan with a focus on profiling the region to recruit international students	Lead the development and implementation of year three annual workplan, including education attraction campaign that will support the rebuilding of international student recruitment to the region
	Enhance the experience of international students while they are here	Deliver 6 cross institutional engagement activities with tertiary sector partners.	Deliver 7 cross institutional engagement activities with tertiary sector partners Stakeholder satisfaction with CEDA engagement/ activities, set baseline	Deliver 8 cross institutional engagement activities with tertiary sector partners Stakeholder satisfaction with CEDA engagement/ activities, increase on baseline
	Increase the employability of international students	Assist students into employment opportunities in essential sectors including delivery of 4 webinars and development of employability resources, linking students with employers or industry	Identify skills gaps within region, and opportunities for international students when the market reopens	Update of employability resources and employer's capability in identified sectors

*these objectives or outcomes may be impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

Our Performance Measures for 2020-23

Key Strategic Outcome: Attract, retain and develop business and investment in the region

Service Level Statement	Performance Measure	2020/21*	2021/22*	2022/23*
Support our sectors of strength to grow through targeted business development and retention initiatives and activities	Assess and support opportunities for growth through key business engagement, cluster development and sector strategies and relationships with Māori	Implementation of the Destination Management Plan year one actions, including operator capability and product development	Year two action plan implemented, and steering group established	Implement year three action plan including trade capability and moving to international market
		Implement year three of the Manawatū Agritech Strategy 3-year action plan	Develop and implement strategy for the region to become a global agrihub	Implement year two actions of the global agrihub strategy
		Implement year two of the New Zealand AgriFood Week Foundational Strategy	Implement year three of the Foundational Strategy, including building partnerships and sponsorship opportunities	Market NZ Agri Food Week globally with a view to the event becoming a global event over the medium to long term
	Retain businesses in the region through engagement and identification of barriers to growth	Business Retention Strategy developed and implemented	Implement strategy through quarterly business surveys, engagement with business, and identifying supply chain opportunities for SMEs.	Review strategy action plan, to ensure business requirements met
Develop and grow businesses by delivering information, advice, and support	550 businesses supported through CEDA's business development and support activities including the Regional Business Partner Programme. Celebrate and showcase business success in the region through a business awards function	600 businesses supported through CEDA business development and support activities including the Regional Business Partner Programme.	650 businesses supported through CEDA business development and support activities including the Regional Business Partner Programme. Celebrate and showcase business success in the region through a biennial business awards programme	
				Facilitate access to specialist innovation, business development and startup expertise

Our Performance Measures for 2020-23

		Facilitate access to grants and research and development support through Callaghan Innovation for 35 managed businesses	Facilitate access to grants and research and development support for 37 managed businesses growing R&D capability, with an increase in number of services provided	Facilitate access to grants and research and development support for 40 managed businesses with a growing R&D capability, with an increase in number of services provided
		30 student opportunities to support business research and development through Callaghan Innovation student grants	35 student opportunities to support business research and development through Callaghan Innovation student grants	40 student opportunities to support business research and development through Callaghan Innovation student grants
Attract business and investment to the region	Implementation of Inward Investment strategy with regional partners, targeting the Agriculture, and Distribution and Logistics sectors	Investment profile for the region developed and investment ready opportunities identified	Build and leverage the value proposition across sectors and priority projects. Market specific investment opportunities.	Leverage the value proposition across sectors and priority projects. Market specific investment opportunities.
		Support the development of the PNCC Transport and Logistics Master Plan, by development of roadmap and plan for strategy execution.	Targeted funding strategy developed for transport and logistics investments	Transport and logistics investments secured
		Te Āpiti – Manawatū Gorge tourism investment profile and business case developed.	Three-year activation plan and investment pipeline developed for Te Āpiti – Manawatū Gorge	Implementation of CEDA-led outcomes from activation plan
	Attraction of Conference and Business Events that bring economic benefit to the region	Targeted conference attraction strategy for region implemented, including development of a local to local initiative to re-establish the conference sector	Conference strategy implementation including targeted attraction of sector specific conferences, local to local initiative and hosting programme	Conference strategy implementation, including targeted attraction of sector specific conferences, hosting programme, and intensified conference attraction campaign

*these objectives or outcomes may be impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

Our Performance Measures for 2020-23

Key Strategic Outcome: Profile the region to attract people, business and investment

Service Level Statement	Performance Measure	2020/21*	2021/22*	2022/23*
Profile Manawatū locally, nationally and globally	Lead and develop the stories of Manawatū, creating a narrative and a unified positioning, incorporating the cultural heritage of iwi.	Implement the Regional Identity project outcomes across sectors including talent attraction and retention and visitation (business and leisure)	Develop and implement a coordinated framework and tools for marketing the region	Implement year two of framework for marketing the region to attract and retain visitors, talent, students, investors, businesses
	Lead the creation of quality, targeted regional content for distribution on owned and third-party platforms, working with media partners to showcase our region's strengths.	20 direct media features published profiling the region	25 direct media features published profiling the region	30 direct media features published profiling the region
	Grow engagement on regional web and digital platforms for increased promotion of and information on the region	10% increase in 'sessions' on ManawatuNZ.co.nz, and social media engagement across all channels	10% increase in 'sessions' on ManawatuNZ.co.nz and social media engagement across all channels	10% increase in 'sessions' on ManawatuNZ.co.nz and social media engagement across all channels

*these objectives or outcomes may be impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

Our Performance Measures for 2020-23

Key Strategic Outcome: Lead inclusive and sustainable economic development for the region

Service Level Statement	Performance Measure	2020/21*	2021/22*	2022/23*
Develop strategic partner relationships, leveraging opportunities	Continue to build on relationships with shareholders, central government agencies, key regional stakeholders, local iwi and Māori, and business support groups through the stakeholder engagement plan	Stakeholder satisfaction survey increased percentage on 2019/20 year to 70% Partnership agreements and workplans reviewed and new plans in place including PNCC, MDC, and iwi Two partnership projects identified in conjunction with iwi	Stakeholder satisfaction survey increased percentage on 2020/21-year to 75% Partnership agreements and workplans reviewed and agreements in place with MPI, MSD and ENZ Iwi partnership projects commenced, and an additional three projects identified	Stakeholder satisfaction survey increased percentage on 2021/22-year to 82% Partnership agreements and workplans reviewed Iwi partnership projects commenced, and an additional four projects identified
Data and insights communications on the performance of the region's economy	Economic impact information regularly communicated to stakeholders and business, including iwi and Māori business sector	70 stakeholder engagements/communications delivered Māori economy data and insights developed in partnership with shareholders	75 stakeholder engagements/communications delivered, including quarterly Māori economy data reports	80 stakeholder engagements/communications delivered, including quarterly Māori economy data reports
Work plan aligned to delivery of Statement of Service Performance	Development of Business Plan with outcomes on delivery of the Statement of Intent	Business Plan developed and delivered to shareholders by 31 October**	Business Plan developed and delivered to shareholders by 31 October**	Business Plan developed and delivered to shareholders by 31 October**




*these objectives or outcomes may be impacted by CEDA's requirements to be adaptable and responsive to the needs of the regional economy due to the impact of COVID-19

** Dependent on Statement of Intent being signed off by 30 June






Alignment with Our Shareholders

It is imperative that CEDA's objectives are aligned with our shareholder council's plans and visions for the city and district. The Palmerston North City and Manawatū District Councils' signed Long Term Plans outline these objectives.

CEDA plays a critical part in delivering outcomes identified in the relative Long-Term Plans as outlined below:

	PNCC LTP Outcomes	CEDA Service Level Statement alignment
	<p>Create and enable opportunities for employment and growth</p>	<ul style="list-style-type: none"> • Develop a talent pipeline to grow a skilled workforce, and better utilise the existing labour market • Deliver information, advice, programmes and initiatives to attract more students to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Profile Manawatū locally, nationally and globally • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated
	<p>Provide infrastructure to enable growth and a transport system that links people and opportunities</p>	<ul style="list-style-type: none"> • Attract business and investment to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities
	<p>Diversify the economy to reduce reliance on traditional industries</p>	<ul style="list-style-type: none"> • Develop a talent pipeline to grow a skilled workforce, and better utilise the existing labour market • Deliver information, advice, programmes and initiatives to attract more students to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Profile Manawatū locally, nationally and globally • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated on the performance of the region's economy

Alignment with Our Shareholders

PNCC LTP Outcomes	CEDA Service Level Statement alignment
 <p>Support an 'innovation economy' to underpin growth into the future</p>	<ul style="list-style-type: none"> • Develop a talent pipeline to grow a skilled workforce, and better utilise the existing labour market • Deliver information, advice, programmes and initiatives to attract more students to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Profile Manawatū locally, nationally and globally • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated on the performance of the region's economy
 <p>Transform the economy to a low carbon economy</p>	<ul style="list-style-type: none"> • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated on the performance of the region's economy
MDC LTP Outcomes	CEDA Service Level Statement alignment
 <p>Manawatū District attracts and retains residents and businesses</p>	<ul style="list-style-type: none"> • Develop a talent pipeline to grow a skilled workforce, and better utilise the existing labour market • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Profile Manawatū locally, nationally and globally • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated on the performance of the region's economy
 <p>Manawatū District develops a broad economic base from its solid foundation in the primary sector</p>	<ul style="list-style-type: none"> • Develop a talent pipeline to grow a skilled workforce, and better utilise the existing labour market • Deliver information, advice, programmes and initiatives to attract more international students to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities • Attract business and investment to the region • Profile Manawatū locally, nationally and globally • Develop strategic partner relationships, leveraging opportunities • Data and insights communicated on the performance of the region's economy
 <p>Manawatū District is connected via quality infrastructure, services and technology</p>	<ul style="list-style-type: none"> • Attract business and investment to the region • Support our sectors of strength to grow through targeted business development and retention initiatives and activities

Monitoring Indicators

In addition to our performance measures, the shareholders have 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 control, for example: exchange rates, natural disasters, government policy. As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them.

The Councils have the responsibility to report on these indicators.

Indicator	2021	2022	2023	Regional target*
Change in total number of jobs	1.9% increase	1.9% increase	1.9% increase	1.9% average annual increase over three years.
Change in median salaries and wages	2.6% increase	2.6% increase	2.6% increase	2.6% pa increase.
Change in total earnings (salaries, wages and self-employment income)	3.7% increase	3.7% increase	3.7% increase	3.7% pa increase, average annual increase of \$104 million.
Change in total GDP and per capita GDP	1.8% GDP 0.6% per capita	1.8% GDP 0.6% per capita	1.8% GDP 0.6% per capita	1.8% average annual increase in total GDP. 0.6% average annual increase in per capita GDP.
Estimated population change - 65 years and over population (for demographic monitoring)	1,350 increase 530 increase	1,350 increase 530 increase	1,350 increase 530 increase	1,350 population increase pa, 1.2% average increase pa. Estimated 530 population increase pa, 3.3% pa.
Net overseas migration	660 gain	660 gain	660 gain	660 average annual net migration gain.
Spend by visitors in Manawātū region (domestic and international)	5.7% increase	5.7% increase	5.7% increase	5.7% pa increase, average annual increase of \$22 million.
Number of visitor nights in Manawātū region	1.6% increase	1.6% increase	1.6% increase	1.6% pa increase.
Change in MSD benefit numbers	1.6% decline	1.6% decline	1.6% decline	1.6% pa decline, average annual decline of 130 people.
Reputation of Manawātū / Palmerston North as a great place to live and do business**	1% increase	1% increase	1% increase	3% increase over 3 years.

*excludes any annual inflation increase

**as measured by UMR Research compiled 3 yearly, first measured 2016



Financial Performance

Central Economic Development Agency Limited Statement of Comprehensive Revenue & Expense

For the 12 Months to June

	Notes	2020-21 Budget	2021-22 Forecast	2022-23 Forecast
Income				
Council Funding	1	2,492,980	2,542,840	2,593,696
Other Services Income	2	630,928	630,928	630,298
Project Income		321,591	240,591	321,591
Total Income		3,445,499	3,414,359	3,546,215
Cost of Sales				
Other Services Expenses		1,084,978	954,946	977,566
Project Expenses		306,591	225,591	306,591
Total Cost of Sales		1,391,569	1,180,537	1,284,157
Gross Surplus (Deficit)		2,053,930	2,233,822	2,262,058
Other Income				
Sundry Income		6,000	5,000	4,000
Total Other Income		6,000	5,000	4,000
Expenses				
Depreciation		9,469	5,551	4,162
Directors' Fees		180,000	183,600	187,272
Employee Expense		1,703,854	1,742,431	1,787,280
Financing Expenses		500	500	500
Other Operating Expenses		348,968	348,444	355,116
Total Expenses		2,242,791	2,280,526	2,334,330
Net Surplus (Deficit) Before Tax		(182,861)	(41,704)	(68,272)
Taxation				
Income Tax Expense		-	-	-
Total Taxation		-	-	-
Net Surplus (Deficit) after tax		(182,861)	(41,704)	(68,272)

1. Assumes renewed services agreement with Councils post 30 June 2021. Excludes project funding for NZ AgriFood Week and Sort It Careers Expo included in Project Income.

2. Assumes continuation of government programme funding post 30 June 2021.

Financial Performance**Central Economic Development Agency Limited
Statement of Financial Position**

As at 30 June

	30 June 2021 Budget	30 June 2022 Forecast	30 June 2023 Forecast
Assets			
Current Assets			
Cash and Cash Equivalents	722,802	677,802	602,802
Receivables and Accruals	366,571	363,586	376,222
Prepayments	17,211	17,211	17,211
Total Current Assets	1,106,584	1,058,599	996,235
Non-Current Assets			
Property, Plant and Equipment	22,202	16,651	12,489
Total Non-Current Assets	22,202	16,651	12,489
Total Assets	1,128,786	1,075,250	1,008,724
Liabilities			
Current Liabilities			
Payables and Deferred Revenue	578,446	566,614	568,360
Employee Entitlements	56,745	56,745	56,745
Total Current Liabilities	635,191	623,359	625,105
Total Liabilities	635,191	623,359	625,105
Net Assets	493,595	451,890	383,618
Equity			
Contributed Capital	1,000	1,000	1,000
Retained Earnings	492,595	450,891	382,618
Total Equity	493,595	451,890	383,618

Financial Performance

Central Economic Development Agency Limited Statement of Cash Flows

For the 12 Months to June

	2020-21 Budget	2021-22 Forecast	2022-23 Forecast
Cash Flows from Operating Activities			
Receipts of Council funding	2,607,918	2,657,730	2,708,567
Interest received	6,000	5,000	4,000
Income tax refunded/(paid)	52,465	0	0
Receipts from other operating activities	1,089,173	1,271,768	1,356,944
GST	(246,714)	(280,776)	(286,001)
Payments to suppliers and employees	(3,742,462)	(3,704,221)	(3,863,298)
Finance costs	(500)	(500)	(500)
Total Cash Flows from Operating Activities	(204,120)	(50,999)	(80,288)
Cash Balances			
Payment for property, plant and equipment	0	0	0
Total Cash Flows from Investing Activities	0	0	0
Net Cash Flows	(204,120)	(50,999)	(80,288)
Cash Balances			
Cash and cash equivalents at beginning of period	691,953	487,832	436,833
Cash and cash equivalents at end of period	487,833	436,833	356,545
Net change in cash for period	(204,120)	(50,999)	(80,288)

See Appendix for Accounting Policies



Shareholder requirements

Joint Strategic Planning Committee

The Joint Strategic Planning Committee of Manawātū District Council and Palmerston North City Council is made up of ten local body elected members, five from each Council including both Mayors.

The role of the Joint Strategic Planning Committee is to:

- Review the performance of CEDA, and report to shareholders on that performance on a periodic basis
- Undertake performance monitoring of CEDA, as per section 65 of the Local Government Act
- Approve the appointment, removal, replacement and remuneration of directors
- Review and approve any changes to policies, or the SOI, requiring their approval

The Board aims to ensure that the Joint Strategic Planning Committee and the shareholders are informed of all major developments affecting CEDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

CEDA will adhere to a 'no surprises' approach in its dealings with its shareholders and Joint Strategic Planning Committee.

Letter of Expectations

By 1 December in each year the shareholders will deliver to CEDA a Letter of Expectations. The Letter of Expectations is intended to provide direction on issues that are important to both Councils, and to assist in the development of CEDA's next SOI. A Letter of Expectations for 2020/21 has been delivered to CEDA.

CEDA is continuing to collaborate with external agencies, including contracting to The Factory and Spearhead. Both are reported as activities in the Performance Outlook. CEDA is aware of the ability to utilise Council support services.

Statement of Intent

By 1 March in each year CEDA will deliver to the Joint Strategic Planning Committee of the shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the Joint Strategic Planning Committee received by 30 April, the Board will deliver the completed SOI to the Joint Strategic Planning Committee of the shareholders on or before 15 June each year.

Half Yearly Report

By the end of February each year, CEDA will provide to the Joint Strategic Planning Committee a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Director's commentary on operations for the relevant six-month period
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Un-audited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity and Statement of Cashflows

Annual Report

By 30 September each year, CEDA will provide to the Joint Strategic Planning Committee and its shareholders an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002 and the Companies Act.

The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report
- Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Auditor's Report on the financial statements and the performance targets
- Any other information that the directors consider appropriate

Shareholder Meetings

CEDA will hold an Annual General Meeting (AGM) between 30 September and 30 November each year to present the Annual Report to all shareholders unless it is agreed between CEDA and the shareholders that the business of the AGM will be done by resolution in writing.

Shareholder Approval

Any subscription, purchase or acquisition by CEDA of shares in a company or organisation will require shareholder approval by special resolution as will the other matters outlined in clause 3 of CEDA's Constitution.

Dividend policy

CEDA is a not for profit Council Controlled Organisation, as such the Board is not intending to pay any dividends in the foreseeable future.



Appendices

Accounting Policies

1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatū District Council (50%) CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes.

2. Statement of Accounting Policies

Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses > \$2m and < \$30m.

Presentation Currency

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Historical Cost

These financial statements have been prepared on a historical cost basis.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured. Specific accounting policies for significant revenue items are explained below:

Sales of goods are recognised when the goods are sold to the customer.

Accounting Policies

Sales of services are recognised in the period by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

Lease revenue is recognised on a straight-line basis over the life of the lease.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

Inventories

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

Depreciation

Account	Method	Rate
Leasehold Improvements	Diminishing Value	10% - 40%
Office Furniture & Equipment	Diminishing Value	0% - 67%
Office Furniture & Equipment	Straight Line	10.5%
Plant & Equipment	Diminishing Value	10% - 20%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

Accounting Policies

From 1 July 2018 all Office Furniture and Equipment purchases (excluding computer/IT equipment) has been depreciated using the straight line method of depreciation to better represent the reduction of the value of these assets over their useful life. This change will apply to all purchases of Office Equipment and Furniture (excluding Computer equipment) in future accounting periods.

As this change is a change in accounting estimates, no changes have been made to previously purchased assets in prior financial years, or the depreciate method on these assets in the current or future years.

Income Tax

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Receivables are recorded at their face value, less any provision for impairment.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying

Accounting Policies

amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Payables

Short-term creditors and other payables are recorded at their face value.

Equity

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

Good and Services Tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

Employee Entitlements

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements - Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

Accounting Policies

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expenses and is included in 'finance costs'.

Leases - Where CEDA is the Lessee

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.





15 October 2019

Malcolm Bailey
Chair
Central Economic Development Agency Ltd
478 Main Street
PALMERSTON NORTH 4410

Dear Malcolm

LETTER OF EXPECTATION

The purpose of this Letter of Expectation is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawatu region and beyond.

When working beyond the Manawatu, there must be a causal link of the outcomes or benefits back to the Manawatu region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this letter to guide the development of the Statement of Intent (SOI) for 2020-2021.

Strategic Relationships

Taking a leadership position and building strategic relationships in the Manawatu region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measureable outcomes.

We would like this strategic relationship agreement process to be concluded by 1 September 2020.

The shareholders have identified the following strategic partners for CEDA: Palmerston North City Council, Manawatu District Council, Iwi, Manawatu Chamber of Commerce, the International Education Sector including tertiary institutes and schools, Talent Central, The Factory, and key central government agencies.

We look forward to working with CEDA to agree on the list of strategic partners. There may be opportunities for CEDA to leverage existing strategic relationship agreements entered into by the shareholders, e.g. Councils and NZ Defence Force.

Key Agreed Functions and Outcomes

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognise that this is a challenge given historical expectations and activities undertaken by CEDA's antecedent organisations, along with differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Inward investment, both national and international
- Retention and expansion of business in the Manawatu region, and
- Developing a talent pipeline

The shareholders also expect International Education to be a strategic priority encompassing a commitment to recruitment, marketing, the student experience and the maintenance of existing and new partnerships. How this will be measured and regularly reported to the shareholders is important to signify the importance we place on this area.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic.

As we have discussed, it is expected that CEDA will work very closely with key stakeholders of the region's strengths of research/agri-food/business/land/horticulture, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Maori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:

- Job growth
- Increase in median household income
- Number of investment leads and deals secured
- Strength of the relationship with strategic partners

The shareholders acknowledge that the first two measures are not directly under CEDA's control. Significant changes in international and national economic factors will be taken into account when the Shareholders measure CEDA's performance.

Understanding the strategic drivers of the Councils and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA. The Councils have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' Agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development of their strategies and plans (such as Inward Investment Strategy, Labour Market Plan, Visitor Strategy and Māori Engagement Plan). These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

The Councils are obliged to ensure that our services are delivered effectively and efficiently. As a Council-Controlled Organisation (CCO), this expectation extends to CEDA. The Shareholders require CEDA to provide an activity-based budget so the Council can effectively communicate levels of service and value for money to their ratepayers. In addition, there are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Shareholders and CEDA are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent (SOI), and delivery managed through the contractual relationship.

The Shareholders would like to continue the monthly Team meeting between the Mayors, Council CE's and contract managers with the CEDA Chair and CE.

The Shareholders would like a quarterly slot on your Board agenda to further build relationships and understanding.

The Shareholders will invite CEDA to report quarterly to the Joint Strategic Planning Committee.

We look forward to working with CEDA to develop an economic development model that successfully delivers. We thank the Board, CEDA CE, and CEDA staff for their continued commitment to economic growth in the Manawatu region.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Grant Smith', with a large loop at the end.

Grant Smith, Mayor
PALMERSTON NORTH CITY COUNCIL

A handwritten signature in blue ink, appearing to read 'Helen Worboys', with a large loop at the end.

Helen Worboys, Mayor
MANAWATU DISTRICT COUNCIL

Partner Organisations

Current partner organisations that CEDA works with:

Local

Feilding and District Promotions
FoodHQ
IPU New Zealand
Lamberts
Manawatū Chamber of Commerce
Manawatū District Council
Manawatū Standard
Manfeild
Massey University
Media Works
National Driver Training Centre
Palmerston North Airport
Palmerston North City Council
Palmerston North i-SITE
Regional Schools
Spearhead Manawatū
Sport Manawatū
Talent Central
Te Au Pakihi
Te Manawa
The Factory
UCOL
Venues and Events Palmerston North

National

Air New Zealand
ASB
Business Mentors New Zealand
Callaghan Innovation
Conventions and Incentives
Economic Development New Zealand
Education New Zealand
Immigration New Zealand
i-SITE New Zealand
Ministry of Business, Innovation & Employment
Ministry of Social Development
New Zealand Events Association
New Zealand Trade and Enterprise
New Zealand Media and Entertainment
New Zealand Motor Caravan Association
Regional Business Partners Network
Regional Tourism Organisations New Zealand
Stuff
Tourism New Zealand
Westpac

Regional

Accelerate25
Business Central and Export NZ
Horizons Regional Council
Horowhenua and Company
Horowhenua District Council
Ruapehu District Council
Rangitikei District Council
Tararua District Council
Te Mana Atatu
Te Pae Tawhiti
Whanganui and Partners
Whanganui Chamber of Commerce
Whanganui District Council



Te Āpiti - Manawatū Gorge

CENTRAL ECONOMIC

CEDA
CENTRAL ECONOMIC
DEVELOPMENT AGENCY