

BURDON Sarah

The Camp - Lake Hawea Holiday Park

Hawea

Q. 1A: Do you support the preferred option to complete the programme outlined in the draft plan?

Support

Q. 1B: Do you agree with the preferred funding model including targeted rates recovery focused on CBD ratepayers?

Neutral

Q. 1C: If the funding assumptions are not supported (NZTA) do you agree that Council re-prioritise some projects?

Neutral

Q. 2A: Do you support the funding for a Council Office?

Neutral

Q. 2B: Do you agree that this should include an interim dedicated Queenstown library space?

Neutral

Q. 3A: Do you support the development of a Wanaka Masterplan in 2018 to enable a strategic and well connected approach to Wanaka planning?

Support

Q. 4A: Do you agree with the water supply project programme and timing to meet the Drinking Water Standard (2008) by 2027/28?

Neutral

Q. 5A: Do you agree that Council should introduce a general subsidy in order to protect the environment by supplementing the cost of smaller community schemes?

Agree

Q. 5B: Do you support the application of a two-tier charge to the Arthurs Point Scheme to enable a fairer apportionment of cost to the user?

Neutral

Q. 6A: Do you agree with the proposed investment in community projects?

Agree

Q. 6B: Do you support inclusion of funding to support the early harvest of Coronet Forest?

Neutral

Q. 6C: Do you agree that Council should enter into a lease for an interim Frankton Library?

Neutral

Q. 7A: Do you support the proposal to revise the rating differentials based on the new rating valuations?

Oppose

Q. 8A: Comment here.

Concerns are with the number of tourists and the lack of housing for start. There needs to be an increase on spend in the smaller communities to develop and spread visitor numbers and facilities. Not enough of council dollars, need govt grants.

BURGESS Keith

Queenstown/Wakatipu area

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Support

BURNES James

Startup Queenstown Lakes

Queenstown/Wakatipu area

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Q. 8A: Comment here.

Please see attached submission

Q.

Startup Queenstown Lakes - QLDC 10 Year Plan 2018-19 Submission.pdf - 2496 KB

STARTUP

QUEENSTOWN LAKES

QLDC 2018/19 Ten Year Plan Submission
Submitted 13 April, 2018

Executive Summary	3
Who is Startup Queenstown Lakes?	5
One Proposal: A Unified Startup Ecosystem For The District	5
Founding Committee & Leadership	7
Our Problem: Limited Economic Diversity, Poor Wages and Low Productivity	9
Startups: The Key Metric In Determining Economic Success	11
How do you build a knowledge-based and innovation sector?	12
Working Alongside Our Chambers and APBA	12
The 4 Keys to Building an Entrepreneurial Ecosystem	13
The 5 Stages of a Startup Ecosystem	14
Stage 3 Should Be Our Most Immediate Objective	14
Timeline: How We Got Here	18
Solution: How Will We Build A Stage 3 Startup Ecosystem	19
Primary Programs & Activity	22
2018/19 - Economic Infrastructure	23
CUBE Queenstown Launch & Refined CUBE Wanaka Programming	23
CLiCK Incubator (With Creative HQ)	24
Community Events	24
Investor Network & Education Training	24
2019/20 High Profile Programming	25
Entrepreneur Sabbatical Program	25
Co.Starters Training Programs	25
Tourism Tech Accelerator	25
Startup Weekend	25
National Investor & Startup Expo	26
2020/21 Global Recognition & Attraction	26
Global Conference on the 'Adventure Economy'	26
Entrepreneur in Residence Program	26
Seed and Angel Capital Funds	26
Thought leadership at global events	27
Financing From Multiple Sources	28
QLDC Request Summary	29
Avoid a contestable fund to achieve the objective	29
Financial Breakdown	30
Expressions of Support	31
Questions or feedback?	39

Executive Summary

The current QLDC Economic Development Strategy has defined the development of our knowledge and innovation business sectors as a key priority. This submission provides a 5 year plan to address this unmet priority.

Today, we have an over-reliance on the tourism sector, with below-average wages and low productivity across the region. By investing in the *economic infrastructure* necessary to establish our knowledge and innovation sectors, QLDC will achieve economic diversity, boost high-value jobs, and create a more productive and robust economy.

Research has shown that knowledge and innovation-centric startup communities do not appear overnight or by luck. They require 1) leadership by entrepreneurs for the long-haul, 2) a connected community that is welcoming to a wide variety of participants, and 3) continual and purposeful high-value activities and programmes that engage the entire ecosystem.

Startup Queenstown Lakes (SQL) proudly submits this 5 year proposal to QLDC as a unified, singular plan. It comprises an expanded CUBE presence providing an optimized series of new programming in both Wanaka and Queenstown to new and early-stage entrepreneurs; district-wide CLiCK Incubator services (in partnership with Creative HQ via Callaghan Innovation funding) to high growth-oriented startups; Startup Weekend serving the entire startup community; plus several new and exciting programmes that we will be executing to improve economic productivity and community vibrancy.

We ask QLDC to provide the financial foundation that will enable us to deliver by 2023:

100

*New sustainable knowledge /
innovation sector companies*

500

*New high-paying
full-time jobs*

50

*Million dollars of investment
or acquisition capital.*

We come with a specific plan, an established set of best practices, and the support of the Queenstown Chamber of Commerce and endorsement of the Wanaka Chamber of Commerce, who is transferring IP and programming from the CUBE to us so that we may take the best of QLDC's previous investment to keep the momentum moving.

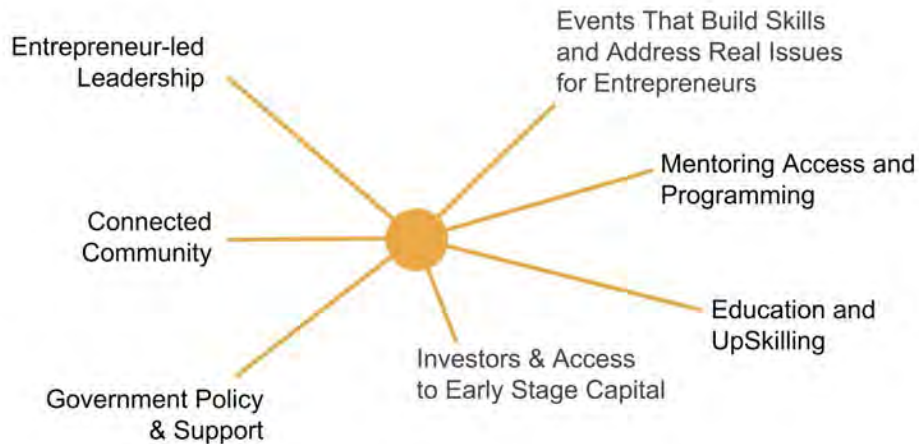
As a unified voice, we offer QLDC a single vendor to be accountable for planning, execution, resource coordination, allocation, and fundraising, for the pursuit of a knowledge-based and innovation sector with a strong commitment to delivering the 'triple bottom line' (financial, social and environmental outcomes).

We believe it is critical that QLDC's investment in economic infrastructure receive the same priority of investment as our physical infrastructure. Both have been under-resourced for far too long. **Our future needs a productive and sustainable economy, and this has to be planned for and invested in, just as roads and water infrastructure are important.**

Through vision, execution, and a get-it-done approach, we stand united from Glenorchy to Lake Hawea, Luggate to Kingston, and all points in between, to implement programs that:

- activate entrepreneurs, investors and executives across the district who are already here,
- accelerate existing businesses who have proven traction and high-growth potential, and
- attract seasoned entrepreneurs to land in our District to launch their next big opportunity.

How will we do it? This will be accomplished by offering a variety of existing and new programmes over the next three years, that can be found in thriving startup ecosystems around the globe, including:



How will we pay for it? These outcomes will be made possible through a combination of QLDC designated funds, matching funds contingent on third-party grants via Callaghan Innovation, NZTE, and others, along with sponsorships and commercial revenue segments. As time goes on, we will be working to be less reliant on QLDC as a primary funding source, dropping below 50% in the fifth year, a pace far faster and at a larger scale, than many other startup communities in New Zealand have been able to achieve.

	2018/19	2019/20	2020/21	2021/22	2022/23
QLDC Designated Funds	\$300,000	\$350,000	\$350,000	\$300,000	\$250,000
QLDC Matching Funds	\$150,000	\$250,000	\$350,000	\$400,000	\$400,000
QLDC% of Total Budget*	61.2%	59.4%	54.8%	50.1%	42.6%
Other Sources	\$285,000	\$410,000	\$578,000	\$685,000	\$875,000
Total Budget	\$735,000	\$1,010,000	\$1,280,000	\$1,385,000	\$1,525,000

* Other Sources (matching funds from Government and private programmes, in-kind services, sponsorship, commercial services, etc)

- End Executive Summary -

Who is Startup Queenstown Lakes?

We are a coalition of Queenstown and Wanaka entrepreneurs, investors, changemakers, and citizens, who have joined forces to address the need for economic diversity and resilience, via a strong entrepreneurial ecosystem made up of knowledge and innovative sector businesses.

We are a catalyst and champion for the startup community and for entrepreneurs across the entire spectrum of experience. We know that knowledge and innovation sector startups are a critical element to this region to achieve economic diversity, enhance productivity and strengthen the resilience of our communities.

Our work so far confirms that this can be done by leveraging the district's core strengths in adventure tourism, our natural environment, and the destination brand that QLDC, Destination Queenstown, Lake Wanaka Tourism and Arrowtown Promotion and Business Association have invested in over the past decade and beyond.

Investing in a startup ecosystem is a multiplier for a community. It will not only provide jobs, better wages and roles requiring high skills, but importantly helps people work on things that they really want - a sense of self-determination.

We use best practices and proven models from national and globally recognised ecosystems to execute our vision that includes:

- Connecting our community and drawing out the many professionals working independently to leverage the collective expertise of our residents and make collaboration a cultural norm.
- Building upskilling / training programs to help entrepreneurs of all levels execute at a higher level.
- Capitalizing on our reputation as a vibrant and fun place to live, work, and play, so that we can attract and retain the best talent to establish their next big idea here.
- Building national and international programming that raises the profile of Queenstown within the global startup community to increase high-impact opportunities.
- Building the capacity of entrepreneurs seeking to deliver positive social and environmental outcomes.

One Proposal: A Unified Startup Ecosystem For The District

It is important to note that this proposal combines and consolidates what could have otherwise been at least five different proposals to QLDC for the upcoming fiscal year. Startup Queenstown Lakes has unified previously fragmented startup initiatives under one umbrella so that every resource is working collectively toward the same outcomes. This will reduce administrative overhead and ensure a cohesive, coordinated execution of programming to achieve the intended objectives.

As a unified voice, we offer QLDC a single vendor to be accountable for planning, execution, resource coordination and allocation, fundraising, etc for the pursuit of a knowledge and innovation sector. Our proposal is a joint effort from previously independent groups, including:

- **CUBE** – Business advisor serving Wanaka and now Queenstown
- **CLiCK** – Creative HQ and Callaghan Innovation-backed incubator
- **Startup Weekend** – Entrepreneur event
- **Queenstown Lakes Entrepreneurs** – Social media based community network
- **Queenstown Technology Group** - Software & tech meetup group

As a result of Startup Queenstown Lakes' formation in late 2017 we have simplified and reduced future 'competing' and 'sidetracked' proposals in this space as we absorb these various entities into a consolidated model. This presents QLDC with a singular, accountable organisation to work with - using consistent metrics and performance evaluations that enable QLDC's economic development manager and leadership a consistent, reliable deliverable.

Both Wanaka Chamber of Commerce and Queenstown Chamber of Commerce are aware of, and support, the efforts of Startup Queenstown Lakes as another piece of the economic development puzzle. These organisations and their leaders recognise a need for the services and programs that Startup Queenstown Lakes will offer.

As we move forward, we will seek further engagement with our regional tourism organisations. Our interest is in people who are visiting and transient and giving them a real opportunity to stay and add value to our community.

Founding Committee & Leadership

We are an entrepreneur-led organisation that understands execution matters over theory, and that impact and effectiveness need to be measured to determine ROI. We expect to run this organisation with the same diligence and energy that we have for our own businesses.

Today, Startup Queenstown Lakes is made up entirely of volunteer community stakeholders and changemakers, many of whom will be familiar to QLDC:



Terri Anderson
Anderson Communications
Queenstown



Paul Lups
Honey and Cocoa
Arrowtown



James Burnes*
Wherewolf
Queenstown



A.J. Mason*
Innovation Queenstown, Catalyst
Trust, Shaping Our Future



Victoria Crockford
Flick Electric
Arrowtown



Charlie Phillips
Queenstown Resort College
Queenstown



Iain Forrest
Go Orange!
Queenstown



Saskia van der Geest
Fast Track NPD
Queenstown



Jose Ganga
CLiCK Incubator
Queenstown



Esther Whitehead
Sustainable Queenstown
Queenstown



Richard Liew*
NZ Entrepreneur Magazine
Wanaka



Trent Yeo*
Ziptrek Ecotours, TEDxQueenstown
Queenstown



Gemma Zust
Mitchell Mackersy Lawyers
Queenstown

**Members of the decision / steering subcommittee since Startup Queenstown Lakes' launch*

As we move forward, this initial organizing committee will be replaced by 5-7 trustees overseeing Startup Queenstown Lakes Trust (application in progress). They will be supported by the creation of an advisory board of entrepreneurs and investors from across the experience spectrum representing a diverse set of geographies. We will separately be developing a network of volunteers and organisers who will contribute to individual initiatives.

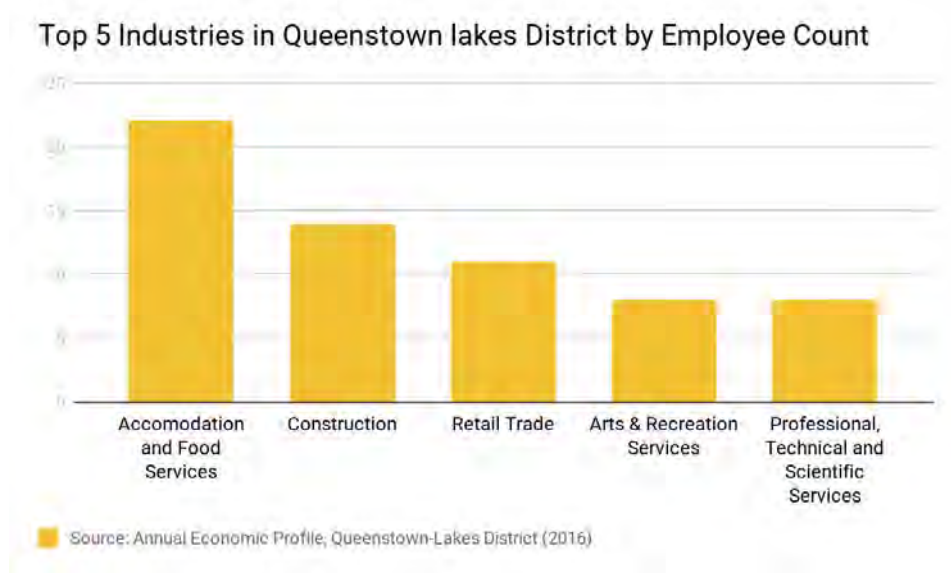
Engagement with and guidance from other economic development groups is fundamental and we intend to offer a seat on our Advisory Board upon its formation to the QLDC Economic Development Manager,

Queenstown Chamber of Commerce, Wanaka Chamber of Commerce, and Destination Queenstown, who are each serving in broader economic development roles for our community.

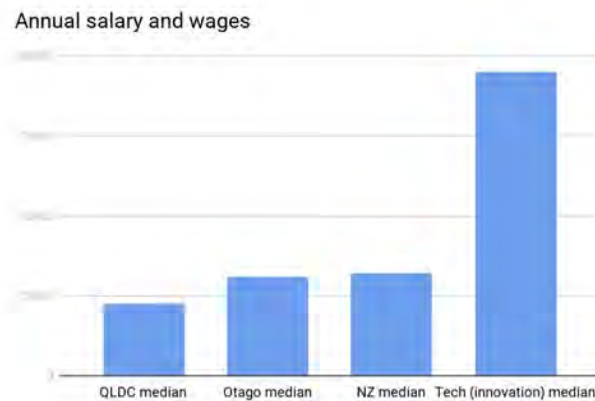
Separately, we will establish a team of qualified professionals, some as employees and others as contractors, each with an entrepreneurial background, to execute the tactics and programmes outlined in this proposal. Additionally, we will rely on in-kind services for local vendors and maximize our local spending to keep QLDC funds reinvested back into our community.

Our Problem: Limited Economic Diversity, Poor Wages and Low Productivity

Our district has an over-reliance on tourism and related businesses. More than 50% of the businesses in our district provide tourism-related services or rely directly on tourism for their existence.

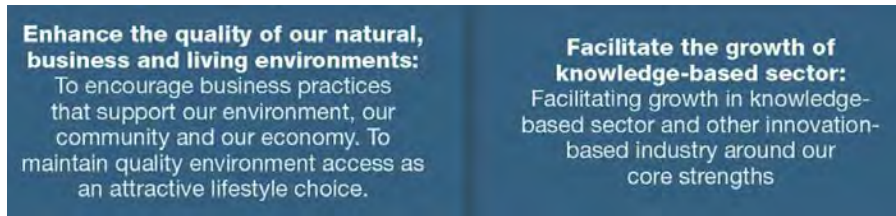


Being a tourism destination isn't always a risk, but it certainly is for this district because of our large percentage of businesses (and their employees) that rely on tourism.

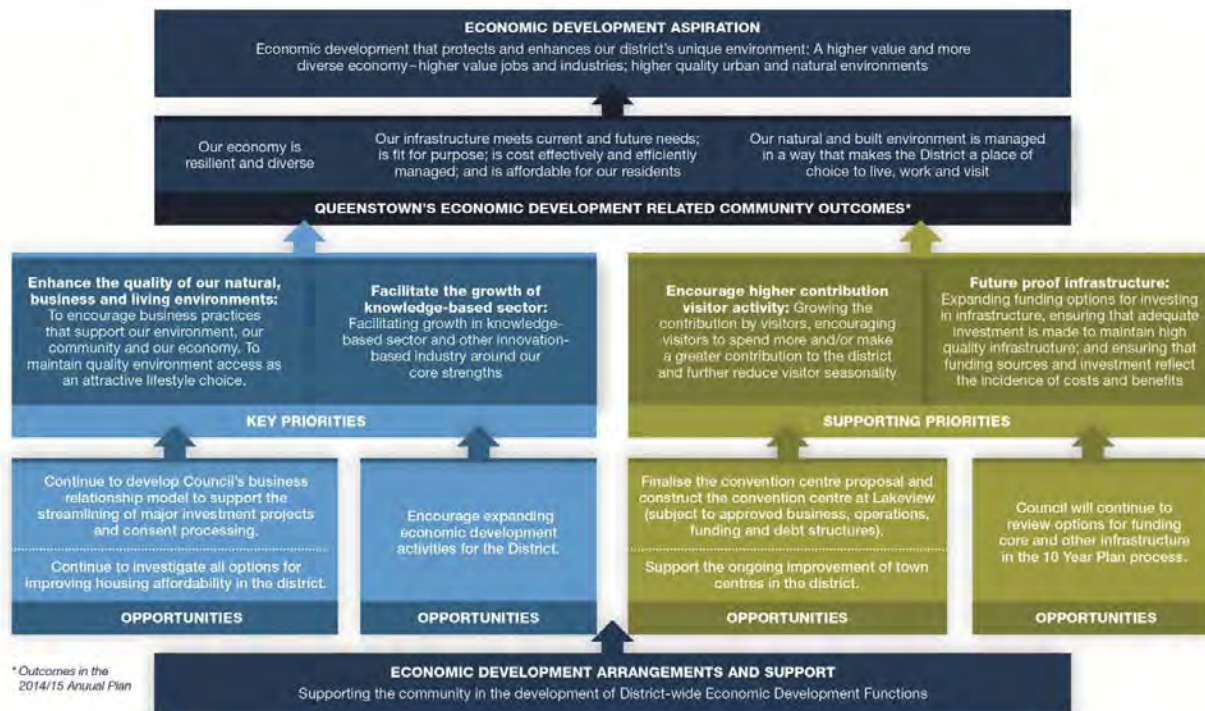


As a result, our region has high employment rates but low wages; a recipe that's magnified the affordable housing crisis we are seeing today. It is the crux of our economic productivity challenge.

This isn't news. The QLDC Economic Development Strategy identified this problem in 2015 and identified specific priorities that needed to be solved. It set forth two PRIMARY priorities:



If you evaluate the spending in the annual QLDC budget following the adoption of the Economic Development Strategy, we have spent millions of dollars to address the first key priority (enhance the quality of our natural, business, and living environments) as well as our two supporting priorities (encourage higher contribution visitor activity and future proof our infrastructure).



We are encouraged to see QLDC's recent moves toward facilitating the growth of our knowledge and innovation sector to build diversity and resilience. The hiring of a full time Economic Development Manager is a critical step. The three years of funding to the CUBE has provided valuable business and entrepreneur support services to the Upper Clutha business community. The launch of the economic development contestable fund prompted the launch of several good initiatives, coinciding with the launch of the CLiCK high growth incubator. More recently the Startup Queenstown Lakes initiative is to provide newly refined CUBE services to Queenstown, which is further watering a fertile soil.

Now is the right time. Here is the right place. Startup Queenstown Lakes is primed to make a permanent and positive impact on our community.

Startups: The Key Metric In Determining Economic Success

According to the Kauffman Foundation, startups are actually the most appropriate metric for determining economic growth. New firm creation accounts for nearly all net new jobs in the US, and it is also true of NZ.

As noted in the Spinoff:

Queenstown strategist and World Bank economist Ralph Hanan has been warning for years that serious trouble lies ahead. Hanan points to the incredibly low productivity of Queenstown workers, which he measures as per capita GDP. Hanan says that Queenstown's economy is broken because so little wealth is being generated across the entire population – it's in the hands of a few.

In a paper delivered to the Queenstown Lakes District Council's new Mayor Jim Boulton, Hanan says that "social fracture" will be a consequence of more growth without greater productivity or economic strategy. If "social fracture" sounds ominous, it's no accident. Hanan believes that our famously liberal, kind and fair Kiwi values are at risk and Queenstown could be just the first cab off the rank in terms of a Trump-esque or Brexit style national seismic upheaval.

Creating knowledge and innovation sectors in the Queenstown Lakes District isn't an option, it is a requirement for us to be more resilient and productive. We cannot afford to push down the track the importance of activating and accelerating the work of those located here today that are working in this sector. Nor can we delay putting in place the systems, resources, and leadership necessary to attract seasoned entrepreneurs, innovators, and creatives to come here not as a destination for their next holiday, but as a destination to launch their next big idea.

Our community is investing in physical infrastructure but ignoring equally essential economic infrastructure. We cannot afford to delay building our startup ecosystem, the foundation of a knowledge and innovation sector. This is no less critical than delivering clean water and safe roads.

Admittedly, without focusing on creating a 'knowledge and innovation sector' QLD will still have new firm creation. However, knowledge and innovation based businesses employ people on significantly higher average salaries. Given their ability to service customers and expand globally they are also more likely to have a faster higher growth profile than traditional tourism or construction industry businesses."

How do you build a knowledge-based and innovation sector?

Establishing a strong knowledge and innovation based sector of our economy can be achieved by

- A. Recruiting existing businesses to establish an office here through outbound economic development effort and strategic partnerships.
- B. Creating a community rich with programming to assist potential and active entrepreneurs with the skills, network, and resource access to turn their ideas into viable, sustainable businesses.
- C. Attracting proven, seasoned entrepreneurs and innovators to start their next business here, and
- D. Increasing the amount and access to early-stage capital necessary to fertilize our startup soil.

The hiring of the Economic Development Manager (EDM) has been a positive step, but he cannot do it alone and certainly QLDC cannot, as a policy institution, create the startup ecosystem necessary to create a sustainable sector necessary to achieve higher productivity across our district. It must be led by entrepreneurs. Fortunately, we have a lot in our area - the most per-capita of any community in New Zealand. All that has been missing is leadership, vision, and a strategic plan to bring them together.

Enter Startup Queenstown Lakes.

Working Alongside Our Chambers and APBA

Our proposal is based on the approach that we are a cog in a broad and complex economic development engine. Knowledge and innovation businesses make up a small but extremely important sliver of the overall economy.

There are many entrepreneurs interested in pursuing ideas and solving problems. Today, the Wanaka Chamber of Commerce, Arrowtown Promotion and Business Association, and the Queenstown Chamber of Commerce are servicing all sectors. Startup Queenstown Lakes' focus and specialisation supports the knowledge and innovation sector.

Our education, training, and upskilling for knowledge and innovation sector entrepreneurs may appeal to those working in other sectors more traditionally served by the Chambers. Everyone is welcome to participate.

We expect to maintain good working relationships with all Chambers and APBA because we're all interested in the same thing: helping diversify our economy, make it more productive, and ensuring resilience.

The 4 Keys to Building an Entrepreneurial Ecosystem

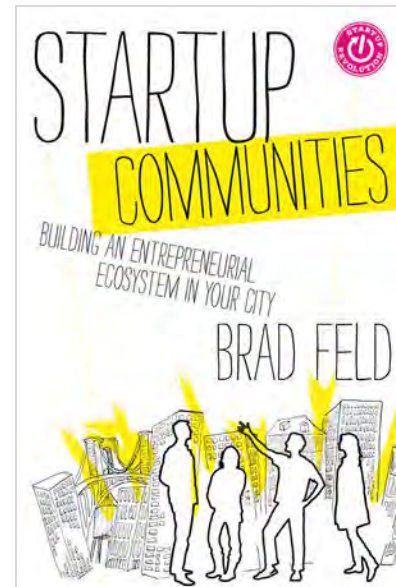
In what is considered the “bible” of developing startup communities, researcher Brad Feld describes four keys to building an entrepreneurial ecosystem in his groundbreaking book “Startup Communities: Building an Entrepreneurial Ecosystem In Your City.” This book is referenced throughout the startup world as a definitive look at best practices. Feld has identified four keys to building an entrepreneurial ecosystem:

- 1) Entrepreneurs must lead the entrepreneurial community;
- 2) Those leads must have a long-term commitment;
- 3) The startup community must be inclusive of anyone who wants participate in it;
- 4) The startup community must have continual activities that engage the entire entrepreneurial stack.

Our strategic approach and proposal align directly with these best practices.

For an excellent summary of this book that provides additional reference we recommend:

<https://www.marketingfirst.co.nz/2013/04/startup-communities-building-an-entrepreneurial-ecosystem-in-your-city-by-brad-feld/>



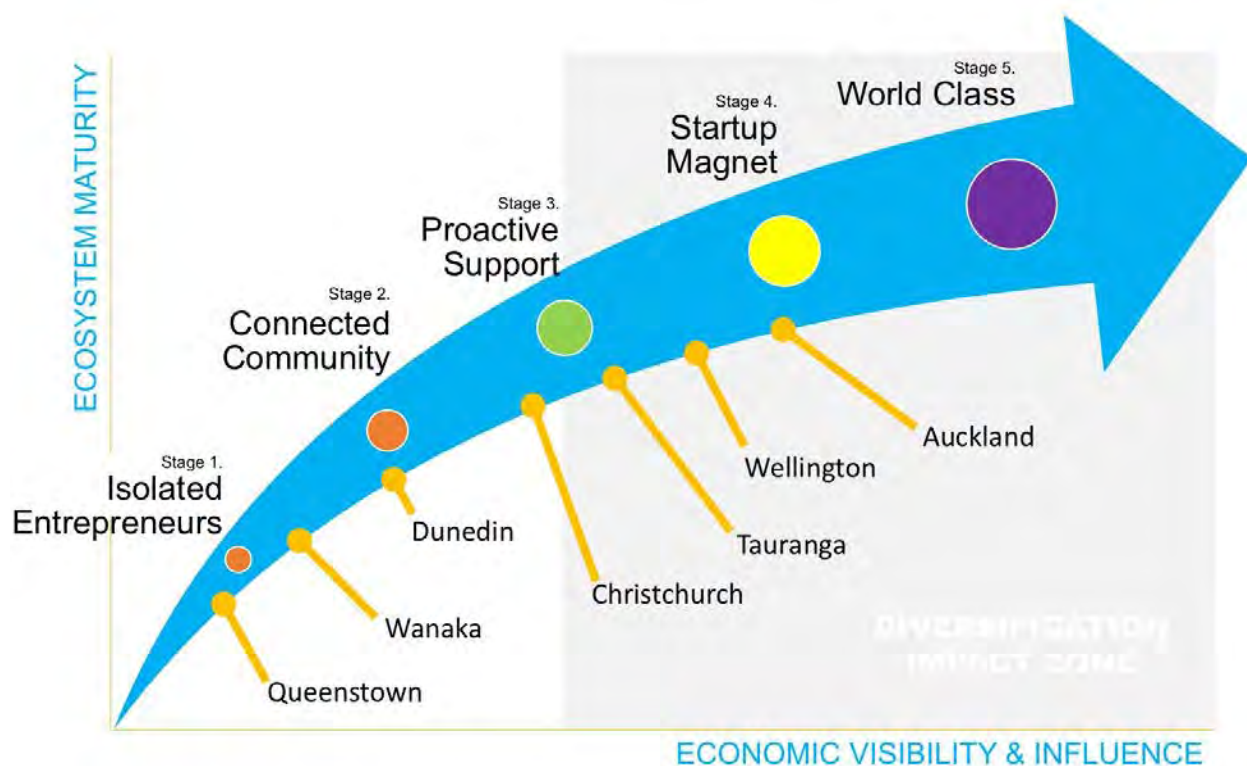
to

The 5 Stages of a Startup Ecosystem

New Zealand has a relatively young startup ecosystem. It was only in 2001 that the University of Auckland launched the first incubator program, The Icehouse, and started dedicating resources to support the knowledge-based and innovation sectors.

The stages of a startup ecosystem relate to a progressive effect on economic outcomes. As the startup communities become more organised and larger in scale, a tipping point is reached where the impact becomes visible in the overall economy.

The local ecosystem is currently in Stage 1, with Wanaka surpassing Queenstown with the investment QLDC has made in the Cube.



Stage 3 Should Be Our Most Immediate Objective

Today, the investment from QLDC in Wanaka has enabled the community to leave Stage 1 and approach Stage 2. Queenstown on the other hand, has been stuck at Stage 0 (no discernable ecosystem) and only just recently received consistent organized resources or activities. Startup Queenstown Lakes began to address this in December 2017, and we're confident we'll have achieved Stage 1 status by June 1, 2018.

It is not good enough that we simply ‘catch-up’ Queenstown to Wanaka and settle for Stage 1. If QLDC approaches 2018/19 budget with an equivalent bare minimum investment as 2017/18, we will not move out of Stage 1.

Bringing Queenstown Lakes District to Stage 2 is not enough to address our low productivity and lack of diversification. We have to grow the ecosystem to Stage 3 to have an impact on the problems we face.

We need to achieve Stage 3 ‘ASAP’, where our local ecosystem will begin to see noticeable effect and begin to enter the “diversification impact zone” where knowledge-based and innovation-based sectors become a measurable, recognized contribute to the economy.

The good news is, we aren’t starting from scratch. There are numerous New Zealand organisations offering support, programs, resources and best practices for us to leverage, including:



And we mustn’t forget about programs and events that are working successfully globally that we’ll implement including Co.Starters, Startup Weekend, and many others.

By developing the resources, leadership, programs, and community that meet Stage 3 criteria (see chart below), we will begin to see an ROI that begins to grow the economy in an impactful way.

	Entrepreneur Benefits	QLD Benefits	NZ & Global Impact
<p>STAGE 1</p> <p>Isolated Entrepreneurs</p>	<p>My business relies on my personal contacts for support</p>	<p>Startups grow or flounder despite lack of support</p>	<p>QL region used as a location for leisure travel. Little or no interaction with high net worth, high skilled or serial entrepreneurs who pass through.</p>
<p>STAGE 2</p> <p>Connected Community</p>	<p>I know who I can go to for help.</p> <p>I feel part of a community of entrepreneurs and supporters.</p> <p>I have opportunities to upskill</p>	<p>Startups are connected to existing support. An awareness amongst most of community about where to talk to each other. Collaboration opportunities are active.</p>	<p>Some opportunities are taken for travellers to meet with, speak, mentor or make contacts to invest now or in the future. Possible return visits or more focussed view on returning with a plan for stronger economic engagement in region.</p>
<p>STAGE 3</p> <p>Proactive Support</p>	<p>Experienced business people with intensive coaching is available</p> <p>I get matched up with relevant investors, professionals and mentors</p>	<p>Ambitious businesses supported to grow, export and employ high value people. Opportunities exist for local people to drive scalable businesses from the QL. Local kids grow up with family partaking in a diverse range of industries.</p> <p>Social Enterprises begin to unravel the largest regional challenges.</p>	<p>Many opportunities exist for interaction of transients. Network capacity increased for locals and transients. Possible dedicated work/travel arrangements made. Conferences, events, incubators and coworking spaces create 'designed serendipity'.</p>
<p>STAGE 4</p> <p>Startup Magnet</p>	<p>This district is the best place in NZ to start a business.</p> <p>Talent and investors approach me.</p> <p>Entrepreneurs are moving here.</p> <p>I am plugged into national and international networks</p>	<p>District attracts entrepreneurs, investors and talent and grows new industry niches. Local stars of startups exist. Self determination of sector or industry is common.</p> <p>Technology transfer opportunities exist all whilst leveraging the marketing and lifestyle opportunities.</p>	<p>Active travel to the District to partake in short term, medium term and repeat high value business.</p> <p>Start-up ecosystem component talent/people move projects, teams or whole businesses to the District to lever the known culture and community of business.</p> <p>Events, conferences and activity begins here and spreads to other places.</p>
<p>STAGE 5</p> <p>World Class</p>	<p>This district is one of the best places in the world to start a business</p> <p>The district has the highest levels of support across the support spectrum.</p> <p>There is no other place that I would want to start a business</p>	<p>The District creates world firsts and innovations in various industry/sector niches.</p> <p>Sector niches are carved out based on our natural advantages.</p> <p>Every opportunity exists here as in most other places for young and creative minded business startups.</p>	<p>Known globally for a place or innovation, start-ups and high growth business.</p> <p>Educational and business opportunity travel will flock to our region in search of opportunity, replication of our community values.</p>

Likewise, we have numerous members of our community who come from other markets and have been part of expanding startup ecosystems. Two members of our leadership committee have direct experience working actively in communities that moved from Stage 1 to Stage 3.



Terri Anderson

A Queenstown native, spent several years in Santiago, Chile, playing a critical role in its development and the creation of Startup Chile.



James Burnes

An expat, is a native of Indianapolis, was actively involved in the startup community since it began and active participant as it grew into Stage 3 ecosystem in the US.

Startup Queenstown Lakes seeks to draw other expats out of the woodwork and engage them with a meaningful platform to leverage that experience. For example Ross Williams and his partner Lindsay Lake (American expats) live and work in Queenstown Lakes District for half the year. Ross has been a participant in SQL recent events.

"My family and I have been living in NZ, Spain and Latin America. We run a company remotely with clients around the world. We would like to engage more within the local community but options are limited at this stage.

We love the idea of SQL as we think many people like us will raise our hand and join in on high growth business opportunities."

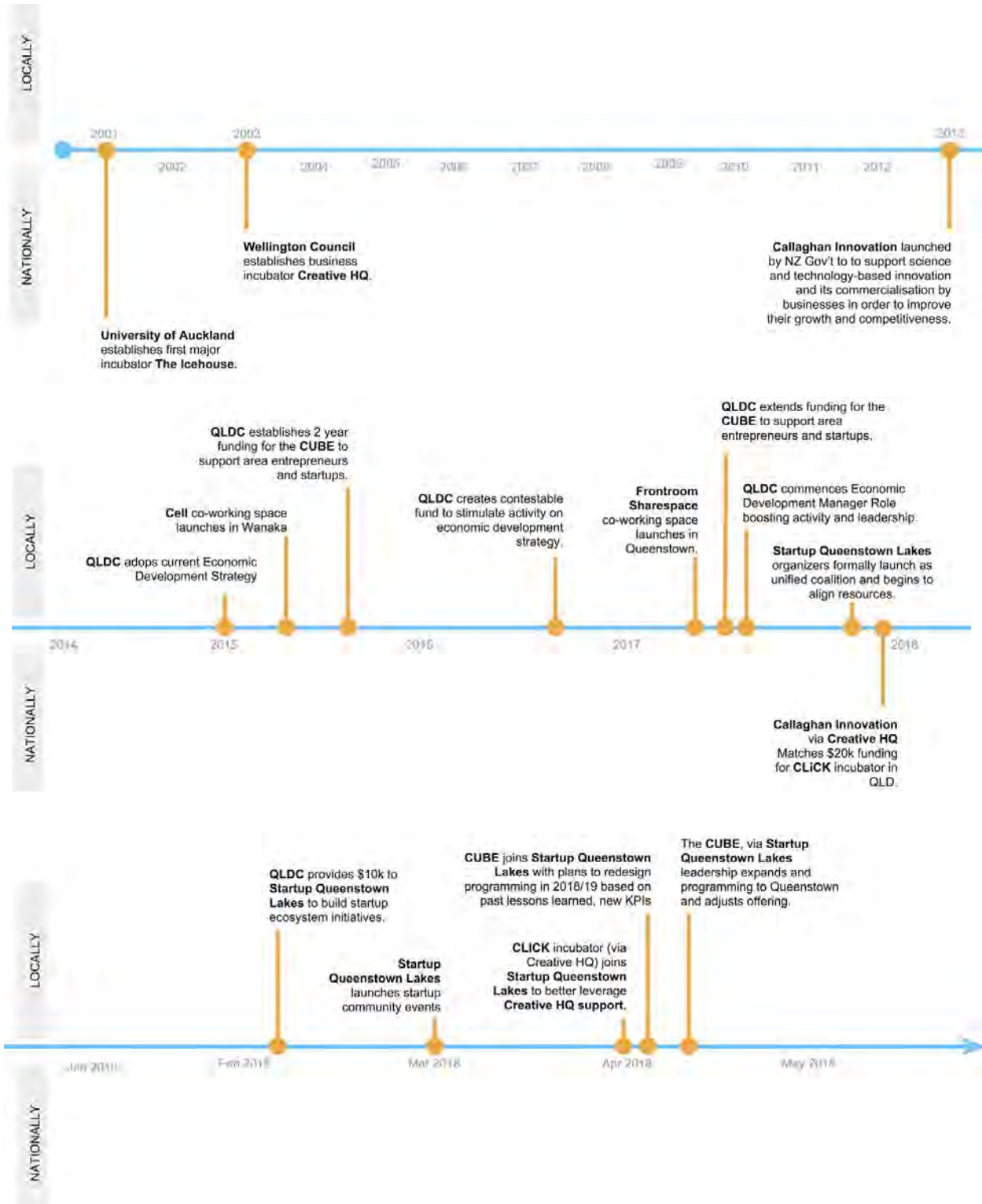
- Ross Williams, Queenstown



There are many more entrepreneurs like Ross and Lindsay that are yearning for a community and ecosystem to tap into. When built, the economic dominoes will begin to fall.

Timeline: How We Got Here

Here's a quick timeline to understand some of the key dates that bring us to this moment.



Solution: How Will We Build A Stage 3 Startup Ecosystem

Startup Queenstown Lakes proposes to be a strategic partner of services to QLDC to establish a Stage 3 Ecosystem. This proposal will enable us to:

1. Achieve Stage 2 Startup Ecosystem by the end of fiscal year 2018/19.
2. Achieve Stage 3 Startup Ecosystem by the end of fiscal year 2020/21.
3. In 5 years time, by the end of fiscal year 2022/23 that our work has resulted in:



This is a bold, but achievable plan. It will require a full-court effort by Startup Queenstown Lakes, in partnership and cooperation with QLDC, the Chambers, and our regional tourism organisations (See “How we’ll do it” for details).

Our core tactics will include:

1. Establishing a thriving community of entrepreneurs (that can engage like-minded visitors).
2. Providing thought leadership and vision to Council and national stakeholders on our region’s key advantages.
3. Giving first-time entrepreneurs the best chance at success with training and mentorship.
4. Connecting existing and serial entrepreneurs with resources and support to accelerate their growth.
5. Developing national and international exposure to attract talent from regional, national and international sources.
6. Spreading a story to proven entrepreneurs and highly skilled workers worldwide that Queenstown Lakes is not only a destination to holiday, but a destination to launch their next big idea.

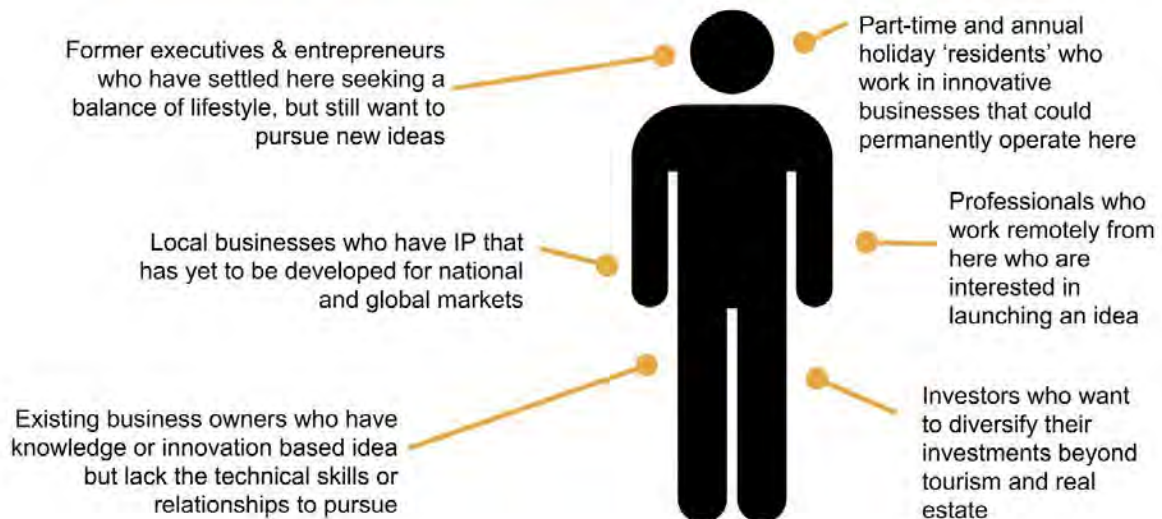
QLDC’s investments in the CUBE have created a baseline of effectiveness that we will learn from and optimize. We will not continue ahead with a business-as-usual approach.

We are taking best practice from the CUBE and other initiatives to date and building on them to meet our objective of having QLD celebrated as a Global Stage a decade from today, including:



And specifically, over the next five years activating knowledge and innovation sector entrepreneurs already in our midst, accelerating those startups that are gaining traction, and attracting seasoned entrepreneurs to come here not just to holiday, but to launch their next big idea.

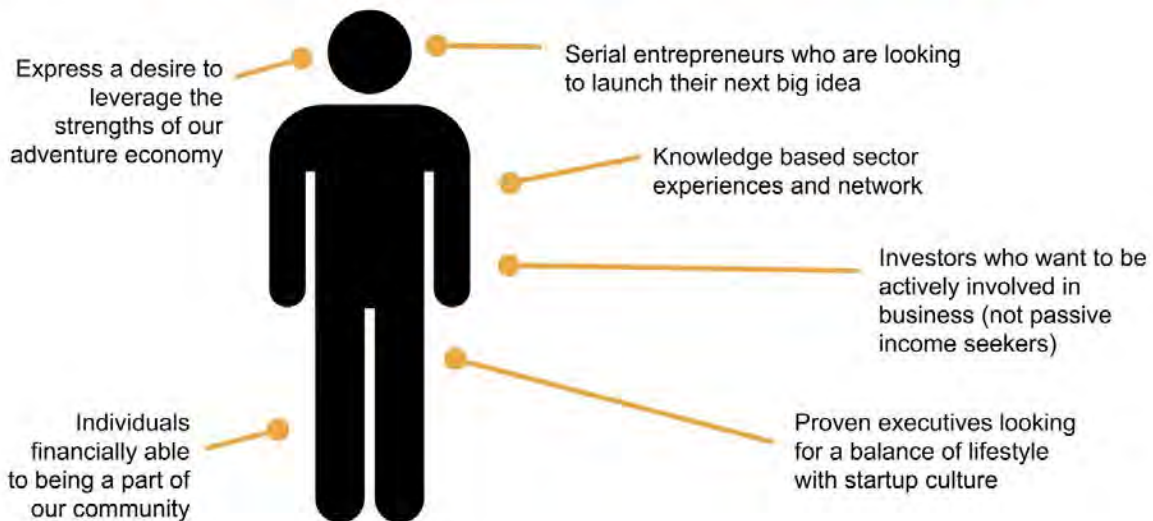
Who do we want to activate?



Who do we want to accelerate?



Who do we want to attract?



Primary Programs & Activity

The strategy for SQL for the first three years comes under three headings:

- 2018/19 - Building Economic Infrastructure
- 2019/20 - Developing High Profile Programming
- 2020/21 - Global Recognition and Attraction

In order to develop our startup capacity at a high rate we should borrow from some of the best examples in the world, many communities that are 10+ years in advance of us.

We need to become a gateway for enquiry, be present for those that need assistance and start to grow from the work of the CUBE upward and outward. 2018 is our **Ecosystem Infrastructure** year. We need to build the framework and presence to do this.

Starting to engage the community, build skills and strategy and really start connecting into national programmes and funding opportunities such as Provincial Growth Fund by MBIE. 2019 is a time to reach out and bring in outside assistance to help with experience that we may not have readily. **High Profile Programming** will require industry leaders to be working in our district.

Becoming a Stage 3 region will take an external measure. What does the world think of us? Is there written articles about the startup community here? Will there be success stories that are known outside New Zealand? Queenstown Lakes needs to attract attention from the world if we are to achieve **Global Recognition and Attraction** status.

<p style="text-align: center;">2018 Ecosystem Infrastructure</p> <p>CUBE Queenstown Launch & Refined CUBE Wanaka Programming</p> <p>CLiCK Incubator</p> <p>Community Events</p> <p>Investor Network & Education Training</p> <p>Office of Entrepreneurship</p>	<p style="text-align: center;">2019 High Profile Programming</p> <p>Entrepreneur Sabbatical Program</p> <p>Co.Starters Training Programs</p> <p>Tourism Tech Accelerator</p> <p>Startup Weekend With Adventure Tech Theme</p> <p>National Investor & Startup Expo</p>	<p style="text-align: center;">2020 Global Recognition & Attraction</p> <p>Global Conference on the 'Adventure Economy'</p> <p>Entrepreneur in Residence Program</p> <p>Seed Capital Fund Established</p> <p>Angel Capital Fund Established</p> <p>Thought leadership at global events</p>
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We have prepared a breakdown of our core activities to help QLDC understand the chart above. We can provide more in-depth detail on each initiative upon request.

It is important to note that each year acts as a building block for the following year and ultimately, represents the foundation of our first 5-year plan on what programs and initiatives must exist in order to achieve Stage 3 ecosystem.

We are not proposing a smorgasbord of activities, where we can simply pick our favourites from the list and expect the same result. The amount of designated and matching funding from QLDC, combined with the funds procured from third-parties will determine the actual pace of our plan. We are dependent on the ability to recruit the right staff/team/vendors to execute various initiatives.

2018/19 - Economic Infrastructure

CUBE Queenstown Launch & Refined CUBE Wanaka Programming

We have undertaken a review of CUBE activities in Wanaka and taken lessons learned from this QLDC investment to revise the format and operational plan as we address the CUBE's presence in Wanaka and Queenstown moving forward. We commenced this new programming in April 2018 and will continue to optimize based on feedback from participants.

324

Entrepreneurs and business executives assisted

25

Mentorship relationships created

40+

Businesses launched who have engaged with the CUBE

The CUBE is primarily focused on serving individuals with ideas they are interested in pursuing and early-stage startups that have not yet achieved traction.

The number of people participating in CUBE courses, advisory clinics, and mentoring programmes is a testament to the ongoing need for these services in the District."

- *Wayne Hudson, Wanaka
Mentor, Business Advisor and Investor*



This will not preclude the opportunity to deliver differing initiatives at each community (as well as surrounding towns like Glenorchy, Lake Hawea, Luggate, Cardona, and Kingston) should the need/demand arise. This will result in the first time any aspiring entrepreneurs will be able to access support and services (uniformly across the District) that will enhance their capability development.

CLiCK Incubator (With Creative HQ)

CLiCK will provide advanced coaching, consulting, and executive leadership consulting to those companies in our district that have begun to see market traction and are gaining momentum. CLiCK, in partnership with Creative HQ, will deliver a comprehensive series of ongoing, in-depth advice and mentorship to those entrepreneurs and startups that are best positioned for growth, creating jobs, and appropriate for investment capital.

Incubation is already underway in the district, thanks to an early investment in CLiCK through the 2017 economic development contestable fund. Two example beneficiaries of this service are CHOMP (digital food safety plans for food businesses) which has increased staff and is launching into Australia and WattsCraft, a manufacturer of jet boat kits that has expanded its dealer channels and improved profitability under guidance from CLiCK advisors.

Community Events

Events are key to any entrepreneurial ecosystem in that they provide attendees/participants with exposure to new thinking, aspirational speakers and content and interactions with likeminded people and networking opportunities. Events will be generated/delivered in house and in conjunction with 3rd parties who have events applicable to the needs of the entrepreneur community. These will include regular Coffee Jams, Meet-ups, Entrepreneur Speaker Series, and out of district event generated activities focused on upskilling and developing the probability of success for all participants.

Office of Entrepreneurship

This is the front door to Startup Queenstown Lakes presence to the community. Both a literal destination and a conceptual office, we have positioned this office based on the success of Advance Queensland's Office of the Chief Entrepreneur.

This office will lead the day to day operations of Startup Queenstown Lakes. It plays a vital role in building and promoting the importance and contribution of entrepreneurship and investment in our district.

- support the development of the startup ecosystem by working with incubators, accelerators and investors
- connect with city and rural entrepreneurs and investors to encourage and foster district-wide entrepreneurship
- showcase Queenstown Lake startup and entrepreneurial talent to local, national and international audiences
- stimulate and attract local, national and international investment and venture capital to Queenstown Lakes district
- support local entrepreneurs, startups, and small businesses across the District by connecting them with the right opportunities, people, places, and spaces to help them grow, scale, and create jobs.
- Acting as the executive department, reporting to the board of trustees and stakeholders.

Investor Network & Education Training

The foundation for a District wide investor network is in place as the CUBE has 15 potential investors from the District in its network and undoubtedly there are many more interested parties to be recruited. In

tandem with investor network development it is integral that SQL is offering support to ensure potential investees are 'investment ready'. The level of such support is dependent on the capability of individual investee's, but this is an important element of development as entrepreneurs may seek investment from within and out of District and investment readiness is critical to success in the pursuit of investment.

2019/20 High Profile Programming

Entrepreneur Sabbatical Program

One of the key attributes of our community is our sense of place. It is not only a draw for leisure tourism but also for repeat visitation and professional getaways. We plan to combine forces with the RTO's to provide an unrivalled work experience - the Entrepreneur Sabbatical Programme. Combining remote work, work retreat and designed local community interactions we hope to create a lifelong fan of our region and open doors to our entrepreneurial ecosystem. Two way interchange is key to the programming and ultimately its success. We choose an open system with invitations such as this creating easy relationship wins.

Co.Starters Training Programs

Co.Starters is a nine-week cohort based program that equips entrepreneurs with the insights, relationships and tools needed to turn ideas into action and turn a passion into a sustainable and thriving endeavour. The programme is suitable for aspiring and seasoned entrepreneurs looking to launch to launch a new product or service. There have been three Co.Starters cohorts (27 participants) held in Wanaka. The content of the program has given these attendees the tools to assess the viability of their proposition. While the majority of graduates have gone on to establish an enterprise, in some cases a participant has assessed their proposition and determined that it is not commercially viable. Whatever the ultimate determination the program allows participants to make these assessments through robust analysis and consideration.

Tourism Tech Accelerator

Tourism is fundamental to our region. It is significantly our point of difference. We have one of the largest diversity of experiences in a small area of any place in the world. Added to that is an international mix and four season destination that most regions aspire to. What better location than to product test, redesign, create and collaborate on a Tourism Tech Accelerator. There has already been some significant interest for this both locally and on a national scale. This is an easy gateway into knowledge based businesses creating exportable IP and high paying and skilled roles.

Not only is tourism tech a niche sector suited to our district, if tourism operators increase their awareness and uptake of technology it will improve the productivity of our largest business sector.

Startup Weekend

A global programme originating from Techstars (world renown accelerators) in one of the Startup hubs of the world, Boulder, USA. In just 54 hours, you will experience the highs, lows, fun, and pressure that make up life at a startup. As you learn how to create a real company, you'll meet the very best mentors, investors, co-founders, and sponsors who are ready to help you get started. We will both host our own events targeted to tourism tech and adventure innovation.

We also will be taking delegations of talent to other regional and national events to build awareness of our talent pool and to identify and recruit potential talent to discover Queenstown as the best place to launch a big idea.

National Investor & Startup Expo

This is an opportunity to host and congregate key players in the New Zealand investment landscape including; the New Zealand Investment Fund, members of the Angel Investment Network and New Zealand Private Equity and Venture Capital Association, Institutional investors and private investors, whereby assembling a massive amount of investment potential in the District. Similarly hosting startups from around the New Zealand provides an opportunity for networking and connectivity.

The Queenstown Lakes District does experience some geographical isolation and hosting such an event will benefit the entrepreneur and business community of the District immensely and firmly promote the District as an entrepreneurial and investment hotspot.

2020/21 Global Recognition & Attraction

Global Conference on the 'Adventure Economy'

Building upon our reputation of adventurousness is a great place to begin theming for an event where we would like to add ventures to our spectrum of business. It represents a milestone for our region to be able to springboard our global visibility in tourism to high value startup opportunities. It would be built for our community to gain from the global movers and shakers their stories and lessons from their own community perspective. Lasting new relationships can be built with people and organisations internationally.

Entrepreneur in Residence Program

Queenstown Lakes District is a destination for seasoned executives and entrepreneurs for extended holidays and even residence following an exit to find a positive work/life balance. Our EiR programs will be designed to connect these long-term visitors and new residents who arrive in New Zealand to make Queenstown Lakes District their destination of choice.

We seek to provide a clear, effective program that enables existing startups based in the District with these seasoned executives in part-time, consulting/working roles that enable these executives to provide leadership in the high-growth companies while they also pursue their own ideas and opportunities.

Developing our EiR program will also support our position to attract the support of The Edmund Hillary Foundation. Their global fellowship program is bringing change makers from around the world to New Zealand. The foundation has shown strong interest in using Queenstown as a base for its Edmund Hillary Fellows who are international entrepreneurs and changemakers who work on NZ projects under an impact visa.

Seed and Angel Capital Funds

Our District has the highest concentration of Investor Visas in the country. These investors are generally unengaged in our local region, putting their dollars into passive investments like real estate or low-risk, traditional business sectors. We seek to develop investment channels that allow them to locally engage with each other - and develop investment vehicles based from here that can impact local and national startups.

According to the Angel Association of New Zealand, of the \$570M invested by Angels Association members since 2006, Queenstown Lakes District startups have received just 0.13% of those dollars. Communities including Hawkes Bay, Waikato, and New Plymouth have outperformed our district.

This is either a problem with a) lack of qualified startups or b) a failure to get those startups in front of seed and angel capital investors at the right time.

In either case, we will collaborate with local investors, existing angel investment groups and the co-funding initiative that is provided by the Seed Co-investment Fund (held by New Zealand Venture Investment Fund) to develop programs that raise the skills of current potential investors, establish vehicles that make it easy for them to participate in fundraising rounds of knowledge and innovation startups, and ultimately build a profile for investment in our district.

Thought leadership at global events

Queenstown is a well known destination with Australia and New Zealand, but generally speaking lacks specific brand recognition within North America, Europe, and Asia. Those continents really only see “New Zealand” as the destination and not specific places within it. This is not a fault of any RTO, but the reality of NZ’s reputation and brand at a global level.

As such, when investors in these outside markets refer to any Kiwi-startup, whether it be Xero, Vend, or local companies like Wherewolf and First Table (who are both now expanding overseas), they are all known as “New Zealand startups” and not “Wellington Startups”, “Auckland Startups”, etc.

Because of our unique position as an adventure tourism destination, and capitalising on the “Adventure Capital of the World” brand that QLDC has made possible, Startup Queenstown Lakes will be presenting at targeted events in the tourism, innovation, and technology spaces. This might include events nationally New Frontiers, Webstock, TechWeek or OS/OS or a multitude of others internationally.

Financing From Multiple Sources

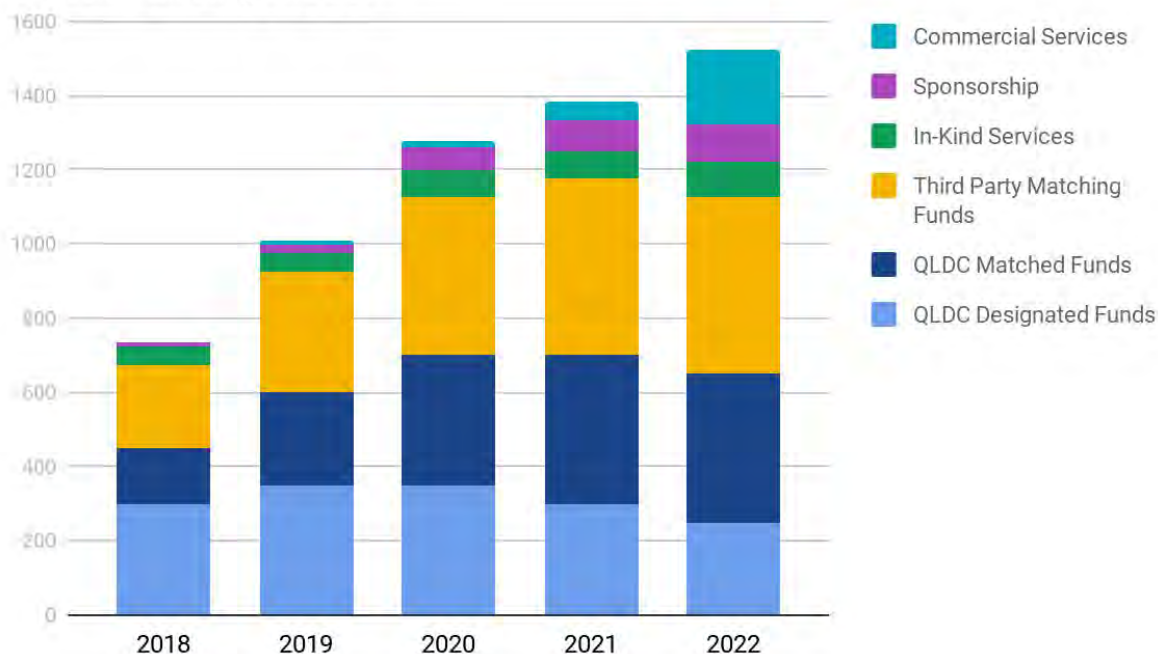
Startup Queenstown Lakes will rely on multiple funding sources to execute our plan. QLDC will be providing the foundation of funding, but we will not rely on district sourced investment alone.

There are numerous programs available through Callaghan Innovation, NZTE, MBIE, and other entities that provide matching grants to our own investment in targeted programs at a local, regional, and national level. As such, our funding request is broken up into two components:

1. QLDC designated funds are 100% committed to the initiative and are the founding dollars to execute this proposal.
2. QLDC matching funds are dollars we are asking Council to earmark so that we may accelerate our efforts and leverage third-party grants such as those mentioned above.

The key is to leverage QLDC investment to generate MORE dollars and to stimulate the programs and activities that will begin to increase productivity, diversify the economy, and generate more higher paying jobs faster.

5 Year Funding Model



Broken down our goal is to use QLDC investment in two fashions. First as a catalyst to kick-start our programs into gear and second as a tool to stimulate matching funds. From each year after launch, it is proposed that the % of dollars from QLDC to sustain Startup Queenstown Lakes will decrease from 61.2% down to below 50% by year 5 whilst the total budget doubles in the same time.

We expect to see a net return on investment by 2021 that in the following 5 years, will begin to produce returns in the multiple.

QLDC Request Summary

It is our expressed desire to develop our programs to stimulate regional and national programs, not just local. As a result, we desire to tap into funding sources that would rely on QLDC to match funds, bringing more bang for the buck invested.

	2018/19	2019/20	2020/21	2021/22	2022/23
QLDC Designated Funds	\$300,000	\$350,000	\$350,000	\$300,000	\$250,000
QLDC Matching Funds	\$150,000	\$250,000	\$350,000	\$400,000	\$400,000
QLDC% of Total Budget*	61.2%	59.4%	54.8%	50.1%	42.6%
Third Party Sources	\$285,000	\$410,000	\$578,000	\$685,000	\$875,000
Total Budget	\$735,000	\$1,010,000	\$1,280,000	\$1,385,000	\$1,525,000

**based on 100% of matched funds being available and utilized.*

Avoid a contestable fund to achieve the objective

We believe strongly that the use of a contestable fund cannot achieve the objective of building a knowledge and innovation based sector. As proven in the 2017 fund application process, proposals addressing all four priorities were submitted and only funding to Creative HQ / CLiCK for the incubator addressed the key priority. In addition, we believe that a contestable fund does not serve the community as allocation is spread so thinly that it is impossible for any group that receives an allocation to put that money towards sustainable long term solutions.

We ask that Council avoid another year of contestable funds, by earmarking dollars for Startup Queenstown Lakes to put to targeted use around the key priority we outlined in this submission.

If QLDC is adamant that a contestable fund exist, please consider setting a deadline for the matching funds we have indicated in this submission be matched by a certain date or they will be converted into a contestable fund.

Financial Breakdown

		2018/19	2019/20	2020/21	2021/22	2022/23
INCOME						
	QLDC Designated Funds	300,000	350,000	350,000	300,000	250,000
	QLDC Matched Funds	150,000	250,000	350,000	400,000	400,000
	Third-Party Matched Funds	225,000	325,000	425,000	475,000	475,000
	In-Kind Services (costs in expenses)	50,000	50,000	75,000	75,000	100,000
	Sponsorship	10,000	25,000	60,000	85,000	100,000
	Commercial Services	-	10,000	20,000	50,000	200,000
	Total Income	735,000	1,010,000	1,280,000	1,385,000	1,525,000
EXPENSES						
Programs						
	Community Education and Upskilling	47,500	123,500	137,600	148,500	179,650
	Investor Programme & Conference	43,000	110,000	160,000	206,250	222,800
	Global Conference Adventure Economy	-	-	70,000	74,000	101,050
	Entrepreneur in Residence Programs	-	70,000	110,000	124,250	143,750
	CUBE - Wanaka/Queenstown	230,000	241,500	281,250	295,500	310,275
	CLICK / Creative HQ Incubator	150,000	157,500	137,250	144,500	151,725
Operating Expenses						
	Lead Staff and Program Admin	152,500	157,500	165,400	173,500	182,250
	Main Office & Overhead	35,000	50,000	75,000	70,000	80,000
	Marketing, Video & Communications	38,000	41,500	25,000	25,000	25,000
	Financial Services & Legal	12,000	25,000	40,000	45,000	50,000
	Travel	15,000	30,000	75,000	75,000	75,000
	Computers & Technology	12,000	3,500	3,500	3,500	3,500
	Total Expenses	735,000	1,010,000	1,280,000	1,385,000	1,525,000

Expressions of Support

Since the launch of Startup Queenstown Lakes, we have been encouraged by the level of support and interest from the business community, entrepreneurs, and regional/national stakeholders. Below is just a snapshot of feedback.



"We're proud to be able to contribute to the local economy by basing our startup in Queenstown which now brings in revenue from across New Zealand, Australia and the United Kingdom.

We've proven that the Queenstown Lakes District is not only a fantastic place to base a startup but that it's also the perfect sized market for startups to test new business models on."

Mat Weir, Queenstown
Founder, First Table

"I bought land here in 2000 and returned in 2009 with family after years in New York and London. This is the perfect environment for raising young kids. There are a number of people with huge national and international business successes who call Wanaka home.

I've found the CUBE invaluable in stress testing our business idea and kicking off the fundraising process. This investment and mentoring is critical to the success of our venture and the work of the CUBE in fostering support for entrepreneurship is a key element in the growth and development of the startup community"

Hamish McGregor, Wanaka
Founder - Kin2Kin



"I have been working with my mentor for around a month now and I have to say it has been even more beneficial than I had hoped for. To have someone to bounce ideas off, guide me in the direction I want to be going and to give hugely knowledgeable advice has been fantastic."

Jodie Rainsford, Wanaka
Jodie Rainsford Photography



“If we want to ensure a resilient community, there is an urgent need to diversify our economy and attract innovative start-ups as well as established companies to the region... When a downturn in tourism comes, we will be better equipped to handle the economic fall out.

The newly appointed economic development manager for QLDC and a district wide initiative for startups is a great step forward in ensuring this.”

Monique Kelly, Wanaka
Co-founder of Revology & CUBE Business Mentor



“The Queenstown Lakes area hosts a wealth of untapped experience, success and knowledge in all aspects of economic growth and sustainability but without any form of official access for upcoming (and even developed) organisations or individuals wishing to contribute and develop. Promoting contribution from our local citizens is the only way of developing a truly sustainable local economy, boosted but not dependent on tourism. It is essential for the council to endorse such an initiative for their own, as well as the local community’s benefit.”

Paul Lups, Arrowtown
Managing Director, Honey & Cocoa Ltd

“Local government around New Zealand has recently reinstated the four well-beings in legislation to once again recognise the work to deliver social, economic, environmental and cultural outcomes for communities. These importantly acknowledge that local authorities have a broader role in fostering liveable communities, than simply providing “core services”. The time is now for QLDC to be ahead of the game in this Tourist Hotspot.”

- Esther Whitehead, Queenstown
Deputy Chair of Shaping our Future/ Founder and Spokesperson of Sustainable Queenstown Charitable Trust.





“Economic diversity fundamental to future-proofing our town and our region, and become more sustainable in every sense.

Right now we have the opportunity to harness the resource and human capital delivered by tourism, to move into knowledge and skills-based sectors.

This will provide a buffer against inevitable ebbs and flow in tourism, allow a lift in wage and therefore living standards of average Queenstowners, and position us to better drive the destiny of our communities.”

- Terri Anderson, Queenstown
Anderson Communications

"To date, economic growth of our beautiful district has largely been off the back of our abundance of natural resources and scenery, and the organic population growth that has accompanied this success. But as we approach 'saturation' point it is essential we act now to diversify our economic engine by fostering a local entrepreneur ecosystem and environment that is conducive to building high growth, internationally scalable tech focused companies right here in our own backyard. Stimulating, nurturing and attracting startup companies like these has been identified by Government as a high priority for "New Zealand Inc", and like the rest of New Zealand we must ensure our own regional economic development strategy addresses this mandate accordingly."



- Richard Liew, Wanaka
Founder & Editor, NZ Entrepreneur Magazine



“SQL has important connections into national and international organisations and markets with explicit mandates to promote economic diversification and innovation-based enterprises, including Creative HQ, Callaghan Innovation and the Provincial Growth Fund.

SQL also has strong connections to the impact capital and social enterprise ecosystems in New Zealand, which are emerging swiftly as 'the new business as usual', including the Edmund Hillary Fellowship, the Akina Foundation, the NEXT Foundation and the Impact Enterprise Fund.

We can use these networks to partner with QLDC on measuring up to its stated performance indicators of bold leadership, vibrant communities and enduring landscapes.”

- Victoria Crockford, Arrowtown
Communications Manager, Flick Electric

“Should there ever be an earthquake or another GFC, tourism will be the first to take a big hit and with that most of town will fall over. We need more people in town who can ‘pop back up’ quickly in those events. People with creative thinking skills. Anyone can do that, with the right training. And right now that training is only for the privileged few who can afford to fly to Auckland or Wellington.

To diversify we need more other industries. This town is not the place to rely on distribution networks. It will take some innovative thinking and startups are a great way to get new ideas established. If the council listens and follows its own strategy it should do more to diversify.

Queenstown has a unique situation with lots of smart business travellers coming to town. Let’s make the most of that and create a situation where those people want to hang around longer, do some of their business from here and get involved in helping others succeed either by investing their time, money, or starting new ventures.”

- Saskia van der Geest, Queenstown
Fast Track NPD



“It has been exciting meeting and assisting the entrepreneurial people and companies that CUBE has introduced me to in Wanaka. I am sure this initiative would be of tremendous benefit to the wider Central Otago economy should it be further expanded.”

- James Docking, Wanaka
Investor & CUBE Business Mentor

“Mentoring is like being an apprentice alongside of a Master Builder. Randal has partnered us to build a framework for our start-up business and put good foundations in place. He is our avid supporter, ideas generator and someone whose professional and practice advice we value. He has been awesome at helping up hold the vision of our “master plan” while making adjustments as challenges have come up in the “building a business” process. A sense of humour and reality checks have been helpful!”

- Janelle and Pierre Champagnat, Wanaka
TSL Outdoor NZ and CUBE Business Mentees





“To have an organised outcome focused entity spearheading a vital part of the economic diversity strategy for the district is excellent. An ‘enabler’ such as this will harness a community of people that will in the mid to long term greatly improve productivity of a local economy that is currently too reliant on too few segments.”

- Charlie Phillips, Queenstown
Queenstown Resort College

“As winner of the CUBE Entrepreneur Scholarship, it's given Wild Diamond greater access to the amazing minds and experience held in Wanaka's business community. The CUBE is a great connector of people, and that's where it shines the most! It will be interesting to see Wanaka businesses further supported through ideas that Startup Queenstown Lakes may have.”

Claire Iredale, Founder - Wild Diamond



5 April, 2018

LETTER OF SUPPORT FOR STARTUP QUEENSTOWN LAKES

We, the Executive of Ignite Wanaka (Wanaka Chamber of Commerce) have prepared a letter of support for Startup Queenstown Lakes' (SQL) submission to the 2018 QLDC 10 Year Planning Process.

The impetus for this support has its genesis some years ago, when in 2015 QLDC approved \$200,000 of funding in support of the Gigatown Wanaka Plan – The CUBE. A further \$50,000 was approved by QLDC in the 2017/18 Annual to continue to support the activities of the CUBE. The Chamber has been actively involved and supportive of CUBE activities over the last three years and in September 2017, the CUBE officially came under the auspices of WCC and WCC is responsible for its operations and is the holder of the Intellectual Property of the CUBE.

The WCC emphatically acknowledges the importance of the work of the CUBE and its positive impact on particularly the startup and early stage venture community of the Upper Clutha Ward. Through its activities the CUBE has offered seminars, workshops, entrepreneur scholarships, business mentoring, a speaker series and numerous other initiatives in support of the business community in our Ward.

The WCC has supported the work that has been undertaken to date on the SQL initiative and has endorsed the CUBE's involvement in this District wide approach to supporting the business community. Fundamentally WCC believes that such an approach is a natural evolution of the CUBE model and activities and as such is supportive of an initiative to extend the CUBE model and apply it to the Queenstown Lakes District. Therefore, the WCC Executive have agreed to the following;

1. WCC supports the SQL submission to QLDC to invest in a District wide support service for startups/early stage ventures
2. WCC will not be submitting an application for further funding of the CUBE in the 2018 QLDC 10 Year Planning Process and as an alternative supports the proposal and application that will be submitted by SQL
3. Should the SQL submission be successful and funding approved by QLDC, WCC will transfer the CUBE Intellectual Property to a new entity that is established to provide the support services aforementioned.

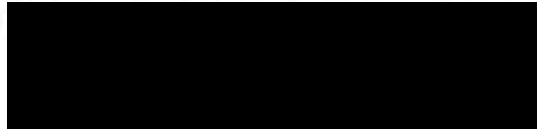
We believe this is an exciting opportunity to endorse a proposal that has the potential to provide support and leadership to the startup/early stage business community in our District. This is a segment of the business community that is fundamental to growth and development, but also diversity of the District's economy and therefore is critical in the development of a prosperous and resilient economy. Should a new entity be established to pursue the goals of SQL, we would like to think that consideration be given to having WCC involvement in the governance group, considering the involvement WCC has had with the CUBE.

Mike Toepfer
Vice Chair
Wanaka Chamber of Commerce



Bridget Legnavsky
Chair
Wanaka Chamber of Commerce





Queenstown

Friday 13th April 2018

LETTER OF SUPPORT FOR STARTUP QUEENSTOWN LAKES

To Whom It May Concern

The Queenstown Chamber of Commerce welcomes the initiative of Startup Queenstown Lakes to set up an integrated start up community for the district which will support new business growth across a spectrum of industry sectors.

The Chamber has long supported the expansion and diversification of the economic base of the Queenstown Lakes District as outlined in the QLDC Economic Strategy 2015. A start up community is fundamental to the development of the entire business community as well as contributing to overall economic prosperity and diversity.

Lower productivity is an issue for tourism areas such as Queenstown Lakes and the Chamber anticipates the work to be undertaken by Startup QLD as contributing to an extended range of high value sectors, along with supporting the tourism sector.

The Chamber looks forward to working collaboratively with Startup QLD and we foresee the work, which will be undertaken by the new entity, as aligning with the traditional work undertaken by the Chamber around supporting business growth and vibrancy.

Kind regards

Ann Lockhart
CEO
Queenstown Chamber of Commerce

Startup Dunedin

4 April 2018

To Whom It May Concern

Re: Startup Queenstown Lakes (SQL)

It is my pleasure to write a letter of support for SQL which is positioned to help QLD in alignment to the NZTE and MBIE key strategies including innovation, technology, IP, and export. With an overarching objective to diversify our economy, this alignment will open up new resources and support to QLD to help it develop embrace and support innovators, creators, scientists, and entrepreneurs and ultimately create a thriving and resilient community.

SQL stands to secure this opportunity for QLD and reflects a new coalition of entrepreneurs, changemakers, and investors who are working together across Wanaka, Queenstown, Arrowtown and the surrounding community. They will play a critical role in uniting the startup community to leverage the resources and support of regional and central government entities and other private sources to build a solid framework that can be generating immediate and long-term results.

Startups and technology ventures are critical to economic infrastructure and will generate high paying jobs, create more companies contributing rates, and attract the best and brightest minds from around the globe.

As the community manager for Startup Dunedin I work to support a rapidly expanding entrepreneurial ecosystem in Dunedin. I attribute much of the success thus far to having an independent organisation that is supported by the local council and significant stakeholders of the city to deliver a pragmatic approach to achieving the above goals. Having an independent organisation by nature provides more flexibility to operate lean and move quickly in building and supporting an organic entrepreneurial ecosystem to secure immediate wins while setting the scene for long term success.

If I can be of assistance in providing further context around the value that an independent organisation like SQL represents please get in touch. I am also willing to travel to QLD if helpful.

Kindest regards,

Casey Davies-Bell,
Community Manager, Startup Dunedin



Questions or feedback?

We understand the challenges that QLDC is facing this year and the significant plans for economic investment. Above all, we are residents committed to helping QLDC move forward with a serious, focused plan to address our limited economic diversity, poor wages, and low productivity. Like other economic development organisations, including the chambers and regional tourism operators, we are all on the same team.

We look forward to finding the balance between aspirations and reality - and ensuring that our economic infrastructure is not left in the proverbial dust in the 2018/19 and 10-year plan.

Primary Contact:

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