

your Bay of Plenty

REGIONAL BUSINESS & CENTRAL
GOVERNMENT ECONOMIC FORUM

PriorityOne

Driving Economic Growth in Our Region
Bay of Plenty - New Zealand

Through focusing on
the future economic
development and
prosperity of our region
it will become
your **Bay of Plenty**

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executive summary

In October 2007, Priority One partnered with the Prime Minister’s Office to host a Regional Business and Central Government Economic Forum to look at economic progress since 2003, the region’s future direction and the steps needed to enhance economic growth.

The forum comprised of a series of workshops and was attended by over 160 business and civic leaders from the Western Bay of Plenty, the Prime Minister, eight senior ministers and the Speaker of the House. The purpose of the forum was to facilitate a strong partnership role for government at a local level, provide a clear message on the sub-region’s needs and identify areas where government support would make a difference.

A significant issue resulting from the workshops was the importance of increasing the delivery of tertiary education in the region, particularly in the area of research and development to support key sectors. The Prime Minister and Dr Cullen were heartened by the high level of collaboration between the Bay of Plenty Polytechnic and University of Waikato. They emphasised the importance of tertiary education and higher levels of skills in driving economic growth, with the region needing to lift its economy to better paid jobs attracting higher skills. Research and development and investment in capital were identified as tools to increase productivity and add value to the region’s primary sectors with a focus on high end exports. Business and civic leaders sought increased investment in tertiary education to address the significant gaps in provision and the current and future population growth.

The sustainability workshops were heavily subscribed to, with ministers impressed at the consideration attendees had already given to this diverse and increasingly important topic. Issues covered included the security, capacity and affordability of energy resources and the opportunity for the Bay of Plenty to lead New Zealand in the development of eco buildings and ‘green’ business parks. The provision of meaningful information on climate change and sustainability was



While the Bay of Plenty has natural advantages in terms of climate and lifestyle, the importance of offering a “whole package” to maintain the quality of life and attract new businesses and skills was emphasised.

seen as an important role for government, to enable SMEs to better understand the implications as well as provide incentives for change. It was also deemed important to change the perception at an international level that New Zealand’s distance from global markets means that our products generate high food miles.

Labour and skill shortages are a wide spread issue, with the situation exacerbated in the Bay of Plenty by strong economic growth leading to significant job growth. While there are many local initiatives in place to maximise the supply of labour and skills, consideration was sought of government investment in the development and implementation of a national skill strategy. This issue also linked back to the need for more investment in tertiary education to drive higher skill, higher paid jobs to facilitate wage rates that are competitive in the global marketplace.

Business leaders urged government to maintain the focus on strengthening the export sector beyond Export Year 2007. A number of sub-regional initiatives commenced this year require support beyond 2007 to maximise outcomes and deliver the long term benefits sought. In addition, the importance of a strong tertiary presence was emphasised, in particular the delivery of research and development capability to facilitate the growth of high value export products. Port of Tauranga received special mention, with the government reminded

of its importance, not just to the region but to the rest of New Zealand. The development of a national transport strategy would decrease inefficiencies in internal logistics and put Port of Tauranga in a strong position to become the country’s main port.

The importance of local and central government partnerships in the delivery of core infrastructure was a key focus of the 2003 economic forum. Progress has since been made in the development of transport infrastructure required to manage the significant population growth, with central and local government partnering to deliver key outcomes. However, concern was expressed at the implications of changes to transportation legislation in terms of slowing future progress of the Smart Transport Corridors project. Support was sought from central government in the progression of all parts of the roading network. It was also recommended that funding mechanisms be developed to enable packages of infrastructure to be progressed and consideration be given to an increase in planning and funding timeframes from three years to at least 10 years. It was noted that the region’s population growth is also leading to stress on other forms of core infrastructure such as air services, broadband, energy supply and water resources.

The workshops identified that opportunities for Maori economic development were to some degree hindered by the Maori Land Act

2003, which focuses primarily on land retention rather than utilisation. It was recommended the Act be reviewed to maximise development opportunities of Maori land, which has the potential to be a significant economic driver in the region. Ministers were also asked to consider supporting the establishment of a branch of the Federation of Maori Authorities in the sub-region to maximise Maori economic development and the establishment of a Maori Land Court presence in the Western Bay.

In summing up, the ministers backed the SmartGrowth strategy, developed to manage growth over the next 50 years, and SmartEconomy, the sub-region’s economic development strategy. A key message from government was that the region has to maintain a positive outlook and view the challenges ahead as opportunities. While the Bay of Plenty has natural advantages in terms of climate and lifestyle, the importance of offering a “whole package” to maintain the quality of life and attract new businesses and skills was emphasised. This means efficient transportation, energy and broadband infrastructure; high quality health and education services; sport and recreational opportunities; and access to art and cultural experiences. The demise of the museum was lamented more than once at the forum, providing a timely reminder that economic development sits very strongly on a platform of economic, environmental, social and cultural wellbeing.



The current under-provision of tertiary education requires central government understanding. This is to develop knowledge-based industries and support the regions's unique position in terms of growth to ensure the future prosperity of our region.

background

2003 Economic Forum

In 2003, Priority One hosted the Prime Minister and senior Cabinet ministers to the first Regional Business and Central Government Economic Forum. Key issues identified at that forum included:

Roading infrastructure, in particular funding and Resource Management Act and other legislative issues.

Business infrastructure, including:

- Skill shortages (immigration, links between education and industry and the needs of our primary sectors).
- Growth of the export sector, including increasing our global competitive advantage, assistance offshore, capital raising and trade fairs.
- The importance of research and development incentives to increase innovation.
- Compliance costs and their impact on productivity and global competitiveness.
- Regional development partnerships, specifically funding for major regional initiatives and regional grants.
- The importance of the primary sector in terms of biosecurity controls, support for innovation, capital raising, skills and immigration.

Tertiary infrastructure: The lack of tertiary provision was a key concern raised at the 2003 central government forum and there is now a sense of urgency to progress this issue. Central government understanding and support of the region's unique position in terms of growth and the current under-provision of tertiary education is required to develop knowledge-based industries and ensure future prosperity of the region.

Community infrastructure, including:

- Maori employment and business.
- SmartGrowth implementation.
- An economic development strategy for the region.

Setting The Scene

A lot has changed in the Western Bay of Plenty sub-region since then:

Population growth

The 2006 Census has confirmed the continuing high population growth, as projected by SmartGrowth, the sub-region's growth management strategy. There are currently 147,000 people in the sub-region – 33 per cent more than in 1996. SmartGrowth has estimated the population will increase to 198,000 by 2021 and 286,000 by 2051. Population growth has been 14 per cent for the last five years compared to 3 per cent nationally.

Tangata Whenua

Significant future increases are predicted in tangata whenua population, from 20,000 currently to 50,000 by 2051.

Managing growth

SmartGrowth, the sub-region's growth management strategy, commenced implementation in 2004. The strategy was subsequently reviewed in 2007 to ensure it was still relevant and that actions were on track. The "SmartGrowth" approach is much more than a strategy, however. SmartGrowth has developed and strengthened collaborative partnerships within the Western Bay of Plenty community, providing direction and clarity on what needs to be achieved. It also provides central government with the confidence to engage and partner in resolving issues and undertaking initiatives.

Economic development

SmartEconomy, the sub-region's economic development strategy, was developed and implemented in 2004. The strategy was reviewed in 2007 to ensure it was on track and identify any changes required. Priority areas are:

- Tertiary education, research and development.
- Innovation/business parks.
- Growth of the export sector.
- CBD development.
- Power supply and broadband.

Economic performance

During 2006, the sub-region experienced higher than the national average in business growth, productivity growth, GDP and GDP per capita. In September 2007 the region recorded the largest rise in employment, up 5.2 per cent on the March figure. Total employment is projected to increase more than 70 per cent by 2051, however the economy continues to be characterised by low wage, low skill jobs.

Transportation

An assessment by the Allen Consulting Group in 2005 concluded “*that every dollar invested in the (sub-regional) strategic roading network will result in benefits to New Zealand as a whole of \$6.50*”. Funding packages are now in place to complete the network in a partnership between central and local government, including a Crown grant. Tolling legislation is also being utilised in the Western Bay of Plenty. In addition, the Bay of Plenty Rail Strategy has been completed.

Business land

600 hectares of business land will be coming on stream in the next few years.

Skills and labour

The Western Bay of Plenty skill gap strategy was developed and implemented in 2004 in parallel with SmartEconomy implementation. It has contributed to an increased alignment of education and training with industry needs.

Tertiary education

The Tertiary Education Board has been established and strong direction provided by the Tertiary Education Commission in terms of delivering complementary programmes according to community and business needs. The importance of tertiary education to the future of the region has been strongly integrated into major regional strategies such as SmartGrowth and SmartEconomy. Through these processes, collaborative relationships have been developed comprising education providers, key industry sectors, business support organisations and local government. However, central government understanding and support of the region's unique position in terms of growth and the current under-provision of tertiary education is required to develop knowledge-based industries and ensure future prosperity of the region.

Power supply

There is increasing concern at capacity, security and reliability issues in terms of power supply, particularly in rural areas such as Te Puke and in light of predicted population growth.

Communications technology

The increasing importance of technology in business and home environments has highlighted the need for improved broadband coverage and emphasised the implications of not having access, including deterring business expansions and relocations.

Collaborative partnerships

Collaborative partnerships have developed between business support and economic development agencies, central and local government organisations, education providers and key industry sectors.

Regional approach

A regional governance group has been established and is developing a regional economic development strategy in line with government's Economic Transformation Agenda.

Other strategies and programmes

- SmartTourism and SmartArts have been developed and are now being implemented parallel with SmartEconomy.
- Tauranga City Council has developed the City Investment Programme, where it partners with the private sector to fund the development of community infrastructure and facilities, thereby reducing the impact on ratepayers.

Current & Emerging Issues:

Tertiary education

There is currently an under-provision of tertiary education in the sub-region. Increased investment is required to address the significant gaps in provision and to provide for current and projected population growth. There are strong concerns that the capped funding model is not sustainable in a region experiencing such strong growth and that it will be a struggle for providers to match the scale of demand under this system.

Skill and labour shortages

Shortages in skilled and unskilled employees continues to impede businesses and their growth. The shortage is projected to increase from 2012.

Maori economic development

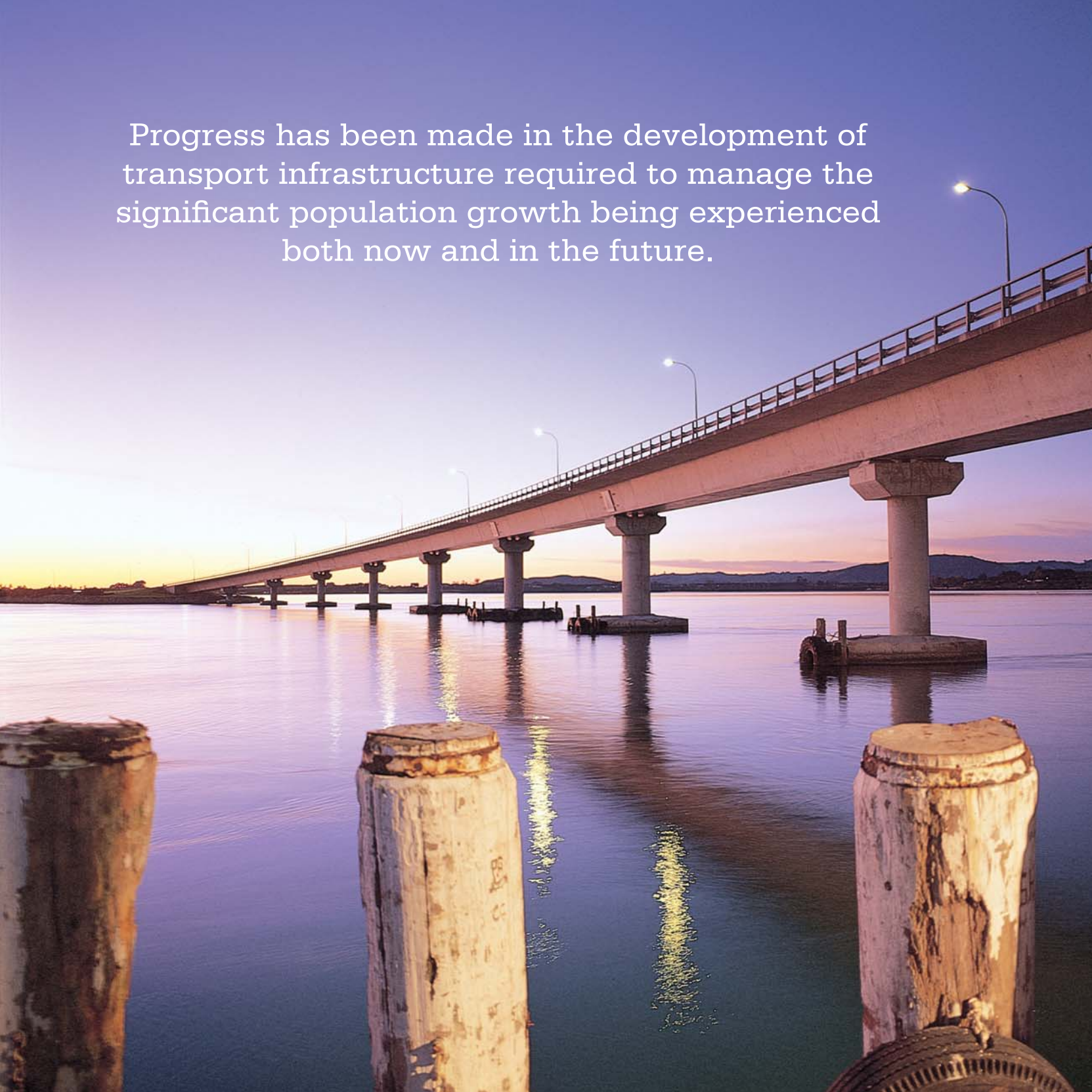
Significant increases in tangata whenua population are expected over the next 45 years from the existing population of 20,000 to 50,000 by 2051. In addition, the settlement of Treaty claims will provide iwi with additional capital to invest in productive enterprises. A key challenge for tangata whenua is to protect existing taonga and land while providing for future housing, employment and economic development initiatives.

Sustainability

Best use of resources and increased recognition of the economic implications of climate change.

Water quality and availability


There is a need to understand the extent of the water resource (sub-regionally and nationally) and its sufficiency to meet future needs.



economic challenges

The sub-region has a number of challenges and impediments to economic growth to overcome:

- 01** Average household income is less than the New Zealand average.
- 02** The region needs more highly productive, higher skill and globally competitive businesses.
- 03** There is a need to increase industry participation in education and training programmes.
- 04** 44.5 per cent of businesses in the sub-region are experiencing difficulties in attracting sufficiently skilled staff, particularly in the trades.
- 05** Current constraints on the availability of commercial land have seen land prices at record highs. As a consequence, businesses experiencing rapid growth are considering relocating outside the region.
- 06** A risk to the progression of newly available commercial land is the propensity of developers to build small commercial units, restricting the ability to develop integrated business parks.
- 07** Critical to the region's economic growth is the advancement of strong relationships with tertiary education and research institutions, to not only provide direct training for those employed in key regional industries, but more importantly to provide the intellectual input to drive innovation and entrepreneurialism. These are the cornerstones of new product development, efficiency and 'value-added' productivity.
- 08** There is a need to ensure relevant and leading edge tertiary provision to attract and retain young people in the sub-region. Current demographics show a gap in the 18-25 year age group.
- 09** A number of the sub-region's clusters have been operating for several years, providing information and networking opportunities to their members. However it is proving difficult to grow the clusters to the next level in terms of developing and implementing strategic plans and obtaining funding for professional cluster management services.



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2007 regional business and central government economic forum

Over 160 of the region's key business and civic leaders met with Prime Minister Helen Clark, eight senior ministers and the Speaker of the House at the Bay of Plenty Regional Business and Central Government Economic Forum on 30 October 2007. The forum provided a welcome opportunity to adopt an even more effective partnership role for government in the sub-region. It also provided central government with a clear and consistent message on the region's needs, with recognition from government of the importance of the Western Bay of Plenty.

The forum looked at the region's progress over the past four years, its future direction and the steps needed to enhance economic growth. From government, there was a strong focus on improving economic performance through innovation and raising productivity in an environmentally sustainable way. The government's "economic transformation" agenda encourages innovation and productivity gains, while also helping develop the following economic foundations:

- A stable macroeconomic framework;
- An open and competitive micro-economy;
- Sound infrastructure;
- A cohesive and socially inclusive society;
- A healthy and relatively skilled population; and
- A strong innovative system and sound environmental management.

The programme for the forum included facilitated workshops targeting key areas in relation to the Western Bay of Plenty's future economic development. With ministers in attendance at each workshop, participants had an ideal opportunity in which to listen, debate and provide input in the identification of challenges and opportunities specific to economic growth in the sub-region. Key issues included the increased provision of tertiary education and delivery of research and development capability, long term leveraging from the initiatives developed through Export Year 2007, labour and skill shortages, sustainability and its impact on small business, central and local government partnerships in the delivery of core infrastructure and Maori economic development.


The Western Bay of Plenty's business community was commended for the collaborative approach it has taken to improve productivity and enhance the local economy and there was acknowledgement of the significant amount that has been achieved in the last four years.

The SmartGrowth and SmartEconomy strategies have been developed and many actions have been taken or are underway.

Progress has been made with roading and the public transport network, but there is still a great deal of work to be undertaken or in the planning stages. There has been a lot more business land released, with three major sector-based business and innovation park initiatives being investigated. Strong cluster groups are operating and there is good collaboration between the business agencies and local authorities in the region. In line with the recent tertiary reforms, local tertiary providers are working closely together to map tertiary education and research provision to match industry's needs both now and in the future.

However, the challenges the region faces are still substantial. It is therefore important that good communication is maintained with central government and to ensure they are aware of the issues that lie ahead. While growth has been well above the national average and will continue to be so, the economic base is essentially low skill and low income. To become more certain of a prosperous future, we need to transform the economy into one that is high value, high income, innovative and export-led. This means we need enhanced investment in tertiary education, research and development, as well as a focus on basic numeracy and literacy to up-skill the whole workforce. Businesses also need to think smarter by understanding the importance of investing in management skills and in initiatives that increase productivity to position our economy well for the future.

The following summary of workshop input and feedback reflects the key issues that require addressing in this region.

An aerial photograph of a coastal region. In the foreground, there's a large body of water (a bay or harbor) with a small, dark, forested island in the middle. To the right, a city skyline is visible, including a prominent hill. The middle ground shows a large industrial area with numerous white storage tanks, a large building with a green roof, and various other industrial structures. The background shows a wide expanse of water and distant landmasses under a blue sky with some clouds.

There was a strong focus on improving economic performance through innovation and raising productivity in an environmentally sustainable way.



Tertiary Education, Research and Development

Considerable research in the region has highlighted the critical relationship between growth and education. The development of tertiary education (including research and development capability) is a key component in driving economic growth across all sectors. In addition, the current under-provision of tertiary education relative to the population base means there is a catch-up needed as well as provision for future population growth.

The importance of tertiary education to the future of the region has been strongly integrated into major regional strategies such as SmartGrowth and SmartEconomy. Through these processes, collaborative relationships have been developed comprising education providers, key industry sectors, business support organisations and local government.

However, central government understanding and support of the region's unique position in terms of growth and the current under-provision of tertiary education is required to develop knowledge-based industries and ensure future prosperity of the region. The lack of tertiary provision was a key concern raised at the 2003 central government forum and there is now a sense of urgency to progress this issue.

Issues:

- The funding cap, based on 2006 figures, does not take into account significant growth in 2007 enrolments and in the region in general.
- While the region strongly supports the government's recently revised policy position, there is concern at the lack of funding provided for implementation.
- There is a critical need for research and development to support the region's primary sectors (ie horticulture, wood processing).
- Statistics show that those living in the Western Bay of Plenty are close to average in their educational and vocational qualifications, with the exception of university qualifications, where they lag behind.
- The underprovision of tertiary education is reflected in the outward migration of people in the 18-25 demographic. There is a strong community desire to retain and attract young people to the region.
- There is a low level of participation in education.
- Ongoing skill shortages indicate there is a need to further align tertiary programmes with business needs.
- The region's economy is predominantly low skill level/low wage.
- There are a high proportion of "micro" businesses in the region without the resources to invest in up-skilling and re-training staff.
- There is concern at the lack of investment in education and R & D in the health sector to cope with the rapidly ageing population.
- Maori males in the region experience low levels of engagement in tertiary studies.

Regional Initiatives:

- Strong engagement of key industry sectors in the preparation and ongoing development of the Bay of Plenty Regional Statement of Tertiary Needs. Regional facilitation initiatives have been positively received by PTEs, who endorse a collaborative, public-private partnership model in a climate of inclusiveness and cooperation.
- The Bay of Plenty Polytechnic and the University of Waikato are working collaboratively to address skills gaps and plan tertiary provision into the future. There is strong industry representation on the recently established Regional Tertiary Facilitation Steering Group.
- The Bay of Plenty District Health Board and University of Waikato have developed a MOU to anchor collaboration in the delivery of health-related training courses.
- Initiatives to establish three business and innovation parks relating to food processing, marine services and information and communications technology.
- The Waste 2 Gold project, targeting the development of value added products from food and horticultural waste streams.
- The completion of a feasibility study for the establishment of the Virtual Institute for Food Innovation, which will provide food and beverage processing companies with an innovation team to fill knowledge gaps and foster innovation.
- Partnership between Environment Bay of Plenty, iwi, researchers and private organisations to further develop the region's aquaculture industry.
- Collaboration between Bay of Plenty Polytechnic, NZ Kiwifruit Growers Inc and Zespri around joint research opportunities.
- Linkages between the Bay of Plenty Polytechnic, Avonmore Tertiary Academy and ICT businesses established through the Western Bay of Plenty ICT Cluster.
- By a variety of interactive and innovative methods, the INSTEP programme provides links between business and education, exposing students, principals and teachers to the variety of career opportunities in key sectors, showing the relevance of aspects of the curriculum to the workplace, inspiring entrepreneurial and innovative goals and informing schools of areas experiencing skill shortages.
- A one year pilot Export Development programme is underway to provide exporters with linkages to research and development and to assist emerging exporters.

Government actions that would make a difference:

- Increased investment in tertiary provision and associated infrastructure in the sub-region to address the significant gaps in provision and the Western Bay of Plenty's current and projected population growth.
- Additional funding to implement the government's revised policy position through the Bay of Plenty Regional Statement of Tertiary Needs.
- Flexibility in funding provision to enable tertiary education to grow in a way that best meets the need of the region, particularly in relation to the joint delivery of programmes through the Bay of Plenty Polytechnic and University of Waikato.
- Reconsideration of the proposed funding cap for Bay of Plenty Polytechnic based on 2006 EFTS in light of the significant growth experienced by the Polytechnic during 2007.
- The funding cap is considered a backward step for all PTEs as most providers had difficulty achieving available funding levels in that year due to full employment. Full capacity funding is required to respond to the employment situation and provide short courses to meet industry needs.
- The continued presence of Tertiary Education Commission in the region, in particular the Manager Stakeholder Engagement, to ensure industry needs are reflected in the delivery of programmes and research/development.
- A government policy decision relating to initiatives such as INSTEP, which provide linkages between education and business, to enable the programme to be sustainable and the intellectual property developed to be delivered at a regional and national level.

Considerable research in the region has highlighted the critical relationship between growth and education.



Sustainability – What Does it Mean at a Regional Level?

The sustainability workshops at the Economic Forum were heavily subscribed to, with participants showing a high level of awareness and acceptance of the increasing need for sustainable business practices. Sustainability is shaping up to be a key issue for the future, impacting on strategies at an international, national and regional level. Government's work in this area is acknowledged through the newly released energy strategy and emissions trading scheme. The Bay of Plenty is keen to work with government to ensure a sustainable economy, sustainable resources and businesses that are sustainable.

Issues:

- Availability of information/education on climate change and sustainability for SMEs to enable a better understanding of implications and incentives for change.
- Lack of a sustainable energy supply in New Zealand.
- Concern by the farming and horticulture sectors of security and capacity of electricity supply, particularly after 2013.
- Facilitating the development of eco buildings and business parks.
- Encouraging sustainability – incentive vs regulation.
- Conflict on land use with bio-fuels and the impact on food prices. There is a strong case for looking at other alternatives.
- Changing the perception that New Zealand's distance from global markets means our products generate high fuel miles.
- The importance of maintaining bio-security levels to protect the agricultural sector.

Regional Initiatives:

- "Green Buildings and Green Business Parks" study undertaken which highlights significant benefits for landowners, investors and developers, building owners, occupants and the wider community of commercial developments that incorporate sustainability features. This is particularly significant for the Bay of Plenty with its significant growth and availability of business land.

- The Bay of Plenty has a very strong Sustainable Business Network which is leading the country in terms of initiatives and award winning members.
- Engagement of an Eco Designer by Tauranga City Council and Western Bay of Plenty District Council who will provide free, practical advice to customers regarding sustainable housing and building materials.
- Twenty-four coastal Bay of Plenty businesses are members of the Bay of Plenty Sustainable Tourism Programme. Businesses work with a sustainability assessor to improve business practices in alignment with set principles, with ongoing support & resources provided.

Government Actions That Would Make A Difference:

- The forum acknowledged the government's recent funding package of \$750,000 over three years for the Sustainable Business Network and commitment to working with New Zealand businesses to help them become more sustainable.
- There is a strong view that carboNZero accreditation is too expensive for SMEs, with the cost of compliance outweighing the benefits. Sustainability practices must be viable for SMEs for them to be adopted. The sub-region is over-represented by small companies, with 9.3 per cent more employing six to nine people than the national average.
- Increased information and education on sustainability is sought to enable businesses to better understand the benefits and facilitate change in business practice. In particular, it would be helpful if government's policy position on sustainability was translated into practical terms for businesses, including benefits in the form of increasing international competitiveness.

- There is potential to offer incentives to businesses undertaking sustainable business practices, including developing sustainable buildings. It was felt incentives would be more effective than regulation.
- Forum attendees were keen to find out if there were opportunities for businesses undertaking sustainable business practices when tendering for government projects.

Sustainability is shaping up to be a key issue for the future, impacting on strategies at an international, national and regional level.

Bay of opportunity



Labour Issues and Skills

In 2003 Priority One, Bay of Plenty Polytechnic, Tauranga City Council and Work and Income commissioned a skill gap analysis in the sub-region. Over 1000 employers across 13 industry sectors were involved in the study, which identified skill shortages in almost all industry sectors. Issues were also identified in relation to education and training and the fit between industry requirements and course delivery. A skill gap strategy and implementation plan were subsequently developed in partnership with industry representatives, training and education providers, business support organisations and central government agencies.

While skill and labour shortages are a widespread issue, the Western Bay of Plenty's situation is exacerbated by strong economic growth which has led to significant job growth. The Property and Business Services sector alone saw jobs increase by 3,300 from 2001 to 2006. Overall the labour market grew by 14.8 per cent over this period compared to the New Zealand average of 9.4 per cent. A survey undertaken in 2006 identified that 44.5 per cent of businesses in the sub-region still had difficulty attracting sufficiently skilled staff. It concluded that the changes in the labour market in the Western Bay of Plenty were more significant than those experienced nationally.

Issues:

- Difficulty attracting skilled people due to the low wage economy and strong property market. This is a particular issue in the Western Bay of Plenty, with hourly rates consistently lower than the national average.
- There is a need to encourage more productive/value-add industries in the sub-region to move to a higher value economy paying higher wages.
- There is a perception that the Western Bay of Plenty is a “sleepy retirement village” without a strong business base and career prospects.
- Economic depth needs to be built in key sectors such as horticulture, marine services, food manufacturing, creative and design based manufacturing and information and communications technology to provide career path opportunities.
- Employers need to be educated/up-skilled on good employment practices.
- Lack of resources means it's difficult for SMEs to access skilled migrants.

- There is ongoing difficulty in the horticulture sector in accessing seasonal workers.
- How can employers access the one million New Zealanders offshore?
- There is a low proportion of women in the workforce compared to other areas. How can they be attracted back to work?

Regional Initiatives:

- Sub-regional skill gap strategy developed and implemented involving a range of partner organisations including key industry sectors, business support agencies, education providers and local and central government.
- Addressing current skill and labour shortages and planning for future skill needs is a key action in SmartEconomy, the sub-region's economic development strategy.
- Established in 2003 and unique to the region, the INSTEP programme connects local businesses with students and teachers from the sub-region's secondary schools in innovative ways to highlight career opportunities and pathways. Its aim is to motivate students' learning, inspire them to achieve their entrepreneurial and innovative goals and to explore a variety of career options offered locally before leaving school. INSTEP is highly regarded at a national level as a successful model for linking students with sectors experiencing skill shortages.
- Priority One travels to the United Kingdom each year to promote the sub-region to potential skilled migrants at the Opportunities New Zealand expos in London and Manchester. The impact of this programme has been significant. In 2002/03, 66 skilled migrants settled in the Bay of Plenty. Priority One first exhibited at the expos in 2003, which resulted in 406 skilled migrants arriving in 2004/05. In the first six months of 2006/07, 322 skilled migrants have already immigrated to the Bay of Plenty.

- Priority One analyses positions advertised through the local media each week to monitor areas experiencing skill shortages and circulates this information to a range of stakeholders.
- Strong relationships have been developed in the region between economic development organisations, business support agencies central government agencies such as Immigration New Zealand and Department of Labour.
- Priority One is leading an initiative targeted at attracting expatriate New Zealanders to the Western Bay of Plenty. A website has been developed to provide an avenue for regional information that will give incentives to return to the region. It will also enable the development of a database of New Zealanders that are offshore that can be communicated with regarding specific employment, business and investment opportunities.
- As part of the development of the Regional Statement of Tertiary needs, meetings have been facilitated between key industry sectors and the University of Waikato and Bay of Plenty Polytechnic to increase understanding of industry needs.
- Four business park/eco park concepts are currently in development around the key sectors of food manufacturing, horticulture and nutraceuticals, marine services, information and communications technology and freight and logistics. Once established, the business parks will provide a critical mass of skills and key points of difference for the sub-region in those sectors.
- There is strong local support of the Bay of Plenty Polytechnic and University of Waikato developing industry related tertiary and research programmes and facilities to build business capability [also see Tertiary Education, Research and Development section].
- The Tauranga Chamber of Commerce has established an employment division and is delivering the Employment Choices programme which aims to get 50 people per annum back into the workforce that have previously been on a benefit.



- A number of initiatives have been established to increase access to horticultural seasonal workers in the sub- region:
 - The Industry On Orchard Training Programme is a practically-based horticultural training programme for on orchard workers commenced in June 2005 and is delivered by the Bay of Plenty Polytechnic. It provides kiwifruit orchard workers with NZQA-approved qualifications in picking, pruning, spraying, forklift-driving, chainsaw use and safety practices. The On Orchard Worker Certification raises worker's skill levels and provides formal acknowledgment of their achievement.
 - Diploma in Horticultural Management is offered by the Bay of Plenty Polytechnic in Tauranga and goes towards the Lincoln Diploma in Horticultural Management. Papers are offered in soils and soils management and second year papers in horticultural management systems.
 - NZ Kiwifruit Growers Inc (NZKGI), Priority One and NZTE partnered to develop and deliver the region-wide Industry Relationship Coordinator programme. An industry relationship coordinator has been employed to build kiwifruit industry capability by up-skilling employers and employees; actively promoting a 100 percent legal kiwifruit labour force; and ensuring continued economic returns to the region from the kiwifruit sector.

- Established by NZ Kiwifruit Growers Inc (NZKGI), the Seasonal Labour Office provides information to facilitate access to kiwifruit workers (picking, packing, pruning and orchard maintenance). In addition, a website provides information on the region, vacancies, the timeline of the kiwifruit season, and work permits and IRD requirements.
- Seeka Kiwifruit Industries and Pakka Holdings have converted the former car museum near Te Puke into a backpacker-type facility called Kiwi Corral and brought in overseas workers to fill it. Seeka employs up to 3,500 pickers, pruners, graders and packers each season.
- Through SmartEconomy, an investigation will be undertaken to identify impediments to and options for the development of short term seasonal worker accommodation, taking into account long term demand (technology shifts), capital cost issues and the potential to develop a solution applicable to other regions.
- Training in the food industry is a key achievement of Food Bay of Plenty, an industry cluster comprising food manufacturing and associated companies. The Bay of Plenty Polytechnic has developed a National Certificate in Food Processing programme which will be available in 2008 and tertiary scholarships have been established to Massey University to provide future qualified staff.

- Tertiary organisations in the sub-region are represented on the Western Bay of Plenty ICT Cluster Steering Group to ensure training and education requirements in the sector are accommodated in programme delivery.

Government Actions That Would Make A Difference:

- Consideration of a funding package for the INSTEP programme to ensure its sustainability and to realise the significant opportunity of rolling it out on a regional and national basis.
- Through immigration policy, the provision of increased opportunities and support to access to seasonal workers offshore.
- The development of a national skill strategy. Economic development organisations from all regions have identified the shortage of skills and labour as being a key impediment to economic growth. A national skill strategy would provide an opportunity for alignment and would result in efficiencies across the country as a whole.

While skill and labour shortages are a widespread issue, the Western Bay of Plenty's situation is exacerbated by strong economic growth which has led to significant job growth.



Export Year 2007 and Beyond

Business leaders at the economic forum were highly supportive of government's Export 2007 partnership with the private sector, which aims to increase New Zealand's export performance. It is particularly heartening that this is a long term objective which seeks to reverse trends which show our export growth slipping behind other developed countries by diversifying our exports and increasing the number of companies that sell products and services offshore.

Growth of the export sector is a key economic driver for the Western Bay of Plenty, with SmartEconomy's vision being transformation to “... a highly productive, competitive and export based economy.” Export Year 2007, in the wider context of government's Economic Transformation Agenda, is particularly relevant to the sub-region where average hourly rates are lower than the national average, SMEs are over-represented and companies of 100+ employees significantly under-represented in terms of the national average. The sub-region is aware of what needs to be done to transform the economy into one that is high value, high income, innovative and export led, but it needs the government's support to achieve this.

It is important that sub-regional initiatives commenced through the Export Year 2007 initiative are able to develop and grow to maximise long term outcomes sought. In addition, Port of Tauranga, the most efficient export port in Australasia, provides an opportunity for New Zealand to rationalise port activities to maximise export potential and ensure New Zealand remains competitive in global commodity transportation.

Issues:

- Economic and monetary policies need to be more closely aligned to:
 - Reduce the volatility and uncertainty of the export market.
 - Slow the over investment in property development which (1) drives capital away from businesses; (2) creates an artificially high FX rate; and (3) becomes a disincentive for returning New Zealanders.
- There is a chronic management and skills capability shortage. Management skills are essential to develop innovative, high value businesses.
- The importance of cultural amenities to attract skilled people and business relocations needs to be emphasised.
- The quality of education is a strong determinant of where skilled people choose to live. How can we raise the profile of our schools nationally?

- Export businesses need to change their mindset to think much bigger and think globally.
- Businesses need to be encouraged to invest in new plant and equipment to lift productivity.
- Export businesses need to be encouraged to share information and resources, “cluster” and piggyback off other companies to increase productivity (including cross-sectoral collaboration).
- Business owners need to be encouraged to enter into “share milking arrangements” to maximise outcomes.
- The ability of Port of Tauranga to grow substantially without the need for capital expenditure means it is in a strong position to become New Zealand's main port and the region a significant trading hub. What can be done to facilitate this?
- A national transport strategy needs to be developed, incorporating rail and coastal shipping, to decrease costs and the inefficiencies of New Zealand's internal logistics.
- There needs to be considerable investment in R & D to produce higher value products, particularly in the food, beverage and nutraceuticals sectors.
- New Zealand increasingly needs to market itself to global markets on our healthy image and environmentally sustainable business practices.
- The momentum of Export 2007 and NZTE initiatives need to be sustained to maximise outcomes.
- It is difficult to access exporter education particularly at a tertiary level. This would not only assist those currently exporting but increase the number of young people considering a career in exporting.

Regional Initiatives:

- The Bay of Plenty has a very strong Export Institute which is leading the country in terms of initiatives and award winning members.
- As part of Export 2007, an Export Development Manager has been engaged on a one year pilot to provide practical support and information to businesses with export potential. Over 40 businesses

have engaged in the programme and over 15 businesses are now participating. This has resulted in over 100 referrals being made to the partners of the programme.

- Priority One is facilitating the establishment of manufacturing, business and innovation parks to underpin retention, growth and attraction of export-oriented businesses, complemented by the growth of strong clusters in key industry sector [see Tertiary Education, Research and Development; Sustainability; and Labour Issues and Skills sections].
- Funding has been approved and scoping commenced to develop a shared Bay of Plenty exporter business appraisal/database to facilitate information flow and provide a base to help assess business capability and monitor and report business growth and success.
- Tauranga City Council contracts Export NZ BOP to leverage sister city relationships to ensure specified economic outcomes for Bay exporters. In addition, investment learning opportunities are provided to all inbound delegations from Tauranga's two sister cities (Hitachi in Japan and Yantai in China).
- Two export focused industry groups comprising financial controllers in export companies and best practice manufacturers were established in 2007. There is also a “Women in Export” cluster group which supports women responsible for attending overseas trade shows and representing business in global markets.
- A strategy has been developed to increase exports in the ICT sector and identify ways the ICT sector can play a wider role as an export enabler. The strategy is being implemented by the ICT Cluster with support from Export NZ BOP and Food Bay of Plenty.
- Business Internationalisation Bay of Plenty (BIBOP) has been established and contains representation from Eastern Bay, Rotorua and Tauranga EDA's, Chambers of Commerce, SBN, NZTE and Export NZ BOP. This group is focusing on coordinating export growth related activity throughout the wider Bay of Plenty region to strengthen relationships and provide opportunities for smarter use of agency resource.



Government Actions That Would Make A Difference:

- Business leaders encourage the government to take a leadership position in terms of the rationalisation of port activities to encourage collaboration and ensure New Zealand remains internationally competitive in commodity transportation. There is concern that internal competition could make New Zealand vulnerable to losing its position to either Melbourne or Brisbane. Port of Tauranga has the potential to grow substantially without the need for capital expenditure, putting it in a strong position to become New Zealand's main port and the region a significant trading hub.
- That a national transport strategy be developed, incorporating rail and coastal shipping, to decrease costs and the inefficiencies of New Zealand's internal logistics.
- The forum emphasised the importance of maintaining the momentum of Export 2007 initiatives to maximise outcomes, including the Export Development Programme and the Bay of Plenty exporter business database.

- New Zealand Trade and Enterprise recently disestablished the Regional Economic Development Advisor position in the Bay of Plenty. This role is now to be shared with the advisor working in the Waikato. There is concern at the withdrawal of this resource given the region's size and potential for economic growth.
- The government is encouraged to continue to explore options for a broader approach to monetary policy to address issues of volatility and peaks.
- Investment in tertiary education to increase R & D opportunities in key exporting sectors (eg horticulture, food processing, ICT) and development and commercialisation of intellectual property. [See Tertiary Education, Research & Development section.]
- The forum acknowledged the investment in research and development made by the government in the form of tax credits for businesses that conduct R & D. Incentives to undertake R & D are critical to the growth of the export sector.

- New Zealand Trade and Enterprise's Beachheads Programme was supported for its provision of faster access to international networks for companies with high growth potential.
- Investment in export-specific education and training programmes at a tertiary level to assist those currently exporting and increase the number of young people entering careers in exporting.
- Support from the government to continue to market New Zealand as a healthy place to live with environmentally sustainable business practices. This is becoming increasingly important for exporters in terms of food miles and sustainability issues.

The sub-region is aware of what needs to be done to transform the economy into one that is high value, high income, innovative and export led, but it needs the government help to achieve this.



Central and Local Government – Core Infrastructure

Relationships between central and local government, particularly in terms of core infrastructure, were among the most important issues discussed at the 2003 Regional Business and Central Government Economic Forum. Since this time, SmartGrowth (growth management strategy) and SmartEconomy (economic development strategy) have been developed, leading to a greater degree of alignment and collaboration between local government, central government agencies, business support organisations and key industry sectors.

Progress has been made in the development of transport infrastructure required to manage the significant population growth being experienced both now and in the future, with central and local government partnering to deliver key outcomes. Central government has acknowledged growth issues being experienced in the sub-region, and the importance of our strategic roading network to New Zealand’s economy as a whole was highlighted by the Allen Group study, which identified a return of \$6.50 for every dollar invested in the network.

As one of the fastest growing areas in New Zealand, with Tauranga predicted to be the third largest city outside Auckland by 2013, growth is leading to stress on other forms of core infrastructure such as air services, broadband, energy supply and water resources. There is also concern at the implications of changes to transportation legislation in terms of slowing future progress of Smart Transport Corridors. Business leaders are keen to work with Central Government to resolve these issues.

Issues:

- Due to Air New Zealand’s monopoly, the sub-region is not able to access the air services it requires, in particular a direct South Island route timetabled to enable a one day return for business travellers.
- There is concern that commercial monopolies will capture Broadband infrastructure at the expense of the wider community.
- The Western Bay of Plenty has a clear plan of the transport network required to accommodate population growth and seeks support from government to progress all parts of the network plan.
- There is concern the Land Transport Management Act has limitations in the practical application of toll provisions, particularly in the definition of community support (ie opposition of adjacent community who are not beneficiaries). There is a dependence on the availability of an alternative, non-tolled route.
- There is concern that the Land Transport Management Act duplicates the Resource Management Act in respect of tolling proposals, which would enable re-litigation of matters already addressed and decided on.

- There is concern that the merger between LTNZ and Transit will cause momentum in the Western Bay of Plenty to be slowed down.
- The Western Bay of Plenty needs confidence that the Ministry of Transport has demonstrated capability to undertake the greater responsibilities through implementation of the Next Steps review (as reflected in the Land Transport Management Amendment Bill 2007).
- The sub-region needs clarity on the long term priority route to Auckland.
- Regionally and nationally we should know the extent of the water resource before focusing on how to measure it. Some guidance at a national level is required in setting water allocation policy.

Regional Initiatives:

- Tauranga City Council is partnering with central government to relieve traffic congestion issues at Welcome Bay/Hairini.
- Planning has commenced for the Eastern Motorway development.
- Stage 2 of the Harbour Link project has commenced, comprising construction of a second harbour bridge.
- Strong publicity campaigns from Environment Bay of Plenty and territorial local authorities, and the development of dedicated bus lanes, has seen a significant increase in the use of public transport.
- A review of communication requirements has been undertaken in a project funded and driven by the seven councils in the wider Bay of Plenty to ensure there is a bright future for broadband in the region. The study has identified what needs to change to encourage providers to invest in broadband and local authority support for same. Wireless options are also being considered.
- A partnership between the Chamber of Commerce, Tauranga City Council, Priority One and Tourism Bay of Plenty resulted in Origin Pacific offering a same day return service for business travellers to Christchurch – the only direct link to the South Island. However, due to financial issues, Origin Pacific suspended its national passenger service and direct flights to Christchurch ceased. Air New Zealand has commenced a daily return trip, however the one hour stopover in Christchurch will still cost the business traveller an overnight stay.

- Priority One is investigating the sub-regional electricity security and capacity of supply for both short and long term growth needs to ensure that there are no gaps (both within the sub-region and between the sub-region and source). Following this a strategy and implementation plan will be developed to address any issues.

Government Actions That Would Make A Difference:

- In light of the implications of the Land Transport Management Amendment Bill on capacity and momentum of roading projects, support is sought from central government to progress all parts of the Smart Transport Corridors network, which has been designed to accommodate long term growth in the sub-region.
- Recommend provisions of the Land Transport Management Act (LTMA) be reviewed to:
 - Ensure there is no risk of duplicating or re-litigating the Resource Management Act provisions through a tolling process (as currently LTMA enables ‘environmental sustainability’ to be reassessed).
 - Either define who ‘affected communities’ are in respect to a proposed tolling schedule or remove the requirement to consult with ‘affected communities’.
- Provide funding mechanisms to enable packages of infrastructure (rather than individual projects) to be progressed. The packages should be required to demonstrate a multi-modal approach, integrated planning and, where appropriate, multi-agency support.
- Consideration of an increase in planning/funding timeframes from the current three year planning period to a minimum of 10 years.
- Recommend the development of a national policy statement on water allocation, including the extent of the current water resource, to provide guidance at a national level in setting water allocation policy.



Maori Economic Development

Population forecasts show a trebling of the Maori population in the sub-region over the next 50 years. This growth will lead to increased need to provide housing, employment and social services. Resources such as kaimoana, marae and urupa will be subject to increasing demands. The development of strong hapu communities is seen as an important outcome and a means of withstanding the pressure which will be exerted by growth in the long term.

The forum identified significant potential in the development of Maori-owned land, which can be utilised for economic, environmental, cultural and social well-being of tangata whenua within the sub-region. A key to unlocking this potential is enabling tangata whenua to utilise this land by the removal of barriers and development of funding arrangements, tools/methodologies which can be applied and replicated across the sub-region. Consideration should also be given to the impacts of the Raupatu settlement packages negotiated between tangata whenua and the Crown.

Issues:

- Development of Maori land has the potential to be a significant economic driver in the region. To enable better utilisation of Maori land there needs to be a change in land use. This would require a change to legislation covering the Maori Land Court.
- Opportunities for Maori to up-skill would provide better employment options.
- Encourage government to carbon offset to achieve carbon neutrality and then leverage this brand through a Maori trade expo offshore (single desk marketing).
- Increased engagement with the Federation of Maori Authorities in the region to facilitate Maori economic development.

Regional Initiatives:

- There are 18,507 hectares of Maori land in the Western Bay of Plenty sub-region, of which 16,888 hectares is rateable.
- Tangata whenua, along with representatives of the sub-region's three local authorities, comprise the SmartGrowth Implementation Committee charged with monitoring implementation progress of the Western Bay of Plenty growth management strategy.
- Through SmartGrowth, a toolkit (including tangata whenua management plan templates) is being prepared to enable hapu to manage significant resources and to participate in long term planning with local government. A clear policy framework and processes are being developed alongside the toolkit to assist in the preparation and implementation of these plans.

- Opportunities to cluster hapu and iwi are being investigated to progress the development of tangata whenua management plans. In addition there are opportunities for cluster planning for adjoining or closely located land ownings.
- A study is being undertaken to understand the current barriers to the development of housing on multiple owned Maori lands and to identify local collaborative solutions that would address these barriers. This is also to include Maori land held under Te Ture Whenua Act title.
- Te Raranga Maori Business Association, Tauranga Moana Maori Tourism Trust and Te Puni Kokiri are partners in the implementation of SmartEconomy.
- The Kaitemako Land Development cluster project, identifying a number of land development options, has been successfully completed. A commercial development manager is assisting the lead Trust with implementing their initiative.
- Te Raranga Maori Business Association actively supports Maori artists and is developing a Maori arts cluster to grow the sector and encourage up-skilling.
- Tourism Bay of Plenty and Tauranga Moana Maori Tourism Inc have entered into a Memorandum of Understanding which formalises the relationship and determines the path forward.
- Maori tourism opportunities are clearly tagged in SmartTourism, the sub-regional tourism strategy.
- Maori business interests in the sub-region are represented on the Board of Priority One and the Chamber of Commerce supports Te Raranga Maori Business Association with Board representatives.
- Western Bay of Plenty District Council has completed comprehensive development plan for Maketu and Waihi Beach, including specific actions to increase economic development opportunities for Maori in those areas.
- Western Bay of Plenty Business Investor's Forum has developed an initial relationship with Te Raranga Maori Business Association.
- Te Puni Kokiri has funded a project involving four large local land Trusts that have come under Te Awanui Huka Pak Co-operative to implement the 'Strengthening Management and Governance

Development Project'. This initiative targets identified areas of remediation, using the Co-operative as a vehicle to facilitate further development. Currently the Trusts have a combined net asset base worth over \$70 million.

- With funding from Te Puni Kokiri, Ngaiterangi, Ngati Ranginui and Ngati Pukenga iwi have identified and recruited a number of young and upcoming leaders to participate in the Institute of Directors programme. TPK saw an opportunity for Iwi Runanga to identify, up-skill and appoint skilled directors within an investment company to effectively manage/administer their assets, monies and resources.

Government Actions That Would Make A Difference:

- The establishment of a branch of the Federation of Maori Authorities in the sub-region (facilitated by Te Puni Kokiri) to maximise the potential of Maori economic development.

The development of strong hapu communities is seen as an important outcome and a means of withstanding the pressure which will be exerted by growth in the long term.

summary of actions sought from central government

Implementation Plan:

ACTION	GOVERNMENT AGENCY	LOCAL SUPPORT
YOUR BAY OF KNOWLDEGE - TERTIARY EDUCATION, RESEARCH & DEVELOPMENT		
Increase investment in tertiary provision and associated infrastructure to address the significant gaps in provision and the Western Bay of Plenty's current and projected population growth.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Provide funding to implement government's revised policy position through the Bay of Plenty Regional Statement of Tertiary Needs.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Incorporate some flexibility in policy relating to funding provision to enable tertiary education to grow in a way that best meets the need of the region, particularly in relation to the joint delivery of programmes through the Bay of Plenty Polytechnic and University of Waikato.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Reconsider the proposed funding cap for Bay of Plenty Polytechnic based on 2006 EFTS in light of the significant growth experienced by the Polytechnic during 2007.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Confirm TEC's long term commitment in the form of the regionally based Manager Stakeholder Engagement position to ensure industry needs are reflected in the delivery of programmes and research & development.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Develop a national policy relating to initiatives such as INSTEP, Gateway, STAR and Education 4 Enterprise which provide linkages between education and business, to enable programmes to be sustainable and the intellectual property developed to be delivered at a regional and national level.	Tertiary Education Commission Ministry of Education NZ Trade & Enterprise	Tertiary Education Board Regional Tertiary Facilitation Steering Group

ACTION	GOVERNMENT AGENCY	LOCAL SUPPORT
YOUR BAY OF SUSTAINABILITY – AT A REGIONAL LEVEL		
Review the cost of carboNZero accreditation and compliance to ensure sustainability practices are viable for SMEs.	Ministry for Research, Science & Technology Ministry for the Environment Landcare Research	Sustainable Business Network
Provide businesses with information and education on sustainability to better understand the benefits and facilitate changes in business practice.	Ministry for the Environment Ministry of Economic Development	Sustainable Business Network
Provide a layperson's guide to government's policy position on sustainability in relation to businesses, including benefits in the form of increasing international competitiveness.	Ministry for the Environment Ministry of Economic Development	Sustainable Business Network
Provide incentives to businesses undertaking sustainable business practices, including developing sustainable buildings.	Ministry of Economic Development Energy Efficiency Conservation Authority	Territorial Local Authorities Sustainable Business Network
Include a positive weighting for businesses undertaking sustainable business practices when tendering for government projects.	All Central Government Agencies	Sustainable Business Network
YOUR BAY OF OPPORTUNITY - LABOUR ISSUES & SKILLS		
Provide funding for the INSTEP programme to ensure its sustainability and to realise the significant opportunity of rolling it out on a regional and national basis.	Tertiary Education Commission Ministry of Education NZ Trade & Enterprise Ministry of Youth Development Ministry of Social Development	Priority One
Through immigration policy, provide access to increased opportunities and support to seasonal workers offshore.	Immigration New Zealand	New Zealand Kiwifruit Growers Incorporated
Develop a national skill strategy to provide an opportunity for alignment, resulting in efficiencies across the country as a whole.	Department of Labour	Priority One Chamber of Commerce Export NZ BOP EMA
YOUR BAY OF PROSPERITY - EXPORT YEAR 2007 & BEYOND		
Take a leadership position in terms of the rationalisation of port activities to encourage collaboration and ensure New Zealand remains internationally competitive in commodity transportation.	Ministry of Economic Development	Port of Tauranga Environment Bay of Plenty Territorial Local Authorities SmartGrowth Implementation Committee
Develop a national transport strategy incorporating rail and coastal shipping to decrease costs and the inefficiencies of New Zealand's internal logistics.	Ministry of Transport Land Transport New Zealand	Port of Tauranga Territorial Local Authorities SmartGrowth Implementation Committee
Ensure the momentum of Export Year 2007 initiatives are maintained to maximise outcomes, including the Export Development Programme and the Bay of Plenty exporter business database.	NZ Trade & Enterprise	Export NZ BOP Priority One Chamber of Commerce
Re-establish the Regional Economic Development Advisor position in the Bay of Plenty. A region of this size and potential for economic growth needs a dedicated resource in this area.	NZ Trade & Enterprise	Priority One Environment Bay of Plenty
Explore options for a broader approach to monetary policy to address issues of volatility and peaks.	The Treasury Reserve Bank of New Zealand	Export NZ BOP Chamber of Commerce

ACTION	GOVERNMENT AGENCY	LOCAL SUPPORT
YOUR BAY OF PROSPERITY - EXPORT YEAR 2007 & BEYOND		
Invest in tertiary education to increase R & D opportunities in key exporting sectors (eg horticulture, food processing, ICT) and development and commercialisation of intellectual property.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group
Invest in export-specific education and training programmes at a tertiary level to assist those currently exporting and increase the number of young people entering careers in exporting.	Tertiary Education Commission	Tertiary Education Board Regional Tertiary Facilitation Steering Group Priority One
Continue to market New Zealand as a healthy place to live with environmentally sustainable business practices. This is becoming increasingly important for exporters in terms of food miles and sustainability issues.	NZ Trade & Enterprise Tourism New Zealand	Tourism Bay of Plenty Priority One Sustainable Business Network
YOUR BAY OF GROWTH - CENTRAL & LOCAL GOVERNMENT – CORE INFRASTRUCTURE		
Provide support for the progression of all parts of the Smart Transport Corridors network, which has been designed to accommodate long term growth in the sub-region.	Ministry of Transport Land Transport New Zealand Transit New Zealand	Smart Transport Corridors SmartGrowth Implementation Committee
Review the provisions of the Land Transport Management Act (LTMA) to: • Ensure there is no risk of duplicating or re-litigating the Resource Management Act provisions through a tolling process (as currently LTMA enables ‘environmental sustainability’ to be reassessed). • Either define ‘affected communities’ in respect to a proposed tolling schedule or remove the requirement to consult with ‘affected communities’.	Ministry of Transport Land Transport New Zealand Transit New Zealand	Smart Transport Corridors SmartGrowth Implementation Committee
Provide funding mechanisms to enable packages of infrastructure (rather than individual projects) to be progressed. The packages should be required to demonstrate a multi-modal approach, integrated planning and, where appropriate, multi-agency support.	Ministry of Transport Land Transport New Zealand Transit New Zealand	Smart Transport Corridors SmartGrowth Implementation Committee
Increase the transport planning and funding timeframes from the current three year planning period to a minimum of 10 years.	Ministry of Transport Land Transport New Zealand Transit New Zealand	Smart Transport Corridors SmartGrowth Implementation Committee
Develop a national policy statement on water allocation, including the extent of the current water resource, to provide guidance at a national level in setting water allocation policy	Ministry for the Environment	Environment Bay of Plenty Territorial Local Authorities SmartGrowth Implementation Committee
YOUR BAY OF CONNECTIONS - MAORI ECONOMIC DEVELOPMENT		
Facilitate the establishment of a branch of the Federation of Maori Authorities in the sub-region to maximise the potential of Maori economic development.	Te Puni Kokiri	Te Raranga Maori Business Association Priority One
Review the Te Ture Whenua Maori / Maori Land Act to enable and encourage the utilisation of Maori land.	Maori Land Court Ministry of Justice Ministry of Maori Affairs	Te Raranga Maori Business Association Te Awanui Huka Pak Cooperative Maori Land Trusts Priority One
Establish a Maori Land Court presence in the Western Bay of Plenty.	Maori Land Court Ministry of Justice Ministry of Maori Affairs	Te Raranga Maori Business Assn Te Awanui Huka Pak Cooperative Maori Land Trusts Priority One

Appendix 1 – Central Government Ministers

MINISTER	PORTFOLIO
Helen Clark	Prime Minister Minister for Arts, Culture and Heritage Minister in charge of the NZ Security Intelligence Service
Michael Cullen	Deputy Prime Minister Attorney General Leader of the House Minister of Finance Minister for Tertiary Education
Jim Anderton	Minister of Agriculture Minister for Biosecurity Minister of Fisheries Minister of Forestry
Trevor Mallard	Minister for Economic Development Minister for Industry and Regional Development Minister for State Owned Enterprises Minister for Sport and Recreation Minister for the Rugby World Cup
Lianne Dalziel	Minister of Commerce Minister of Women's Affairs Minister for Small Business
David Cunliffe	Minister of Immigration Minister of Communications Minister for Information Technology
Mita Ririnui	Minister of State Associate Minister in Charge of Treaty of Waitangi Negotiations Member, Māori Affairs Committee Associate Minister of Corrections, Forestry and Health
Margaret Wilson	Speaker Chairperson - Parliamentary Service Commission Minister Responsible for the Parliamentary Service
Winston Peters	Minister of Foreign Affairs Minister for Racing Associate Minister of Senior Citizens

Steve Chadwick	Minister of Conservation Associate Minister for Health Minister of Women's Affairs
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Appendix 2 – Workshop Sessions

SESSION 1	SESSION 2
Tertiary Education, Research and Development <i>Hon Dr Michael Cullen</i> Facilitator: Bill Wasley Scribe: Lyn Parlane	Tertiary Education, Research and Development <i>Hon Dr Michael Cullen</i> Facilitator: Bill Wasley Scribe: Lyn Parlane
Export Year 2007 <i>Hon Trevor Mallard</i> Facilitator: Brett Hewlett Scribe: Annie Hill	Export Year 2007 <i>Hon Trevor Mallard</i> Facilitator: Brett Hewlett Scribe: Annie Hill
Labour Issues and Skills <i>Hon David Cunliffe</i> Facilitator: Andrew Coker Scribe: Gail Elliott	Central & Local Government – Core Infrastructure <i>Hon David Cunliffe</i> Facilitator: Christine Jones Scribe: Gail Elliott
Sustainability – What does it mean at the regional level? <i>Hon Jim Anderton</i> <i>Hon Lianne Dalziel</i> Facilitator: Ken Tremaine Scribe: Gord Stewart	Sustainability – What does it mean at the regional level? <i>Hon Jim Anderton</i> <i>Hon Lianne Dalziel</i> Facilitator: Ken Tremaine Scribe: Caroline Toplis
Maori Economic Development <i>Hon Mita Ririnui</i> Facilitator: Hemi Rolleston Scribe: Lina Renner	

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