



BAY OF CONNECTIONS ANNUAL REPORT



BAY OF PLENTY - A WORLD-CLASS REGION

*One **Region.** One **Goal.** One **Future.***


BAY OF CONNECTIONS GROWTH STRATEGY
*A Strategy to encourage growth and employment in
sustainable world class sectors in the Bay of Plenty.*



IT'S BEEN NEARLY FIVE YEARS SINCE PEOPLE FROM ACROSS THE BAY OF PLENTY CAME TOGETHER WITH A COMMON GOAL – TO CO-OPERATE AND COLLABORATE TO ACHIEVE ECONOMIC AND SOCIAL PROSPERITY FOR THE PEOPLE OF THE REGION.

Today, the Bay of Connections region includes the economies of the Eastern Bay of Plenty, Rotorua, Taupo, and Western Bay of Plenty and partnerships across the country.

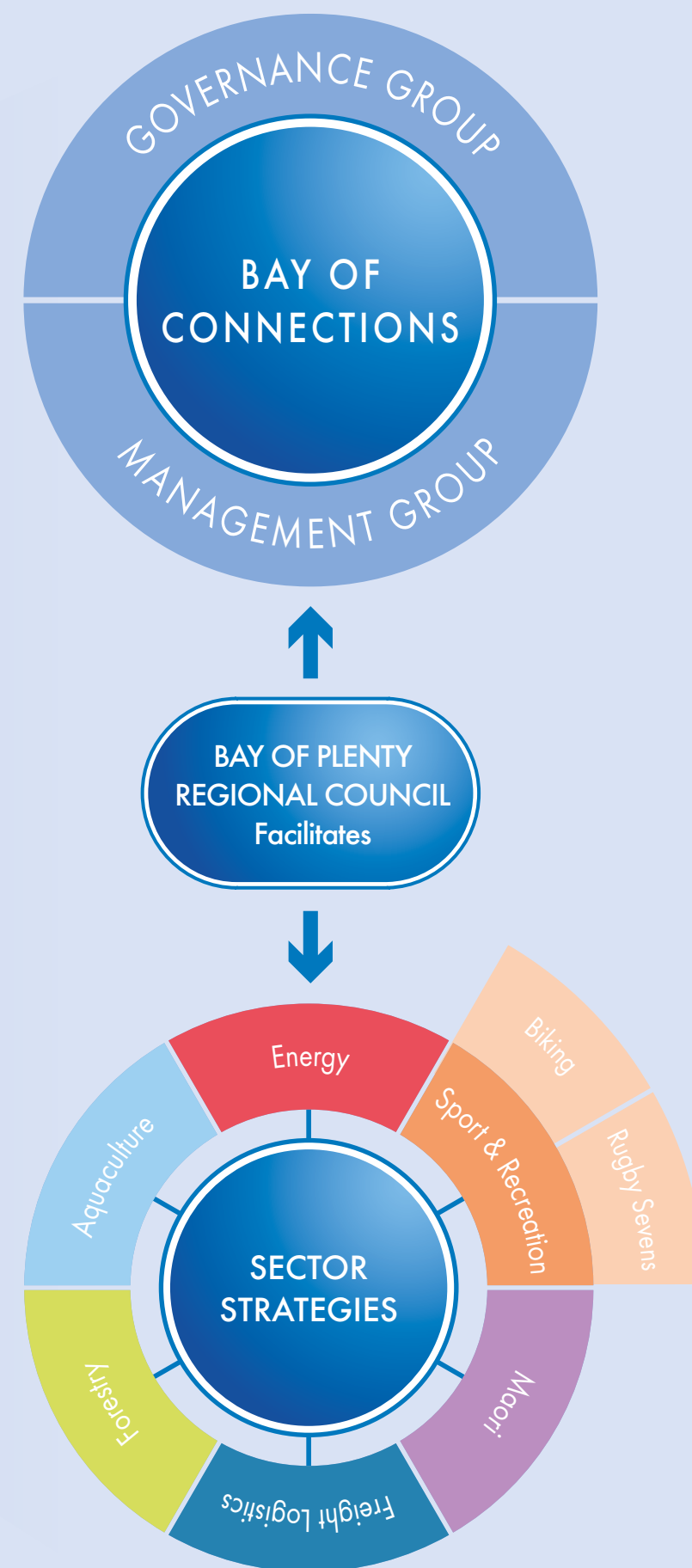
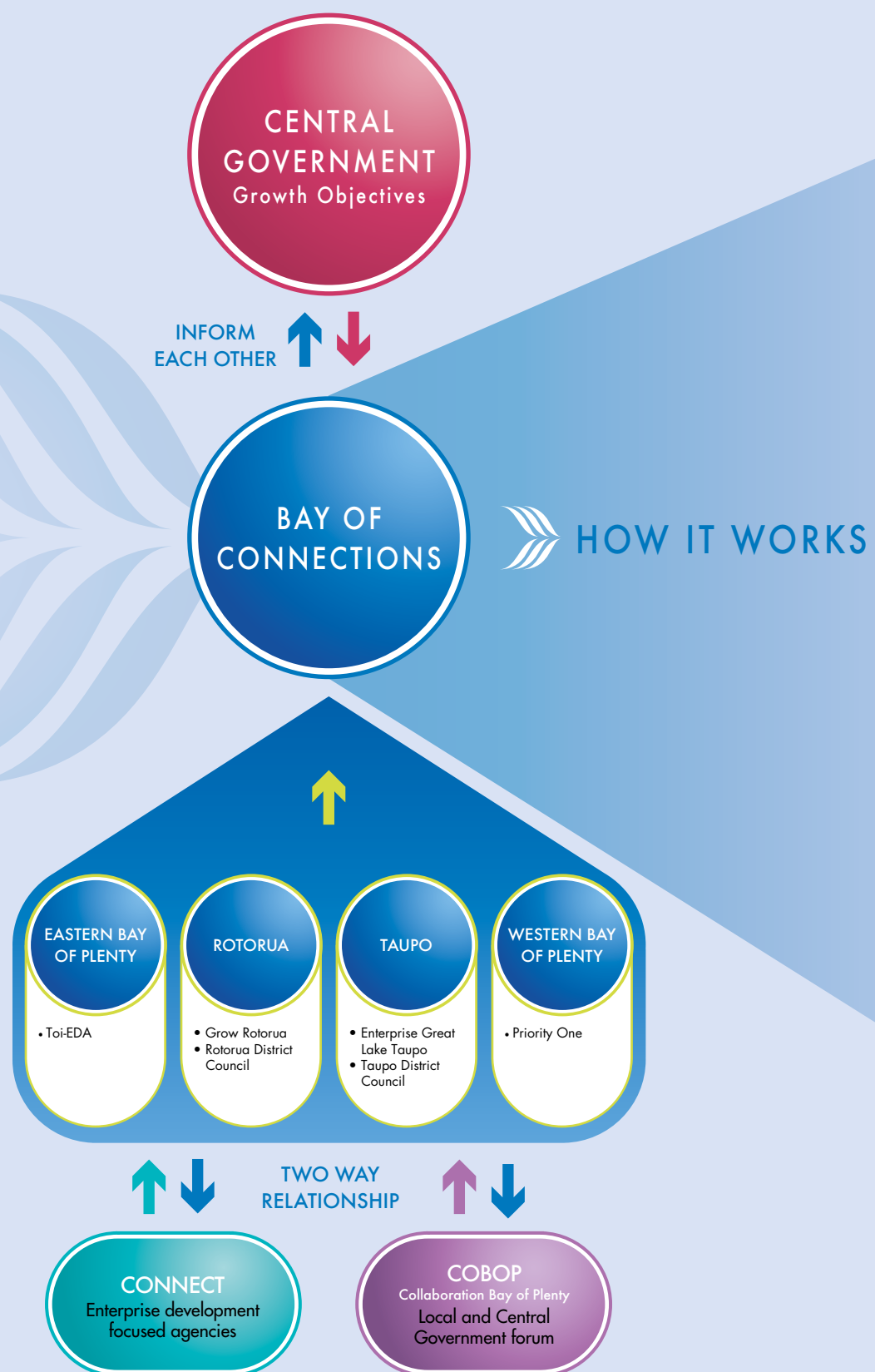
This 2012 Annual Report is not a financial results document. It gives a snapshot into the progress of the Bay of Connections during the 2012 calendar year.



ONE REGION.
ONE GOAL.
ONE FUTURE.

THE BAY OF CONNECTIONS MODEL

RELATIONSHIPS





MESSAGE FROM THE CHAIR

BAY OF CONNECTIONS GOVERNANCE GROUP

WELCOME TO THE FIRST ANNUAL REPORT FOR THE BAY OF CONNECTIONS.

In 2007 we started with the passion and commitment of councils, central government, the economic development agencies, and business people from across the Bay of Plenty. Five years on, we have seen significant progress. This Report gives the key achievements from 2012, drawing on the progress made in the preceding years.

The Bay of Connections is seen as a successful regional economic model that is already helping to drive growth for the wider Bay of Plenty region. The main reason for its success is the philosophy of collaboration, co-operation and partnerships.

The concept of *connections* is at the heart of this strategy. We have regional, national and sector-wide relationships, working alongside global and business connections to create new opportunities. The region has a common goal for growth where opportunities are shared, and because of this we are becoming more nationally significant.

Our job is really just starting. The Bay of Connections is developing and evolving to respond to the challenges and changes in the local, national and international environment. There is much to be done in the coming months and years. With our core philosophy of collaboration and connections, I am confident that as one region, we will achieve the growth that we seek.

I would like to thank the members of both the Bay of Connections Governance and Management groups for their passion and commitment, as well as all the sector advisory group members. They drive the work of Bay of Connections. I would also like to thank the hundreds of people who have been involved in the Bay of Connections in one way or another in 2012, as well as over the past five years. Your contribution is important and valued, and I look forward to working with you in 2013.

John Cronin
Chair, Governance Group
Bay of Connections Governance Group

The Bay of Connections entered 2012 after an extremely busy six months, with the launch of the Energy, Forestry and Wood Processing, and Freight Logistics strategies, along with the launch of the updated Bay of Connections strategy.

This year, a huge amount of work has been achieved to progress each of these strategies, including the establishment and regular meeting of the sector groups, and sector sub-groups where relevant. This has meant specific tasks and tactics have been identified and progressed. As a result, clear developments have been made in each of the sector strategies over the last year.

Alongside these strategies, focus has also turned to other key sectors of Sport and Recreation (including Rugby Sevens and Biking), and Maori Economic Development. These strategies are all in development, building on the proven and established sector strategy model that has been used to support the Bay of Connections portfolio.

The Bay of Connections Management Group's strength is in its members – New Zealand Trade & Enterprise, Toi-EDA, Priority One, Rotorua District Council, and Taupo District Council. The commitment and support of Lionel Crawley, Andrew Coker, John Galbraith, Mark Rawson and Will Samuel cannot be overstated.

The Bay of Connections portfolio is managed by the Bay of Plenty Regional Council.

Fiona McTavish
Chair, Management Group
Bay of Connections

MESSAGE FROM THE CHAIR

BAY OF CONNECTIONS MANAGEMENT GROUP



MEET OUR TEAM

GOVERNANCE GROUP



John Cronin
Local Government



Anthony Olsen
Māori Business



Hemi Rolleston
Priority One



Tony Hawken
Eastern Bay
Business



Andy Blair
Enterprise Great
Lake Taupo



John Green
Grow Rotorua



Bryce Heard
Rotorua Business



Graeme Marshall
Tauranga Business



Richard Jones
Māori Business

The Toi-EDA
position is
currently vacant

MANAGEMENT GROUP



Fiona McTavish
Bay of Plenty
Regional Council



Lionel Crawley
New Zealand Trade
and Enterprise



Mark Rawson
Rotorua Economic
Development



Cheryl MacGregor
Bay of Connections
Advisor



John Galbraith
Toi-EDA



Will Samuels
Taupo District Council



Andrew Coker
Priority One

VISION

Bay of Plenty -
A prosperous
region supported by
sustainable sectors

MISSION

To deliver sector-based
strategies and action
plans that generate and
encourage additional
sustainable employment
for the Bay of Plenty

VALUES

We will collaborate in
our community with
integrity, respect and
transparency, and in a
friendly manner

FREQUENTLY ASKED QUESTIONS



WHAT IS THE BAY OF CONNECTIONS?

The Bay of Connections is a regional growth strategy. It is simple and aspirational. It's about having a prosperous region driven by sustainable sectors. The aim is to establish and implement sector-based strategies that generate more job growth. It's also about growing a strong and vibrant community, encouraging collaboration between business and industry, improving well-being, and encouraging innovation and leadership. And it's about identifying and capturing areas of growth and opportunity.

Sector strategies are now in place for Aquaculture, Forestry & Wood Processing, Freight Logistics, and Energy. Each strategy is developed by an industry-led advisory group. The Bay of Connections Governance Group maintains the oversight of the strategies, with the support and advice of the Bay of Plenty Regional Council. Strategies for Sport & Recreation, (including Rugby Sevens and Biking), and the Maori Economy are in development.

The Bay of Connections is seen as a successful regional economic development model. The key reason for its success is the philosophy of collaboration, co-operation and partnership that is at its heart. The concept of *connections* is the key driver with regional, national and sector-wide relationships creating new and exciting opportunities.

WHO IS INVOLVED IN THE BAY OF CONNECTIONS?

A large number of individuals, businesses, organisations and agencies are involved in the Bay of Connections in a range of different ways. This includes those contributing to the sector strategies and implementing the actions.

The Bay of Connections is led by a Governance Group of ten members – three from business, four from the economic development agencies, two Māori business representatives and a local Government representative. The Governance Group is supported by the region's economic development agencies, councils, New Zealand Trade and Enterprise, and the Bay of Plenty Regional Council, which provides overall project leadership, advice and support to the strategy.

WHAT IS THE BAY OF CONNECTIONS REGION?

The Bay of Connections region covers the wider Bay of Plenty region, including Rotorua, Western Bay of Plenty, Eastern Bay of Plenty, and Taupo. It covers 34,000 square kilometres of land and sea.

HOW DOES THE BAY OF CONNECTIONS WORK?

The Bay of Connections identifies the key strengths and areas of opportunity for the region – from both developed and developing sectors. It is export and globally focussed. It is informed by data, research, information, analysis and consultation at a local, regional and national level.

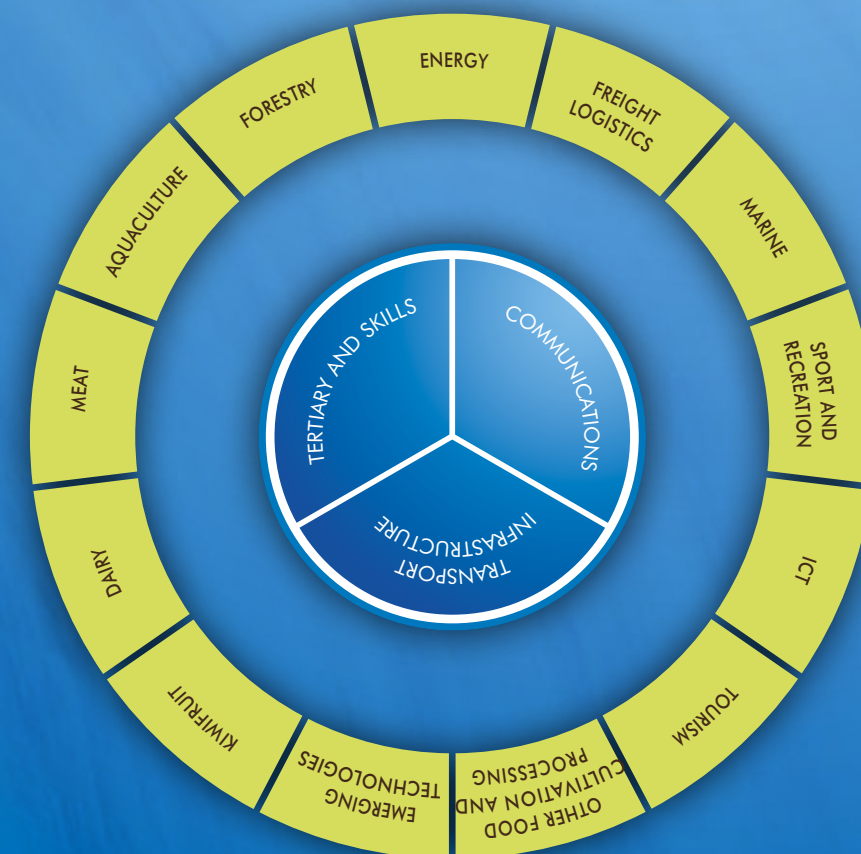
Thirteen sectors have been identified as the key export-focussed areas, supported by three enabling areas that cut across all or most of the economy.

Each of the sectors has been measured against a set of selection criteria, to determine their readiness for engagement in the strategy.

These criteria are:

1. Regional capability and/or comparative advantage
2. Aligned with national sectors that are globally competitive
3. Strong sector buy-in and leadership
4. Strategy interventions/actions can support transformative growth

We have strategies in place for the Aquaculture, Forestry & Wood Processing, Energy, and Freight Logistics. Work is in progress on Sport and Recreation (including Rugby Sevens and Biking), and the Maori Economy.



WHY IS IT WORKING?

The Bay of Connections provides a simple framework for the region to work together even better, to achieve greater economic growth. Together, the region has the scale to be nationally and internationally significant. Quite simply, it just makes sense to work together.

The Bay of Connections has already achieved a great deal since it was first launched in 2008. It is seen as a role model for regional economic collaboration.

The success of the Bay of Connections is simple:

- It is industry-led, bringing together some of the strongest business leadership in the wider region
- It has strong governance and advisory groups

- A willingness to work together, and a regional, national and international perspective
- We have removed the boundaries between local regions and sectors
- The strong philosophy of collaboration, co-operation and partnership that is at its heart

HOW WILL ITS SUCCESS BE MEASURED?

The ultimate measure of success for the Bay of Connections will be through job growth.

Other measures of success include the continual progress and implementation of sector action plans, the retention of top industry experts, and continued involvement from Central and Local Government.

Audit of the Aquaculture industry to determine what is required to reach the regional goal of \$250 million exports by 2025

Report on *Freshwater Aquaculture Opportunities in the Bay of Plenty*

Successful lobbying by the Forestry, and Freight Logistics action groups for the removal of High Productivity Motor Vehicles (HPMV) restrictions on the Okere Bridge on State Highway 33

Presentations to national conferences across the range of Bay of Connections sectors

- Galvanising industry participation.
- The key to progress so far has been the highly engaged, industry-led focus and strong business leadership in the region.
- The numbers of business people involved across the Bay of Connections portfolio, and the breadth and expertise of those individuals involved is outstanding.
- The four Action Groups for Energy, Forestry, Freight Logistics, and Aquaculture have strong membership, drive and focus.
- The strength of the councils and economic development agencies involved in the Bay of Connections Governance and Management groups. Such strong governance and co-operation has been critical.
- The media coverage received across the range of sectors over the year has increased the reach and visibility of the Bay of Connections strategies and projects.
- The interest from, and meetings with, Government Ministers across Aquaculture, Forestry & Wood Processing, and Freight Logistics has been a key to helping the region progress our strategies faster.

Inaugural BSc (Aquaculture) course for University of Waikato and Bay of Plenty Polytechnic

Energy stocktake highlighting the number of energy-based initiatives in the region

Sharing and benchmarking of best practise for improving logistics safety, and the identification of freight volumes and trends on key routes

Co-ordinating and facilitating industry discussions for significant proposed developments

THE STRATEGIES

A summary of 2012, and what's in store for 2013.



Aquaculture



Forestry and Wood Processing



Freight Logistics



Energy

AQUACULTURE STRATEGY

VISION: Bay of Plenty is a world-class Aquaculture region.

GOAL: To grow an integrated and sustainable aquaculture industry in the Bay of Plenty with export sales of \$250 million by 2025.

The Bay of Plenty Aquaculture Strategy was the first of the Bay of Connections sector strategies to be developed. It was launched in 2009.

The Regional Aquaculture Organisation was established in 2010 to oversee and implement the actions of the strategy.

A key milestone in 2012 was the completion of a major study into freshwater aquaculture opportunities - *Freshwater Aquaculture Opportunities in the Bay of Plenty*. It was jointly funded by eight investors, including Enterprise Great Lake Taupo and Te Ohu Kai Moana. The study was presented to the Minister for Primary Industries, David Carter, in Taupo in July by Regional Aquaculture Organisation members. The Minister requested a formal communication from the group outlining the opportunities and constraints identified in the report for further follow-up by him, and his ministry advisers.

An audit of the industry was also completed – to determine what is required to reach the goal of \$250 million exports by 2025.

The planned Ōpōtiki Aquaculture and associated harbour projects remain the most advanced initiatives towards realising the region's aquaculture goal. Sea trials continue to show promising results and social benefits assessments and business case reports were completed during the year.

Eastern Seafarms, which is 54% owned by Whakatohea Maori Trust Board, 26% by Sealords and 20% by New Zealand Seafarms, has for the past two years been carrying out commercial mussel trials, eight kilometres off the coast of Opotiki. There are currently three lines (10 kilometres of culture rope) in the water. The trials are proving that the growth rates and yields are as good as anywhere in New Zealand. In the past two years the farm has collected local spat. The commercial trials are continuing with the monitoring of spat catch, the trialing of different buoys and different culture ropes.

Cawthron are carrying out Geoduck growth trials in the Tauranga area and expect to continue this through to 2016. Broodstock will also be collected in the Bay of Plenty for ongoing breeding research. Equipment may be tested in 2013 to grow geoduck on the open ocean site off Opotiki.

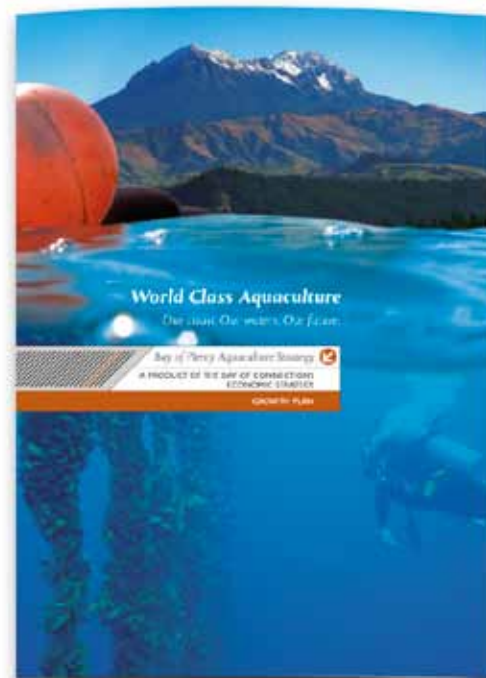
The University of Waikato and Bay of Plenty Polytechnic have just completed the inaugural BSc course in Aquaculture, which builds on the Polytechnic's long standing Aquaculture program. Already the course is being expanded to provide a pathway to postgraduate study. Parallel to this is the development of a marine and coastal studies facility with a three-fold expansion of the University of Waikato Coastal Field Centre at Sulphur

Point, less than a year after its opening. The Centre, amongst other research themes, will support aquaculture research by providing a platform for seamless access to the field and a backup system for the Bay of Plenty Polytechnic campus facility. Research focus into the future will be on identifying new high-value marine products and by-product value-add, along with developing systems for large scale production. For the latter, aquaculture is likely to be the main production system with emphasis on Integrated Multi-Trophic Aquaculture.

In the past three years, many of the early goals of the Aquaculture Strategy have been achieved, while the focus of others has been refined. An updated three year action plan will be developed in early 2013.

The key areas of focus for 2013 include:

- Freshwater aquaculture
- Other marine species, including the opportunities around trout farming, geoduck and sea cucumber
- Iwi programme
- Continuing focus on science and education
- Working with other sectors to identify synergies eg the link between aquaculture and geothermal energy



2012 AQUACULTURE SNAPSHOT

Bi-monthly meetings are chaired by Graeme Coates (CEO of Marine Farmers Association)

Inaugural BSc (Aquaculture) course for University of Waikato and Bay of Plenty Polytechnic

Completion of University of Waikato study *Freshwater Aquaculture Opportunities in the Bay of Plenty*

Continued enthusiasm and progress for development of offshore mussel farm and continued success with early trials off Opotiki

Geoduck trials in the Tauranga area

Completion of Audit of the regional Aquaculture industry to determine what is required to reach the goal of \$250 million exports by 2025

FORESTRY AND WOOD PROCESSING STRATEGY

VISION: A world-class Forestry and Wood Processing region.

GOAL: By 2020 we will be adding value to over 70% of the logs harvested in the region.

The Forestry strategy was developed and launched in 2011, following consultation and contribution from members of industry. The Action Group was established in November 2011. The group is chaired by independent forestry consultant, Bryce Heard, with industry expertise by John Galbraith. Five meetings were held during 2012, with all meetings well attended and accompanied by site visits that have been constructive, topical and informative.

At the forefront of all Forestry strategy actions is the link into a national strategy which was developed by the Wood Council of New Zealand (Woodco) and launched at the ForestWood Conference in Wellington in March. The Bay of Plenty region is well positioned to both benefit from and contribute to, this strategy, which aims to more than double the New Zealand forest industry's business-as-usual export earnings to \$12 billion by 2022. In order to achieve this, the industry will need to grow domestic capacity, diversify its export base and concentrate on high-value wood-based manufacturing – all of which are key aspects of the Bay of Connections Forestry strategy. In addition, the new national strategy is focused on collaboration and co-operation across the industry, a philosophy that is already embedded in this region through the Bay of Connections.

There are a number of areas where the Bay of Connections action plan supports the national strategy, including in the promotion of wood for use in construction under the NZ Wood brand, the promotion of timber-acceptable solutions in New Zealand building codes and standards, the development of pan-industry and innovation initiatives, and the development of education and career pathways. Supporting the work around updates to the Timber Standards will be a particular focus for the Forestry and Wood Processing Action Group for the remainder of the year.

A key aspect of the Forestry and Wood Processing Action Group in 2012 has been providing leadership and co-ordination in facilitating industry discussions around significant proposed developments. The Action Group Chair and the industry expert in particular have been actively involved in working with other industry organisations and Government agencies to identify new markets.

A significant highlight for the Forestry and Wood Processing Action Group has been the successful lobbying for the assessment of, and subsequent removal of, High Productivity Motor Vehicles (HPMV) restrictions on the Okere Bridge on State Highway 33, just east of Rotorua. State Highway 33 is an important freight logistics route, connecting Central North Island forestry and wood processing operations, among others, to the Port of Tauranga. Opening State Highway 33 to HPMV allows for significantly improved freight efficiencies for a range of businesses and sectors.

The Forestry, and Freight Logistics Action Groups, along with individual members of both groups, other council and central government representatives, provided information and submissions to the Bay of Plenty Land Transport Plan and to New Zealand Transport Agency. As a result, NZTA escalated the time frames for initial testing to determine the structural aspects of the bridge. The outcome was that additional reinforcement was not required and the bridge was opened to HPMV immediately. This is a significant development for the wider Bay of Plenty and for the Bay of Connections as a whole.



2012 FORESTRY SNAPSHOT



Five meetings held at relevant sites across the wider Bay of Plenty region, including Red Stag Timber and Waiariki School of Forestry and Primary Processing in Rotorua, the Clean Energy Centre in Taupo, Norkse Skog in Kawerau and the Smart Business Centre in Tauranga

Topics covered include the WoodCo national strategy, China/NZ processing costs report, HPMV, NZWood, revisions of timber standards, and reports on specific regional projects

Presentations to the NZIF Conference in July, Appita and Associate Minister for Primary Industries in August, and Forest Tech 2012 in December

Okere Bridge opened to HPMV trucks



FREIGHT LOGISTICS STRATEGY

VISION: World-class Freight Logistics.

GOAL: Lift New Zealand's ranking in Logistics Performance.

The Freight Logistics strategy was launched in December 2011, with the endorsement of the then Minister for Transport, Steven Joyce. The first meeting of the Action Group was held in February 2012, and the group and the strategy have since gone from strength to strength.

The wider Bay of Plenty region is already an important link in New Zealand's national and international supply chain, the Port of Tauranga being New Zealand's largest port by volume, with 18.5 million tonnes in 2012. The region is home to many of New Zealand's key agricultural, forestry, horticultural and aquaculture centres, meaning the region has the potential to be a critical hub for freight moving into, out of and around the North Island.

The Freight Logistics Action Group has proven to be a unique forum for operators, service providers and other stakeholders to meet, share information and contribute to the strategy goals of improving freight efficiency. Trust and confidence amongst members of the group has developed quickly, to the point where different members and organisations are sharing confidential and competitive information in the common interest of achieving growth and improving efficiencies in individual operations, and across the region.

To help progress the Freight Logistics Action Plan, four sub-groups have been established:

- Workforce and Skills
- Health, Safety and the Environment
- Enabling Technology
- Infrastructure

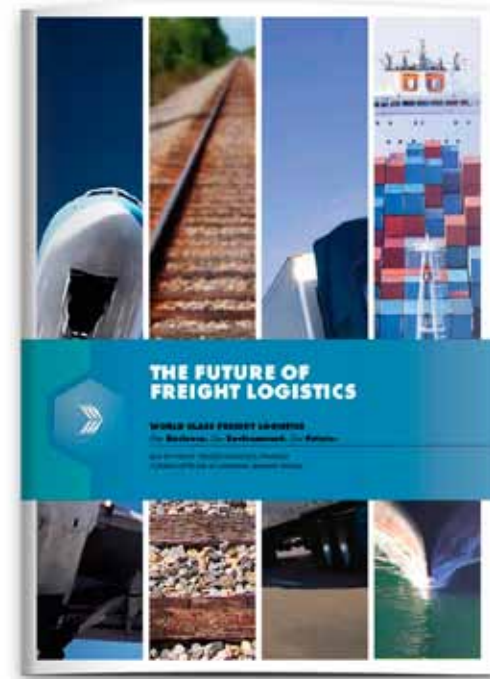
An additional sub-group focusing on HPMV has also been recently established to help maximise the potential from HPMV to the industry, and help resolve obstacles.

Each of the sub-groups is chaired by a member of industry, and represents individuals and organisations contributing their own time and expertise to solving problems and lifting performance.

As outlined in the Forestry strategy section (on page 16), a key highlight has been work around the constraints and potential gains of HPMV constraints being lifted on the Okere Bridge, State Highway 33. This work included a submission to the Bay of Plenty Land Transport Plan on priority HPMV routes, which focussed attention on the bridge's constraint on a potentially valuable freight route. The NZTA subsequently lifted restrictions on the bridge, with this key freight route now open to the significant movement of freight by HPMV from Taupo and Rotorua to the Western Bay of Plenty and the Port of Tauranga.

As identified in the Freight Logistics Strategy, a key relationship exists between growth in heavy vehicle activity and change in GDP. In New Zealand, heavy vehicle travel increases at a rate approximately 1.4 times the real rate of GDP growth. This relationship is noted in presentations by the Freight Logistics group to planners and local authority members, to emphasise the inter-connection between productive freight growth and creation of regional wealth, and also the apparently insatiable growth in demand for transport infrastructure. The important correlation between transport activity and GDP has recently been socialised in the ANZ Truckometer.

The key areas of focus for 2013 include assessing the outcomes from the Upper North Island Freight Story (a programme of work led by the NZTA and the Upper North Island councils), and implications and implementation of this work in the wider Bay of Plenty and Waikato. Other key areas of work include the sharing and benchmarking of best practice for improving logistics safety, and the identification of freight volumes and trends on key routes – a project that has developed through information sharing protocols developed by the Enabling Technology sub-group.



2012 LOGISTICS SNAPSHOT

Four Action Group meetings at sites relevant to the industry across the wider Bay of Plenty, including the Bay of Plenty Polytechnic Road Transport Warehousing and Logistics Training Centre, Port of Tauranga, the South Waikato District Council in Tokoroa, and the new Sharp Tudhope building in Tauranga

RECOGNISED

In New Zealand, heavy vehicle travel increases at a rate approximately 1.4 times the real rate of increase in GDP.

1.4 TIMES

A report on the Freight Logistics industry safety performance was completed and presented

REPORT COMPLETED & PRESENTED

Submission made to the Bay of Plenty Land Transport Plan in relation to Okere Bridge

Reports received on South Waikato and wider Bay of Plenty road and rail networks, and major forestry and dairy industry freight volumes

Five sub-groups established, including recent addition of HPMV sub-group

FIVE SUB-GROUPS

ENERGY STRATEGY

VISION: Wealth and wellbeing via energy.

GOAL: By 2030, the wider Bay of Plenty has additional energy investments of \$3 billion and 13,000 new jobs. By 2040 we have an extra \$4 billion investment and 24,000 new jobs.

The Energy Strategy was launched in December 2011, covering the full range of energy sector aspects, from resources and supply, through to energy use and future growth. As such, the Energy strategy touches almost every person in the wider Bay of Plenty region and is the largest and widest of the strategies released to date. The strategy covers residential energy uses and can affect quality of life through energy use in homes for heating, the availability of hot water and the cost of energy for everyday uses. In addition businesses throughout the region depend on reliable supplies of low cost energy.

The Energy Action Group has representatives from business, organisations and agencies across the region and the country, and across the four strands of the Strategy: Wise and Efficient Energy Use, Development and Management of Resources, Economic Growth, and Secure and Affordable Energy Supply.

Four sub-groups have been established and are considered the powerhouses for action. They are:

- Energy Use
- Resources
- Supply
- Growth

Each sub-group has developed an Action Plan and commenced specific projects within their scope. The Energy Action Group provides overall governance of the Energy Strategy.

A key development this year has been the commissioning of a stocktake of the region's energy use to identify and capture the large number of energy initiatives already underway, as well as opportunities and needs. This work has identified that the region is already using energy well, but that its economic growth and wellbeing can be improved by working more closely together and creating clusters of activities. For example, having fruit growers and processors use their residues for the production of heat or transport fuel. The technologies are available, the residue resource is available and the energy demand exists. Collective action is required so that implementation costs are reduced. The information from the stocktake is being used to inform the sub-group action plans.

The richness of the region in under-utilised natural energy resources is recognised as providing opportunities for business. Whether the opportunities are from geothermal energy, woody biomass from forestry, residues from horticulture and agriculture growing and processing, municipal solid and sewage waste, or solar, there are in many ways too many options. The sub-groups are trying to prioritise actions that will provide the foundations for business to pursue their specific opportunities. For residential and commercial energy users there are opportunities to improve personal wellbeing and to future proof future energy costs.



FOUR SUB-GROUPS ESTABLISHED

Four sub-groups were established to refine and progress relevant Action Plans

REGION RECOGNISED BY GOVERNMENT

The strategy has helped position the region as one recognised by government agencies as leaders with regard to using energy for regional economic growth opportunities

ENERGY STOCK-TAKE COMPLETED

Energy stock-take completed highlighting the number of energy-based initiatives that are already occurring within the region and which can be used as demonstration projects

2012 ENERGY SNAPSHOT

VIEWS ON ENERGY CHANGE

Organisations and individuals have been encouraged to view energy resources as opportunities, rather than just as a cost of production

GNS RELEASES INFORMATION ON ENERGY

GNS has released information on the direct use of geothermal energy for hothouse, aquaculture and recreation applications

ONLINE ENERGY PORTAL

Work on the Bay of Connections online energy portal began for easy access to information on energy relevant to residential and commercial energy users in the Bay of Connections region

ACTION GROUP MEETINGS

Four Action Group meetings held across the wider Bay of Plenty region, including Kawerau, Rotorua, Tauranga, and Taupo

ENERGY STOCK-TAKE COMPLETED

Since the release of the Energy Strategy, specific projects underway in the wider Bay of Plenty region include:

- Kawerau is positioning itself to attract new investment based around the additional processing of wood into energy-based biofuels products
- Waipa Enterprise Zone is positioning itself as a location of biofuels projects

- Norske Skog is investigating the potential production of biofuels and other bio-based products using its extensive infrastructure and experience of processing wood fibre
- Waiariki Institute of Technology is reviewing the delivery of its Diploma in Sustainable Energy course
- The Sustainable Business Network is to hold a *Trailblazer Forum* on Energy Management for businesses in the region

LOOKING AHEAD

The end of 2012 and the beginning of 2013 are shaping up to be busy periods for the Bay of Connections, with efforts going into Sport and Recreation, Rugby Sevens, Biking, and the Maori Economic Strategy.

SPORT AND RECREATION

The wider Bay of Plenty region is already viewed by many as the destination of choice for business and pleasure. The region's sports and recreational aspects also offer real potential as future economic growth opportunities, particularly in the areas of Rugby Sevens, and Biking.

Advisory groups have been established for the development of the Rugby Sevens and Biking work. This is being led by Bay of Plenty Rugby and Sport Bay of Plenty, with support and advice from local, regional and national organisations, including the New Zealand Rugby Union.

The Sport and Recreation strategy is due to be completed mid 2013.

THE MAORI ECONOMY

Work has started on developing a Maori Economic Development Strategy for the Bay of Connections region, with a general consensus that this is an exciting opportunity for the region and wider New Zealand.

An advisory group has been established to support the strategy development. It includes representatives from various Iwi and Maori Trust Boards, government agencies, local and regional government, and business. The Advisory group is co-chaired by Anthony Olsen and Richard Jones.

The strategy development team/consultancy team includes BERL/the lead, Tahana Consulting, University of Waikato/Te Kotahi Research. Consistent with other Bay of Connections strategies, the Bay of Plenty Regional Council will manage the development of the strategy.

ONGOING STRATEGY IMPLEMENTATION

It will be business as usual for the four strategies in place for Energy, Forestry, Aquaculture, and Freight Logistics. It's important that we retain the momentum that has gathered over the last year. All four Action Groups have been crucial in the progress to date. We are grateful for their efforts so far, and for their ongoing involvement.

GOVERNANCE GROUP		MANAGEMENT GROUP		SECTOR GROUPS	
<ul style="list-style-type: none">• 3 Business• 4 Economic development• 2 Maori business• 1 Local government		<ul style="list-style-type: none">• Bay of Plenty Regional Council• 4 Economic development agencies• 1 New Zealand Trade & Enterprise		<ul style="list-style-type: none">• Aquaculture• Energy• Forestry• Freight Logistics• Sport & Recreation• Biking• Sevens Rugby• Maori	
EASTERN BAY OF PLENTY		ROTORUA		TAUPO	
TOI-EDA <i>Sub-Regional Economic Development Agency</i> <ul style="list-style-type: none">• Supporting and developing key industry sectors• Attracting people to live, work and play in the Eastern Bay• A valued and creditable resource to the region• Education & skills• Networked economy		ROTORUA SUSTAINABLE ECONOMIC GROWTH STRATEGY <i>Sub-Regional Economic Growth Strategy</i> <ul style="list-style-type: none">• Lift the reputation of Rotorua as a leader in the forest industry, tourism, geothermal and agricultural sectors to ensure Rotorua is recognised as:<ul style="list-style-type: none">- Preferred lifestyle destination- An attractive and easy place to invest and do business, and- A district with an enabling regulatory environment		ENTERPRISE GREAT LAKE TAUPO <i>Tauapo Economic Development Agency</i> <ul style="list-style-type: none">• Support existing businesses• Attract or create new businesses• Create Jobs	
PARTNERS <ul style="list-style-type: none">• Bay of Plenty Regional Council• COBOP• CONNECT• Eastern Bay Chamber of Commerce• Export NZ BOP• Horticulture cluster• Kawerau District Council• Kawerau Enterprise Agency• Kawerau Industrial Symbiosis• Mataatua Assembly• Motu Trails Charitable Trust• Ngati Tuwharetoa• NZ Trade and Enterprise• Opotiki District Council• Opotiki Marine Advisory Group• Te Puni Kokiri• Te Runanga o Ngati Awa• Te Wananga o Awanuiarangi• Tourism cluster• Whakatane District Council		PARTNERS <ul style="list-style-type: none">• Bay of Plenty & Waikato Regional Councils• Export NZ BOP• Grow Rotorua Ltd (Rotorua Economic Development Agency)• Iwi, including but not limited to: Pukeroa Oruawhata Trust, Ngati Whakaue commercial entities, Te Arawa Lakes Trust, Te Arawa Group Holdings Ltd, Federation of Maori Authorities, Te Pumautanga o Te Arawa Trust and other relevant Te Arawa entities• Relevant Government departments• Rotorua business community with a particular focus on the following sectors:<ul style="list-style-type: none">- Forest Industry- Tourism- Geothermal- Agriculture• Rotorua Chamber of Commerce• Rotorua District Council – whole of council approach• Rotorua Tourism committee• Scion and other relevant science, research & development entities• Te Puni Kokiri• The councils, economic development agencies and relevant planning agencies of the upper North Island of NZ• Waiariki institute of Technology and other relevant education and workplace skills providers		PARTNERS <ul style="list-style-type: none">• Agriculture and Aquaculture industry• CRI's – GNS Science and Scion• Department of Conservation• Destination Great Lake Taupo• EDA's and District Councils• Energy industry• Entrepreneurs and Investors• Events Capital• Export NZ BOP• Forestry and Wood processing industry• Lake Taupo Arts Festival Trust (Erupt Events)• Maori - Iwi, hapu & land trusts• Ministry of Foreign Affairs and Trade• Ministry of Primary Industries• National Government• NZ Trade and Enterprise• Regional Councils – Bay of Plenty and Waikato• Taupo Chamber of Commerce• Taupo District Council• Tertiary providers – Waiariki, Waikato Uni• Tourism Industry• Town Centre Taupo	
COBOP (Collaboration Bay of Plenty) - Local and Central Government					
PARTNERS <ul style="list-style-type: none">• Accident Compensation Corporation• Bay of Plenty District Health Board• Bay of Plenty Regional Council• Careers New Zealand• Department of Child, Youth and Family• Department of Conservation		<ul style="list-style-type: none">• Department of Corrections• Department of Inland Revenue• Department of Internal Affairs• Family & Community Services• Housing NZ Corporation• Kawerau District Council• Lakes District Health Board• Ministry for Primary Industries• Ministry of Business, Innovation and Employment		<ul style="list-style-type: none">• Ministry of Education• Ministry of Health• Ministry of Justice• Ministry of Social Development• Ministry of Youth Development• NZ Fire Service• NZ Police• NZ Trade and Enterprise• NZ Transport Agency• Opotiki District Council• Rotorua District Council• Taupo District Council• Tauranga City Council• Te Puni Kokiri• Tertiary Education Commission• Western Bay of Plenty District Council• Whakatane District Council• Work and Income NZ	
CONNECT - Enterprise development focused agencies					
PARTNERS <ul style="list-style-type: none">• Bay of Plenty Polytechnic• Bay of Plenty Regional Council• Eastern Bay of Plenty Chamber of Commerce• EMA Northern• Export NZ - Bay of Plenty		<ul style="list-style-type: none">• Grow Rotorua• Institute of Directors - Bay of Plenty• Kawerau Enterprise Agency• Maori Business Network• Ministry of Business, Innovation and Employment: Science and Innovation Group		<ul style="list-style-type: none">• Ministry of Social Development• NZ Trade and Enterprise• Priority One• Rotorua Chamber of Commerce• Rotorua District Council• Sustainable Business Network• Tauranga Chamber of Commerce• Te Puni Kokiri• Toi-EDA• Tourism Bay of Plenty• Waiariki Institute of Techology• Western Bay of Plenty District Council	

DECEMBER 2012
WWW.BAYOFCONNECTIONS.COM



BAY OF CONNECTIONS
ONE REGION . ONE GOAL . ONE FUTURE