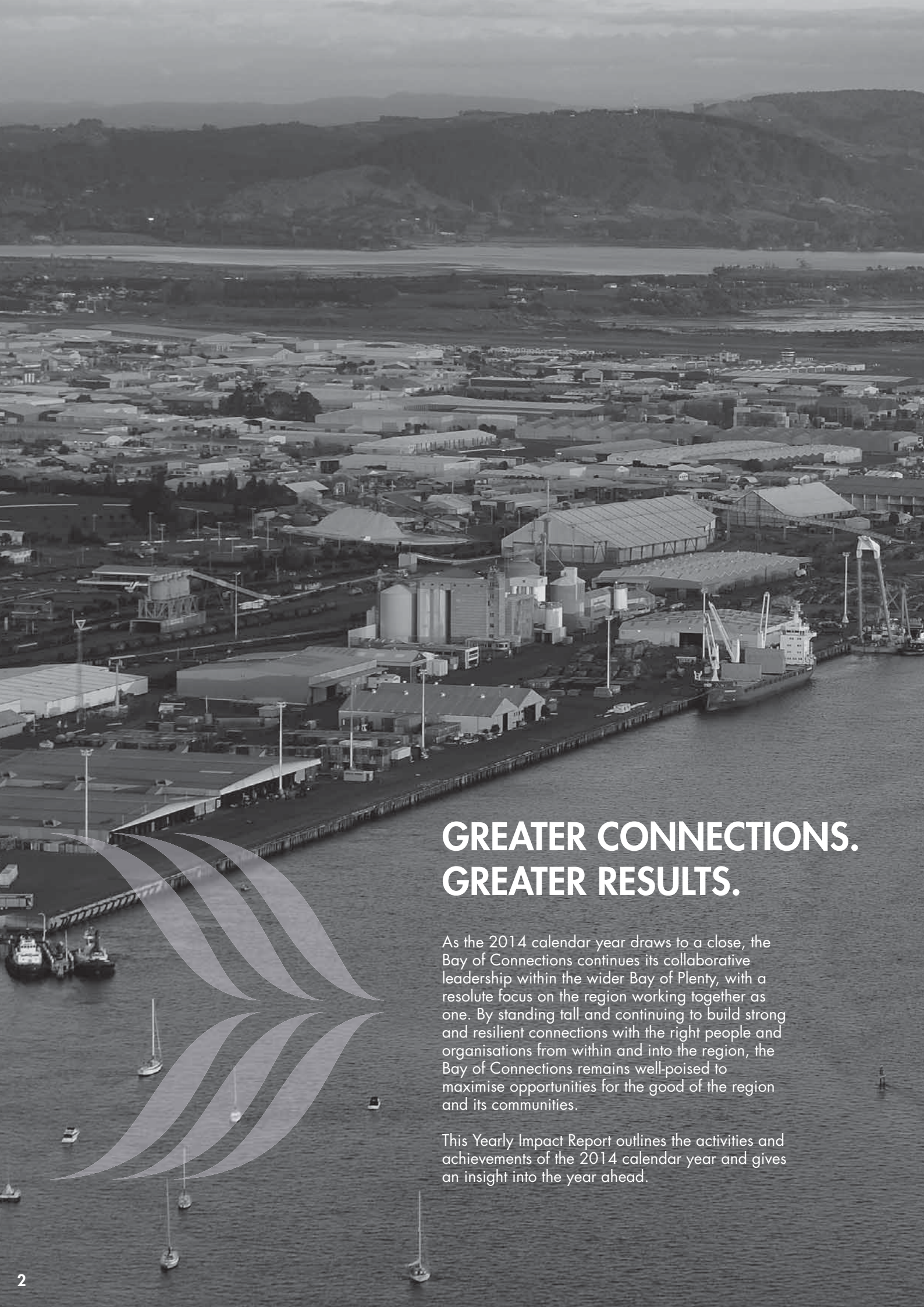




# **BAY OF CONNECTIONS YEARLY IMPACT REPORT 2014**








## GREATER CONNECTIONS. GREATER RESULTS.

As the 2014 calendar year draws to a close, the Bay of Connections continues its collaborative leadership within the wider Bay of Plenty, with a resolute focus on the region working together as one. By standing tall and continuing to build strong and resilient connections with the right people and organisations from within and into the region, the Bay of Connections remains well-poised to maximise opportunities for the good of the region and its communities.

This Yearly Impact Report outlines the activities and achievements of the 2014 calendar year and gives an insight into the year ahead.





THROUGH BOLD, INSPIRED AND  
DEDICATED LEADERSHIP, THE BAY OF  
CONNECTIONS CONTINUES TO  
FORGE A PATH OF COLLABORATION  
AND UNDENIABLE IMPACT FOR THE  
REGION AND ITS PEOPLE, AND IN  
DOING SO, CREATING A VIVID  
BLUEPRINT FOR OTHERS TO FOLLOW.



# DOUG LEEDER

## CHAIR, GOVERNANCE GROUP

Welcome to the Yearly Impact Report for the Bay of Connections for 2014.

I took over the chairmanship of the Bay of Connections early this year, amidst the beginnings of another stage of evolution for the organisation. This past year has seen the Bay of Connections gain true traction and effectiveness both within the region and recognition at a national level.

After seven years of establishment, development and implementation, the Bay of Connections is in a strong leadership position having built credibility and greater awareness, particularly at central government level.

In the 12 months leading up to this year's national election, a strong focus of central government was on supporting regional development. Following the election, this focus is just as strong, with government agencies involved in driving further growth and focus in this area.

The Bay of Connections encourages the region to use its combined strength and work together as one to create influence and leverage on a national scale, while at the same time ensuring no one area loses its distinctiveness.

Our region is particularly well poised to capture the potential opportunities to be provided by the government's increasing focus on the regions.

Acknowledged at central government level as an example of regional development and advancement due to the collaborative work that has already been done, the Bay of Connections provides a successful model which other regions are looking to follow.

The role of the Bay of Connections is multi-faceted. It is an advocate for the wider Bay of Plenty region and a facilitator between people, agencies and industry. It is an educator through providing information and advice across the region, to industry and central government. It has a monitoring function by gathering qualitative and quantitative information, and a facilitator of strategies for industry and regional development.

Looking forward, we need to maintain our momentum to stay at the forefront of regional development. This will be achieved through continuing to live the Bay of Connections values of collaborating in our community with integrity, respect and transparency.



**THIS PAST YEAR  
HAS SEEN THE BAY  
OF CONNECTIONS GAIN  
TRUE TRACTION AND  
EFFECTIVENESS BOTH  
WITHIN THE REGION AND  
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NATIONAL LEVEL**

**THE BAY OF  
CONNECTIONS  
ENCOURAGES THE REGION  
TO USE ITS COMBINED  
STRENGTH AND WORK  
TOGETHER AS ONE**

# FIONA McTAVISH

## CHAIR, MANAGEMENT GROUP

Acknowledging the central themes of people and connections, this year has seen the Bay of Connections continue to build strong, interwoven relationships with agencies and stakeholders across the region.

Off the back of a number of updated Bay of Connections strategies and actions across our key sectors, stronger relationships have been forged with the likes of the Ministry of Business, Innovation and Employment (MBIE), Ministry for Primary Industries (MPI), New Zealand Trade and Enterprise (NZTE), Te Puni Kōkiri (TPK) and other government agencies, as well as with economic development agencies throughout the region and further afield.

This has led to even more collaboration and development through a number of initiatives, partnerships, funding bids and action plans.

A significant outcome of a partnership solidified over the past year has been the commissioning of a Bay of Plenty Regional Growth Study by MBIE and MPI. This is significant for the region, as it has predominantly come about due to the collaborative way in which we already address economic development through the likes of the Bay of Connections, Invest Bay of Plenty spatial plan, the Regional Economic Activity Report's regional profile, and investment through the Government's Primary Growth Partnership.

The report will evaluate short and long-term growth opportunities for investment, employment and incomes in the region, as well as highlight barriers to growth that need to be overcome. What is most significant about this report is that it takes a unique approach by focusing on action rather than purely research and analysis, with central government looking for tangible ways they can make a difference to help accelerate opportunities.

The Bay of Connections' direct involvement in the study ensures a voice within central government that will help effect regional change efficiently and effectively, as well as provide resources in which to address barriers to sustainable growth.

Involvement in the creation of the Tertiary Intentions Strategy (TIS) has been another collaboration over the past year. The TIS was established to define a collective vision, strategy and desired actions for tertiary education delivery that is closely aligned with local industry needs and the community in the wider Bay of Plenty, including Taupō.

Over the coming year, our signature will remain that of true collaboration and partnership, in order to achieve real change for the people of our region.



**THIS YEAR HAS SEEN  
THE BAY OF CONNECTIONS  
CONTINUE TO BUILD STRONG,  
INTERWOVEN RELATIONSHIPS  
WITH AGENCIES AND  
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# BAY OF CONNECTIONS OVERVIEW

## 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

The Bay of Connections is the regional growth strategy for the wider Bay of Plenty with a vision of creating a prosperous region supported by sustainable sectors. It is simple and aspirational, with the aim of establishing and implementing sector-based strategies that generate job growth.

It is also about growing a strong and vibrant community, encouraging collaboration between business and industry, improving wellbeing and encouraging innovation and leadership.

At the heart of the strategy are the philosophies of collaboration and connectedness. Through working together and connecting the right people, places, businesses, organisations and industries, both from within and into the region, as well as at a national and international level, the benefits to the region are boundless.

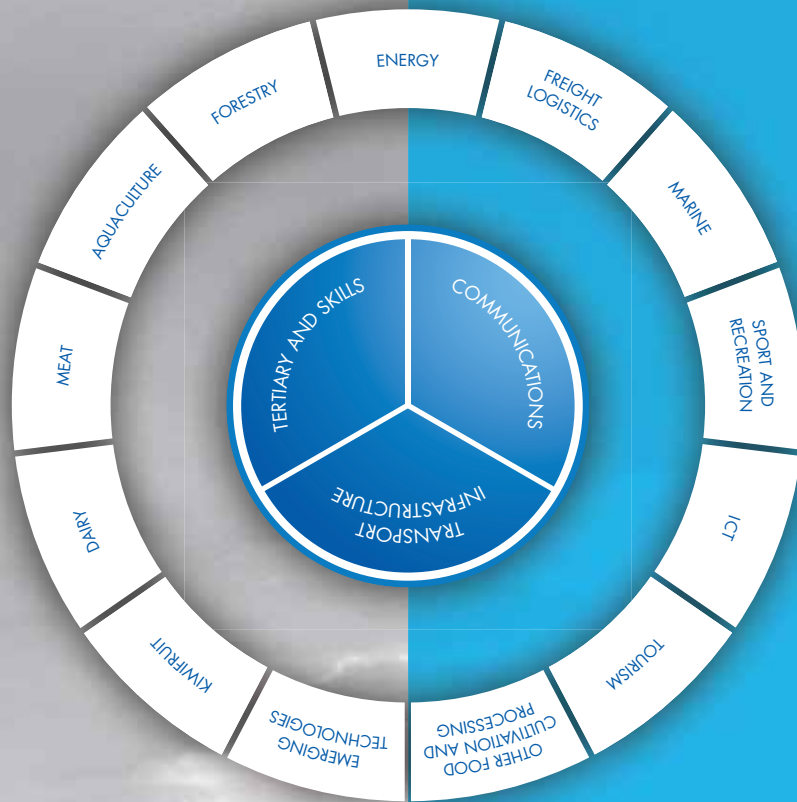
Since its establishment in 2008, the Bay of Connections has made a significant impact on the region's economy, as well as providing a vivid blueprint for others to follow in terms of achieving both regional growth and national influence. By standing tall and continuing to build strong and resilient connections, the Bay of Connections remains well-poised to capture areas of growth and opportunity.

The Bay of Connections is industry-led, with a strong commercial and action focus. It is a coalition of the willing, where participation by interested stakeholders is wholly encouraged. Join us, as we collectively work together to grow our region and people.

*The Bay of Connections covers the Eastern and Western Bay of Plenty, Rotorua and Taupō.*







## SECTOR STRATEGIES

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

Thirteen sectors have been identified as key export-focused areas, supported by three enabling areas that influence the wider economy. Each of these sectors has been measured against a set of selected criteria to determine their readiness for engagement in the strategy.

These are:

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

Sector strategies are in place for Aquaculture, Forestry and Wood Processing, Freight Logistics, Energy, Māori Economic Development, and Rugby Sevens and Biking (both categorised under Sport and Recreation). Each strategy is developed by an industry-led group. The Bay of Connections Governance Group maintains oversight of the strategies, with the support and advice of the Bay of Plenty Regional Council.



# 2014 HIGHLIGHTS

As the Bay of Connections continues to gain traction within the region, across New Zealand and around the world, there are a number of significant highlights within each sector strategy, as well as across the organisation as a whole.

Below are organisation-wide highlights achieved over the past year. Sector-specific highlights are included in the strategy section later in this report.

Governance Group invited to present at the MFAT Heads of Mission internal leadership meeting in Tauranga, on how the Bay of Connections works collaboratively with central government and its ability to provide a conduit from the region to central government

Bay of Connections chosen by Hon Stephen Joyce and MBIE as a partner to launch the 2014 Regional Economic Activity Report, as well as contributing to its development

MBIE and MPI ministers selected the Bay of Plenty for the next Regional Growth Study based on the Bay of Connections' leading collaborative approach to regional economic development

Bay of Connections Management Group worked with NZTE Capital Team for Foreign Direct Investment (FDI) project as part of its investment attraction programme

Supported Scion's successful MBIE Bioenergy funding bid, including a financial contribution from the Bay of Connections of \$60k over the next four years

Measurement and evaluation pilot project established to monitor progress towards 5,000 additional jobs, beyond business as usual growth, by 2025

Provided strategic advice, support and assistance to other regions interested in developing an equivalent economic development strategy

Lead sponsor for Export BOP industry breakfasts, including three per year with more than 150 attendees and providing excellent promotion

Bay of Connections acknowledged as a strategic partner and conduit for engagement at central government level

Bay of Connections website re-launched and significant media traction gained across all strategies



# BAY OF PLENTY REGIONAL GROWTH STUDY

## Regional growth study to catalyse region's opportunities

THE GOVERNMENT IS CURRENTLY LEADING A GROWTH STUDY IN THE BAY OF PLENTY TO EVALUATE OPPORTUNITIES TO INCREASE INVESTMENT, EMPLOYMENT AND INCOMES IN THE REGION.

The Government announced in June it would undertake a Regional Growth Study for the wider Bay of Plenty. The aim is to further contribute to growth in the region, build on the strong relationship that has developed with central government through the Bay of Connections, and enable the two to work even closer to catalyse key opportunities.

The Bay of Plenty Regional Growth Study is being led by MBIE and MPI, Bay of Connections and the Bay of Plenty Regional Council.

The study builds on and dovetails into work already happening in the region through the Bay of Connections, the Invest Bay of Plenty spatial plan, and other relevant sector work.

The Bay of Plenty Regional Growth Study will catalogue the region's strengths and opportunities – some of which have already been identified through the Bay of Connections key sector strategies. It will help determine the initiatives and investment needed to make those opportunities a reality. The study will also identify where barriers need to be removed.

The study will be supported by and grounded with insights from the Bay of Connections and will utilise the expertise of a range of key industry stakeholders.

It will bring together knowledge held by local business people, iwi/Māori, stakeholders and economic development agencies, and combine that knowledge with official data and independent economic analysis.

Information gathered could inform a range of private and public sector investments, plans and strategies including New Zealand Trade and Enterprise's investment attraction programme and future economic development activities. Leveraging the growth opportunities will require action from a range of regional stakeholders and government.

The study is managed by a Working Group comprised of MBIE, MPI, NZTE and the Bay of Plenty Regional Council, as well as a Technical Advisory Group.

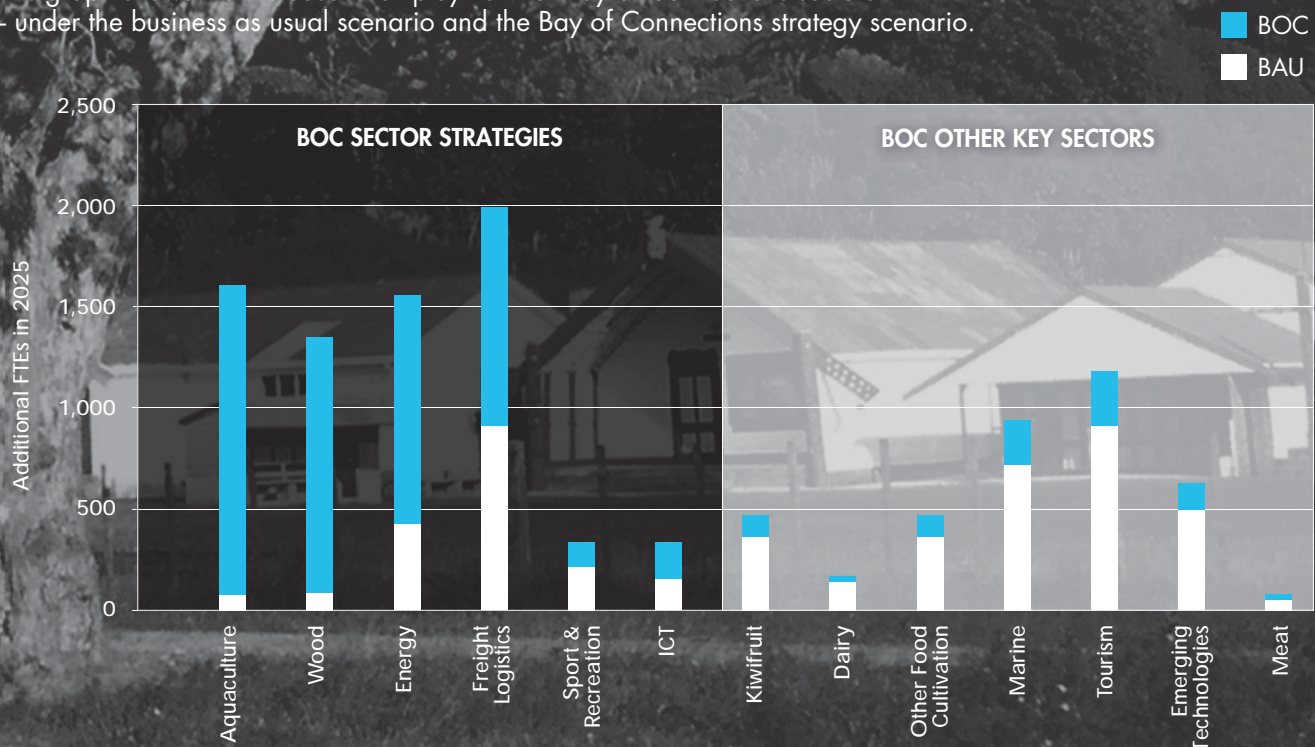
MartinJenkins is working with the Working Group and the Technical Advisory Group to research and identify key economic opportunities for the region.

The Technical Advisory Group consists of the Bay of Connections Management Group with nine extra members representing additional industry sectors, including tourism, manufacturing and innovation, horticulture, R&D, health, Māori economic development and agriculture.

The Bay of Plenty Regional Growth Study commenced in August and is expected to be completed late 2014/early 2015.

## Projected employment growth

This graph shows the increase in employment for Bay of Connections sectors – under the business as usual scenario and the Bay of Connections strategy scenario.





## Measurement and evaluation pilot project – Freight Logistics

# 2011

The Freight Logistics Strategy was launched

# 2013

MartinJenkins began to develop a monitoring framework

# 2025

The Bay of Connections has a goal of 5,000 additional jobs in the region by 2025

Late in 2013 MartinJenkins began to develop a monitoring framework to help the region measure the success of the Bay of Connections sector strategies over time.

MartinJenkins used the Freight Logistics sector strategy as the pilot. The framework's objective is to measure how the Freight Logistics Strategy's actions translate to jobs in the region. This would be applied across all the sector strategies supported by the Bay of Connections Growth Strategy.

The Bay of Connections has a goal of 5,000 additional jobs in the region by 2025 - above business as usual growth targets. Individual stretch targets have also been identified for each of the sector strategies. However, for enabling sectors such as Freight Logistics, successful outputs (for example, those focused on productivity) could actually result in fewer jobs.

### Freight Logistics Strategy

The Freight Logistics Strategy was launched in 2011 with the purpose of developing world-class freight logistics that support economic growth and lift New Zealand's ranking in logistics performance. The strategy has eight themes, and activities are delivered through a membership-based Freight Logistics Action Group (FLAG).

Over the last three years, there have been a number of activities delivered through the strategy's five sub-groups, including submissions on related policy, advocacy for improving transport corridors, data collation and sharing, promotion of employment opportunities and engaging with tertiary organisations on skills requirements.

However, these activities do not align to the strategy's current goal of lifting New Zealand's performance on the Logistics Performance Index. Further, it is not aligned to the overarching goal of increasing jobs. Therefore a more customised approach to measuring and evaluating individual sector strategies needs to be applied.

### FLAG member survey

Eleven FLAG members completed a survey that aimed to identify the success of the Freight Logistics Strategy based on the current objectives. They were also asked to rate a range of measures that might reflect the success of the strategy.

A majority of respondents considered the strategy was successful in "informing and influencing regional infrastructure plans", "establishing the BOC as the leading New Zealand region for excellence in supply chain, distribution and logistics", and "enabling and supporting business and economic growth in the BOC region".

The same number of respondents were positive and negative about whether the strategy resulted in more cost effective management of freight and/or was a driver of business efficiency. In terms of encouraging new jobs the greatest proportion of respondents believed it was "too early to tell", followed by "somewhat successful" and then "moderately successful".

There was support for increased investment in roads, change in employment, change in the number of freight and logistics companies and improved quality of roads as potential measures of the successful implementation of the strategy.

Finally, there was consensus that the value of the strategy was in:

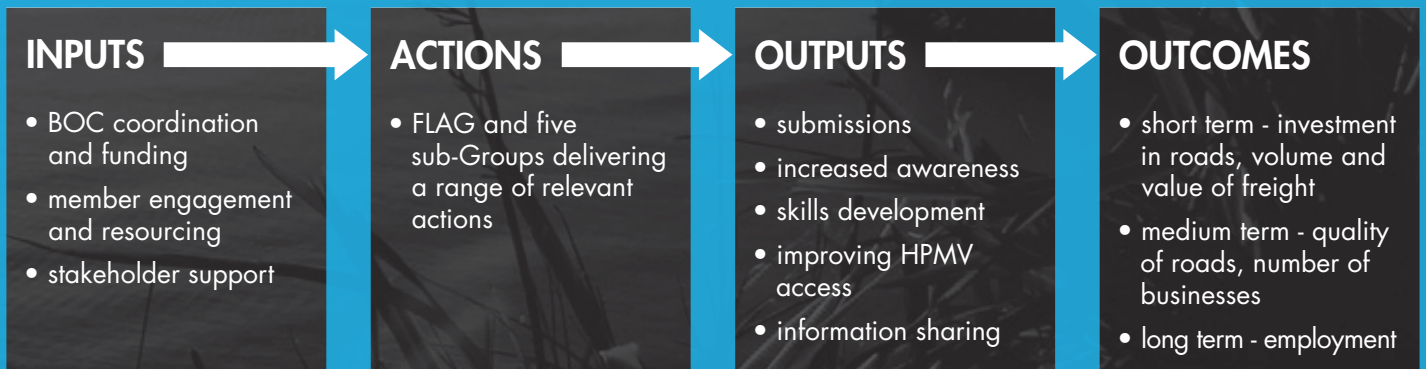
- Bringing participants in the industry, including legislators and regulators, together
- Encouraging collaboration and networking within the industry
- Increasing awareness of the industry generally and in the region
- Providing a platform for advocacy for the industry and the region.



## A measurement framework

IN TERMS OF MONITORING AND EVALUATING ACTIVITY, THE COMPLEXITY OF THE SECTOR AS AN ENABLER AS WELL AS AN INDUSTRY, MEANS THAT AN INTERVENTION LOGIC APPROACH WOULD WORK WELL, WHERE INPUTS LEAD TO ACTIONS, DELIVERING OUTPUTS THAT RESULT IN OUTCOMES.

## INTERVENTION LOGIC FRAMEWORK



Source: MartinJenkins

The expectation is that ultimately the longer term outcome will be a net increase in jobs and that this will be measured. However, there is also a need to capture other measures of outcomes such as the number of businesses, freight volumes and values, and increased investment in, and quality of, roads in the region to determine whether the strategy is delivering in the short and medium term.

The measurement framework for the Freight Logistics Strategy is still to be completed. However, it is clear at this stage that the current measures should be revised and expanded to align with the objectives and activities undertaken by the Strategy, as well as the jobs target identified as the goal of the wider Bay of Connections Growth Strategy. This is best delivered through an Intervention Logic Framework that can be applied to other Bay of Connections sector strategies.

Information supplied by MartinJenkins





# SECTOR STRATEGIES

THE BAY OF CONNECTIONS HAS 13 SECTORS THAT HAVE BEEN IDENTIFIED AS KEY EXPORT-FOCUSED AREAS. STRATEGIES ARE IN PLACE FOR THE FOLLOWING SECTORS:

**Aquaculture**



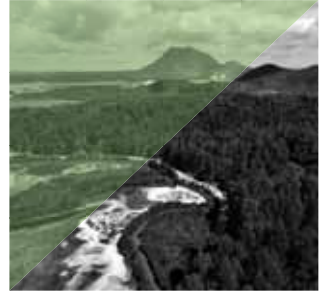
**Energy**



**Freight  
Logistics**



**Forestry and  
Wood Processing**



**Māori Economic  
Development**



**Sport and  
Recreation**

**Rugby Sevens**



**Sport and  
Recreation**

**Biking**







# AQUACULTURE STRATEGY

**Vision** The 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

## 2014 Highlights

- Coordinated three industry studies on Greenshell Mussel in the Bay of Plenty, including biosecurity risks, spat falls, and chemical and nutraceutical values
- Led a delegation to Port Lincoln, Australia's aquaculture capital, to gather information, share knowledge and make international connections
- Submitted aquaculture provisions for the Bay of Plenty Regional Council Coastal Environment Plan
- Members of the Regional Aquaculture Organisation (RAO) met with MPI to advise a case for the development of the Ōpōtiki Port and fresh water fish farming opportunities in the region
- Involvement in discussions around the development and drafting of the Bay of Connections Māori Economic Development Strategy

## Building a blue economy

With a strong focus on advocacy, the RAO continues to lead growth and increasing confidence around the Bay of Plenty's developing aquaculture industry. Chaired by Australasian aquaculture expert Graeme Coates, the RAO also continues to be an influential representative and lobby group, having contributed to a number of regulatory and policy processes within the industry over the past year at both local and central government level.

A key focus over the past 12 months has been on key data and knowledge collection, as a way of ensuring the successful and sustainable growth of the industry. This included coordinating three key industry studies that focused around the development of Greenshell Mussel farms in the Bay of Plenty, addressing risk management, spat supplies and marketing strategies for the region's eastern sea farms. The studies aim to mitigate risk and possible future environmental impacts on the industry, as well as provide valuable guidance to prospective marine mussel farm development in the region.

The RAO led a Bay of Connections delegation to Port Lincoln in South Australia, which yielded valuable knowledge and learnings for the Bay of Plenty, particularly around the development of kingfish hatcheries, tuna fisheries operations, and mussel, oyster and abalone farms and processing.

Port Lincoln features world-class tuna, mussel, kingfish, oyster and abalone operations, with conditions and species that are similar to the Bay of Plenty, making it the perfect location to see what can be done to develop the region's blue economy.

The Port Lincoln trip also facilitated discussion around the importance of involving the community in developments such as the Aquaculture Strategy, reinforcing the Bay of Connections' processes and emphasis put on social licensing and community involvement.



## ENERGY STRATEGY

**Vision** Wealth and wellbeing through renewable and sustainable energy

**Goal** To create sustainable new business growth opportunities and employment

### 2014 Highlights

- Update of original strategy focusing on wealth and wellbeing, through sustainable energy
- Supported Scion in securing funding from MBIE's 2014 science investment round
- Working alongside Grow Rotorua, MBIE, EECA, Te Puni Kōkiri and iwi landowners to assess geothermal potential of their land

### Opportunities heating up

An updated draft Energy Strategy and action plan is being finalised, with a strong focus on business growth opportunities and employment, underpinned by sustainable use. It will provide a framework for all stakeholders to pursue development opportunities based on an agreed vision.

The updated strategy has two focus areas – wealth and wellbeing. Implementation of the updated strategy will include leadership and investment, particularly focused on the development opportunities around geothermal. Activity will also focus on encouraging and facilitating the competitive advantages of renewable and sustainable energy.

The draft action plan focuses on:

- Leadership through support and advocacy, and building and leading relationships closely aligned to local and central government, industry and interested organisations
- Attracting new investment into the region and engaging closely with Māori aspirations

- Telling the Bay of Plenty story through the value proposition of a clean, green environment for business and living
- Development through closely aligned relationships with other Bay of Connections-related strategies
- Promoting sustainable opportunities and advocating for incentives and initiatives.

The wider Bay of Plenty has an unprecedented national and international advantage due to its rich natural resources, a strong renewable energy profile and ready access to geothermal, biomass and solar energy options. Coupled with the strategic framework provided by the Bay of Connections, the vision clearly fits with the New Zealand government's renewable energy targets. There is capacity for new development, and the ability to export added value bio products, utilised hydro and geothermal energy, sustainability initiatives and innovative technology, both domestically and internationally.

Potential energy opportunities include geothermal direct heat supply for industry, biofuel manufacturing from forestry resources, sustainable energy initiatives for business and homes, solar energy-based solutions, and wood-based fuels for industrial, commercial and residential heating.

As part of its strategy to realise potential energy opportunities, the Energy Action Group (EAG) supported Crown Research Institute, Scion, in its successful bid to receive MBIE funding from the Energy and Minerals Fund of \$3.74 million over the next four years. The Bay of Connections will also contribute \$15k each year for the next four years to the research, which will focus on how to best use wood waste and geothermal energy resources in the Central North Island to benefit industry.





# FREIGHT LOGISTICS STRATEGY

**Vision** World-class freight logistics

**Goal** To lift New Zealand's ranking in logistics performance

## 2014 Highlights

- Provided submissions on the Health and Safety Reform Bill Draft Regulations
- Completed a report on the environmental effects of HPMV
- Collaborated with NZTA on the Upper North Island Freight Strategy
- Participated in the Future Focus 2014 careers event in Western Bay of Plenty
- Participated in a number of conferences and events, such as CBAFF conference, Future Focus 2014 careers event
- Contributed to the establishment of the Bay of Plenty Tertiary Intentions Strategy in terms of logistics tertiary training needs and resources
- Freight Logistics Action Group (FLAG) seen as an authoritative and representative voice for logistics in the upper North Island
- Developed web portal concept and content, focused initially on logistics careers
- Contributed to the development of NZTA and Regional Council highway planning

## A changing environment

FLAG has retained its high level of engagement within the industry and attendance at meetings throughout the year. FLAG working groups on health, safety and environment, technology, and workforce and skills provide a depth of analysis and focus by industry experts and practitioners in those important fields. The contribution of the working group participants is appreciated by the wider group members.

A key focus over the past 12 months has been on health and safety, with the New Zealand Government releasing its draft Health and Safety Reform Bill and Draft Regulations, for submissions. FLAG's main objective has been to ensure members are fully informed and aware of the proposed reforms and direct implications for the industry. A significant amount of work has gone into preparing submissions on both documents.

FLAG supports the intent of the proposed changes to improve health and safety in the workplace and has sought to clarify how some of the proposed reforms and new roles and responsibilities would work in practice, particularly in distributed workplaces.

Meeting themes throughout the year have examined such topics as the close link between logistics and economic performance, productivity, emerging technology and intelligent transport systems.

FLAG also continued to provide an effective platform for agencies such as NZTA to engage directly with the industry to inform and seek feedback on agencies' own strategies and plans. Overall, FLAG is seen as an authoritative and representative voice for logistics in the upper North Island.



Credit: Norske Skog Tasman Ltd

# FORESTRY AND WOOD PROCESSING STRATEGY

**Vision** To extract the maximum sustainable regional wealth from the CNI forest resource

**Goal** To provide advocacy and strong leadership to maximise growth opportunities

## 2014 Highlights

- Development and launch of new three-year strategy with a high level of engagement and input from industry
- General lobbying at political level – both local and national
- Acted as conduit to central and regional government, including NZTE, MBIE, MPI, MFAT and BOPRC
- Provided industry briefings to MBIE and MartinJenkins for the MBIE Regional Growth Study
- Facilitated industry and government discussions around barriers to growth including macro – prudential financial policies and tools and how these might be addressed
- Provided submission to Health and Safety Reform Bill and on forest management policy
- Organised industry contacts and visits for the MBIE All-of-Govt purchasing programme for wood products
- Facilitated inter-sector linkages between Forestry and Wood Action Group (FWAG) and other Bay of Connections groups
- Supported the development of the Rotorua District Council's Wood First programme

## Promoting advocacy and growth

With the three-year forestry strategy now updated, five focus areas have been identified for advocacy and strong, non-partisan leadership utilising collaborative planning, lobbying and communications:

1. Improving the investment environment
2. Facilitating market access

3. Providing a forum for open debate on sensitive issues within the sector
4. Developing our people
5. Working with Māori

The wider Bay of Plenty region is the country's central hub for the forestry and wood processing industries. The local solid wood processing sector is still heavily dependent on the New Zealand housing market and is growing again after five years of recession. There are also significant growth opportunities existing in export markets for processed wood products.

The combination of the region's forestry and natural energy resource, emerging technologies, established support infrastructure (including clusters of highly developed mechanical engineering), support services, research capabilities and the increasing relevance of Māori as land and forest owners, present a unique set of opportunities to stimulate the industry's future growth.

The key role of the FWAG is to support industry growth through advocacy, communication and collaboration. The ongoing challenge faced by the country's wood processing and forestry industry remains the disparate operating environment and the traditional lack of collaboration and communication. FWAG has made significant head-way in breaking down these barriers at a regional level and the momentum is beginning to pick up at a national level, with a noticeable shift towards increasing collaboration and cooperation within the industry.

Health and safety has continued to be a major focus and is an area where collaboration is imperative, with a tragic number of accidents in the industry each year. The Bay of Connections and FWAG are involved with national discussions around how health and safety issues can be addressed, and as part of that, made submissions in support of the Health and Safety Reform Bill Draft and Regulations.





Credit: Chris Williams

# MĀORI ECONOMIC DEVELOPMENT STRATEGY

**Vision** Māori creating wealth, jobs and prosperity across the region

**Goal** Māori individuals and households in the Bay of Plenty meet or exceed the New Zealand average on key wealth and wellbeing measures by 2030

## 2014 Highlights

- Development and launch of the He Mauri Ohooho: Māori Economic Development Strategy
- Establishment of an experienced Māori Advisory Group (MAG)
- Hosted a Māori Economic Development Engagement Hui
- Contributed to the development of the Bay of Plenty Tertiary Action Plan
- Secured funding from Ngā Pae o Te Māramatanga for a management research project
- Implementation of a pilot mapping project

## Developing a solid future

The Māori asset base in the wider Bay of Plenty equals \$8.6 billion, the majority of which is in agriculture and forestry, making Māori economic development a key focus.

The He Mauri Ohooho: Māori Economic Development strategy was launched in February 2014 to provide a point of coordination for the already significant economic activity underway at local, regional, iwi and trust levels, and to provide a vehicle for enhancing and facilitating new ideas and collaboration in Māori economic development.

The strategy is ultimately about creating jobs, improving wealth and enhancing wellbeing for Māori. It was developed in partnership with Te Puni Kōkiri and is overseen by the MAG – consisting of Dr Riri Ellis (chair), Antoine Coffin (deputy chair), Whaimutu Dewes, Gina Rangī,

Tamarapa Lloyd, Glen Hawkins, Arihia Tuoro and Anthony Olsen – and an implementation team consisting of Maui Hudson, Taria Tahana and Christina Diamond.

Current priority is on the following three strategic goals: high value business growth; capital and investment; education and skill development.

The aim of He Mauri Ohooho is to have five projects scoped and two underway by 30 June 2015. Four projects are currently approved for further scoping, including mapping of Māori land, establishing a business hub, providing a financial literacy programme for whānau and a research project on active management models.

In June an Engagement Hui was held in conjunction with MBIE and Te Puni Kōkiri, to connect Māori economic players in the region as a network, to understand the opportunities and challenges they faced and to understand how government agencies can support Māori enterprises. A number of key messages emerged, including the importance of strategic connections to coordinate efforts and create scale to achieve outcomes. A pilot mapping project has been initiated with Te Tumu Paeroa that will provide a land use capability assessment over all Māori freehold land within the Ōpōtiki region. The outcome of this project will provide information about the current and potential use of Māori lands, and will also identify cluster opportunities. It is due to be completed by the end of the year.

Funding from Ngā Pae o Te Māramatanga has been awarded to undertake a research project on sustainable and scalable models of active management that can enhance the economic performance of Māori land trusts. The research is in response to an emerging need for Māori land trusts to consider capability gaps in management, as well as address questions around increasing utilisation of Māori assets. The project will commence in January 2015 and will take one year to complete.

The next stage of He Mauri Ohooho involves working with stakeholders and Māori at sub-regional and sectoral levels to discuss the specific projects for implementation.



## SPORT AND RECREATION STRATEGY – Rugby Sevens

**Vision** The Bay of Plenty is the world's leading Sevens rugby service provider

**Goal** A Sevens rugby programme that attracts the interest and commitment of the world's Sevens nations, delivering sporting and economic benefit to the Bay of Plenty through employment, revenue and investment

### 2014 Highlights

- Implementation progressed to a point where a dedicated project manager is now required to manage the actions in the strategy
- Hosted the National Provincial Sevens tournament in Rotorua and gearing up to host again in January 2015
- Attended the US Rugby Summit in Philadelphia, USA
- Visited Penn State University, USA, to assist in coaching and player development programmes
- Visited a number of colleges in Washington DC to promote the Study Abroad programme
- Facilitated discussions with Tauranga District Council around establishing a high-performance training centre at Blake Park
- Hosted the North Island Secondary School Girls Tournament, as well as the National U15 Sevens Tournament
- Working with Education New Zealand (ENZ) to take part in a new programme aimed at the Japanese education market
- Hosted the Black Ferns for an international rugby series with Canada and Australia

### Home of Sevens

With the Bay of Plenty Rugby Sevens Strategy launched in April 2013, implementation is well on track in partnership with the Bay of Plenty Rugby Union (BOPRU) and as a result, a project manager will be appointed for the coming year to assist with further development of the industry.

Through hosting a number of significant national events over the past year, including the National Sevens Tournament, the North Island Secondary Schools Girls' Tournament and the National U15 Sevens Tournament, as well as hosting a Black Ferns' international rugby series, the Bay of Plenty continues to enhance its reputation as the home of Rugby Sevens.

After securing ENZ funding to establish a Study Abroad programme in 2013, promotion began in the United States this year. The programme is aimed at international post-secondary school students wanting to learn rugby and continue their studies at the same time.

Representatives from Bay of Plenty Rugby and Bay of Plenty Polytechnic travelled to Washington DC to promote the programme and to assist in a number of colleges' coaching and player development programmes. Representatives also visited Penn State University, spending time with both the women's and men's teams in the build-up to the National Championships. The women's team subsequently won the national title, with the men placed in the top eight.

A number of representatives also went to Philadelphia to attend the US Rugby Summit earlier in the year. From this visit relationships have been developed with USA Rugby and a number of key rugby organisations.

Bay of Plenty Rugby supported the Cook Islands men's sevens programme and a coach from Bay of Plenty Rugby led the country to their best place finish ever at the 2014 Commonwealth Games.

Bay of Plenty Rugby facilitated discussion around establishing a high performance centre at Blake Park in Tauranga, with the possibility of the site hosting New Zealand Sevens men's and women's programmes. It is also currently in discussions with ENZ around the opportunity to work in the Japanese market through the 'Game On' Programme, where students learn rugby and English as a second language. The pilot programme was run this year in Auckland and Dunedin, with the possibility of the Bay of Plenty being part of the rollout in 2015.





Credit: Nick Lambert

## SPORT AND RECREATION STRATEGY – Biking

**Vision** The Central North Island is recognised internationally and domestically as the best region for cycling and mountain biking in New Zealand

**Goal** For there to be strong awareness and utilisation of the Central North Island region’s cycling and mountain biking assets and product by both international and domestic visitors and communities, such that it drives economic benefit, growth and attracts investment to the region

### 2014 Highlights

- Eight regions signed a Memorandum of Understanding (MoU) and agreed to work together on promoting the Central North Island’s cycling and mountain biking products and assets under the Cycling and Mountain Biking Tourism Marketing Network (CMBTMN)
- Development of the marketing plan completed
- Recruitment of a marketing manager to execute the plan
- Application for Tourism Growth Partnership (TGP) funding and progression to Stage Two business plan submission
- Great support and feedback from Tourism New Zealand (TNZ) and New Zealand Cycle Trails (NZCT) on the initiative and collaboration

The CMBTMN operates as a not for profit entity established to promote and market cycling and mountain biking in the Central North Island.

Eight Regional Tourism Operators (RTOs) throughout the Central North Island are part of the CMBTMN, and have supported the development of a marketing plan which was completed and approved in February 2014. Seed funding was provided by the Bay of Connections.

The three-year marketing plan (2015 – 2017) will ensure the opportunity to position the Central North Island as ‘the’ cycling region within New Zealand is realised, through each individual RTO working together to achieve a joint vision.

Objectives include:

- Execute and manage the delivery of a collaborative region-wide programme of tactical marketing activities
- Encourage and support the identification and development of activities, packages and itineraries to maximise cycling and mountain biking visitor stay and expenditure
- Develop relationships and seek funding partners and opportunities that support the execution of the marketing plan for the wider region

The CMBTMN is governed by a Steering Committee made up of members from RTOs and stakeholder groups, as well as independent members. The Steering Committee has appointed a marketing manager to work with member RTOs and stakeholders and oversee the implementation of the marketing plan over the next 12 months.

The marketing plan will be achieved through three key pillars:

- Launch of a Central North Island website portal – providing a digital platform that will aggregate information and content from all regional websites and online channels to create a master hub for the region
- Targeted promotion – creating promotional collateral and digital media aimed at the Australian and American cycling and mountain biking communities via subscription-based media
- Targeted PR – for the market of Australia and America, aligned with TNZ’s marketing and communications target markets and plans.

With support from the Bay of Connections, the CMBTMN is now in the execution phase of the three year marketing and business plan.

# FAQs

## WHAT IS THE BAY OF CONNECTIONS?

The Bay of Connections is the regional growth strategy for the wider Bay of Plenty region with a vision of creating a prosperous region supported by sustainable sectors. It is simple and aspirational, with the aim of establishing and implementing sector-based strategies that generate job growth.

It is also about growing a strong and vibrant community, encouraging collaboration between business and industry, improving wellbeing and encouraging innovation and leadership.

## WHO IS INVOLVED IN THE BAY OF CONNECTIONS?

A large and growing 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 11 members – three from business, four from the economic development agencies, two Māori business representatives, a local government representative and a Collaboration Bay of Plenty representative. The Governance Group is supported by the region's economic development agencies, councils and Bay of Plenty Regional Council, which provides overall project leadership, advice and support to the strategy.

Refer to the inside back cover for the Bay of Connections partners.

## WHERE IS BAY OF CONNECTIONS REGION?

The Bay of Connections region covers the wider Bay of Plenty, including Taupō, Rotorua, and Western and Eastern Bay of Plenty. It covers 34,000 square kilometres of land and sea. The Bay of Connections also has strong links into the Waikato.

## HOW DOES THE BAY OF CONNECTIONS WORK?

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

Thirteen sectors have been identified as key export-focused areas, supported by three enabling areas that influence the wider economy. Each of these sectors has been measured against a set of selected criteria to determine their readiness for engagement in the strategy.



**11**

Led by a Governance Group of 11 members



**34k**

The Bay of Connections region covers 34,000 square kilometres of land and sea



**13**

Thirteen sectors have been identified as key export-focused areas



**QUITE SIMPLY,  
IT JUST MAKES  
SENSE TO WORK  
TOGETHER.**

## WHY IS IT WORKING?

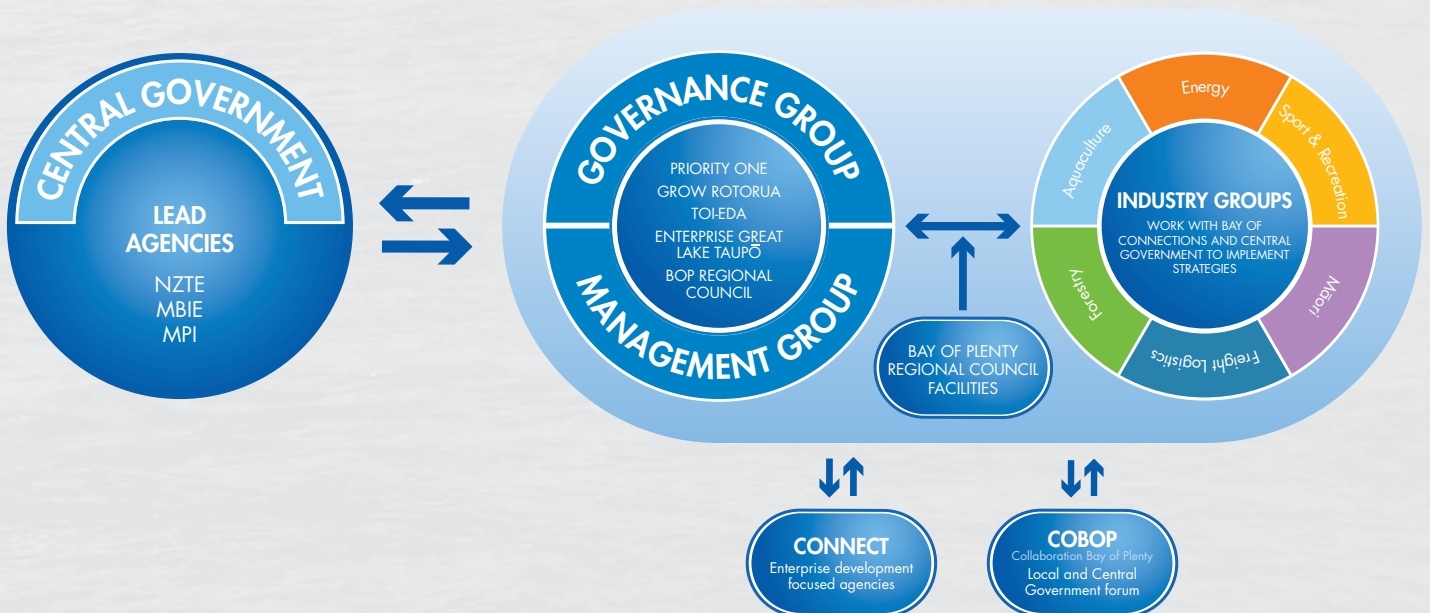
The Bay of Connections provides a simple framework for the region to work together, to achieve greater economic growth. Together, the region has the scale to be nationally and internationally significant. Quite simply, it just makes sense to work together.

## HOW WILL ITS SUCCESS BE MEASURED?

The ultimate measure of success for Bay of Connections will be through job growth. Other measures of success include continual progress and implementation of sector action plans, retention of top industry experts and continued involvement from central and local government.

# THE BAY OF CONNECTIONS MODEL

Working alongside each other



# OUR PEOPLE

## GOVERNANCE GROUP



Doug Leeder

Chairman,  
BOP Regional  
Council Chair



Anthony Olsen

Māori  
Business



Simon Clarke

Priority  
One



Jacob Kajavala

Eastern Bay  
Business



Andrea Blair

Enterprise  
Great Lake  
Taupō



John Green

Grow  
Rotorua



Bryce Heard

Rotorua  
Business



Graeme  
Marshall

Western Bay  
Business



Riri Ellis

Māori  
Business



Sir Michael  
Cullen

Toi-EDA



Lionel Crawley

Collaboration  
BOP

## MANAGEMENT GROUP



Cheryl  
MacGregor

Bay of Connections  
Portfolio Manger



Fiona McTavish

Bay of Plenty  
Regional Council



Fritz Frohlke

Enterprise  
Great Lake  
Taupō



John Galbraith

Toi-EDA



Andrew Coker

Priority  
One



Francis Pauwels

Grow  
Rotorua



Jackie Read

Bay of  
Connections  
Support



Jacky James

Bay of  
Connections  
Communications



# BAY OF CONNECTIONS PARTNERS

GOVERNANCE GROUP		MANAGEMENT GROUP		SECTOR GROUPS			
<ul style="list-style-type: none"> <li>• 3 Business</li> <li>• 4 Economic development</li> <li>• 2 Māori business</li> <li>• 1 Local government</li> <li>• 1 Collaboration BOP</li> </ul>		<ul style="list-style-type: none"> <li>• Bay of Plenty Regional Council</li> <li>• 4 Economic development agencies</li> </ul>		<ul style="list-style-type: none"> <li>• Aquaculture</li> <li>• Energy</li> <li>• Forestry</li> <li>• Freight Logistics</li> </ul>		<ul style="list-style-type: none"> <li>• Māori</li> <li>• Sport &amp; Recreation</li> <li>- Biking</li> <li>- Rugby Sevens</li> </ul>	
EASTERN BAY OF PLENTY		ROTORUA		TAUPŌ		WESTERN BAY OF PLENTY	
<b>TOI-EDA</b> <i>Sub-Regional Economic Development Agency</i> <ul style="list-style-type: none"> <li>• To support and develop key sectors in the Eastern Bay economy to grow employment and wealth</li> <li>• To represent the Eastern Bay in wider Economic Development and planning strategies and initiatives</li> </ul>		<b>GROW ROTORUA</b> <i>A CCO of Rotorua District Council</i> Its purpose is to provide a sustainable future economic platform off which Rotorua, its people and its businesses, can grow and prosper by: <ul style="list-style-type: none"> <li>• Developing robust investment value propositions</li> <li>• Promoting new propositions to the investment community</li> <li>• Facilitating private sector investment</li> <li>• Promoting the capability and skills required</li> <li>• Identifying ways to assist Te Arawa investment in the region</li> </ul>		<b>ENTERPRISE GREAT LAKE TAUPŌ</b> <i>Taupō Economic Development Agency</i> <ul style="list-style-type: none"> <li>• Support existing businesses</li> <li>• Attract or create new businesses</li> <li>• Assist businesses to create jobs</li> </ul>		<b>PRIORITY ONE</b> <i>Sub-Regional Economic Development Agency</i> <ul style="list-style-type: none"> <li>• Innovation &amp; entrepreneurship</li> <li>• Lifestyle</li> <li>• Business environment</li> <li>• Education &amp; skills</li> <li>• Networked economy</li> </ul>	
<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Bay of Plenty Regional Council</li> <li>• COBOP</li> <li>• CONNECT</li> <li>• Eastern Bay Chamber of Commerce</li> <li>• Export NZ Bay of Plenty</li> <li>• Horticulture cluster</li> <li>• Kawerau District Council</li> <li>• Kawerau Enterprise Agency</li> <li>• Kawerau Industrial Symbiosis</li> <li>• Mātaatua Assembly</li> <li>• Motu Trails Charitable Trust</li> <li>• Ngāti Tūwharetoa</li> <li>• NZ Trade and Enterprise</li> <li>• Ōpōtiki District Council</li> <li>• Ōpōtiki Marine Advisory Group</li> <li>• Sustainable Business Network</li> <li>• Te Puni Kōkiri</li> <li>• Te Runanga o Ngati Awa</li> <li>• Te Wānanga o Awanuiarangi</li> <li>• Tourism cluster</li> <li>• Whakatāne District Council</li> </ul>		<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Bay of Plenty &amp; Waikato Regional Councils</li> <li>• Export NZ Bay of Plenty</li> <li>• Iwi, including but not limited to: Pukeroa Oruawhata Trust, Ngāti Whakaue commercial entities, Te Arawa Lakes Trust, Te Arawa Group Holdings Ltd, Federation of Māori Authorities, Te Pumautanga o Te Arawa Trust and other relevant Te Arawa entities</li> <li>• Relevant Government departments</li> <li>• Rotorua business community with a particular focus on the following sectors:                             <ul style="list-style-type: none"> <li>- Forest Industry</li> <li>- Tourism</li> <li>- Geothermal</li> <li>- Agriculture</li> </ul> </li> <li>• Rotorua Chamber of Commerce</li> <li>• Rotorua District Council</li> <li>• Destination Rotorua</li> <li>• Scion and other relevant science, research &amp; development entities</li> <li>• Sustainable Business Network</li> <li>• Te Puni Kōkiri</li> <li>• The councils, economic development agencies and relevant planning agencies of the upper North Island of NZ</li> <li>• Waiariki Institute of Technology and other relevant education and workplace skills providers</li> </ul>		<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Agriculture and Aquaculture industry</li> <li>• CRI's – GNS Science and Scion</li> <li>• Department of Conservation</li> <li>• Destination Great Lake Taupō</li> <li>• EDA's and District Councils</li> <li>• Energy industry</li> <li>• Entrepreneurs and Investors</li> <li>• Events Capital</li> <li>• Export NZ Bay of Plenty</li> <li>• Forestry and Wood processing industry</li> <li>• Lake Taupō Arts Festival Trust (Erupt Events)</li> <li>• Māori - Iwi, hapū &amp; land trusts</li> <li>• Ministry for Foreign Affairs and Trade</li> <li>• Ministry of Primary Industries</li> <li>• National Government</li> <li>• NZ Trade and Enterprise</li> <li>• Regional Councils – Bay of Plenty and Waikato</li> <li>• Sustainable Business Network</li> <li>• Taupō Chamber of Commerce</li> <li>• Taupō District Council</li> <li>• Tertiary providers – Waiariki, Waikato Uni</li> <li>• Tourism Industry</li> <li>• Town Centre Taupō</li> </ul>		<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Ag/Hort sector</li> <li>• Bay of Plenty Polytechnic</li> <li>• Bay of Plenty Regional Council</li> <li>• COBOP</li> <li>• CONNECT</li> <li>• Creative Tauranga</li> <li>• EMA</li> <li>• Export NZ Bay of Plenty</li> <li>• Katch Katikati</li> <li>• Ministry of Business, Innovation &amp; Employment</li> <li>• Ministry of Social Development</li> <li>• NZ Trade &amp; Enterprise</li> <li>• Priority One</li> <li>• Smart Economy</li> <li>• SmartGrowth</li> <li>• Sustainable Business Network</li> <li>• Tauranga Chamber of Commerce</li> <li>• Tauranga City Council</li> <li>• Te Puke Economic Development Group</li> <li>• Te Puni Kōkiri</li> <li>• Tertiary Education Commission</li> <li>• Tertiary Partnership</li> <li>• Tourism Bay of Plenty</li> <li>• Western Bay of Plenty Tertiary Providers</li> <li>• Western Bay of Plenty District Council</li> </ul>	
COBOP (Collaboration Bay of Plenty) - Local and Central Government							
<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Accident Compensation Corporation</li> <li>• Bay of Plenty District Health Board</li> <li>• Bay of Plenty Regional Council</li> <li>• Careers New Zealand</li> <li>• Department of Child, Youth and Family</li> <li>• Department of Conservation</li> <li>• Department of Corrections</li> </ul>		<ul style="list-style-type: none"> <li>• Department of Inland Revenue</li> <li>• Department of Internal Affairs</li> <li>• Family &amp; Community Services</li> <li>• Housing NZ Corporation</li> <li>• Kawerau District Council</li> <li>• Lakes District Health Board</li> <li>• Ministry for Primary Industries</li> <li>• Ministry of Business, Innovation and Employment</li> </ul>		<ul style="list-style-type: none"> <li>• Ministry of Education</li> <li>• Ministry of Health</li> <li>• Ministry of Justice</li> <li>• Ministry of Social Development</li> <li>• Ministry of Youth Development</li> <li>• NZ Fire Service</li> <li>• NZ Police</li> <li>• NZ Trade and Enterprise</li> <li>• NZ Transport Agency</li> </ul>		<ul style="list-style-type: none"> <li>• Ōpōtiki District Council</li> <li>• Rotorua District Council</li> <li>• Taupō District Council</li> <li>• Tauranga City Council</li> <li>• Te Puni Kōkiri</li> <li>• Tertiary Education Commission</li> <li>• Western Bay of Plenty District Council</li> <li>• Whakatāne District Council</li> <li>• Work and Income NZ</li> </ul>	
CONNECT - Enterprise development focused agencies							
<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• Bay of Plenty Polytechnic</li> <li>• Bay of Plenty Regional Council</li> <li>• Eastern Bay of Plenty Chamber of Commerce</li> <li>• EMA Northern</li> <li>• Export NZ - Bay of Plenty</li> </ul>		<ul style="list-style-type: none"> <li>• Grow Rotorua</li> <li>• Institute of Directors - Bay of Plenty</li> <li>• Kawerau Enterprise Agency</li> <li>• Māori Business Network</li> <li>• Ministry of Business, Innovation and Employment: Science and Innovation Group</li> </ul>		<ul style="list-style-type: none"> <li>• Ministry of Social Development</li> <li>• NZ Trade and Enterprise</li> <li>• Priority One</li> <li>• Rotorua Chamber of Commerce</li> <li>• Rotorua District Council</li> <li>• Sustainable Business Network</li> <li>• Tauranga Chamber of Commerce</li> </ul>		<ul style="list-style-type: none"> <li>• Tauranga City Council</li> <li>• Te Puni Kōkiri</li> <li>• Toi-EDA</li> <li>• Tourism Bay of Plenty</li> <li>• Waiariki Institute of Technology</li> <li>• Western Bay of Plenty District Council</li> </ul>	



NOVEMBER 2014  
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