

# BAY OF CONNECTIONS YEARLY REPORT



2015



*The best way to predict your future  
is to create it.*

**Peter F Drucker**



## Active connections. Faster results.

As the 2015 calendar year draws to a close, the work of the Bay of Connections continues in full swing, on the back of a year of action.

Taking on the responsibility for the Bay of Plenty Regional Growth Study, Bay of Connections has moved to the next stage of evolution in its development.

The study and its implementation will be another positive step in the way regions collaborate with Central Government to achieve growth – and the Bay of Plenty has set the precedent.

With a focus on working together, Bay of Connections continues to connect

the right people and organisations from within and into the region.

This Yearly Report outlines the activities and achievements of the 2015 calendar year and gives insight into the year ahead.

# Doug Leeder

## Governance Group Chair

Welcome to the 2015 Yearly Report for Bay of Connections.

The past year has seen our core values of collaboration and connectedness develop to another level, with partnerships created through Bay of Connections over the last eight years acting as a catalyst for many of our projects during 2015. This was especially true of the government's Regional Growth Programme, which has fit perfectly into the Bay of Connections framework.

The programme will be a key factor in developing our region. I cannot over-emphasise its importance, and the critical role this work will play in our future. The attendance and engagement at the regional forums during the development of the Regional Growth Study (RGS) and Economic Action Plan by community leaders, iwi, local government, Mayors, and industry is testament to that fact.

Sustained growth will require true regional ownership, leadership and agility as things progress and change. Central government has been a key partner over the last 12-24 months, and will continue to be as we implement the Action Plan and the wider Bay of Connections portfolio. Local government will also continue to be a key partner.



Successful implementation will be a job for us all – councils, economic development agencies, Bay of Connections, Māori, industry and government – working together to make the identified opportunities and actions a reality.

The talent and passion in this region, along with the close engagement with central government, has brought the RGS and Action Plan to life.

I look forward to another year of action and results.

# Fiona McTavish

## Management Group Chair

It has been a fabulous year for Bay of Connections. As well as business as usual progressing the six already established sector strategies, the Regional Growth Programme is in its second year of development.

Bay of Connections has grown steadily and organically since inception in 2008. Each year has seen new strategies and partnerships formed, with more people than ever now actively involved in regional economic development.

2016 will hold more of the same, as we continue to partner with a great number of regional and national stakeholders to sustainably grow our communities, jobs and economy.

The Economic Action Plan developed under the Regional Growth Programme has become part of the Bay of Connections family, with action areas not already part of the Bay of Connections portfolio fitting easily into the framework.

This connectivity is what makes the wider Bay of Plenty's growth prospects so strong – bringing together sectors and industry players. Collaboration is often taken for granted, but let us not forget what a powerful and creative tool it really is.

Both the Regional Growth Programme and Bay of Connections are enablers for regional development, with the same goals and objectives at the heart of both.

In the words of Peter Drucker, I believe the best way to predict your future is to



create it. Bay of Connections embodies the idea of creating the change we want to see in the region – both over the short and long term – encouraging participation and input from all sectors of our communities.

The Bay of Plenty has many competitive advantages and significant natural resources to generate growth. The role of Bay of Connections is to help harness these opportunities by promoting conversations and connections. By using our combined strength and working together, we can continue creating influence and leverage on a national scale, while at the same time ensuring no one area loses its distinctiveness.

This coming year will be a big one for the region, as many of the strategies and actions continue to gain momentum and have a real impact for our wider region.

# 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.

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.

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, the benefits to the region are boundless.

This includes from within and into the region, as well as at a national and international level.

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

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 communities.

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

Eastern Bay of Plenty

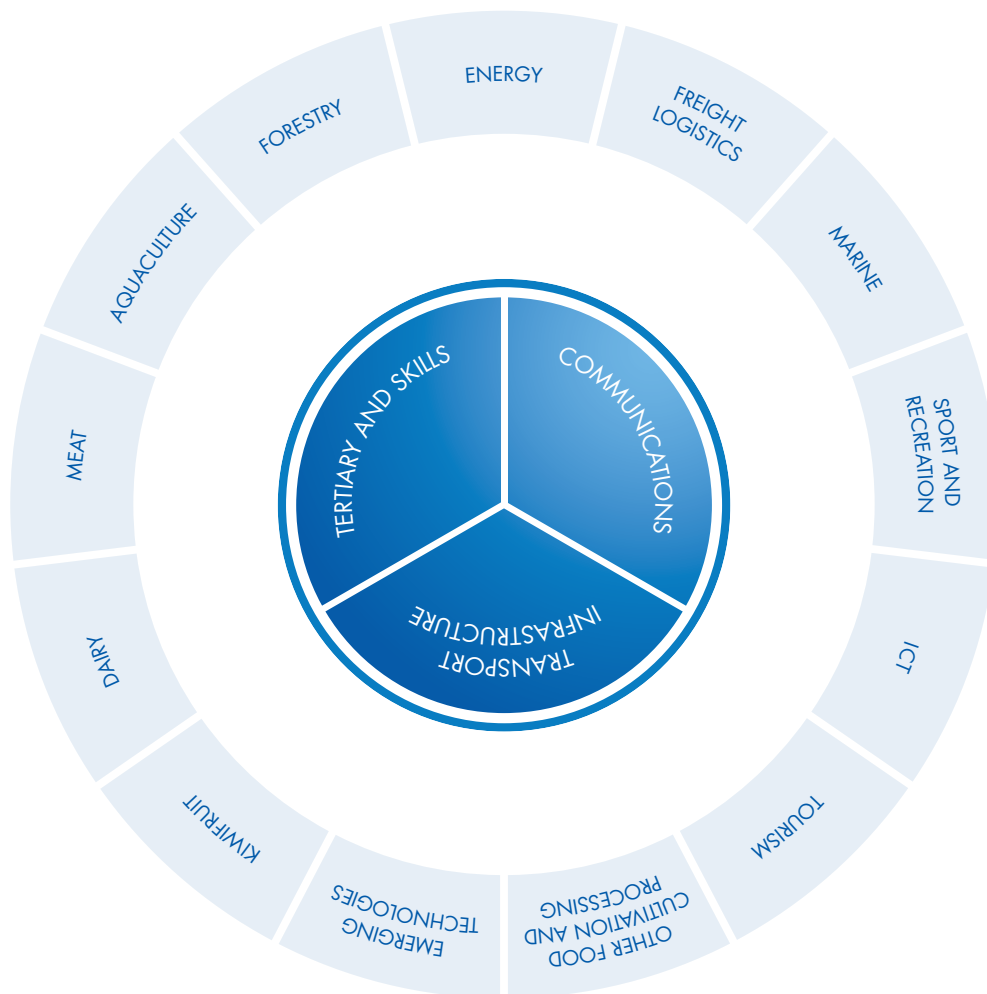
Western Bay of Plenty

Rotorua

Taupō



# The Region's Key Export Sectors



## Sector Strategies

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 areas for development, 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 or need 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 (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 (BOPRC), who manages the portfolio.

## The role of EDAs in Bay of Connections

Bay of Connections is the sum of the Economic Development Agencies (EDAs), local and central government, BOPRC and the different sector representatives across the industry groups. The EDAs are essential to the success of Bay of Connections and the implementation of the BOP Economic Action Plan as part of the government's Regional Growth Programme. Their ongoing collaboration across the Bay of Connections model is vital. The majority of the Bay of Connections Management Group membership is comprised of the EDAs, which reinforces their role in the wider portfolio.

## Bay of Connections Portfolio Manager – Cheryl Lewis



I thought last year was big and fast paced – 2015 has surpassed that.

It has been a year that all those involved with Bay of Connections can look back on with satisfaction. The launch of the Regional Growth Study and the Action Plan in less than one year was significant. The strength of our regional connections is considerable, and the relationship we have with central government is one of longevity and trust.

The industry groups continue to advocate for the key Bay of Connections sectors with fabulous results. Coupled with the Growth Study, we also saw strong business as usual progress across the portfolio. Economic performance in the region has also improved over 2015, adding to positive collaborative working relationships.

The strong support Bay of Connections received by the community during the Regional Council's Long Term Planning process was incredible. We will continue to deliver on our regional economic development goals for the benefit of the community.

Thank you to central government, the governance group, EDAs, industry groups, iwi, Growth Study participants, local government, the region's Mayors and Bay of Plenty Regional Councillors for making 2015 a year of action. See you in 2016 for more of the same.

## Grow Rotorua Chief Executive – Francis Pauwels



The Bay of Connections team can be proud of two major achievements this year – the Regional Growth Study and the Ōpōtiki Harbour funding announcement. These are prime examples of what can be achieved through collaborative efforts and unified support. Grow Rotorua is pleased to be part of implementing the Economic Action Plan and we are already seeing the benefits.

The RGS process has attracted more key players from across local and central government and additional industries – such as water, agribusiness and tourism – which will further leverage our resources. The economic statistics for Rotorua and the Bay are the best in years. The timing has never been better to work collaboratively where it makes sense, and to facilitate new investment, especially in the Māori economy.

Through initiatives like the Bay of Connections, the Regional Growth Study and other local programmes, the investor inquiries have never been stronger. Looking ahead to 2016 we are excited to advance the Action Plan and continue progress on other opportunities.



### Priority One Chief Executive – Andrew Coker



2015 has been a milestone year for the Bay of Connections. The power of our collaborative model for economic development was proven yet again when the Bay of Plenty was the first region in New Zealand to launch its Regional Economic Action Plan in partnership with central government.

The Regional Growth Programme, led by Bay of Connections, forms the basis of a unique, long-term partnership with government that will assist in creating jobs, raising incomes and increasing investment in our region. There have also been numerous successes arising from the Bay of Connections industry-led action groups, including the Freight Logistics Action Group and Regional Aquaculture

Organisation in which Priority One plays an active role.

2016 will be an exciting year for the region as we work with stakeholders including industry, iwi and government to implement the region's economic development priorities.

### Enterprise Great Lake Taupō Chief Executive – Fritz Fröhlke



Enterprise Great Lake Taupō and the Taupō district is very grateful to have been accepted into the Bay of Connections despite the fact we are not in the Bay of Plenty. Recognising that businesses are less interested in arbitrary political boundaries and more interested in getting the best result out of their business when considering location, this makes sense.

Coupled with the can-do attitude, focus on engaging with business, and dedicated sector groups with industry participation, this is a winning formula for us to be part of.

It has certainly brought us closer, working together to be more effective. To that end, we would like to thank the Bay of Plenty Regional Council for their choice of funding the Bay of Connections, and the team that runs it, especially Cheryl Lewis.

Looking back on 2015 the standout success was the participation in the Regional Growth Study and the united front of the entire region to put the Ōpōtiki Harbour project above their needs as a standout project in the Action Plan. Looking towards 2016 we will work smartly to advance our Action Plan and work collaboratively to make the most of this opportunity.

We realise and share the fact that New Zealand is a very small place in the world, let alone the Bay of Plenty. So in order to attract industry to our part of the world we need to stand united and offer businesses what they need, including providing them a unique edge to compete on a world market in their chosen niche. We have plenty of these examples, particularly where geothermal intersects with the agriculture, forestry and aquaculture sectors.

### Toi EDA Chief Executive – John Galbraith



The economic indicator results for the year were the most positive seen for the Eastern Bay in about seven years, with significant increases in employment and construction activity, growth in tourism and visitor spending and a small overall population gain.

Toi-EDA strongly represented Eastern Bay opportunities throughout the Bay of Connections-led Regional Growth Study and action planning phases and is pleased to see the new Ōpōtiki aquaculture developments and horticultural expansion feature as priority opportunities from the study. Both provide the large scale, job-rich developments necessary to offset the long-term depopulation trends in rural

New Zealand and we look forward to supporting them through implementation.

We have again appreciated the leadership and collaborative nature of the Bay of Connections structure and the opportunity to work alongside our fellow EDAs in our collective economic development mission.



# 2015 Highlights

Bay of Plenty Regional Growth Study launched by Ministers on 12 May 2015, as phase one of Regional Growth Programme

Bay of Connections LinkedIn page established and growing

Phase two completed and Economic Action Plan launched on 29 October 2015

Regional Aquaculture Organisation worked closely with Bay of Plenty Polytechnic to establish a regional education hub for fishing, navigation, crew and aquaculture qualifications

Appointed new energy industry experts, Melissa Climo and Peter Kernohan, to lead and develop the next phase of the Energy Strategy

Freight Logistics Action Group made submissions on the Bay of Plenty and Waikato Land Transport Plans, as well as provided representation on the Regional Land Transport Committee

Key partnerships continued with central government, particularly NZTE, MBIE and MPI

Forestry and Wood Processing Action Group made submissions to the Climate Change Target and National Environmental Standards – Plantation Forests consultation processes

New partnerships formed with industry both within and out of the region, to progress strategic opportunities

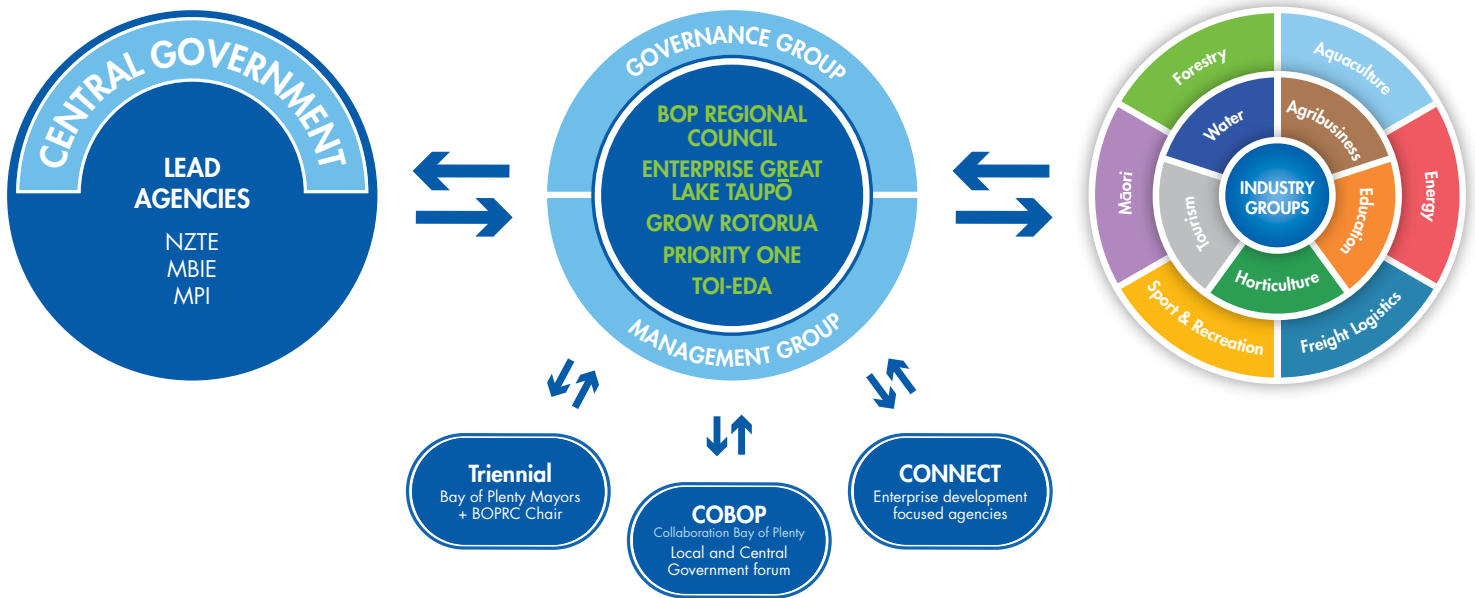
He Mauri Ohooho supported and scoped a number of education projects, such as the Māori Innovation Ecosystem Project, financial literacy and Māori and Pacific Trade Training Initiative

Bay of Plenty Regional Council Long Term Planning round highlighted unprecedented community support for regional economic development, reinforcing the importance of the Bay of Connections model

Rugby Sevens group secured the National Sevens tournament in the Bay of Plenty until 2019, as well as continued to grow its international education ties into the US and Japan

# The Bay of Connections Model

Working alongside each other



Bay of Connections provides a simple framework for the region to work together to achieve greater economic growth.

Oversight is led by a Governance Group representing industry, economic development agencies (EDAs), Māori business and local and central government. The Management Group consists of members from Bay of Plenty Regional Council, central government and the four economic development agencies. This team implements the decisions of the Bay of Connections Governance Group.

Bay of Connections works closely with central government, local government and industry and ensures two-way communication between all strategy partners.

## Regional Growth Programme

Overall governance and management of the Regional Growth Programme and the Economic Action Plan will take place within the above framework.

The additions to the current model are:

- The formal link to the Triennial
- The additional sectors not already a part of the Bay of Connections portfolio (the inner circle of agribusiness, education, horticulture, tourism, water)
- The outer circle represents the current Bay of Connections sectors, with energy, forestry, aquaculture and Māori also being part of the Action Plan.

The Action Plan and Bay of Connections goals and objectives are aligned, making this implementation framework a natural fit.

# Regional Growth Study



## Introduction

The Bay of Plenty Regional Growth Study has been a key project for Bay of Connections since the beginning of 2014. In June 2014 government publicly announced the Regional Growth Programme with the purpose of growing jobs, investment and income opportunities in regional New Zealand. Our region was one of four chosen to participate.

Developing the Regional Growth Study (RGS) was **phase one** of the programme, led by the Ministries of Business, Innovation and Employment (MBIE) and Primary Industries (MPI) at the national level, and Bay of Connections at the regional level.

Consultants MartinJenkins were commissioned in June 2014 to prepare an independent report to identify a range of short to mid-term opportunities (0-10 years) that could assist in increasing investment, employment and incomes in the region. The RGS focused on the wider Bay of Plenty's strengths and where central and local government, iwi, industry and the community can work together, to increase investment, employment and incomes in the region.

The independent study was launched by Ministers in May 2015.

**Phase two** included developing an Economic Action Plan, to identify how key opportunities can be realised, who is responsible and by when.

## Action Plan

During its development, five workshops were held across the region, asking stakeholders to prioritise the opportunities in the RGS. The region told us that nine key areas should be prioritised for development.

These areas are:



An RGS Action Group worked with relevant stakeholders and government representatives to develop actions for each area of opportunity.

Progress on other opportunities not listed in the Action Plan will continue as business as usual through existing Bay of Connections action groups, relevant economic development agencies, or industry groupings.

The final Action Plan was launched by Ministers in the region on 29 October, 2015.

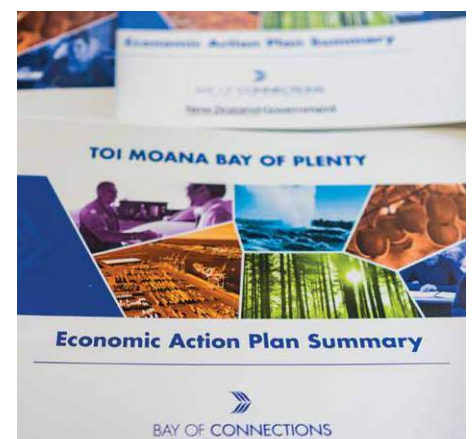
## Implementation

Over the duration of the Action Plan, around 10 years, regional responsibility for leading activity will continue with the Bay of Connections. Success will require regional ownership and leadership, including the need to be agile as things progress and change.

Mayoral involvement during this phase is an important aspect of implementation, with the relationship between Bay of Connections and the Triennial/Mayoral Forum continuing to strengthen.

Central government will remain a key partner with representation on the Bay of Connections Governance and Management Groups. Each of the nine action plans will have a regional lead, responsible for management and progress reporting. Oversight of all the action plans will take place at Bay of Connections Management and Executive level, as already happens with the current Bay of Connections portfolio.

Stakeholder engagement as implementation builds will be essential. There will be an ongoing communications strategy to ensure continued input, as well as an annual forum.





# Sector Strategies

The Bay of Connections has identified 13 export-focused sectors, with strategies currently in place for the following six:

**Aquaculture**

**Energy**

**Freight Logistics**

**Forestry &  
Wood Processing**

**Māori Economic  
Development**

**Rugby Sevens**

# Aquaculture

**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

## 2015 highlights

- Participated in the development of the Regional Growth Study (RGS)
- Held six well attended meetings of the Regional Aquaculture Organisation (RAO)
- Attended a Treasury-arranged stakeholder workshop for the Ōpōtiki Harbour development project
- Participated in a review of employment opportunities in the Eastern Bay of Plenty
- Worked with Bay of Plenty Polytechnic to help establish a regional education hub for fishing/navigation/crew qualifications and aquaculture
- Promoted primary school education on marine farming through the House of Science, and sponsored a school science kit
- Worked on expanding the regional knowledge of marine biosecurity and how the marine farming industry needs to be protected from unwanted marine organisms
- Supported Will Samuel (Taupō District Council) who received a Winston Churchill Fellowship grant to study rural economic development abroad
- Submitted on Bay of Plenty Regional Council's Long Term Plan and the review of the Coastal Plan

## Advocating for growth

The RAO provides a common connection for aquaculture interests throughout the region and further afield. Because of this, it has been heavily involved in the RGS. This has included providing advice to consultants MartinJenkins, MBIE, Treasury, MPI and politicians regarding the aquaculture opportunities that have been identified by the RAO for development in the region, as well as attending regional forums and workshops.

The two key opportunities included in the RGS Action Plan for implementation are:

1. Ōpōtiki Seafarm and Harbour development
2. Establishment of commercial trout farming

The Ōpōtiki sea farm and harbour, commercial trout farming, plus associated bio-discovery opportunities, are cornerstone projects to achieve the Bay of Connections Regional Aquaculture Strategy target of \$250 million sales by 2025. The Bay of Connections strategy is, in turn, a core element to achieving the national aquaculture aspiration to be a \$1 billion sector.

The identification of trout farming as a valid commercial opportunity for the Bay of Plenty has attracted interest from groups throughout New Zealand. Skills relating to trout farm husbandry and intensive production already exist in the region and the RAO sees trout farming and trout fishing as being mutually inclusive, rather than mutually exclusive.

However, legislative reform will need to take place before opportunities around trout can be actioned. This is an action area for central government, as outlined in the RGS.

Upcoming priorities include supporting Action Plan implementation and continuing to pursue freshwater aquaculture opportunities in the region, including those which benefit other industry sectors such as geothermal, and education and skills.

The RAO also actively encourages investors into aquaculture opportunities, which includes the use of Eastern Seafarms' water space for mussel spat catching and innovative marine farming opportunities.

Over the next 12 months the RAO will also be working with the University of Waikato on marine biodiscovery.

# Energy

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

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

## 2015 highlights

- Review (ongoing) of the Energy Strategy
- Appointment of Energy Strategy coordination team – Melissa Climo and Peter Kernohan
- Development of geothermal energy actions aligned with the Regional Growth Study (RGS)

## Building momentum

The appointment of the Energy Strategy coordination team earlier this year has ensured momentum is continuing in this sector, with the team leading an update of the Energy Strategy, which will facilitate support and investment across the energy sector.

A current focus of the coordination team is developing an integrated work programme that aligns the updated Bay of Connections Energy Strategy with geothermal sector actions in the Regional Growth Study and Economic Action Plan.

We are connecting with other local, regional and national initiatives. One such project includes involvement with Scion's industrial symbiosis research programme that examines how to best

integrate wood waste and geothermal resources in the Central North Island. Our regional energy initiatives also link with a national geoheat strategy being developed by the New Zealand Geothermal Association.

An important aspect of the regional strategy is supporting the growth of local commercial and industrial projects that require a significant input of energy. It is also essential to build and promote the region's energy opportunities and value investment proposition.

During 2016 the Energy Action Group will be re-established to further facilitate growth and investment, and lead implementation of actions in both the RGS Action Plan and Bay of Connections strategy. The group will be made up of a cross-section of industry representatives and key stakeholders.

The strategy aims to facilitate engagement, establish mechanisms for connecting heat users and suppliers, and continue to identify business investment targets, while showcasing the region's energy advantages, in particular geothermal direct use opportunities.





# Freight Logistics

**Vision** – World-class freight logistics

**Goal** – To lift New Zealand's rankings in logistics performance

## 2015 Highlights

- Provided input into the Regional Growth Study (RGS) on infrastructure opportunities
- Freight Logistics Action Group (FLAG) Enabling Technology and Health, Safety and Environment sub-groups jointly promoted a proof of concept trial for mobile applications interacting with beacons for location-based information and alerts such as hazard ID
- Input into Tertiary Review of Qualifications
- Submitted to NZTA on progressing HPMV to the 25m/64 tonne envelope and developed a suite of high-volume, point-to-point designated routes within the region for interim implementation
- Freight Advisor representation on Regional Land Transport Committee
- Submissions on Bay of Plenty and Waikato land transport plans
- Promoted logistics careers at Future Focus Expo held in Tauranga

## Strengthening links

FLAG continues to develop its role as an authoritative and representative voice for

the logistics sector in the upper North Island, providing a platform for agencies such as NZTA to engage directly with industry, to better inform and seek feedback on strategies and plans.

There is a current focus on strengthening links with national organisations, particularly the Road Transport Forum, to continue growing sector collaboration.

Input into the RGS included drafting actions for improved freight efficiency in associated sectors such as forestry.

FLAG has a current focus on widening the application and use of promotional careers material, including a new module for women in road transport, to address a lack of skilled and available labour, particularly amongst young people. Scenario planning for how a major biosecurity event could impact on logistics and supply chains is also being looked at.

Upcoming activity includes enhancing the communications and media profile for the sector, promoting road-rail integration and looking at climate change target implications for the freight sector.

# Forestry and Wood Processing

**Vision** – To extract the maximum sustainable regional wealth from the Central North Island forest resource

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

## 2015 Highlights

- Implementation of the 2014 revised three-year strategy
- Strengthened connections with the newly-formed national Wood Processors and Manufacturers Association (WPMA) and supported its regional interface
- Supported the Rotorua Lakes Council's Wood First and WPMA's Wood Story initiatives
- Monitored performance of the industry in harvesting and local processing and championed the update of the Central North Island Wood Availability Forecast, taking into account significant departures from previous outlook
- Submissions to the Climate Change Target and National Environmental Standards – Plantation Forests consultation processes
- Active role in developing Regional Growth Study (RGS) and related Forestry and Wood Processing Action Plan

## Championing advocacy

The key role of the Forestry and Wood Processing Action Group (FWAG) is to support industry growth through advocacy, communication and collaboration.

FWAG has grown its advocacy profile within the industry, particularly after providing an active forum for regional

stakeholder engagement throughout the RGS and Action Plan development phases.

The themes include:

1. Improved market access for processed wood products
2. Afforestation

The Bay of Plenty has significant competitive advantages to grow the sector, including world-class supply, logistics and processing, access to geothermal heat and energy, proximity to growth markets (Asia, India, Japan, Korea), Fair Trade Agreements, research and education capability and skilled workforce.

Support for afforestation projects is a key focus for FWAG over the next 12 months, through promoting environmental, social and climate change effects of forestry as a land use and significant climate change mitigation option.

Implementation of the RGS Action Plan will also be a key area of activity.

FWAG supports engineered wood and the timber building initiatives of Grow Rotorua and NZ Wood, as well as working alongside the Freight Logistics Action Group in scenario planning for a major biosecurity event that could impact on logistics and supply chains within the forestry industry.

# Māori Economic Development

**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

## 2015 Highlights

- Four successful Māori Advisory Group Hui held over past 12 months
- Two Māori Economic Development hui held in Tauranga and Rotorua, enhancing connections
- Presentation to iwi leaders education forum
- Circulated information about Māori Innovation Fund providers
- Initiated Te Pae Tawhiti project with Ngāti Pikiao land trusts (previously Te Tētere Kōkiri o te Ata) identifying opportunities for collaboration (scheduled to be completed in December)
- Supported and contributed to the Regional Growth Study (RGS), including development of the Māori Land Utilisation Action Plan
- Māori Innovation Ecosystem project and Māori business hubs scoped
- Developed contacts database
- Assisted iwi financial literacy proposal with Leisa Nathan
- Provided report for Bay of Plenty Tertiary Intentions Strategy
- Supported Māori and Pacific Trade Training Initiative proposal with Tauranga Moana iwi and region

## Collective leadership

The highlights and achievements over the past 12 months relate to five of the six strategic goals identified in the 2014 strategy report. They include: strategic leadership (kia arahī), collective utilisation (kia tipu), business networks (kia hono), high value business growth

(kia piki), and education and skill development (kia ako), all of which are imperative to growing Māori economic development in the region.

Growth of the Māori economy in the Bay of Plenty is fundamental to achieving region-wide growth. Currently contributing \$1.2 billion, or 11%, of the region's annual GDP, He Mauri Ohooho (HMO) is confident that this contribution can be improved by 10-30% over the next 10 years and, in turn, realise an additional \$120-\$320 million in GDP.

HMO's focus for 2016 will be on both operational and strategic activities. Operational activities include core coordination and advocacy initiatives, as directed by the advisory group, while strategic projects are those that advance Māori economic development aspirations in the wider Bay of Plenty – including leveraging outcomes for HMO through the RGS process.

Involvement in the RGS has included leveraging existing relationships within the region, as well as coordinating Māori engagement into the relevant action plans such as forestry, geothermal, visitor economy, water, agribusiness, aquaculture, horticulture and education and skills. HMO was also tasked with developing an action plan specifically for Māori Land Utilisation and will continue to be a lead support in the implementation of the actions identified.

HMO will continue to advocate, coordinate and lead implementation of actions that provide the potential to lift Māori economic development in the region.

# Sport and Recreation

## – Rugby Sevens

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

**Goal** – The Bay of Plenty is a 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

### 2015 Highlights

- Secured National Sevens tournament in the Bay of Plenty until 2019
- Secured the hosting rights to the British and Irish Lions vs. New Zealand Māori All Blacks in 2017
- Hosted players from Gonzaga High School, Washington USA
- Hosted the North Island Secondary School Girls Tournament, as well as the National U15 Sevens Tournament
- Worked with Education New Zealand to take part in a new programme aimed at the Japanese market
- Worked with Tauranga City Council and Bay Venues on the development of a High Performance Training Centre at Blake Park, including New Zealand Rugby Men's and Women's Sevens as tenants
- Held initial discussions with the University of California regarding a potential relationship
- Held discussions with Ryugasaki University, Japan regarding hosting players in the Bay of Plenty

### Creating international reach

The Bay of Connections Sevens strategy is a truly international strategy, with significant links already established with key sevens rugby nations around the globe and further developments in the pipeline.

The strategy, which is implemented in partnership the Bay of Plenty Rugby

Union (BOPRU) and supported by Education New Zealand (ENZ) and Bay of Connections, also addresses strategic objectives for the New Zealand Rugby Union of growing the game nationally.

International ties have been solidified through the Study Abroad programme, which is aimed at international post secondary school students wanting to learn rugby and continue their studies at the same time. With a number of partnerships already established with secondary schools throughout the United States in particular, work is also underway to widen international education pathways with post secondary institutes, including the University of California and Ryugasaki University in Japan. Progress is being made on establishing an English programme as well.

With the Bay of Plenty firmly established as the hub for Sevens rugby in New Zealand, partnership discussions are also proceeding closer to home with an objective over the next 12 months being to develop a partnership through the University of Waikato.

The region will also play host to a number of international teams, as well as national and international tournaments over the next three years.

Sevens strategy activities, including the establishment of a high performance training centre at Blake Park in Tauranga, also ties in with other national sporting strategies including High-Performance Sport New Zealand and ENZ.



## 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 Bay of Connections?

The Bay of Connections is led by a Governance Group of 12 members – three from business, four from the economic development agencies, two Māori business representatives, a local Government and central Government representative, and a Collaboration Bay of Plenty representative. The Governance Group is supported by the region's economic development agencies, central government, and the Bay of Plenty Regional Council. Refer to page 23 for Bay of Connections partners.



## Where is the Bay of Connections region?

The Bay of Connections region covers the wider Bay of Plenty, including Taupō, Rotorua, and Western and Eastern Bay. 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.



## 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 success be measured?

The ultimate measure of success for the 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.



# Our People

## Pictured left to right

### **Bryce Heard**

Governance Group  
Rotorua Business

### **Greg Simmonds**

Management Group  
Priority One

### **John Green**

Governance Group  
Grow Rotorua

### **Fiona McTavish**

Management Group Chair  
BOP Regional Council

### **Jacob Kajavala**

Governance Group  
Eastern Bay Business

### **Andrew Coker**

Governance Group  
Priority One

### **Anthony Olsen**

Governance Group  
Māori Business

### **Doug Leeder**

Governance Group Chair  
BOP Regional Council Chair

### **John Galbraith**

Governance Group  
Acting Management  
Toi EDA

### **Fritz Fröhlke**

Management Group  
Enterprise Great  
Lake Taupō

### **Jackie Read**

Management Group  
Bay of Connections  
Support

### **Cheryl Lewis**

Management Group  
Bay of Connections  
Portfolio Manger

### **Jacky James**

Management Group  
Bay of Connections  
Communications

### **Riri Ellis**

Governance Group  
Māori Business

## Not Pictured

### **Graeme Marshall**

Governance Group  
Western Bay Business

### **Lionel Crawley**

Governance Group  
Collaboration BOP

### **Francis Pauwels**

Management Group  
Grow Rotorua

### **Andrea Blair**

Governance Group  
Enterprise Great  
Lake Taupō

# 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> <li>• Māori</li> <li>• Sport &amp; Recreation                             <ul style="list-style-type: none"> <li>- Biking</li> <li>- Rugby Sevens</li> </ul> </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 Lakes 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>• Kawerau District Council</li> <li>• Ōpōtiki District Council</li> <li>• Whakatāne District Council</li> <li>• Bay of Plenty Polytech</li> <li>• Bay Trust</li> <li>• COBOP</li> <li>• CONNECT</li> <li>• Eastern Bay Chamber of Commerce</li> <li>• Export NZ Bay of Plenty</li> <li>• Forestry &amp; Wood Processing Industry</li> <li>• Freight Logistics industry</li> <li>• Grow Whakatane Advisory Board</li> <li>• Horticulture industry</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 Marine Advisory Group</li> <li>• Sustainable Business Network</li> <li>• Te Puni Kōkiri</li> <li>• Te Runanga o Ngāti Awa</li> <li>• Te Tumu Paeroa</li> <li>• Te Wānanga o Awanuiarangi</li> <li>• Tourism cluster</li> <li>• Whakatohea Maori Trust Board</li> <li>• Waiariki Institute of Technology</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 Lakes 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 Lakes 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 Lakes 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>	

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