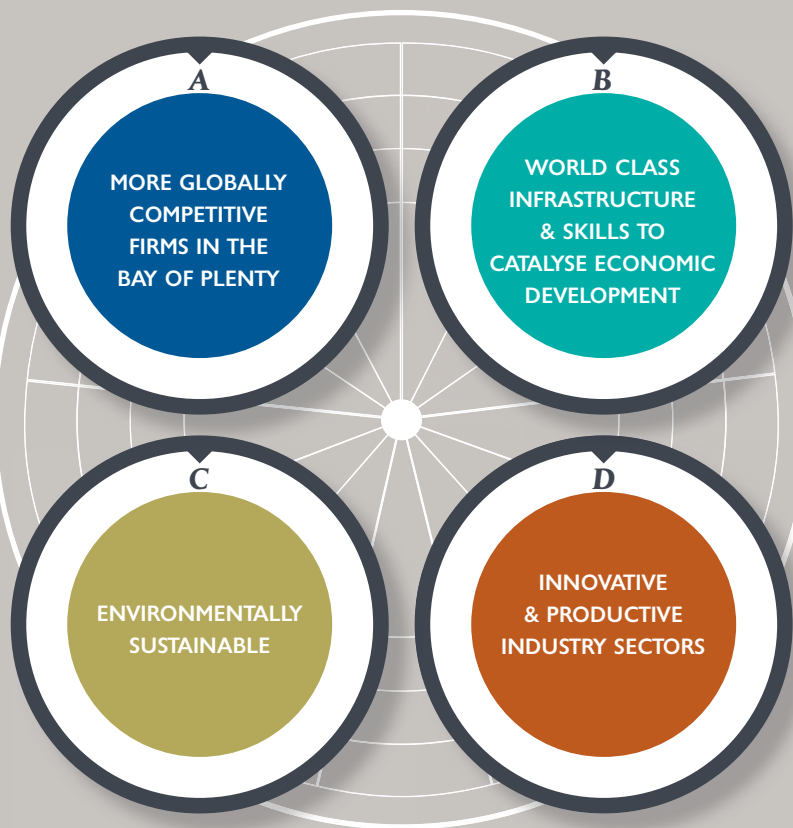


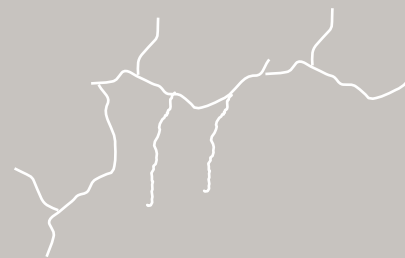
Our Key Areas of Focus

The strategy has been developed around a clear vision, mission and values supported by our four themes.

The following diagrams outline the themes:

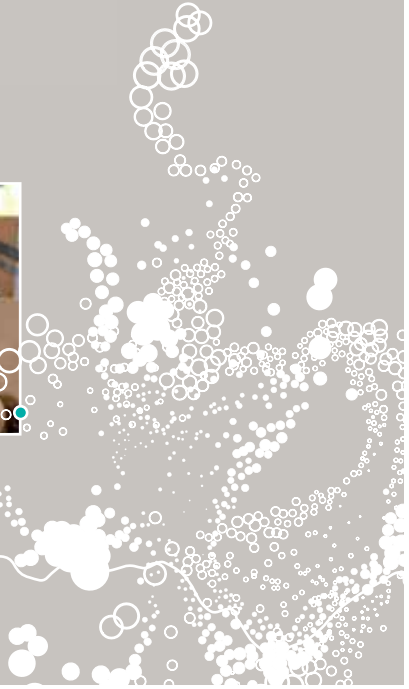
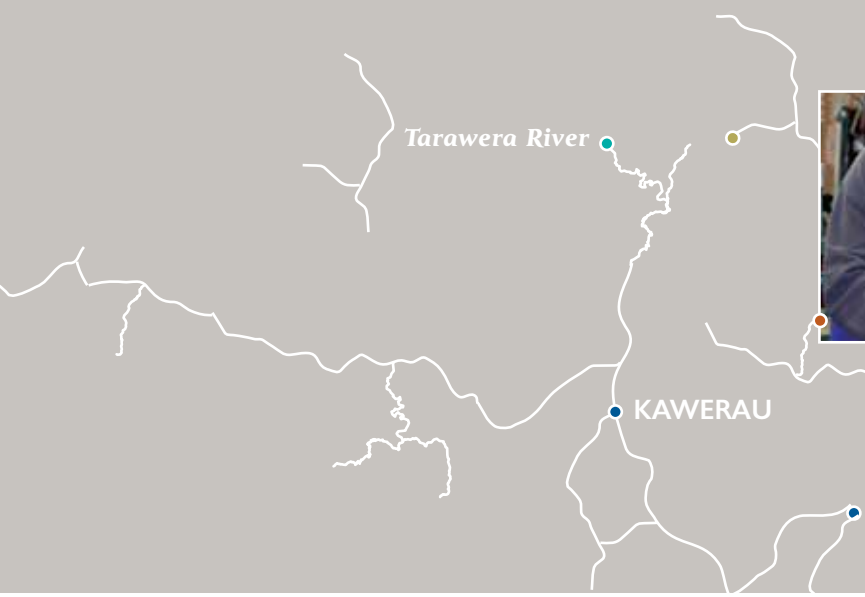
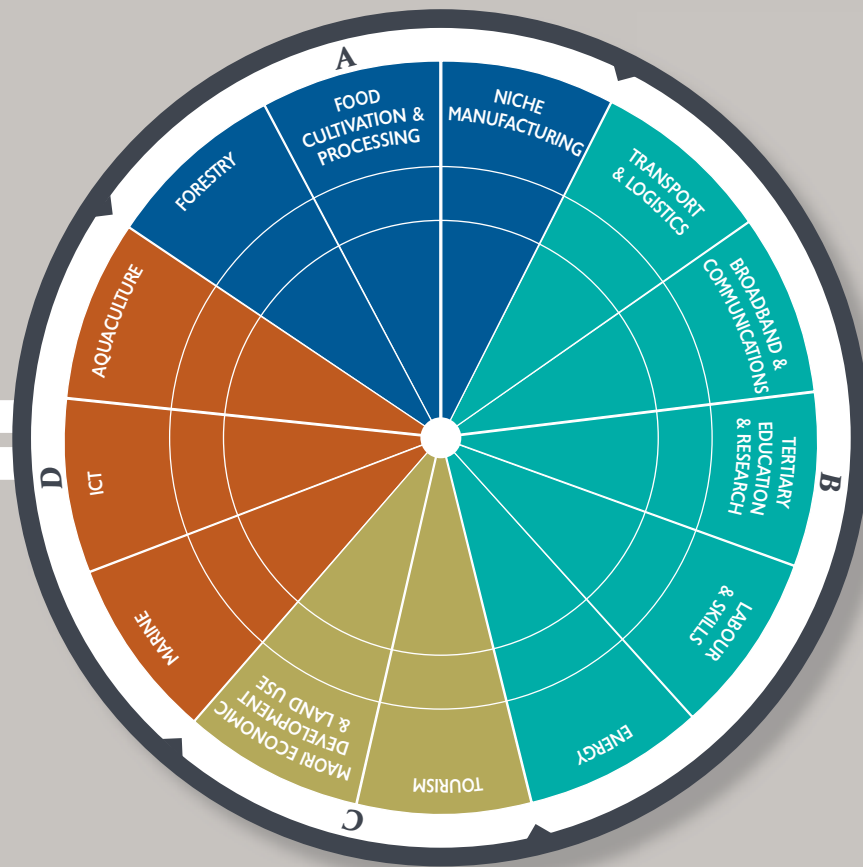


The spirit of working together that exists in the Bay of Plenty on a regional, business and community level is the foundation of our future and the further growth and development of our region.



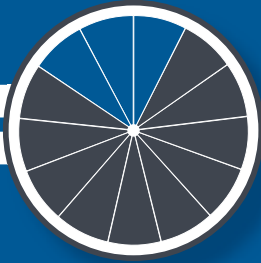
It is within these four themes that the 13 key areas of focus are allocated and which then form the basis of strategy direction and implementation.

The following diagrams outline key areas of focus:



Our Key Areas of Focus ~ Defined

A *More globally competitive firms in the Bay of Plenty*



FORESTRY

Alignment with Rotorua and Bay of Plenty/Biomaterials – natural materials innovation.

FOOD & CULTIVATION PROCESSING

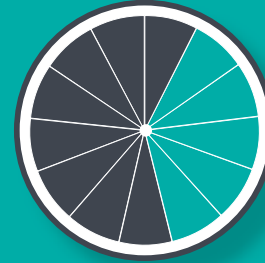
Alignment across the region. Innovation Centre (Food, Horticulture & Nutraceuticals, and Innovation Park).

NICHE MANUFACTURING

Become the centre of excellence for metallurgy. Establish an applied powder metallurgy centre with associated training facilities – likely to be at the Bay of Plenty Polytechnic.



B *World class infrastructure & skills to catalyse economic development*



TRANSPORT & LOGISTICS

Support the establishment of appropriate infrastructure to ensure that economic development is not constrained (ie roading, broadband, industrial land, energy, Port of Tauranga and Rotorua International Airport).

BROADBAND & COMMUNICATIONS

Support the implementation of the regional broadband project to meet the needs of business, research institutions, education providers and others.

TERTIARY EDUCATION & RESEARCH

Progress the development of regional partnerships with targeted tertiary and research institutions that support and accelerate innovation and entrepreneurship and assist to internationalise the region's businesses.

LABOUR AND SKILLS

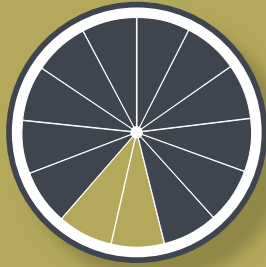
Attract and develop the required skill resource to meet industry needs. Representatives from government and the economic development agencies to set up a Bay of Plenty Skills working group and agree on a terms of reference for how we will work together on regional skills issues, agree on priority areas, and integrate the regional development work with the New Zealand Skills Strategy.

ENERGY

Alignment between the sub-regions, and investigate sustainable energy options for the future.



C *Environmentally sustainable*



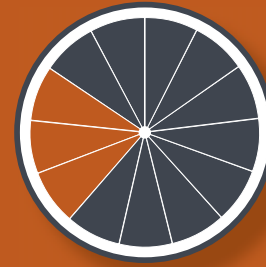
TOURISM

Build on the brand being developed by Rotorua International Airport and surrounding regional tourism organisations to develop an integrated strategy.

MAORI ECONOMIC DEVELOPMENT & LAND USE

Support the development of structures and skills to maximise economic growth and development for Maori, including initiatives for efficient land utilisation and energy development.

D *Innovative & productive industry sectors*



MARINE

Develop the Harbour Central Marine Precinct.

INFORMATION & COMMUNICATION TECHNOLOGY

Link ICT businesses throughout the region to maximise collaborative opportunities and stimulate business growth. Opportunities for businesses to share resources and collaborate on tenders for national and international projects.

Attract ICT research providers.

AQUACULTURE

Establish a significant Aquaculture industry in the Eastern Bay of Plenty, and investigate options for a Harbour Entrance in Opotiki.

ROTORUA

Lake Rotorua





Our Key Areas of Focus ~ Priorities

Given the range of focus areas and recognising resource limitations and that focus areas are at different stages of development, not all of them can be actioned at the same time.

Therefore a matrix has been developed to provide a general prioritisation guide for key focus areas.

The matrix has a range of criteria by which focus areas have been assessed and these include:

- national sector alignment
- existing and collective regional strengths
- readiness to progress in next 12 months
- potential economic impact

Other considerations include whether focus areas are enabling for others to proceed or are dependent on other focus areas being worked on first.

PRIORITISATION MATRIX

A

B

	FORESTRY	FOOD CULTIVATION & PROCESSING	NICHE MANUFACTURING	TRANSPORT & LOGISTICS	BROADBAND & COMMUNICATIONS	TERTIARY EDUCATION & RESEARCH
National Sector Alignment	2	3	2	3	3	3
Builds on existing and collective regional strengths	3	3	2	2	2	2
Readiness (Able to progress a key initiative within 12 months)	1	3	1	1	3	2
Potential Economic Impact (adding value to our commodity base)	2	3	3	2	3	3
SUB-TOTAL	8	12	8	8	11	10

OTHER CONSIDERATIONS

Enabling (Supports delivery of key areas of focus)				✓	✓	✓
Dependencies (Reliant on minimal external factors eg., legislation, central govt funding)	✓	✓	✓		✓	

PRIORITISATION GUIDE

1	LOW
2	MEDIUM
3	HIGH

C

D

	LABOUR & SKILLS	ENERGY	TOURISM	MAORI ECONOMIC DEVELOPMENT & LAND USE	MARINE	INFORMATION & COMMUNICATION TECHNOLOGY	AQUACULTURE
	3	2	2	3	3	3	3
	2	2	3	2	3	2	3
	3	2	2	3	3	2	3
	3	3	2	3	3	3	2
	11	9	9	11	12	10	11
	✓	✓		✓		✓	
	✓	✓	✓		✓	✓	



ZESPRI INTERNATIONAL LTD

CASE STUDY

“As New Zealand’s largest horticultural exporter, ZESPRI International generates over \$1 billion in annual sales and moved its head office from Auckland to Mount Maunganui to be in the heart of New Zealand’s kiwifruit growing country. ZESPRI’s success is attributable to the 25,000 people involved in the New Zealand kiwifruit industry, the majority of whom are based in the Bay of Plenty. It is critical that we continue to work closely with regional partners to further enhance the economic, social and environmental performance of our region and the Bay of Plenty Regional Economic Development Strategy enables this collaboration to happen effectively.”

Murray Denyer
GM Corporate Services & General Counsel



Background

In 2007 work commenced on the development of a Regional Economic Development Strategy that built on collective regional strengths and addressed the critical cross regional issues and opportunities for sustainable economic growth. Prior to this there were three separate sub regional economic development strategies for the Western Bay of Plenty, Rotorua, and the Eastern Bay of Plenty.

The Bay of Plenty Region described in the strategy includes those areas defined as the;

- **Western Bay of Plenty** – Tauranga City, Western Bay of Plenty District
- **Eastern Bay of Plenty** – Whakatane, Kawerau District, Opotiki District and
- **Southern Bay of Plenty** – Rotorua District and part of the Taupo District.

Development of the strategy has been possible due to extensive consultation with a range of stakeholders.

Collaboration

The critical driver in the region to achieving greater economic growth will be continued and enhanced collaboration. This means local and central government, economic development agencies, industry, iwi, and other key groups within the region working together. This complements and supports the economic development vision for the region which is:

The Bay of Plenty - the most dynamic and progressive region - where we work together to achieve economic prosperity, a sustainable environment and improved well-being for all people.

Existing Strengths

Essential to the Region's development will be to add value to our existing strengths and to raise our productivity. More innovative and globally competitive firms will help us achieve this. Underpinning our development will be environment sustainability – this will ensure our impact on the environment is minimised, and will also create market opportunities.

Strategy and Implementation Plan Framework

The strategy itself and implementation plan incorporating the actions, is made up of 5 sections and appendices, comprising two volumes.

SECTION 1 outlines the background to the strategy and the governance arrangements put in place for economic development of the region.

SECTION 2 illustrates how the regional economic development of the Bay aligns with Central Government's regional economic development policy.

SECTION 3 contains an economic profile of the region that was completed at the end of 2007.

SECTION 4 summarises work that was completed in June and July 2008, which provide an analysis on sub-regional strategy alignment.

SECTION 5 outlines the key areas of focus for the Bay of Plenty over the next ten years. The key areas of focus are the result of regional consultation, and the background work produced for this strategy over the last year.

Accompanying the Strategy is an Action Plan that focuses on implementation of the strategy for the next three years. The Action Plan will be revised and updated each year. It will also provide the basis by which progress on strategy achievement and implementation can be monitored and reported on.

Strategy Themes

The strategy has been developed around a clear vision, mission and values supported by the four themes of;

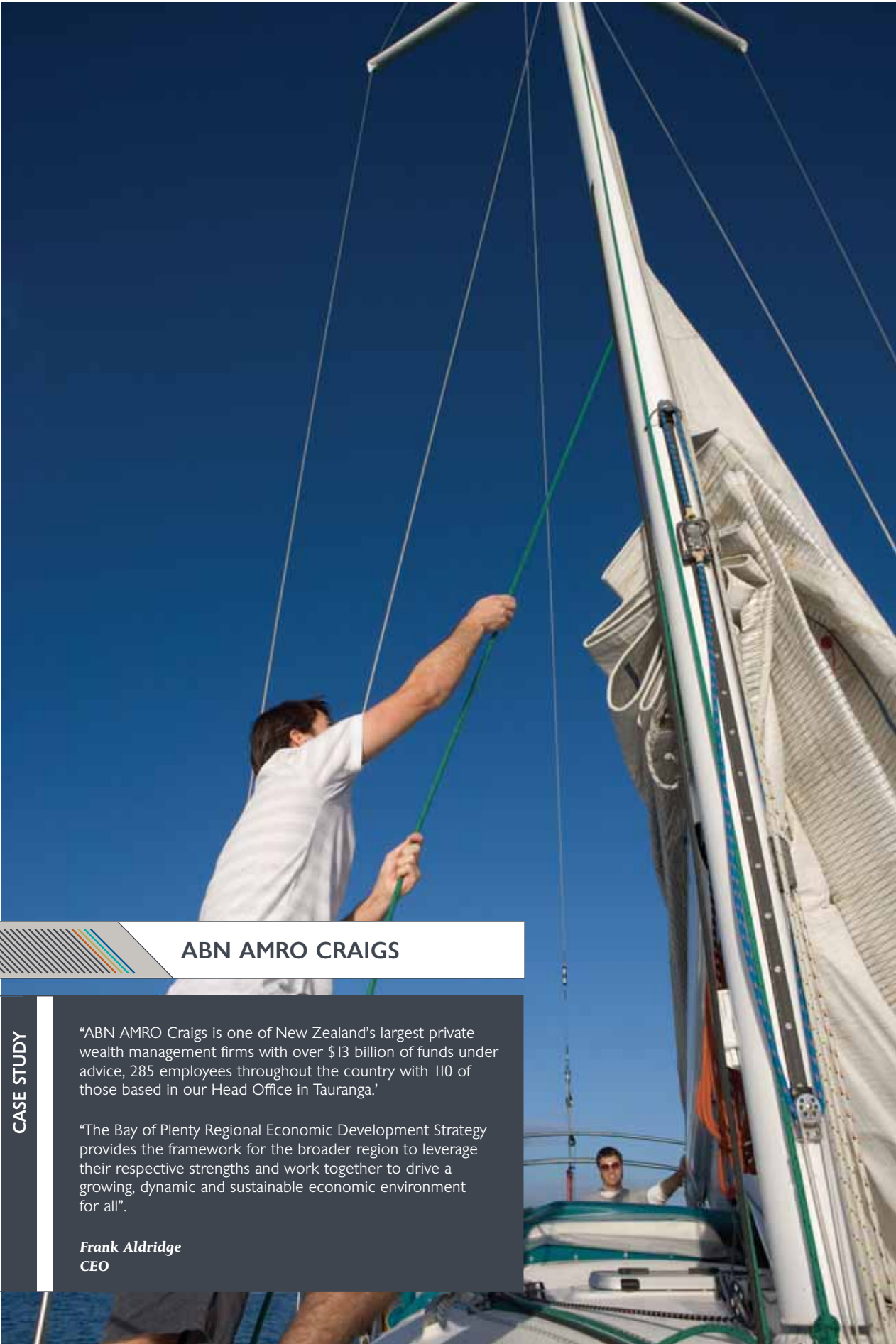
- More globally competing firms in the Bay of Plenty
- World class infrastructure to catalyse economic development
- Environmentally sustainable
- Innovative and productive industry sectors.

It is within these four themes that the key areas of focus are allocated and which then form the basis of strategy direction and implementation.

Benefits of a Regional Economic Development Strategy

There are a range of benefits arising from the development and implementation of a regional economic development strategy. These include:

- A common understanding of the economic drivers for the region
- Alignment of the sub-regional economic development strategies with a regional direction and approach
- Improved linkages and co-ordination between the sub-regions and all parts of the economic sector
- Opportunity to align regional priorities with those of central government
- Identification of key opportunities and priorities
- Set of agreed actions, targets and resources to support strategy implementation
- Framework for and commitment to enhanced collaboration and partnership an arrangement to effectively undertake economic development initiatives
- Framework for evaluating success and making progress
- Provide leadership and commitment to economic development investment
- Assist in growing the regional economy and increasing household income.



ABN AMRO CRAIGS

CASE STUDY

“ABN AMRO Craigs is one of New Zealand’s largest private wealth management firms with over \$13 billion of funds under advice, 285 employees throughout the country with 110 of those based in our Head Office in Tauranga.”

“The Bay of Plenty Regional Economic Development Strategy provides the framework for the broader region to leverage their respective strengths and work together to drive a growing, dynamic and sustainable economic environment for all”.

Frank Aldridge
CEO



Strategy Development

During 2007 and 2008 the region has been working to develop a region-wide strategy for the Bay of Plenty. Prior to this the Bay of Plenty had three separate sub-regional economic development strategies being for the Western Bay, Rotorua, and the Eastern Bay.

The process of bringing the Western Bay, Eastern Bay and Rotorua together to develop a region-wide economic development strategy has resulted in greater collaboration, cohesion, and partnerships in respect of economic development in the region.

During 2007 Community Outcomes Bay of Plenty established an Economic Transformation Group. A key task of that group was to begin the strategy development process. BERL was commissioned to complete a situation analysis of the region. That document provides a comprehensive picture of the Bay of Plenty economy.

The Answer Company was then commissioned by Priority One, with input from Community Outcomes Bay of Plenty, to produce the Bay of Plenty Regional Economic Profile. This is a condensed version of the BERL report, and provides a key information input in respect of this strategy.

Regional Economic Development Governance and Management

At the end of 2007 Environment Bay of Plenty, with input from Community Outcomes Bay of Plenty, established a Regional Governance Group. In line with the new central government regional development policy, the role of the Governance Group is to oversee the economic development of the region. The core group is comprised of three business leaders, three representatives from each of the sub-regional Economic Development Agencies (EDAs), a local/central government representative, and the Group Manager Strategic Development, Environment Bay of Plenty. The Governance Group's first meeting was held on 12 December 2007. Since then, the Governance Group has met regularly to consider and lead the strategy development.

A Regional Management Group was also established at the end of 2007. The purpose of this group is to implement the direction set by the Governance Group, as well as the provision of advice. It comprises management representatives from the three EDAs, and is chaired by the Group Manager Strategic Development: Environment Bay of Plenty.

Regional Forum

On 6 May 2008, the Regional Governance Group convened a Regional Economic Development Forum. Eighty representatives from industry sectors, iwi, science, education, economic development agencies, local and central government, met to discuss the opportunity and benefits of creating a common vision and working collaboratively to create and implement a Regional Economic Development Strategy.

The Forum discussed the research data, the various reports findings and the current economic driving and restraining forces. Participants openly shared their views and opinions on the best way forward to build on regional strengths and prioritise the actions needed to grow and sustain the economy. The Forum provided very valuable information, such as the key areas the region needs to be focusing on, and the vision, mission and values that are required to achieve the desired outcomes. The views represented at that meeting have been incorporated into this strategy.

There will be future forums and other communications to ensure region wide participation and sharing of knowledge as the strategy is implemented.

Sub-regional Strategy Analysis

In May and June 2008, two further regional reports were completed. Wasley Knell Consultants Ltd were commissioned to carry out a strategy alignment analysis of two of the sub-regional strategies being Smart Economy (Western Bay of Plenty) and Bright Economy (Rotorua). Zeal Partners were commissioned to carry out strategy alignment in respect of existing Eastern Bay of Plenty strategies.

Stakeholder Involvement

The background work completed up to this point has assisted with collaboration and communication across the region. As the strategy is implemented over time, more and more stakeholders will become involved.

An essential success factor of this strategy will be for the region to maintain its close links with key stakeholders and implementation agencies including those of central government and those based within the region. A collaborative approach is vital to successful implementation of the strategy.

