



“A Rotorua community economic development framework aimed at creating future wealth and prosperity for our people”

Rotorua Economic Development Strategy

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PART A: STRATEGIC DIRECTION
BrightEconomy: Strategy & Implementation

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PART A: STRATEGIC DIRECTION

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PART B: BUSINESS PLAN - This is a separate document and contains the detailed actions, lead and support agencies, timing, costs, measures, and appendices.

A1: A THRIVING, ENGAGED AND FULFILLED COMMUNITY, ENJOYING THE BENEFITS FLOWING FROM A FOCUS ON SUSTAINABLE WEALTH CREATION AND ENHANCEMENT

In the 21st century, the social, spiritual and physical well-being of a community will increasingly depend on the wealth and prosperity created by its people, resulting from and combined with their values, attitudes towards life and each other, welcoming others, and the fulfilment they achieve in their lives through successful contribution.

“BrightEconomy” provides a collaborative strategy, focus, direction and a framework for this prosperity and well-being to occur, enhancing the Manaakitanga of Rotorua.

The strategy involves the concept of encouraging innovation and removing barriers to growing the economy, changing attitudes so all parts of the community are committed to developing a culture of wealth creation and enhancement, and participating in the well-being that flows from it. A strategy where by a growing economy allows Rotorua to have an improving environment, a well balanced, thriving, engaged and fulfilled community, owning its future and avoiding the dependency traps of the past.

Focussing on sustainable wealth creation and the successful values and attitudes that go with it, is a positive way that the Rotorua community can grow. It is noted that the Rotorua community, through the Bright Futures community outcomes work has highlighted the need for a prosperous, learning, and happening community.

The opportunity to add value to the tremendous array of existing resources provides the Rotorua community with a unique opportunity to build on a substantial past progress and move to a whole new level of prosperity and well-being for its people.

“BrightEconomy” is about building on the Rotorua experience with its unique combination of geothermal activity, significant landscapes, lakes, culture, climate and central location providing an ideal environment for successful service, industrial and primary sector businesses to do well in and support a thriving community.

A2: ECONOMIC STRATEGY STATEMENT

“The Rotorua community is keenly engaged in building a prosperous future for its people. Key elements to enhancing and creating wealth include;

- Innovative and dynamic leadership**
- Thriving, engaged and fulfilled community – “owning” their future**
- Recognition that Tangata Whenua have been and will continue to be key and influential contributors**
- Growth in population and businesses**
- Innovative businesses and support for existing business activities**
- Knowledge production and commercialisation**
- Value added and high value opportunities are pursued across all sectors**

The Rotorua experience is fundamental to achieving a prosperous future and is based on the unique combination of geothermal activity, landscape, lakes and culture, underpinned by the concept of Manaakitanga. This will result in Rotorua being a stimulating and highly desirable place to live, work and play.

Rotorua is a leader in key sectors and is an integral part of a dynamic and fast growing Bay of Plenty economy, with a sharing of prosperity and an ability to capitalise on opportunities as they arise”.

A3: TEN YEAR TARGETS

- **Per capita GNP has grown faster than the national average**
- **Average household income to exceed the national average**
- **Community well-being¹ in Rotorua is equal to or exceeds the national average**
- **Appropriate training and attracting skilled labour will reduce the skills gaps identified in 2003 Skills Gap Analysis by 40% by 2010**
- **Percentage of unemployed is the same as or lower than the national average**
- **The key industry sectors have grown faster than the national average**
- **Rotorua is the place to live, do business, and relocate to**
- **To have population growth to enable achievement of 10 year targets**

¹ As measured by "Degrees of Deprivation in New Zealand: Atlas of Socio-Economic Difference, 2000"

A4: THEMES AND ACTION AREAS

STRATEGY THEMES

Adding Value to the Economy	Dynamic Place	Business Environment	Education and Skills	Building Networks & Growing Capacity
<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>
Encourage and promote tourism/retailing to increase share of visitor expenditure	Enhance competitive edge as a destination	Take advantage of the significant level of growth occurring in the western Bay of Plenty by capitalising on the opportunities it provides	Develop partnerships to address skill requirements	Ensure agencies in place, with agreed resources and responsibilities to implement strategy
Develop value added forestry and wood processing opportunities	Continue to offer high quality community facilities, recreational opportunities etc	Upgrade transport links between Rotorua, adjacent areas and other regions	Improve qualification levels and literacy/numeracy of school leavers	Rotorua District Council and business community provide leadership in economic development
Support emerging economic activities	Continue to revitalise central business district	Ensure EDS is supported in the both the district plan and RDC's rating policy	Facilitate youth transition to workforce	Encourage business networks, clusters and interagency linkages
Encourage sustainable land uses and reflect this in other strategies, so economic and environmentally appropriate uses occur	Attract and retain skilled labour by offering unique mix of lifestyle opportunities	Promote private investment in commercial areas	Encourage industry to support work place training	Ensure effective advocacy to central government so that it responds to the needs and priorities of the district

Adding Value to the Economy	Dynamic Place	Business Environment	Education and Skills	Building Networks & Growing Capacity
<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>	<i>Action Areas</i>
Promote & support innovation and entrepreneurship		Support and work with Tangata Whenua landowners so they can appropriately, use land in multiple ownership and realise its potential	Use destination marketing to attract and retain skilled people and assimilation of people into the Rotorua community	Work with Taupo, Whakatane, Waikato, Eastern and Western Bay to expand and optimise economic opportunities
Promote the concept of “wealth creation” and create an environment that encourages this		Provide coordinated and co-located business support services and training, access to venture capital and other incubation services	Expand tertiary opportunities	Investigate the use of economic analysis tools for evaluating “dynamic community initiatives”
Establish and maintain successful relationships between the business community and the media, with the collaborative focus on building the Rotorua community		Encourage research and development	Assist people involved in business start-ups to acquire necessary skills to enable successful commercialisation of innovative ideas	
Optimise the sustainable use and value of geothermal resources			Mentoring secondary school students in business practices, work ethics and attitudes	
Maximise economic contribution of cultural and recreational attractions and events				

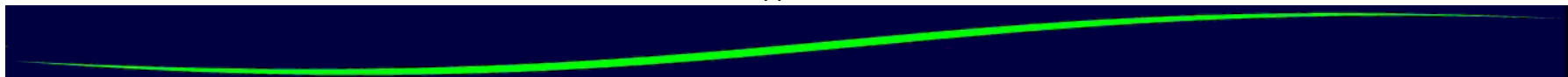
A5: ACTIONS

Theme	Scope	Why is it important?	What are the outcomes sought?
Adding Value to the Economy	<p>Moving up the value chain – building on primary commodity base</p> <p>Commercialisation of research</p> <p>A culture of innovation and entrepreneurship</p> <p>Broadening and deepening of sectors</p> <p>Developing export potential</p> <p>Creating wealth</p> <p>Building on comparative and competitive advantages</p> <p>Range of events reflecting districts strengths</p> <p>Influence the macro economic environment given the tradable nature of the area's economic activities</p>	<p>Diversity increases robustness of economy and reduces seasonal effects</p> <p>Proximity to export infrastructure (Port of Tauranga)</p> <p>The visitor industry is extremely important to the economy (both directly and because of the flow-on effects) but on its own won't create many highly paid jobs</p> <p>Interdependence between tourism and other activities – especially retailing</p> <p>Competition from other locations in New Zealand (especially tourism)</p> <p>Opportunities to build on existing initiatives – e.g. in Forestry</p>	<ol style="list-style-type: none"> 1. Tourism and retailing activities increase market share of international and domestic visitor expenditure 2. Forestry activity is strengthened and value added opportunities in the areas of wood processing and wood product manufacturing are encouraged and developed 3. Emerging economic activities such as screen production and health (including spa) encouraged and supported 4. Water-catchment pastoral land is transformed to environmental sustainable use, and this is reflected in other strategies 5. Innovation and entrepreneurship are promoted and supported across all activities and all types of business

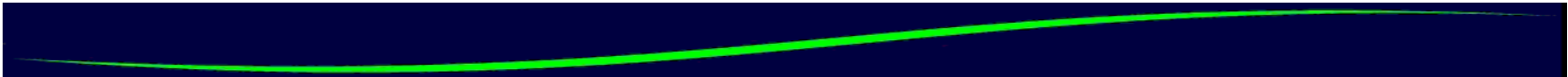
Theme	Scope	Why is it important?	What are the outcomes sought?
		<p>Opportunities in other areas such as screen production, health, and events</p> <p>Will provide Rotorua with the ability to offer opportunities to attract and retain skilled people</p>	<p>6. The community aspires to create wealth, reflecting the “prosperous community” outcome</p> <p>7. Successful relationships between business community and the media</p> <p>8. Opportunities identified and investigations undertaken relating to use of geothermal resources</p>



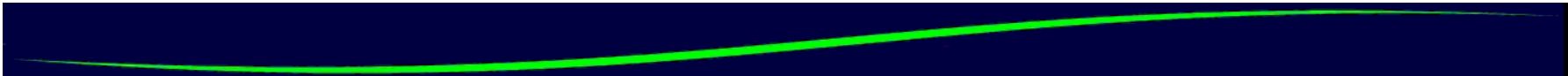
ACTION AREA	WHAT
<p>1. Encourage and promote tourism/ retailing to increase share of visitor expenditure</p>	<p>Implement recommendations of the Retail Strategy including:</p> <ul style="list-style-type: none"> ▪ Coordination of tourism and retail activities ▪ Appropriate marketing/ promotion (including defining and funding this role) ▪ Facilitate continued private and public redevelopment and upgrading (Theme areas, design principles) ▪ Promote and develop existing linkages between the CBD and Lakefront including a retail/recreation corridor ▪ Upskilling of staff ▪ Reviewing opening hours and creating a night-time economy
	<p>Implement Rotorua Visitor Industry Strategic Plan with the following focus areas:</p> <ul style="list-style-type: none"> ▪ New product development (in areas of culture, spas, heritage, natural environment, etc) ▪ New infrastructure ▪ Retail competitiveness ▪ Domestic tourism ▪ Increasing market share of international tourism ▪ Community awareness ▪ Culture of Manaakitanga
	<p>To develop and implement a sustainable tourism project relating to employment, infrastructure, planning and quality of tourism product delivery.</p>
<p>2. Develop value added forestry and wood processing opportunities</p>	<p>Promote the establishment of a wood industry development centre based around:</p> <ul style="list-style-type: none"> ▪ Product development ▪ Design and engineering with wood ▪ Raising the profile of wood as a product



ACTION AREA	WHAT
	<ul style="list-style-type: none"> ▪ Market research and development ▪ Education ▪ Adding value to low grade product <p>Explore bio-energy opportunities including power generation and explore possible sites. As a first step, liaise with Taupo agencies regarding the proposed Clean Energy Centre.</p> <p>Investigate the development of a wood processing cluster in respect of a business park development that has wood processing and associated business as a focus.</p> <p>Establish a forestry & wood processing focus group to assist in developing a way forward for forestry in the Rotorua area and defining future opportunities.</p> <p>Develop an awareness programme highlighting existing and future opportunities, particularly in bio materials, using some examples of current initiatives including niche approaches.</p>
3. Support emerging economic activities	<p>Enhance Rotorua’s spa profile and understand/target appropriate markets.</p> <p>Promote opportunities for the film and creative arts industries.</p>
4. Encourage sustainable land uses and reflect this in other strategies, so economic and environmentally appropriate uses occur	<p>Develop district plan policy that promotes change to sustainable land use activities and environmentally sensitive development, given significance of land and its use to the Rotorua economy.</p> <p>Respond to Regional Lakes Management Plan.</p>
5. Promote & support innovation and entrepreneurship	<p>Identify and develop access to venture capital for business start-ups in Rotorua (including private sector and government sources).</p> <p>Develop a proactive framework for matching prospective business investment to available resources (capital, land, labour etc) in the District.</p> <p>Investigate the opportunities for small business incubators, targeted at potentially high-tech businesses in particular industries.</p>



ACTION AREA	WHAT
6. Promote the concept of “wealth creation” and create an environment that encourages this.	Ensure that the community has a strong understanding of the value and direct benefits of the visitor impact to Rotorua’s economic growth (as per the Visitor Industry Strategic Plan).
	Review and develop a more responsive district plan and that includes opportunities for more industrial and commercial business land to be developed.
	Improve the relationship between the council and the business sector – for example through participation in the “Vision Rotorua” initiative.
	Develop an Environmental Statement that incorporates economic development in the broadest sense.
7. Establish and maintain successful relationships between the business community and the media, with the collaborative focus on building the Rotorua community	Have media support for key components and direction of the BrightEconomy strategy and actions, on an ongoing basis.
8. Optimise the sustainable use and value of geothermal resources	Undertake a feasibility study relating to development and use of geothermal resources.
9. Maximise economic contribution of cultural and recreational attractions and events	Implement Rotorua Events Strategy including: <ul style="list-style-type: none"> ▪ One annually recurring icon event each month, May to October by 2007 ▪ Continued development and redevelopment of venues (including new events centre) ▪ Identifying new events that fit with Rotorua Brand and/or attract high yield visitors ▪ Effective and cooperative promotion of events, including attracting national and international events ▪ Comprehensive visitor and marketing plan for events



ACTION AREA	WHAT
	<ul style="list-style-type: none"><li data-bbox="745 259 976 289">▪ An events fund

Theme	Scope	Why is it important?	What are the outcomes sought?
Dynamic Place	<p>High quality urban design (public places)</p> <p>High quality open space, sport, arts and leisure provision</p> <p>Celebrating Maori culture</p> <p>High quality natural environment – including lake water quality</p> <p>Diversity and creativity valued</p> <p>Diversity in active recreational and leisure opportunities</p> <p>Building on the natural comparative and competitive advantages of the district</p> <p>Image and perception (external and internal) of district – especially with respect to skilled workers and migrants</p>	<p>Will enhance tourism product and ensure that district is well positioned to compete, especially in high value end of market.</p> <p>Reinforces Rotorua’s positioning in the “interactive” and “adventure” tourism markets.</p> <p>Multiplier effects from events and investment in recreation and leisure facilities.</p> <p>Lifestyle attractions will assist with population retention and that it is both a dynamic place to visit and to live. Community has identified being a “happening community” as one of its community outcomes.</p> <p>Investors attracted to dynamic locations.</p> <p>Need to overcome negative perceptions – e.g. crime and unemployment.</p> <p>Revitalisation of central</p>	<ol style="list-style-type: none"> 1. Rotorua enhances its competitive edge as a destination offering a unique mix of natural, interactive recreation, and cultural products. 2. Rotorua is a “happening community” with high quality community facilities, varied recreational opportunities, lots of events, and cultural attractions. 3. The economic value of cultural, lifestyle and recreational attractions is maximised. 4. Rotorua has a thriving central business district that offers a broad range of activities including night-time activities. 5. Rotorua is able to attract and retain skilled

Theme	Scope	Why is it important?	What are the outcomes sought?
		business district, and linkages to the lake important for retailing and tourism.	workers due to the mix of economic and lifestyle opportunities that the district can offer.



ACTION AREA	WHAT
1. Enhance competitive edge as a destination.	Maintain a focus on new product development through the Visitor Industry Strategic Plan. (See Adding Value to the Economy for more details).
	Ensure that Visitor Industry Strategic Plan (DRVISP) goals are clearly identified (for example with respect to visitor share/numbers and visitor expenditure) and that progress towards achieving goals is monitored and communicated regularly.
2. Continue to offer high quality community facilities, recreational opportunities etc	Continue developing recreational activities (walkways, cycleways, parks, reserves, gardens etc).
	Continue developing facilities such as the new Energy Events Centre for events, conventions and a wide range of recreational activities.
3. Continue to revitalise central business district.	Implement recommendations of the Retail Strategy including: <ul style="list-style-type: none"> ▪ Redevelopment and renovation of buildings ▪ Continued upgrading of public spaces ▪ Encouraging events and activities in the CBD and widen the range of allowable land uses in the CBD (such as apartments) ▪ Development of Lakefront and linkage of the Lakefront to the CBD, including design principles ▪ Development of theme areas ▪ Addressing infrastructure and safety issues (including signage)
4. Attract and retain skilled labour by offering unique mix of lifestyle opportunities.	Lift the collective perception of the district by raising awareness within the community of the positive aspects of living and working in Rotorua (as per the Rotorua Employment Skills Project).
	Undertake research regarding people migrating to and from Rotorua to determine the demographics of migrants and other key characteristics, and their reasons for coming to/leaving Rotorua.
	Measure positive and negative perceptions of Rotorua as a place to live, work, invest and do business.

Theme	Scope	Why is it important?	What are the outcomes sought?
Business Environment	<p>Networked approach to transport infrastructure – that relates to the district, to the BOP and to the rest of the country – for road, rail and air</p> <p>Relationship between transport, infrastructure investment and land use</p> <p>Other infrastructure including communication, business land, energy etc</p> <p>Business aware government, including regulatory framework</p> <p>Community awareness of importance of economic development</p> <p>Businesses investment</p> <p>More industrial business land required</p>	<p>Necessary for a well-functioning and competitive economy</p> <p>Opportunity to leverage off growth in the Western Bay by pursuing a “twin city” approach and encouraging a development corridor between Rotorua and Tauranga</p> <p>Opportunities stemming from Port of Tauranga also require good transport linkages</p> <p>Opportunities stemming from the expansion of Rotorua airport and the linkages with Taupo</p> <p>Infrastructure investment (for example in roading) has significant economic multiplier effects and in many cases leads economic development</p> <p>District plan currently viewed as a deterrent to growth and investment and has not delivered good environmental outcomes (especially lake quality) – need to reverse this</p>	<ol style="list-style-type: none"> 1. Zoning and infrastructure investment are aligned so as to encourage a growth corridor between Rotorua and Tauranga 2. Transport linkages are upgraded/developed between Rotorua and adjacent growth areas, key markets, other significant tourism destinations, such as Western Bay and Taupo 3. This Economic Development Strategy is reflected in the regulatory framework including the district plan 4. Business undertakes private investment to maintain a high quality business and natural environment 5. Tangata Whenua have the opportunity to maximise the economic productivity of their land. 6. There is a high level of basic

Theme	Scope	Why is it important?	What are the outcomes sought?
		and ensure that it supports wealth creation and improved environmental quality	<p>business support including business training and mentoring services, venture capital and business incubation facilities</p> <p>7. Regular research programme undertaken in respect of population, work force projections, demographic composition, and other related matters so to understand the dynamics of the population and its demographic drivers</p>

ACTION AREA	WHAT
1. Take advantage of the significant level of growth occurring in the western Bay of Plenty by capitalising on the opportunities it provides.	Develop an “invest in Rotorua” marketing plan and implementation campaign which specifically targets key existing and potential residential and business opportunities for Rotorua.
	Complete a 20 year strategic land use plan which: -takes advantage of the likely changes in the agricultural practices of the Rotorua Lakes -recognises the reduced travel time between Tauranga and Rotorua -provides for business, residential opportunities and links with transportation networks -provides for linkages with existing and planned future infrastructure
	Help implement the growth corridor between Rotorua and Tauranga through appropriate zoning and infrastructure provision.
	Ensure that the Regional Land Transport Strategy Review to be completed in 2006, reflects the outcomes of the Rotorua District 20 Year Strategic Land-use Review.
	Provide investor ready business land to support the growth corridor between Tauranga and Rotorua including land in the vicinity of the Rotorua urban area.
2. Upgrade transport links between Rotorua, adjacent areas and other regions.	Roading: Promote the continued upgrading of State Highway 36, from Rotorua to Tauranga (Pyes Pa/Tauranga Direct Rd).
	Air: Ensure that airport extensions proceed and that more frequent services between Rotorua and locations such as Auckland, Christchurch, Wellington and Queenstown are implemented.
	Develop Trans-Tasman services.
	Rail: Work with Toll and the New Zealand Railways Corporation to facilitate better use of the local line.
3. Ensure EDS is supported in the both the district plan and RDC’s rating policy.	Review district plan to ensure a focus on future residential and business areas, infrastructure planning, and good environmental outcomes are indicated in the 20 year land use study.
	Take account of economic outcomes when reviewing rating policy.
4. Promote private investment in commercial areas.	Encourage property owners to invest in redeveloping and upgrading their buildings, for example by providing incentives such as; - rates rebates - painting incentives
	Provide a regulatory environment that encourages rather than impedes appropriate development.
5. Support and work with Tangata Whenua landowners so they can appropriately use land in	Ensure regulatory mechanisms such as the district plan have a focus on environmental bottom lines and provide for a range of activities to occur.

ACTION AREA	WHAT
multiple ownership and realise its potential	
6. Provide coordinated and co-located business support services and training, access to venture capital and other incubation services – One Stop Shop concept.	Provide a range of coordinated small business support services to assist business start-ups and growth – these could include business planning, business mentoring, and assistance with gaining access to start-up capital. Also see “Adding Value to the Economy” regarding business incubation facilities for high-tech business start ups
7. Encourage research and development.	Promote research and development initiatives and funding sources within the district and from government sources.



Theme	Scope	Why is it important?	What are the outcomes sought?
Education and Skills	<p>Tackling unemployment, especially Maori unemployment</p> <p>Addressing skill gaps, and matching market demand with supply</p> <p>Extending opportunities to link both secondary and tertiary education to key economic activities (e.g. forestry and wood processing)</p> <p>Retaining talented people</p> <p>Establishing linkages between secondary and tertiary providers</p> <p>Linkages with tertiary providers outside the district</p> <p>Opportunities exist for international education in the forestry, lakes water quality industries</p> <p>Providing opportunities for secondary school students to develop personal skills including work/ life skills and work ethics to enable a positive and</p>	<p>Quality of human capital a key economic driver</p> <p>Skill shortages act as a constraint to economic growth</p> <p>Skill gaps best addressed through partnerships between education and training providers, and the private sector</p> <p>Unemployment – link with poverty, poor health and crime</p> <p>Unemployment creates negative perceptions about the region</p> <p>Lack of tertiary opportunities means talented people leave</p>	<ol style="list-style-type: none"> 1. Industry and education/training providers work in partnership to identify required skills and plan to develop these skills 2. Young people leave school with school qualifications and high standards of literacy/numeracy 3. Youth transitions to workforce are supported through career planning and support and work transition programmes, including the Youth Transitions Strategy and Pathways Strategy 4. Industry recognised as good employers promoting work place training 5. Destination marketing is used to attract and retain skilled and

Theme	Scope	Why is it important?	What are the outcomes sought?
	<p>effective transition into the workforce. It involves having the right attitude to life, education, work and success</p> <p>Integration of workforce development in the health sector with education and welfare initiatives to enable people to join the economy quicker and in meaningful employment</p>		<p>talented people</p> <p>6. Tertiary opportunities are expanded</p> <p>7. People involved in new business start-ups learn essential skills including the processes of commercialisation and business management</p> <p>8. Secondary school students are educated in business practices, work ethics and attitudes</p>

ACTION AREAS	WHAT
1. Develop partnerships to address skill requirements	Develop information sharing and good communication between schools, training providers, industry and the community (as specified in the Rotorua Employment Skills Strategy).
	Continue to actively forecast and monitor skill gaps and requirements.
	Ensure that all cluster groups (as identified in the Rotorua Employment and Skills Strategy) are operational, and that action plans are developed to fill skill gaps in each industry.
	Ensure that government community employment initiatives are linked to skill development initiatives in Rotorua through the development of partnerships between government and local agencies.
2. Improve qualification levels and literacy/numeracy of school leavers.	That vocational guidance programmes be developed and implemented in all secondary schools.
	Focus on primary school literacy/numeracy programmes.
3. Facilitate youth transition to workforce	Implement actions in Rotorua Employment Skills Strategy including: <ul style="list-style-type: none"> ▪ Educate employers about government programmes such as STARS and Gateway ▪ Provide applied learning opportunities for school students ▪ Improve linkages between school and industry – for example in career planning
	Finalise Rotorua Strategy – Youth Transitions and implement the 10 strategies <ul style="list-style-type: none"> ▪ Coordinated strategic approach ▪ Youth development approach ▪ Research service needs ▪ Centrally managed info on services and support ▪ Choices register ▪ Process improvements ▪ Young people at school

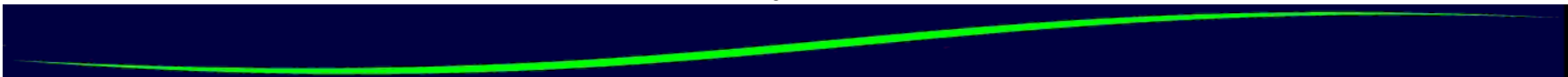
ACTION AREAS	WHAT
	<ul style="list-style-type: none"> ▪ Post school training ▪ Employers ▪ Whanau/Families
<p>4. Encourage industry to support work place training</p>	<p>Implement measures in Rotorua Employment Skills Strategy regarding Industry best practice. Examples include:</p> <ul style="list-style-type: none"> ▪ Educating employers about the advantages of investing in professional development ▪ Actions to address issues associated with part-time and seasonal work ▪ Celebrating excellence in the Rotorua business and education ▪ Assisting access to local education, training and professional development <p>Target all large companies in the Rotorua District (over 100 FTEs), identify skill gaps within those companies (with respect to existing employees) and facilitate training programmes to enhance the skills.</p> <p>Recognise and promote Maori role models in business on a regular basis.</p> <p>Build the capacity of Maori in management and technical education.</p> <p>Promote work force development in the health sector so that there is an awareness of opportunities that are available for people to up skill and move into employment</p>
<p>5. Use destination marketing to attract and retain skilled people and assimilation of people into the Rotorua community.</p>	<p>Promote Rotorua as a destination for working and living to highly skilled professionals (as in the Rotorua Skills Employment Strategy) and as supported by the concept of Manaakitanga (also refer to Dynamic Place Theme, Action Area 5).</p>
<p>6. Expand tertiary opportunities.</p>	<p>Promote education and training opportunities in key economic activities (e.g. forestry, tourism and health).</p> <p>Ensure Rotorua tertiary providers undertake regular market analysis of education needs for people in Rotorua to ensure there is an understanding of market trends.</p> <p>Ensure that tertiary education in health takes a holistic approach, recognising the links between</p>

ACTION AREAS	WHAT
	health, wealth and general well-being.
7. Assist people involved in business start-ups to acquire necessary skills to enable successful commercialisation of innovative ideas	Establish a business incubator to encourage local SME development. This incubator would be modelled on the AgBio Tech Incubator and the Hamilton based Waikato Innovation Park. The first step will be to identify business incubation models currently active in NZ and assess their viability for Rotorua. (Also refer to Adding Value to the Economy theme, action area 5/3)
	Identify business innovation services in other parts of NZ that are available to Rotorua businesses and link local businesses to these services.
8. Mentoring secondary students in business practices, work ethics and attitudes	Build awareness at school level of the education and training opportunities available.
	Develop and promote a Rotorua business community “employ a part time student” scheme on an ongoing basis.
	Promote a positive attitude by secondary school students toward employment, with emphasis on the personal education and awareness of need for work ethics, being punctual and committed to doing a good job and understanding the links between health, wealth and well-being.

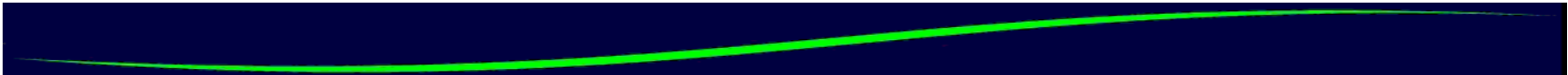
Theme	Scope	Why is it important?	What are the outcomes sought?
Building Networks and Growing Capacity	<p>Organisations/agencies with responsibility for economic development</p> <p>Clustering and business networks</p> <p>Government-private linkages (e.g. PPIs)</p> <p>Local authority collaboration (including local-regional government and local-local government)</p> <p>Links to wider region/rest of NZ</p> <p>Improved central government relationship with region</p> <p>Community support for economic development strategy</p>	<p>Strategy will not be implemented unless there are agencies with clear responsibilities for implementation that are resourced to do this</p> <p>Strategy outcomes require leadership and a collaborative approach with commitment to a shared vision</p> <p>Economic benefits from cooperating to compete – cluster initiatives, business networks etc</p> <p>Rotorua has the opportunity to leverage better economic outcomes through developing linkages with Taupo, Whakatane, the Eastern and Western Bay, Waikato and Auckland</p> <p>Many projects will require cooperation across sectors – eg local government and</p>	<ol style="list-style-type: none"> 1. Agencies in place with clearly agreed responsibilities and funding/resources to collaboratively implement the strategy 2. Rotorua District Council and business community provide leadership (reflected through policy and funding) to motivate groups to work together to achieve economic development outcomes 3. Business networks and economic clusters work cooperatively to pursue joint opportunities (for example developing export markets) 4. Central government is aware of the needs and priorities of the district, and this is reflected

Theme	Scope	Why is it important?	What are the outcomes sought?
		business	<p>through partnerships, programmes, funding and advocacy. Rotorua is able to engage with and is influential in changing government policy</p> <p>5. Rotorua expands its economic opportunities by working with Taupo, the Eastern and Western Bay, and the Waikato to identify policies, projects and initiatives of mutual benefit.</p>

ACTION AREA	WHAT
1. Ensure agencies in place, with agreed resources and responsibilities to implement strategy.	Prepare policy for board appointments and including specification of board member skills and capabilities sought.
	Establish “BrightEconomy Appointment and Review Panel” and undertake appointment process by appointing Chair and then the other board members.
	Arrange initial board meeting.
	Develop and agree on the memorandum of understanding between the BEAB and the Council’s Chief Executive.
	That the implementation programme and targets (as outlined in BrightEconomy) be agreed between BEAB, EDU and other relevant agencies having implementation responsibilities, including agreement on how targets are to be measured.
	Develop a permanent funding mechanism for economic development, drawing on both the public and private sectors.
	Establish a BrightEconomy Partners Group with representation from all of the key agencies that have been allocated BrightEconomy actions <ul style="list-style-type: none"> - The group will form the basis of updating the BEAB and the EDU on progress in achieving actions - The BEAB Chair is to Chair the BrightEconomy Partners Group which is to meet quarterly - The meetings will allow for exchange of information and allow opportunities for collaboration to be identified and acted upon
	That the information collected will be reported back to all agencies including the RDC, Environment BOP and BrightEconomy partners.
	The BrightEconomy Partners Group will be supported by the Economic Development Unit.
	Review the EDU capability and resourcing to ensure it can support BrightEconomy



	implementation, include the role of the BrightEconomy Advisory Board
2. Rotorua District Council and business community provide leadership in economic development.	Celebrate economic development successes through business awards and profiling.
3. Encourage business networks and clusters and interagency linkages.	Develop/strengthen “spa cluster” group. (Also refer to Adding Value to the Economy theme, Action Area 3/1)
	Ensure that all cluster groups (as identified in the Rotorua Employment and Skills Strategy) are operational; are appropriately represented, and supported; and have specific targets and projects defined through a project plan.
	Ensure that agencies involved in implementation co-ordinate initiatives, share information and are aware of each other’s activities.
	Encourage the development and implementation of a district wide retail organisation, by further developing the Retail Rotorua (RR) organisation.
4. Ensure effective advocacy to central government so that it responds to the needs and priorities of the district.	Hold a forum with central government – key agencies and politicians – to initiate dialogue about the region’s issues and priorities.
	Develop relationships with Ministers, Members of Parliament and key government officials to enable dialogue and influence in respect of government policy, funding initiatives and other matters to occur. This is key to Rotorua assisting in leading the Bay of Plenty.
5. Work with Taupo, Whakatane, Waikato, Eastern and Western Bay to expand and optimise economic opportunities.	Meet with the local authorities and economic development agencies in each of these locations to start to identify areas of common interest/mutual benefit.
	Consideration to be given in collaborating and participating with adjacent Economic Development Agencies and others as appropriate, on a regional approach to a Major Regional Initiative.
	Advocating to adjoining areas on need to have a collaborative approach and to develop and implement complimentary economic development strategies as opposed to a competitive approach.



	Consideration on an ongoing basis; opportunities to undertake research, investigations, strategy development and economic activities on a joint or collaborative basis.
6. Investigate the use of economic analysis tools for evaluating “dynamic community initiatives”.	Apply business processes to priority setting for major community projects.



A6: MONITORING & IMPLEMENTATION

❖ BrightEconomy Advisory Board

It is proposed that a Board be formed to oversee strategy and action implementation and to adjust the strategy as required. The Board would be established by the Council for an initial 36 month period with defined responsibilities and performance expectations. It would consist of Rotorua business people, together with provision to appoint people with specific skills that may be sought by the Board from outside of the District.

It is about establishing a Board of wise people to develop and debate ideas, provide facilitative business leadership in collaboration with others and propose ways to further enhance and grow the economy. It is being set up to succeed.

The main purpose in establishing the Board is to ensure ownership and anchoring of the strategies and action implementation with the business community and for it to act as an advisor to the Council. The Board is regarded as a key plank to BrightEconomy implementation. It is important to make a start, have an open and transparent approach, develop confidence and trust.

- The Board should be established by 1 July 2005.
- It would consist of 9-10 people with a Chair appointed first.

Whilst no maximum number of Board members is proposed the number of people appointed must be balanced with efficiency and effectiveness of board operations.

A quorum will need to consist of two thirds of the Board members being present at any meeting.

❖ Principles – Board Operation

The principles are to provide guidance on operation of the Board;

- The BrightEconomy Advisory Board and the Rotorua District Council are committed to the implementation and further development of the BrightEconomy strategy and actions.
- The Board will at all times seek a co-operative and collaborative approach to addressing issues relating to strategy implementation.
- The Board will not be a funder or receiver of funds apart from funds associated with administrative support.
- It is the intention of the agencies that implementation of the work actions as outlined in the approved strategy will be achieved by co-operation and consensus.
- The Board will always act in the collective interest of the Rotorua community in the implementation of the BrightEconomy strategy and wealth creation.
- The Board and the Council will not engage publicly on issues but deal with such matters privately.
- The Board will remain a politically neutral advisor to the Council and take care not to undermine or compete with the Council or its officers through the media or other activities and will consult with the Council's Chief Executive before any such actions by the Chair. The Council or officers will not engage in media debate or undertake any actions relating to the Board or BrightEconomy without first consulting and engaging with the Board.

- The Rotorua District Council would establish the Board, through the BrightEconomy Appointment and Review Panel. However there would be no elected members or staff appointed to the Board.

All Board appointments would be from the wider business community.

- The appointment process is to be made public prior to the Board being established. The process would be managed by Rotorua District Council.

The process will include defining the capabilities and skills being sought in Board members and their ability to provide advice on “creating wealth” in respect of the Rotorua and wider regional economy.

- At least one Board member maybe appointed from outside of the district who would bring particular experience, expertise or other knowledge to the Board table. This appointment would be made after all other Board members have been appointed and would be made by the “BrightEconomy Appointment and Review Panel”. The Board may also co-opt non-voting members.
- All appointments would be made for an initial period of 36 months until 30 June 2008. Prior to this date, the Board and the Council through the BrightEconomy Appointment and Review Panel would review that effectiveness of the advisory board approach and the Council would determine the longer term approach. This may involve the status quo or a different approach. If no changes are made then the current arrangements will continue.

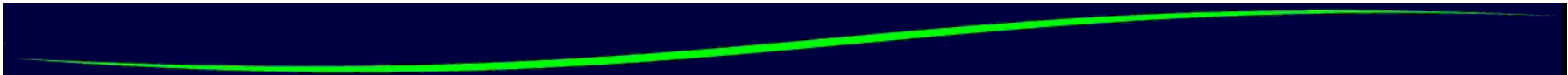
❖ Board Role

The Board is to have a focus on providing advice, advocacy, undertaking communication and achieving influence.

The BrightEconomy Advisory Board is to ensure the BrightEconomy actions are implemented by all agencies as allocated. To achieve this the Board will need;

- To provide advice; with policy and financial responsibilities to remain with the Council.
- To provide leadership and collaboration in conjunction with others and consistent with operational principles.
- To maintain a strategic overview of the Rotorua economy and to oversee strategy achievement
- To have responsibility for adjusting the strategy and actions in collaboration with the strategy partners
- To ensure the appropriate partnerships are developed by the implementation agencies as part of strategy implementation
- To define the actions where private investment will be required for implementation and to undertake initiatives to achieve this.
- To meet regularly to lead the monitoring and implementation of the strategy and support strategy partners that have been identified in achieving the

<p>The Council would only consider this matter after having received advice from the Board and the BrightEconomy Appointment and Review Panel.</p> <ul style="list-style-type: none"> ▪ The Board is to represent the Rotorua business community with members meeting pre-defined skill sets and capabilities. It is not a sector representative board. ▪ The Board mandate is to be achieved through having a public and transparent appointment process. This involves ensuring that the process is publicly notified, and the establishment of a “BrightEconomy Appointment and Review Panel” to assess prospective board members against the publicly advertised skill sets and capabilities. ▪ It is proposed that the Economic Development Unit would provide advice to the Board. The Board in turn through the Chair, would report to the Council directly (appropriate Council committee) on a quarterly basis, supported by the Economic Development Unit, on what has been achieved in respect of implementation and any issues that may have arisen. ▪ A memorandum of understanding between the Board and the Chief Executive of Rotorua District Council would be entered into to define the expectations, responsibilities and roles of the parties. In addition, any financial and administrative requirements to support the Board in its operation should also be defined in the MOU. A draft MOU is contained in Appendix 3 (BrightEconomy Business Plan – Part B) to provide the basis for the Board and the Chief Executive to formalise the MOU arrangement. 	<ul style="list-style-type: none"> ▪ agreed objectives. ▪ To facilitate forums and encourage business community participation and manage a communication plan on strategy progress and create awareness of economic development issues. ▪ To facilitating the process for allocating the strategy actions, in collaboration with those agencies that actions are to be allocated to. ▪ To promote the aims of this project within the context of sustainable economic development outcomes. ▪ To provide input and be involved in processes such as the reviews of regional and district plans, and other strategy development projects that may impact on or be related to economic development and growing the Rotorua economy and wealth creation. ▪ To “test” and provide advice on Council policy initiatives. ▪ To represent and lead the business community at key discussions such as government forums or initiatives. <p>❖ Economic Development Unit/ Board Interface</p> <ul style="list-style-type: none"> ▪ The Council’s Economic Development Unit will provide regular advice to the Board and the Board will advise the Unit and /or Council as appropriate on
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❖ **BrightEconomy Appointment and Review Panel**

- It is proposed to establish a BrightEconomy Appointment and Review Panel for an initial three year period to undertake appointment of the Board and to review board performance on an annual basis.

The purpose of establishing the Panel is to provide an independent mechanism to establish the Board but through organisations that have a wider mandate due to representing the community or sectors of it.

It is about endeavouring to provide a mechanism that brings together the public and private sectors in a collaborative manner and having an apolitical approach to establishment of the Board and its ongoing operation, without it being driven by one particular organisation or sector. It is establishing the approach that will be key to the success of BrightEconomy

- The “BrightEconomy Appointment and Review Panel” is to consist of the following people:
 - Mayor: Rotorua District
 - Chief Executive: Rotorua District Council
 - Business representative
 - Maori Business representative
 - Representatives of retail, tourism, farming and forestry
 - Chair of Board once appointed

The representatives on the Panel other than the persons specified, are to be appointed by the following organisations: Business - Chamber of Commerce, Retail -

- strategy implementation and associated issues.
- The Board may request the Unit to undertake particular actions in respect of Bright Economy implementation. These will be undertaken in accord with the agreed MOU.
- The Board will be provided with support services by the EDU including meeting and administrative services.

❖ **Memorandum of Understanding (MOU)**

It is proposed that a MOU be agreed along the lines of Appendix 3 (BrightEconomy Business Plan – Part B), between the Board and the Council’s Chief Executive regarding;

- the Board’s relationship with the Economic Development Unit and how this is to work
- use of Council resources to assist the Board in its role including administrative support, meeting venues and mechanisms to be used to utilise resources of the Economic Development Unit
- expectations of the Board by the Council and vice versa and protocols thereto
- provide for remuneration and expenses of Board members

Retail Rotorua, Tourism - Tourism Advisory Board, Farming - Federated Farmers, Forestry – TBA, Maori Business – TBA.

Whilst organisations will appoint people to the Panel, they should consider appointing the best person to undertake the role the Panel has.

- It is proposed that the Board Chair be appointed first then the Chair would be involved in selecting the remaining Board members.
- External advice is to be made available to the Panel to assist with the appointment of Board members.
- The Panel should strive for consensus in appointing Board members. If this is not possible then a majority of 7 is required to appoint any Board member.
- No Panel member is eligible for appointment to the Board.

❖ **Board Member Terms**

If it is agreed that the Board continue after the initial 36 month period, then the BrightEconomy Appointment and Review Panel and Board arrangements would continue as currently defined.

The Panel will then commence the appointment process of Board members but in such a manner to achieve an annual rotation of Board members. This will generally see 2- 3 Board members retiring each year, so there are new Board members on a regular basis.

To achieve the required rotation, the Panel may need to appoint Board members on varying terms.

- the reporting arrangements to the Board from the EDU and from the Board to the Council both at a management and elected members level. This is to include the ability of the Board to report directly to the appropriate Council committee on a quarterly basis through the Chair

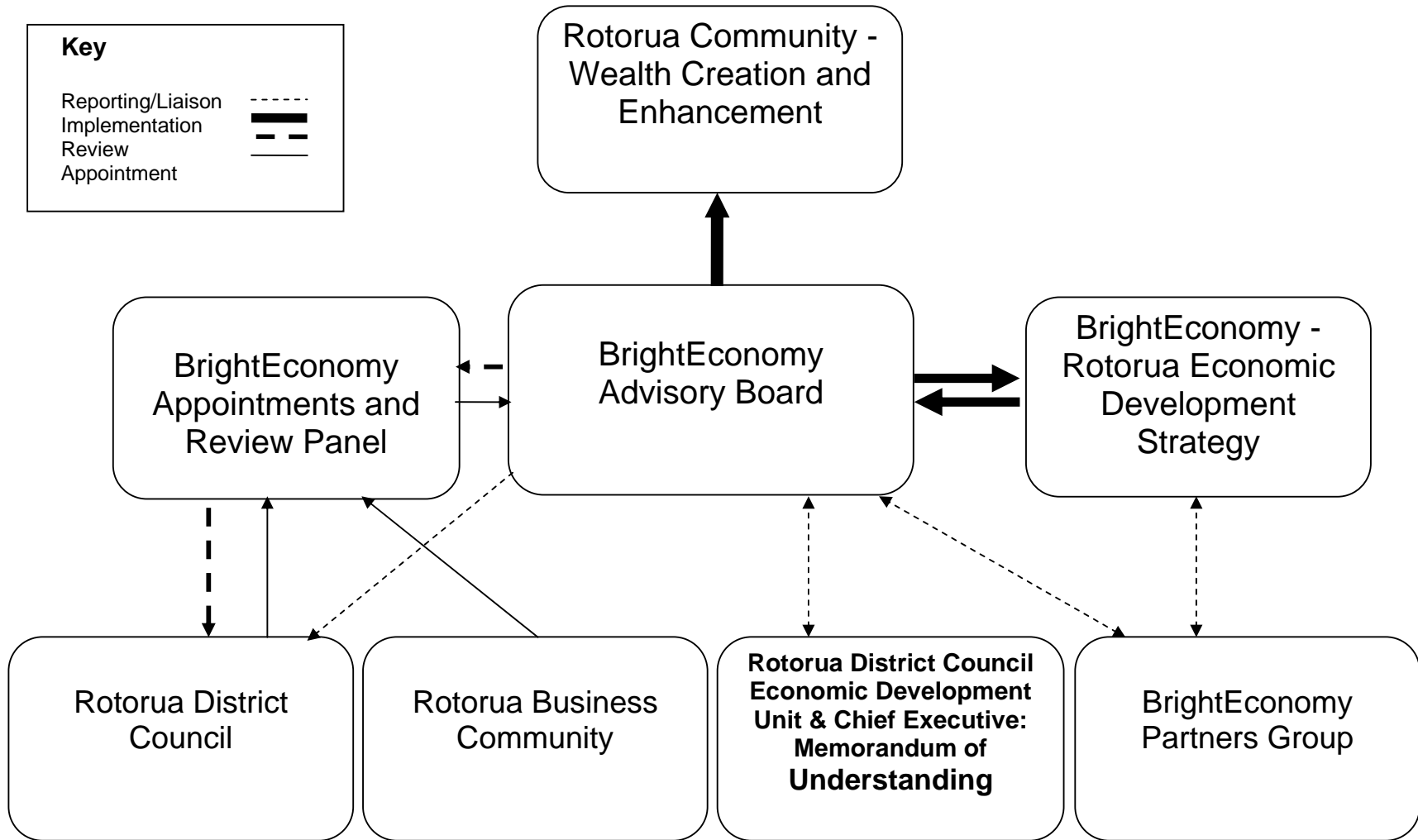
No member shall serve more than 4 years on the Board

❖ **Strategy Implementation Principles**

There is a commitment to innovative, environmentally sustainable economic development. To ensure strategy actions meet this requirement, the following principles should be used as guide when assessing the appropriateness of new, expanded or replacement economic activities.

- Contribute to better lake water quality
- Improved environmental results as defined by regional and district plans
- Building on the unique Rotorua experience (geothermal activity, landscape, lakes, culture, and Manaakitanga)
- Broadening and deepening of existing sectors
- Contribute to the elimination or reduction in the impediments to growing the Rotorua economy
- Supporting economic development that achieves positive economic outcomes but also contribute to improved social, environmental and cultural outcomes
- Are likely to continue over a long period of time and therefore become a basis for continued economic growth as opposed to short term benefits or approaches

BrightEconomy Appointment, Review and Reporting Arrangements



A7: EXPLANATION OF ECONOMIC STRATEGY STATEMENT

- **The key elements of creating wealth** defined in the economic strategy statement are encapsulated in the five themes around which the BrightEconomy strategy is based. The themes are;
 - **Adding Value to the Economy**
 - **Dynamic Place**
 - **Business Environment**
 - **Education & Skills**
 - **Building Networks & Growing Capacity**
- **Rotorua- feel the spirit - Manaakitanga**

This is a concept in Maori culture that places a responsibility on the Rotorua people as hosts, to give the best of themselves, time and their history. This concept is part of the Rotorua catch cry and has been developed into a 'feel the spirit' initiative and provides the basis for furthering Rotorua's reputation as a place to visit, live, work and enjoy.
- **The Economic Strategy Statement is about long term aspirations** for the people of Rotorua and needs continual focus and sustained action to achieve it, while the strategies and actions have a more immediate purpose and timeframe which contribute towards achieving the Economic Strategy Statement. The achievement of the economic strategy statement, strategies and actions will require an ongoing collaboration and constructive co-operation involving all the agencies that have key roles such as the business community, local and central government.

- **Sustainable economic development** is the key to growing the economy. This involves achieving economic outcomes whilst also contributing to better social, environmental and cultural outcomes. It is based on a “quadruple bottom line” approach which recognises that economic, social, cultural and environmental outcomes must be mutually reinforcing. For example education can play a pivotal role in tackling social issues such as crime, poverty, sub-standard housing, and poor health, and can help break the negative cycles associated with these issues. Maintaining a high quality environment is critical given the district’s dependence on tourism, primary production and utilisation of the lakes, landscape and culture as visitor attractions. A high quality environment is an important component of creating a place that is attractive for people to live, work, invest and play. Offering a wide variety of art, leisure and cultural attractions is internationally recognised as a source of competitive advantage.



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