

Business Community Consultation February 2010

With the local authority elections to be held on 9 October 2010, it is essential that the Rotorua Chamber of Commerce effectively communicates those issues of importance to the business community to prospective candidates and thereby informs the newly elected Council for the next three years.

The following processes were undertaken:

1. A business issues survey of all Chamber members. The survey identified 15 issues and asked respondents to rate these by their perceived importance to business. 10 was extremely important, 1 was of no importance. The average rating across all responses for each issue enabled the issues to be ranked in order of importance. For each issue respondents were then asked to rate Rotorua District Council's (RDC) performance on handling those issues. 10 was extremely well, 1 was extremely poorly. An option of 'no opinion' was also available. The average rating across all responses for the RDC performance on each issue enabled an overall impression of RDC's performance on dealing with business issues. The difference between average importance rating and the average performance rating for each issue was identified as a performance gap for that issue. The performance gap was ranked to identify those issues where perceived performance did not match perceived importance. The scores for importance and performance were placed on a quadrant to further highlight priorities for action. The survey also allowed for qualitative comment on any of the issues and for the identification of additional issues.
2. A series of Industry Sector Forums. Selected industry representatives were invited to one of four forums. These represented Forestry and Wood Processing, Tourism, Manufacturing, and Developers/Builders. At each forum each representative was given the opportunity to outline the issues that they considered affected their industry sector. These sessions were recorded verbatim. The key issues were identified and circulated to the attendees for verification.
3. A series of presentations by the CEO of the Chamber to six business community groups. Feedback at these meetings and subsequently by email was encouraged.

Approximately 175 members of the Chamber participated in the consultation process, representing 26 per cent of Chamber membership.

Executive Summary of Findings of Consultation

1. The 5 most important issues to business (according to the survey) are:
 - A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand
 - Having and implementing a strategy to provide infrastructure for business growth
 - A commitment to improve the water quality of Lake Rotorua and the other lakes in the District
 - A visionary and progressive development strategy to drive economic growth population growth and community prosperity
 - Encouragement to new businesses to establish in Rotorua

2. The 5 least important issues to business are:
 - A balanced approach to RDC provision of social and welfare services
 - A commitment to improve the quality of Rotorua's air
 - A commitment to reduce the size and cost of local government
 - A coordinated energy supply and demand strategy for the Rotorua District
 - A clear integrated coordinated and articulated 50 Year Vision for the City of Rotorua

3. The top 5 issues on which RDC are performing well are:
 - A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand
 - A commitment to improve the water quality of Lake Rotorua and the other lakes in the District
 - A balanced approach to RDC provision of social and welfare services
 - A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District
 - A commitment to improve the quality of Rotorua's air

4. The bottom 5 issues on which RDC are performing poorly are:
 - Encouragement to new businesses to establish in Rotorua
 - Developing and implementing a broadband infrastructure strategy for Rotorua
 - A commitment to reduce the size and cost of local government
 - A business friendly and supportive approach from Council when dealing with development proposals
 - A coordinated energy supply and demand strategy for the Rotorua District

5. The 5 issues that have the largest performance gap are:
 - Encouragement to new businesses to establish in Rotorua
 - Having and implementing a strategy to provide infrastructure for business growth
 - A visionary and progressive development strategy to drive economic growth population growth and community prosperity
 - A business friendly and supportive approach from Council when dealing with development proposals
 - Developing and implementing a broadband infrastructure strategy for Rotorua

6. The 5 issues that have the smallest performance gap are:
 - A balanced approach to RDC provision of social and welfare services
 - A commitment to improve the quality of Rotorua's air
 - A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District
 - A commitment to improve the water quality of Lake Rotorua and the other lakes in the District
 - A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand

7. The issues of high importance, low performance according to the matrix, are:
 - Business Growth Strategy
 - Business Friendly Consents
 - Economic Development Strategy
 - Involvement of Business
 - Strong Leadership
 - Encourage New Business

8. With the scale for importance of 10 being extremely important and 1 being of no importance, the midpoint of 5 is interpreted as neutral in importance. All 15 issues ranked above this neutral point with the range being from 5.99 to 8.29.
9. With the scale for RDC performance of 10 being extremely well and 1 being extremely poorly, the midpoint of 5 is interpreted as neutral, performing neither well nor poorly. Only the RDC performance on three of the issues was equal or above this neutral mark. On 12 of the issues, RDC performance was perceived as being on the poor side of neutral.
10. The 'no opinion' option as a response to rating RDC performance was selected by a number of respondents. On 8 of the issues the 'no opinion' rate was <10%. For a further 6, the 'no opinion' rate was >10% and <20%. Only one issue, A coordinated energy demand and supply strategy for the Rotorua District, had a 'no opinion' rate of >20%.
11. The issues that generated most comment in the survey and within the focus groups were: Economic Development Strategy, Articulated 50 year Vision and Size and Cost of Local Government. There was stronger importance given to the issue of 50 year vision and Cost of Local Government during the focus groups than the results of the survey suggests.

Results of Business Issues Survey conducted February 2010

Sorted by Level of Perceived Importance

	Importance	Performance
Statement 14: A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand	8.29	6.08
Statement 1: Having and implementing a strategy to provide infrastructure for business growth	7.70	3.93
Statement 5: A commitment to improve the water quality of Lake Rotorua and the other lakes in the District	7.66	6.01
Statement 4: A visionary and progressive development strategy to drive economic growth population growth and community prosperity	7.59	3.93
Statement 15: Encouragement to new businesses to establish in Rotorua	7.32	3.16
Statement 10: Strong leadership by Mayor and Council to unite stakeholders to achieve growth	7.12	4.04
Statement 3: A business friendly and supportive approach from Council when dealing with development proposals	7.07	3.67
Statement 9: A high level of involvement of business through consultation by RDC on issues relevant to business	6.97	4.22
Statement 2: Developing and implementing a broadband infrastructure strategy for Rotorua	6.56	3.23
Statement 12: A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District	6.44	4.89
Statement 8: A clear integrated coordinated and articulated 50 Year Vision for the City of Rotorua	6.32	3.95
Statement 11: A coordinated energy supply and demand strategy for the Rotorua District	6.18	3.88
Statement 7: A commitment to reduce the size and cost of local government	6.16	3.45
Statement 6: A commitment to improve the quality of Rotorua's air	6.04	4.74
Statement 13: A balanced approach to RDC provision of social and welfare services	5.99	5.00

Sorted by Level of Perceived Performance of RDC

	Importance	Performance
Statement 14: A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand	8.29	6.08
Statement 5: A commitment to improve the water quality of Lake Rotorua and the other lakes in the District	7.66	6.01
Statement 13: A balanced approach to RDC provision of social and welfare services	5.99	5.00
Statement 12: A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District	6.44	4.89
Statement 6: A commitment to improve the quality of Rotorua's air	6.04	4.74
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Statement 2: Developing and implementing a broadband infrastructure strategy for Rotorua	6.56	3.23
Statement 15: Encouragement to new businesses to establish in Rotorua	7.32	3.16

The performance gap is defined as the difference between the rating of the importance of the issue and the rating of the perception of Council performance. This enables an analysis of the priority for focus as perceived by the respondents.

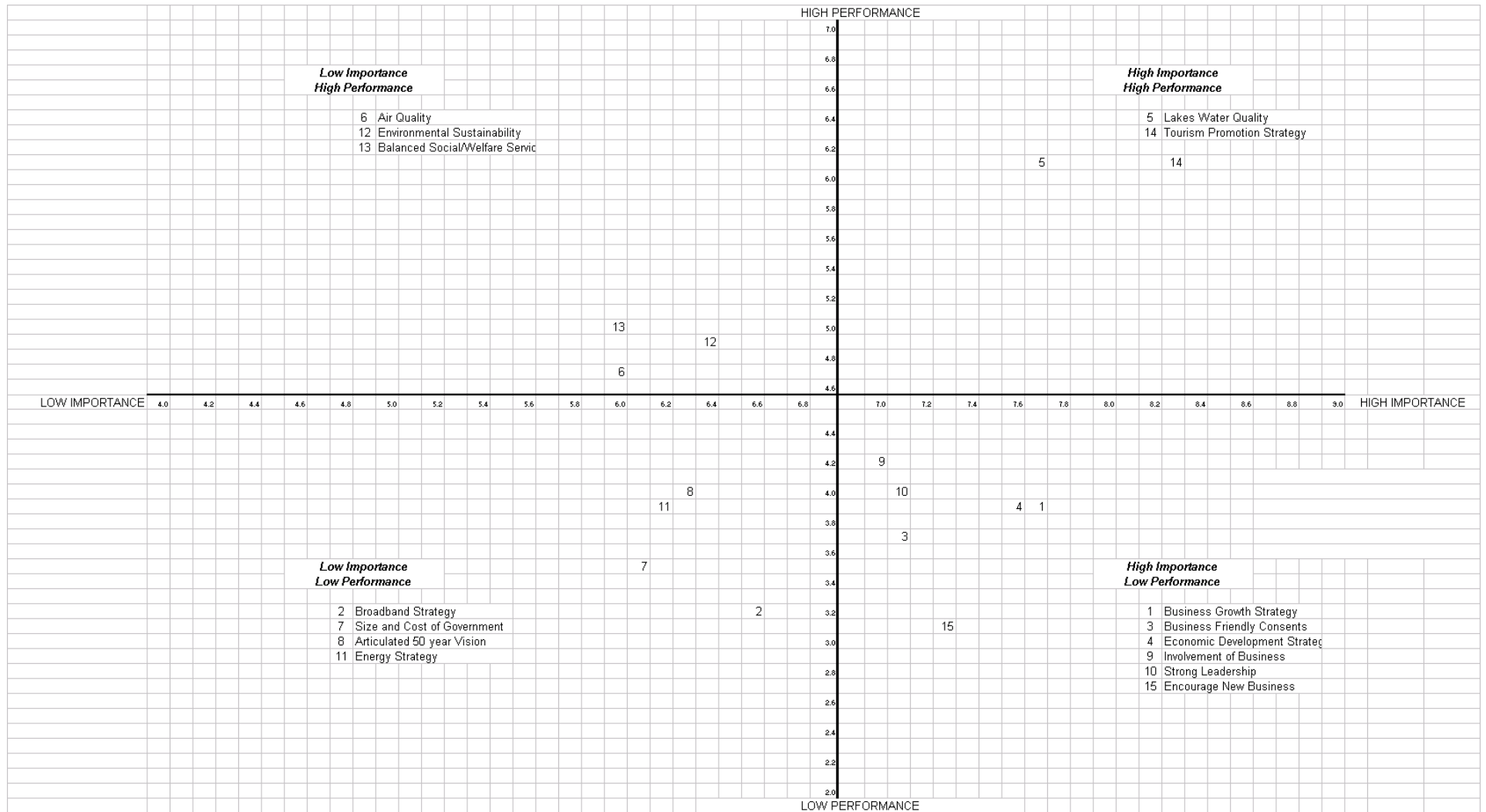
Sorted by Level of Perceived Performance Gap

	Importance	Performance	Performance Gap
Statement 15: Encouragement to new businesses to establish in Rotorua	7.32	3.16	4.15
Statement 1: Having and implementing a strategy to provide infrastructure for business growth	7.70	3.93	3.77
Statement 4: A visionary and progressive development strategy to drive economic growth population growth and community prosperity	7.59	3.93	3.66
Statement 3: A business friendly and supportive approach from Council when dealing with development proposals	7.07	3.67	3.40
Statement 2: Developing and implementing a broadband infrastructure strategy for Rotorua	6.56	3.23	3.33
Statement 10: Strong leadership by Mayor and Council to unite stakeholders to achieve growth	7.12	4.04	3.08
Statement 9: A high level of involvement of business through consultation by RDC on issues relevant to business	6.97	4.22	2.76
Statement 7: A commitment to reduce the size and cost of local government	6.16	3.45	2.72
Statement 8: A clear integrated coordinated and articulated 50 Year Vision for the City of Rotorua	6.32	3.95	2.37
Statement 11: A coordinated energy supply and demand strategy for the Rotorua District	6.18	3.88	2.30
Statement 14: A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand	8.29	6.08	2.20
Statement 5: A commitment to improve the water quality of Lake Rotorua and the other lakes in the District	7.66	6.01	1.64
Statement 12: A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District	6.44	4.89	1.55
Statement 6: A commitment to improve the quality of Rotorua's air	6.04	4.74	1.30
Statement 13: A balanced approach to RDC provision of social and welfare services	5.99	5.00	0.99

Identification of Priorities for Focus

The high priority are those items that are in the high importance/low performance quadrant identified in the following grid

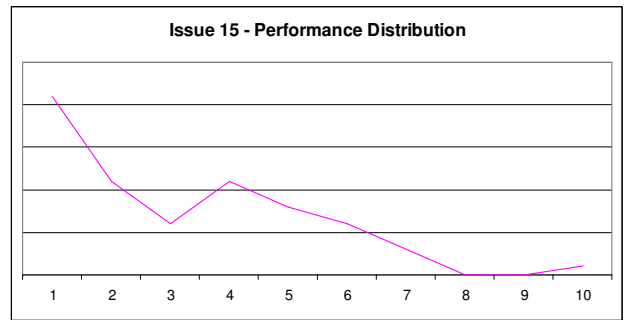
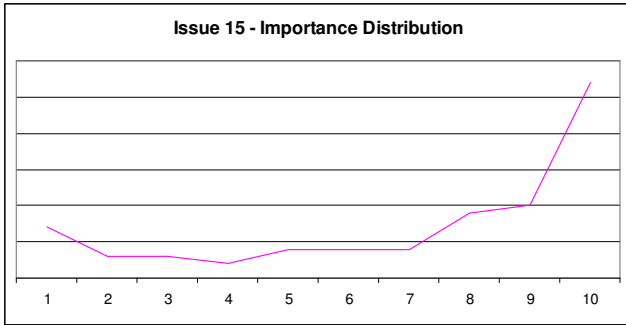
Quadrant	Issues	Response
High importance, High performance	5 Lakes Water Quality 14 Tourism Promotion Strategy	Pat on the back for Council; encourage on-going good performance in these important areas
High importance, Low performance	1 Business Growth Strategy 3 Business Friendly Consents 4 Economic Development Strategy 9 Involvement of Business 10 Strong Leadership 15 Encourage New Business	Council needs to give more attention to these important issues where performance has been not high enough
Low importance, High performance	6 Air Quality 12 Environmental Sustainability 13 Balanced Social/Welfare Services	Business considers these issues are of lesser importance and that council performance is acceptable in these areas.
Low importance, Low performance	2 Broadband Strategy 7 Size and Cost of Government 8 Articulated 50 year Vision 11 Energy Strategy	From the survey, business see these areas of low priority preferring that Council's energies are applied to economic growth and development. There is some divergence of opinion between the respondents to the survey and the responses from the focus groups.



In the sections below, the issues have been ranked in the order of the size of the gap between importance and performance. The issues at the top of the list are generally those which are very important to the business community, but on which Council is not performing very well.

Statement 15: Encouragement to new businesses to establish in Rotorua

Importance 7.32 Performance 3.16 Performance Gap 4.15
Median 9.0 Median 3.0 Performance Participation 92%

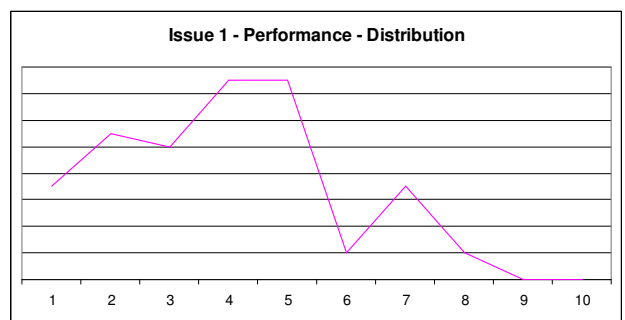
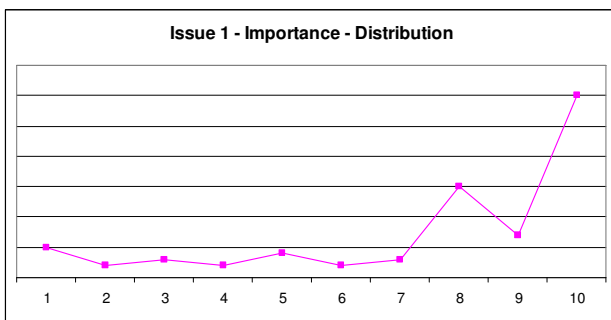


Survey Comments:

Any town or city is only as strong as its ability to provide jobs. Keeping existing and encouraging new business to set up here is vital. And council supporting those businesses.

Statement 1: Having and implementing a strategy to provide infrastructure for business growth

Importance 7.70 Performance 3.93 Performance Gap 3.77
Median 9.0 Median 4.0 Performance Participation 95%



Survey Comments:

The energy of Grant Kilby in EDU is why Council is actually doing better in achievement than it is in policy in the business development area. Airport scores 10/10 to be fair.

Councils need to stop sitting on their hands and pushing people away from doing things that encourage new growth.

Rebalance the effort of the Economic Development Unit to reflect the importance of agriculture and farming to Rotorua's GDP

Sufficient water supply out to Te Ngae Area

Water needs long term control

Focus Group Issues:

A strong emphasis in infrastructure planning on efficient and effective transport systems, including mainly roading and air.

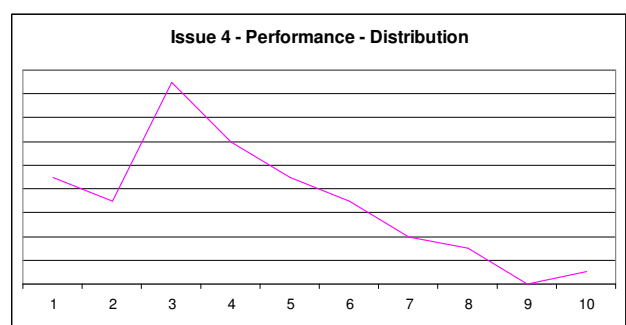
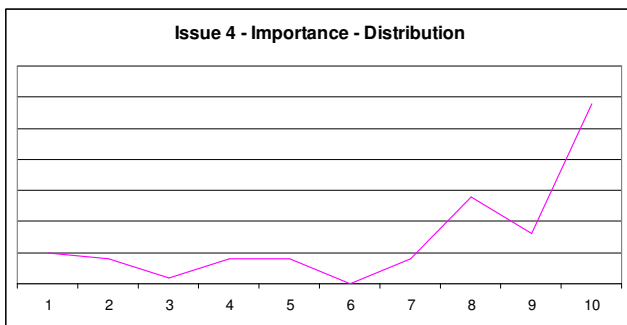
Getting the CBD to the point where there is no empty shops. Talking to landlords and getting them to understand how ugly it looks, helping them to attract new business.

Highlight the importance of future infrastructural planning to enable forest and wood processing developments, including the identification of possible development sites for large scale processing and smaller value add industrial sites.

Call for a review of roading infrastructure to ensure possible future developments are close to transport networks, e.g. Rotorua bypass location

Statement 4: A visionary and progressive development strategy to drive economic growth population growth and community prosperity

Importance 7.59 Performance 3.93 Performance Gap 3.66
Median 9 Median 4 Performance Participation 96%



Survey Comments:

The RDC (and the community) need to indentify a strategy to get the non productive parts of the community - unemployed etc, to be less of a drag - eg get them interested in being productive/ contributing to society

Achieve Population Growth

I feel council has low commitment to some items and they do well at this low commitment. If they have a strategy then they then need to make meaningful objectives to attain it and measure it by what 'will we see, hear, touch, experience' when it is finished or working. The follow through on strategy is poor.

Focus Group Issues:

Rotorua needs to grow; perhaps to a population of 100,000 to 150,000 by 2060. The growth rates set by RDC are extremely low.

The challenge is to increase the value of developments in Rotorua.

Consider a large meeting of businesses to stimulate change in the run-up to the local body elections.

Make use of positive and inspirational speakers such as Bob Tennant, Mayor of New Plymouth, Michael Redman, currently CEO of Hamilton City Council, and previously the Mayor of Hamilton, and Michael Barnett, CEO of the Auckland Chamber of Commerce and Councillor of the Auckland Regional Authority

Lobby for a broader focus for economic development.

Ensure RDC support for the manufacturing industry alongside tourism and other sectors such as forestry and agriculture. .

Lobby for more active selling of Rotorua city as a place to locate.

Maintain pressure to create a positive environment for business and population growth in Rotorua.

Promote community involvement in growth strategies and recognise the value of innovation.

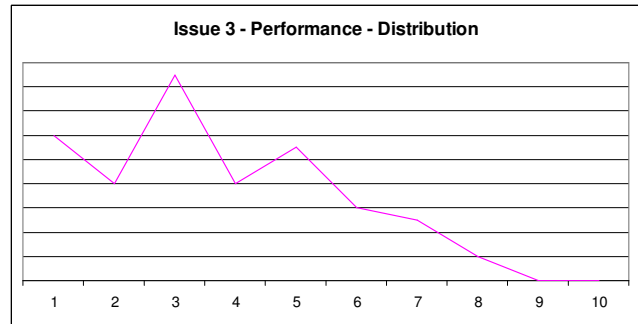
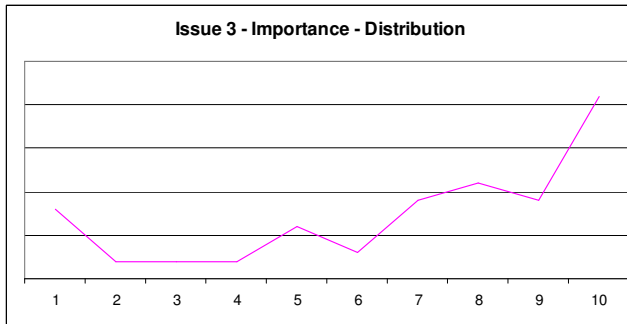
Maintain awareness of the opportunity for value add production in timber products within the Waiariki Rohe through continued reference in discussions on economic development

Include reference to the opportunity in the forestry sector in the 2015 / 2025 timeframe in future discussions and collateral on economic development.

Facilitate a meeting between forestry focus group participants and Iwi forestry ownership interests

Statement 3: A business friendly and supportive approach from Council when dealing with development proposals

Importance	7.07	Performance	3.67	Performance Gap	3.40
Median	8	Median	3	Performance Participation	95%



Survey Comments:

Council is extorting funds from would be developers for bogus items such as reserve fund contributions and other similar fines which seem designed to deter development. Surely if a developer is producing a number of new sections then they will attract rates, which add to the councils coffers. Instead of penalising new developments they should be rewarding and helping.

Letting go the need to charge high development fees in the first instance of application. This discourages growth

In lots of ways the council does not help businesses and ratepayers. They seem do not realise that the ratepayers are the people that fund the organisation.

High development levys (taxes) and other fees are counter the work being done by the Rotorua Economic Development Unit. User friendly officials (planning, building, licensing, resource engineers) are required who encourage business not find ways of making life difficult. These issues seriously need resolving.

Focus Group Issues:

Speed up permit approval process within council

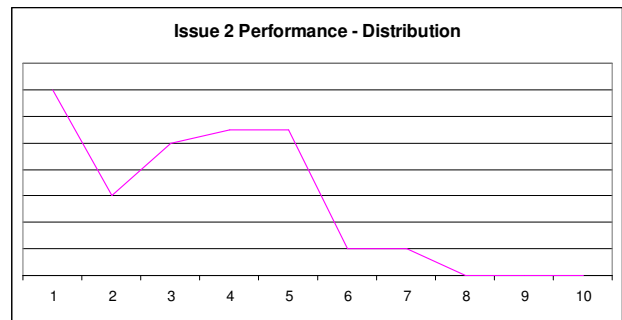
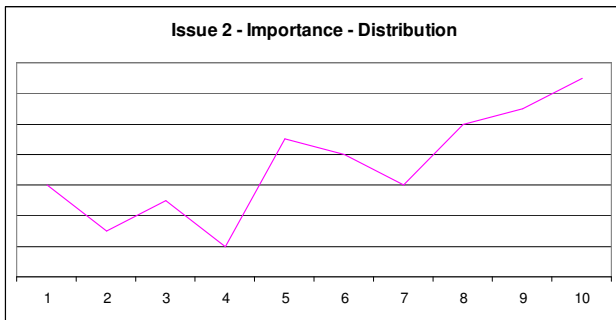
There needs to be transparency and consistency in the calculation of development levies. Sometimes different estimates are provided by RDC to developers. Because of Rotorua's low land and property values, development levies comprise a high percentage of project costs. Consider different timing for the payment of DCs (possible on sale or tenanting).

Maintain the lobby to identify and remove red tape.

Maintain pressure on RDC for improved resource and building consent processing.

Statement 2: Developing and implementing a broadband infrastructure strategy for Rotorua

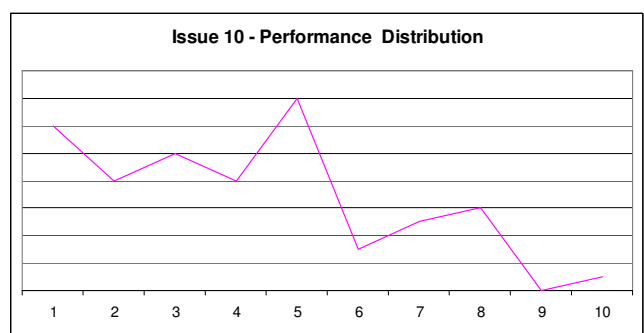
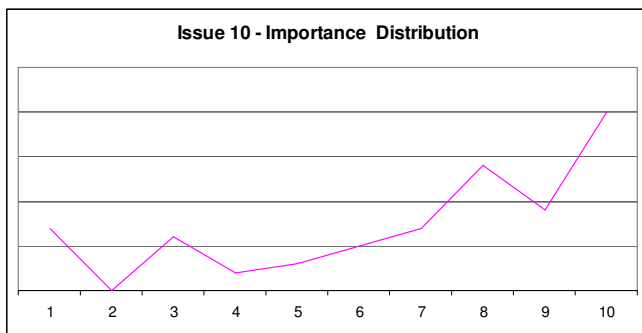
Importance 6.56 Performance 3.23 Performance Gap 3.33
Median 7.0 Performance Median 3.0 Performance Participation 76%



No comments related to this issue

Statement 10: Strong leadership by Mayor and Council to unite stakeholders to achieve growth

Importance 7.12 Performance 4.04 Performance Gap 3.08
Median 8 Performance Median 4 Performance Participation 92%



Survey Comments:

The paid employees are making decisions for and running the council. They are spending huge amounts of ratepayers money to further their own agendas - eg commissioners, lawyers, traffic management experts, environmentalists.

The Chamber and other sector groups need to lobby for changes in culture of the Council itself and Councillors need to lead the community and not just be rubber stampers of what is dished up to them by Council itself. Usually without the full scenarios being exposed to them. The ideas are there in the Community, the Council needs to listen and stop being control freaks. Look what happened to Bright Economy.

Rotorua is a wonderful place. Careful and meaningful presentation is the most important function. Stunning presentation needs talent.

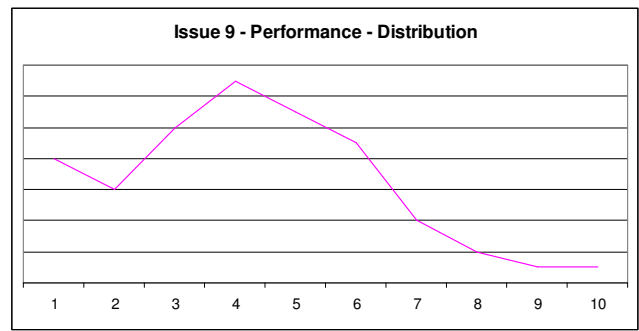
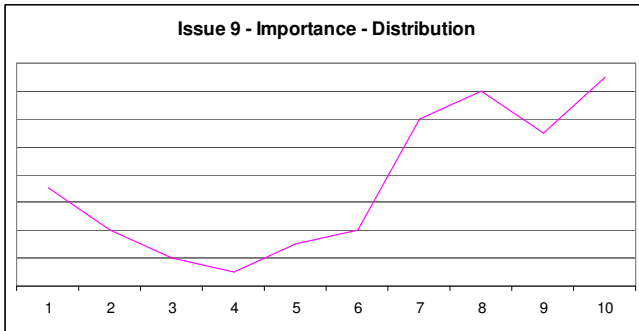
Visionary Leadership

Focus Group Issues:

Identify a possible strategy for the local body elections. Sit down as a business community and consider what we are going to do.

Statement 9: A high level of involvement of business through consultation by RDC on issues relevant to business

Importance 6.97 **Performance 4.22** **Performance Gap 2.76**
Median 8 **Median 4** **Performance Participation 89%**



Survey Comments:

The Council generally act in a self righteous and arrogant manner in many areas. they do not listen to the sector groups, they act in their own strength without full knowledge or understanding of many issues. they act unilaterally in the belief they know more than anyone else. There are now many ratepayers who have been given a hard time in developmental areas.

A proactive approach towards communicating with small and large business owners. For example, having a council member attend BA5 events to report on any new business proposals and get feedback from local businesses.

Focus Group Issues:

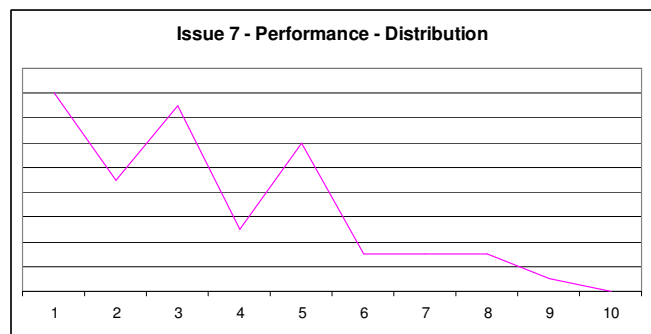
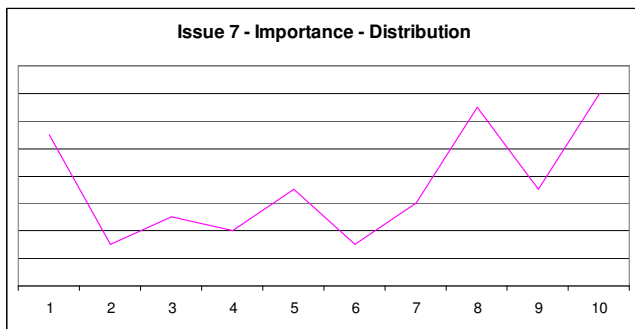
Gain a better understanding of how to engage with Maori business

A Business Friendly Mayor and Council

Council needs to engage with this industry and there is support for arranging a meeting between Councillors, the CEO of RDC and representatives from this meeting to address resource consent and building consent processes.

Statement 7: A commitment to reduce the size and cost of local government

Importance 6.16 **Performance** 3.45 **Performance Gap** 2.72
Median 7 **Median** 3 **Performance Participation** 92%



Survey Comments:

More efforts should be made to minimise local government costs to small-medium size businesses to encourage survival of young companies, with a long term view to a more economically vibrant and sound business community.

Rates too high Cost of doing business in Rotorua. Cost of local government fees to improve business

There is little transparency in the operations of the RDC. Costs are hidden or glossed over. Straight answers are not forthcoming when questions are asked.

Rating at sustainable levels for business.

Oppose land taxes and reduce rates! Property is an important factor of production, and it should not be a primary revenue producer for council. Other methods should be used to make it more equitable for residents of Rotorua. (eg Poll tax, local sales tax, etc. many models exist in UK and USA). Also, reduce council costs and trim budgets. Much could be done to improve here.

RDC's commitment to reducing business rates differential from 360%.

Focus Group Issues:

Stimulate discussion on a unitary Council.

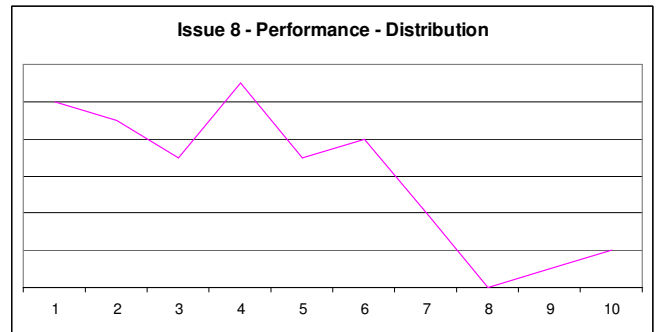
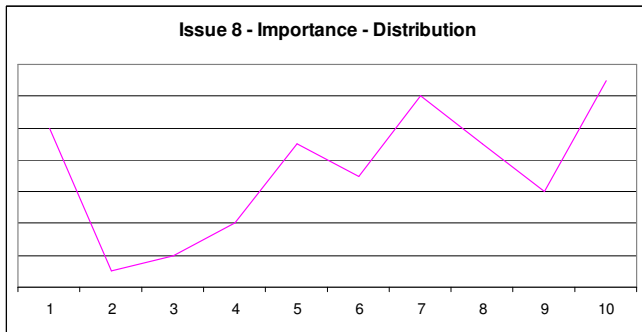
Address the increases in the rates and other charges of both RDC and EBoP.

Represent the view of business on the rates issue.

Lobby for equity among all sectors of industry and other ratepayers.

Statement 8: A clear integrated coordinated and articulated 50 Year Vision for the City of Rotorua

Importance 6.32 Performance 3.95 Performance Gap 2.37
Median 7 4 Performance Participation 81%



Survey Comments:

Rotorua needs a clear CBD revitalisation policy. A largely single and two storey city that has so many empty buildings is a sad sign of the failure of town planning. Liked to this is the need for a visionary plan for the development of the greater city so as to stop current ad hoc opportunist development and re-active planning (if that is not an Oxymoron)

CBD revitalisation is imperative.

The Council is good at large scale and visionary projects - Theatre/Museum/ Events Centre etc, but has little positive impact on small business and retail beyond hospitality - Eat Street - we need to see positive and fast progress to galvanise retail Tutanekai street into proactive user/client friendly medium projects to impact the SME sector businesses and attract new people for more business - Taupo is humming, Rotorua is dead for five months of the year.! Why??

Need to change the design presentation whole visual is un-inspiring. First impressions are the most important

Proactive rather than reactive and negative town planning is needed.

Promote Rotorua as a quality place to live, set up business and visit.

Be seen to be green, be seen to have real quality and value in everything the town does.

Remove the stay cheap, is cheap impression so many have of Rotorua.

Rotorua is a wonderful place.

Careful and meaningful presentation is the most important function. Stunning presentation needs talent.

Visionary Leadership

Focus Group Issues:

We need a stronger vision for Rotorua's future. Plans such as the Eastern Structure Plan need to be progressed; the delays in implementing various RDC plans are too long. We need to have confidence in the provision of the required infrastructure for development. We need certainty as to property use and sufficient land zoned for business and industrial use.

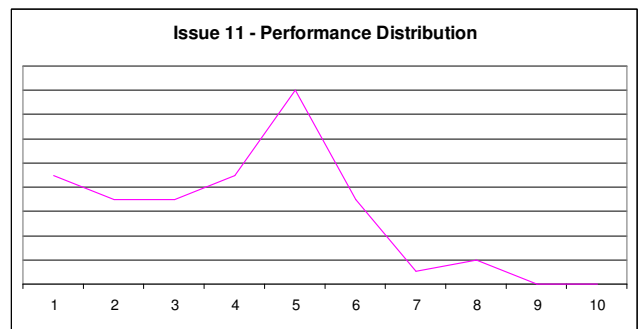
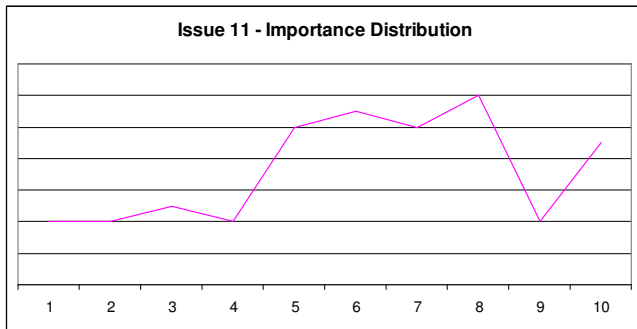
Lobby for more active selling of Rotorua city as a place to locate.

Maintain pressure to move the Rotorua District and High Courts away from Tutanekai Street.

Support the use of wood by RDC and others to reflect the character and uniqueness of the region. As an example, the bridge at Ngongotaha.

Statement 11: A coordinated energy supply and demand strategy for the Rotorua District

Importance	6.18	Performance	3.88	Performance Gap	2.30
Median	7	Median	4	Performance Participation	80%

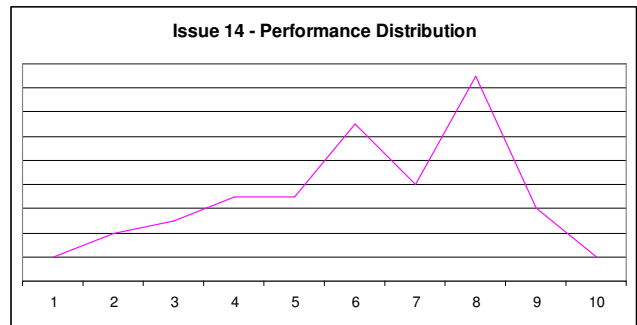
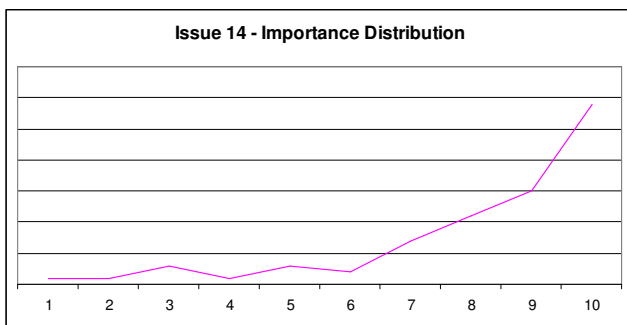


Survey Comments:

RDC's management of geothermal resources by utilizing Down Bore Heat Exchangers

Statement 14: A tourism promotion strategy that positions Rotorua as the premier tourist destination in New Zealand

Importance	8.29	Performance	6.08	Performance Gap	2.20
Median	9	Median	6	Performance Participation	97%



Survey Comments:

Ensuring the sustainability of trans tasman flights and therefore the viability of the investment in the airport.

From my personal experience, I have been running into issues that, for a tourist city seem to completely work against the efforts to make our international customers feel welcome, and be entertained to a standard that most cites in the world, and indeed most tourist cities in New Zealand would take as second nature.

Flights out of Rotorua that are user friendly To Business

Focus Group Issues:

Promote the use by locals of the Trans-Tasman service from the Rotorua Airport.

Maintain the lobby for Sunday and public holiday retail trading and for extended shopping hours for tourists, other visitors and residents

Develop an awareness of the concern of the tourism industry about the lack of communication between divisions of RDC.

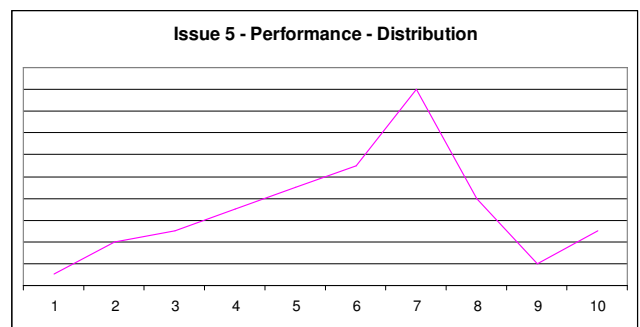
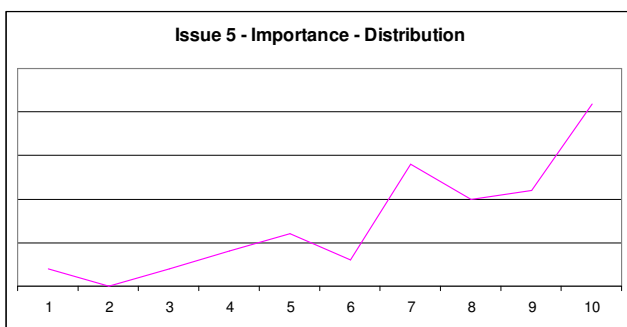
Promote Rotorua to become a bike-friendly city. Provide, for example, interlinking cycleways and appropriate smooth road surfaces.

Support the concept of a Winter Bike Festival.

Lobby for and support more winter events in Rotorua.

Statement 5: A commitment to improve the water quality of Lake Rotorua and the other lakes in the District

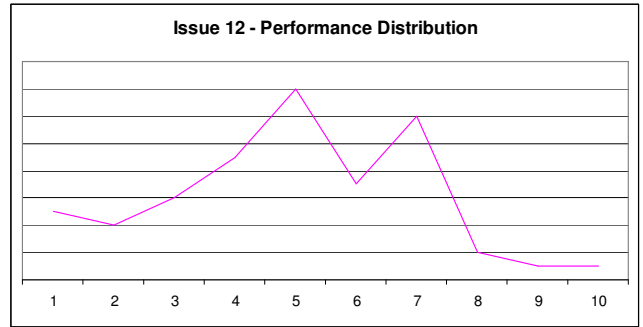
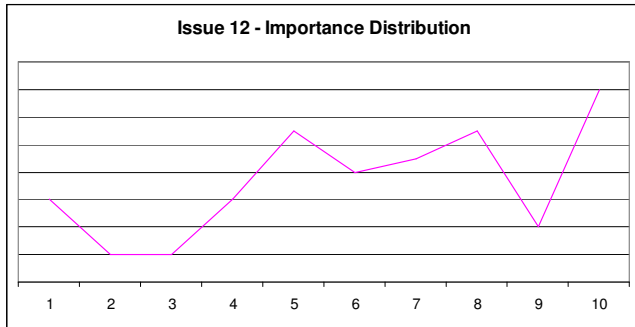
Importance 7.66 Performance 6.01 Performance Gap 1.64
Median 7 Median 6 Performance Participation 96%



No comments related to this issue

Statement 12: A proactive approach to environmental sustainability in RDC's own operations and in its strategies and policies for the District

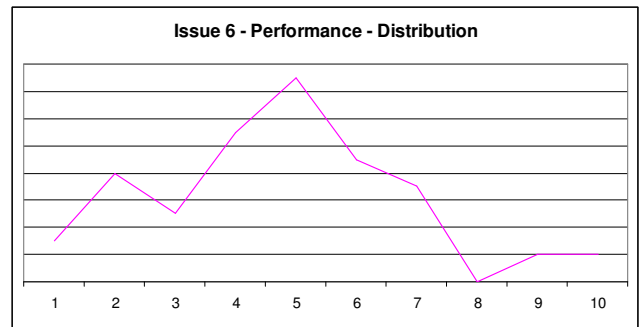
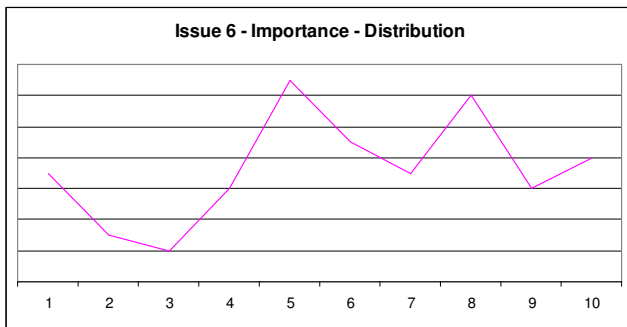
Importance 7.44 Performance 4.89 Performance Gap 1.55
Median 7 Median 5 Performance Participation 84%



No comments related to this issue

Statement 6: A commitment to improve the quality of Rotorua's air

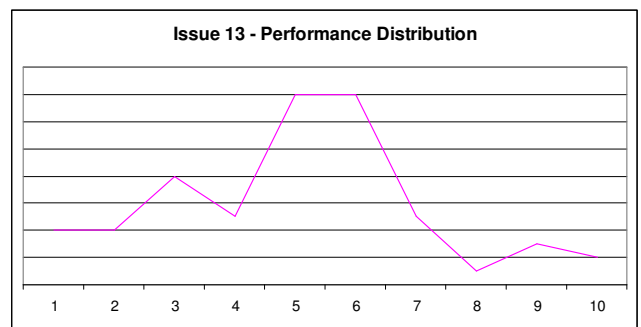
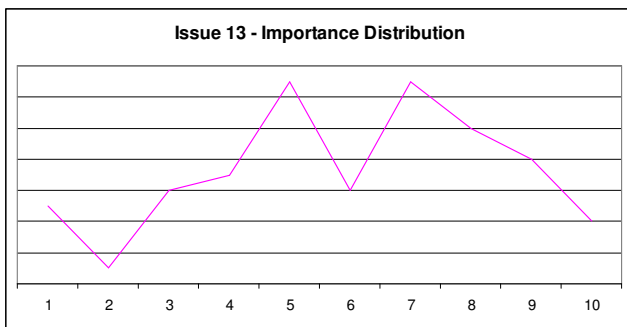
Importance 6.04 Performance 4.74 Performance Gap 1.30
Median 6 Median 6 Performance Participation 85%



No comments related to this issue

Statement 13: A balanced approach to RDC provision of social and welfare services

Importance 5.99 Performance 5.00 Performance Gap 0.99
Median 6 Median 5 Performance Participation 82%



Survey Comments:

More support for the not-for-profit sector. If the council support the Rotorua Social Services Council more, then other not-for-profit organisations would benefit.

Need to provide support/assistance/services etc (as noted above) for surrounding communities such as Murupara, Kawerau, Te Urewera

Supporting the collective groups to fight criminal activity

Issue: Use of Local Contractors

Survey Comments:

The use of out of town contractors to the detriment of Rotorua businesses and their employees. These employees are the ratepayers of Rotorua

Employment of local contractors for local construction work

RDC must support local business. The cheapest price is not always the best value for the rate payers. We need employment for our locals.

Focus Group Issues

The RDC tendering process needs to be transparent and possibly needs to recognised the value of awarding contracts to local developers and builders.

Encourage cooperatives of local business to tender for contracts.

Issue: Education and Training

Focus Group Issues

Work with Waiariki and other education providers to encourage better training. The Chamber will be talking with a number of identified people to see how this can be addressed.

Facilitate a discussion on tourism training challenges with Waiariki.

Arrange a meeting between forestry focus group interests and Waiariki Institute of Technology to discuss HR resource shortages across framework levels 4,5 and 6.

Other Issues:

Most of these questions relate to matters which are not part of RDC core business. Matters covered include issues which are the responsibility of EBOP or social issues which are government. A questionnaire such as this will result in a misleading inaccurate result.

For all the issues do not forget the bigger rural areas around Rotorua. Their business is vital for Rotorua. esp in issues like broadband

Equity in rating so that every householder or business pays its fair share. Capture of those people who claim GST and tax benefits for using their homes for business purposes, then do not pay their fair share of rates, leaving an unfair burden on others in the community.

We have to address the little problem with penalties to junk mail distributors who continue to stuff junk mail into already overflowing and obviously vacant houses and flats. .

There is a need to communicate some of the topics discussed to the wider Rotorua community.

Raise immigration and visa requirements as issues and lobby for Rotorua to be treated in the same way as Queenstown by the Immigration Service.

Chamber to continue to provide leadership for the business community.

Encourage businesses to work together on issues of common concern.

Trial a manufacturing sector BA5.