

# BRIGHT FUTURE ROTORUA

The Local Government Act requires Council to carry out a process to identify community outcomes for the intermediate and long term future of the district and, not less than once every 3 years, to report on the progress made by the community in achieving these community outcomes.

The purpose of the community outcomes process is to:

- Provide the Rotorua community with an opportunity to discuss its present situation and prioritise issues in terms of their importance for Rotorua's future
- Influence and guide priorities in relation to the council and other organisations' activities
- Help the community, council and other organisations to work together in a more efficient and co-ordinated manner, to better promote well-being in the district
- Check how we are progressing towards Rotorua's agreed outcomes

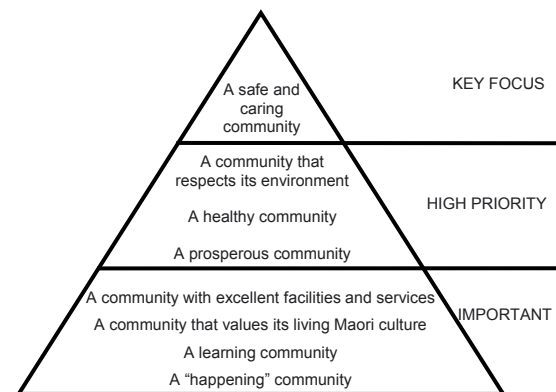
Community Outcomes are overarching strategic goals that councils and other organisations can use to guide their service delivery and resource allocation. They are also a focal point for promoting closer working relationships, to ensure resources are used more effectively and in a coordinated manner.

Rotorua District Council's contribution to promoting the community outcomes is described in this LTCCP. It is a requirement of all LTCCPs to describe which community outcomes different council activities will contribute towards.

In accordance with the letter and spirit of the Local Government Act, Rotorua District Council is taking a collaborative and inclusive approach to identifying and monitoring community outcomes. In mid-2003 the council discussed the community outcomes requirements with other key organisations that promote community well-being in the Rotorua District. These organisations endorsed a process of public consultation which took shape in the latter part of 2003 as the Bright Future Rotorua project.

First, information from previous community feedback was compiled into a set of eight draft community outcomes. This information was used as the basis for a community survey which asked residents to prioritise the draft outcomes according to what they felt was most important for the District over the coming decade. More than 800 responses were received from a broad cross-section of people. The results show that a safe and caring community is the most important outcome for Rotorua residents. Other high priorities include a healthy community, a prosperous community and a community that respects its environment.

Many survey respondents also suggested additional issues they felt were important for Rotorua, including supporting young people, promoting multi-culturalism and ensuring strong leadership. It is believed that the way in which contributing organisations promote the outcomes can give effect to these issues.



## Monitoring and Reporting Community Outcomes

In addition to identifying community outcomes and showing how it will promote them through its LTCCP, Council must also facilitate the development of a framework to monitor the community's progress towards outcomes, and to report on this at least every three years.

A cross sectorial working group has identified 32 indicators that can be used to gauge the Rotorua Community's progress towards their outcomes. A monitoring framework is being established so that regular information gathering and reporting back to the wider community can take place not less than every 3 years. At this stage information gathering has begun and full reporting will be undertaken in the 2006/2007 year. Where possible information already collected for other purposes is being used to monitor progress towards outcomes, however, to assess progress across the board will involve collecting some new information. Rotorua District Council will work with partners to do this as efficiently as possible.

The format for reporting the community's progress towards achieving its outcomes is yet to be finalised. However, the information will be available for Rotorua District Council and others to use as either 'stand alone' information or for inclusion along with other reporting information for the community.

The monitoring programme will provide valuable information for Council and other organisations to help them ensure their activities and services are meeting the requirements of the community.

# COMMUNITY OUTCOMES

**A safe and caring community** – families and whanau are safe and strong; people are considerate and respect cultural diversity.

*He Iwi Whanui e ngakau nui ana ki te manaaki motuhake.*

- Safe homes and streets
- Less crime
- Fewer road accidents
- Organisations working together on agreed priorities
- Providing safe public spaces
- Families and whanau work, play and talk together

**A community that respects its environment** - people value, respect and understand the needs of our lakes, streams, forests and geothermal resources; commitment to preserving, monitoring and improving the natural environment is owned by everyone.

*He Iwi Whanui tenei e ngakau nui ana ki te Taiao*

- Looking after our air, land and water resources
- Improved lake water quality
- Waste reduction
- Kaitiakitanga (guardianship)
- People using and enjoying our natural environment
- Historical sites and buildings are protected and promoted
- Managing and protecting geothermal resources and our springs, trout, lakes, forests, geysers

**A healthy community** - health is holistic; people are supported to enjoy and experience physical, mental, emotional, and spiritual well-being

*He Iwi Whanui tenei e ngakau nui ana ki tona oranga*

- Increasing recreational opportunities
- Good access to health services
- Safe drinking water
- Improving health status for all
- Improved youth health
- Effective responses to developing health issues
- Improved self esteem/confidence ability
- Partnerships to promote healthy living
- Healthy whanau, healthy communities

**A prosperous community** - people and businesses are motivated to be successful; jobs are created and rewards are shared

*He Iwi Whanui tenei e kokiri whakamua ana i roto inga take Houkura*

- Rising average incomes
- Encouraging development of Maori Land
- Reducing unemployment rate
- More investment in our district
- More employment opportunities
- More new business
- Celebrating and promoting our district's unique qualities
- Encouraging growth

**A community with excellent facilities and services** - a community that plans well to ensure facilities and services are accessible and Rotorua is easy to get around, now and in the future

*He Iwi Whanui tenei e mau pu motuhake ana ki ona taonga me ona ratonga*

- Easy to get from place to place
- Good, safe, maintained services and roads
- Good quality infrastructure for future
- Excellent reliable communication technology
- Affordable facilities and reserves and services
- A great Airport

**A Community that Values its Living Maori Culture** – The history of Te Arawa in the district and the value of Maori culture are recognised and fostered.

*He Iwi Whanui e manawa nui ana ki te Ao Maori*

- Preservation and sustainable development of Maori resources
- Improved opportunities
- A community that recognises the value of partnerships including the Treaty of Waitangi
- Fostering Maori cultural activities and expression
- Respecting Te Arawa as part of the unique heritage of Rotorua District
- Strengthening relationships between cultures

**A learning community** - people of all ages and backgrounds are inspired to achieve and supported to learn and be well informed.

*He Iwi Whanui tenei e ngakau nui ana ki te Ako me te Matauranga*

- Learning activities accessible for everyone
- Excellent pre-school/infants facilities
- Addressing skill shortages through the right training
- Improve rate of formal qualification for school leavers
- Quality educational institutions
- Increasing participation in tertiary education
- Whanau supported learning

**A “happening” community** - Rotorua is an exciting place with lots of activities and events, people welcome diversity and are inspired by creativity

*He Iwi Whanui tenei e tumeke ana*

- Lots of events including sporting, cultural, festivals, arts
- Leading edge activity events
- Provision of good quality event, conference and tourism facilities
- Celebrating and nurturing traditional Maori culture
- Foster artistic expression, art, music, dancing, public performances and exhibitions
- Great facilities to visit e.g.: museum, arts village, aquatic centre



## Bright Future Community Outcomes Indicators and Measures

Community Outcome	Indicator	Measure
A safe and caring community	1. Community spirit 2. Crime 3. Perceptions of safety 4. Road traffic crashes	1a Community spirit 1b Sense of community 1c Community support 2a Reported offences 2b Victimisation rates 3a Perceptions of Rotorua as a safe place to live 3b Perceptions of personal safety 4a Crashes resulting in death or injury 4b Road traffic casualties
A community that respects its environment	5. Environmental behaviours 6. Environmental attitudes 7. Solid waste management 8. Lake water quality	5a Personal environmental actions 5b Public environmental actions 6a Attitudes towards caring for the environment 7a Waste to landfill 7b Recycling volumes 8a Retirement of lake margins 8b Reticulation of lakeside settlements 8c Algal blooms
A healthy community	9. Personal Health 10. Accessing Healthcare 11. Physical activity 12. Emotional well-being	9a Estimated life expectancy at birth 9b Low birth weight babies 9c Stroke 10a Avoidable hospitalisation 10b Immunisation rates 10c Oral health 11a Participation in vigorous or moderate activity 11b Participation in physical activity 12a Happiness 12b Calm and peaceful
A prosperous community	13. Incomes 14. Economic growth 15. Employment and unemployment 16. Deprivation	13a Personal income 13b Household income 14a Economic growth index 14b Business confidence index 14c Ability to develop Maori land 15a Employment rate 15b People registered on Unemployment Benefit 16a Deprivation
A community with excellent facilities and services	17. Pride in the look and feel of the District 18. Ease of getting from place to place 19. Satisfaction with facilities and services 20. Disabled access	17a Pride in the look and feel of the District 18a Ease of getting from place to place 19a Satisfaction with Council facilities & services 19b Visitor satisfaction with facilities & services 20a Disabled access
A community that values its living Maori culture	21. Perceived value of living Maori culture 22. Bicultural relationship 23. Te Reo Maori 24. Te Ao Maori	21a Importance of living Maori culture 21b Extent the community values its living Maori culture 21c Equal opportunities 22a Relationship between Maori & non-Maori 23a Knowledge of Te Reo 23b Speaking proficiency 23c Perceived importance of Te Reo 24a Maori activities and media 24b Knowledge of Te Arawa
A learning community	25. Early childhood education 26. Student engagement 27. Student achievement 28. Further education	25a Early childhood education 26a School qualifications 27a Stand-downs, suspensions & exclusions 27b Early school leavers 27c Non-enrolled young people 28a Participation in further education or training
A 'happening' community	29. Activities 30. Major events 31. Sports, arts, recreation and cultural groups 32. Visitors	29a Always something to do 30a Attendance at major events 31a Participation in sports, arts, recreational or cultural groups or activities 32a Average length of stay 32b Visitor numbers and nights

Learn more about Rotorua's Bright Future at [www.rdc.govt.nz](http://www.rdc.govt.nz).

## Regional Community Outcomes

To give full effect to Community Outcomes requires a collaborative approach from many organisations, groups and sectors up the Community. In addition to close consultation with Tangata Whenua in the identification of Community Outcomes and indicators, Council will be working closely with Maori on initiatives to give effect to outcomes. Rotorua District Council has also been party to other regional processes that bring together a wide range of stakeholders to collectively identify and/or promote Community Outcomes. These initiatives are described below:

### Choosing Futures Waikato

Choosing Futures Waikato is a process put together by the 13 councils in the greater Waikato region. Under the Local Government Act 2002, all councils must work with their communities to identify what people want for the future. The aim of the Choosing Futures Waikato process has been to identify a set of regional community goals, called community outcomes. The next step is for councils, government agencies, and business and community organisations to start looking at ways to work towards achieving these outcomes. We'll also be regularly reporting back to you – the Waikato community – on progress.

Community outcomes help describe what sort of region people want in the future. They have been identified by talking to and gaining the views of people right across our region. Nine regional visioning workshops were held in communities throughout the Waikato region. Iwi in the region have contributed, local councils have consulted with their communities; and we have worked closely with key organisations including central and local government, businesses, industry groups and community organisations.

All of these people and organisations were asked what they wanted the region to be like in the future. This information has been drawn together by a representative group of people for the Waikato region – the Community Outcomes Working Group.

The Choosing Future process identified 38 Community Outcomes under the following five themes:

#### 1. Sustainable Environment

- The Waikato region values and protects its diverse, interconnected natural environments.

#### 2. Quality of Life

- The Waikato region is a great place to live, providing the services and opportunities we need to live well.

#### 3. Sustainable Economy

- The Waikato region balances a thriving economy with looking after its people, places and environment.

#### 4. Culture and Identity

- The Waikato region identifies with - and values - its land, air, rivers and waterways, mountains, flora, fauna and its people.

#### 5. Participation and Equity

- The Waikato region builds strong informed communities and has a culture that encourages people and communities to play their part.

In association with the Choosing Futures Waikato process, a Monitoring and Reporting Community Outcomes (MARCO) working group has identified a set of 72 indicators relating to the five themes. These indicators and their associated measures are being finalised at the time of publication. More information will be available on Choosing Futures Waikato website (see below).

Government agencies and community organisations will use the community outcomes for guidance on the sort of services that they deliver to the Waikato region and how they do this. Councils will use community outcomes to develop their long term council community plans. Progress made towards achieving these community outcomes will be measured regularly and reported back to the community. This is an important way of checking the progress we are making together and identifying areas where we could do better.

We will be working together to make the Waikato region the best it can be, now and in the future.

For more information contact:

Choosing Futures Waikato  
 Freepost Authority 11  
 Hamilton  
 Phone: 07 838 6672  
 Email: [info@choosingfutures.co.nz](mailto:info@choosingfutures.co.nz)  
[www.choosingfutures.co.nz](http://www.choosingfutures.co.nz)

## Bay of Plenty Regional Outcomes

Environment Bay of Plenty has stated that its role is to:

- *Run the process for the community to identify outcomes.*
- *Work with many other people and groups in the community to make the outcomes happen.*
- *Monitor how the community is progressing towards making the outcomes happen.*

*Outcomes belong to the community, not to the council.*

*Council does not adopt the outcomes in the same way that it adopts its other plans and policies.*

#### Identifying Community Outcomes

The Local Government Act 2002 requires all councils to run a process to identify community outcomes for their communities. Environment Bay of Plenty has worked in partnership with the local councils and other organisations in our region to run outcomes processes. The Regional Community Outcomes are a result of these processes. They will be included in the 2006 Long Term Council Community Plan.

The regional outcomes cover different parts of our lives:

- Social
- Environmental
- Economic
- Cultural

The outcomes will help us all create the future we want to enjoy.

### Bay of Plenty Regional Community Outcomes

#### 1. A Clean and Protected Environment

- Our natural environment is valued and preserved – enjoyed by us now and protected for future generations.

#### 2. Healthy and Safe Communities

- Individuals and organisations work in partnership to promote healthy living and ensure safe and caring communities.

#### 3. Value on Learning and Excellence

- Residents are inspired to achieve and are supported in their efforts to learn and be well informed.

#### 4. Quality, Affordable Infrastructure

- Our infrastructure – particularly the transport network – serves business and the community well, contributes to quality of life in the region, and is sensitive to the natural environment.

#### 5. A Vibrant and Fulfilling Lifestyle

- The Bay of Plenty is a region that people love and are proud to live in and call their own.

#### 6. Prosperous and Sustainable Economy

- Our productive, diverse regional economy provides long term sustainable growth and prosperity.

#### 7. Open and Inclusive Leadership

- Our responsible and motivated leaders and officials support community participation in decision-making.

#### 8. Respected Culture and Heritage

- The history of the region and the value of Maori culture within it are recognised and fostered.

For more information see [www.envbop.govt.nz](http://www.envbop.govt.nz).

The terms of reference for the joint group are:

- be better informed about activity contributing to community outcomes in the region;
- identify how to most effectively promote and achieve community outcomes;
- work together where projects or goals overlap, efficiently sharing resources;
- monitor progress on community outcomes, and
- identify and promote issues from the region that aren't already being progressed and require a national multi-agency policy or legislative response.

### Collaborative Approaches

The councils in the Bay of Plenty region, including Environment Bay of Plenty, have joined together with 17 central government agencies to form a Bay of Plenty Community Outcomes Working Group. This group has put together a list of common themes in the sets of community outcomes that have been identified across the Bay of Plenty, and is working to identify where more work might be needed by central government, local government or the community to make progress towards achieving community outcomes. This collective process is consistent with the principles of local government in section 14 of the Local Government Act, and reflects the shared roles of many organisations and the community in working towards community outcomes.

# ROTORUA DISTRICT TODAY AND HOW WE GOT THERE

Rotorua lies on the boundary of the Bay of Plenty and Waikato Regional Council areas. With an estimated population count of 66,900, Rotorua ranks 5<sup>th</sup> in size out of the 59 districts in New Zealand, and 16<sup>th</sup> in size out of New Zealand's 74 cities and districts. The district is centred around a thriving urban area on the southern shore of Lake Rotorua, and extends to include a substantial rural area as well as lakeside communities. Rotorua is a bicultural district with an increasingly multicultural population. The local environment encompasses 14 lakes, active geothermal areas, and a considerable amount of public open space. Rotorua has an increasingly broad industry base that includes tourism, agriculture, forestry, retail, manufacturing, business services, social services and education.

Some vital statistics:

- The total area of the Rotorua District is 2,708 km<sup>2</sup>.
- The district's population is estimated at 70,400 (2006 Census).
- Almost 20% of the population lives in rural and lakeside areas.
- The Rotorua District is a visitor icon in New Zealand and overseas, due in part to its geothermal and cultural attractions. On average, there are more than 5,243 visitors per day staying in Rotorua commercial accommodation.
- There are 800 ha of reserves managed by Rotorua District Council.
- There are more than 988 km of local roads in the district, of which almost 80% are sealed.
- The gross capital valuation is around \$ 9.7 billion and gross land valuation is around \$4.8 billion.
- Rotorua's GDP is estimated at \$2 billion per annum.

## Rotorua's Early History

According to oral history, many of Rotorua's Maori residents trace their ancestry to Tamatekapua, the captain of the Arawa canoe that arrived in New Zealand from the fabled homeland of *Hawaiki* more than six centuries ago. The Arawa canoe was beached at Maketu on the Bay of Plenty coast where the new arrivals settled down to live. They had been at Maketu for some time when an ancestor called Kahumatamomoe journeyed inland to explore. He discovered what is now known as Lake Rotorua, and settled at what is now Kawaha Point. Prompted by reports from other explorers, including Tamatekapua's grandson Ihenga, other members of the Arawa tribe eventually moved from the coast and settled in the Rotorua and Taupo areas. The earliest Maori villages in Rotorua were located close to geothermal activity, including Ohinemutu and Whakarewarewa. Descendants of the original settlers have

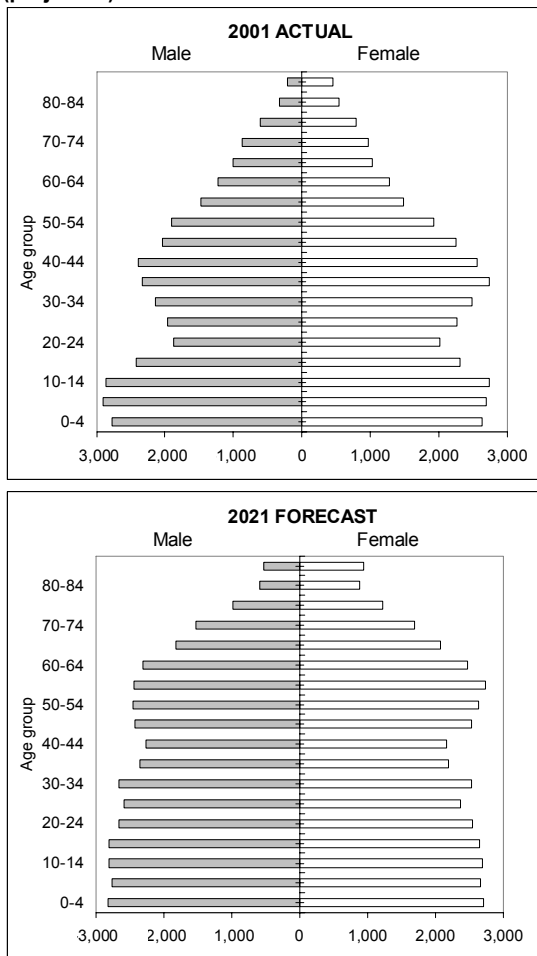
left their mark on modern-day Rotorua through song, dance, legends and place names.

European settlers arrived in New Zealand throughout the 18<sup>th</sup> century. The subsequent development of the Rotorua area was driven by interest in the unique geothermal and cultural attractions of the area, coupled with the establishment of transport links, forestry and farming. The foundations of today's local government structure were laid by the Thermal Springs District Act of 1881, which made provisions for the establishment of certain amenities in Rotorua. An agreement was also concluded between the Government and the Maori people on the setting up of a Town Board to administer the affairs of the new township. The Arawa sub-tribe Ngati Whakaue contributed generously to the development of the town through the gifting of more than 120 parcels of land for health and recreational purposes. These include Government Gardens, Kuirau Park, Pukeroa Hill, the Lakefront Reserve, and many other reserves. Today, policy issues in respect of Rotorua's gifted reserves are discussed by a joint committee of the Pukeroa Oruawhata Trust and the District Council.

## Rotorua's People

Including people of mixed ethnicity, the major ethnic groups in the Rotorua District are European (69.6%), Maori (37.5%), Pacific Islands (4.6%) and Asian (3.7%). More than half of Rotorua's young people are of Maori descent. According to Census results, around 8,000 Rotorua residents are affiliated with the Arawa tribe that were the original settlers of the central Bay of Plenty area. In addition, many of Rotorua's Maori residents are affiliated with tribes from other parts of New Zealand. Rotorua's population profile is becoming much more multicultural than it has been in the past, including increases in residents from the Pacific Islands, Asian countries, and many other parts of the world. Rotorua's population profile is also relatively youthful but, like other parts of New Zealand, is gradually growing older. Official projections show that the district is expected to have only moderate residential population growth over the coming decade, with more rapid growth in the eastern suburbs, northern rural areas and eastern lakeside areas.

**Age-gender profile, Rotorua District, 2001-2021 (projected)**



Source: Statistics New Zealand

**Te Arawa and Geothermal Activity of the District**

Included in the mythology of the Te Arawa people is an explanation for the origins of the geothermal activity within the district. The story of the tohunga (person of great knowledge) Ngatoroirangi is known and has been recited by both Te Arawa and Tuwharetoa, people of the Rotorua and Taupo regions for hundreds of years.

The following is a brief excerpt of the legend of Ngatoroirangi and the Pacific Ring of Fire:

*The explorer Ngatoroirangi of the Arawa canoe was ascending Mount Tongariro when he called to his sisters from Hawaiki to bring him warmth or he would surely die. Ngatoroirangi's prayers were heard and his sisters called upon the fire demons, Te Pupu and Te Hoata, who plunged into the sea and swam to Ngatoroirangi. Te Pupu and Te Hoata surfaced for the 1<sup>st</sup> time at Whakaari (White Island), where the earth burst into flames, they found that they still had many miles to go so continued on their journey, stopping briefly at Mou-tohoro, Okakaru, Rotoehu, Rotoiti, Rotorua, Tarawera, Orakei-Korako and Taupo.*

This is but one legend that talks about the geothermal wonders of NZ. These stories act to inform future and current generations about where the geothermal and volcanic activity is, to provide warnings and create an aura of importance about these treasures, whereby they are respected and protected.

**Rotorua's Economy**

Rotorua's central North Island location provides easy road, rail and air access. The district is enjoying a sustained period of investment, providing a solid infrastructure for growth. Council has invested significantly in improving public amenities in the District, including a \$30 million upgrade of the CBD. Rotorua is home to an increasing number of industry clusters including forestry, tourism and education. These are made up of professional bodies that are committed to working together to improve their operations.

Rotorua's economic base has been changing at a rapid pace, with considerable innovation in the traditional sectors of tourism, forestry and agriculture. These industries jointly contribute an estimated 25% of Rotorua's total economic output. There is an increasing number of smaller lifestyle farming blocks in the district, as well as rationalisation and more intensive use of larger farming blocks. In sectors such as education, manufacturing and retailing, Rotorua's competitive local environment has enabled many businesses and organisations to excel. There is also an internationally recognised depth of local expertise in the transport and engineering sectors.

Labour force participation in Rotorua has increased substantially over the past decade, and unemployment is at a 15-year low. Rotorua's occupational profile is gradually changing, with fewer agricultural workers and increased numbers of manufacturers, professionals, teachers and other service occupations. Career opportunities exist across a wide range of industries. Fast-growing sectors over the coming years are expected to include trade and tourism, manufacturing, health, education and transport. Despite continued uncertainties in the forestry sector, the outlook for forestry and wood processing also remains optimistic. Emerging industries in Rotorua include spa and wellness, biotechnology and film and television. There is also considerable scope for increased commercial development on land and resources owned and managed by local Maori.

**Rotorua's Environment**

Rotorua's unique environment has shaped the development and identity of the district and provides a wide range of social, cultural, recreational and economic resources. The landscape and its cover have been substantially altered over time by geological events and human activity. Land cover in the district is now dominated by pasture (48%) and planted forest (20%), as well as indigenous forest and lakes. There are 137 Protected Natural Areas in the district, covering more

than 30,620 ha. More than half of this area comprises scenic reserves.

The district's 14 lakes form a backdrop to an abundant variety of natural resources, recreation opportunities, visitor attractions and economic opportunities. The lakes and geysers of Rotorua are icons, recognised in this country and known throughout the world. Around 80% of Rotorua residents visit the district's lakes on at least a monthly basis. Lake water quality is an issue of significant community concern. In general, lake water quality has been declining over the long term due to increased nutrient levels resulting in sporadic algal blooms on a number of lakes. A collaborative approach is being taken with Environment Bay of Plenty, Te Arawa Maori Trust Board and lakeside communities to better manage lake water quality.

Rotorua is located in close proximity to vast plantation forestry resources, including the extensive Kaingaroa Forest. Forest Research – New Zealand's largest forestry research organisation – is located in Rotorua, as is the Radi Centre of Excellence in Wood Manufacturing, a partnership between Forest Industries Training, the University of Auckland and Waiariki Institute of Technology.

Te Arawa are the traditional kaitiaki (guardians) of Rotorua's environment for future generations, and partnership with Iwi is a key principle in the management of the district's environment. The District Plan lists 235 archaeological sites, 34 marae and 27 other heritage sites or structures that have cultural or historical significance to Iwi. The process of consultation with Maori is evolving as greater efforts are made for improved communication.

## Rotorua's Population in the Future

### Introduction

Each year there are currently around 5,400 births in the Rotorua District and approximately 2,500 deaths, so natural increase is around 0.8% per year. However, over the period 1996 to 2001 the Rotorua District population remained unchanged due to excess out-migration to other parts of New Zealand and to overseas.

The 2006 census estimates the Rotorua District population at 70,400. As well as overall population changes, the demographic profile of Rotorua is projected to change. In particular, the population profile is ageing, there is an increasing number of Maori residents, and also an increasing diversity of people belonging to Asian, Pacific Islands, and other ethnic groups.

Migrational churning is a distinctive feature of the Rotorua District and wider Bay of Plenty. The latest population projections assume that Rotorua will continue to have slightly more out-migration than in-migration each year, resulting in an expected population growth rate of around 0.4% per annum over the coming 20 year period, compared with a national growth rate of 0.8%. The Bay of Plenty as a whole is forecast to grow at 1.25% per annum over this period, due to

an expected continuation in the rapid growth in the Tauranga (2.3%) and Western Bay of Plenty districts (1.8%).

The Rotorua District population is forecast to reach 72,700 in 2026 and 75,300 by 2051. These upper and lower limits are fairly arbitrary, but give some indication of the likely population increase.

### Improving our knowledge

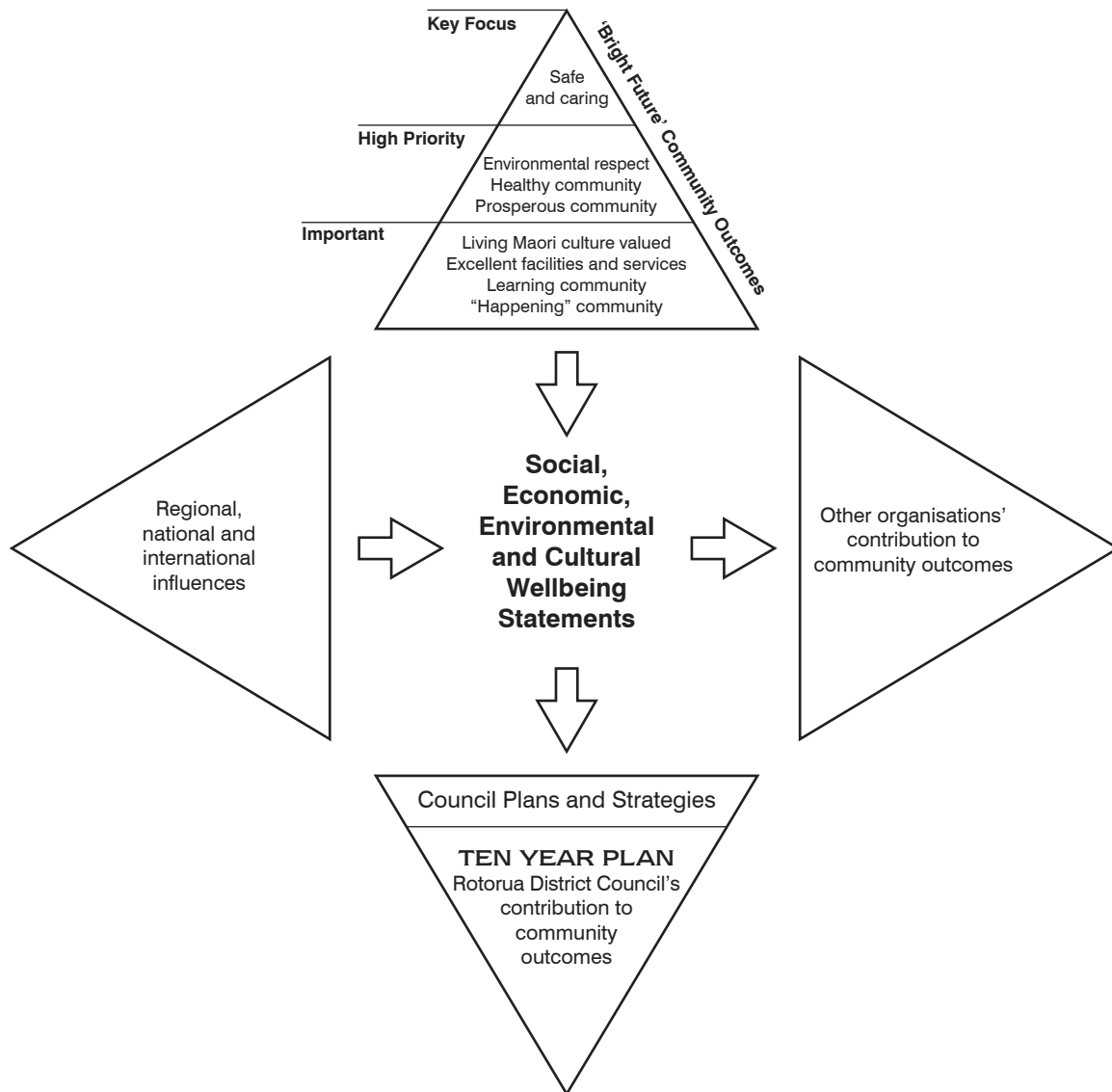
To ensure there is accurate and consistent information for the basis of planning. The council has developed a growth model which looks at all the factors impacting on growth in the district.

This model includes assumptions around the type of growth, e.g. residents versus visitors and demographic make up. This information underpins our projected services included in the 2006-16 LTCCP. It is crucial that our planning for services, infrastructure and funding are realistic and coordinated across the district. Key findings of the growth model are:

- Population Growth is forecast to grow by 0.38% per annum between 2001 and 2021, and a further 0.15% per annum to 2051.
- Household occupancy will trend down from 3 people per occupied dwelling in 2001 to 2.67 in 2021 and 2.6 in 2051.
- The number of households will increase from 22,257 in 2001 to 26,917 in 2021, and continue to grow to 28,996 in 2051.
- An additional 1,221,494 visitor nights will be generated by 2021.
- Total visitor nights will be 4,214,299 by 2012 and 4,580,291 by 2021.
- An additional 44.26 hectares of Industrial/Employment Land will be needed by 2021 and a further 28.64 by 2051.
- An additional 8.27ha of Retail/Commercial Land will be needed by 2021 and a further 5.35ha by 2051.
- The high growth areas have been identified as the: City, Eastern Suburbs, Rotokawa and Northern planning units, while the Rural, Established Lakeside Settlements, Eastern Lake and Hamurana planning units will experience moderate growth, and the Highly Regarded Natural Environment, Southern Lakes and Ngongotaha planning units will experience stable growth.
- Growth and a strong economy will help ensure the current trend of negative net migration slows or stops as the natural increase slows in line with the ageing New Zealand population. Consequently Rotorua will maintain an increasing population growth rather than a declining population as forecast by Statistics New Zealand.



# PLANNING FRAMEWORK



## OUTCOMES RELATIONSHIPS TO KEY STRATEGIC DOCUMENTS

Council's planning framework and district statements describe how the Bright Future Community Outcomes influence Council's plans, strategies and policy at a high level. In addition all of Council's services have been defined and assessed both in terms of the drivers (plans, strategies, legislation) that govern them as well as their direct linkages

to the Community Outcomes. The overall contribution these drivers have to promoting Outcomes via the activities and services of Council is illustrated at the beginning of each activity group overview in this plan.