



**ROTORUA
LAKES COUNCIL**
Te Kaunihera o ngā Roto o Rotorua

Kaupapataka Agenda

NOTICE OF AN ORDINARY MEETING
OF

COMMUNITY AND DISTRICT DEVELOPMENT COMMITTEE

Date: Tuesday 12 December 2023

Time: 9.30am

Venue: Council Chamber

MEMBERSHIP

Chair	Cr Kai Fong
Deputy Co-Chair	Cr Brown Cr Waru
Members	Mayor Tapsell Cr Barker Cr Kereopa Cr Lee Cr Maxwell Cr O'Brien Cr Paterson Cr Wang
Quorum	6

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NGĀ TUKUNGA HAEPAPA A TE KAUNIHERA COUNCIL DELEGATIONS

Community and District Development

Type of Committee	Whole of Council Committee
Subordinate to	N/A
Subordinate Committees	N/A
Legislative Basis	Schedule 7, clause 30 (1) (a), Local Government Act 2002.
Purpose	To oversee planning, monitoring, education and enforcement activities, and guide the economic and physical development and growth of the Rotorua District.
Reference	01-15- 019
Membership	Mayor Deputy Mayor All Councillors
Quorum	6
Meeting frequency	Monthly
Delegations	<ul style="list-style-type: none"> • Oversee the management of council’s planning, monitoring, education and enforcement activities, including: <ul style="list-style-type: none"> ○ Community safety ○ Regulatory and compliance ○ Environmental health ○ Animal Control ○ Parking Enforcement ○ Noise control ○ Food Act ○ Building Control ○ Consents and inspections ○ Resource Consents ○ Subdivision, land use and development control ○ District Plan ○ Plan Changes ○ Arts and Culture ○ Community wellbeing • Lead and oversee District Plan reviews and associated plan changes • Encourage engagement with the business community, economic agencies and major economic sectors that enables and attracts smart investment • Monitor Council’s contribution to the Te Arawa Vision (specifically in relation to Community and District Development outcomes) • Development and implementation of Economic Development Strategy/Framework

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	<ul style="list-style-type: none">• Development and implementation of a Destination Management Plan• Central business district - revitalised growth and development included focus on Fenton Street Corridor• District growth and development• Council controlled organisations (CCO's) - advising on the content of the annual Statement of Expectations, agreement on Statement of Intent, monitoring against the Statement of Intent the financial and non-financial performance of CCO's• Make appointments and authority to remove appointments to Council-Controlled Organisations (CCO's).
Relevant Statutes	All the duties and responsibilities listed above must be carried out in accordance with the relevant legislation.

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1. Karakia Whakapuaki - Opening Karakia

TŪTAWA MAI

Tūtawa mai i runga
Tūtawa mai i raro
Tūtawa mai i roto
Tūtawa mai i waho
Kia tau ai te mauri tū
Te mauri ora, ki te katoa
Hāumi e. Hui e. Tāiki e!

TŪTAWA MAI

I summon from above
I summon from below
I summon from within
I summon the surrounding environment
The universal vitality and energy to infuse
and enrich all present
Enriched, unified and blessed

2. Ngā Whakapāha - Apologies

The Chair invites notice from members of:

1. Leave of absence for future meetings of the Rotorua Lakes Council; or
2. Apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

3. Whakapuakitanga Whaipānga - Declarations of interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

4. Ngā Take Whawhati tata kāore i te Rārangi Take - Urgent Items not on the Agenda

Items of business not on the agenda which cannot be delayed

The Chair will give notice of items not on the agenda as follows:

Matters Requiring Urgent Attention as Determined by Resolution of Rotorua Lakes Council

The Chair shall state to the meeting.

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

The item may be allowed onto the agenda by resolution of the Rotorua Lakes Council.

s.46A (7), LGOIMA

Discussion of minor matters not on the agenda.

Minor Matters relating to the General Business of the Rotorua Lakes Council.

The Chair shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Rotorua Lakes Council for further discussion

s.46A (7), LGOIMA

5. Te Whakaū i ngā Meneti - Confirmation of Minutes

5.1 Community and District Development Committee Meeting Minutes (Draft) 8 November 2023

DOC ID: 20038760

Minutes (draft)

Community and District Development Committee Meeting held Wednesday 8 November 9.30am
Council Chamber, Rotorua Lakes Council.

MEMBERS PRESENT: Cr Kai Fong (Chair)
Cr Brown and Cr Waru (Deputy Co-Chairs), Mayor Tapsell, Cr Barker,
Cr Kereopa (via Zoom), Cr Lee, Cr Maxwell, Cr O'Brien, Cr Paterson,
Cr Wang.

APOLOGIES: Cr Kereopa for lateness.

IN ATTENDANCE: N Brewer, CEO, Rotorua Regional Airport;
G Lilly (via zoom), Acting Chair, Rotorua Regional Airport;
A Wilson, CEO, RotoruaNZ Limited;
T Cossar, Chair, RotoruaNZ Limited;

STAFF PRESENT: G Rangī, Interim Chief Executive;
T Collé, Group Manager, Corporate Services;
J.P Gaston, Group Manager, Community & District Development;
O Hopkins, Executive Manager, Corporate Planning & Governance;
S Michael, Group Manager, Infrastructure & Environment;
V Cawte, Senior Communications Advisor;
D Cossar, Governance & Democracy Manager;
G Kieck, Corporate Planning and Strategy Manager;
N Michael, Executive of Communications, Mayor's Office;
R Griffith, Governance & Democracy Advisor;
W Wilkinson, Governance & Democracy Advisor;
S Rowley, Property Manager;
M Owen, Director, Community Safety;
S Kelly, Development & Partnerships Manager;
J Ward, Manager, Planning and Development Solutions;
K Williams, Manager, Community and Regulatory Services;
S Brown, Manager, Events, Culture, Heritage & Mahi Toi.

The meeting opened at 9.34am.

The Chair welcomed elected members, media, staff and members of the public.

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**1 KARAKIA WHAKAPUAKI
OPENING KARAKIA**

Cr Wang opened the meeting with a Karakia.

**2 NGĀ WHAKAPĀHA
APOLOGIES**

Resolved;

- 1. That the apologies from Cr Kereopa (lateness) be accepted.**

Moved: Cr Paterson

Seconded: Cr Wang

CARRIED

**3 WHAKAPUAKITANGA WHAIPĀNGA
DECLARATIONS OF INTEREST**

None.

**4 NGĀ TAKE WHAWHATI TATA KĀORE I TE RĀRANGI TAKE
URGENT ITEMS NOT ON THE AGENDA**

None.

5 HE PUKA INOI TŪMATAWHĀNUI – PUBLIC PETITIONS

5.1 PROPOSED SOCIAL HOUSING BUILDING WORK AT 15 FRANCES ST

DOC ID: 20024815

The chair welcomed Lynda Bain, Malcolm Bain, Tracey Prince, Trish Neill and Millie Pretorius to speak to the petition.

The chair acknowledged the petitioners and supporters.

**6 TE WHAKAŪ I NGĀ MENETI
CONFIRMATION OF MINUTES**

**6.1 MINUTES OF COMMUNITY AND DISTRICT DEVELOPMENT COMMITTEE MEETING HELD 11 OCTOBER
2023**

DOC ID: 20004593

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Resolved;

- 1. That the minutes of the Community and District Development Committee meeting held 11 October 2023 be confirmed as a true and correct record.**

Moved: Cr Barker
Seconded: Cr Brown

CARRIED

**7. PŪRONGO KAIMAHI
STAFF REPORTS****7.1 ROTORUA REGIONAL AIRPORT LIMITED – CCO QUARTERLY REPORT**

DOC ID: 20022809

Resolved:

- 1. That the report titled “Rotorua Regional Airport Limited – CCO Quarterly Report” be received.**

Moved: Cr Waru
Seconded: Cr Brown

CARRIED

Grant Lilly, Chair – Rotorua Regional Airport Limited (zoom) and Nicole Brewer, Chief Executive – Rotorua Regional Airport Limited overviewed the report and spoke to a presentation titled “FY24 YTD Sep Performance Update” (Attachment 1).

7.2 ROTORUANZ LIMITED – CCO QUARTERLY REPORT

DOC ID: 20023422

The chair ruled that the committee would receive the report following the lunch break at 1pm.

7.3 RESOURCE MANAGEMENT ACT 1991 DELEGATIONS MANUAL UPDATE

DOC ID: 20021234

Resolved:

- 1. That the report titled “Resource Management Act 1991 Delegations Manual Update” be received.**

Moved: Cr Barker
Seconded: Cr Lee

CARRIED

Jean-Paul Gaston and Jason Ward overviewed the report.

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Further resolved:

- 2. That the Committee approves the updated Resource Management Act 1991 Delegations.**

Moved: Cr Wang
Seconded: Cr Waru
CARRIED

7.4 RECOMMENDED OPTIONS FOR THE FUTURE OF THE PENSIONER HOUSING PORTFOLIO

DOC ID: 20001509

Resolved:

- 1. That the report titled 'Recommended Options for the future of the Pensioner Housing Portfolio' be received.**

Moved: Mayor Tapsell
Seconded: Cr Barker
CARRIED

Jean-Paul Gaston, Stephanie Kelly, and Samantha Rowley overviewed the report and spoke to a presentation titled "Pensioner Housing Portfolio" (Attachment 2).

Meeting adjourned at 10.55am and reconvened at 11.13am.

Further resolved:

- 2. That the Committee resolves that the preferred option for the future of the pensioner housing portfolio that would achieve Councils objectives is to lease the community housing portfolio in its entirety to a suitable community housing provider.**
- 3. That the Committee notes that leasing the pensioner housing portfolio is considered a transfer of control of a Council strategic asset and subsequently consultation with the community on the proposal through the Long Term Plan is required in accordance with Council's Significance and Engagement Policy.**
- 4. That the Committee includes \$1.1 million of capital funding across year one and two in the draft Long-term Plan 2024-34 to complete refurbishment of the vacant pensioner housing units and enable a leasing option to be progressed.**

Moved: Cr Lee
Seconded: Cr Wang
CARRIED

A division was called and votes are recorded as below.

FOR: Mayor Tapsell, Cr Barker, Cr Brown, Cr Kai Fong, Cr Lee, Cr Wang.
AGAINST: Cr Kereopa, Cr Maxwell, Cr O'Brien, Cr Paterson, Cr Waru.

- 5. That the Committee approve the following amendments to the Pensioner Housing Policy:**
- **Increase the age limit to:**
 - **65 years of age and over and reliant on superannuation; or**
 - **60 years of age and over and reliant on an invalid benefit.**
 - **Amend asset base eligibility criteria to exclude applicants with an income generating asset.**
 - **Amend income level to be no more than \$35,000 for an individual and \$65,000 for a couple, and prioritise applicants who are unable to undertake paid employment and are reliant on superannuation or an invalid benefit as their sole source of income.**
 - **Require applicants to provide confirmation of income from IRD at the time of application and prior to being placed into a pensioner unit, and from time to time as requested by Council staff.**

Moved: Mayor Tapsell

Seconded: Cr Paterson

CARRIED

ACTION POINT:

- Councillors to be provided with list of Rotorua community housing providers (CHPs).

7.5 PROGRESS REPORT – COMMUNITY AND DISTRICT DEVELOPMENT

DOC ID: 20018598

Resolved:

- 1. That the report titled “Progress Report – Community and District Development” be received.**

Moved: Mayor Tapsell

Seconded: Cr Waru

CARRIED

Jean-Paul Gaston, Mihikore Owen and Kurt Williams overviewed the report and spoke to a presentation titled “Animal Control” (Attachment 3).

Jean-Paul Gaston and Jason Ward overviewed the report and spoke to a presentation titled “Consenting Performance” (Attachment 4).

ACTION POINTS:

- Animal Control callout/response times to be provided to councillors.
- Councillors to receive copy of S10a Dog Report.

Meeting adjourned at 12.13pm and meeting reconvened at 1.02pm.

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7.2 ROTORUANZ LIMITED – CCO QUARTERLY REPORT

DOC ID: 20023422

Resolved:

- 1. That the report titled “RotoruaNZ Limited – CCO Quarterly Report” be received.**

Moved: Cr Waru

Seconded: Cr Brown

CARRIED

Tim Cossar, Chair – RotoruaNZ and Andrew Wilson, Chief Executive - RotoruaNZ overviewed the report and spoke to a presentation titled “RotoruaNZ 1st Quarter Report” (Attachment 5).

ACTION POINT:

- Circulate destination management plan to councillors.

7.6 PROGRESS REPORT – CORPORATE SERVICES

DOC ID: 20010407

Resolved:

- 1. That the report titled “Progress Report – Corporate Services” be received.**

Moved: Mayor Tapsell

Seconded: Cr Brown

CARRIED

Thomas Collé and Stewart Brown overviewed the report and spoke to a presentation titled “Night Markets” (Attachment 6).

7.7 ENERGY EVENTS CENTRE FAÇADE

DOC ID: 20022175

Resolved:

- 1. That the report “Energy Event Centre Façade” be received.**

Moved: Cr Barker

Seconded: Cr Brown

CARRIED

Thomas Collé overviewed the report and spoke to a presentation titled “Energy Events Centre Façade” (Attachment 7).

Further resolved:

- 2. That the Committee approves to remove the façade for the benefit of the Energy Event Centre building and future commercial events.**

Moved: Cr Wang

Seconded: Mayor Tapsell

CARRIED[Back to index](#)

**15. TE KARAKIA WHAKAMUTUNGA
CLOSING KARAKIA**

Cr Wang closed the meeting with a Karakia.

The meeting closed at 2.11pm.

To be confirmed at Community and District Development Committee meeting on 12th December 2023.

.....
Chair

Note 1: Rotorua Lakes Council is the operating name of Rotorua District Council

Note 2: Attachments to these minutes are available on request or on Council's website: [click here](#)

6. Pūrongo Kaimahi - Staff Reports

DOC ID: 20079525

ROTORUA LAKES COUNCIL

Mayor
Chair and Members
Community and District Development Committee

6.1 Rotorua Events Strategy (Decision Required)

Report prepared by: Stewart Brown, Manager Events Culture, Heritage & Mahi Toi

Report reviewed by: Thomas Collé, Group Manager Corporate Services

Report approved by: Gina Rangī, Interim Chief Executive

1. TE PŪTAKE PURPOSE

The purpose of this report is to present to the Committee the Draft Rotorua Events Strategy.

2. HE TŪTOHUNGA RECOMMENDATION

1. That the report 'Rotorua Events Strategy' be received.
2. That the Committee approve the Rotorua Events Strategy 2030.

3. TE TĀHUHU BACKGROUND

RotoruaNZ's Destination Management Plan was adopted in November 2021. The plan was developed together with the wider community. It sets out a vision, values and strategic direction along with a set of actions to map out the future of the Rotorua destination. As part of the actions, a review of the Rotorua Event Strategy was undertaken by SVG Unlimited in October 2021. This was funded by the Regional Event Fund as part of Central Government's COVID Recovery Fund.

3.1 Review of Current Event Strategy and Delivery

Events are a major contributor to national, regional and local economic development, tourism and community outcomes. In the case of Rotorua, major events were identified in the early 2010's as being 'an important tool for promoting Rotorua as a great place to visit, live and work'.

At that time events were considered a major contributor to the district's growth strategy and added considerably to the destination brand. As such the then Rotorua District Council saw events as playing a major part in achieving its own objectives, and with Rotorua's local economy being heavily reliant on tourism, it was agreed major events were not only important in growing visitation, but also to defend Rotorua's position as a 'tourism heavyweight'.

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Since 2012 when the then Major Events Strategy 2012-2014 document was released, Rotorua has continued to invest in major events, and grown its reputation as a major event destination hosting world events such as the highly successful Crankworx.

While much of this investment has delivered success and a return on investment, there have also been failures along the way, the largest of which saw a major change in the way in which events were targeted, invested in, and delivered.

This saw a shift away from the event strategy's initial objectives which were to leverage Rotorua's unique points of difference and location, its strong accommodation sector and cultural and geographic diversity, to deliver a balanced major events programme.

Instead, major event investment has focused on predominantly sport based events that while unlocking some of the district's natural assets including the forest and lakes. This approach has not sufficiently ensured delivery on the more strategic objectives that support broad economic, destination and community outcomes.

The review in November 2021 had a number of anticipated outcomes including:

1. A review and audit of current event assets and delivery, identifying opportunities for alignment to the Destination Management Plan and Destination brand;
2. The articulation of rationale and a framework for involvement and investment in events;
3. The development of an event strategy and supporting policy framework (including criteria for the bidding for, hosting of, and investment in events);
4. The development of an asset management framework in support of event hosting and delivery, identifying asset alignment and investment required to support execution of the event strategy;
5. The development of assessment criteria for event bidding, investment and delivery. Consideration of the need for a consistent measurement criteria and monitoring tool on which to base a reporting and evaluation framework for all events; and
6. Identification of opportunities to bid for, and host events that will deliver on the recommended event strategy.

The event delivery teams were split into sectors at this point in time being Sports and Recreation, Performing Arts, Community Events and Markets.

At a high level the following issues were identified.

Event Strategy:

- Lack of Single aligned strategy and policy for events
- Lack of clarity on what Rotorua is wanting to achieve from attracting or investing in events
- Disparity between sports, arts and business events – driven by historical events, rather than strategy
- Lack of diversity in event offering and investment
- No alignment between teams, sectors, and stakeholders
- Short-term thinking and investment
- Insufficient attention given to business events and their role and contribution

Event Delivery:

- Lack of clarity on who is responsible for what
- Facility and open space utilisation
- Infrastructure development (or lack of)
- Various levels of experience and inconsistent event delivery across each sector
- Facility and open space utilisation

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People and Capability:

- Inconsistent event specialist skill set across each sector
- Silo'd leadership and delivery of events
- Limited support services to the events function

Other Issues:

- Lack of clear Rotorua brand architecture
- An unclear relationship with the broader private tourism and hotel / MICE sector
- An increasingly competitive environment regionally

4. TE MATAPAKI ME NGĀ KŌWHIRINGA DISCUSSION AND OPTIONS

4.1 A New Event Strategy

A new approach to event strategy and delivery for Rotorua has been developed that addresses the issues that have been raised in the event review, and leverages the unique opportunities available to Rotorua at this time. It presents a new event investment framework, team planning and delivery structure, and makes a case for increased investment to bring this to fruition.

In considering a new events strategy, consideration needs to be given to the key issues that have been identified, to ensure that going forward these are addressed:

New strategic outcomes for event investment are:

Primary

- Economic growth
- Build brand Rotorua

Secondary

- Engaging the community
- Sector Development

4.1.1 Primary - Economic Growth

Rotorua will invest in those events that demonstrate clear and tangible contribution to the economic growth of Rotorua.

Measures of economic growth for the purpose of investment in events will include:

- Visitation as measured by visitor numbers (domestic and international), and the value they bring to Rotorua (as measured by spend);
- Employment - the number of jobs created or maintained through the staging and delivery of an event
- Sponsorship and investment – additional investment (new money) into Rotorua including sponsorship and investment from public and private sources, and ticket sales; and
- Net benefit of the event, as independently assessed and validated

4.1.2 Primary - Build Brand Rotorua

In order to receive funding and support, events must demonstrate how they build Brand Rotorua, as a place to visit, live, work, study and do business.

Measures of building Brand Rotorua for the purpose of investment in events will include evidence of reinforcing the unique Rotorua character and spirit based on:

- Active geothermal environments that inspire and nourish;
- Vibrant and expressive Māori culture at the heart of life; and
- Invigorating experiences and iconic natural attractions that are accessible to all;
- Satisfaction in the event delivery and hosting of events;
- Positive media coverage in New Zealand and where appropriate overseas;
- Engagement (not just impressions / views) with event followers via digital channel; and
- Visitor perceptions around living, visiting and doing business in Rotorua.

4.1.3 Secondary - Engaging the Community

Community engagement outcomes are the third pillar for investment in events. In this pillar events must demonstrate their ability to contribute to building community pride, identity, cohesion and inclusion.

Measures of an engaged community for the purpose of investment in events will include:

- Resident pride;
- Resident liveability; and
- Participation by residents in the event, in a volunteer or attendee capacity

4.1.4 Secondary - Enabling Sector Development

The final pillar for investment in events, is the extent to which they contribute to the achievement of sector development strategies. This is a new outcome for events, and reflects the importance strategically of sector development as part of Rotorua's overall growth strategy, and the important role of events in supporting sector growth and development.

For the purpose of this events strategy, sector strategies prioritised for support include:

- Sport sector development – with a focus on value proposition sports events leveraging Rotorua's unique capitals, and supporting the positioning of the home of Māori sport;
- Arts and culture sector development – with a focus on the performing arts sector and those events that enhance Rotorua's reputation as the heart of Māori cultural expression in New Zealand; and
- Business events development – with a focus on indigenous culture (including film), forestry and forest based sciences, geothermal, environmental sciences (i.e. volcanology) and health and wellness.

Measures in support of sector development for the purpose of investment in events include:

- GDP by sector; and
- Other sector specific measures, to be agreed

4.2 What types of events will we invest in?

Going forward Rotorua will invest in four types of events:

- **Sporting events** – those that deliver on Rotorua's unique positioning and natural landscape;
- **Arts and culture events** – those that deliver on Rotorua's position as the centre of Māori arts and culture;

- **Community and CBD revitalisation events** – creating a sense of place, connecting and supporting communities; and
- **Business events** – leveraging Rotorua’s accommodation and venue offering outside the big centres, off-peak and accessible

These events will be underpinned by:

- Manaakitanga - naturally and authentically delivered and experienced events;
- High quality event venues and open spaces;
- A wide range of accommodation offerings and price-points;
- Strategic relationships with tourism, travel, and event stakeholders; and
- Long-term strategy, bidding and sales leadership

4.3 A framework for Investment

In order to guide overall investment and transition from current investment in events, a new investment framework is proposed. This is based on a new Tier system of events, with investment criteria for each Tier

Delivery on outcomes (Economics, Brand, Community and Sector Development)		Sports Events	Arts and Culture Events	Business Events	Community and CBD Revitalisation Events	Level of investment (% of total event funding available)
Tier 1:	Deliver on all four outcomes	One major event	One major event	N/A	N/A	40%
Tier 2:	Deliver on three or more outcomes	Up to three events	Up to three events	One event per priority sector	N/A	30%
Tier 3:	Deliver on two or more outcomes	Up to 20 events	Up to 20 events	Unlimited provided they meet revenue targets	Up to 10 unique events	30%
Underpinned by:						
Event Marketing and Communications Design, digital marketing, communications (internal within RLC, visitor within RotoruaNZ)	Event Delivery Dedicated Event Manager from wo to go, within one event team	Event Sales/Bidding Dedicated team to assess and recommend events for investment and to drive sales of RLC venues	Insights and Review Impact assessment and ROI analysis via RLC event measurement tool	Rights based agreements With obligations around destination branding, ROI, KPIs, obligations for any funding - direct and indirect		

Tier 1 Events for Investment

Tier 1 is for those events that deliver on all four strategic outcomes, and in so doing:

- Position Rotorua both domestically and internationally;
- Provide net benefit to Rotorua of over \$1m per annum;
- Create media interest and digital following in both New Zealand and internationally; and
- Attract visitors, participants or attendees from around New Zealand and overseas.

It is proposed that there are two events at Tier 1 at any one time – one sporting event, and one event in the arts and culture sector.

It is anticipated that investment in Tier 1 will comprise up to 40% of the total investment funds available, and that these funds may not only be used for investment in the current Tier 1 event, but in investigating and developing the event for future growth, and/or bidding for another event for succession purposes.

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Tier 2 Events for Investment

Tier 2 is for those events that deliver on three or more strategic outcomes, and in so doing:

- Position Rotorua domestically with potential to do so internationally;
- Provide net benefit to Rotorua of over \$.5m per annum;
- Create media interest and digital following in New Zealand with potential to do so internationally; and
- Attract visitors, participants or attendees from around New Zealand, with high levels of Rotorua participation and engagement in the events.

It is proposed that there are up to 11 events at Tier 2 at any one time – three sporting events, three events in the arts and culture sector, and one event in each of the five priority business sectors.

It is anticipated that investment in Tier 2 will comprise up to 30% of the total investment funds available, and that these funds may not only be used for investment in the current Tier 2 events, but in investigating, developing and bidding for events for Tier 2 consideration.

Tier 3 Events for Investment

Tier 3 is for those events that deliver on two or more strategic outcomes, and in so doing:

- Position Rotorua as a great place to live or visit;
- Provide net benefit to Rotorua of under \$.5m per annum;
- Create local and regional media interest, and digital following; and
- Attract visitors, participants or attendees from around the region, with high levels of Rotorua participation and engagement in the events.

The number of events at Tier 3 is not limited in the business events sector but is limited to 20 for investment purposes in sporting and arts and culture events. Community and CBD activation events are limited to 10 unique events, for investment purposes.

It is anticipated that investment in Tier 3 will comprise up to 30% of the total investment funds available.

Other event support

It is understood that there will be a number of other events that will receive low level event facilitation and support, including value in kind access to open spaces, rubbish collection, cleaning and associated Council assistance.

While not candidates for event investment, these events will still need to demonstrate that they meet one or more of the council event criteria, and that they can be delivered to an acceptable standard with appropriate event management systems, health and safety plans, and adherence to agreed event marketing and branding protocols.

General event facilitation services will be managed by the new events team, as a means of facilitation through Council and other regulatory bodies.

In return for this low level support, these events will be required to provide details on the number of participants and volunteers (local and visitors), any local or regional media coverage secured, and the extent to which they contributed to one or more of Council's event outcomes.

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4.4 Assessment of events for investment

In order to assess events for investment, a new investment assessment framework will be developed. This will be applied consistently across all events under consideration at each Tier level of investment.

This assessment framework will form the basis of any application to the event investment fund, which will be managed by RLC and RotoruaNZ.

5. TE TINO AROMATAWAI ASSESSMENT OF SIGNIFICANCE

The decisions or matters of this report are not considered significant in accordance with the Council's Significance and Engagement Policy.

6. NGĀ KŌRERO O TE HAPORI ME TE WHAKATAIRANGA COMMUNITY INPUT/ENGAGEMENT AND PUBLICITY

Community consultation is not considered necessary in relation to this agenda item.

7. HE WHAIWHAKAARO CONSIDERATIONS

7.1 Mahere Pūtea Financial / budget considerations

There are no financial considerations for the implementation of this strategy

7.2 Kaupapa Here me ngā Hiraunga Whakariterite Policy and planning implications

Not applicable

7.3 Tūraru Risks

7.4 Te Whaimana Authority

Council has the authority to delegate these tasks to the Chief Executive.

8. ATTACHMENTS

Attachment 1: Draft Rotorua Events Strategy 2030

Attachment 1



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1.

INTRODUCTION

Rotorua has a long history of investing in major events, and has grown its reputation as a major event destination hosting world-class events such as Crankworx.

Events are a major contributor to national, regional, and local economic development, tourism, and community outcomes and are an important tool for promoting Rotorua as a great place to visit, live and work.

Events support the district's growth strategy, add considerably to the destination brand and help to grow visitation.

In recent years, major event investment has focused predominantly on sport-based events. While these unlock some of the district's natural assets, including the forest and lakes, they have not fully delivered on the more strategic objectives that support broad economic, destination and community outcomes.

Rotorua currently supports the delivery of four types of events:

- Sporting events
- Arts and culture events
- Community and inner city events staged at Council facilities or grounds
- Business events



2. OPPORTUNITIES TO LEVERAGE



ROTORUA EVENT STRATEGY TO 2080

The unique positioning of Rotorua

Events are key to supporting the destination brand, and to amplify its value proposition.

While Rotorua is the home of manaakitanga, it does not yet have a signature event that talks to Rotorua's unique offerings. This will be a key opportunity to be leveraged in this new event strategy.

Balancing investment and benefits, for all

Historically there has been an over-reliance on sporting events to deliver a return on investment. With arts and cultural events and facilities now emerging, there is an opportunity to re-balance the portfolio from an investment perspective, and in terms of the benefits to local businesses and the community at large.

A more diversified portfolio of events that deliver against a clearly articulated strategy and outcomes will be key to achieving these broader benefits.

A powerful portfolio of events

There are currently a few existing events, and events under development in the Rotorua portfolio that can be built on and extended/refined or refreshed, to build into a powerful portfolio of events.

It will be important to ensure that these events are, wherever possible, unique in their offering and differentiated from other events in New Zealand, especially in the North Island.

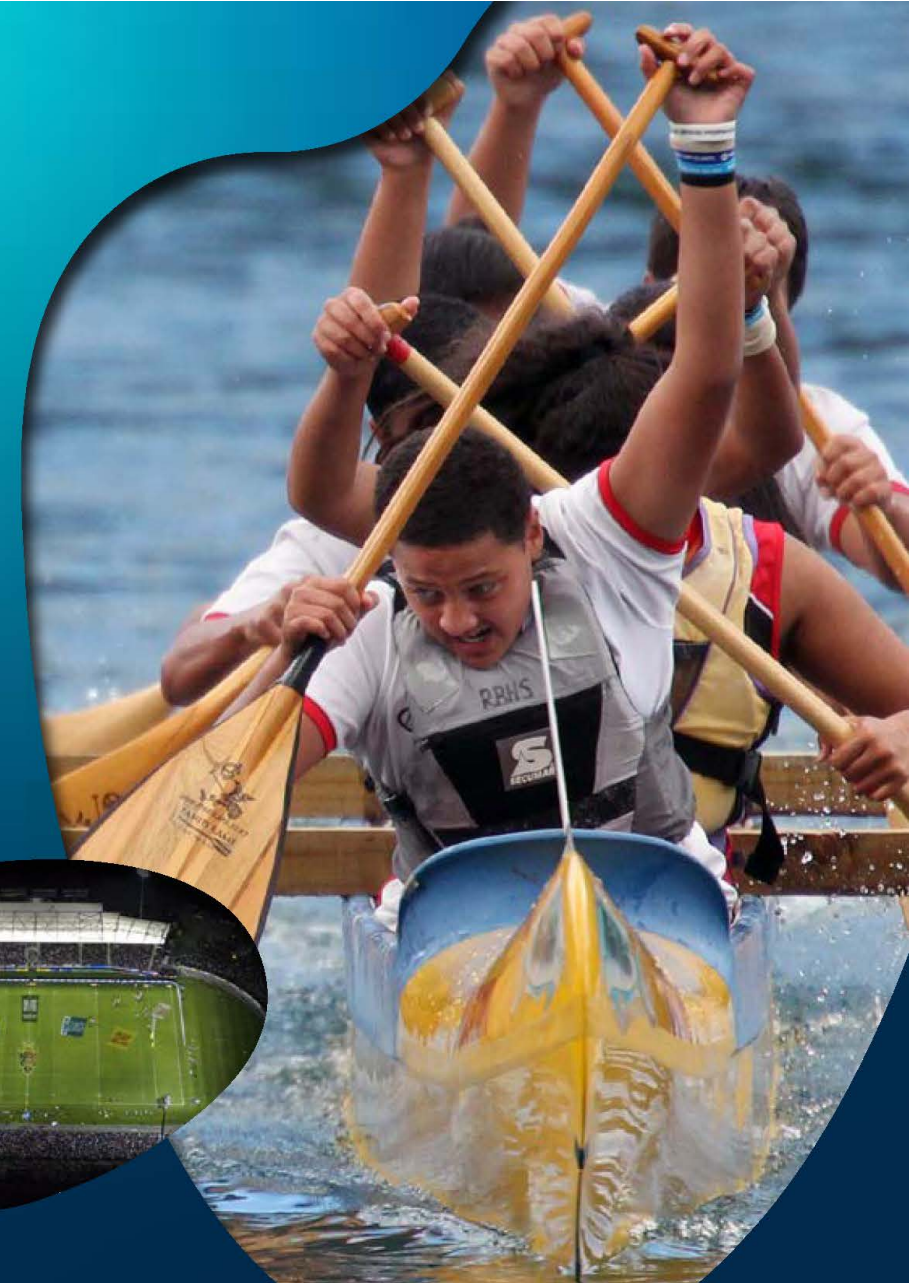
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3.

STRATEGY IN SUMMARY

We will have:

- Clear objectives for investment in events for the next five to ten years
- Criteria in support of investment in events, including recommended levels of investment and resource allocation
- A transition plan to achieve the desired event position and programme
- A new coordinated approach to event leadership and deliver.
- We will have updated venue policy and objectives in relation to return on investment, investment in events, with consistent commercial measures
- An enhanced sales approach to bid for and host events.



ROTORUA EVENT STRATEGY TO 2030

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4.

FOUR NEW EVENT OUTCOMES

This event strategy has identified four core outcomes that future investment in events will deliver. These outcomes align and cascade up to:

- Rotorua Lakes Council's 2022-25 priorities
- The Rotorua Destination Management Plan
- Rotorua Lakes Council LTP 2024 - 2034

The NEW strategic outcomes from investment in events are:

Primary Outcomes:

- Economic growth
- Build brand Rotorua

Secondary Outcomes:

- Engaging the community
- Supporting sector development.

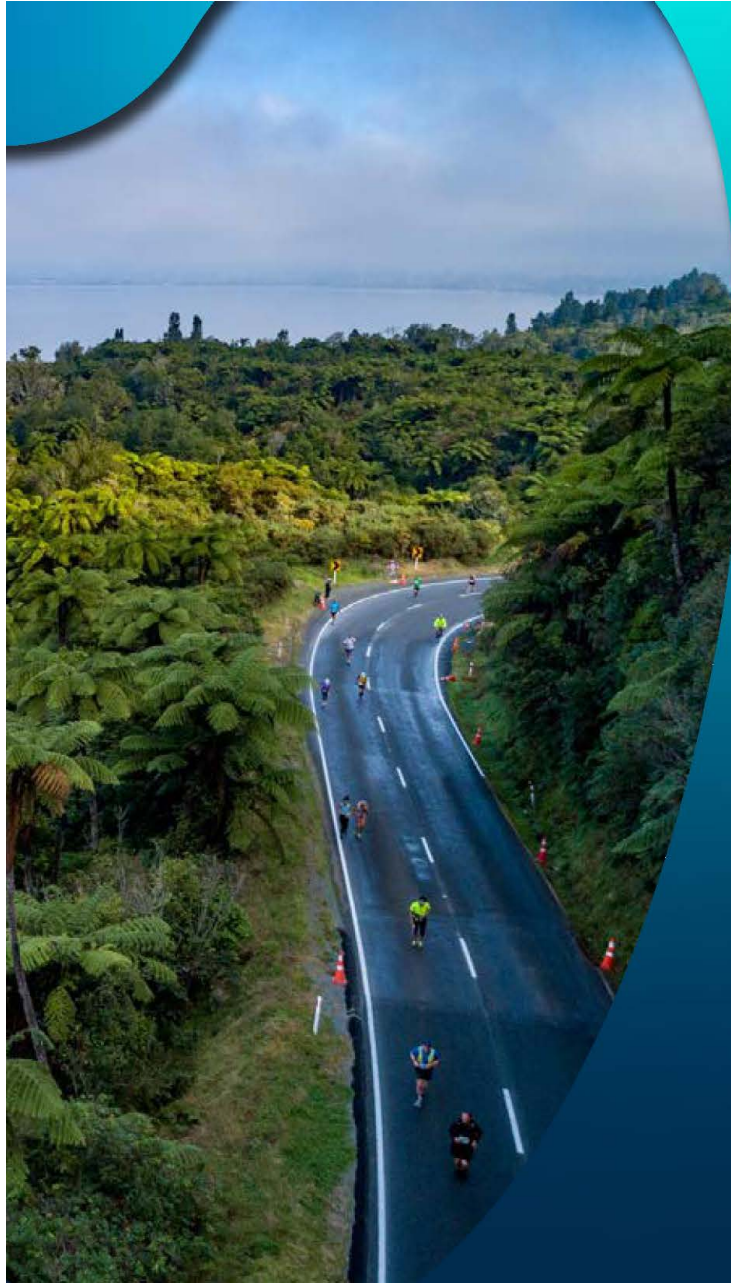
Event owners/managers will be required to report against the measures set out in each of the relevant outcome areas as part of their event funding agreement.

ROTORUA EVENT STRATEGY TO 2030



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Attachment 1



1. Economic Growth

Rotorua will invest in those events that demonstrate clear and tangible contribution to the economic growth of Rotorua.

Measures of economic growth for the purpose of investment in events will include:

- Visitation as measured by visitor numbers (domestic and international), and the value they bring to Rotorua (as measured by spend)
- Employment - the number of jobs created or maintained through the staging and delivery of an event
- Sponsorship and investment - additional investment (new money) into Rotorua including sponsorship and investment from public and private sources, and ticket sales
- Net benefit of the event, as independently assessed and validated.

2. Build Brand Rotorua

In order to receive funding and support, events must demonstrate how they build Brand Rotorua, as a place to visit, live, work, study and do business.

Measures of building Brand Rotorua for the purpose of investment in events will include:

- Evidence of reinforcing the unique Rotorua character and spirit based on:
 - Active geothermal environments that inspire and nourish
 - Vibrant and expressive Māori culture at the heart of life
 - Invigorating experiences and iconic natural attractions that are accessible to all
- Visitor perceptions around living, visiting and doing business in Rotorua
- Satisfaction in the event delivery and hosting of events
- Positive media coverage in New Zealand and where appropriate overseas
- Engagement (not just impressions/views) with event followers via digital channels

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Attachment 1

3. Engaging the Community

Community engagement outcomes are the third pillar for investment in events. In this pillar events must demonstrate their ability to contribute to building community pride, identity, cohesion and inclusion.

Measures of an engaged community for the purpose of investment in events will include:

- Resident pride in place
- Resident liveability
- Participation by residents in the event, in a volunteer or attendee capacity.

4. Enabling Sector Development

The final pillar for investment in events, is the extent to which they contribute to the achievement of sector development strategies. This is a new outcome for events, and reflects the importance of sector development as part of Rotorua's overall growth strategy, and the important role of events in supporting sector growth and development.

For the purpose of this event strategy, sector strategies prioritised for support include:

- Business events development – with a focus on indigenous culture (including film), forestry and forest based sciences, geothermal, environmental sciences (i.e. volcanology) and health and wellness.
- Sport sector development – with a focus on the value proposition of sports events leveraging Rotorua's unique capitals, and supporting the positioning of the home of Māori sport
- Arts and culture sector development – with a focus on the performing arts sector and those events that enhance Rotorua's reputation as the heart of Māori cultural expression in New Zealand

Measures in support of sector development for the purpose of investment in events include:

- GDP by sector
- Other sector specific measures, to be agreed.

ROTORUA EVENT STRATEGY TO 2030



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5.

WHAT TYPES OF EVENTS WILL WE INVEST IN?

Going forward Rotorua will invest in four types of events:

- Business events – leveraging Rotorua's accommodation and venue offering.
- Arts and culture events – those that deliver on Rotorua's position as the centre of Māori arts and culture or those that bring the best global experiences to Rotorua
- Community and CBD revitalisation events – creating a sense of place, connecting and supporting communities
- Sporting events – those that deliver on Rotorua's unique positioning and natural landscape

These events will be underpinned by:

- Manaakitanga – naturally and authentically delivered and experienced events
- High quality event venues and open spaces
- A wide range of accommodation offerings and price-points
- Strategic relationships with tourism, travel, and event stakeholders
- Long-term strategy, bidding and sales leadership.

Rotorua will also prioritise events that:

- Acknowledge and support Te Arawa's goals and vision
- Support our destination management sustainability targets and promote a carbon neutral/positive status
- Give back to the community through training opportunities, environmental regeneration or other means of community support.

Attachment 1



In order to guide overall investment and transition from current investment in events, we propose a new investment framework. This is based on a new tier system of events, with investment criteria for each tier.

Event Investment Framework

Delivery on outcomes (Economics, Brand, Community and Sector Development)		Sports Events	Arts and Culture Events	Business Events	Community and CBD Revitalisation Events	Level of investment (% of total event funding available)
Tier 1:	Deliver on all four outcomes	One major event	One major event	N/A	N/A	40%
Tier 2:	Deliver on three or more outcomes	Up to three events	Up to three events	One event per priority sector	N/A	30%
Tier 3:	Deliver on two or more outcomes	Up to 20 events	Up to 20 events	Unlimited provided they meet revenue targets	Up to 10 unique events	30%

Underpinned by:

<p>Event Marketing and Communications Design, digital marketing, communications (internal within RLC, visitor within RotoruaNZ)</p>	<p>Event Delivery Dedicated Event Manager from wo to go, within one event team</p>	<p>Event Sales/Bidding Dedicated team to assess and recommend events for investment and to drive sales of RLC venues</p>	<p>Insights and Review Impact assessment and ROI analysis via RLC event measurement tool</p>	<p>Rights based agreements With obligations around destination branding, ROI, KPIs, obligations for any funding - direct and indirect</p>
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Attachment 1

Tier 1: Events for Investment

Tier 1 is for those events that deliver on all four strategic outcomes, and in so doing:

- Position Rotorua both domestically and internationally
- Provide net benefit to Rotorua of over \$1m per annum
- Create media interest and digital following in both New Zealand and internationally
- Attract visitors, participants or attendees from around New Zealand, and overseas.

It is proposed that there are two events at Tier 1 at any one time – one sporting event, and one event in the arts and culture sector.

It is anticipated that investment in Tier 1 will comprise up to 40% of the total investment funds available, and that these funds may not only be used for investment in current Tier 1 events, but in investigating and developing events for future growth, and/or bidding for another event for succession purposes.

Tier 2: Events for Investment

Tier 2 is for those events that deliver on three or more strategic outcomes, and in so doing:

- Position Rotorua domestically with potential to do so internationally
- Provide net benefit to Rotorua of over \$.5m per annum
- Create media interest and digital following in New Zealand with potential to do so internationally
- Attract visitors, participants or attendees from around New Zealand, with high levels of Rotorua participation and engagement in the events.

It is proposed that there are up to 11 events at Tier 2 at any one time – three sporting events, three events in the arts and culture sector, and one event in each of the five priority business sectors.

It is anticipated that investment in Tier 2 will comprise up to 30% of the total investment funds available, and that these funds may not only be used for investment in the current Tier 2 events, but in investigating, developing and bidding for events for Tier 2 consideration.

Tier 3: Events for Investment

Tier 3 is for those events that deliver on two or more strategic outcomes, and in so doing:

- Position Rotorua as a great place to live or visit;
- Provide net benefit to Rotorua of under \$.5m per annum;
- Create local and regional media interest, and digital following; and
- Attract visitors, participants or attendees from around the region, with high levels of Rotorua participation and engagement in the events.

The number of events at Tier 3 is not limited in the business events sector but is limited to 20 for investment purposes in sporting and arts and culture events. Community and CBD activation events are limited to 10 unique events, for investment purposes.

It is anticipated that investment in Tier 3 will comprise up to 30% of the total investment funds available.

Attachment 1

Other event support

It is understood that there will be a number of other events that will receive low level event facilitation and support.

While not candidates for event investment, these events will still need to demonstrate that they meet one or more of the event criteria, and that they can be delivered to an acceptable standard with appropriate event management systems, health and safety plans, and adherence to agreed event marketing and branding protocols.

In return for this low level support, these events will be required to provide details on the number of participants and volunteers (local and visitors), any local or regional media coverage secured, and the extent to which they contributed to one or more of the event outcomes.



ROTORUA EVENT STRATEGY TO 2030

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ROTORUA LAKES COUNCIL

Mayor
Chair and Members
Community and District Development Committee

6.2 Commercialisation of Sir Howard Morrison Centre (Decision Required)

Report prepared by: Stewart Brown, Manager Events Culture, Heritage and Mahi Toi

Report reviewed by: Thomas Collé, GM Corporate Services

Report approved by: Gina Rangi, Interim Chief Executive

1. TE PŪTAKE PURPOSE

This report is prepared to present to the committee a commercialisation plan for the Sir Howard Morrison Centre (SHMC) as directed in the annual plan process.

2. HE TŪTOHUNGA RECOMMENDATION

1. That the report 'Commercialisation of The Sir Howard Morrison Centre' be received.
2. That the Committee endorse the commercialisation options for the Sir Howard Morrison Centre and instruct the Chief Executive to report back to Council in the New Year on the delivery plan.
3. That the Committee approve the introduction of the SHMC Yield Policy to prioritise commercial higher yield shows over lower yielding community shows.

3. TE TĀHUHU BACKGROUND

The Sir Howard Morrison Centre closed in November 2017 for earthquake strengthening as it was assessed below 33% NBS, and considered earthquake prone. The venue prior to closure had low utilisation and the Centre was tired and in need of investment. A business case was completed which offered a range of reinvestment options, of which Council approved option 6a in 2019 to earthquake strengthen the building, increase capacity in the main theatre to 1000 seats, together with an orchestra pit lift, improved ambience in the foyer, banquet spaces and concert chamber modification to make it fit for purpose and a flexible space.

The venues operating model was venue for hire with no curated performing arts program or specialist staff.

The venue reopened in February 2023 and has now had 23,511 ticketed visitors and 11,032 free event attendees through its doors since opening, with 1,279 performers having graced its stages. This is

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expected to continue to grow as the community and commercial promoters establish audiences over the next 3 to 5 years.

Early in 2023, as part of Council's Annual Plan consultation process, Council resolved to take a more commercialised approach to the Centre's operating model. This report details commercialisation options for Council to consider with the aim of improving return on investment and alignment to council's new event strategy outcomes of:

Primarily Economic Growth and Build Brand Rotorua.

Secondary Engaging the Community and Supporting Sector Development.

4. TE MATAPAKI ME NGĀ KŌWHIRINGA DISCUSSION AND OPTIONS

Current state

Prior to reinvestment, the facility had low utilisation at 35% due to the venue being tired and not fit for purpose. Since opening, utilisation has steadily increased to an average of 65% in the first six months, with August and September at 80% and 83% respectively. Momentum is increasing and there is optimism for the remainder of the year with strong forward bookings.

Venue Utilisation

SHMC utilisation by space	Pre closure and Investment	Opening to date	Community
Sir Owen Glenn	35%	65%	65%
Te Haumako	29%	49%	90%
Te Whakaruruhau (Banquet)	25%	24%	50%
Mateatea	n/a	12%	85%
Kapua Roa	n/a	8%	95%
Kapua nui	n/a	9%	95%

6 Months average utilisation

Council provides a community rate of 40% discount across its venues and across venue spaces. Currently 65% of all bookings are qualifying for the community rate in the Sir Owen Glenn Theatre and 90% in Te Haumako. The community rate needs to be reviewed as it is barely profitable.

Competitive Market Place

The SHMC operates in a competitive landscape both for performing arts and the Meetings, Incentives, Conventions and Events (MICE) sectors. Rotorua, through RotoruaNZ, local hotels and Council have well-established client networks within the MICE sector which has supported the Energy Events Centre (EEC) and local hotels with conference centres for decades.

The sales team within Council's Event Hub have been marketing and selling the SHMC alongside the EEC for well over a year, hosting several famils and a joint venture dinner with the Plenty Group and Event Impressions to demonstrate the venue's capacity, capabilities and proof of concept; obtaining positive feedback from clients and several bookings. The MICE sector has long lead-in times and new business will not be realised immediately.

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The SHMC Centre can cater for banquets up to 200 people, and has a range of breakout and meeting spaces together with the theatres for plenary sessions.

The SHMC works closely with the EEC on attracting and delivering business (MICE) events across both suites of venues. There is a close collaboration including the sharing of diaries and event systems.

The EEC does take the majority share of business events and the size of SHMC precludes it from hosting large scale conferences.

The SHMC is in direct competition with the larger hotels in Rotorua with conference facilities and has lost several bookings due to dynamic pricing where the hotel will offer discounts on room rates or provide conference spaces free of charge to obtain the accommodation revenues.

SHMC will continue to promote its unique selling proposition aggressively in the MICE sector, however discounting in this sector to win business is not recommended as it could drive down overall destination yields and create tension with local hotels who view the SHMC as an RLC (ratepayer) subsidised venue.

Inbound Performing Arts and Entertainment

The SHMC has a big dependency on commercial arts and entertainment promoters willing to come to Rotorua and take the financial risk on presentations. Their risk is high, in the event they do not sell enough tickets to at least get to break-even, and the margins in regional touring are quite low.

Rotorua is relatively new to the commercial performing arts market since the SHMC opened and to increase venue utilisation there needs to be confidence in sustainable ticket sales. This will require proactive business development strategies over the next couple of years.

If Rotorua cannot achieve the required audiences for good promotor returns then venue utilisation will diminish over time.



Venue Hire Price Comparison

Rotorua venue hire costs for the Sir Owen Glenn Theatre sit in the top tier for price and it is important that the venue remains competitive with others. The SHMC has the highest cost for a regional venue. By comparison, Toi Toi in Hastings, also recently earthquake strengthened and refurbished with 979 seats, is 49% less expensive to hire per seat. At this point venue price has not been a barrier for hiring but it will need to be monitored by feedback from commercial promoters. Tauranga's BayCourt Theatre is one hour drive away and is potentially a more attractive location at a lower price point.

City	Venue name	Venue Hire	Venue capacity	Cost per seat
Auckland	Q Theatre	\$ 3,600	337	\$ 10.68
Auckland	ASB Waterfront Theatre	\$ 5,985	675	\$ 8.87
Nelson	Theatre Royal Nelson	\$ 1,630	337	\$ 4.84
Christchurch	Isaac Theatre Royal	\$ 5,600	1292	\$ 4.33
Rotorua	Sir Owen Glenn Matangi Rau: Sir Howard Morrison Centre	\$ 3,950	960	\$ 4.11
Kapiti	Te Raukura ki Kapiti, Coastlands Theatre	\$ 1,320	331	\$ 3.99
Tauranga	Baycourt Community & Arts Centre	\$ 2,200	582	\$ 3.78
Keri Keri	Turner Centre - John Dalton Auditorium	\$ 1,400	400	\$ 3.50
New Plymouth	TSB Showplace	\$ 3,181	915	\$ 3.48
Napier	Napier Municipal Theatre	\$ 3,094	989	\$ 3.13
Gisborne	Gisborne War Memorial Theatre	\$ 1,521	500	\$ 3.04
Oamaru	Oamaru Opera House	\$ 1,600	548	\$ 2.92
Hastings	Toitoi, Hawke's Bay Arts and Events Centre: Opera House	\$ 2,700	979	\$ 2.76
Whanganui	Royal Whanganui Opera House	\$ 2,200	800	\$ 2.75
Palmerston North	Regent on Broadway	\$ 1,600	1393	\$ 1.15

SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. State-of-the-Art Facilities: The centre has been designed with modern, high-quality flexible performance spaces, increased capacity, acoustics, and technical equipment to attract top talent. 2. Location: Rotorua is a tourism destination with a suite of attractions and activities which provides access centre to the visitor market. Is well positioned in the centre of the BOP region. 3. Community Support: There is local interest and support for the arts, it can create a strong foundation for success. 4. Programming Flexibility: The new centre allows for diverse programming, including theatre, music, dance, and more. 5. Educational Opportunities: The centre can host workshops, classes, and educational programs, fostering artistic growth in the community. 	<ol style="list-style-type: none"> 1. Venue for hire: Prior to investment the SHMC was a venue for hire model with no track record of audience development strategies and curated performing arts program. 2. High Fixed Operational Costs: Maintaining the facilities can be a financial challenge. 3. Community Rates plus high community utilisation restricts revenue optimisation 4. Competition: Other performing arts and business event venues in NZ, attracting wider audiences, performers and delegates can be challenging. 5. Sustainability: Ensuring ongoing funding and community engagement beyond the initial excitement can be a challenge without new content.

Opportunities	Threats
<ol style="list-style-type: none"> 1. Collaborations: Partner with local artists, schools, and cultural organisations to create a diverse range of programs and events. 2. Touring Acts: Attract touring performers and shows to increase visibility and revenue. 3. Cultural Tourism: Promote the centre as a cultural destination to attract visitors and boost the local economy. 4. Diversify revenue streams: Membership, corporate sponsorship, season subscriptions, renting facilities and merchandise 6. Innovation: Utilise technology and innovative marketing strategies to engage audiences and enhance the overall experience. 7. Introduce Yield Policy: Provides tools to optimize commercial returns 8. Investment fund: Enables procurement of commercial shows, where the promoter doesn't understand our audience's demographic, either in partnership or the centre takes on the risk. 9. Resource review and realignment enables new focus on achieving commercial returns on investment 	<ol style="list-style-type: none"> 1. Economic Downturn: Economic recessions and or cost of living crises could lead to reduced funding and attendance. 2. Competition: Other established venues from the wider region and entertainment options and online streaming services may divert potential audiences. New facilities are underway in Hamilton, and upgrades planned in Tauranga 3. MICE Sector: Competition from local hotels to retain conferences in-house with dynamic pricing. 4. Post Covid: Creative New Zealand and major council funded commissioning bodies and festivals are in recovery with significant resource cuts meaning less work created and/or available for touring. 5. Touring: Increased travel and accommodation costs mean promoters are selective and choosing zero-risk centres and territories.

4.1 COMMERCIALISATION OPTIONS

While performing arts and live entertainment are the venue’s core business, it is important to develop secondary revenue streams from the MICE sector and other activities to drive utilisation and make appropriate financial contributions to the operating revenues.

Performing Arts Centres (PAC) are complex enterprises. They are expected to be a leader in the arts and entertainment sector and also support civic priorities.

Steven A. Wolff, Principal of AMS Planning and Research, shares a perspective on the new generation of performing arts centres and their place in the community.

“The new generation PAC creates public value opportunity by making diverse programs accessible to diverse audiences. It provides critical support for high quality programs, enables innovation in the development of content and delivery and provides essential support to emerging ideas of artistic expression. The new generation PAC must also be nimble, provide a high level of technical and functional accommodation, look beyond its traditional performance venues and usual delivery mechanisms to meet its audiences where they want to engage and be able to take risk to supplement programs already present in the community. It is a learning environment through which new experiences are generated and new knowledge is created that enhances cultural awareness, expression and understanding.”

PACs are generally not producing companies ie: they do not create work and are reliant on inbound companies and presenters, the majority of whom take the financial risk of production costs against the box office ticket sales.

Revenue streams for the SHMC are:

1. Venue rental income
2. Food and beverage revenue
3. Technical equipment rental income
4. Technical and event labour income
5. Merchandise income (generally a % rebate)

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Therefore total revenues are highly dependent on the overall utilisation of the Centre along with associated attendance driving the ancillary business streams.

Commercial operations can be increased by:

- Increasing the number of performing arts and entertainment events
- Increasing the number of business events
- Increasing attendance overall

The SHMC is a new venue not currently proven in the market and needs to attract new business to maximise commercial outcomes. There are a number of initiatives the venue could adopt to increase utilisation through creating an additional investment fund and marketing fund to increase overall audience attendance without additional investment the venue will continue to be a venue for hire.

- **Option 1: Commercial Investment:** This requires SHMC to take the role of promoter for a range of commercial shows. This approach allows the venue to test different genres and development of new audiences and builds confidence for promoters to bring their shows to Rotorua once audience attendances grow. Under this model the SHMC receives all the commercial benefits of ticket revenues, equally the SHMC holds all the risk if there are lower than expected ticket sales. **Higher risk, higher return.**
- **Option 2: Limited Risk Investment through Joint Ventures:** Effectively benefits and risks are shared between an incoming company or promoter and the SHMC. **Shared benefit and risk model.**
- **Option 3: Commercial Incentives:** The venue rental is open for negotiation. This is often best expressed in percentage terms where the venue rental at the lower range of box office is less and as box office increases the percentage rental increases.

The SHMC is a new venue not currently proven in the market and needs to attract new business. To attract promoters, some level of incentive may be appropriate and could be extended to “try for the first time at a reduced price” with consideration also given to volume rebates. For example, book three shows and receive 50% off the third show (the risk being promoters get stuck on historical deals). **Increases utilisation with low benefits and risk.**

- **Option 4: Reduce or Remove the Community Rate Policy:** SHMC provides community rate of 40% across venue spaces. Currently 65% of bookings are qualifying for the community rate. The community rate needs to be considered further as it is barely profitable, on average \$34,000 is granted in discounts to this group monthly, although community utilisation percentage will decline over time as commercial operators grow in confidence and usage improves. There are options for council to consider:
 1. Council could make the policy available to organisations who can demonstrate unaffordability.
 2. Remove the community rate altogether which could affect utilisation rates and raises issues such as equity and accessibility, and likely issues with funders who supported the project.
 3. Introduce a competitive fixed fund, for community activities, once exhausted commercial rates apply.
 4. Introduce a Yield Policy that allows maximised utilisation and management of commercial activities as a priority over community activities.

4.1.1 Proposed Commercial Investment and Programme Fund

Purpose: To build confidence and attract Promotors to Rotorua that build audiences, increase utilisation and provide a sustainable financial return on investment.

- Taking the role of promotor requires an investment of approximately \$70K-\$100k per show, to reduce risk and maximise returns, shows should only be funded that can attract audiences over three days or more.
- It is recommended that two shows be funded in this financial year and up to four shows in Year 2, with a review after this period.
- Programming events during quieter performing art periods, enables an increase in utilisation. An example is the recently held Halloween events with sold out showings of the Rocky Horror Picture Show and Let's Glow disco.

Typical budget for an Investment Fund commercial show:

Typical Day Show		
Total Expenses	\$75,000	
REVENUE	Based on a 60% house, 1620 paid tickets	
Net Box Office	\$91,905	Average ticket price AFTER GST, Fees, 10% Royalties, APRA = \$56.73
Food and Beverage	\$8,100	\$10 Average spend per head
Ticketing Rebate	\$1,345	1620 tix at 0.83c per ticket
Revenue Totals	\$101,350	
SHMC FINAL POSITION	\$26,350	At 60% House - 1582 tickets across 3 x performances
	\$13,199	At 50% House - 1319 tickets across 3 x performances
	\$2,198	At 40% House - 1080 tickets across 3 x performances
	-\$17,516	At 30% House - 810 tickets across 3 x performances

4.1.2 Proposed Yield Policy

Purpose: To provide tools to prioritise higher yield activities, maximise utilisation and to optimise ROI at the venue.

- Provides a policy to reschedule lower yield activities for higher yielding ones.
- Commercial shows generally will contract with 3-4 month lead times; these would be prioritised under this policy.
- Confirmation of bookings of low yield activities to 3 months instead of 6-12months.
- Eliminate bookings without confirmed content.
- Community events would be the most affected as they attract a 40% discount of the commercial hire rate; priority would be to reschedule these shows but cancellations could eventuate if timings do not work. Currently 65% of utilisation is community.
- Relationship management with users is critical to ensure utilisation is not compromised.

4.1.3 Increasing regional audience reach and attendance through marketing and promotion

The SHMC has the largest theatre in the BOP and Waikato regions, currently audiences from outside the Rotorua district are approximately 25% of the total audience. The population base outside of the Rotorua region is 641,824 with just 0.4% attending shows at SHMC. This provides an opportunity to grow this demographic by investment in promotion / incentives and marketing activity into these regions. Rotorua attendance to shows is approximately 10% of the population to date.

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The marketing budget is currently insufficient at \$25k pa to market beyond Rotorua. It is recommended that this be increased to \$125k to grow regional audiences marketing and programming in the BOP and Waikato regions. Its envisaged marketing Rotorua exclusive content only to Tauranga and Waikato audiences as BayCourt and Clarence St presents many of the same shows as the SHMC to maximise investment returns.

Additionally, introducing a membership programme for presale ticket purchases, discounts on food & beverage and 'meet the cast' (amongst other opportunities) would improve repeat visitation.

4.1.4 Rotorua Performing Arts Trust

The Trust was initially established in 2020 to enable charitable donations for the project, then as a fundraiser for community performing arts, with a focus on providing access to not-for-profit groups who use the centre.

The Trust receives a performing arts levy from ticket sales as an outside charge for access and the development of performing arts in Rotorua. The fund is in the early stages of development and has made no distributions to date.

The Trust is also able to access to funding sources not available to local government agencies to support the development of local content.

5. TE TINO AROMATAWAI ASSESSMENT OF SIGNIFICANCE

The decisions or matters of this report are not considered significant in accordance with the Council's Significance and Engagement Policy.

6. NGĀ KŌRERO O TE HAPORI ME TE WHAKATAIRANGA COMMUNITY INPUT/ENGAGEMENT AND PUBLICITY

Community consultation is not considered necessary in relation to this agenda item.

7. HE WHAIWHAKAARO CONSIDERATIONS

7.1 Mahere Pūtea Financial / budget considerations

SHMC Commercialisation Return on Investment assumptions.

Horwath HTL Business Case	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenue	954,135	1,157,335	1,524,025	1,761,467	1,985,518
Total Attendee days	52,374	59,357	76,346	86,672	93,960
Performing Arts Attendee Days	39,468	44,639	59,855	68,569	74,015
Commercialisation uplift					
New Investment Fund		\$ 150,000	\$ 300,000	\$ 300,000	\$ 300,000
No of Shows/Programmes	N/A	2	4	4	4
Revenue uplift	N/A	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000
ROI 25%	N/A	\$ 37,500	\$ 75,000	\$ 75,000	\$ 75,000
New marketing/promotion Investment	N/A	100,000	100,000	100,000	100,000
Performing Arts attendee uplift	N/A	5%	7%	8%	9%
Increase in Attendee days	N/A	2,232	4,190	5,486	6,661
Ave Ticket Sales @\$53.73	N/A	\$ 119,923	\$ 225,121	\$ 294,737	\$ 357,914
Combined uplift	N/A	\$ 157,423	\$ 300,121	\$ 369,737	\$ 432,914

7.2 Kaupapa Here me ngā Hiraunga Whakariterite Policy and planning implications

Introduction of the SHMC Yield management policy to enable staff to prioritise higher yield business over lower to enable commercialisation of the centre to improved ROI.

7.3 Tūraru Risks

- Outcomes from additional investment to increase ROI could be offset by the cost of living crises through reduced attendance.
- Funders conditions for the SHMC project provided for community access to the facility, commercialisation of the centre could potentially be at odds with these conditions.
- A community asset is not always accessible to community users as a result of focusing on commercial priorities.

7.4 Te Whaimana Authority

Council has the authority to delegate these tasks to the Chief Executive.

6.3 Progress Report – Community and District Development (Information Only)



Doc ID: 20066570

To:	Mayor, Chair and Members – Community and District Development Committee
Meeting Date:	12 December 2023
Group:	Community and District Development
Group Manager:	Jean-Paul Gaston
Report approved by:	Gina Rangi, Interim Chief Executive
Components:	Community Safety; Thriving Communities; Rotorua Library Te Aka Mauri; Growth and Development; Integrated Planning and Development

Stats and Facts

**OCT &
NOV
2023**

25 arrests resulting from CCTV info passed on to police

Introduced DNA testing as an investigative tool for dog attacks on people and stock.

2359 magazines and newspapers were read via the library e-platforms, that is **25%** of all e-lending

**Inner City Community Safety Hub
OPEN**

Future Development Strategy adopted by RLC and BOPRC

7
resource consents issued (subdivision and land use)

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Hunga: Tiaki Hapori – Community Safety

Safe City Guardians / Patrols / CCTV

Operational Activity

- As part of the inner-city revitalisation programme and implementation of the community safety plan, Council proposed that an inner-city community safety hub (ICCSH) be established from which a range of functions including crime prevention and activations could be provided. Fit out started early October and was finished 18 November 2023 and the hub was officially opened by Mayor Tapsell on 20 November. RLC staff and partner agencies (Police, Māori Wardens, other community groups) are now operating from the premises.
- Two Safe City Guardians have joined the CCTV team, with recruitment ongoing for the remaining vacancy. Recruitment is also underway for Guardians to ensure the remaining vacancies are filled, as approved as part of the Community Safety Plan.
- Recruitment is underway for a Volunteer/Bus Safety Advisor, as approved as part of the Community Safety Plan.
- Safe City Guardians are now in their new uniforms and the public response has been extremely positive with 200+ likes/loves on the Facebook post, along with numerous comments expressing gratitude for the team and their mahi. We are still building on their uniforms in relation to refreshed branding.



October Operational Outcomes

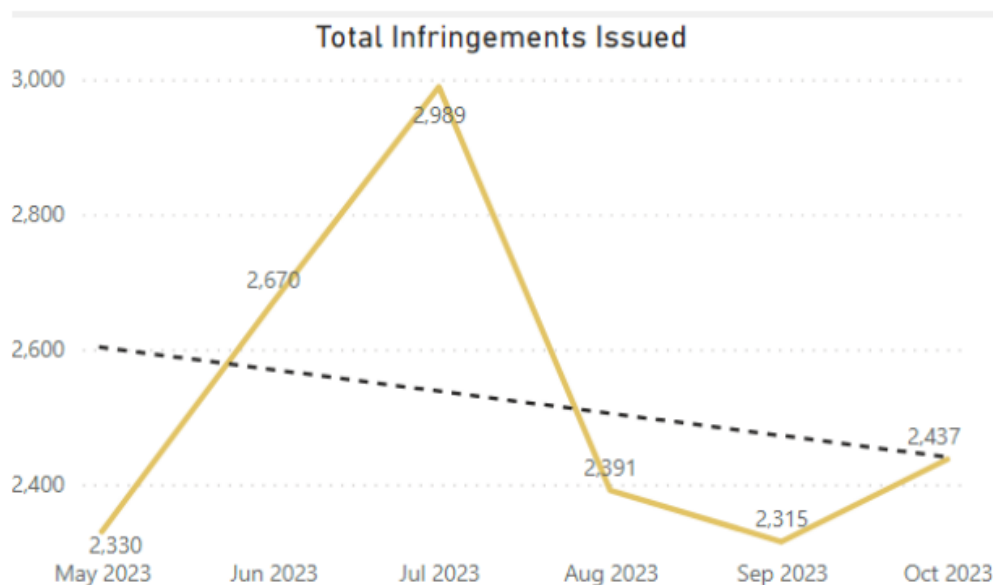
- Guardians checks on homeless/illegal camping welfare = 55. Most are now well known to the team. No offers of support were accepted.
- Guardians involved in 16 interventions to de-escalate juvenile anti-social behaviour across the city.
- Guardians and VR Mobile made about 120 business visits to maintain visibility, educate and reassure businesses.
- Graffiti removed from CBD = 16. Most is school yard level and a hot location is the Arawa Street bus stop.
- Abandoned trolley collection costs have more than halved with businesses now tending to their own when notified. Teething issues are reducing with prompt collection by the businesses once they have been notified. Further communication is being drafted to ensure correct processes are communicated to our businesses and public regarding reporting and collecting of trolleys.

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- Mobile patrol sent to incidents of anti-social behaviour = 34.
- CCTV information on anti-social or illegal activity passed on to police = 199.
- CCTV review of criminal activity after the fact, for police = 85.
- Arrests made as result of CCTV info = 25.
- CCTV review for RLC-owned property damaged = 6.
- Safe City Guardians routinely encouraging our recidivist beggars to move along.

Parking

- Cash payments in October were 9.9% of total revenue and 16.3% of transactions.
- Card payments 41.5% of total revenue and 43.7% of transactions.
- App payments 48.7% of total revenue and 40.0% of transactions.
- 1,210.91 parking transactions per day with average value of \$3.65.
- A reduction in app use for long-term parking occurred in October, indicating a degree of change in behaviour for long-term parking and coupled with a rise in card use for medium-term parking. We will continue to monitor this to confirm if it is a developing trend or short-term behaviour change.
- The graph below illustrates that total parking infringements increased in October with 2,437 compared with 2,315 in September. 464 of these were parking payment related (non-payment). This equates to an average of 106 infringements per day.
- Total transactions processed in October were 27,851.



- *This graph does not contain voided infringements or warnings which account for approx. 10% of infringements issued.*

- The most common infringements were for failing to display a current Warrant of Fitness, followed by operating an unlicensed motor vehicle.
- Non-payment (parked in a metered space without paying) has increased compared to September.
- Parked in metered space longer than paid for increased in October.
- Parked over the time limit (P106) increased compared to September.
- The percentage of people paying for parking (compliance) decreased compared to September.
- Meter reliability rate for October was 92.75% (contract requirement is 95% of time payment required).

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- For the month, 23 meter-related jobs were logged where there was an impact on the user.
- The overall average repair time was 4.74 days.
- 9 “High” User Impact jobs were logged with an average repair time of 3.78 days (e.g. meter non-operational).
- There were 14 “Medium” User Impact jobs with an average repair time of 5.36 days. (e.g. contactless card reader may not work, but card insert reader does).

Animal Control

- Introduced DNA testing as an investigative tool for dog attacks on persons and stock. As a result, a dog owner is currently before the court on active charges after three of his dogs attacked a member of the public, causing significant injuries. Council has engaged InfogeneNZ from Massey University which is accredited and specialises in Canine DNA testing. Without this investigative tool Council would not have been able to prosecute due to lack of dog ‘identification’ evidence. This investigative tool will put further demand on our Animal Control Team in relation to time and costs spent on such investigations. However, it will result in an effective and reliable outcome for community safety.
- Council has also engaged the Crown to ensure successful outcomes in Court due to the expertise required to prosecute such cases.
- This month the Crown successfully prosecuted a dog owner of two menacing dogs that attacked a third dog causing injuries. Sentencing is in December and Animal Control are seeking the judge order the destruction of both dogs.
- Staff have continued to prepare the Infringement Notices to be sent to all known owners of unregistered dogs. These will be sent out by 24 November.

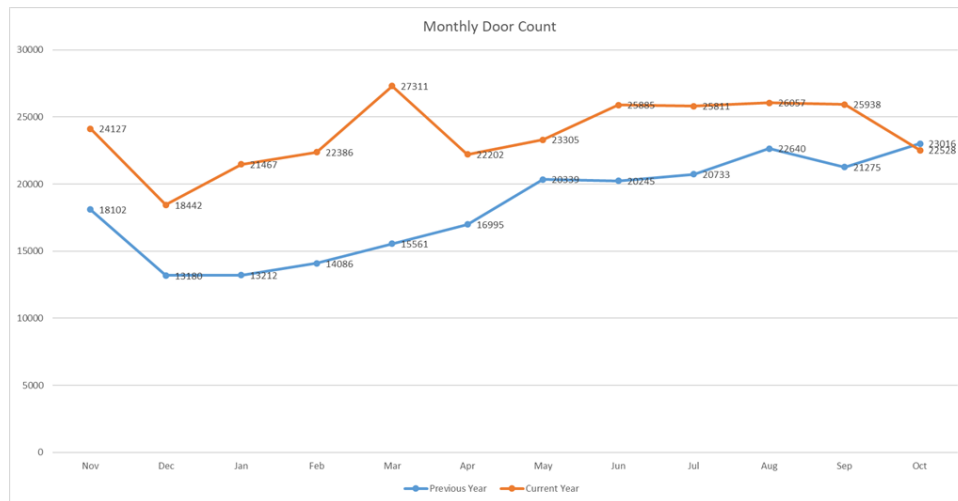
Housing Accord

- Cumulative reduction numbers:
 - EH accommodation decreased from 50 (September 2022) to 21 (October 2023) - a 53% reduction.
 - Focus on uncontracted EH dropped from 34 in September 2022 to 8 in October 2023 - a 76% reduction.
 - All exited motels (approximately 30) are checked periodically to confirm permanent return to tourism.
 - Backpackers providing boarding accommodation – 1 closed, 1 returned to tourism, 2 further signalled return to tourism and a date being sought.
- Social or public housing changes:
 - Making it easier to build new homes, redevelopment sections or add homes. Changes to District Plan and infrastructure funding in place.
 - Consent levels continue to grow – local businesses and iwi are benefiting from the Government’s programme of new builds for social and community housing.
 - Public homes increased from 877 (September 2022) to 1,030 (October 2023) - a 15% increase.
 - Transitional housing places rose from 145 (September 2022) to 186 (October 2023) - a 22% increase.
 - Housing first – increase in people housed from 108 (September 2022) to 153 (October 2023) - a 41% increase.
- Attached are:
 - Attachment 1 - October Rotorua Temporary Housing Dashboard provided by MHUD and MSD. The dashboard provides monthly reporting on the use of temporary housing options in Rotorua.
 - Attachment 2 – 2023 Rotorua Housing Accord by the Numbers Infographic
 - Attachment 3 – Rotorua Housing Accord – Key Actions and Progress

Rotorua Library at Te Aka Mauri

Resources and Services

- **Door Count Monthly:** 2,2528 visitations in October 2023, down 2% on October 2022. Ten operational days of the school holiday programme fell in October 2022, compared with 5 in 2023, which will have impacted both September and October door counts.
- **October Stand-out:** Spring Customer Survey completed with a Net Promotor Score of 60. (0- 30 being considered good, 30-70 great, above 70 excellent)



Skinny Jump Registrations Monthly: 11 in October 2023 | 39% decrease on October 2022. Decrease is due to late delivery of modems.

Free modem and subsidised broadband for those who don't already have broadband in their home – 35GB free plus \$5 top-up for additional 35GB, includes Ciena for students (max 210GB/month, school terms only), must be referred by a school and meet criteria



Programmes and Activities

All programmes Monthly: 2,685 participants in October 2023.

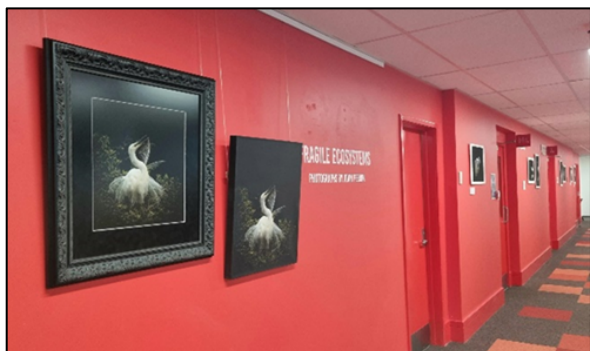
October Stand-out: Pre-school Outreach made 118 visits from 1 July to end of October, an increase of 81.5% on the same timeframe in last financial year and reaching capacity for the resources available.

October events and activities:

With October being Breast Cancer and Health Literacy month, 10 events were held to celebrate “Spring into Wellness”. Of note:

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- The Chile Multicultural Lunch was attended by 76 people
- The Fragile Eco-systems photographic exhibition launch was attended by 45 people
- Staff Breast Cancer Support –window and book displays, staff dress up and fundraiser was well supported and appreciated by customers with donations sent to the Breast Cancer Foundation
- Seeds of Health public talk by Seed Library and the Library Staff Spring Seedling Exchange saw over 20 seedlings handed out to the public and over 60 seedlings exchanged between DHB and Library staff. A small collection was also taken for the Seed Library.



Fragile Eco-systems Photographic Exhibition



Opening of He Kete Rau Mahara | Local Heritage Week

November events and activities:

“Nostalgic November” has various events and activities across the month including:

- World Kindness Day - Words of Kindness interactive display and free postcards for customers
- Vintage selfie frame social media photo competition #NostalgicNovember
- Armistice Day displays
- He Kete Rau Mahara | Local Heritage Week Monday 20 to Sunday 26 November covering 21 events across multiple venues and two exhibitions.
- Te Hononga Wairua weaving exhibition opened Friday 17 with a karakia, attended by over 80 people.



Te Hononga Wairua exhibition opening and some of the artworks on display



Coming up in December and January:

- Christmas tree and collection of gift donations for Women’s Refuge through to 5 January
- Christmas Dance Party to end the Pre-school programmes for 2023.
- Summer holiday programme for Children’s and Teens’ activities 8 to 30 January.
- Summer holiday reading competition using the Beanstack app, including challenges and rewards.

Ohu: He Hapori Taurikura – Thriving Communities

Bright Futures

Embedded Culture of Futures Planning

Tamariki and Rangatahi Civic Engagement

- Following approval by Council on 22 November to re-establish the Rotorua Youth Council. Marketing and recruitment started 24 November. The first engagement is scheduled for late January 2024.
- Two Summer Interns appointed until February 2024.

Strategic Investment to Build Community Wealth

- Council's policy and approach to Community funding has been reviewed to align to priorities. With the objective of providing and enabling strategic community investment and funding expertise, we collaborated with other funders to host 80 representatives from various community groups at the International Stadium on 23 November. The theme was Funding in Challenging Times and provided an opportunity for funders to provide practical advice, information and strategies to assist community groups or projects. The forum was structured to maximise opportunity to foster connections between community and funding organisations. Other funders involved included: Department of Internal Affairs, Bay Trust, Rotorua Trust, Geyser Community Trust, Ministry for Environment, Te Puni Kokiri and the Ministry of Youth Development.

Neighbourhood Matching fund (NMF)

As per the Policy, a funding assessment committee was appointed in November to review applications, make decisions and allocate the 'large' NMF. The committee consists of three community organisation representatives, a Te Tatau o Te Arawa representative and an Elected Member. The committee members are: Kahira Olley, Save our Babies Charitable Trust; Greg Halse, Rotorua Prisoners Aid and Rehabilitation Society; Steve Holmes, Rotorua Youth Centre; Mariana Vercoe, Deputy Chair Te Tatau o Te Arawa; and Cr Don Patterson.

Funding disbursed to date:

Neighbourhood Matching Fund Support for not-for-profit groups. Provides assistance to build and strengthen community driven activities. Project or event focussed. Grants match the value of voluntary contributions. Informal or grass roots groups can access using a fiscal sponsor. \$120k total.	Small grants (under \$5k) - open year round to applications. Assessed monthly. \$40k total.	Large grants (\$5k - \$20k) - open twice a year to applications (second round, contingent on funding available). Assessed by an external panel + one elected member of Council. \$80k total.
YTD (FY) Total number of applications received:	6	9
YTD (FY) Total value of applications received:	\$21,710.00	\$174,114.94
YTD (FY) number of applications approved:	3	6
YTD (FY) value of applications approved:	\$6,710.00	\$80,000.00

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Successful applications to the Large NMF:

- Kai Rotorua
- Rotorua Māori Wardens
- Te Roopu a Iwi o te Arawa Charitable Trust
- Love Soup Rotorua
- Tatau Pounamu Collective
- Te Kura Taiao Collective

Please note the Large NMF has now been exhausted so there will be no second round in February 2024. The balance of the NMF will be allocated through the small fund (under \$5k) which is ongoing, assessed and approved monthly.

For your information – more about the NMF

Rotorua Lakes Council's NMF aims to build stronger and healthier neighbourhoods and communities by financially supporting self-help, volunteer-based projects which link to Council's priorities.

This funding is project specific, where the community identify a need for funding to achieve the following priorities:

- Improving equity / quality of life / community safety in a specific community or neighbourhood.
- Bringing people together to collaborate on neighbourhood projects
- Empowering people to enhance and strengthen their own neighbourhood
- Contributing to whānau working, playing and talking together
- Renewing and revitalizing of places and spaces within neighbourhoods

All projects must be initiated, planned and implemented by people living in the Rotorua district and we particularly welcome projects that contribute to community safety and resilience.

Every grant is matched by neighbourhood or community resources of volunteer labour, donated materials, donated professional services, or cash.

The NMF is administered and managed by the Thriving Communities Team and sits within Council's Community Funding Investment Policy.

Caring Communities

Enabling Opportunity, Action and Resilience

Addressing Barriers to Community Action

The Eastside Wellness Plan has moved into a new phase of operation with the establishment of the inaugural Eastside Community Wellness - RLC inter-departmental quarterly hui in November. This forum has been established to enable RLC departments to communicate with the Eastside community wellness plan working group in order to track progress against the plan.

Planning and Development Solutions

Consent Planning

- In October 2023, only one Subdivision (SD) resource consent was granted, 9 less than September and compared with 15 last October.
- The activity status of the single consent was: 1 Subdivision consent - Discretionary.
- Six Land use (LU) resource consents were granted in October 2023, four consents less than October last year. This is also three more than the granted LU consents for September.

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- Activity status of the six consents were: four Land use-limited discretionary, one Land use consent - discretionary and one deemed permitted boundary activity.

Building Consents (BC)

- 53 BC were issued in October 2023, with work value of \$11.2 million.

Code Compliance Certificates (CCC)

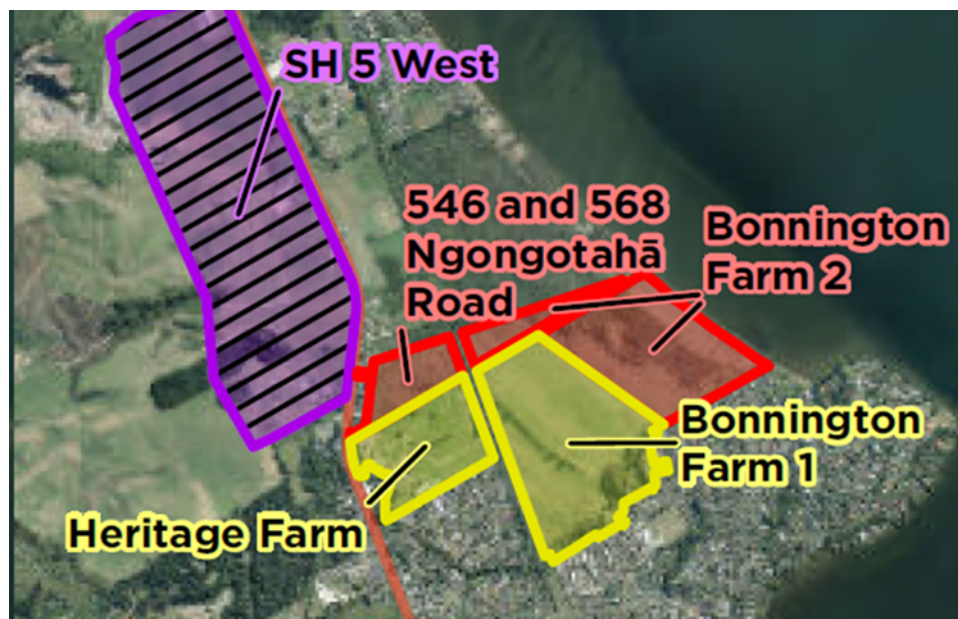
- 115 CCC were issued in October 2023, with work value of \$16.1 million.

Whakamaheretia Tā Tātau Ara Whakamua – Plan Our Way Forward

Housing Enablement

Future Development Strategy (FDS)

- The FDS Joint Committee approved the FDS on 24 October and subject to minor changes, recommended it be adopted by RLC and BOPRC. It was adopted by both councils on 22 November.
- The most significant changes were the addition of the sites shown in red in the map below:
 - 'New' 546 and 568 Ngongotahā Road site
 - The rest of 85A Aquarius Drive site- "Bonnington Farm 2"
 - A slight modification was made to the Heritage Farm site (i.e. the land for the portion located to the west of the Waiowhiro Stream adjacent to the state highway retains its commercial zoning);
- No other 'new' sites proposed by submitters were included due to a lack of a compelling justification and supporting evidence.
- Other proposed amendments were mostly in relation to clarifications, additional information and editorial changes.



Plan Change 9

The recommendations of the Independent Hearings Panel for Plan Change 9 – Housing for Everyone are expected shortly and are scheduled to be presented to a meeting in early 2024.

Development Support

Fast Track Consenting Applications:

- **31 Ngongotaha Road (stage 1 – 215 dwellings):** The application has now been lodged with the decision-making panel. The panel has asked for further information to be provided by the developer and we are assisting the developer where we can. RLC had not received a formal request for comments from the panel yet, we are expecting this in early 2024.
- **171 Fairy Springs Road (Summerset Village - 300 houses):** RLC continues to work with the developer and their technical team on this project. The application has not yet been lodged with the final decision-making panel but this is expected to be done prior to Christmas.
- **Taheke Geothermal Power Station:** This application is still on track to be lodged with the decision-making panel by the end of the year.
- Development Support has started working with an iwi group on a large rural papakāinga development. At this early stage we are supporting with a concept design in the form of a master plan. This will be used as a blueprint to start internal consultation with the rest of the ownership group. We look forward to providing more detail on this exciting development as it progresses in 2024.
- Development Support continues to support 12 other iwi groups across the district with a mix of urban and rural papakāinga developments.

Partnership Development

- Council has entered into a conditional sale and purchase agreement with the preferred developer for Council-owned land at **283 Clayton Road**. The proposed development is conditional on funding from MHUD's affordable housing fund and the necessary consents being issued. Funding from the affordable housing fund was approved in September 2023 and the developer is currently working through the necessary consenting requirements.
- A preferred development partner has been identified to progress development of Council-owned land at **61 Kawaha Point Road** following an expressions of interest process. The development is intended to deliver housing, improved accessibility for the community and support development aspirations of the Waikite Rugby and Sports Club, should it choose to progress development of its land. A Development Agreement between RLC and the preferred developer is being negotiated and will detail the parties' commitment and specify how the development will be undertaken.
- At its September meeting, the Community and District Development Committee approved starting a process to revoke road reserve status of Council-owned land at **10 Barnard Road**. The revocation will enable the land to be disposed of to Summerset Retirement Villages to provide vehicle access into their development site, a use that is consistent with the purpose for which Council holds the land. Council staff have initiated consultation with the Department of Conservation which is the first step in the revocation process.
- At its November meeting, the Community and District Development Committee resolved that the preferred option for the future of the **pensioner housing portfolio** is to lease the entire portfolio to an appropriate community housing provider. Existing tenants were notified of the Committee decision in a letter delivered 9 November 2023. Consultation with the existing tenants and the wider community on the leasing proposal will be undertaken through the 2024-34 Long-term Plan process before a final decision is made on the future ownership and/or management of the pensioner housing portfolio.

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Economic Development

Airport Business Park Support

- The technical work on the airport business park is progressing well.
- The following technical studies are currently underway:
 - Stormwater: first draft report received and currently being reviewed
 - Environmental soil assessment: first draft of preliminary site inspection report received
 - Aero study: scope approved and specialist consultants identified
 - Geotech: study to start once stormwater and soil assessment completed

These reports will inform the commercial viability of the airport business park and are expected to be completed in January together with a number of other studies still to be undertaken. An update will be provided following completion.

Manufacturing Sector Analysis and Industrial Land Strategy

Draft terms of reference prepared for manufacturing sector analysis and industrial land strategy currently being finalised for advertising in January 2024.

Inner City Revitalisation and Fenton Street Corridor

Planning and Implementation

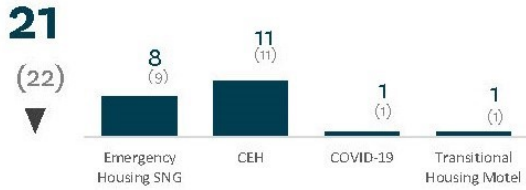
- Retail Study and improvement plan:
 - Final draft report received from Colliers Advisory Services (Nov 2023)
 - Comments on final draft are being prepared
- A presentation summarising the report's key findings is being prepared and will be shared with council early in the new year.

Rotorua Temporary Housing Dashboard | Oct 2023

This dashboard provides monthly reporting on the use of temporary housing options in Rotorua. Last month's figures are provided in brackets.

Summary of Temporary Housing Use in Rotorua

Number of motels in use as temporary housing in Rotorua



Number of households in temporary housing in Rotorua

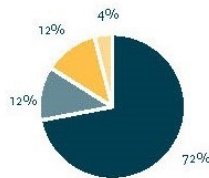


Household Composition

Adults in temporary housing in Rotorua



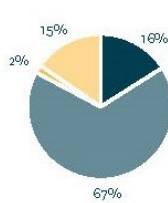
Emergency Housing SNG



Adults **78**
(102)

Children **12**
(39)

Contracted Emergency Housing



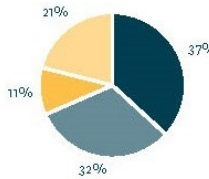
Adults **201**
(204)

Children **255**
(249)

Children in temporary housing in Rotorua



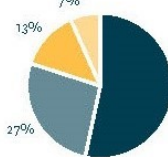
COVID-19 Response Motels



Adults **27**
(27)

Children **15**
(15)

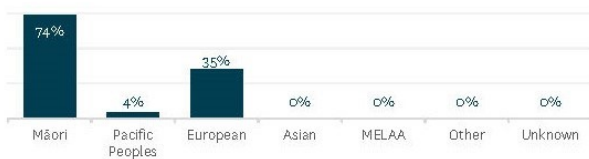
Transitional Housing Motel



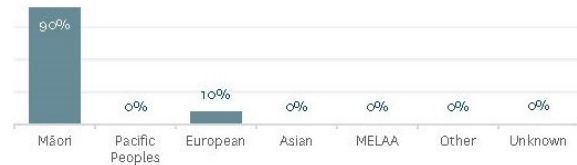
Adults **18**
(18)

Children **12**
(12)

Ethnicity of tenants in Emergency Housing SNG



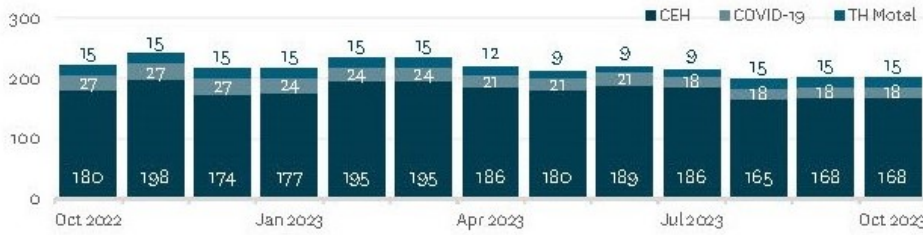
Ethnicity of tenants in Covid-19 Response Motels



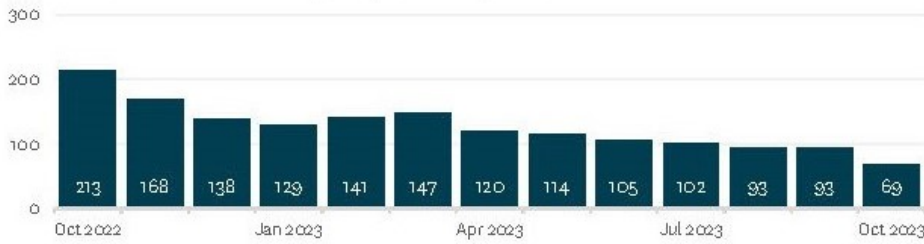
Attachment 1

Trends

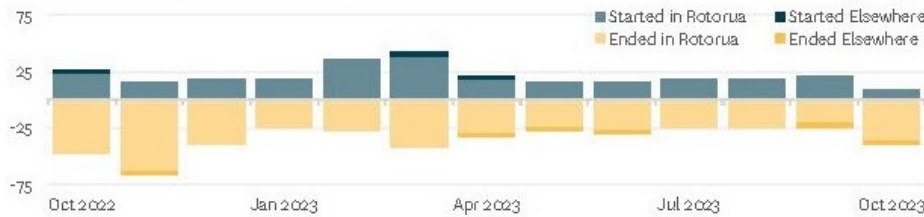
Households in HUD CEH / COVID-19 / TH Motel



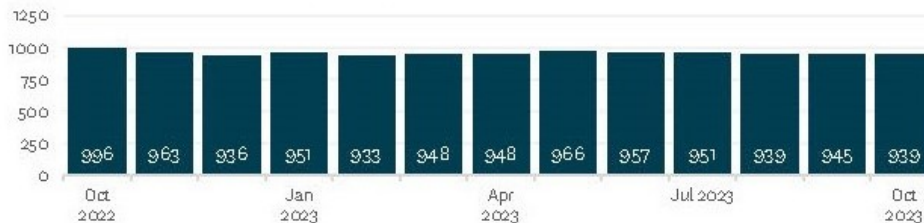
Households in MSD Emergency Housing SNG



EH SNG Start/End of Spell Location



Public Housing Register Applicants



Other Housing Support in Rotorua

Public Homes

1,030
(1,014)

Transitional
Housing Places

186
(186)

Housing First -
Housed

153
(153)

Housing First -
Not Yet Housed

12
(12)

THE ROTORUA HOUSING ACCORD

[DRAFT]

Building a better housing and urban future for Rotorua

Since the Rotorua Housing Accord was signed in December 2022 there has been good progress in several areas

Emergency Housing

Households receiving the Emergency Housing Special Needs Grant (EHSNG)



Motels being used for EHSNGs



Households in Contracted Emergency Housing



CEH motels



Housing Supply

● Completed ● In Progress



Infrastructure Development

Infrastructure Acceleration Fund Investment

\$84.6 million
3000 homes

Infrastructure investment of \$84.6 million for the central and Western parts of the city, supporting greenfield development in Pukehangi and infill housing, redevelopment more widely and supporting the high-density zone.

Shovel Ready Investment

\$55 million

Shovel ready investment of \$55 million to upgrade SH30, local road improvements and stormwater. Enables future stages of Wharenui rise (1100 homes), as well as other residential development in Eastern Rotorua.

Accord partners will continue working together to build a better and more sustainable housing and urban future for the people of Rotorua.

Accord Partners



Rotorua Housing Accord – Key Actions and Progress

(Government, Rotorua Lakes Council (RLC), Te Arawa and Ngāti Whakaue - signed December 2022)

Context and objectives

The Government, Rotorua Lakes Council (RLC), Te Arawa and Ngāti Whakaue acknowledge that Rotorua is in a housing crisis. Rotorua has experienced strong population growth, but new housing supply has not kept up. This has resulted in rapid growth in rents, increased crowding and has put individuals and whānau in unstable housing situations.

Among other things, this housing crisis combined with high use of motels for emergency housing in particularly over the COVID-19 period, has adversely impacted the social, cultural, environmental, and economic wellbeing of Rotorua and its people, including the mana of Te Arawa and Ngāti Whakaue as mana whenua.

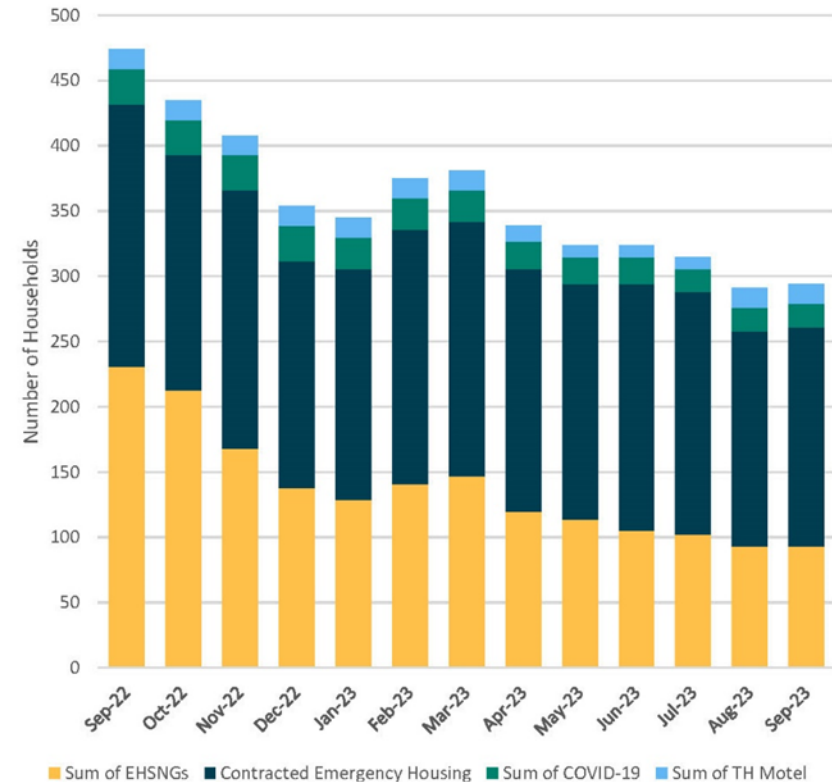
The Rotorua Housing Accord succeeded the Rotorua Housing taskforce in December 2022 to pursue six key objectives:

- reduce the use of emergency housing in Rotorua to near zero as soon as possible.
- ensure appropriate emergency housing options are available for those with urgent housing need from Rotorua.
- ensure quality delivery of care and wellbeing services to individuals and whānau residing in emergency housing accommodation.
- mitigate the unintended adverse social, cultural economic, and environmental impacts emergency housing has had on the Rotorua community.
- ensure the safe transition of individuals and whānau exiting emergency housing accommodation with appropriate support provisions to maintain independent living; and
- address the chronic housing shortage in Rotorua by increasing the housing supply.

Workstream One: Care and well-being, and management of emergency housing

- The Rotorua Housing Accord is working to continue to enable Te Pokapū community housing hub to support whānau in need of housing.
- Since September 2022, the Accord has successfully reduced the number of households receiving Emergency Housing Special Needs Grants from **213 to 69**.
- This has allowed MSD to exit 26 motels.
- Following advice from RLC, MSD prioritise exiting the least suitable motels first.
- RLC then inspect motels on exit to confirm that they have returned to tourism and inform moteliers that returning to emergency housing will require relevant resource consents.
- Just 8 EH SNG motels remain, none of which are mixed-use.
- The number of households in Contracted Emergency Housing has fallen, from **201 to 168**.
- HUD has exited two motels, leaving 11 in operation; a further motel is to be exited in February 2024.
- To manage any issues as motel use declines, RLC have put in place a new Community Safety Strategy and additional public space maintenance for Fenton Street.

In the past 12 months, the Accord has assisted significant numbers of whānau out of motels



Workstream Two: Housing Delivery

Strong progress has been made in expanding Rotorua’s housing supply.

Record numbers of new residential building consents have been issued, and there has been an increase of 137 public housing places since September 2022.

This strong housing pipeline has been supported by government. Key developments have been completed in 2023:

- 17 public homes Ngāti Uenukukopako
- 42 public homes Quartz Ave
- 37 Public Homes Malfroy Rd

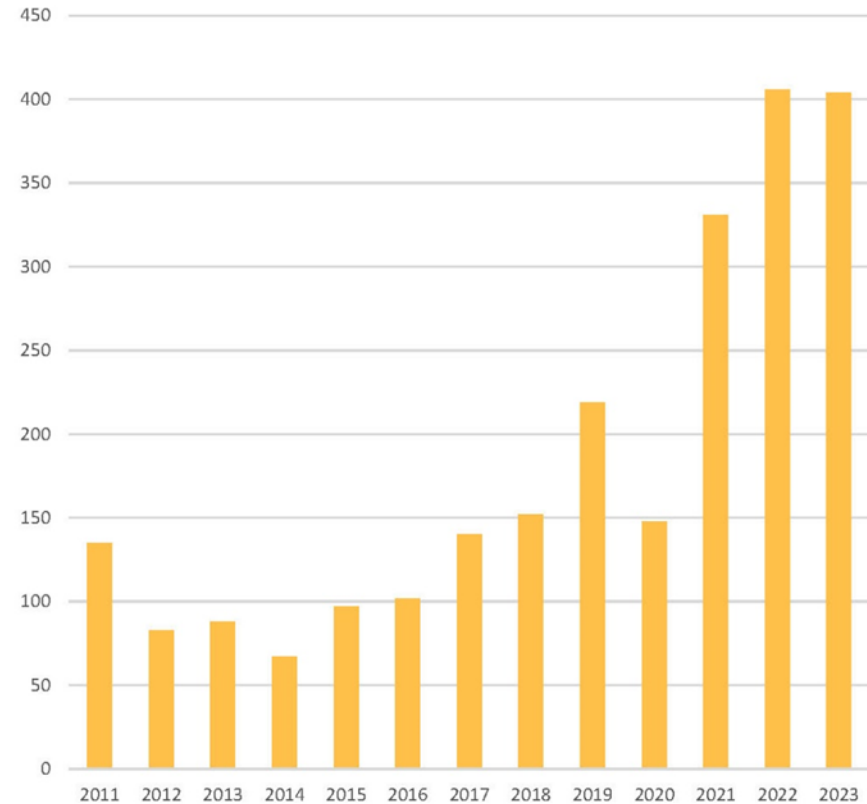
And others are underway for delivery in the next two years:

- 93 homes of mixed tenures Ōwhata Kohanga Rakau Housing Development
- 80 Affordable Rentals Ngāti Whakaeue Tribal Lands
- 28 Affordable Rentals Home in Place
- 10 Affordable Rentals Tauhara North Kāinga
- ~200 Public Homes contracted or under construction for delivery by Kāinga Ora.

200 homes mixed tenure – fast track consenting underway in Nngongotahā – HUD's Land for Housing Program: to be delivered over the next 2 – 5 years.

01 Dec 2023

Annual residential building consents are remaining at high levels for now



6.4 Progress Report – Culture, Heritage and Mahi Toi (Information Only)



Doc ID: 20065046

To:	Mayor, Chair and Members – Community and District Development Committee
Meeting Date:	12 December 2023
Group:	Corporate Services
Group Manager:	Thomas Collé
Report approved by:	Gina Rangī, Interim Chief Executive
Components:	Culture, Heritage and Mahi Toi

Stats and Facts

October
2023

Delegates year to date: **4,206**

Estimated economic impact year to date: **\$5,598,251.20**

Education programme – **7,223** students through Museum Education programme in current calendar year

Rotorua students make up **78%** or **5,656** of students on Museum Education programme with a total of **291** classes held.

Sir Howard Morrison Centre – total attendance to free and ticketed events for community – **33,455**

22,423 tickets sold. Total non-ticketed / free event visitation to SHMC since opening – **11,032**

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Ohu: Te Ahurea Me Nga Mahi Toi | Culture, Heritage and Mahi Toi

Rotorua Museum Te Whare Taonga o Te Arawa

Key focus for October 2023:

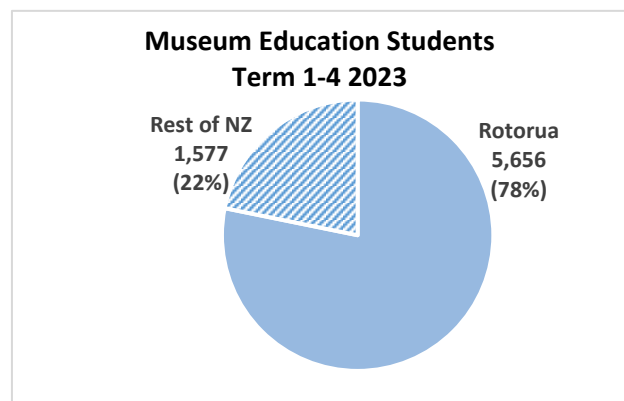
- Exhibition concept design. This is expected to be complete by May 2024.

Achievements this period*Museum Project*

- Focus this month has been on finalising the object list with photos, dimensions and top-line object condition information. Work has also continued on exhibition themes, stories and research.

Museum Education

- **Student Numbers:** For the calendar year to date (Term 1 - part T4 2023) 7,223 students participated in Museum education programmes. Rotorua students made up 78% or 5,656 of these. A total of 291 classes have been held, averaging 25 students per class.
- **Reducing Barriers to Learning:** The free bus sponsored by Ngāti Whakaue Education Endowment Trust Board has enabled 3,764 local ākonga to access Museum education team this calendar year to date.
- **Bookings:** Term 4 so far total 655 (down 45% over T4 2022). This downturn can be attributed to weather cancellations and funds for the free Museum Bus service running low. 97% of the \$20,000 bus sponsorship has been used so far this year. Priority for remaining funds, equating to 7 bus trips, is allocated to equity schools that book for Term 4. Other schools are encouraged to find their own way and 14 schools are booked in Term 4 using their own transport.



- **New Bus Funding for 2024:** \$20,000 funding has been successfully secured for the 2024 school year through the continued generous support of the Ngāti Whakaue Education Endowment Trust. This will be the 14th year the trust has supported this kaupapa.
- **Staffing:** Recruitment for Museum Education Lead remains on hold, reducing the team's teaching capacity by about 50%. One coordinator continues to act in the lead role.
- **Recent Teacher Comments**
 - "They have added many new facts to their learning. Our boys only class enjoyed learning about the eruption"
- Rotorua Intermediate

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- “The programmes were valuable when making new connections to what our students already knew and interacting with actual old items was great. Adding on new info was awesome” Omakere School.
- “Our Māori boys can relate to their own culture being in World War 2. Great use of hands-on and new vocabulary was learnt. We enjoyed the presentation and the whole programme was structured well with a good mix of talking, slides and student activities. Students were kept engaged.” - Westbrook.

Museum Events and Engagement

- The Museum Youth Advisory Group, with 10 members from five local High schools, is now working on finalising its strategic plan.
- Online Te Arawa engagement: seven video interviews with iwi / hapū champions have been completed and shared online. These encourage iwi / hapū to complete an online survey to share what they would like to see/experience when the Museum reopens. Survey completions have increased over 60% since the videos started going live.

Toi Rotorua Arts Festival (27 Oct – 5 Nov): the Museum team supported the Friends of the Museum to deliver this festival, which included 38 events over 10 days, and attracted more than 1,000 people. To see the full programme and a gallery of photos visit www.rotoruaartsfestival.co.nz



Collections

- The full collections team continues to work on objects identified to go back on display and to do research and grow mātauranga about objects and stories for the exhibition concept design phase.
- Key visitors to the collection included students from Te Wānanga o Aotearoa, two rōpū from the Life Drawing group, and whānau who whakapapa to taonga. There was also a tour of the fine arts collections as part of Toi Rotorua Arts Festival.

Coming up

Museum Exhibition Development Project

- Continuation of Concept Design phase to May 2024
- Investigating funding options
- Build / exhibition project alignment
- Iwi engagement wānanga with Ngāti Whakaue, Ngāti Pikiao and Ngāti Tarāwhai (dates tbc)

Museum Events and Engagement

- Museum exhibition project engagement: Share iwi champion interviews on social media to encourage wider Te Arawa feedback via the online survey.
- Continue engagement with whānau of B Company 28th Maori Battalion.
- Until 10 Dec: Bay of Plenty Artists Exhibition, organised by Friends of the Museum.

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Total # Delegates for November 2023 – 225pax
Estimated Economic Impact of Business Events for October 2023 – \$1,091,264.20

Year to date # delegates – 3,616pax
Year to date # Average Bed Nights – 10,486.40
Year to date - \$5,598,251.20

Formula used:

- *Average stay 2.9 nights x Number of delegates x Average spend \$533 (MBIE Report 2018)*

Energy Events Centre

October 2023 highlights

- Maori Women's Welfare League Conference – 700 attendees
- Filipino Sports Tournament – 1000 attendees
- Masters League Crossfit – 800 attendees

November 2023

- Tompkin Wake's Business Awards – 843 attendees
- NZ Grasslands Association Conference – 225 attendees
- BOP Grappling Series – 500 participants

Sportsdrome

October 2023 highlights

- 18 of 31 days utilised (Lower use due to school holidays)

November 2023

- 29 of 30 days utilised

Te Runanga Teahouse

October 2023 highlights

- 6 days of 31 utilised

November 2023

- 17 of 30 days utilised

Markets

The Night Market is now operating under summer hours, 5pm to 9pm, with the first for summer held 5 October 2023.

October 2023 highlights

- 4 markets held.
- The market had a Halloween theme for 26 October 2023
- Estimated attendance per market 1800-2000 (depending on the weather)

November 2023

- 4 markets to be held.
- One of the markets to celebrate Diwali
- One of the markets to celebrate Blues and BBQs Festival

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Events

October 2023 highlights

- 14 October - Aramex Kiwi Walk & Run Series – multi region – 1000 participants
- 20-22 October – Whaka 100 – Waipa
- 20-22 October – NZ Maori Rugby League Tournament – 3000 participants

November 2023

- 11 November 2023 – Legend of the Peaks
- 24-26 November 2023 – NZ Blues and BBQ's Festival

Sir Howard Morrison Centre

Utilisation – October

Our ticketing summary at the close of October is 22,423 tickets sold. Total non-ticketed / free event visitation to Sir Howard Morrison Centre since opening in 2023 is 11,032.

Total attendance to free and ticketed events for community is 33,455



**Let's Glo
Disco – Sir
Howard
Morrison
Centre**

Operational Update

October's key highlight was Halloween! This was curated by our team and garnered a hugely positive response from the community with all three events (2 x interactive screenings of *Rocky Horror Picture Show* and the Let's Glo Disco) selling out. We aimed to break even and exceeded this with over \$6k profit. Given its popularity we will look to extend further opportunities for a mini festival in 2024.

We were proud to host free events including Toi Rotorua launch and wraps, the Art of Creative Costuming and the Rotorua Young Achievers which was also livestreamed on RLC social media channels by the Marketing and Communications team.

We had a quieter month and some poorer performance at the box office than anticipated for both *Ladies Night* and *Upu*.

In comparison, November is packed and we have high utilisation right through to 17 December prior to closing for the year.

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Looking ahead to 2024, the centre goes quiet over summer, as is standard across the country with a focus at this time of year on outdoor music festivals. To ensure we stay activated and maximise opportunities we are creating three programme initiatives to focus on and continue to capture and build audiences:

1. 2024 SHMC Whanau Day and Talent Quest.
2. 2024 Community / Teen tech training programme – participants will have the opportunity to work on Whanau Day and those interested can also pursue casual technical shifts and further training.
3. 2024 Summer Series – a line-up of ticketed community classes and activations including ballroom and Latin dancing, Sunrise Yoga, Maaori Movement and self defence.
4. 2024 Summer Venue Tours – ticketed venue tours for audiences to ‘access all areas’ venue tours with a guide and our technical team.

November/December highlights

- 26-28 Nov – Rotorua Indigenous Film Festival returns with a number of world premieres and a sneak preview screening of Taika Waititi’s new film, *Next Goal Wins*.
- 30 Nov – SHMC team have curated a free community Christmas concert, securing support from the *Rotorua Daily Post* to publicise driving collections and donations for community across all event activity between now and year end.
- 1 Dec – Bill Bailey show – Our first international comedian has sold out.
- 3 Dec – Aspire Arts Academy – sold out.
- 15 Dec – Allen Stone – sold out.

Business Events at SHMC

- Two new enquiries received for 2024/25.
- Business Events Industry Aotearoa has approached us to lead curation for its opening ceremony at SHMC.

Marketing

Top 3 social posts by reach

	Content	Reach	Reactions (likes, comments, shares)
1	Allen Stone announcement	3,201	75
2	Post-Halloween event images	1,626	54
3	Let’s Glow Disco event reminder	1,599	21

Top performing events:

1. Let’s Glow Disco (self-produced event) – 400 tickets sold.
2. Allen Stone: Off the Beaten Path (international performer) – 500 tickets sold.
3. Sleeping Beauty: Royal Czech Ballet – 180 tickets sold.

Highlights

- We exceeded our goal of 80% capacity for *Rocky Horror Picture Show*, by selling the first night out within a matter of weeks and adding an additional show.
- Our aim was 200 attendees at Let’s Glow Disco – we had 300 by the day of the event and increased capacity based on door sale demand. We had to turn people away after hitting 400pax in order to adhere to Health and Safety requirements for the space.

Health & Safety

- Our JSA and risk assessments are currently undergoing review which will take place annually along with any policy adjustments required to meet current NZ Worksafe best practice standards.

Technical Maintenance

- Property Manager, Property Services and Technical manager SHMC proposed combining services for specialist systems relating to Building Warrant of Fitness (BWOFF) requirements combining services across EEC, Civic Centre and Library. The contract for services would begin January 2024 following a final site visit. This arrangement will ensure all BWOFF requirements are met and combining services will reduce overall cost to RLC.

VENUE EXPERIENCE

- Halloween was a huge success with further opportunities to build on food and beverage sales in 2024.
- Recruitment of 6 new casual staff, including three baristas.

UPCOMING VE-EXP PROJECTS

- Special Food and Beverage menu curated for the free community Christmas concert on 30 November.

7. Te Karakia Whakamutunga - Closing Karakia

Kia whakairia te tapu
Kia wātea ai te ara
Kia turuki whakataha ai
Kia turuki whakataha ai
Hāumi e. Hui e. Tāiki e!

Restrictions are moved aside
So the pathway is clear
To return to every day activities
To return to every day activities
Allied, enriched, unified, and blessed