



Kaupapataka Agenda

NOTICE OF AN ORDINARY MEETING FOR THE STRATEGY, POLICY & FINANCE COMMITTEE

Date: Thursday, 11 November 2021

Time: 9.30am

Venue: Council Chamber

MEMBERSHIP

Chair Cr Raukawa-Tait

Deputy Chair Cr Kai Fong

Members

Mayor Chadwick

Cr Bentley

Cr Donaldson

Cr Kumar

Cr Macpherson

Cr Maxwell

Cr Tapsell

Cr Wang

Cr Yates

Mr Thomass (Lakes Community Board member)

Mrs Trumper (Rural Community Board member)

Mr Biasiny-Tule (Te Tatau o Te Arawa Board Member)

Mr Morgan (Te Tatau o Te Arawa Board Member)

Quorum

8

STRATEGY, POLICY & FINANCE COMMITTEE DELEGATIONS

Type of Committee	Committee
Subordinate to	Council
Subordinate Committees	n/a
Legislative Basis	Schedule 7, clause 30 (1) (a), Local Government Act 2002.
Purpose	The purpose of the Strategy, Policy and Finance Committee is to have oversight and make recommendations to the Council on the adoption and development of all Council's strategic, policy, planning and regulatory frameworks.
Reference	01-15-228
Membership	<p>Councillor Raukawa-Tait (Chair) Councillor Kai Fong(Deputy Chair)</p> <p>The Mayor and all councillors 2 Te Tatau o Te Arawa members 1 Lakes Community Board member 1 Rural Community Board member</p> <p>Full voting rights for all members</p>
Quorum	8
Meeting frequency	Monthly
Delegations	<p>The Committee's function is recommendatory only.¹ It is authorised to take actions precedent to the exercise by the Council of its statutory responsibilities, duties and powers, by:</p> <ul style="list-style-type: none"> • Receiving, considering, hearing submissions and making recommendations on draft plans (except the District Plan), strategies and policies (such as the Long-term Plan, Annual Plan; funding and financial policies; reserves management plans and asset management plans); • Considering and making recommendations on the development of the Council's rating policy; financial strategy and budgets; • Considering and making recommendations on the development of Council bylaws, including hearing submissions in relation to making, amending and revoking bylaws; • Considering and making recommendations on Council's strategic direction to ensure efficient and effective delivery of Council's objectives and District Vision; • Receiving and considering reports from working/strategy groups; • Considering and making recommendations on the development of guidelines for decision making to assist Council in achieving its strategic outcomes; • Considering and making recommendations on the establishment of levels of service across Council services to ensure alignment with strategic goals and priorities; • Considering and making recommendations on the development of Treasury and funding functions; • Considering and making recommendations on proposals for the establishment of Council controlled organisations (including the appointment and remuneration of Directors, formation of constitutions and shareholder agreements);

¹ Council is authorised to delegate anything precedent to the exercise of Council's powers, duties and functions - Schedule 7, clause 32, Local Government Act 2002

	<ul style="list-style-type: none"> • Considering and making recommendations on proposals for the sale and purchase of land; • Considering and making recommendations on issues relating to Council leases; • Considering and making recommendations on draft Council submissions/responses in relation to: <ul style="list-style-type: none"> ○ Central government policies, plans and proposed legislative reform; ○ Proposals by other organisations/authorities (Local and Regional). • Performing such other functions as the Council may direct from time to time.²
Relevant Statutes	All the duties and responsibilities listed above must be carried out in accordance with the relevant legislation.
Limits to Delegations	<p>The Committee does not have the delegated authority to make decisions for and on behalf of the Council. All matters requiring a decision of Council must be referred, by way of recommendation, to the Council for final consideration and determination.</p> <p>In the event that the Council resolves not to approve or adopt a Committee recommendation, the item shall be returned to the Committee via the Chief Executive for review and subsequent referral to the Council for further consideration and determination.</p>

² A committee is subject in all things to the control of the local authority, and must carry out all general and special directions of the Council given in relation to the committee - see Schedule 7, clause 30(3), Local Government Act 2002.

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1 Opening Karakia - Karakia Whakapuaki

HE KARAKIA MŌ TE KAUNIHERA O NGĀ ROTO O ROTORUA

E te Atua kaha rawa, ko koe te tohu Rangatira, te tohu mātauranga.
 Manaakitia mai mātau, wāu pononga i tēnei wā, e mahi nei i a mātau mahi, mō te painga o ngā tāngata, o Te Kaunihera o ngā Roto o Rotorua.
 Takua mai kia tau te rangimārie ki runga i a mātau i ngā wā katoa.
 Ko Ihu Karaiti hoki tō mātau Ariki
 Āmine

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!

COUNCIL PRAYER

Almighty God, who alone is the leader of all mankind and the fountain of all knowledge. Send thy blessing upon us your servants this day as we strive to do all things good for the betterment of the people of the Rotorua district.

May we be tolerant in ourselves at all times.

Through Jesus Christ our Lord
 Amen

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 Apologies - Ngā Whakapāha

The Chairperson 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 Declarations of Interest - Whakapuakitanga Whaipānga

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 Urgent items not on the agenda - Ngā Take Whawhati tata kāore i te Rārangi Take

Items of business not on the agenda which cannot be delayed

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

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

The Chairperson 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 Chairperson 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 Confirmation of Minutes – Te Whakaū i ngā Meneti

5.1 Strategy, Policy & Finance Committee Meeting Minutes of 14 October 2021

01-15-228
RDC-1192933

Minutes

Strategy, Policy & Finance Committee meeting held Thursday, 14 October 2021 at 9:30am Council Chamber, Rotorua Lakes Council

MEMBERS PRESENT:	Cr Raukawa-Tait (Chair) Cr Kai Fong (Deputy Chair), Mayor Chadwick, Cr Bentley, Cr Donaldson, Cr Kumar, Cr Macpherson (Audio Visual), Cr Maxwell, Cr Tapsell, Cr Wang, Cr Yates, Mr Berryman-Kamp and Mr Biasiny-Tule (Te Tatau o Te Arawa), Mr Thomass (Lakes Community Board) and Mrs Trumper (Rural Community Board).
APOLOGIES:	Mr Thomass - lateness
NO ATTENDANCE:	Cr Bentley
IN ATTENDANCE:	Mr Andy Bruere, Bay of Plenty Regional Council
STAFF PRESENT:	G Williams, Chief Executive; T Collé, Deputy Chief Executive, Organisational Enablement; J-P Gaston, Deputy Chief Executive, District Development; O Hopkins, Deputy Chief Executive, District Leadership & Democracy; S Michael, Deputy Chief Executive, Infrastructure & Environmental Solutions; G Rangi, Deputy Chief Executive, Te Arawa Partnership; C Tiriana, D Deputy Chief Executive, Chief Executive's Group; I Tiriana, Manager Council Communications; R Dunn, Governance Lead; G Konara, Governance Support Advisor. R Pitkethley, Sport, Recreation and Environment Manager S Kelly, Senior Strategy Advisor

The meeting opened at 9.30am

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

1. KARAKIA WHAKAPUAKI OPENING KARAKIA

Mrs Trumper opened the meeting with a Karakia.

2. NGĀ WHAKAPĀHA APOLOGIES

That the apologies from Cr Bentley and Mr Thomass for lateness were noted.

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. TE WHAKAŪ I NGĀ MENETI CONFIRMATION OF MINUTES

5.1 MINUTES OF THE STRATEGY, POLICY & FINANCE COMMITTEE MEETING 9 SEPTEMBER 2021

RDC-1180315

Resolved:

That the minutes of the Strategy, Policy & Finance Committee meeting held 9 September 2021 be confirmed as a true and correct record.

Moved: Mrs Trumper

Seconded: Cr Donaldson

CARRIED

6. NGĀ TĀPAETANGA PRESENTATIONS

6.1 GREATER UTUHINA CATCHMENT STUDY –BAY OF PLENTY REGIONAL COUNCIL

Attendance:-

- 1 Mr Thomass joined the meeting at 9.35 am**
- 2 Cr Kumar joined the meeting at 9.38 am.**

Andy Bruere spoke to a PowerPoint presentation titled "Greater Utuhiina Catchment Study". (Attachment 1).

Mr Bruere informed that the engineering staff from the regional council have tendered their apologies as they are engaged with other meetings today. Mr J-P Gaston and Stavros Michael, Deputy Chief Executives of Rotorua Lakes Council joined Mr Bruere in presenting.

Mr Bruere noted the questions directed to engineers and informed that he will pass on the questions to be answered by the regional council's engineers.

7. PŪRONGO KAIMAHI STAFF REPORTS

7.1 WORKING DRAFT – ROTORUA HOUSING & BUSINESS DEVELOPMENT CAPACITY ASSESSMENT – FOR INFORMATION

RDC-1188506

Under Standing order No 9.9, the Chief Executive withdrew the agenda item titled “Working Draft – Rotorua Housing & Business Development Capacity Assessment – for Information”.

7.2 WESTBROOK SPORT & RECREATION PRECINCT

RDC-1189579

Resolved:

- 1. That the report titled “Westbrook Sports and Recreation Precinct” be received.**

Moved: Mr Thomass

Seconded: Cr Kai Fong

CARRIED

Rob Pitkethley spoke to a presentation titled “Westbrook Sport & Recreation Precinct” (Attachment 2) and overviewed the report.

The meeting adjourned at 11.20 am and resumed at 11.30am.

Further resolved:

- 2. That the Committee notes the nature and extent of the work that has been completed to date.**
- 3. That the Committee note since the Westbrook Sport & Recreation Precinct was initially signalled, Rotorua has increasing pressures relating to housing and infrastructure that has increased the strategic value of this open space area.**
- 4. That the Committee support officers completing a comprehensive Play, Active Recreation and Sport Plan to inform future decisions on the Westbrook Sport & Recreation Precinct and the Springfield Golf Course.**
- 5. That the Committee notes that officers will work with the Bay of Plenty Regional Council to complete all necessary modelling, planning and infrastructure design to support required residential growth requirements and reduce and manage flooding risk in the Utuhina stream catchment.**

Moved: Cr Tapsell

Seconded: Cr Kai Fong

CARRIED

Points of Order

Cr Kumar stated that he cannot agree to recommendation number four based on what he feels at this stage. Mayor Chadwick stated that she respects Cr Kumar’s position as Cr Kumar has declared a conflict

of interest at a public event. Cr Kumar raised a point of order and stated that he has not declared a conflict of interest.

Cr Macpherson requested that his vote against the motion be recorded.

7.3 GENERAL RMA DELEGATIONS

RDC-1188365

Resolved:

- 1. That the report titled 'General RMA Delegations' be received.**

Moved: Mr Thomass

Seconded: Mrs Trumper

CARRIED

J-P Gaston overviewed the report.

Further resolved:

- 2. That the Committee recommends that Council confirms that the Chief Executive can exercise the existing Chief Executive's general delegation in the RMA Delegations Manual where there is no longer, under Council's new Management Structure, a Council officer holding the position title identified in the Manual.**

Moved: Cr Wang

Seconded: Mrs Trumper

CARRIED

7.4 REPORT OF THE RURAL COMMUNITY BOARD MEETING HELD 16 AUGUST 2021

RDC-1176792

Resolved:

- 1. That the report titled 'Report of the Rural Community Board meeting held 16 August 2021' be received.**

Moved: Mr Thomass

Seconded: Cr Donaldson

CARRIED

Stavros Michael and Shirley Trumper spoke to a presentation titled 'Rural Kerbside Collection Extension' (Attachment 3) and overviewed the report.

Further resolved:

- 2. That the following recommendation of the Rural Community Board meeting held 16 August 2021 be adopted:**

RECOMMENDATION 1**EXTENSION OF KERBSIDE WASTE COLLECTION TO NGĀKURU, HOROHORO AND UPPER ĀTIAMURI****RDC-1170405**

- 1. That the Strategy, Policy and Finance Committee recommends to Council to agree to the extension of kerbside waste collection to Ngākuru, Horohoro and Upper Ātiamuri and the services to commence in early 2022.**

Moved: Cr Donaldson

Seconded: Cr Maxwell

CARRIED**Acknowledgement**

Cr Raukawa-Tait acknowledged the work and contribution of Mr Berryman-Kamp who has resigned from the Strategy Policy and Finance Committee as a representative of Te Tatau o Te Arawa.

Mayor Chadwick congratulated Mr Berryman-Kamp on his new appointment to the Ministry of Environment.

Mr Biasiny-Tule acknowledged Mr Berryman-Kamp with a Waiata and some elected members joined in.

Mr Berryman-Kamp also thanked the Committee and the opportunity given to him to work as a representative of Te Tatau o Te Arawa since the signing of the partnership agreement in 2015.

**8. KA MATATAPU TE WHAKATAUNGA I TE TŪMATANUI
RESOLUTION TO GO INTO PUBLIC EXCLUDED****Resolved:****That the committee move into public excluded session.**

Moved: Cr Yates

Seconded: Mrs Trumper

CARRIED

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987, for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing of this resolution
Confidential Minutes of previous meeting held 9 September 2021	Please refer to the relevant clause/s in the open meeting minutes.	Good reason for withholding exists under Section 48(1)(a).
Guidance on land disposal	Protect information where making available would be likely otherwise to damage the public interest.	Section 48(1)(a) Section 7(2)(c)(ii)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Sections 6 or 7 of the Act or Sections 6, 7 or 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above (in brackets) with respect to each item.”

OPEN SESSION

Meeting closed at 1.32pm.

To be confirmed at the Strategy, Policy & Finance Committee meeting on 11 November 2021

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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 –
<https://www.rotorualakescouncil.nz/our-council/meetings/agendas-and-minutes>

5.2 Strategy, Policy & Finance Committee Meeting Minutes of 19 October 202101-15-228
RDC-1195194

Minutes

**Strategy, Policy & Finance Committee Hearing
held Tuesday 19 October at 9am
Council Chamber, Rotorua Lakes Council**

- MEMBERS PRESENT:** Cr Raukawa-Tait (Chair)
Cr Kai Fong (Deputy Chair), Mayor Chadwick, Cr Bentley, Cr Donaldson,
Cr Kumar, Cr Macpherson, Cr Maxwell, Cr Tapsell, Cr Wang, Cr Yates,
Mr Biasiny-Tule (Te Tatau o Te Arawa), Mr Thomass (Lakes Community Board)
and Mrs Trumper (Rural Community Board).
- APOLOGIES:** Mr Berryman- Kamp
- STAFF PRESENT:** G Williams, Chief Executive;
O Hopkins, Deputy Chief Executive, District Leadership & Democracy;
G Rangī, Deputy Chief Executive, Te Arawa Partnership;
C Tiriana, D Deputy Chief Executive, Chief Executive's Group;
N Michael, Senior Communications Advisor; K Tawhai, Partnership Advisor;
R Dunn, Governance Lead; H King, G Konara & I Brell, Governance Support
Advisors.

The hearing opened at 9am.

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

**2. KARAKIA WHAKAPUAKI
OPENING KARAKIA**

Cr Yates opened meeting with a Karakia.

**2. NGĀ WHAKAPĀHA
APOLOGIES****Resolved:**

That the apology from Mr Berryman-Kamp be accepted.

Moved: Cr Kai Fong

Seconded: Cr Maxwell

CARRIED

3. WHAKAPUAKITANGA WHAIPĀNGA DECLARATIONS OF INTEREST

The Chair noted there were two submissions to be heard on behalf of the Rotorua Residents & Ratepayers Association and Te Tatau o Te Arawa and advised she would not accept any questions from Cr Macpherson and Mr Biasiny –Tule, due to a conflict of interest with the respective submissions. The Chair added submitters do not have an opportunity to ask questions of other submitters.

4. PŪRONGO KAIMAHI STAFF REPORTS

RECOMMENDATION

RDC-1191628

4.1 YOUR CHOICE – 2022 REPRESENTATION REVIEW SUBMISSION HEARING

Resolved

1. That the report “Your Choice – 2022 Representation Review Submission Hearing” be received.

Moved: Mr Thomass
Seconded: Cr Kai-Fong

CARRIED

5. LIST OF SUBMITTERS

Time	No	Name
9.05am	1	Cr Winters on behalf of Bay of Plenty Regional Council
9.15am	2	Denys Caves on behalf of Rotorua District Residents & Ratepayers
9.25am	6	Keith Garrett
9.35am	4	Justin Adams
9.45am	3	Ngāti Whakaue by audio visual Tupara Morrison, Ana Morrison David Thomas
9.55am	7	Mike McVicker
10.05am	5	Peter Brandley by audio visual
The hearing adjourned at 10.20am and recommenced at 10.50am		
10.55am	8	Lachlan McKenzie
11.05am	10	Grey Power Rotorua
11.15am	20	John Pakes
The hearing adjourned at 11.30am and recommenced at 11.50am		

12.03pm	12	Te Taru White and Jude Pani on behalf of Te Tatau o Te Arawa
12.14pm	13	Hilary Walker (audio-visual) and Colin Guyton on behalf of Federated Farmers of NZ
	14	Colin Guyton (personal submission)
12.28pm	15	Everard Anson
12.35pm	16	Liam Temara-Benfell
12.52pm	17	Gary Page
The meeting adjourned at 12.55pm and recommenced at 1.30pm Attendance: Cr Kumar left the hearing at 12.55pm		
1.36pm	18	John C Martelli
1.49pm	19	Theo van den Broek
1.55pm	22	Neil Kennedy
2pm	23	Alan Wills
2.10pm	21	Kepa Morgan
2.20pm	24	Ryan Grey
Attendance: Cr Kumar joined the hearing at 2.30pm		
2.30pm	25	Jim Rofe
2.40pm	27	Deborah Brandley

6. RESOLUTION TO EXTEND MEETING DURATION

The Chair to advise under S.O. 4.2 the hearing cannot continue more than six hours from the start (including any adjournments) unless there is a resolution to continue.

Resolved

1. That the Committee resolves to extend the hearing by more than 6 hours.

Moved: Mrs Trumper

Seconded: Cr Donaldson

CARRIED

The hearing adjourned at 2.50pm and resumed at 3.15pm		
3.19pm	26	D A McPherson – tabled additional document- Attachment 1
3.29pm	29	Mark Gould - tabled additional document- Attachment 2
3.35pm	31	Alan Estcourt
3.55pm	30	Don Paterson

The Hearing closed at 4.12 pm

To be confirmed at the Strategy, Policy & Finance Committee meeting on 11 November 2021

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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 –

<https://www.rotorualakescouncil.nz/our-council/meetings/agendas-and-minutes>

6 Staff Reports – Pūrongo Kaimahi

01-15-228
RDC-1196893

ROTORUA LAKES COUNCIL

Mayor
Chair and Members
STRATEGY, POLICY AND FINANCE COMMITTEE

6.1 Rotorua Destination Management Plan

Report prepared by: Tristan Adams, Economic Development Programme Manager

Report reviewed by: Jean-Paul Gaston, DCE District Development

Report approved by: Geoff Williams, Chief Executive

1. TE PŪTAKE PURPOSE

The purpose of this report is to inform elected members that the Rotorua Destination Management Plan (DMP) has been completed by Rotorua Economic Development and provide an overview of content, recommendations and next steps and to endorse the plan ahead of public release.

2. HE TŪTOHUNGA RECOMMENDATION

1. That the report 'ROTORUA DESTINATION MANAGEMENT PLAN' be received.
2. That the Committee recommends to Council to accept and endorse the Destination Management Plan and next steps outlined within this paper.

3. TE TĀHUHU BACKGROUND

Strategic Tourism Asset Protection Programme funding

In July last year Rotorua Economic Development (RED) applied and was subsequently successful in receiving the maximum allocation of \$1 million in funding from MBIE's Strategic Asset Protection Programme (STAPP). This funding was established to protect assets in the tourism landscape and tourism offerings to ensure their survival through the disruption caused by COVID-19. The funding went directly to RED for Rotorua destination management & planning, domestic marketing, building capability and product development in the region with a portion of the funding used for the development and delivery of the Destination Management Plan (DMP) outline in this paper.

Destination Management Plan

A destination management plan sets out a strategic pathway for sustainably growing tourism development. The key focus of The Rotorua Destination Management Plan is on developing Rotorua Lakes District as a functioning and thriving visitor destination that benefits the local community.

Draft Economic Development Strategy Framework (EDS) priority as actions:

The Draft Economic Development Strategy (EDS), approved by Council in December 2020, outlines three key priority areas:

1. Rotorua, a place of choice
2. Rotorua, the future of forestry
3. Rotorua, ready for business

Under the first priority area, 'Rotorua, a place of choice', a key action was to commission a Destination Management Plan for the district aligned to our local brand identity and the Tourism Futures Taskforce recommendations in order to set out and understand opportunities for transformation and increase value from visitors to the destination.

Key partners were identified within the EDS as Rotorua Economic Development (RED) as the key delivery organisation, Ministry of Business Innovation and Employment (MBIE), RTIPP and Iwi.

The process

Specialist consultants were engaged to accelerate the development of the DMP and ensure it was constructed based on industry best practice and incorporated national perspectives. After an RFT process, Dave Bamford and Rowan Sapsford, who have a long history in tourism development and deep familiarity with the Rotorua region, were selected to champion the development of the plan.

The DMP was developed in a collaborative manner facilitated by Rotorua Economic Development (RED). The DMP was developed over a period of nine months in 2021 against a backdrop of COVID-19 recovery. In addition to a comprehensive review of relevant plans and strategies, data and destination insights, there was comprehensive korero with Te Arawa, destination stakeholders and the wider community. This engagement included over 80 interviews with individuals and groups, 12 focus group workshops, attendance at public open days and wider workshops with Te Arawa and destination stakeholders. In addition, the process was governed by a project steering group consisting of representatives from Te Arawa, RED, Rotorua Lakes Council, the tourism industry, Tourism New Zealand and the Ministry of Business, Innovation & Employment. This process enabled a comprehensive, collaborative discussion to be held with the community to develop a plan that articulates the issues, visions and values of the Rotorua destination.

4. TE MATAPAKI ME NGĀ KŌWHIRINGA DISCUSSION AND OPTIONS

Overview of the Rotorua Destination Management Plan

The DMP is structured in to three main sections.

Firstly, it sets the context for Rotorua, providing insight into what a destination management plan is, the destination development process, the Rotorua Destination, key markets, and defines strengths found within the Rotorua destination such as geothermal environments, Māori culture and the richness of invigorating experiences that set's Rotorua apart.

Section 2 addresses core issues identified within the destination and are considered to restrict the destination meeting its full potential. The issues identified are:

1. Social Deprivation
2. Accommodation
3. Destination Definition
4. Central Business District
5. Environmental Stewardship
6. Reliance on International Markets
7. Human Resources
8. Amenities Services and Infrastructure
9. Industry Support

The role of the plan is not to solve these issues but to identify opportunities for the sector to support positive change. It should be noted that many of these issues identified are in alignment with issues that Rotorua Lakes Council has also identified and reflected in ongoing programmes of work. These issues being picked up in a tourism specific exercise further reinforces the important of working collaboratively to address the issues.

The third part to the plan sets the strategic direction suggested for the destination and identifies key actions, recommendations and KPI's to activate the destination over a timeframe of 10 years. This part of the DMP is captured by the diagram on the following page. It essentially lays out the plan and required actions to achieve the four destination targets identified within the plan as:

1. Reach \$1b visitor spend by 2030
2. Increase our average daily spend per visitor index by 5% per annum in comparison to the rest of New Zealand from:
 - a. International 2.10% (December 2019)
 - b. Domestic 1.03% (June 2021)
3. Maintain a positive perception of the impact of tourism with Te Arawa and on the local community
4. Increase the GDP contribution per person employed in tourism (from \$57,546 in 2019)

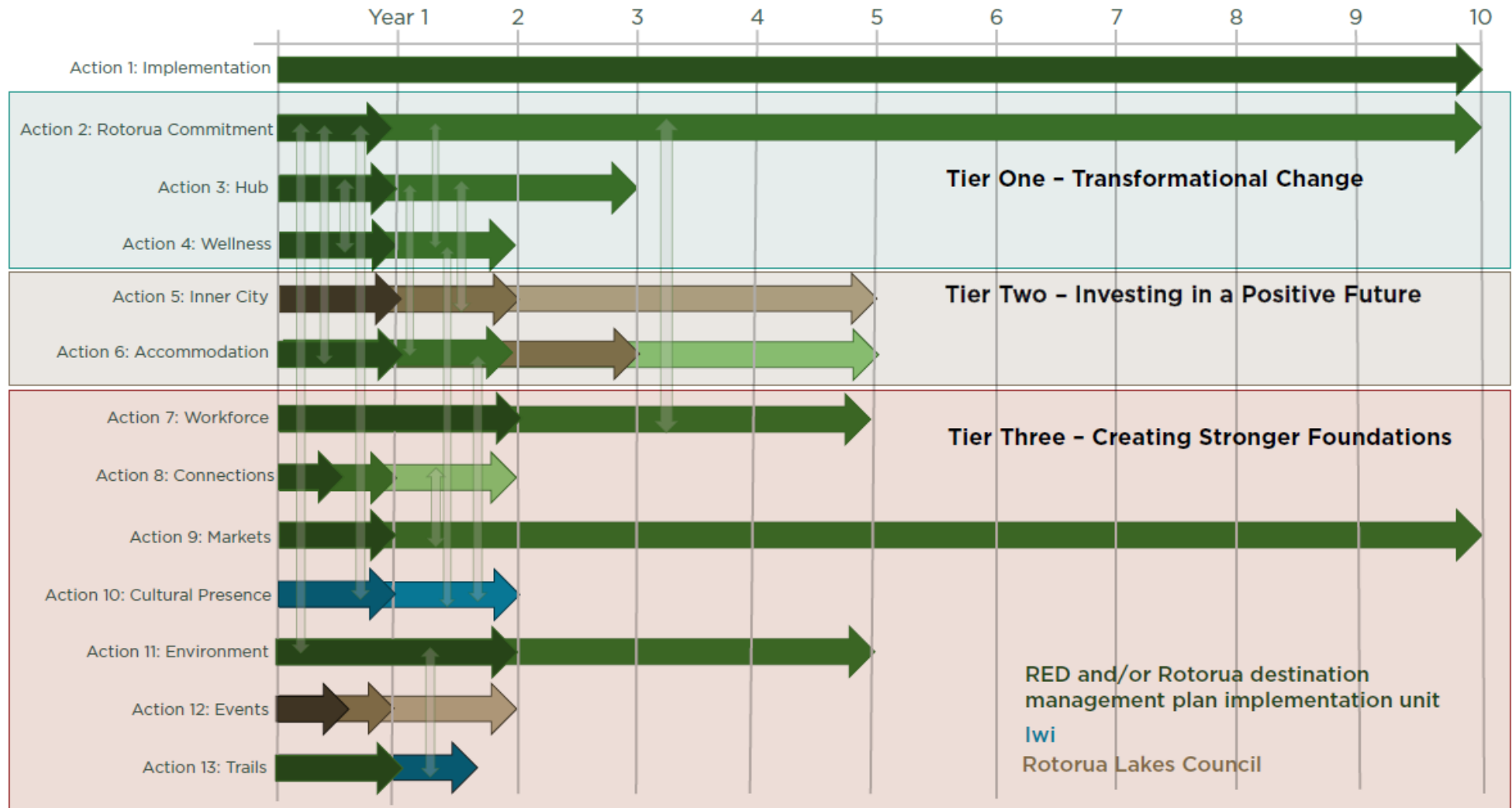
Table demonstrates the key outcomes from the work:

DESTINATION VISION												
<p>He paianga mō te ao katoa For the betterment of all</p>												
DESTINATION VALUES												
Tiaki Talao		Kotahitanga		Ōhanga Ōranga		Manaakitanga		Auaha / Tu Mala		Pono		
Enhancing the environment		A collaborative approach		Prosperity		Welcoming and caring		Innovation and courage		Genuine and authentic		
STRATEGIC DIRECTIONS												
Rotorua's tourism product will reflect the values of the destination and ensure it meets its potential as Aotearoa's premiere tourism destination		The Rotorua destination will function more effectively in partnership with Te Arawa		The tourism workforce will grow in capacity and capability		Infrastructure that is important to the functioning of the destination will be in place and working for Rotorua		Tourism in Rotorua will assist in the regeneration and revitalisation of important cultural and natural values		The social issues that are negatively affecting the destination will be resolved		
ACTIONS												
Implementation	Tier One Actions Transformational Change			Tier Two Actions Investing in a Positive Future		Tier Three Actions Creating Stronger Foundations						
	Implementation	The Rotorua Commitment	Aotearoa Tourism and Hospitality Innovation Hub	Wellness	Revitalising the Inner City	Quality Accommodation	Rotorua Cultural Presence	Tiaki Taiao	Markets	A Connected Destination	Workforce Development	Events Strategy

A set of 13 short, medium and long term actions are identified with implementation intended to take place over the next ten years. RED will now work to develop implementation plans and incorporate actions into their work programmes. The ability to deliver these recommended actions is predicated on the level of support from key stakeholders with many actions needing support and leadership from RLC and/or Central Government.

Tier	Action	Short description	Priority
	Implementation	Establishing resource to implement the plan	High
Tier One – Transformational Change	The Rotorua Commitment	Development of commitment framework for Rotorua tourism and hospitality businesses	High
	Aotearoa Tourism and Hospitality Innovation Hub	A hub that offers support, education and inspiration for others to develop tourism and hospitality initiatives, innovative businesses and experiences	High
	Rotorua the centre of wellness for Aotearoa	Destination positions itself as the center of wellness for Aotearoa	High
Tier Two – Investing in a Positive Future	Rotorua Inner City Revitalisation	Support RLC inner city revitalization efforts	High
	Planning for Quality Accommodation	Focus on providing quality accommodation	High
Tier Three – Creating Stronger Foundation	Workforce Development	Initiative to improve the capacity and ability of the tourism and hospitality workforce	High
	Creating a more connected destination	Tourism and social infrastructure development	Medium
	Markets	Destination has a good understanding of current and future markets and is positioned well to meet the demands	Medium
	Rotorua Cultural Presence	Supporting Te Arawa in ensuring their culture is more physically evident throughout the destination	High
	Tiaki Taiao (The Environment)	Improve environmental wellbeing	High
	Events Strategy	Support implementation of the events strategy	Medium
	Developing a Rotorua trails strategy	Coherent trail plan for the destination	Medium

The following chart shows the relative timing of the implementation of actions and sub actions where appropriate:



Implications for RLC:

This plan cannot be implemented by RED alone and will take a number of partners along with the community to realise the destination potential and fulfil recommendations within the plan.

A number of actions mentioned are in line with existing council work programmes and some actions identified will need additional effort from council to be achieved. With Jean-Paul Gaston on the Programme Steering Group for the DMP there is oversight into actions that need to be addressed by key council work streams.

Components of the DMP are underpinning some of the wider work programmes currently ongoing within Council including Homes and Thriving Community, Inner City Revitalisation, Long Term Infrastructure Strategy and the Climate Action Plan. The outcomes will be recognised further by the final EDS, expected to be brought to council in mid-2022.

Next steps:

- RED is currently working to progress immediate recommendations and form a project plan for delivery,
- RED will work closely with the District Development team to identify key overlaps and dependencies between outcomes and ongoing work, to ensure a unified approach to addressing the issues identified and implementing recommendations
- Actions that require significant change in RED's regular activities will be reflected in the next SOI once the delivery plan is finalized, RED will move to implementation and resourcing of delivery programme

**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**

Relevant input was gained from key sectors and stakeholders within the community when developing this plan.

There was comprehensive engagement with Te Arawa, destination stakeholders, and the wider community. This engagement included over 80 interviews with individual groups, 12 focus group workshops, attendance at public open days and wider workshops with Te Arawa and destination stakeholders.

This plan has been developed with a 10-year timeframe in mind with different actions and recommendations staged throughout. Some actions identified within the plan will require additional consultation and will be assessed on a case by case basis.

Additional engagement may be required with key groups from recommendations made out of the DMP.

7. HE WHAIWHAKAARO CONSIDERATIONS

7.1 Mahere Pūtea Financial/budget considerations

There are no immediate costs associated with the recommendations of this report.

Any subsequent projects, recommendations or actions from the DMP that require financial or budget considerations will be brought separately to council for consideration.

7.2 Kaupapa Here me ngā Hiraunga Whakariterite Policy and planning implications

The DMP builds on several core vision documents and is consistent with:

- Rotorua Lakes Council Vision 2030
- Te Arawa Vision 2050
- 2021 – 2031 Long Term Plan

Additionally, the DMP is strongly aligned with:

- The inner-city revitalisation strategy
- Homes & thriving communities
- Draft Economic Development Strategy
- The four wellbeing's; social, environmental, cultural and economic

7.3 Tūraru Risks

There are no major risks associated with the decisions or matters of this report.

7.4 Te Whaimana Authority

This report requests the Strategy Policy & Finance Committee use its authority to recommend approval of this report to Council.

8. TĀPIRINGA ATTACHMENT

Attachment 1: The Rotorua Destination Management Plan - RDC-1197967 (distributed separately)

ROTORUA LAKES COUNCIL

Mayor
Chair and Members
STRATEGY, POLICY & FINANCE COMMITTEE

6.2 Rotorua Housing & Business Development Capacity Assessment

Report prepared by: Damon Mathfield, Senior Strategy Advisor – Urban Development

Report reviewed by: Jean-Paul Gaston, Deputy Chief Executive – District Development

Report approved by: Geoff Williams, Chief Executive

1. TE PŪTAKE PURPOSE

The purpose of this report is to provide an overview of Rotorua’s Housing and Business Development Capacity Assessment under the National Policy Statement for Urban Development Capacity 2020.

This working draft is being provided to the Strategy Policy & Finance Committee to ensure all members have the opportunity to see the document being developed. We are seeking to finalise and complete the full Housing & Business Development Capacity Assessment so that it can be presented and confirmed at Council at the end of November.

2. HE TŪTOHUNGA RECOMMENDATION

1. That the report ‘Rotorua’s Housing & Business Development Capacity Assessment’ be received.

3. TE TĀHUHU BACKGROUND

The National Policy Statement on Urban Development (NPS-UD) came into effect on 20 August 2020. It is part of the urban planning pillar of the government’s Urban Growth Agenda. National Policy Statements allow the government to prescribe objectives and policies for matters of national significance that are relevant to sustainable management under the Resource Management Act 1991 (RMA). The NPS-UD relates to spatial strategy and land use planning, and the intended purpose is to require councils to plan well for growth and ensure the delivery of a ‘well-functioning urban environment’ for all people, communities and future generations.

To support well-functioning cities, the Ministry for the Environment (MfE) considers it important to improve the responsiveness and competitiveness of land and development markets. In particular, the NPS-UD requires local authorities to provide sufficient plan-enabled, infrastructure-ready, and commercially feasible development capacity so that more homes can be built in response to demand. To demonstrate this, a Housing and Business Development Capacity Assessment (HBA) must be published every three years. Rotorua Lakes Council’s (RLC’s) first HBA is due to be completed by October 2021.

Market Economics (ME) was appointed to support RLC in the Development of its first HBA. The report complies with the requirement for Tier 2 territorial authorities to assess the demand for housing and for business land in urban environments, and the development capacity that is sufficient to meet that demand in its District in the short (3 years), medium (10 years) and long term (30 years).

4. HE MATAPAKI I NGĀ TAKE DISCUSSION

The starting point for assessing future housing demand is the outlook for population and household numbers. Population's projections by Infometrics Ltd (2019) outline that there will be an additional 14,400 persons by 2050, with the District population at 90,600 compared with 76,200 in 2020. This high projection translates to an additional 11,200 persons over the decade to 2030 (+14.7%) and an additional 28,000 by 2050.

The population growth underpins the growth in household numbers. Generally, household numbers tend to increase slightly ahead of population growth. There are a number of reasons for this, notably because the ageing of the population sees higher shares in the adult age groups with potential to form their own households, while social trends have seen higher shares of one-person households.

The high growth projection indicates an increase of 1,800 households in the short term, 5,200 in the medium term and 14,000 in the long term. The annual increase is 600 households in the short term, 520 over the next decade, and around 460 over the long term. This future will therefore result in 34,300 resident households in the District by 2030, and 43,100 by 2050. Rotorua is therefore identified in the NPS-UD as a Tier 2 urban environment along with Whangārei, New Plymouth, Napier-Hastings, Palmerston North, Nelson Tasman, Queenstown and Dunedin.

Infometrics Ltd (2019) projections are that the number of jobs filled is to rise strongly in the short-medium term before slowing somewhat in the long term. By 2050, the number of jobs filled in the district is projected to reach just over 45,320 (total growth of around 9,320 or 26%). It is therefore estimated that there is strong demand in the short to medium term for urban business zone land, slowing over the long term, which is in keeping with the location and structure of district employment projections. Between 2020 and 2050, M.E estimates that around 80ha of developable zoned land will be required to accommodate employment growth seeking an urban business zone. Over a quarter of this demand is projected to be required over the next five years (23ha).

Objective 6(a) of the NPS-UD requires local authorities to integrate urban development decision-making with infrastructure planning and funding to address this this growth. Quality evidence must be available to well inform the relevant decision-making and planning processes. The HBA is therefore designed to provide RLC with a robust evidence base for housing and business land market, to inform our plans, planning decisions, and related strategies (such as Future Development Strategies (FDS)). The NPS-UD states where and how the HBA evidence should be used, including:

- informing the long-term plan and infrastructure strategy and plans
- improving the quality and timing of evidence supporting planning decisions
- more explicit requirements to use this evidence in section 32 (Resource Management Act 1991 (RMA)) reporting as in the case if and intensification and greenfield plan changes

The HBA report is organised into three parts:

- Housing Market Assessment which responds to clause 3.23 of the NPS-UD and includes the housing demand assessment required by clause 3.24.
- Housing Development Capacity Assessment which responds to clause 3.25 and 3.27 of the NPS-UD 2020 and a
- Business Demand & Capacity Assessment which responds to clauses 3.28-3.30 of the NPS-UD 2020.

From the HBA evidence housing bottom lines clearly stating the amount of development capacity that is sufficient to meet expected housing demand including the appropriate competitiveness margin, as required by the NPS-UD, will be inserted into the District Plan.

5. TE TINO AROMATAWAI ASSESSMENT OF SIGNIFICANCE

The information in this report is not considered significant in accordance with Council's Significance Policy.

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

At this stage, consultation on this matter is not being undertaken as it is not required. The completed HBA will however be published on the Council's website and will be a key input into the development of a Future Development Strategy and future plan changes which also require community input.

7. HE WHAIWHAKAARO CONSIDERATIONS

7.1 Mahere Pūtea Financial/budget considerations

In order to ensure evidence-based decision making it is required in the NPS-UD that monitoring of market indicators and development activity must be done quarterly, and results published annually. Budget will be determined for this on completion of the HBA and the monitoring report and framework has been developed.

7.2 Kaupapa Here me ngā Hiraunga Whakariterite Policy and planning implications

The decisions in this report align with the:

- National Policy Statement-Urban Development (2020)
- Resource Management Act
- Local Government Act
- Bay of Plenty Regional Council, Regional Policy Statement
- Vision 2030 Goals of a Homes that match Needs, Resilient Community, Vibrant City Heart and Enhanced Environment.

- Strategic outcomes identified in He Papakāinga, He Hāpori Taurikura – A Strategy for Homes and Thriving Communities

7.3 Tūraru Risks

There are no major risks associated with the decisions or recommendations in this report.

7.4 Te Whaimana Authority

The Strategy, Policy and Finance Committee is delegated to report to Council on this matter.

8. TĀPIRINGA ATTACHMENT

Attachment 1: Working Draft – Housing & Business Development Capacity Assessment –
will be distributed separately

7 Resolution to go into Public Excluded - Ka Matatapu te Whakataunga i te Tūmatanga

(to consider and adopt confidential items)

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987, for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing of this resolution
CONFIDENTIAL MINUTES OF PREVIOUS MEETING HELD 14 OCTOBER 2021	Please refer to the relevant clause/s in the open meeting minutes.	Good reason for withholding exists under Section 48(1)(a).
PROPERTY DEVELOPMENT PROJECT	Protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	Section 48(1)(a) Section 7(2)(b)(ii) Section 48(1)(a) Section 7(2)(i)
RESOURCE MANAGEMENT AMENDMENT BILL - DIRECTION	Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). Protect information where making available would be likely otherwise to damage the public interest. Prevent the disclosure or use of official information for improper gain or improper advantage.	Section 48(1)(a) Section 7(2)(i) Section 48(1)(a) Section 7(2)(c)(ii) Section 48(1)(a) Section 7(2)(j)
MANA WHENUA DEVELOPMENT SUPPORT	Enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).	Section 48(1)(a) Section 7(2)(i)

This resolution is made in reliance on Section 48(1) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Sections 6 or 7 of the Act or Sections 6, 7 or 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above (in brackets) with respect to each item.