

UNLOCKING THE POTENTIAL OF ROTORUA

Rotorua Lakefront Development



www.rotorualakescouncil.nz



Application for Funding



Proposal Name: Rotorua Lakefront
Applicant: Rotorua Lakes Council
Address: 1061 Haupapa Street, Rotorua
Contact Details: Jean-Paul Gaston
027 655 4415
jean-paul.gaston@rotorualc.nz
Principal Role of Organisation: Local Government
Location/Region: Toi Moana/Bay of Plenty – Surge Region
Partners: Ngāti Whakaue, Pukeroa Oruawhata Trust, Te Arawa Lakes Trust

Steve Chadwick – Mayor

Signature

Geoff Williams – Chief Executive

Signature

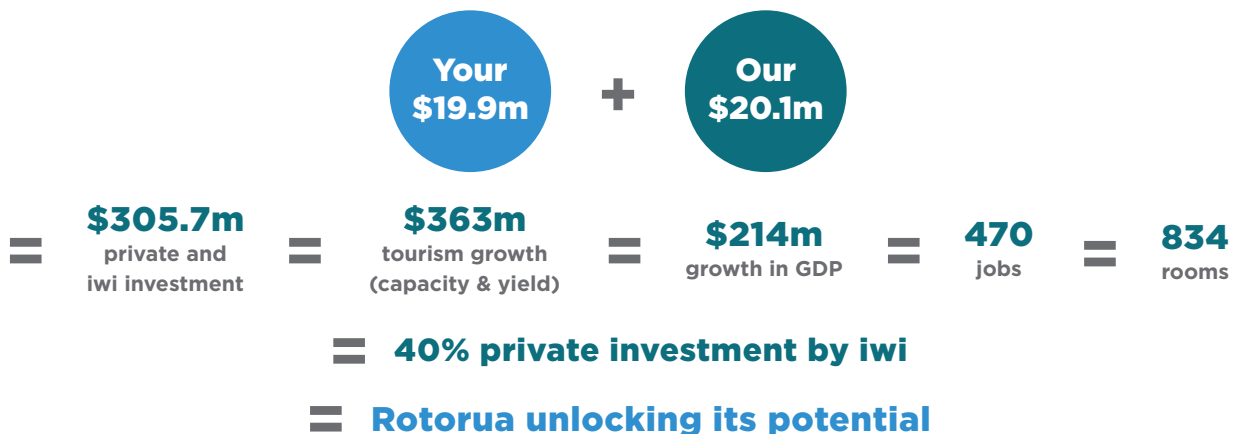
“ We need your help, to be the tourism portal to the North Island regions and the authentic Maori cultural capital of New Zealand. Share in our vision – Tatau Tatau, We Together. ”

Steve Chadwick, Mayor, Rotorua District



Investing in Rotorua for current and future generations

- > Investment funding is being sought from central government so that Rotorua can accelerate the development of the Rotorua Lakefront and enhance the region as a premier tourism destination.
- > Government funds will be complemented by our own ratepayer funds, iwi and private investment to develop new attractions, improve accommodation options and create hundreds of new jobs.
- > Central to this project is a commitment to partner with Te Arawa, to create sustainable economic growth and jobs for iwi.
- > Rotorua is located within a surge region and this project aligns with all objectives of the Provincial Growth Fund.



Executive Summary



Rotorua Lakes Council has aspirations to develop our Rotorua Lakefront to a world class standard and **seeks \$19.9m from the Provincial Growth Fund** to match our own investment of \$20.1 million so that we can develop the amenity and deliver transformational outcomes for the city and the wider region.

This is a **'surge region'** public amenity project that is **'investment ready'** following ten years of preceding work. Throughout this period, we have consulted widely with all stakeholders including iwi, our wider community and our regional partners, and we have **100% support for this PGF application** based on the outcomes your funds will enable.

Your investment will catalyse a number of positive and **significant economic and social outcomes**. Private and iwi landholders around the lakefront have signalled that they are **ready to invest \$305.7 million** into accommodation and attractions once the lakefront project has been started, with **470 jobs to be created** for the people of Rotorua, particularly Māori. New food and beverage offerings will emerge, and there will be opportunities for more events, improved **social engagement and cohesion**, and cultural and civic pride.

The economic flow-on effect for our highly-valued tourism sector will be **that tourists stay longer, spend more and tell others**, plus we'll be in a position to attract the **higher-yield tourists** who are currently bypassing Rotorua in favour of other higher-end offerings. **New accommodation** will also give much needed relief from the capacity crunch that is looming as more and more people come to Rotorua on the back of New Zealand's tourism success.

Rotorua's social situation means **we can't deliver this vision on our own**. While we are a bold city, we are **not a rich city** and we present with the troubling paradox that Māori, as the major cultural drawcard for the region for over 130 years, are overly-represented in all social deprivation indices. This situation is not good enough, and by working together in support of mana whenua, **Māori assets can be better leveraged**, and more meaningful and **sustainable jobs created**.

In Rotorua, our approach is one of **tatau tatau 'we together'** and it is for that reason we submit this Business Case and make this application to you.

“ Our Te Arawa Lakes are indeed an attraction for locals and tourists alike and we are pleased that under the leadership of the Rotorua Lakes Council we will see developments that will showcase Lake Rotorua, our community, our natural habitats and our culture. ”

Sir Toby Curtis, Te Arawa Lakes Trust



“ It is clear that this is a Council with a bold vision, a strong leader and a desire to lead the way in cultural partnerships and expression. ”

Sir Bob Harvey, Chair Lakefront Strategic Advisory Group



“ The partnership approach will allow for the uplift and step change that is needed for Rotorua's tourism experience to continue to innovate and change, for the betterment of Rotorua and New Zealand. ”

Malcolm Short, Chairman, Pukeroa Lakefront Holdings Ltd



Investment Philosophy



The following principles were developed in collaboration with our partners:

Tatau Tatau

“We together”

Collaboration at every level of decision making; governance, management, planning.

Kia rangatira ai te mahi

“To master the process” “Do this work very well”

Quality collaboration, Quality planning, Quality development opportunities, Quality infrastructure.

Whakahaumakotia, whakamanahia te mauri me te wairua

“Enriched life force and spirit”

Respect for the whenua. Positive, sustainable, long-lasting social and environmental outcomes.

Āheinga mahi

“Sustainable and long-lived positive social outcomes through employment”

Create employment for the people of Rotorua, particularly our Māori youth.

Kia āhei ai te haumitanga me te whai rawa

“Sustainable and long-lived commercial returns from investment opportunities and commercial developments”

Create commercial returns for the people of Rotorua and the wider region.



Proactively released



“ Nāku te rourou nāu te rourou ka ora ai te iwi.
With your basket and my basket the people will live. ”

Numbers you should know



Tourism

+	-
4th most visited place in New Zealand by international visitors	60th for average spend per international visitor
4th highest number of guest nights in New Zealand	Lowest hotel average daily rate of the seven Project HAP focus regions
6th most guest nights per capita	No investment means a projected shortfall of 354 hotel rooms in 2025
	1980s and 1990s - the date that the majority of Rotorua's existing accommodation stock dates from
	1 only - the number of additions to the Rotorua hotel market in recent years (that being the 36 room Quest Serviced Apartment Hotel completed in 2012)

“ It is clear that tourism in Rotorua is at a cross-roads and decisions about the future vision and strategic direction (and associated investments and initiatives) have to be made very soon if the goal of achieving a net increase in the value of tourism by NZ\$350m over the next decade is to be delivered. ”

Professor Terry Stevens

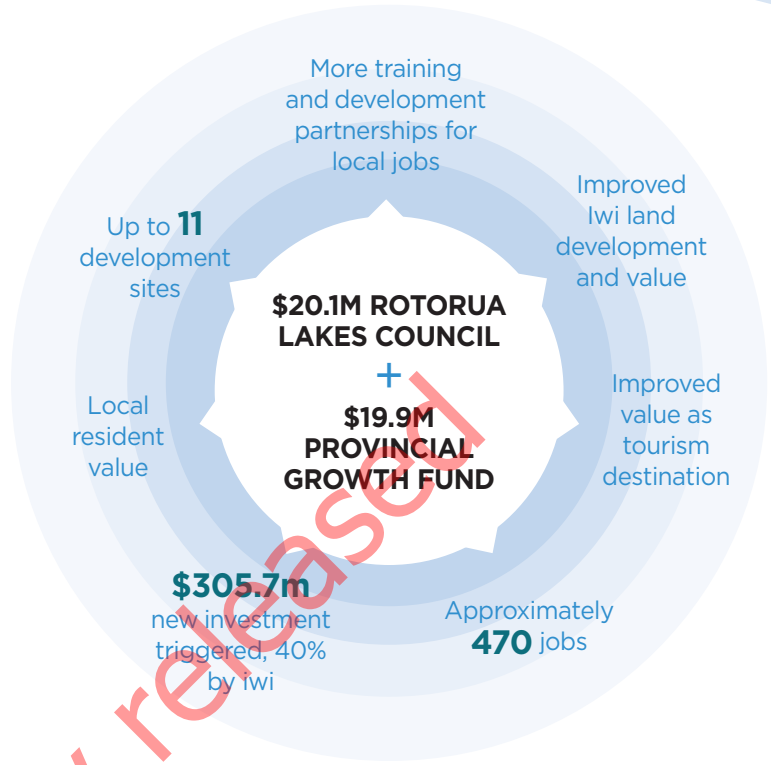


Social

- > **7.8%** of the working age population are receiving the Job Seeker Support benefit, 57th worst in New Zealand
- > **50%** of people live in areas with high socio-economic deprivation, 54th worst in New Zealand
- > **69%** of Māori compared with **37%** of non-Māori in Rotorua live in areas with high socio-economic deprivation.



The rationale for the development of the Rotorua Lakefront is to trigger private and iwi investment in accommodation and attractions on neighbouring sites. This will result in improved accommodation capacity at the higher yield end of the tourist market, creating an environment to support a range of improved food and beverage options, better attractions and events, and improved social value and civic pride for local residents. These investments (40% expected from Iwi) will create more jobs (including sustainable jobs for Māori). Iwi entities are expecting to protect up to 25% of jobs for iwi. On a macro level the investments will also lead to higher wages and increased household consumption for the whole Rotorua community, contributing to an overall increase in GDP for the local and regional economy.



“ I formally advise that at our board meeting, Ngāti Whakaue Tribal Lands confirmed our design to invest in the construction of a commercial building within the concept design. ”
Ray Morrison, General Manager, Ngāti Whakaue Tribal Lands




“ Both sites have huge potential to attract quality tenants from outside of Rotorua. However, each time I have a conversation with a potential new tenant, the quality of the adjacent public spaces is frequently part of the discussion. ”
Tony Bradley, Director, TPB Properties



“ Rotoma No.1 Incorporation is currently waiting on the public investment before undertaking a large-scale development of our own within the Rotorua city centre. Our development involves constructing an exclusive commercial property, investment of at least \$20 million and is anticipated to create approximately 50 jobs post development. ”
Neville King, CEO, Rotoma No.1 Incorporation





 PROVINCIAL GROWTH FUND OBJECTIVES	ROTORUA LAKES COUNCIL <small>Te kaunihera o ngā roto o Rotorua</small> OBJECTIVES	 INVESTMENT PHILOSOPHY	MACRO OUTCOMES SOUGHT
Lift productivity potential of the region. Build resilient communities.	To unlock our tourism productivity potential by adopting a destination management focus.	Tatau Tatau “We Together”. Kia rangatira ai te mahi “To master the process do this work very well”.	<ul style="list-style-type: none"> Increasing tourism spend across all indicators making the local tourism industry more resilient. Closing the yield gap on other NZ tourism cities. Creating a destination which celebrates our unique cultural value proposition.
Enhance economic development opportunities. Build resilient communities.	To catalyse sustainable economic development opportunities by leveraging destination management outcomes.	Kia āhei ai te haumitanga me te whai rawa “Sustainable and long-lived commercial returns from investment opportunities and commercial developments”.	<ul style="list-style-type: none"> Creating an enabling eco system for all. Creating a public domain which acts as the anchor tenant for capitalising commercial developments. Maximising the projected growth in GDP.
Boost social inclusion and participation. Build resilient communities.	To boost social inclusion and participation and civic pride so that everyone benefits and no-one is left behind.	Whakahaumakotia, whakamanahia te mauri me te wairua “Enriched life force and spirit”. Āheinga mahi “Sustained and long-lived positive social outcomes through employment”.	<ul style="list-style-type: none"> Providing high quality public space that the community is proud of and visitors talk about, aspirations contribute to be New Zealand first bi-lingual city. Closing the gap on social deprivation, ensuring the entire community shares in the benefits of this journey.
Enable Māori to reach full potential. Build resilient communities.	To increase utilisation and returns for Māori from their asset base, and enable Māori to reach their full potential.	Tatau Tatau “We Together”. Āheinga mahi “Sustained and long-lived positive social outcomes through employment ”.	<ul style="list-style-type: none"> Catalysing public and iwi investment to better leverage the economic opportunities of settlement assets. Unlocking jobs by iwi for greater opportunities for Māori employment.
Create sustainable jobs . Build resilient communities.	To create sustainable jobs that build resilience and result in less residents living in deprivation.	Āheinga mahi “Sustained and long-lived positive social outcomes through employment”.	<ul style="list-style-type: none"> Increase in jobs and training to the region (to be delivered by local education providers) with jobs going to locals first. Leveraging social procurement across Council developments.
Meet New Zealand’s climate change targets and sustain natural assets .	To enhance the health and well-being of the environment and our relationship with it.	Whakahaumakotia, whakamanahia te mauri me te wairua “ Enriched life force and spirit ”.	<ul style="list-style-type: none"> Promoting commercial activity that supports the environment. Extending national cycleway linking urban areas with our lakes, forests and places of cultural significance and promoting carbon neutral transport methods.

Project Objectives and Business Need



DESCRIPTION	OBJECTIVE	NEED
<p>Stage 1 - Open lawn, headland terraces, timber boardwalk, walkways, cycleway, piers and shelter</p> <p>Stage 1a - Concrete and grassed terraces, timber boardwalk piers, walkways and tukutuku bridges</p>	<p>To create an attractive boardwalk which connects the piers anchored on the western and eastern ends of the lakefront. This includes Tukutuku bridges which highlight the relationship between the land and lake.</p> <p>Attractive landscaping and lake edge treatment which will complement surrounding private developments including the Spa development currently being built on the Lakefront.</p>	<ul style="list-style-type: none"> • More impact to complement adjacent spa site and future commercial development • Safer access • Cultural acknowledgement and story telling
<p>Stage 2 - Roothing, car parking, covered shelters</p>	<p>To create additional parking for visitors to the lakefront, and enhance the viewshaft from Eat Street through to proposed commercial developments on the lakefront.</p>	<ul style="list-style-type: none"> • Better integration between lakefront and Eat Street • Improved amenity • Diversified activity • More parking
<p>Stage 3 and 3a - Walkway and playspace, roading, car parking and promenade paving</p>	<p>To create a play space which recognises the cultural significance of the area, and provides a landscaping platform to capitalise private investment on the reserve.</p>	<ul style="list-style-type: none"> • Commercial activity (F&B) to activate the lakefront day and night • Play space which highlights cultural significance of the area • Better integration between lakefront and Eat Street • Improved amenity • Opportunities for mana whenua investment • Diversified activity and higher quality concessions
<p>Stage 4 - Visual connections from CBD, car parking and promenade paving</p>	<p>To provide better parking solutions and paving which better connects the lakefront and the city.</p>	<ul style="list-style-type: none"> • Improved amenity supporting surrounding private developments • More parking and better link to proposed future hotels • More events
<p>Stage 5 - Car parking and promenade paving, Wharewaka, site for commercial building</p>	<p>To provide a link to the Ohinemutu village which supports the aspirations of the village, and provide an area near the rowing club to support activation of water sports including Waka ama. A key part of this stage is also delivery of the new upgraded Wharewaka, and opportunity for commercial building investment.</p>	<ul style="list-style-type: none"> • Opportunities to create better link to Ohinemutu • Unlocking community water sports area (rowing and Waka ama) • Wharewaka which better celebrates Te Arawa Waka and Te Arawa Tangata • Commercial building to combine operators, F&B opportunities
<p>Improved overall amenity</p>	<p>Improved public amenity to highlight the cultural significance of the area, and increase opportunity for commercial investment on surrounding sites.</p>	<ul style="list-style-type: none"> • Quality public amenity which celebrates our cultural identity • Quality infrastructure and amenity to unlock commercial opportunities on surrounding sites



The concept plan has been developed with partners with award-winning landscape architect, Isthmus and a cultural design consultant.



Proactively released

Layout. Masterplan Rationale

Isthmus.

<p>Key moves:</p> <ul style="list-style-type: none"> 1. relocate parking 2. remove memorial drive link 3. relocate wharwhaka 4. provide 2000m² of building 5. construct public boardwalk 	<p>Key activities:</p> <ul style="list-style-type: none"> a. boating and water sports b. commercial zone c. events and markets d. active open space and play e. passive recreation
---	--

Future Development Site
Potential Purchase of Boat Mooring

Future Hotel Site

Future Spa

Lakefront Redevelopment | Rotorua Lakes Council | 22 July 2020

Stakeholders. Adjacency and Response.

Isthmus.

Ohinemutu - the village

The line drawn between Ohinemutu and Matarua provides a direct connection along the bay. The boardwalk emphasizes the connection between the land and water and our relationship to it. Flanking it over the shoreline allows space for the overlap of water and land, memory of previous shorelines and direct connection to the water allowing respectful adjacency to the change and natural landscape.

The Ohinemutu village provides a new entrance directly adjacent to the civic plaza space. The entrance aligns with the new Wharwhaka building creating an Arua, a gathering space for residents and visitors. The entrance will create a new gateway for Ohinemutu, the gateway formed from the coverage of the existing Wharwhaka, further strengthens the connection between the village and the new Wharwhaka.

The design allows for a potential commercial look within the Waika Arua building for ticketing entrance or tours through Ohinemutu. It is also home to table and change facilities which support the warming area and jumping platform located off the future boardwalk.

Commercial operators and future restaurants and cafe

Two proposed building footprints have been established within the existing headland footprint. The larger building, sitting at 1000m², is proposed for retail and cafe facilities, while the smaller building at 500m², is intended for commercial operators and ticketing adjacent to the commercial zone. The buildings frame views across the lake to Lakeside Island from the core plaza and have a direct connection to the activity space. The location allows for a seamless interface between plaza and restaurant/cafe facilities during community events but offers flexible dining separated from the plaza for high-end dining experience. The restaurant will be grounded to the headland but a decking area floating above the lake edge offers a connection to the water. Dining is envisaged to be located on the northern edge with views over Lake Rotomua and to Lakeside Island.

The existing commercial zone requires a future upgrade but remains in its current location, a new extension will support the Lakeside Queen and Kawarau Jet to provide a single connection to the land and allow the new boardwalk to reclaim the headland as a public space. Vehicle through movement allows for easy vehicle access, including food truck and retailing trucks to the existing pier and proposed restaurant and ticketing building.

Lakefront Redevelopment | Rotorua Lakes Council | 22 July 2020

Full concept design report can be found in Appendix 1



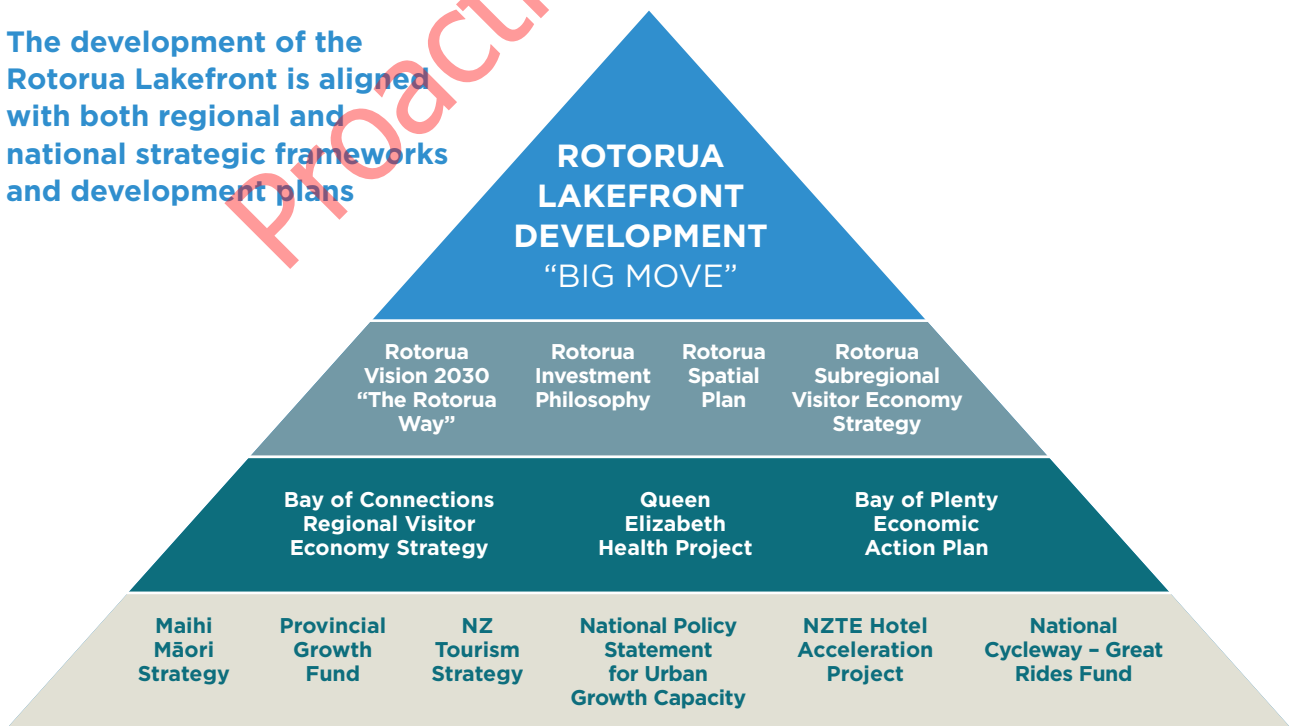
Investment by the Provincial Growth Fund will deliver these additionality benefits:

- > New hotels on the lakefront - to be at the higher yield (4.5* plus) end of the market where capacity is currently being squeezed
- > New accommodation (apartments) and commercial buildings in the lakefront precinct and CBD area
- > New restaurants and improved night-time activity at the Lakefront
- > Better leverage of Māori assets and increase of the asset base for iwi beneficiaries
- > Improved sustainable jobs for Rotorua residents, particularly Māori by partnering with iwi who will ensure up to 25% of jobs across their developments are allocated to their own
- > New capability building opportunities for mana whenua (new entry through to Governance) leveraged through partnerships with national and global tourism organisations
- > Flow on social benefits through civic pride and social opportunities
- > More events and attractions
- > A more sustainable and resilient tourism offering
- > A more equitable community with higher yield tourism benefits triggering economic flow on effects that will improve the social situation for Rotorua, particularly for Māori

“ The lakefront development, with its strong cultural focus, will create up to 80 jobs within the spa development alone. ”
Malcolm Short, Chairman, Pukeroa Lakefront Holdings Ltd



The development of the Rotorua Lakefront is aligned with both regional and national strategic frameworks and development plans



Regional Benefits



“ The Big Moves developments have been identified as key priorities through the development of the Regional Visitor Economy Strategy and will bring a significant benefit to the sub-regional and wider tourism sector across the Bay of Plenty. ”

Doug Leeder, Chair, Bay of Connections



TOI-OHOMAI
Institute of Technology

“ The two Big Move projects being undertaken by Rotorua Lakes Council align significantly with Toi-Ohomai’s strategic direction and institutional objectives. ”

Dr Leon Fourie, CEO, Toi-Ohomai Institute of Technology

“ This project has the potential to achieve transformational economic, social and cultural outcomes for our rohe (region) and people. ”

Te Taru White, Chair, Te Tatau O Te Arawa



“ Through the Visitor Economy Strategy, we have identified key tourism projects at a regional and sub-regional level which will act as catalysts for further growth, and just as importantly, support the future stability of the industry. Importantly the strategy supports Rotorua Lakes Council’s key “Big Moves” projects; one in the forest, and the second at the lakefront, As per the core purpose of the Visitor Economy Strategy, they will both achieve significant benefit for Rotorua, and the wider Bay of Plenty.

We have proved that when a region works together, it can achieve great things. To everyone that has been involved, thank you for your time and effort in making this regional visitor strategy a reality. ”

Graeme Marshall, Deputy Chair Bay of Connections



“ The development of a five-star hotel and Wai Ariki Hot Springs and Spa on our lakefront land will not only further increase the asset base for iwi beneficiaries but many jobs will be created in the community. ”

Malcolm Short, Chair of Pukeroa Oruawhata Group





The lakefront project is part of a series of key projects and Big Moves outlined in Vision 2030 ‘the Rotorua Way’. All are being worked on concurrently and holistically to deliver positive outcomes for the city and the wider region.

1 A revitalised city centre (largely completed)

A vibrant and exciting inner city is a major factor in attracting people, activities, events and development to the district.

- a. Eat Street
- b. City Markets
- c. Sir Howard Morrison Performing Arts Centre
- d. Te Aka Mauri Children’s Health Hub and Library
- e. Te Manawa Central City
- f. I-site development

3 An integrated transport network

Simple and more integrated public transport networks for Rotorua mean we can continue to participate fully in the lifestyle we enjoy.

- a. Urban Cycleway Network
- b. Te Ara Ahi National Cycleway
- c. Central City Corridor Development (with NZTA)
- d. Eastern Corridor Development (four-lane project with NZTA)

2 Enhancing the ring of reserves

When we create premier free and low-cost community spaces and places around our city, we enhance family-friendly destinations for locals and visitors to enjoy.

- a. Kuirau Park
- b. Sanitorium Reserve
- c. Rotorua Lakefront
- d. Rotorua Museum
- e. Aquatic Centre

4 A plan for future growth

When we ensure our land, housing and infrastructure are in the best condition to meet present and future needs, we increase the resilience and vibrancy of our communities and villages.

- a. Spatial Plan
- b. Housing Initiatives
- c. Sports Facility Upgrades

5 Initiatives for an enhanced environment

Our commitment is to enhance and celebrate the environment...

- a. New Rotorua Waste Water Treatment Plan
- b. East Rotoiti-Rotomā Waste Water Scheme
- c. Whakarewarewa Forest
- d. Rotorua Urban Stormwater Upgrade

Consultation on the funding level is complete and was undertaken through the Long Term Plan process in 2018. To enable the masterplan, Council has commenced consultation on changes to the Reserve Management Plan and this will be complete by October. Consultation will continue to occur through the detailed design process with key stakeholders.



- 1** | A general disconnect between the city centre and the lakefront, with the lakefront remaining in a timewarp with a food and beverage offering that is weak and no nightlife to speak of.
- 2** | A disjointed pier not fit for purpose for current and new operators.
- 3** | A visual lack of diversity, no storytelling, cultural recognition of the place setting or modern features. Tired and dated street furniture.
- 4** | A stock standard playground that does not meet current play styles or cater for a variety of ages.
- 5** | A lakefront that is dominated by vehicles instead of prioritising people.
- 6** | The Rotorua Soundshell building and café has been deemed earthquake prone and has been closed for some time. As a result the southern end of the lakefront looks tired and uninteresting.
- 7** | Temporary transportable prefabs that house the ticketing operators creating a transient feel.
- 8** | Few activity generators to draw people from the city to the lakefront.
- 9** | Extensive and unnecessary grass areas contributing no real character.
- 10** | Damage to the lakefront edge caused by the lake level rising during storm events in 2017 (with limited remedial work being undertaken to resolve).
- 11** | A lack of any significant cultural interpretation at a time when tourists are actively seeking authentic and original cultural experiences.

Why the project has not been done before?

- > **Partners not aligned**
- > **Affordability**
- > **Awaiting private investment**



“ Unfortunately the current facilities and lack of investment of the years mean our lakefront area is tired, dated, with limited visitor flow and in some areas quite embarrassing for a premier tourist city. This has created stagnate growth of limited private investment with little or no new business creation and limited areas for local community engagement. ”

Craig Hammond, General Manager, Lakeland Queen Cruises

Local Support – Tatau Tatau



The key to the success of the lakefront development is Council's ability to partner between the public, private and iwi realms to deliver projects of longevity and quality.

Because the Lakefront Project has been ten years in the making, we have initiated many positive conversations and attracted the support of these entities:

	<p>The Lakefront land is owned by the Crown and managed by Council and co-managed in accordance with the Gifted Reserves Protocol with Pukeroa Oruawhata Trust (on behalf of Ngāti Whakaue).</p>	
	<p>TPB Properties</p>	
		<p>TOI-OHOMAI Institute of Technology</p>
		<p>Property Council New Zealand </p>
	<p>Letters of Support can be found in Appendix 3.</p>	



“ The Gifted Reserves Protocol Committee was a key partner in the development of the Rotorua Lakefront concept design in 2006-2009 and again in the recently amended concept plan in 2017 to 2018. ”
Malcolm Short, Chair, Pukeroa Oruawhata Trust

“ The projects are founded on the notion of “Tatau, Tatau” and will be developed and delivered in partnership with mana whenua. ”

Te Taru White, Chair, Te Tatau O Te Arawa



“ We have consulted with key stakeholders and gained endorsement on our development aspirations which include Ngāti Whakaue Tribal entities, Ngāti Whakaue claimants pursuant to the Lakefront Reserve claims process (Wai1883). ”
Ray Morrison, General Manager, Ngāti Whakaue Tribal Lands

“ On behalf of Te Arawa Lakes Trust I confirm our organisations support for the Lake Front Development project. ”

Sir Toby Curtis, Te Arawa Lakes Trust



“ Tēnā koutou e te kōmiti whakahaere koutou e pikauhia nei e ngā wawata, me ngā whakaaro e whakakotahi mai te kauniherao Rotorua, ngā iwi o Te Arawa, me ngā pākihi whānui kia eke Tangaroa, kia eke panuku ai tātou katoa. This is in support for the Provincial Growth Fund application from Rotorua Lakes Council. ”
Neville King, CEO, Rotoma No.1 Incorporation

“ The concept plans sited and the consultation to date indicates that council recognise the importance of the waka. ”

Laurie Durand, Trustee, Te Arawa Waka Taua



Wider Benefits





Matched PGF funding will provide a 38% increase in public and private construction value, and tourism spending.

Information in the table below is derived from the Economic Impact Assessment completed by NZIER and Colliers. The approach to estimating tourism spending is based on hotel capacity increase from the

proposed developments, which excludes spending patterns of people staying in existing commercial accommodation, private accommodation and day visitors to Rotorua. For this reason we believe the tourism impact could be larger. The table below summarises the overall impact of securing the PGF funding based on both the economic metrics, and the impact on delivery.

Economic Options Analysis Total cumulative impact out to 2030; Net Present Value

	 ROTORUA LAKES COUNCIL <small>Te kaunihera o ngā roto o Rotorua</small> SCENARIO <small>(WITHOUT PGF FUNDING)</small>		 ROTORUA LAKES COUNCIL + PGF <small>Te kaunihera o ngā roto o Rotorua</small> SCENARIO <small>(WITH PGF FUNDING)</small>		IMPACT WITH PGF FUNDING
Timescale for public construction project	8 years		3 years		Project delivered 5 years earlier, bringing forward private investment and tourism benefit
Public Construction	\$15m		\$35m		Additional \$20m in public construction
Private and Iwi Investment	\$118m		\$242m		Additional \$124m in private construction
Impact on Tourism spending	\$109m		\$363m		Additional \$254m of value in Tourism spending
Economic Impact	Consumption	\$41m	Consumption	\$146m	Additional \$105m
	Exports	\$26m	Exports	\$248m	Additional \$222m
	GDP	\$63m	GDP	\$214m	Additional \$151m
Total cumulative Jobs out to 2030	238 Construction + 39 per annum for tourism		371 Construction + 96 per annum for tourism		Additional 190 jobs
	277		467		

Source: Economic Impact Assessment, NZIER, Colliers.

The table above confirms the view that the scenario of combining the Long Term Plan funding with the PGF funding, over the projection to 2030 will contribute to significantly greater economic outcomes for Rotorua.

Cost Breakdown



Total project cost breakdown

Rotorua Lakes Council in partnership with iwi stakeholders has been investing in the development and plans for both Big Move projects for over a decade and has contributed over \$1million to date (excluding capital expenditure) to get this project to its current state of readiness.

The project development has been broken down into three stages:

- > **Phase 1 Research and Investigation** - Including concept design, developing design guidelines, inner city revitalisation strategy development and public consultation. Fully funded by Rotorua Lakes Council
- > **Phase 2 Business Case Development and Detailed Design of Stage 1 and 1A** - Including Economic Impact Assessment, engaging project management professionals, cultural design consultant and developed design and detailed design of first stages. Part funded by the PGF.
- > **Phase 3 Construction and Implementation** - All stages, over three years, forms this application, requesting 50/50 funding of PGF and Rotorua Lakes Council already approved match funding.



“ If things had been different, our Trust would look to support this project. Regrettably we are confined to supporting causes of a charitable nature and additionally we are committed our support to the Sir Howard Morrison Performing Arts Centre and restoration of the Rotorua Museum. We will not have the funds available over the next few years to make a contribution to the Big Moves completion. ”

Tony Gill, Trust Manager, Rotorua Energy Charitable Trust

Total funding sought from PGF: \$19.9 million

Type of funding sought: Grant

Description and breakdown of funding sought from elsewhere and what funding has been committed:

Council has positive and enduring relationships with multiple funders including BayTrust, Rotorua Energy Charitable Trust, NZ Charitable Trust, Francis Moss Boord Trust, Ngāti Whakaue Endowment Trust and the Wright Family Foundation.

These funders all have stated that they support social outcomes over economic outcomes and so they have opted to support other Rotorua projects such as community events and charity organisations.

Unfortunately, projects like the lakefront does not fit into their mandate due to its scale, complexity and ultimately, the economic drivers which primarily underpin it.

Details of ongoing costs and financial viability:

Match funding was approved for the lakefront project in the Long Term Plan (LTP). This funding is set to occur from years 1 – 8, however should match funding

from the PGF be confirmed then this will be brought forward and delivered over 3 years.

Despite the increase in debt (\$55.9m) proposed in the Long Term Plan, the Council will still maintain on average 83% equity in our asset base during the 10-year Long Term Plan period. Further even with the inclusion of the new debt we are still expecting to meet our debt limits as per the metrics below:

- > Net debt to Total Revenue 186.5% against a limit of 225%
- > Net interest to total revenue 8.9% against a limit of 20%
- > Net interest to Annual Rates Income 11.47% against a limit of 25%

This comfort is further reinforced by the Council's retention of an AA- rating with Fitch ratings despite the additional debt proposed in the LTP.

Required timing of costs: 3 years

Maintenance costs and funding sources:

Ongoing maintenance of the asset will be funded through the Council's operations and capital renewals budgets.

Cost Breakdown



PHASE 1 - RESEARCH AND INVESTIGATION	TOTAL	RLC	PGF
Various pieces of work undertaken to ensure all the background work for this project was undertaken including, urban design guidelines, concept design, options analysis and exploring a development company, market assessment, economic impact strategies, engagement and consultation and data purchasing and analysis.	\$641,350	\$641,350	\$0
Sub-total	\$641,350	\$641,350	\$0

COMPLETED

PHASE 2 - BUSINESS CASE DEVELOPMENT AND DETAILED DESIGN OF STAGE 1	TOTAL	RLC	PGF
Taking the project to the next step including, developing the business case, undertaking economic impact assessment, engaging a project management professional, topographical survey, civil and engineering design, engaging cultural design consultant, completing communications and engagement plan, brand development and setting up clear governance structure.	\$919,300	\$533,800	\$385,500
Sub-total	\$919,300	\$533,800	\$385,500

UNDERWAY

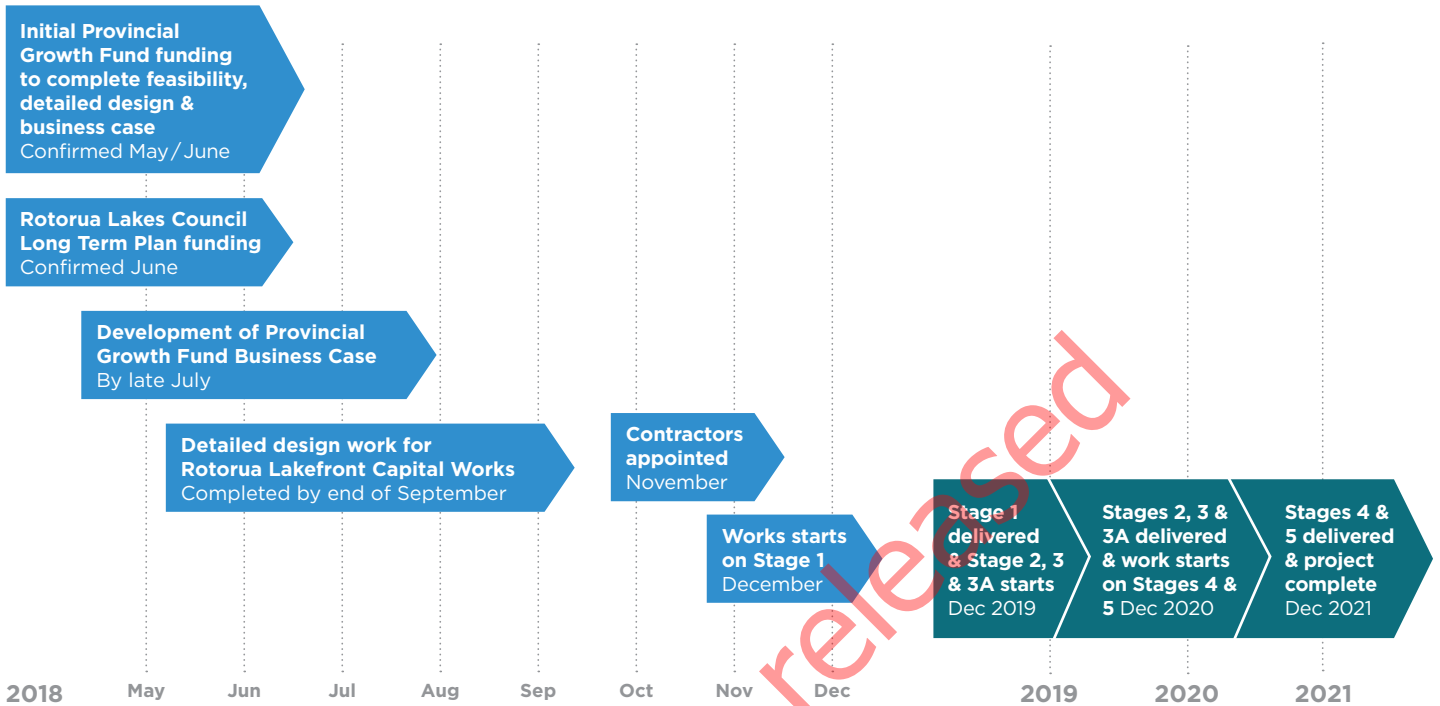
PHASE 3 - CONSTRUCTION AND IMPLEMENTATION	TOTAL	RLC	PGF
Stage 1 - Headland terraces, timber boardwalk, walkways, cycleway, piers and shelter	\$7,902,000	\$3,970,755	\$3,931,245
Stage 1A - Terraces, boardwalk, tukutuku bridges	\$8,908,000	\$4,476,270	\$4,431,730
Stage 2 - Car parking and covered shelters	\$2,817,000	\$1,415,543	\$1,401,458
Stage 3 and 3A - Walkway and playspace, promenade paving, public toilets	\$13,855,000	\$6,962,138	\$6,892,863
Stage 4 - Car parking, promenade, event infrastructure	\$1,806,000	\$907,515	\$898,485
Stage 5 - Connections to Ohinemutu, Wharewaka, Waka ama area, site for commercial building (but not including)	\$4,712,000	\$2,367,780	\$2,344,220
Sub-total	\$40,000,000	\$20,100,000	\$19,900,000

Source: Quantity Surveyor Report, Aecom, see Appendix 2.

SUMMARY	TOTAL	RLC	PGF
Total Phase 1 - Research and Investigation	\$641,350	\$641,350	\$0
Total Phase 2 - Business Case Development and Stage 1 Design	\$919,300	\$533,800	\$385,500
Total Phase 3 - Construction and Implementation	\$40,000,000	\$20,100,000	\$19,900,000
Total % Overall Split		51.19%	48.81%

A full cost analysis undertaken by Aecom is in Appendix 2.

Timing



Impact on Balance Sheet

To deliver the projects in the Long Term Plan the Council was required to increase their debt ceiling from 175% of revenue to 225%. Over the 10-year period of the Long Term Plan the Council is proposing to deliver a total capex programme (renewals and new assets) of \$486.937 million dollars, increasing debt by \$55.9 million. If the Council was required to cover the full \$40 million-dollar cost of the lakefront, it would form 12% of all debt proposed. For this reason, the

Council committed only \$20.1 million in the Long Term Plan with an expectation that the remaining is sought from external funders or the scope is changed.

While the additional debt can be perceived negatively Council's retention of an AA-rating with Fitch ratings for the last three years running provides comfort in the financial stability of the Council.

“ The council's financial management is a strength, with long-term projections consistent with local peers and well above similarly rated international peers. Rotorua Lakes Council has addressed previously weak performance through a mix of restructuring, expense cuts and revenue increases. ”

Raffaele Carnevale, Senior Director, Fitch Ratings



Project Management Plan

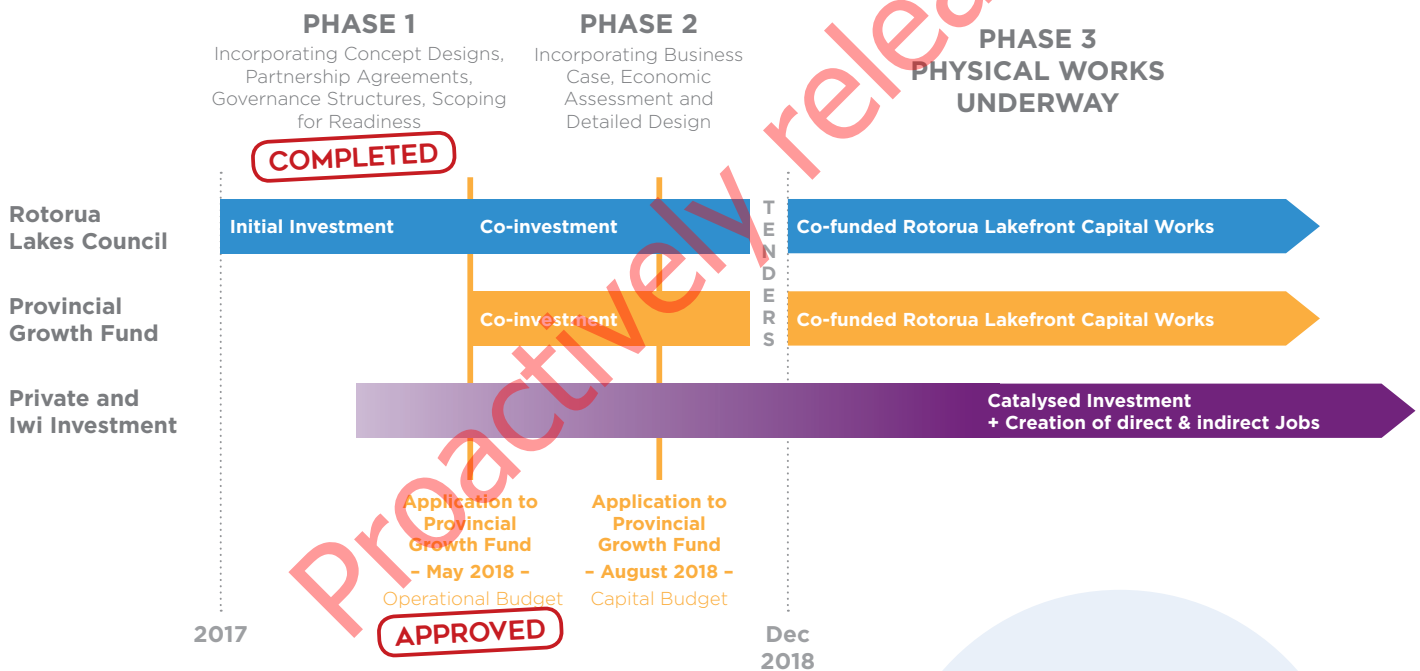


Project Plan

With support from the Provincial Growth Fund in June, Rotorua Lakes Council contracted project management services from Veros Property Services. Following good practice and management we have available:

- > Project management plan
- > Detailed programme
- > Project status reports
- > Minutes of Strategic Advisory Group, Steering Group and project team meetings
- > Stakeholder and engagement plan
- > Communications plan
- > Procurement plans

Timeline



We confirm the project plan has been independently developed with assistance of project management professionals **Veros**.

Project Management Plan



Governance arrangements

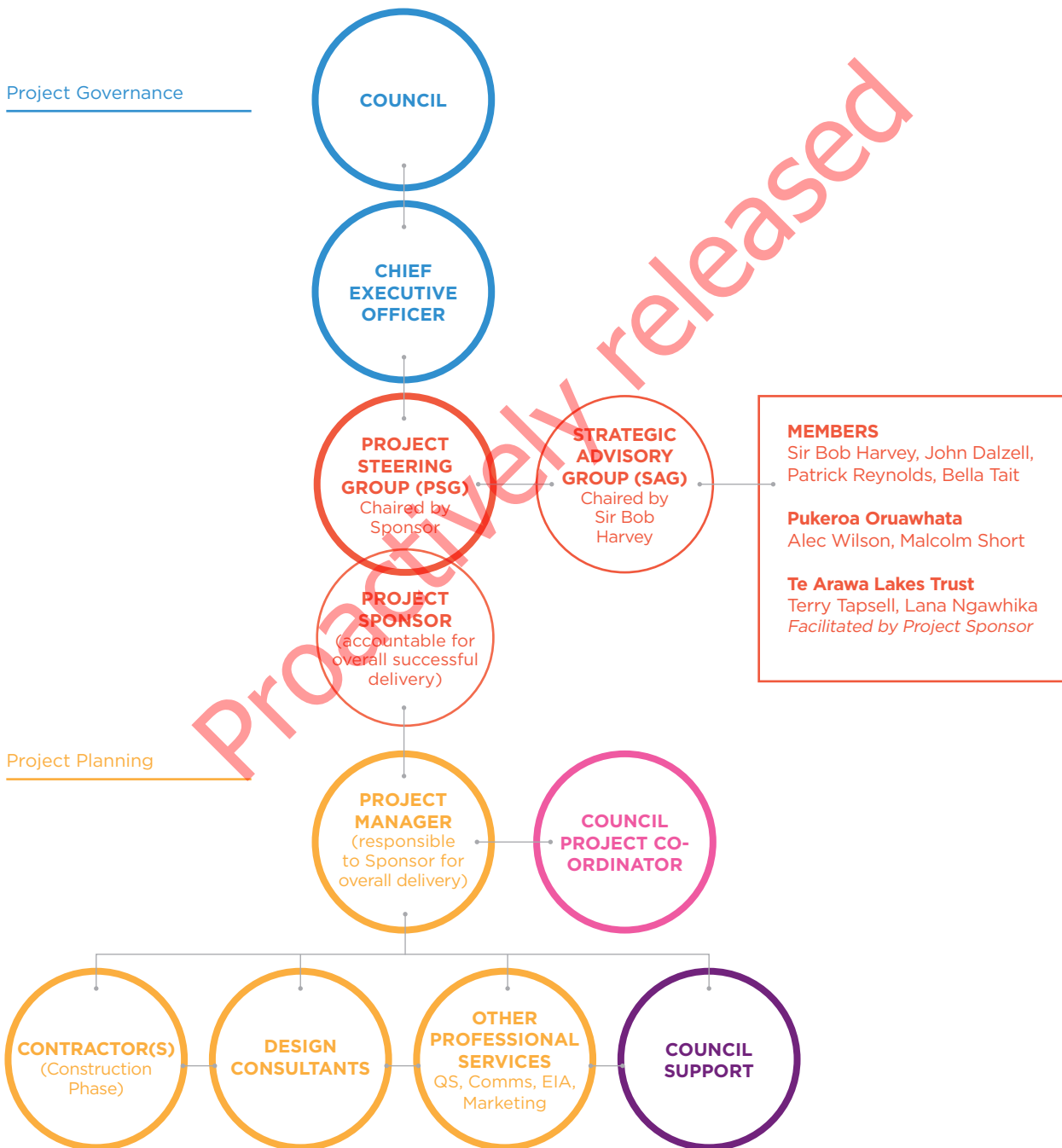
Rotorua Lakes Council recognises and acknowledges the importance of having robust governance processes in place to ensure probity and effectiveness in achieving our respective and aligned goals. Our governance structure and the reporting arrangements for this project are as follows:

DELIVERY

DIRECTION

Project Governance

Project Planning



Project Management Plan



Project delivery gates

We are now at the end of Toll Gate 2, with the Business Case approved by Council and awaiting approval by the Provincial Growth Fund. Irrespective of that outcome, we are moving into 3 Plan and the PGF results will determine the scale and speed at which we move into 4 Execute.



Proactively released

“ We acknowledge the leadership of Lakes Council with the inclusion of our own people into the planning and engagement process of the development which is why we enthusiastically support this project. ”
Sir Toby Curtis, Te Arawa Lakes Trust





The feasibility of this project can be broken into two domains as per below:

<p>Public Domain: The pre-feasibility for the public domain was conducted as part of preliminary developed design for the Rotorua Lakefront project. This involved engineers, landscape architects and project managers testing assumptions and finding solutions. This will continue through the detailed design process (stage 1 expected to be final in September), which will involve consenting and other rigorous engineering and architectural assessments.</p>	<p>Private Domain: Council provided Colliers with a list of private development assumptions expected to be capitalised from the Lakefront development. The feasibility assessment completed by Colliers on these assumptions determined that they were plausible. This message is further reinforced in the letters of support from iwi partners and local developers.</p>
<p>Council has also engaged Veros to provide feasibility advice and guidance on attracting a private developer to build a commercial building on the lakefront. This will replace the RLC's current building footprints, which have been determined earthquake prone and outdated. Indication from iwi validate the feasibility of this development.</p> 	

Proactively released



“ We have been having ongoing dealings with commercial clients... the feedback from these people, particularly in the tourist/visitor related industries, is all in a similar vein – that the lakefront and forest experiences don't necessarily attract the quality of tenants or customers they are looking for and they are struggling to find a return on investment. ”

Mark Rendell, Manager, Colliers Rotorua Commercial



Risk Management Methodology

Council considers risk management to be an essential function in all areas of its business. The risks Council faces are grouped into three areas which are each managed separately – corporate risk, health and safety at work and project risk. For project risk this project has been assessed and identified as “complex” due to the scope of the project, number of stakeholders and level of funding. For this reason a dedicated Steering Group has been established to regularly reviews project risk.

Council manages risks continuously using a process involving the identification, analysis, evaluation, treatment, monitoring and review of risks. It will be applied to decision making through all levels of the organisation in relation to planning or executing any function, service or activity. The framework is consistent with standard AS/NZS ISO 31000:2009.

Risk Register

Council has a sound risk methodology and strategy and the project manager maintains a detailed risk register that is updated, reviewed and monitored closely by the Steering Group.




The top key risks to this application are:

- Delays in construction due to availability of construction contractors** – Run a registration of interest process once PGF application is submitted with option of Early Contractor Involvement (ECI). Prepare tender documents should PGF be approved and commence public tender process as soon as possible.
- Loss of strategic partner** – Hold fortnightly governance meetings, stakeholder engagement strategy built and implemented, include a representative of each group in the governance group. Project sponsor to attend partner board meetings to provide face-to-face update to all members.
- Cost estimates increase beyond concept estimates as design progresses resulting in additional funding or scope reduction** – Cost analysis conducted at each stage, good change control (scope and budget management), clear Go/No go decision points.

Delivery Options



Full options analysis has been undertaken to understand which option will best meet the Council, partners and PGF objectives.

 PROVINCIAL GROWTH FUND OBJECTIVES	 ROTORUA LAKES COUNCIL <small>Te kaunihera o ngā roto o Rotorua</small> OBJECTIVES	 INVESTMENT PHILOSOPHY	Partial v Full		Fast v Slow	
			SS1: Deliver minor lakefront improvements as per LTP with \$20.1 million investment	SS2: Deliver full concept plans of lakefront with LTP and PGF investment \$40 million	IMP1: Staged over 3 years	IMP2: Staged over 10 years
Lift productivity potential of the region. Build resilient communities.	To unlock our tourism productivity potential by adopting a destination management focus.	Tatau Tatau “We Together”. Kia rangatira ai te mahi “To master the process, do this work very well”.	●	●	●	●
Enhance economic development opportunities. Build resilient communities.	To catalyse sustainable economic development opportunities by leveraging destination management outcomes.	Kia āhei ai te haumitanga me te whai rawa “Sustainable and long-lived commercial returns from investment opportunities and commercial developments.”	●	●	●	●
Boost social inclusion and participation. Build resilient communities.	To boost social inclusion and participation and civic pride so that everyone benefits and no-one is left behind.	Whakahaumakotia, whakamanahia te mauri me te wairua “Enriched life force and spirit”. Āheinga mahi “Sustained and long-lived positive social outcomes through employment.”	●	●	●	●
Enable Maori to reach full potential. Build resilient communities.	To increase utilisation and returns for Māori from their asset base, and enable Māori to reach their full potential.	Tatau Tatau “We Together”. Āheinga mahi “Sustained and long-lived positive social outcomes through employment.”	●	●	●	●
Create sustainable jobs. Build resilient communities.	To create sustainable jobs that build resilience and result in less residents living in deprivation.	Āheinga mahi “Sustained and long-lived positive social outcomes through employment.”	●	●	●	●
Meet New Zealand’s climate change targets and sustain natural assets.	To enhance the health and well-being of the environment and our relationship with it.	Whakahaumakotia, whakamanahia te mauri me te wairua “Enriched life force and spirit.”	●	●	●	●

● Yes ● Partial ● No

A Track Record of Success



2018

- > Winner - LGNZ National Awards - Judges Choice (third year in a row)
- > Winner LGNZ Excellence Award for Best Practice Contribution to Local Economic Development (Revitalisation of the Inner City) project.
- > Winner LGNZ Excellence Award for Service Delivery and Asset Management - Rotorua's Te Aka Mauri Library & Children's Health Hub



2017

- > Winner Excellence Martin Jenkins Judges' Choice Award for Outstanding Value and Service Delivery Award for Best Practice Contribution to Local Economic Development.



2016

- > Winner - Martin Jenkins Judges' Choice Award for Outstanding Value and Service Delivery. The Te Arawa Partnership was also Highly Commended in the Community Engagement category, held at the annual LGNZ Conference.
- > Winner - Bike Wise 2016 Award for best off-road or adventure ride - Redwoods, Rotorua.
- > Winner - Public Architecture at Waikato and Bay of Plenty Architecture Awards 2016 - Eat Street.

2015

- > Awarded Gold-Level ride Centre Status - by the International Mountain Biking Association - (positioning the destination as one of six pre-eminent ride centres in the world).
- > Finalist - Tourism Marketing Category, Tourism Industry Awards - Destination Rotorua - Famously Rotorua campaign.

2014

- > International Green Flag Award - the Redwoods and Tokorangi Forest (second year running).
- > Designer of Rotorua Lakes Council's new public toilets at The Redwoods Visitor Centre.
- > Two awards for Rotorua architect Darryl Church, toilets at Whakarewarewa Forest ("an innovative design that mixes function with Maori art and conservation")
- > Winner, Local Government Māori Language Excellence Award, Rotorua Library - in recognition of commitment to Te Reo Maori.

“ The culmination of a clearly thought out long-term strategy for central business district redevelopment which has given confidence to, and drawn support from, the private sector. It has well-measured outcomes and shows the Council's consistency of forward thinking. ”

Head Judge LGNZ, Lawrence Yule commenting on Rotorua's 2018 award-winning submission





GAP IN MARKET	FUTURE DEMAND	GAP MET THROUGH LAKEFRONT PROJECT
Hotel Capacity	Estimated shortfall of 354 hotel rooms in Rotorua by 2025. With 600 new hotel rooms required by 2025 to meet demand expectations (Colliers 2017).	✓
Visitor Capacity and Yield	Visitor arrivals to New Zealand are expected to grow 4.6 per cent a year, reaching 5.1 million visitors in 2024 (MBIE 2018).	✓
Authentic Cultural experiences	86% of international visitors looking for a cultural experience come to Rotorua; however the culture is only celebrated in villages and need to be brought out of its box to create an authentic cultural destination (Stevens and Associates 2015).	✓

 **+5%** growth in stay units occupied

 **+9.8%** growth in domestic visitor nights

 **11th** consecutive month outperformed regional and North Island benchmarks in domestic visitor night growth

 **27%** of international tourists visit for one night or more

... but Rotorua remains known as the 'coach tour' capital of New Zealand due to our low yield tourist ratios.



Procurement Approach

The procurement approach for this project is guided by the Council’s procurement manual. Council has a strict procurement process that all staff must adhere to, that ensures quality, pricing and timing is effectively managed throughout the project. This recognises the high duty of professional integrity, accountability and probity expected of public bodies, and is consistent with expectations of Central Government.

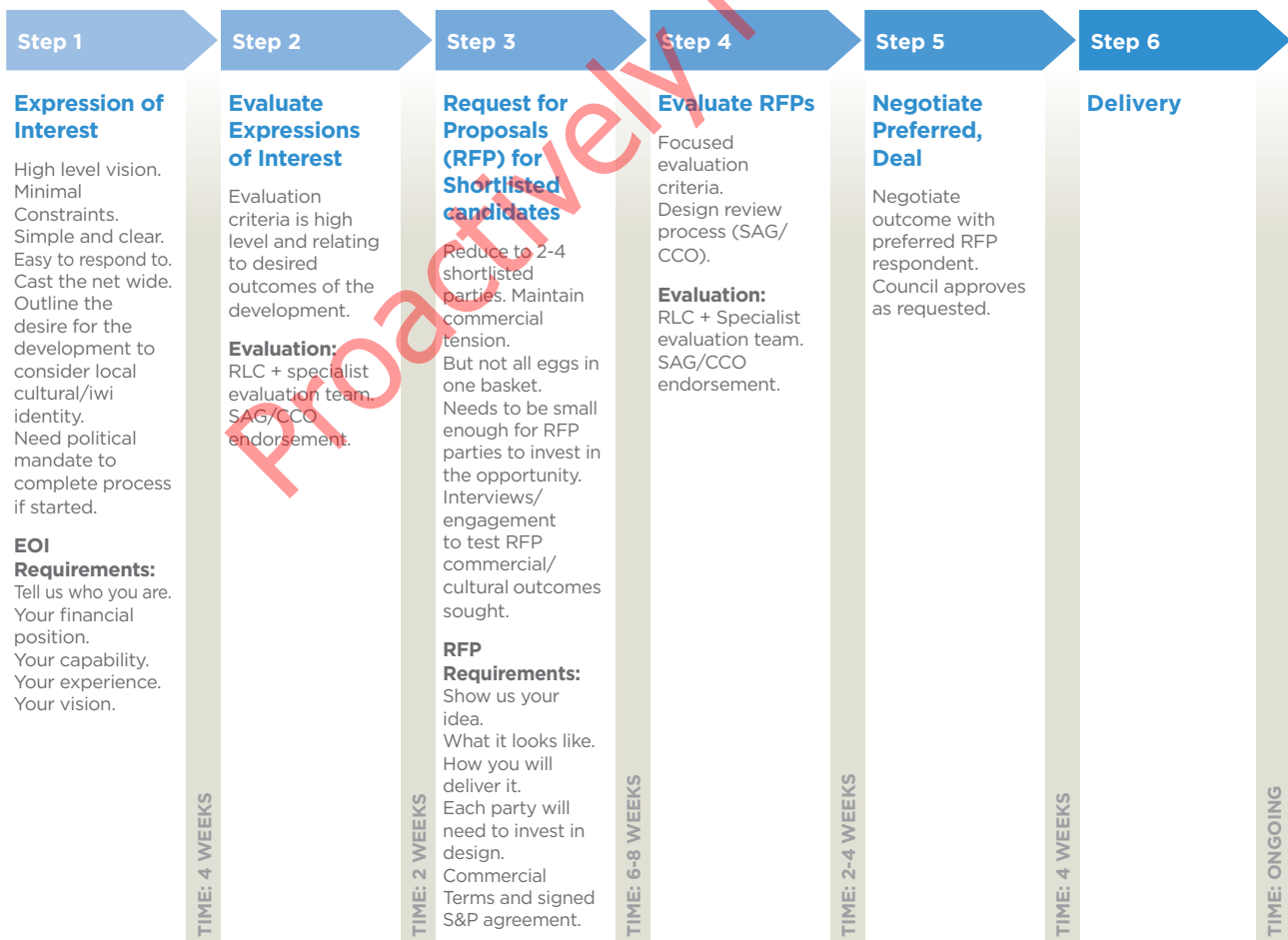
Construction of Public Infrastructure

The key constraint construction procurement is the availability of contractors and this has been identified as a risk that will be mitigated by:

- > Meeting with various local contractors in August 2018 to bring them up to speed on the plans and to allow them to start thinking of the coming opportunities and timelines
- > Development of the procurement plan in August 2018
- > Expression of Interest for construction of stage 1 and 1a out to public market in September 2018 to understand what contractors may be interested
- > Consideration for the remaining stages to be packaged up as a whole and as a design and build package

Commercial Building

To attract an investment party that will best support the desired outcomes of the building and wider lakefront redevelopment, Council will take the development opportunity to market. As the land is gifted reserves, local iwi, hapu and tangata whenua organisations with mana whenua for Rotorua have already expressed that they are interested in this opportunity. Various options for delivery have been explored by external consultants and the following model is considered the best vehicle for achieving the objectives.



The Power of your Matching Investment



How your matching dollars will unlock the potential of Rotorua

	BENEFITS AND TIMEFRAMES
High volume, higher yield tourism sector with more capacity	<ul style="list-style-type: none"> Hotel Average Daily Rate and revenue per Available Room average proportion maintained above 0.9 by 2030 % share of international visitors maintained above 40% by 2030 Rotorua's share of New Zealand's total % international visitor spend maintained above 5% by 2030
Improved social outcomes for everyone in Rotorua, particularly Māori	<ul style="list-style-type: none"> Ranking by level of job seeker support recipients maintained better than 35th by 2030 Ranking by % of population living in high deprivation areas maintained better than 35th by 2030 Percentage of Maori Rotorua residents living in high deprivation areas maintained below 30% by 2030
Private and iwi investment catalysed	<ul style="list-style-type: none"> Rotorua hotel room stock maintained above 2,540 by 2025

Proactively released

Maintenance Plan and Sustainability Beyond PGF Funding

The Lakefront Reserve is classed as recreation reserve managed by the RLC on behalf of the Crown. The reserve is managed by Council alongside the Gifted Reserves Protocol Committee who represents the interest of Ngāti Whakaue. The representation for Ngāti Whakaue on the gifted reserves protocol committee is assigned to Pukeroa Oruawhata Trust.

Upon successful delivery of this asset it is the combined intention that the status quo remains in terms of management, with ownership remaining with the Crown.

Ongoing maintenance of the asset will be funded through the Council's operations and capital renewals budgets. A 10 year forecast of these budgets is included in Council's 2018-2028 Long Term Plan.

“ The current state and temporary nature of the reserve gives little confidence to potential investors. ”
Ryan Holmes, Managing Director, Holmes Group



Why Crown Funding is Required



Capacity to Meet Population Growth

Crown funding is required to support the RLC to deliver and bring forward the development of the Rotorua lakefront. While the lakefront is a critical project, the growth experienced by the district means the majority (approx 75%) of the Council capex budget in the LTP needs to be allocated towards core infrastructure projects. This is evident in the table below which also shows that other remedial projects (Museum, Whakarewarewa forest, etc.) will require funding from other sources to be implemented.

Long Term Plan 2018-2028: Key infrastructure projects and Big Moves. \$ million

	FUNDING SOURCE			TOTAL
	RLC	PGF	other external	
Roads and footpaths	\$40.56m		\$53.57m	\$94.13m
Sewerage and sewage	\$109.88m		\$35.42m	\$145.30m
Stormwater and land drainage	\$38.90m			\$38.90m
Water supplies	\$47.27m			\$47.27m
	\$236.60m		\$88.99m	\$325.60m
Whakarewarewa Forest	\$7.50m	\$7.50m		\$15.00m
Lakefront revitalisation	\$20.10m	\$19.90m		\$40.00m
Kuirau Park	\$5.55m		\$0.71m	\$6.25m
Rotorua Museum	\$17.15m		\$15.00m	\$32.15m
Sir Howard Morrison Performing Arts Centre	\$15.80m		\$10.46m	\$26.26m
Aquatic Centre	\$8.61m		\$0.99m	\$9.60m
	\$74.61m	\$27.50m	\$27.16m	\$129.26m
	\$311.21m	\$27.50m	\$116.15m	\$454.86m

Source: Long Term Plan 2018-2028



“Rotorua is a bold city, but not a rich city. It is a small city but with a big heart. As a community we are doing all we can to support the tourist throughput whilst simultaneously setting aside the necessary funds to satisfy our social responsibilities.”

Steve Chadwick, Mayor, Rotorua District

Why Crown Funding is Required



Rotorua Ratepayer Capacity

Rotorua as a city has a high rate of deprivation ranking 54 out of 66 territorial authorities. Further from a visitor economy point of view the Rotorua ratepayer is required to meet the cost of public infrastructure and amenity on a ratio of 76 visitors to each rating unit. This is outlined in the first table below and is further reinforced in the second table, which shows that we rank 6th out of 64, for Commercial Accommodation nights per capita.

	2013	2014	2015	2016	2017
Total guest nights (Annual totals year ending December)	1,791,248	1,886,324	2,016,012	2,171,400	2,266,400
Annual rating units	29,784	29,886	29,836	29,887	29,529
Guest nights per rating unit	60.1	63.1	67.6	72.7	76.8

	2013	2014	2015	2016	2017
Rotorua District	68,400	68,500	69,200	70,500	71,700
Guest nights per capita	26.2	27.5	29.1	30.8	31.6
Rank by guest nights per capita, out of 64 authorities	8th	8th	6th	6th	6th

Source: MBIE, Stats NZ

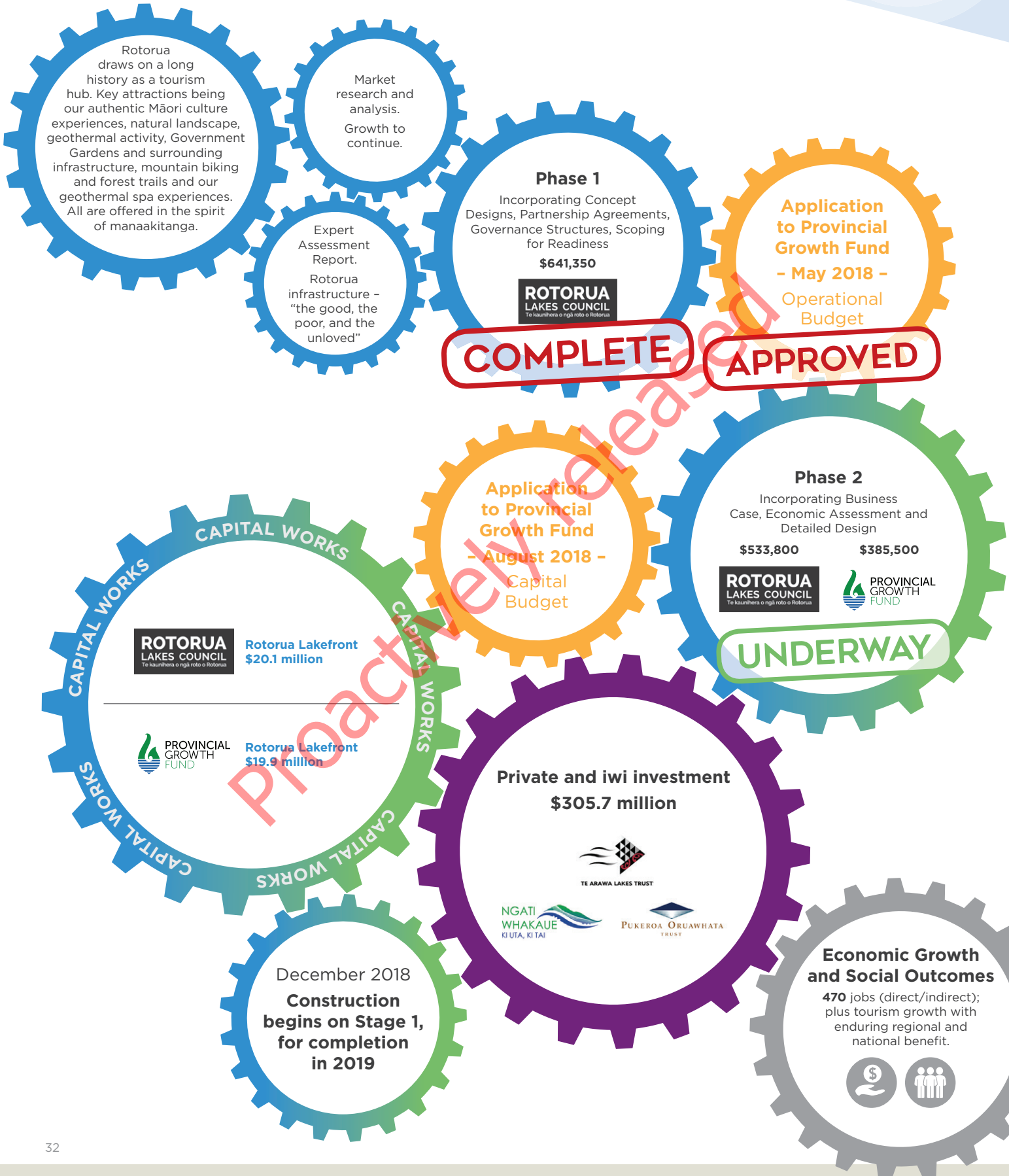
The Council will support delivery of the projects in the Long Term Plan by increasing rates, beginning with an average increase of 5.7% in year 1. The reality however is that the Rotorua community (ratepayers and funders) are not able to fund the public infrastructure and amenity required to meet the expectation of visitors. Capitalising on the economic opportunity of this project is therefore not possible without support from Central Government.

Proactively released



“ The Property Council has made it clear across New Zealand that alternative or external funding sources need to be explored, so the burden of such projects do not solely fall on ratepayers. The partnership funding approach is consistent with this position. ”
Connel Townsend, Chief Executive, Property Council Bay of Plenty Branch

Why Crown Funding is Required



Rotorua draws on a long history as a tourism hub. Key attractions being our authentic Māori culture experiences, natural landscape, geothermal activity, Government Gardens and surrounding infrastructure, mountain biking and forest trails and our geothermal spa experiences. All are offered in the spirit of manaakitanga.

Market research and analysis. Growth to continue.

Expert Assessment Report. Rotorua infrastructure - "the good, the poor, and the unloved"

Phase 1
Incorporating Concept Designs, Partnership Agreements, Governance Structures, Scoping for Readiness
\$641,350
ROTORUA LAKES COUNCIL
Te kaunihera o ngā roto o Rotorua

COMPLETE

Application to Provincial Growth Fund - May 2018 -
Operational Budget

APPROVED

CAPITAL WORKS

ROTORUA LAKES COUNCIL Rotorua Lakefront \$20.1 million
Te kaunihera o ngā roto o Rotorua

PROVINCIAL GROWTH FUND Rotorua Lakefront \$19.9 million

Application to Provincial Growth Fund - August 2018 -
Capital Budget

Phase 2
Incorporating Business Case, Economic Assessment and Detailed Design
\$533,800 **\$385,500**
ROTORUA LAKES COUNCIL **PROVINCIAL GROWTH FUND**
Te kaunihera o ngā roto o Rotorua

UNDERWAY

Private and iwi investment
\$305.7 million

TE ARAWA LAKES TRUST

NGATI WHAKAUE **PUKEROA ORUAWHATA TRUST**
KI UTA, KI TAI

December 2018
Construction begins on Stage 1, for completion in 2019

Economic Growth and Social Outcomes
470 jobs (direct/indirect); plus tourism growth with enduring regional and national benefit.

Declaration by Lead Applicant



By completing the details below, the applicant makes the following declaration about its application for PGF funding for the **Rotorua Lakefront Development** project (“application”):

- A. I have read, understand and agree to the Terms and Conditions of applying for PGF funding which are attached as Appendix 1;
- B. The statements in the application are true and the information provided is complete and correct and there have been no misleading statements or omissions of any relevant facts nor any misrepresentations made;
- C. I have secured all appropriate authorisations to submit the application, to make the statements and to provide the information in the application;
- D. The applicant warrants that it has no actual, potential or perceived conflict of interest (except any already declared in the application) in submitting the application, or entering into a contract to carry out the project. Where a conflict of interest arises during the application or assessment process, the applicant will report it immediately to the PGF by emailing PGF@mbie.govt.nz; and
- E. I understand that the falsification of information, supplying misleading information or the suppression of material information in this application may result in the application being eliminated from the assessment process and may be grounds for termination of any contract awarded as a result of this application process.

Signature G Williams

Full name: **Geoff Williams**

Date: **1st August 2018**

Title / position: **Chief Executive Officer**

Name of applicant organisation: **Rotorua Lakes Council**

Proactively released

“With your support at this stage, we have consultants lined up ready to complete the detailed design of stage one of each project with an aim of being ready to tender in October.”

Geoff Williams, CEO, Rotorua Lakes Council



All facts and statements in this application are backed up with detailed reports that can be submitted on request.

Key Supporting Information

- Lakefront Development Framework, Wraights and Associates 2009
- Urban Design Framework, Brewer Davidson 2010
- CBD Revitalisation Strategy, Opus Consultants 2006
- Visitor Economy Strategy, Bay of Connections 2017
- Rotorua Sub-regional Tourism Strategy, Bay of Connections 2017
- Project HAP Update 2017: Regional Hotel Market Analysis and Forecasting, New Zealand Trade and Enterprise
- Rotorua Visitor Economy Overview and Tourism Investment Opportunities, Destination Rotorua 2018
- Options for Facilitating Urban Development in Rotorua, Martin Jenkins 2017
- Bay of Plenty Regional Economic Action Plan, Bay of Plenty Regional Council, 2015
- Rotorua Destination Development, Terry Stevens

Other Rotorua Lakes Council Plans and Strategies

- Vision 2030 – The Rotorua Way
- Long Term Plan 2018-2028
- Rotorua Spatial Plan 2018
- Inner City Revitalisation Strategy 2015
- Rotorua Creative Strategy 2016
- Rotorua Sustainable Living Strategy 2016
- Rotorua Cyway Strategy
- Rotorua Lakes Council Infrastructure Strategy
- Rotorua Lakes Council Asset Management Plan

Project Specific Documents

- Communications Plan, Shine PR
- Engagement Plan, Shine PR
- Project Management Plan
- Procurement Manual
- Detailed Programme of Works
- Economic Impact Assessment, Colliers
- Lakefront Redevelopment Concept Framework, Isthmus
- Property Options and Analysis for Main Building, Veros
- Topographical Survey, Cheal Consultants
- Quantity Surveying Report, Aecom
- Cultural Design Summary, Karl Johnstone Haumi

Data and Statistics

- StatsNZ International Visitor Survey (IVS)
- MBIE Monthly Regional Tourism Estimates (MRTE)
- Ministry of Social Development job seeker support recipients via Infometrics
- StatsNZ population estimates
- University of Otago Deprivation Index
- StatsNZ Census ethnicity by meshblock
- Stats NZ Commercial Accommodation Monitor (CAM)