

UNLOCKING THE POTENTIAL OF ROTORUA

Whakarewarewa Forest Park Development



www.rotorualakescouncil.nz



Application for Funding



Proposal Name: Rotorua Whakarewarewa Forest Park
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: CNI Iwi Holdings, Tūhourangi Tribal Authority, Te Komiti Nui O Ngāti Whakaue

Steve Chadwick – Mayor

Signature

Geoff Williams – Chief Executive

Signature

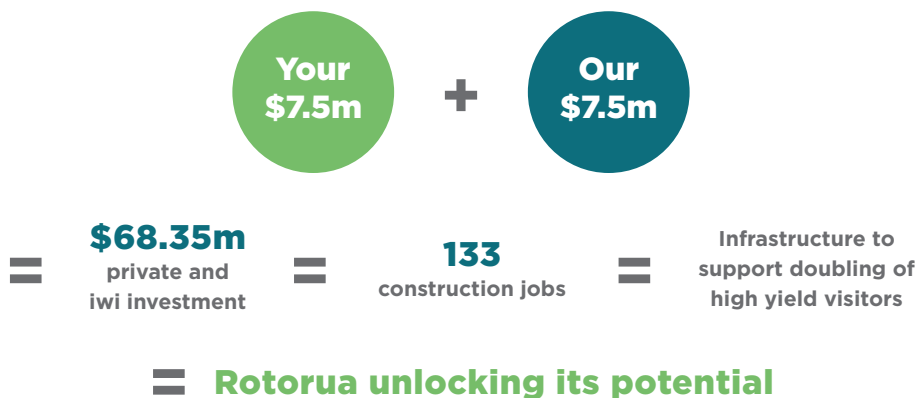
“ We need your help, to be the tourism portal to the North Island regions and the authentic Maori cultural capital of New Zealand. Share in our vision – Tatau Tatau, We Together. ”

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 Whakarewarewa Forest and enhance the region as a premier tourism destination.
- > Government funds will be complemented by our own ratepayer funds, and iwi private investment to develop new attractions, improve accommodation options and create 130+ new jobs.
- > Central to this project is a commitment to partner with mana whenua, 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 has aspirations to develop Whakarewarewa Forest to a world class standard and **seeks \$7.5 million from the Provincial Growth Fund** to match our own investment of \$7.5 million so that we can develop the lead infrastructure, improve the user experience, help monetise the asset for mana whenua, and deliver transformational outcomes for the city and the wider region.

This is a **'surge region'** public infrastructure project that is **'investment ready'** following years of preceding work in partnership with Iwi (with Ngāti Whakaue and Tūhourangi as mana whenua). Throughout this period, we have consulted widely with all stakeholders including iwi, our wider community and our regional partners, and we have their **100% support for this PGF application**.

Your investment will catalyse a number of projects to deliver **significant economic and social outcomes**. Private and iwi investors have signalled that they are **ready to invest \$68.35 million** into accommodation and attractions once the forest project has been started, with **130 jobs created** during the construction phase for the people of Rotorua, particularly Māori. Once complete, the new and improved infrastructure will be able to sustainably support **double the number of visitors**, with an expected corresponding increase in the estimated 210 jobs that already exist as a result of mountain biking in Whakarewarewa Forest. New cafe and restaurant offerings will emerge, new mountain biking

services will evolve, 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 visit more, stay longer, spend more and tell others**, plus we'll be in a better position to attract greater numbers of **higher-yield tourists** who are bypassing Rotorua in favour of newly developed higher-end offerings.

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 are presented 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**.

We are now investment ready with match funding approved, good project management practices and governance in place and some of the best designers in the country completing the preliminary design. Upon approval, we are ready to tender the works to begin construction.

In Rotorua, our approach is one of **tatau tatau - we together**, and it is for that reason we submit this application to you for your consideration.

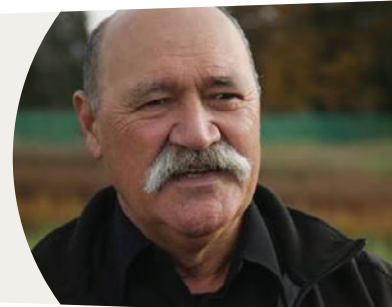


“It is exciting times for us to work in partnership with Rotorua Lakes Council to further develop and enhance Tokorangi and Whakarewarewa for our people, our local communities, our long term users and future visitors to Rotorua.”

Pauline Tangohau, Chair Te Komiti Nui o Ngāti Whakaue

“Join us, by supporting this application and beginning the journey to unlocking the potential commercial growth from this treaty settlement.”

Bronco Carson, Chairman, CNI Iwi 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 for Rotorua



Tourism

+	-
4th most visited place in New Zealand by international visitors	60th for average spend per international visitor, \$450 per visit
\$270 to \$415 per ride , the spending in Rotorua by international visitors who mountain bike in Whakarewarewa Forest	17th out of 22 cycle trails for international revenue
People who ride (locals and visitors) in Rotorua's Whakarewarewa forest contribute between \$30m and \$50m in spending annually to the local economy, creating 200 to 350 jobs	Over \$50 million invested at two new mountain bike parks (Christchurch and Porirua) compared to tens of thousands per annum for Whakarewarewa forest mountain bike trails
460,000 . The latest annual door count at the visitor centre	90m² – the size of our current 40 year old Visitor Centre in Whakarewarewa Forest, yet for our current number of visitors the optimum size is 500m ²
215,000 . The latest annual pedestrian count for the Redwood Memorial Grove trail.	
Four years in a row . Whakarewarewa forest voted New Zealand's favourite off-road or adventure place to ride	



“ Te Komiti Nui o Ngāti Whakaue supports this application because Tokorangi and Whakarewarewa forest blocks are world class destinations that attract in the range of 255,000-280,000 cycling visitors per annum and 600,000-800,000 pedestrian visits per annum. ”

Pauline Tangohau, Chair Te Komiti Nui o Ngāti Whakaue

Social

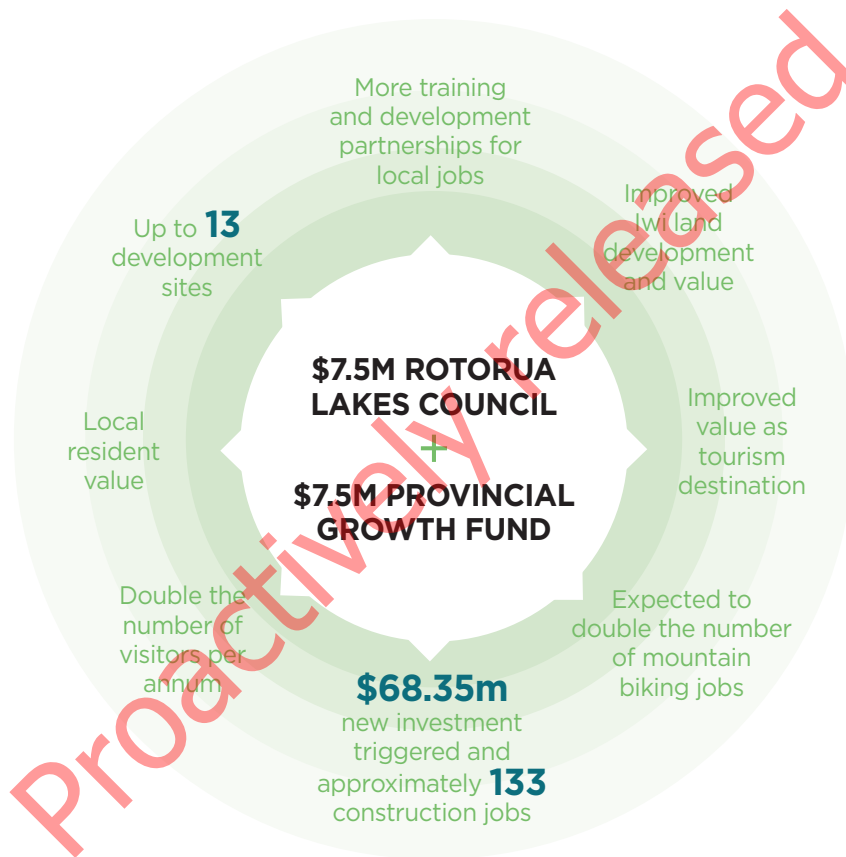
- > **7.8%** of the working age population are receiving the Job Seeker Support benefit, 57th worst in New Zealand
- > **50%** of people live in areas with high socio-economic deprivation, 54th worst in New Zealand
- > **69%** of Māori compared with **37%** of non-Māori in Rotorua live in areas with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

Productivity



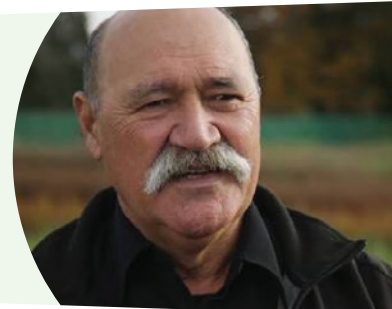
The rationale for the development of the Whakarewarewa forest is to improve the public infrastructure to trigger private and iwi investment within the forest in ecologically appropriate accommodation, hospitality, attractions, activities, and mountain biking support services. These investments will help monetise the land asset for

mana whenua and 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.





“Jobs such as these are critical to providing pathways for our people, and maximising the benefit of our settlement assets for our people and the wider Rotorua and Bay of Plenty region.”

Bronco Carson, Chairman, CNI Iwi Holdings Ltd





 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 (volume, yield, average length of stay, average spend etc) making the local tourism industry more resilient. Closing the yield gap on other NZ tourism cities and capturing more value for our community. 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 youth in Rotorua. Creating a public domain which acts as the anchor tenant for capitalising commercial developments. Maximising the GDP growth from the Whakarewarewa forest development to build resilience and wealth across the Rotorua community.
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. Celebrate our aspirations as New Zealand first bi-lingual (Reo-rua) city. Closing the gap on social deprivation indices in our community.
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"> Iwi can leverage the economic opportunities of their settlement assets, and build capability amongst their own people from new entry through to governance. Supporting iwi partners to secure private investment/partnerships and diversify portfolios. Increase 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. Iwi supporting work readiness for their people. Leveraging social procurement to maximise the potential value for our community.
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, and meets the sustainability expectations of our Co-Governance group. Identifying opportunities to leverage the Whakarewarewa forest development for further environmental gain. Establishing Te Ara Ahi cycleway linking urban areas with our lakes, forests and places of cultural significance.

Project Objectives and Business Need



DESCRIPTION	OBJECTIVE	NEED
Long Mile Road Improvement and upgrade	To create an entranceway that is worthy of a world-class asset and a safe and impressive accessway for the volume of vehicles and people that use the road daily.	<ul style="list-style-type: none"> • More impact through better design • Safer access • Better parking • Greater cultural acknowledgment of site • Storm water management • Better coach parking area & turnaround bay • Opportunities for mana whenua investment and/or concession income
Visitor Centre	To create a Visitor Centre that is functional, fit for purpose and that inspires visitors to explore the city and the wider region.	<ul style="list-style-type: none"> • Better layout and size • More meeting and venue space • More brochure space • More information for regional stickability • Modernising and more prominent
Forest Hub Two	Improved mountain biking amenity and increased opportunity for commercial investment.	<ul style="list-style-type: none"> • Relieve congestion at bike hub 1 • Improved infrastructure and amenity • Opportunities for mana whenua investment and/or concession income • Event node/support • Diversified activity • More events
Te Ara Ahi Cycleway	To include a loop of key hubs, and sites throughout the forest, and an additional loop linking the Ring of Reserves (incorporating the CBD and Whakarewarewa Forest) via an easily accessible cycleway.	<ul style="list-style-type: none"> • Link between Forest and CBD • Cultural sites and stories across trails • Multi media tourism opportunity • Wayfinding signage • Diversity – get people out of cars and onto bikes
Improved overall amenity	Improved infrastructure and amenity and increased opportunity for commercial investment.	<ul style="list-style-type: none"> • Greater diversity • Better leverage and monetising opportunities • More jobs • More high end accommodation • Better reviews on Trip Advisor • Higher yield tourists

Provisionally released



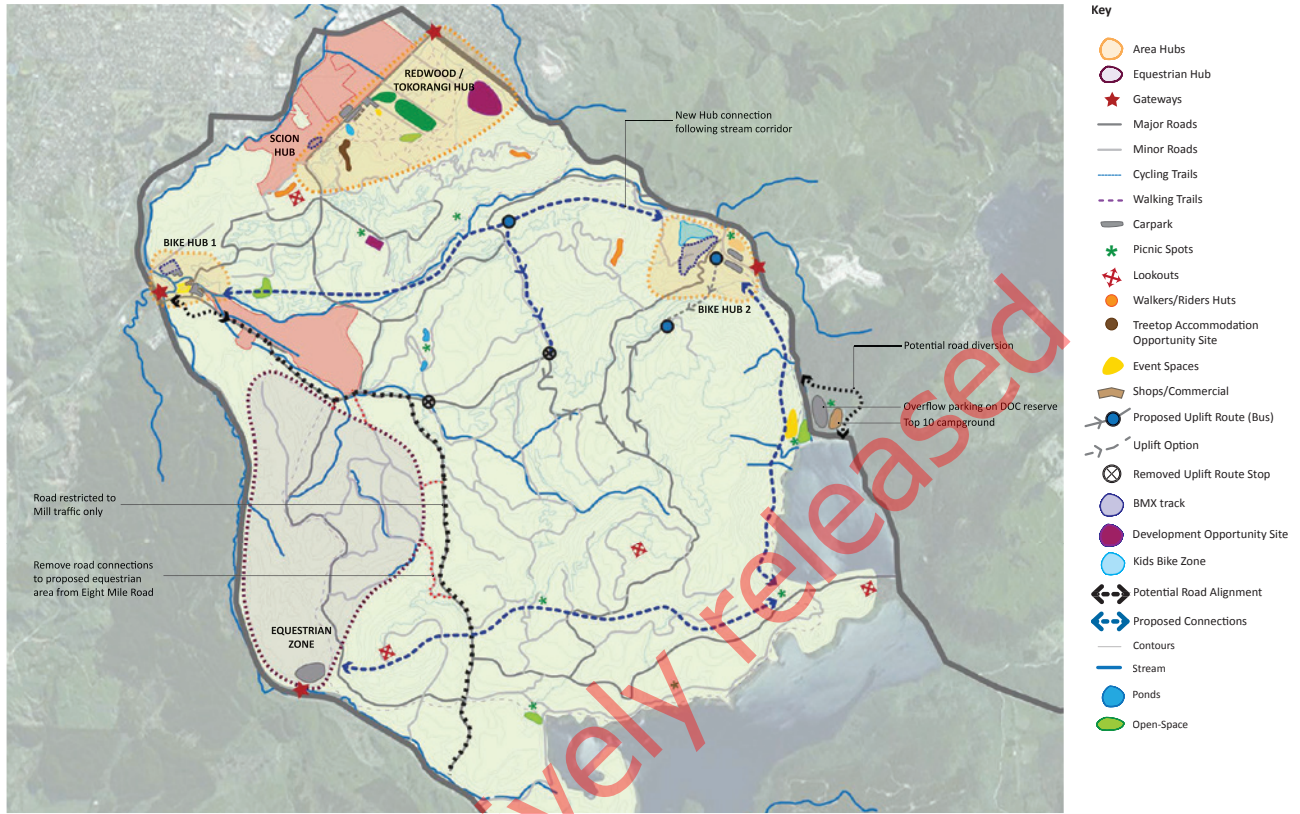
“Rotorua is already well-known as a North Island tourist hub. Creating these new development opportunities will greatly help cement Rotorua and the wider Bay of Plenty as a premium destination and attract a wider range of visitors to drive growth and create jobs.”

Mark Rendell, Manager, Colliers Rotorua Commercial

Concept Plan



Our concept plan has been developed with specialist advisors and a cultural design consultant.



Inspiration Boards

Concept Plan



Our concept plan has been developed with specialist advisors and a cultural design consultant.



Inspiration Boards

Additionality



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

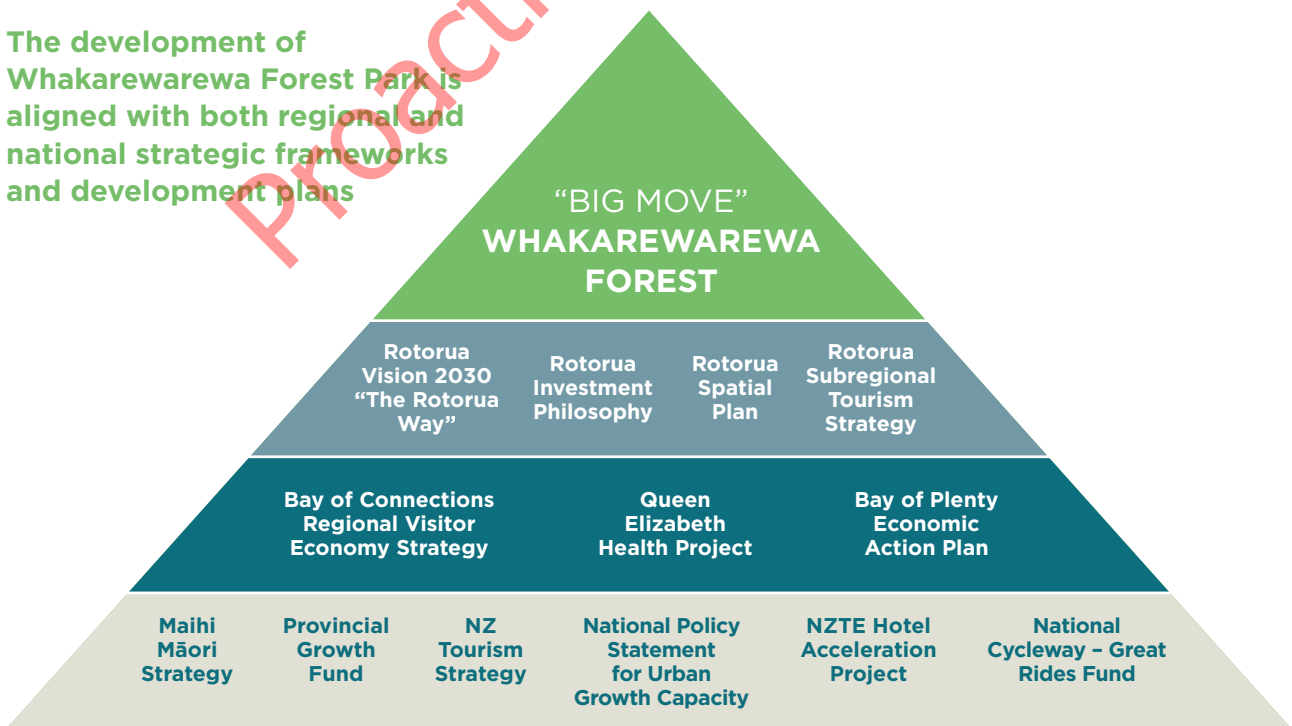
- > Improved mountain biking assets protecting Rotorua's position as the country's leading centre for mountain biking excellence
- > Attraction and retention of mountain biking community who are known to stay longer, spend more and already contribute \$30 - 50 million to the Rotorua economy
- > Unlocking opportunities for iwi investment on their own land (Settlement asset)
- > New privately funded commercial operations within the forest with concession income and employment opportunities for mana whenua
- > New capability building opportunities for mana whenua (new entry through to governance) leveraged through partnerships with national and global tourism organisations
- > Improved sustainable jobs for Rotorua residents, particularly Māori by partnering with iwi who will ensure at least 25% of jobs across their developments are allocated to their own
- > 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

“With government support, Rotorua can invest and gain momentum, and drive the change that is needed for the success of the region's tourism.”

Rebecca Wright, Executive Manager, Rotorua Economic Development



The development of Whakarewarewa Forest Park 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 Whakarewarewa Forest Park is part of a series of projects and Big Moves outlined in Vision 2030 'the Rotorua Way'. All projects 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

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

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)

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 unique environment we call home.

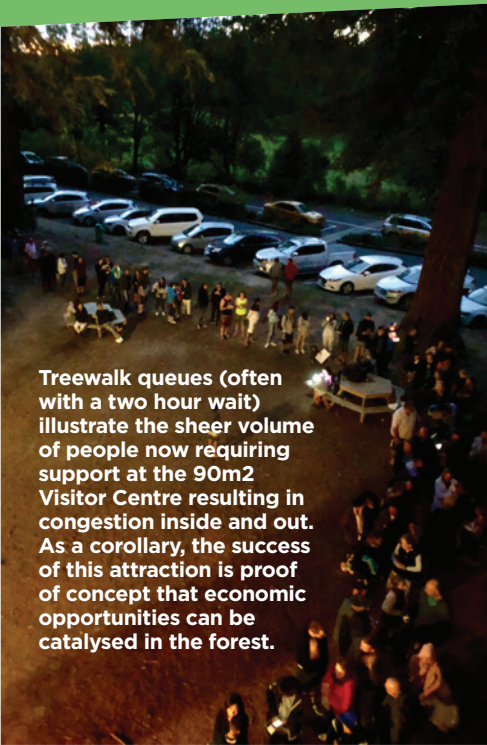
- a. New Rotorua Waste Water Treatment Plan
- b. East Rotoiti-Rotomā Waste Water Scheme

➤ 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. Consultation will continue to occur on detailed design with key stakeholders.

Current State



Treewalk queues (often with a two hour wait) illustrate the sheer volume of people now requiring support at the 90m2 Visitor Centre resulting in congestion inside and out. As a corollary, the success of this attraction is proof of concept that economic opportunities can be catalysed in the forest.



- 1 Long Mile Road is one of the busiest tourism roads in the country, yet it is undistinctive and lacks impact with no sense of arrival.
- 2 There are insufficient carparks at peak times, and with no storm-water management, the roadside verges are often boggy due to cars parked on the verge.
- 3 Cars parking on the verge cause a number of safety hazards, as well as contributing to poor aesthetics for visitors coming into the Forest park.
- 4 There is no coach turning bay (80 coaches use this road daily).
- 5 The existing visitor centre is a 40 year old converted/donated Lockwood that is too small, and its location set back from the road means it is not the obvious information point for visitors.
- 6 The Forest's Bike 1 hub at Waipa is reaching capacity which is putting pressure on 'ad hoc' entrance points into the forest and Long Mile Road as an access point.

- 7 An underwhelming great ride (Te Ara Ahi) which is at risk of losing its great ride status, unless we can deliver a more premium experience.
- 8 Increased competition from national and international trails means we must keep up with public amenity, or risk losing our share of the mountain biking industry to other destinations.
- 9 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?

- > Affordability
- > Lack of Opportunity / Awareness
- > Partners not aligned



“ Our customer experience is negatively impacted by the sheer numbers of customers accessing the building, on some busy days in summer we are forced to process customers outside the visitor centre. ”

Graham Brownrigg, Executive Manager Visitor Services

Local Support – Tatau Tatau



The key to the success of the Whakarewarewa Forest is Council’s ability to partner between the public, private and iwi realms to deliver projects of longevity and quality.

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

		<p>The Whakarewarewa forest land is owned by CNI Iwi Holdings Ltd (with Ngāti Whakaue and Tūhourangi as mana whenua). The Crown Forest Licence is held by Council for Tokorangi and the remaining is held by Timberlands.</p>

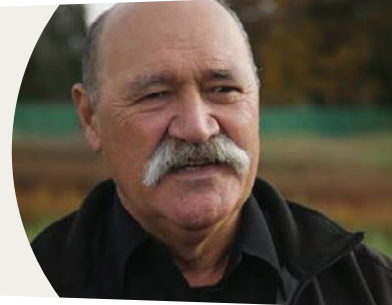
Proactively released

Iwi Support



“ CNI Iwi Holdings have been working alongside the Rotorua Lakes Council, and iwi for the past 9 months to establish a co-governance arrangement for the Tokorangi Forest. ”

Bronco Carson, Chairman, CNI Iwi Holdings Ltd



“ Tuhourangi Tribal Authority has been working with the Rotorua Lakes Council for the past 12 months to establish a co-governance arrangement for the Tokorangi Forest. ”

Alan Skipwith, Chairman, Tuhourangi Tribunal Authority

“ The development at Tokorangi has the potential to achieve transformational economic, social and cultural outcomes for our people, Rotorua and indeed our rohe (region). We expect to utilise the developments to maximise the value of our settlement assets as well as create small business and significant employment opportunities for our people. Public investment will be key to achieving these aspirations. ”

Pauline Tangohau, Chair Te Komiti Nui o Ngāti Whakaue



“ 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

“ 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



Wider Benefits



An Economic Impact Assessment (undertaken by Michael Connell and Associates) commissioned by Council on the value of mountain biking in the Whakarewarewa forest highlighted that mountain biking contributes **\$30 - \$50 million** in spend to the local economy and supports **210 to 350 FTE's**. It is estimated that this activity also contributes between **\$12.9 and \$21m** of income back in to the economy.

With capacity improvements (such as a new great ride and improved infrastructure and amenity) we expect these numbers to double as we capture more value from this market.

We know that international visitors undertaking special interest activities (cycling, walking and hiking), spend more and stay longer. This fits the ideal profile of the visitors we need to attract. The table below is derived from Tourism NZ data on Special Interest Sectors:

Special interest Activity	Average spend difference by visitor	Length of Stay by visitor
Cyclist	\$4,800 vs \$3,900 for all holiday visitors	31 nights vs 16 nights all holiday visitors
Walking and Hiking	\$4,900 vs \$3,900 for all holiday visitors	33 nights vs 16 nights all holiday visitors

Impact of the PGF Funding

Matched PGF funding will provide a 57% increase in public and private construction value, and significantly lift tourism spending.

Information in the table on the following page is derived from the Economic Impact Assessment (EIA) completed by NZIER and Colliers. The approach to estimating tourism spending is based on increased hotel capacity from planned iwi investments, which excludes spending patterns of people staying in existing commercial accommodation, private accommodation and day visitors to Rotorua.

The current plans that iwi have for the Whakarewarewa Forest development includes significant opportunities for new tourism product and only a limited amount for new accommodation. Due to the modelling methodology the tourism impact has been understated as it only focuses on the additional accommodation and does not include the impact of the new tourism product. For this reason we believe the tourism impact would be significantly larger than stated.

Provisionally released





“ The pressures of growth in both domestic and international appeal on the forest infrastructure are very real. Parking, pedestrian access, lighting of Long Mile Road for safety, high speed fibre for better services access and online capability and future augmented reality opportunities, information centre and toilets are all areas that need reinvestment to ensure the city delivers in its service promise. ”

Bruce Thomasen, Director, Redwoods Treewalk

Wider Benefits



The table below summarises the overall impact of securing the PGF funding based on both the economic metrics, and the impact on delivery.

	 ROTORUA LAKES COUNCIL <small>Te kaunihera o ngā roto o Rotorua</small> SCENARIO (WITHOUT PGF FUNDING)		 ROTORUA LAKES COUNCIL + <small>Te kaunihera o ngā roto o Rotorua</small> SCENARIO (WITH PGF FUNDING)		IMPACT WITH PGF FUNDING
Timescale for public construction project	Only Long Mile Hub and Te Ara Ahi (2 of 5 project items) delivered over 3 years		All five ¹ project items delivered over 3 years.		Three additional components of the project delivered
Public Construction (NPV)	\$7.5m		\$15m		Additional \$7m
Private and Iwi Investment (NPV)	\$33m		\$60m		Additional \$27m
Impact on Tourism spending (NPV)	\$15m		\$38m		Additional \$23m
Economic Impact (NPV)	Consumption	\$16m	Consumption	\$32m	Additional \$16m
	GDP	\$27m	GDP	\$51m	Additional \$24m
Total Construction Jobs out to 2030	113		133		Additional 20 jobs

Source: Economic Impact Assessment, NZIER, Colliers.

Proactively released



“ The project is more likely to generate “wise growth” in the visitor economy, maximising the benefits of that growth in the long term, as well as generating additional income and jobs. ”
Andrina Romano, CEO, Queen Elizabeth Health

¹ The five project items for the Whakarewarewa forest are Long Mile Road, Te Ara Ahi, Visitor Centre, Playspace and Cultural art and Forest Hub 2

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, investment in Waipā bike hub, economic impact assessments, planning 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.



“Where Council is willing and able to invest, there has been some great opportunities for investors, and evidence of this is seen out at the Waipa site.”
Tony Bradley, Director, TPB Properties

Total funding sought from PGF: \$7.5 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 Whakāue 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 Whakarewarewa Forest Development 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 Whakarewarewa Forest project in the Long Term Plan (LTP). This

funding is set from years 1 – 3 of the Long Term Plan, and is the proposed timeframe that we expect to deliver this project with matched PGF funding.

Despite the increase in debt (\$55.9m) proposed in the LTP, 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, economic impact assessment of mountain biking, concept traffic assessment, Forest Hub 1 detail design and engagement and marketing.	\$166,110	\$166,110	\$0
Sub-total	\$166,110	\$166,110	\$0

COMPLETED

PHASE 2 – BUSINESS CASE DEVELOPMENT AND DETAILED DESIGN OF STAGE 1	TOTAL	RLC	PGF
Taking the project to the next step including economic impact assessment of project, engaging cultural design consultant, concept design to detailed design, topographical surveyor, quantity surveyor, completing communications and engagement plan, brand development and setting up clear governance structure.	\$560,000	\$133,875	\$426,125
Sub-total	\$560,000	\$133,875	\$426,125

UNDERWAY

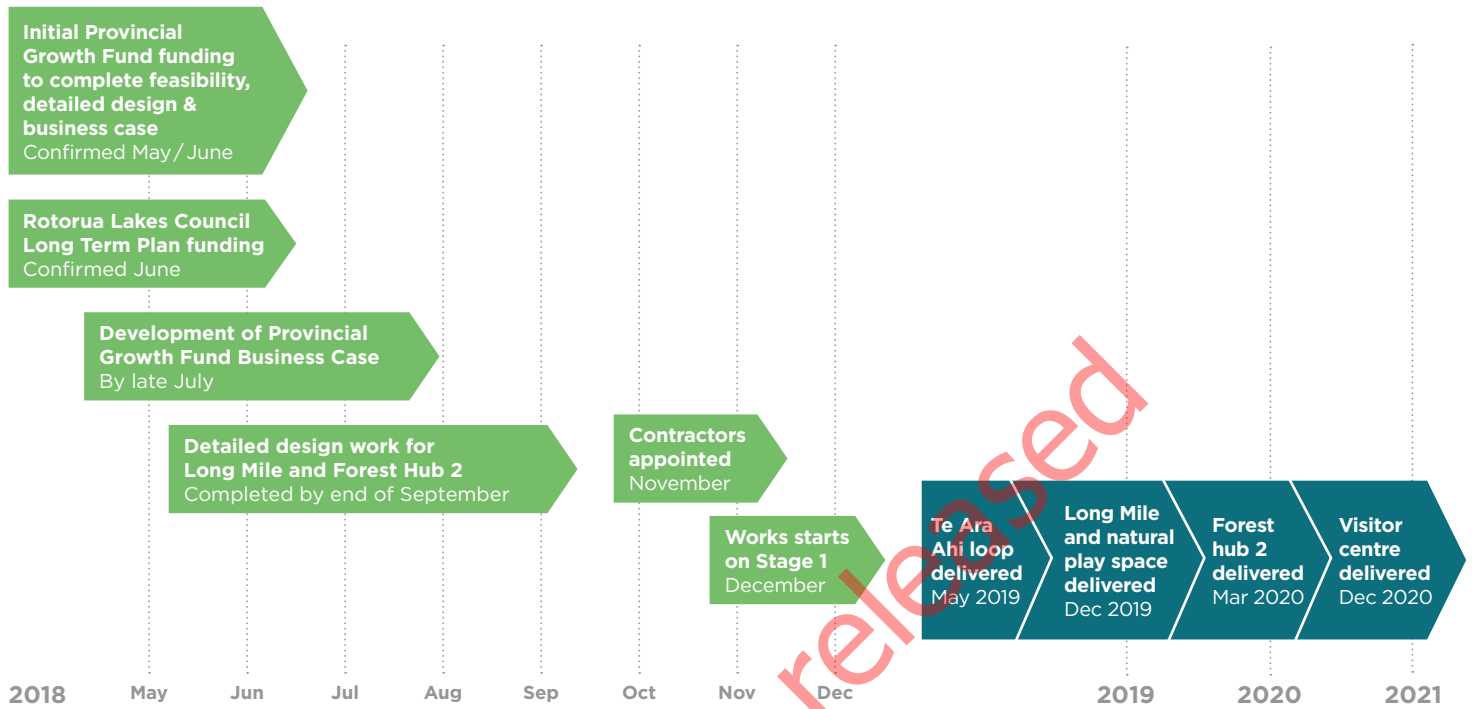
PHASE 3 – CONSTRUCTION AND IMPLEMENTATION	TOTAL	RLC	PGF
Stage 1 – Long Mile Road	\$4,100,000	\$2,050,000	\$2,050,000
Stage 1A – Forest Hub 2	\$4,120,000	\$2,060,000	\$2,060,000
Stage 2 – Visitor Centre	\$3,050,000	\$1,525,000	\$1,525,000
Stage 3 – Play Space and Cultural Story and Art	\$2,030,000	\$1,015,000	\$1,015,000
Stage 4 – Te Ara Ahi	\$1,700,000	\$850,000	\$850,000
Sub-total	\$15,000,000	\$7,500,000	\$7,500,000

Source: Quantity Surveyor Report, see Appendix 2.

SUMMARY	TOTAL	RLC	PGF
Total Phase 1 – Research and Investigation	\$166,110	\$166,110	\$0
Total Phase 2 – Business Case Development and Stage 1 Design	\$560,000	\$133,875	\$426,125
Total Phase 3 – Construction and Implementation	\$15,000,000	\$7,500,000	\$7,500,000
Total % Overall Split		49.60%	50.40%

A full cost analysis undertaken by Kingston 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 \$15 million-dollar cost of the Whakarewarewa forest project, it would form 4% of all proposed debt which is difficult for our rate base to carry, along with

delivering the infrastructure required for growth. For this reason, the Council committed only \$7.5 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

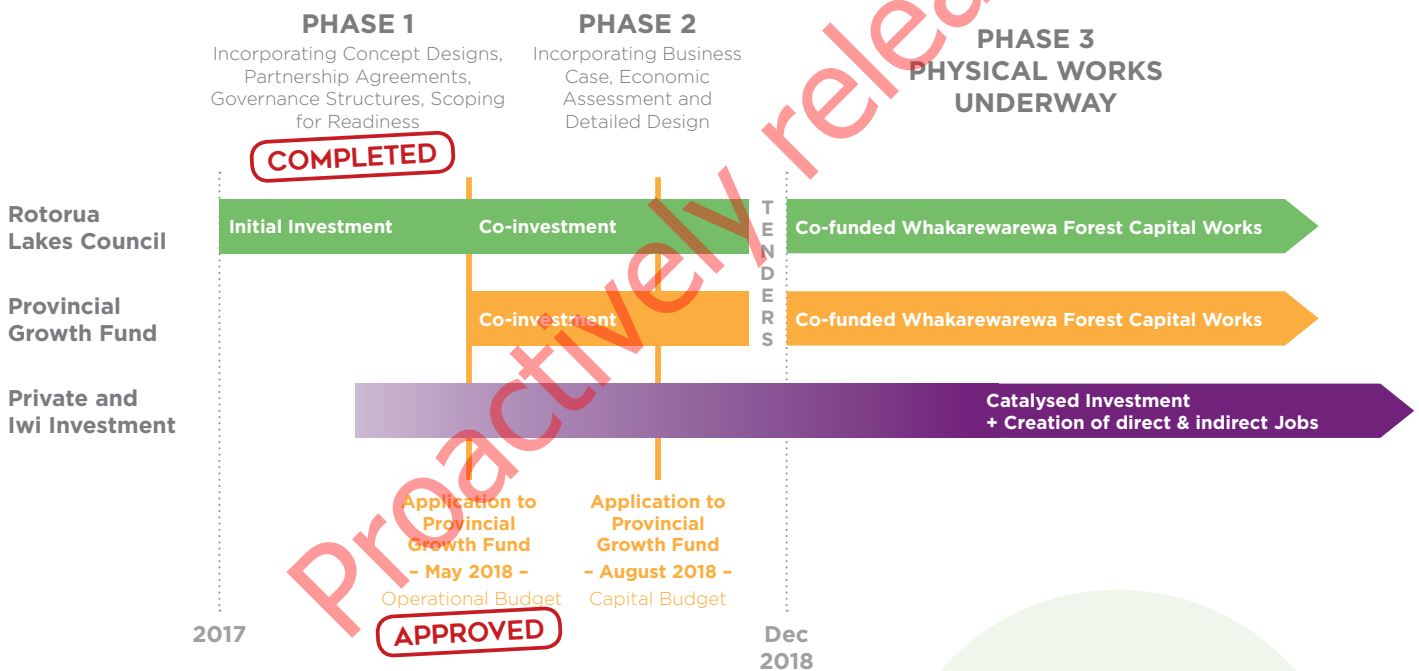


Project Plan

With support from the Provincial Growth Fund in June 2018, Rotorua Lakes Council contracted project management services from RDT Pacific. Following good practice and management we have available:

- > Project management plan
- > Detailed programme
- > Risk register
- > Change register
- > Project status reports
- > Minutes of Co-governance 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 **RDT Pacific**.



Project Management Plan

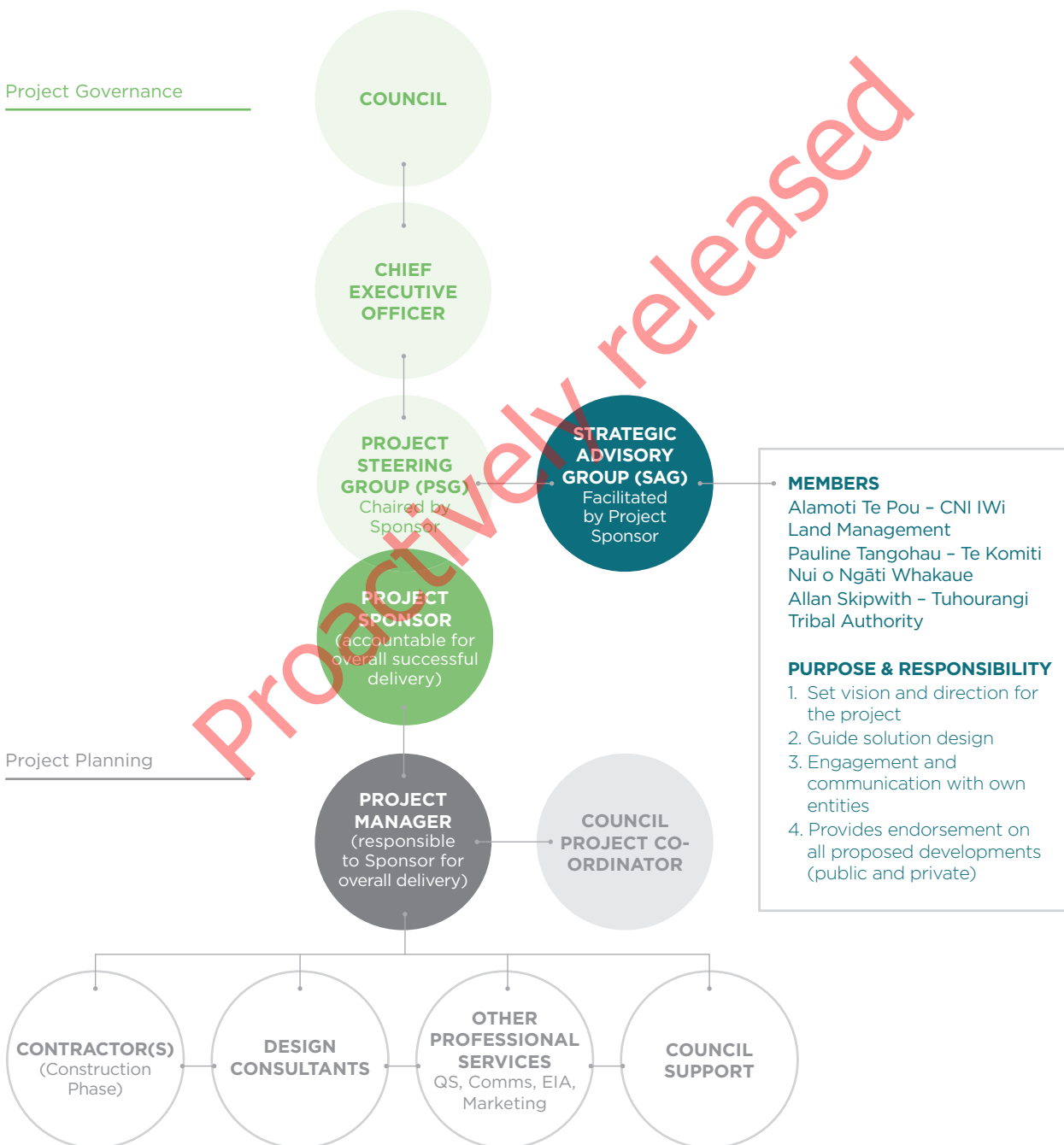


Governance arrangements

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

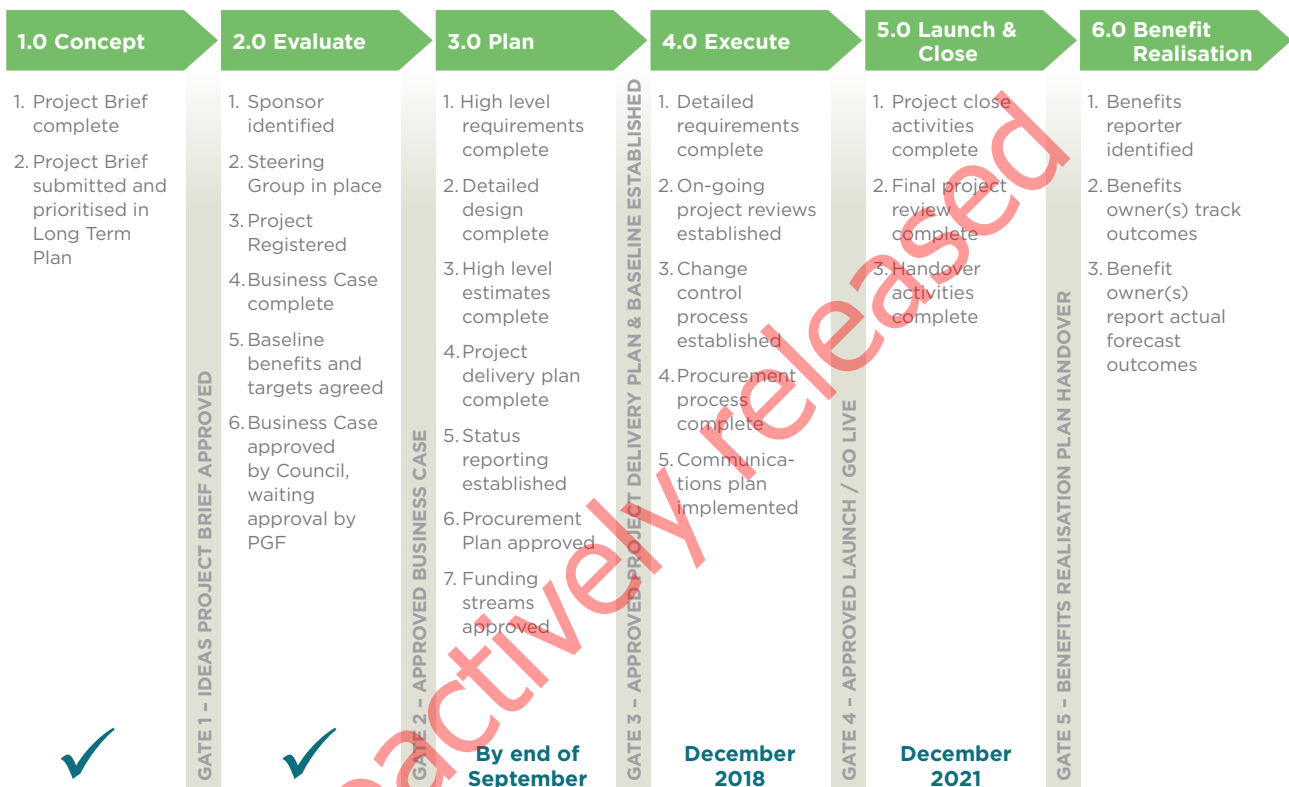


Project Management Plan



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 “Plan” and the PGF results will determine the scale and speed at which we move into “Execute”.



Proactively released



“ Over the last 5 years we have witnessed a large increase in user numbers over the full range of user groups. This increase has put significant pressure on the existing infrastructure and where development work has occurred, such as additional carparking in Waipa Valley, it has been insufficient to meet the existing demand. ”

Grant Utteridge, Chair, Rotorua Trails Trust



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

Public Domain: The pre-feasibility for the public domain was conducted as part of preliminary developed design for the Whakarewarewa forest project. This involved engineers, landscape architects and project managers testing assumptions and finding solutions. This will continue through the detailed design process for phase 3 and 1a expected to be final in September. This stage will involve consenting and other rigorous engineering and architectural assessments.

Private Domain: A masterplan developed by Boffa Miskel was included as part of the development plan for the Whakarewarewa forest. This plan included commercial opportunities outlined in the masterplan, which were expected to result from the upgrade of public infrastructure and amenity. The plan further quantified scenarios based on known concession income to determine a possible return on investment. The private development assumptions for the Whakarewarewa forest were provided to Colliers to determine feasibility of construction and revenue return. This however was difficult due to the unorthodox proposal of some developments (in terms of location and construction) and therefore a scenario of costs equals' value should be assumed at worst.

A Registration of Interest for Uplift Services process was conducted in July 2018 to gauge the market interest in the proposed developments. Through this process we received five expressions of interest from local, national and international organisations. Three were focussed on providing the infrastructure (food and beverage, retail and chairlift/gondola) to operate a park style experience. Two were focussed on shuttle type uplift services. The next phase is to invite participants to complete further feasibility work as part of an RFP.

Proactively released

“ Clearly, if the forest experience can be further enhanced, the economic spin-offs will be significant and enduring. ”

Tony Gill, Trust Manager, Rotorua Energy Charitable Trust





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.

Risk ID	Risk Description	Risk Category	Risk Rating	Proposed Actions
1	Delays in construction due to availability of construction contractors	Construction	High	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.
2	Loss of strategic partner	Partnership	Medium	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.
3	Cost estimates increase beyond concept estimates as design progresses resulting in additional funding or scope reduction	Financial	Medium	Cost analysis conducted at each stage, good change control (scope and budget management), clear Go/No go decision points.




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.

 OBJECTIVES	 OBJECTIVES	 INVESTMENT PHILOSOPHY	Half vs Full	
			SS1: Deliver 2 of 5 project items (Long Mile Road and a scaled back Te Ara Ahi and cultural story/art) using \$7.5m confirmed in the LTP	SS2: Deliver all 5 project items using \$15m from LTP and PGF
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, particularly for mana whenua.”	●	●
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, particularly for mana whenua.”	●	●
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, particularly for mana whenua.”	●	●
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, particularly for mana whenua.”	●	●
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

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



Demand Analysis



GAP IN MARKET	FUTURE DEMAND	GAP MET THROUGH FOREST PROJECT
Luxury Lodge Capacity	High net worth visitors are coming to Rotorua for the experiences but with no high end luxury accommodation they are staying overnight in Taupo (Waikato) evidenced by the high spend in that region. (Rotorua Economic Development Ltd 2018).	✓
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).	✓
Diversified recreational experiences	Products and experiences with a recreational focus (Mountain biking, hiking etc) that also embraces conservation and Māori cultural attributes would have high appeal to the international market, but would also have some appeal with the domestic market. (Rotorua Economic Development Ltd 2018).	✓
Capacity on Long Mile Rd	Foot traffic through the Redwoods I-Site on Long Mile Road has increased from 235,048 in 2016 to 464,065 in 2018. On peak days there can be up to 3000 visitors which is more than the 90 square metre building can handle. Traffic and other trail counters across the forest also show an increase in visitors. Foot Traffic FY16 235,048 FY17 417,500 FY18 464,065	✓

 **+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

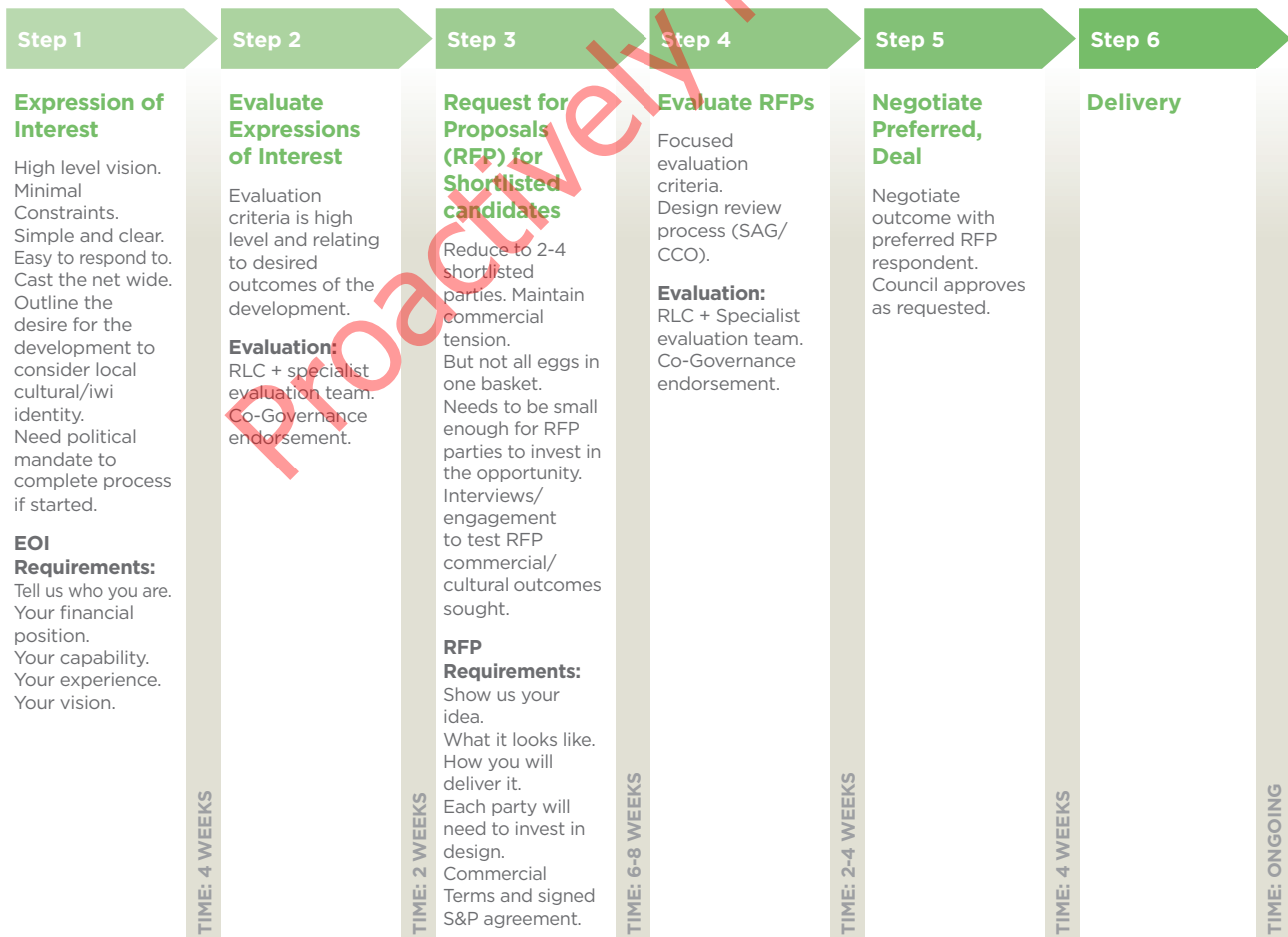
The procurement approach for this project is guided by the Council's procurement manual. Council has a strict procurement process that all staff must adhere to, that ensures quality, pricing and timing is effectively managed throughout the project. This recognises the high duty of professional integrity,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

Construction of Public Infrastructure

A full procurement plan for Phase 2 (business case development and detailed design of stage 1) for the Whakarewarewa Forest was approved by the Council CE.

The key constraint to Phase 3 (construction of stage 1) procurement is the availability of contractors and this has been identified as a risk and the following procurement strategy has been identified as mitigation:

- > 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 which contractors may be interested
- > Consideration for the remaining stages to be packaged up as a whole and as a design and build package



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

Maintenance Plan and Sustainability Beyond PGF Funding

The Tokorangi Forest and Whakarewarewa Forest are held in trust by CNI Iwi Holdings Limited (CNI IHL) until 2043, or until mana whenua over the CNI forest blocks have been unanimously agreed, at which time the ownership will transfer to mana whenua. The Crown Forest Licenses (CFL) and associated management rights for the two forests however are allocated to RLC for Tokorangi, and Timberlands for the wider Whakarewarewa forest. These licenses will expire in 2043.

In late 2017 the Council resolved to establish a co-governance arrangement with CNI Iwi Holdings (as landowner) over the Tokorangi Forest. The approach was to establish a Board that will include mana whenua representation and develop an approach for ongoing management of the forest towards 2043,

with a vision that the Co-Governance arrangement will continue after this date.

Upon delivery of the assets it is the intention that the assets will remain the property of the RLC, with an acknowledgement of CNI as the underlying landowner. The management of the assets will be done by RLC with guidance and support from the Co-Governance Board. The implications of the asset transfer will be considered at 2043 alongside the landowners and mana whenua.

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.

¹ The Board will include members appointed by CNI Iwi Holdings Ltd, RLC (to represent the public and wider forest users), Te Komiti Nui o Ngāti Whakauae (representing Ngāti Whakauae mana whenua over Tokorangi forest) and Tuhourangi Tribal Authority (representing Tuhourangi mana whenua over Whakarewarewa forest).



“The Whakarewarewa Forest project will enhance the experience of locals and visitors to the forest, and encourage community and cultural pride.”

Julian Elder, Chief Executive, Scion

Why Crown Funding is Required



Capacity to Meet Population Growth

Crown funding is required to support Council to deliver and bring forward the development of the Whakarewarewa forest. While the forest development is a critical project, the growth experienced by the district means the majority (approx 75%) of the Council's capex budget in the Long Term Plan needs to be allocated towards core infrastructure projects. This is evident in the table below which also shows that other remedial projects (Museum, Rotorua Lakefront, 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.

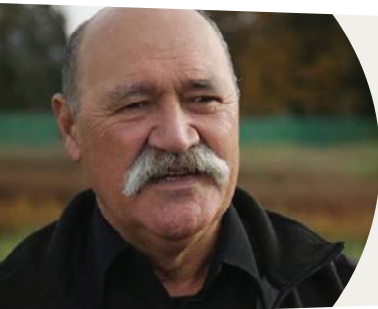
	2013	2014	2015	2016	2017
Total guest nights (Annual totals year ending December)	1,791,248	1,886,324	2,016,012	2,171,400	2,266,400
Annual Rating units	29,784	29,886	29,836	29,887	29,529
Guest nights per rating unit	60.1	63.1	67.6	72.7	76.8

	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

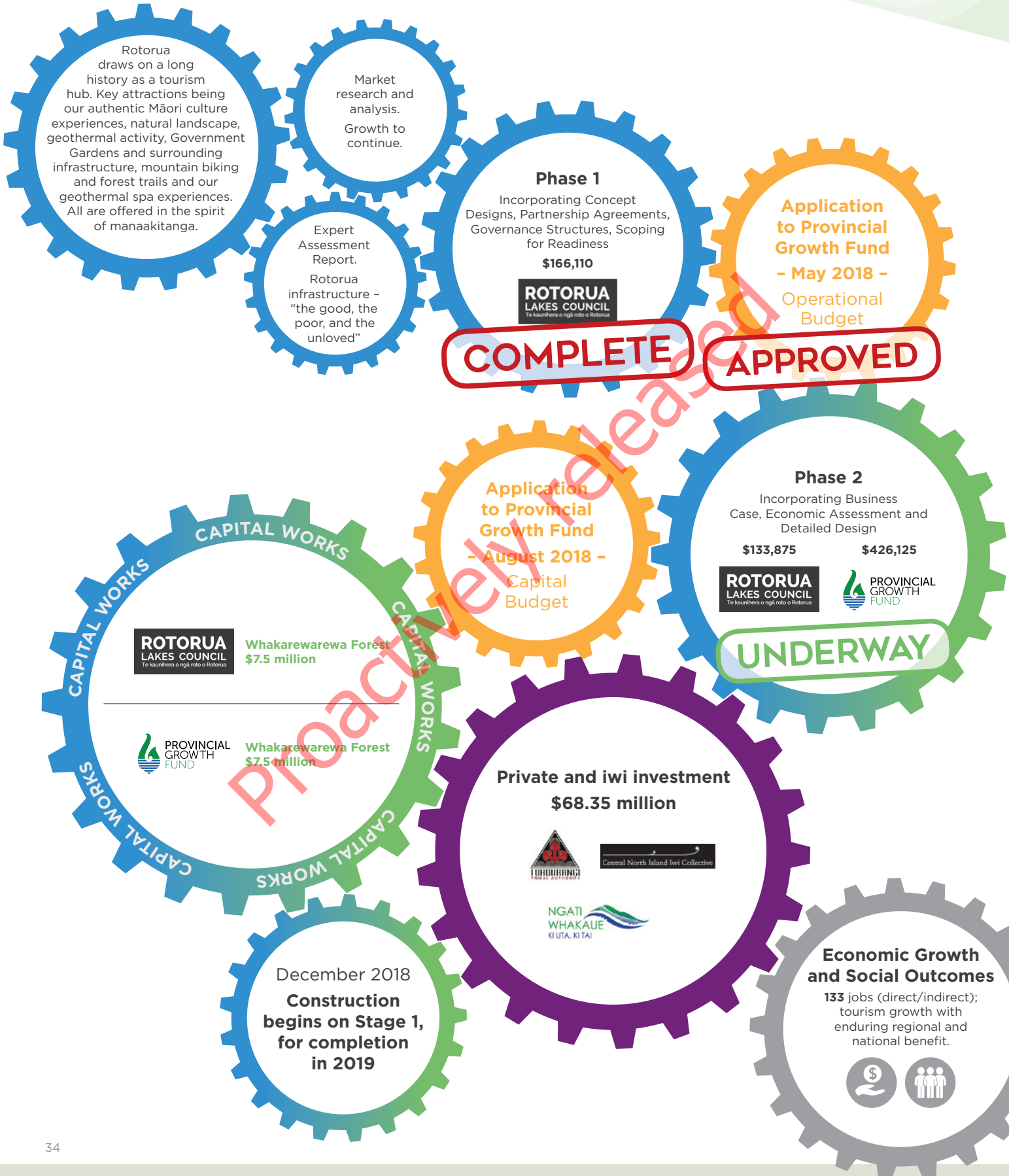
Proactively released



“Public investment will be critical to achieving outcomes and building on our combined aspirations for the Whakarewarewa Forest. Improving the public infrastructure and amenity is needed to both lift the quality of each visitor’s experience (recognising the public nature of the forest) and activate private sector investment.”

Bronco Carson, Chairman, CNI Iwi Holdings Ltd

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

\$166,110



COMPLETE

Application to Provincial Growth Fund - May 2018 -
Operational Budget

APPROVED

Phase 2
Incorporating Business Case, Economic Assessment and Detailed Design

\$133,875

\$426,125



UNDERWAY

Application to Provincial Growth Fund - August 2018 -
Capital Budget



Whakarewarewa Forest \$7.5 million



Whakarewarewa Forest \$7.5 million

Private and iwi investment
\$68.35 million



Central North Island Iwi Collective



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

Economic Growth and Social Outcomes

133 jobs (direct/indirect); tourism growth with enduring regional and national benefit.





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

Key Supporting Information

- 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
- Rotorua Destination Development – Stevens and Associates 2015
- Bay of Plenty Regional Economic Action Plan – BOP RC 2015
- HNWI Luxury Tourism Review – Sursum Consulting 2018
- MBIE NZ Cycle trail evaluation report 2016, CBA study by Dr Antong Victorio
- Martin Jenkins Economic impact assessment of Porirua adventure park 2018
- NZTA New Zealand's favourite places to ride
- Tourism NZ Special interest sector infographic 2017

Other Rotorua Lakes Council Plans and Strategies

- Vision 2030 – The Rotorua Way
- Long Term Plan 2018-2028
- Rotorua Spatial Plan 2018
- Rotorua Creative Strategy 2016
- Rotorua Sustainable Living Strategy 2016
- Rotorua Cyway Strategy

Project Specific Documents

- Communications Plan, Shine PR
- Engagement Plan, Shine PR
- Project Management Plan
- Procurement Manual
- Economic Impact Assessment for Rotorua Developments, NZIER and Colliers 2018
- Mountain Biking in Whakarewarewa Forest Economic Impact Study 2018 – Mca (Michael Connell and Associates)
- Development Plan for Tokorangi and Whakarewarewa Forest – Boffa Miskell and RLC 2017
- Cultural design process – Haumi Ltd 2018
- Concept and Preliminary Designs – Opus International and Boffa Miskell
- Quantity Surveyors estimates – Kingstons and RDT 2018
- Topographical Survey – Survey One 2018

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)