



VISION 2030

The ROTORUA
way

Mayor's Message

Vision 2030 establishes an enduring pathway forward for the Rotorua district and drives everything we do as we work with our community to achieve a positive future.

That blueprint has continued in the strategy refresh work under the banner: The Rotorua Way. This work reflects the need to continue to develop the Rotorua district in a way that responds to growth but at the same time retains and works to enhance the unique character of our place that is special to us all. The challenge of shaping our place and our people in one we all share and I thank all those who provided input and continue to make a contribution.

During the past few years the Rotorua district has grown in population. We've seen significant investment in existing and new commercial ventures and businesses, and our economy has consistently performed above the national average with key sectors continuing to do well.

At an organisational level, the council will continue to look for efficiencies and ways to improve its effectiveness in working with and for the community.

The Rotorua Way will focus on what makes Rotorua special – the district's active environment, our strong Te Arawa culture and manaakitanga, the fantastic lifestyle we can enjoy and the diverse economic opportunities that exist here. Together, these make Rotorua a unique place in which to live, work and invest and to visit.

We also identified areas of opportunity which will help us to build on and further enhance those strengths.

We needed to identify what makes Rotorua special to provide clear direction and focus, to ensure that as our district grows we preserve and enhance what is critical to our community and to the district's ongoing success.

The Rotorua Way provides the direction for the next few years, guiding our long-term, annual and spatial plans and decision-making around key projects and initiatives.

These future-focussed plans, key projects and initiatives are how we will deliver Vision 2030.

It will guide all the work Council does to ensure we focus on what will make a difference and will help us achieve our shared long-term goals. This will require a strong, ongoing commitment to the outcomes we want to achieve for our district and investment in some big moves along the way.

Challenges remain and some have come about as a result of the district's growth and economic success – but we are a district on the move and moving in the right direction and it is important we continue to identify and act on opportunities that benefit the district and its residents.

We value the land, lakes and our environment and we can grow sustainably without compromising the treasures that make our place such a taonga/treasure.

Working together towards a shared vision and goals, we have already made great strides and the Council and I remain committed to working with you, the community, to move us closer to the district's long-term aspirations.

Together we can – and do – make a difference.

Tatau tatau - We together.



A handwritten signature in black ink, which appears to read 'Steve Chadwick'.

Hon Steve Chadwick JP
Rotorua Mayor

Rotorua District

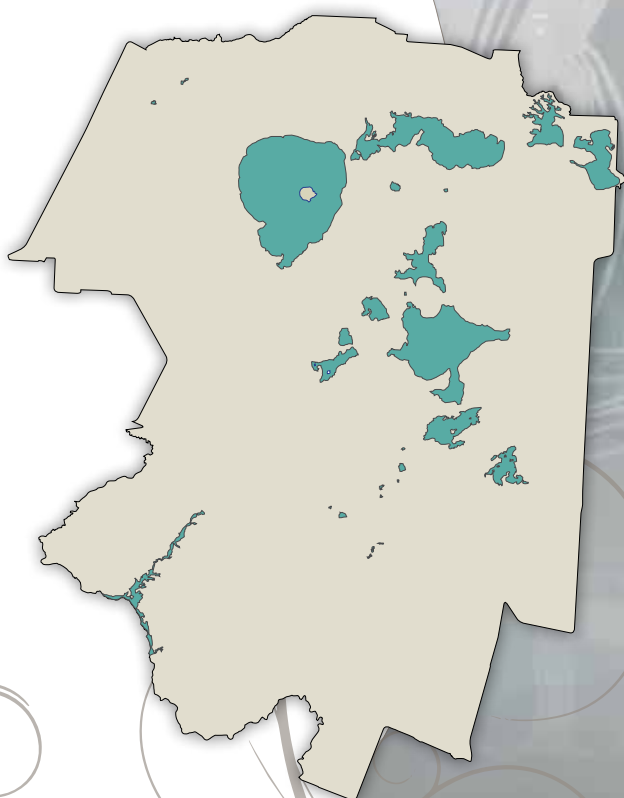
Te Rohe o Rotorua

The total size of the Rotorua district is 261,906 hectares.

This consists of 41% forest, 43% agriculture and 8% lakes.

The region includes:

- 18 lakes
- 800 hectares of parks, gardens and reserves free for public use
- 3 major rivers
- 7 geothermal fields with hot pools and spectacular steam eruptions
- 100,000 hectares of native and exotic forests - with the largest commercial plantation forest in the Southern Hemisphere
- 100,000 hectares of farmland
- 120 wetlands
- Stunning volcanic landscapes with Mt Tarawera, Rainbow Mountain, Mt Ngongotaha and Mokoia Island as local icons
- Hundreds of kilometres of walking, cycling and mountain biking tracks.





Our place is something special

He Tūrangawaewae Motuhake

More than a hundred years ago, on 25 November 1880 the Fenton Agreement was signed between the Crown and Ngāti Whakaue, gifting the lands on which Rotorua city was built. Streets, parks and sites for hospitals and schools were laid out and key streets were named after the important chiefs and leaders of Te Arawa.

Rotorua district is within the Bay of Plenty Regional Council and Waikato Regional Council areas. According to oral history, many of Rotorua's Māori residents trace their ancestry to Tamatekapua, the captain of the Arawa canoe that arrived in New Zealand from the fabled homeland of Hawaiki more than six centuries ago. The Arawa canoe was beached at Maketu on the Bay of Plenty coast where the new arrivals settled down to live.

They had been at Maketu for some time when an ancestor called Kahumatamomoe journeyed inland to explore. He discovered what is now known as Lake Rotorua, and settled at what is now Kawaha Point.

Our volcanic landscape of lakes, calderas and geothermal features is unique here in New Zealand and provides an important playground for both residents and visitors. This landscape, our forests, the size of our city, the district's lakeside and rural settlements, mean the outdoors are literally on our doorstep.

The forests, coupled with extensive trees and gardens in the city, suburbs and parks, support a rich and varied bird life, both native and introduced. Some of New Zealand's rarer birds, such as the formerly endangered kokako and the spectacular native falcon, karearea, thrive in the district.

In our place the Te Arawa culture is part of who we are and how we do things. It's the birth place of tourism in New Zealand, renowned for its Te Arawa culture and its manaakitanga or hospitality.

We find the Rotorua district easy to get around and living here is balanced. We have many industries and a diverse economy...

...it's the Rotorua way.





ROTORUA VISION 2030

This is our home, we are its people.
We're **the heart of Te Arawa**
and a **centre for Māori culture** and expression.

We're innovative and we share what we learn.
We're driving opportunity, enterprise and diversity.

We're **supporting a legacy of sustainability**
for our environment.

Rotorua is a place for everyone...
Tatau tatau - We together.

Koinei tō tātau kāinga. Ko tātau ōna tāngata.

Nā tātau tonu i ora ai te ahurea
Māori me ōna āhuatanga katoa.

He iwi auaha tātau e tuku nei i tā tātau e ako nei.

E kokiri nei tātau i te angitu,
i te hihiri me ngā rerekētanga maha.

E kaha tautoko nei tātau i whakapūmautanga o te taiao.

Mō te katoa a Rotorua...Tatau tatau

People | Culture | Place

Supporting our vision are seven 2030 goals:



Rotorua's 2030 Vision established our district's long-term goals, setting the direction for the district and for council work, services and planning. During the past few years the focus has been on issues needing immediate attention. The next 2030 chapter, The Rotorua Way, has established what's special about our place, identifying our district's strengths and setting out opportunities that will help us build on those.



The Rotorua Way identified our key strengths:



Big moves ensure ongoing progress:

Some big moves which reflect what we are trying to achieve against these strengths and opportunities will be required to ensure ongoing progress towards the 2030 goals. These major projects will have a focus on one or more of our strength areas and could be delivered in a given financial year or across multiple years.



Active environment

Rotorua - He Marae Areare

Rotorua's landscape is marked by bubbling mud pools, shooting geysers and hissing fumeroles, natural hot springs and its volcanic crater lakes - Waiariki - water of the gods

...SPOUTING GEYSERS AND CRATER LAKES

We enjoy unlimited access to our unique outdoors environment; we are proud of its adventurous reputation and we work hard to respect, care and protect our resources for our future generations.

...ADVENTUROUS SPIRIT AND FUTURE CUSTODIANS

Our place invigorates us, our natural surroundings provide us with a sense of inner wellbeing, it rejuvenates us and nurtures our soul.

...INVIGORATING THE SENSES

Water, in particular our aquifers are the heart of the land - 'manawa whenua'. Our lakes, rivers and streams are a central part of our lifestyle and creates unique environments for rare plants, birds and other aquatic animals.

...HEART OF THE LAND

Expansive forests and farmlands overlay a modern human influence on our landscape, hardy industry that reflects the energy of the district.

...EXPANSIVE FORESTS AND FARMLANDS

Strength

The region is defined by a unique volcanic landscape characterised by our lakes, mountains and geothermal features

Expanses of forest and farmlands create our vistas

Diverse natural areas support many rare plants and animals

Outdoor adventures are on our doorstep

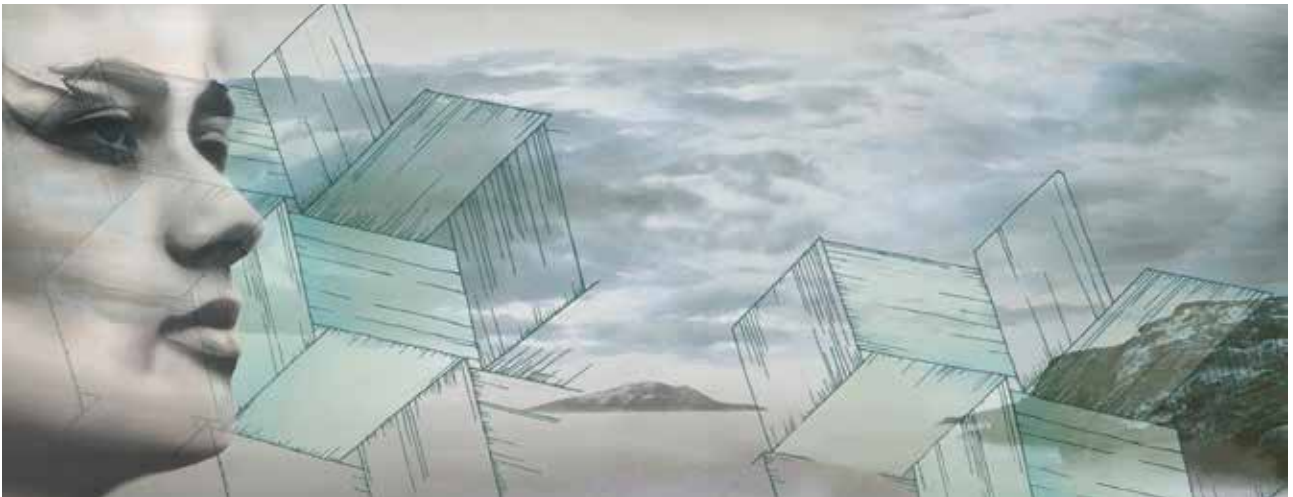
Opportunity

Develop a holistic approach to environmental sustainability of the region

Develop innovative and environmentally sustainable land uses to enhance productive value and our environment

Establish key environmental enhancement projects

Improve access and sustainability of our natural environment



Strong culture

Rotorua - He Puna Ahurea

This energising place has shaped the kind of people we are, proud to share our unique Rotorua and its stories; we are renowned for our manaakitanga, our spirit of empowering our people and for inspiring the hearts and minds of our people and our visitors to our place.

...SPIRIT OF MANAAKITANGA

Te Arawa have been prominent in preserving, developing, and shaping our district; through the promotion of Te Ao Te Arawa and important institutions such as the Maori Arts and Crafts Institute and hosting Maori events

...HEART OF TE AO TE ARAWA

A cultural confidence and increasing bicultural partnership expectations means there is an increasing focus on contemporary expression of Māori language, values, design and art across the district

....CONTEMPORARY EXPRESSION

Rotorua is becoming more multi-cultural, adding strength to opportunities to grow, support and contribute wholly in our community.

...SHARED CULTURES AND PASSIONS

Strength

We are the heart of Te Arawa in NZ

We have a long history of sharing our unique place - manaakitanga

We are a centre of Māori learning and contemporary design and art

Opportunity

Make our culture more visible and accessible through design and making our stories visible

Establish the district as a centre of **Māori** story telling

Support events and festivals that enhance the district's identity and reputation



Easy lifestyle

Rotorua Mauritau

Rotorua is diverse, our district surrounded by lakeside and rural settlements each with their own distinctive character and parochial community feel allows our children to grow up with an appreciation for the natural features in our outdoor landscapes and environs.

...ESSENCE OF ROTORUA

We gain a real sense of wellbeing from our lakes, rivers, forests and geothermal features. We are spoilt for choice, able to indulge our interests and enjoy new experiences.

...CHOICE AND WELLBEING

Moving around the city and district is easy and with nearby access to other parts of the region – beaches, mountains and larger cities around us.

...EASY ACCESS

Our convenient location means we have wider employment choices and we are central enough to attract visits from friends and family.

...KEY CONNECTIONS

Strength

It's easy to live here and easy to get around.

We feel a sense of community around the lakes, in the villages, and in our suburbs.

We have a sense of wellbeing from our lakes, forests and geothermal pools.

We have lifestyle choices available for everyone

Opportunity

Improve quality and choice of homes to meet needs or lifestyles.

Strengthen vibrancy of our city, suburbs and villages.

Improve the health and wellbeing of those most at need in our community.

Extend quality and depth of recreation facilities.



Diverse opportunities

Rotorua Ararau

Rotorua has one of the country's most diverse economies which includes forestry and wood processing, tourism, geothermal, agribusiness, education, research and manufacturing. We compete internationally in a number of sectors.

...ECONOMIC STRENGTH AND DIVERSITY

Tourism is Rotorua's largest employer, its main economic contributors being cultural experiences, leisure and adventure activities within our unique natural landscapes, accommodation, bars, restaurants and cafes, attractions and retail sectors.

...TOP IN TOURISM

Rotorua is at the heart of the nation's forestry and wood processing industries with nearly half New Zealand's annual wood harvest produced in the Central North Island and Rotorua a centre for forestry research and innovation.

...LEADING THE WAY

The district's proximity to the Port of Tauranga and other larger centres makes Rotorua a great place to operate a business.

...CENTRAL BUSINESS HUB

Strength

We have a diverse economy.

We are the birthplace of NZ Tourism.

We benefit from our upper North Island location and proximity to the Port of Tauranga.

We are a centre for forestry science and industry.

Opportunity

Develop infrastructure, land and people to support a diverse and sustainably growing community.

Grow the value of tourism to Rotorua.

Improve connections by road and air.

Become a centre of excellence for forestry science and innovation.

Contributing to Vision 2030

Big moves and organisational commitments to take us forward

Our organisational commitment

Council is committed to doing its part in progressing Rotorua 2030. Our organisational focus is reflected in our long-term and annual plans.

We have a committed focus on:

- Supporting community leadership of our new strategies and projects.
- Growing our partnership with Te Arawa.
- Working innovatively, outside traditional delivery mechanisms, to drive more cost effective and more efficient services.
- Ensuring all our work programmes align with the district's ambitions.
- Shaping our council to be more effective and responsive.

Contribution to Vision 2030 will be achieved through the delivery of big moves and key projects. These are driven by opportunities arising from Rotorua's strengths. In support, the council organisation will ensure continued progress by committing to ongoing reviews of how it works in an effective and responsive way - organisational commitments.

Big moves for 2017/18

Big moves reflect what we are trying to achieve against the strengths and opportunities. The big moves for the 2017/18 year listed below may lead into planning and projects for the next long-term plan.

Planning for future growth (a district spatial plan)

We need to ensure we are prepared for ongoing growth and the challenge is to ensure the way development happens will protect what makes our district special, while at the same time propelling Rotorua forward. Community input will help us develop a spatial plan. It will be the blueprint for how we want our district to look in future, setting out areas for future residential, commercial and industrial development and the intensity of that development. This will be one of several important building blocks that will fit together to help us achieve our 2030 vision.

Affordable housing that meets needs

We want to ensure housing in the district meets community needs and both Council and the community are concerned about current pressures on housing stock, housing affordability and how we can support people into emergency and subsidised rental housing in the district. Council is investigating the potential to establish, with local partners, a community housing provider that would then have access to Central Government funding. Management of Council's 152 pensioner houses might also be transferred to another provider. This project will also look at zoning within the spatial and district plans and may require plan changes.

Development company

Unlocking land for development remains a focus for the district. Council will look at how to encourage development that supports the need for additional residential sections and commercial/industrial expansion on land Council owns and has identified as surplus. An independent company or council-controlled organisation (CCO) will be needed to ensure transparency and enable investment negotiations to be undertaken.

Achieving this may require establishing a new CCO, one that could work more closely with iwi and commercial investors. This presents another important opportunity to support district growth and development.

Eastern corridor development

A good roading network is vital to the growth of our district, helping us to unlock land for development and ensuring ease of movement across and in and out of our district. Traffic volumes have been increasing and there are pressures on our Eastern corridor in particular. Council is working closely with the New Zealand Transport Agency (NZTA) on plans and a set of actions needed to ensure the local roading network will meet the district's growing needs. In order to keep pace Council may need to consider some early investment (possibly the airport roundabout) to unlock additional land for commercial/industrial development.

Forest entrance improvements

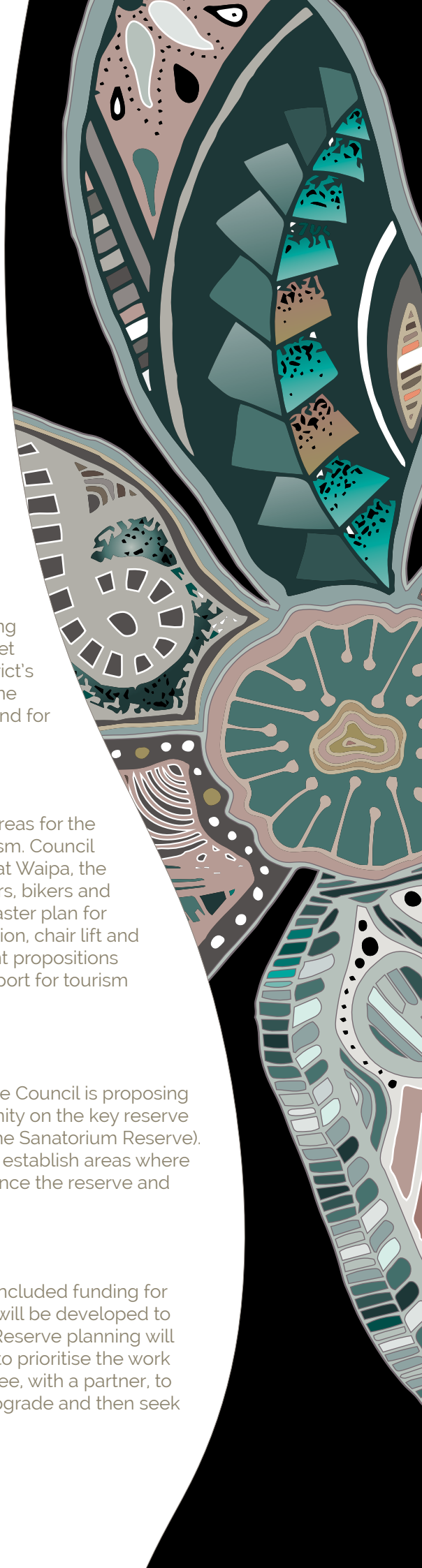
The Redwoods and Whakarewarewa Forest are important recreational areas for the Rotorua community, as well as being assets that attract events and tourism. Council is considering options for improving Long Mile Road and improvements at Waipa, the high-use entrances to these forest trail networks used by walkers, runners, bikers and horse riders. This will need to be considered in the context of a wider master plan for the forests including investment cases for development of accommodation, chair lift and other service options for forest users. These will be important investment propositions for iwi and have the potential to attract Central Government funding support for tourism infrastructure development.

Lakefront revitalisation (city ring of reserves)

Our community has been Development of Rotorua's city lakefront reserve Council is proposing to undertake some detailed planning with stakeholders and the community on the key reserve areas around the city (Kuirau Park, lakefront, Government Gardens and the Sanatorium Reserve). This work will provide a vision for the reserves development but will also establish areas where private investment can be included to be able to leverage funds to enhance the reserve and provide ongoing revenue.

Aquatic Centre investment case

The community has asked for investment in our aquatic centre. Council included funding for an upgrade in its 2015-25 Long-term Plan and a strong investment case will be developed to encourage private sector investment to significantly expand the facility. Reserve planning will be another important component. Council will need to make a decision to prioritise the work and will need to choose between a single partnership proposal (ie to agree, with a partner, to upgrade and build at the same time) or to take a two-stage approach (upgrade and then seek a partner for additional elements).





Key projects

East Rotoiti/Rotoma sewerage scheme

Council committed through its Long-term Plan to a reticulated sewerage scheme for East Rotoiti/Rotomā. The project will contribute to Rotorua Te Arawa Lakes Programme goals to improve lakes water quality and protect public health and features a strong commitment to respecting traditional cultural values and broader community expectations.

There are about 700 properties in the proposed service area for this scheme, which will replace current septic tanks. Allowance has been made for some future growth.

Council has worked alongside a community-led steering committee for the East Rotoiti/Rotomā community since 2013 to establish a preferred option. Properties will connect to a stand-alone wastewater treatment plant which will treat wastewater to a very high standard before it is discharged to land.

Completing the library and child health hub

Rotorua Lakes Council and the Lakes District Health Board have collaborated on a unique project which will see modern library services and child support services co-located in a vibrant community hub that caters to all ages and all users of the services. The library building has undergone earthquake strengthening as part of the upgrade and the shared hub will open out onto an extended Jean Batten park. Council set aside \$8.3m towards this innovative project in the Long-term Plan and the project is on track for completion in November 2017.

Manawa - Heart of the City

Creating a vibrant city heart that attracts people and activity was a priority for Council and the Rotorua community and following several rounds of community consultation and input from inner city business people, Council set aside \$1.2m in its Long-term Plan for a refresh of the former City Focus, now renamed Manawa (Heart of the city). The completed works will modernise the area and create a people-friendly space for activity, will improve sight lines and open up the intersection to traffic in all directions. The works are due for completion in August 2017.

Sir Howard Morrison Performing Arts Centre

Providing a fit-for-purpose, multi-use venue that can showcase all forms of performance will help strengthen Rotorua's cultural and performing arts offering, bringing vibrancy to the centre and maximising its use. The centre also needs earthquake strengthening and the total project – an upgrade and strengthening – will cost an estimated \$6.5million. Council will work with key stakeholders to strengthen the value proposition for the proposed project before a final decision is made and \$1million has been allocated in the 2017/18 year to complete the value case and potentially start detailed design and construction.

Presenting Our Place: Entranceways

Strong entranceway features are among the first things returning locals and tourists see when entering Rotorua city and they often become a powerful symbol that forms part of the district's identity. Council has approved \$300,000 to enhance the city's northern and eastern entrances.

Sports facility funding

Rotorua's active environment and easy lifestyle are important to its residents and we are striving to ensure that there are outstanding places to play throughout the district.





ROTORUA
LAKES COUNCIL
Te kaunihera o ngā roto o Rotorua