



# **MINUTES**

**Strategy, Finance and Risk Committee  
Meeting**

**Monday, 20 September 2021**

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**MINUTES OF TAURANGA CITY COUNCIL  
STRATEGY, FINANCE AND RISK COMMITTEE MEETING  
HELD AT THE TAURANGA CITY COUNCIL, COUNCIL CHAMBERS, 91 WILLOW STREET,  
TAURANGA  
ON MONDAY, 20 SEPTEMBER 2021 AT 10.30AM**

**PRESENT:** Commission Chair Anne Tolley, Dr Wayne Beilby (Deputy Chairperson), Commissioner Stephen Selwood (via video link), Commissioner Bill Wasley, Ms Matire Duncan, Mr Te Pio Kawe and Ms Rohario Murray

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Paul Davidson (General Manager: Corporate Services), Susan Jamieson (General Manager: People & Engagement) (via video link), Nic Johansson (General Manager: Infrastructure), Christine Jones (General Manager: Strategy & Growth), Gareth Wallis (General Manager: Community Services), Michael Vujnovich (Manager: Project Tauranga), Anne Blakeway (Manager: Community Partnerships) (via video link), Kathryn Sharplin (Manager: Finance), Jon Hobbs (Internal Auditor), Steve Burton (Director of City Waters), Jeremy Boase (Manager: Strategy & Corporate Planning), Andy Mead (Manager: City & Infrastructure Planning), Alistair Talbot (Team Leader: Transport Strategy & Planning), Coral Hair (Manager: Democracy Services), Robyn Garrett (Team Leader: Committee Support) and Jenny Teeuwen (Committee Advisor)

## **1 OPENING KARAKIA**

Mr Te Pio Kawe opened the meeting with a karakia.

## **2 APOLOGIES**

### **2.1 Apologies**

#### **COMMITTEE RESOLUTION SFR5/21/1**

Moved: Commissioner Bill Wasley

Seconded: Dr Wayne Beilby

That the apologies for absence from Commissioner Shadrach Rolleston and Mr Bruce Robertson be received and accepted.

**CARRIED**

## **3 PUBLIC FORUM**

### **3.1 Lynne Moore - Three Waters Proposal**

#### **Key points**

- Ms Moore spoke in opposition to the Three Waters proposal.
- The current system was not old and was well maintained and upgraded as required.
- The proposal would see assets that belonged to the people of Tauranga given away with little consultation with the people who owned the assets, the ratepayers.

- The proposal was one-sided - \$48 million for assets that were worth \$1.6 billion.
- It was unacceptable that the Commissioners were considering the proposal.
- Ms Moore requested that a referendum be held so that the people of Tauranga could have their say and be heard.

### **3.2 Ross Steele - Three Waters Proposal**

#### **Key points**

- Mr Steele was concerned about the Three Waters proposal. He believed the government was trying to strongarm 67 local authorities throughout New Zealand to give up their water related assets and infrastructure for a pittance of the true value of those assets.
- In Tauranga, the offer was \$48 million. The water assets of the city were valued in the region of \$1.3 billion to \$1.6 billion.
- The Commission were required to communicate with the community openly and honestly and to act with absolute integrity and transparency. The Commission had a moral obligation to look after the assets of the Tauranga City Council (TCC) on behalf of the ratepayers.
- Mr Steele requested that a binding referendum on the topic of the Three Waters proposal be held to allow all ratepayers to have their say.
- Mr Steele challenged the Commission to do what was right for the ratepayers and opt out of the proposal. The assets were not Council's to give away.

#### **Commission Chair comment**

The Commission was not making a decision, and could not make a decision, on such a significant asset owned by the ratepayers without going to the people first. The Government, whose reform it was, was not yet asking for that decision to be made. Councils had been asked to get the views of their communities on the proposed reform and report those back to the Government. The Local Government Act 2002 protected the interests of the ratepayer and if a decision was to be made on the significant assets of Tauranga's waters, then there would be a formal consultation process. The Commission were aware of the groundswell of worry and concern about what was going to happen. There was still uncertainty around whether a decision would be required from ratepayers or whether the Government would make the reform mandatory. The Commission wanted to know what was ahead for Tauranga as soon as possible and so had requested that Central Government get on with it, as just talking about the proposed reform created uncertainty and considerable concern and fear in Tauranga's communities. It was noted that the proposal stated that ownership of the assets would be retained by the ratepayers through their local authority.

The Commission Chair Anne Tolley thanked Ms Moore and Mr Steele for their presentations.

## **4 ACCEPTANCE OF LATE ITEMS**

Nil

## **5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**

Nil

## **6 CHANGE TO ORDER OF BUSINESS**

Nil

## 7 CONFIRMATION OF MINUTES

### 7.1 Open and Public Excluded minutes of the Strategy, Finance and Risk Committee meeting held on 16 August 2021

#### COMMITTEE RESOLUTION SFR5/21/2

Moved: Commissioner Bill Wasley

Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee:

- (a) Confirms the open minutes of the Strategy, Finance and Risk Committee meeting held on 16 August 2021 as a true and correct record.
- (b) Confirms the public excluded minutes of the Strategy, Finance and Risk Committee meeting held on 16 August 2021 as a true and correct record.

**CARRIED**

## 8 DECLARATION OF CONFLICTS OF INTEREST

The following conflicts of interest were noted:

- Ms Matire Duncan, in relation to item 9.5 as she was a member of the TCC project team for the Three Waters reform that had been established internally.
- Ms Rohario Murray, in relation to item 9.7 and anything connected to Resource Management Act 1991 (RMA) reforms, as she was an employee of the Ministry for the Environment.

## 9 BUSINESS

### 9.1 Mainstreets' Monitoring Report for the period to 30 June 2021

**Staff** Michael Vujnovich, Manager: Project Tauranga  
Anne Blakeway, Manager: Community Partnerships

**External** Sally Cooke and Brian Berry, Mainstreet Downtown  
Claudia West and Malika Ganley, Mount Business Association  
Sally Benning and Sue Blomquist, Greerton Mainstreet

Mainstreet Downtown, Mount Business Association and Greerton Mainstreet were invited to make presentations to the Commission.

#### Mainstreet Downtown

- **Key points**
  - Mr Berry and Ms Cooke provided an update on what had happened since the end of the report period.
  - The economy was in a stronger position than expected prior to the recent COVID outbreak.
  - In the recent lockdown, Mainstreet Downtown had provided an amplified support role with wrap around support to businesses; as much as was needed.
  - It was important that the COVID situation did not overshadow the critical challenges and issues the City Centre was experiencing, which had not gone away.
  - The co-operation with Greerton Mainstreet regarding “Buy Local” was still in place.

- During COVID level four and three restrictions, Mainstreet Downtown deployed digital communication profiling with over 60 individual members. This was important as Mainstreet Downtown had 10,000 visitors to their website monthly, over 7,000 customers on their email databases and an audience of around 9,000 on their Facebook page. Feedback from the businesses had been positive.
- Mainstreet Downtown had welcomed the recent opportunity to meet with Mr Max Pedersen as part of the TCC review of the Mainstreets. They were looking forward to receiving feedback and the recommendations and awaited the opportunity to provide feedback on those recommendations.
- **In response to questions**
  - There was a lack of cohesion with TCC at a strategic level. A lot more could be achieved by working together. Mainstreet Downtown would like to see better communication, rather than being kept at arm's length, and a better understanding about what each party was doing.
  - Priority One's focus was on economic development which was not necessarily Mainstreet Downtown's role; however, Mainstreet Downtown did meet regularly with Priority One and believed they were on the same page and heading in the same direction.
  - Papamoa Mainstreet had a different make-up and model that it worked under. There was an appetite for a more collaborative strategic approach across the Mainstreets, but care was needed regarding a one size fits all model as the different areas had different challenges.

### **Mount Business Association**

A copy of the presentation for this item can be viewed on Tauranga City Council's website in the Minutes Attachments document for this committee meeting.

- **Key Points**
  - Key achievements for the reporting period included key events i.e. Sunday cinema and Tunes at Noon, held at Te Papa o Ngā Manu Porotakataka.
  - Key initiatives included website development, taking over the i-Site pod from Tourism Bay of Plenty, strategy sessions, submitting to TCC's LTP, and developing a new branding identity.
  - Key activities included assessing member communications needs and an overhaul of the member database.
  - Key issues and challenges included bringing financial auditing up to date, working through a restructure, and member engagement.
  - Future activities included the AGM which had been delayed due to COVID and was now scheduled for next week, the roll out of the Destination Marketing Plan, and finalising financials.
- **In response to questions**
  - Member engagement was a challenge as nothing had been done in this space in the last couple of years. With the new Board and more consistent staff, it was expected that member engagement would improve.
  - The Mount Business Association had not consulted with tangata whenua over the new logo design. It was suggested that the local iwi be contacted for their advice and agreement.
  - A culture fest was planned for the coming school holidays which would include a skate pump track.

### **Greerton Mainstreet**

- **Key Points**
  - Greerton was a community village, not dominated by chain stores. It was in close proximity to a primary and secondary school, and was within mobility scooter distance for the older population living in the area.

- Greerton needed a traffic counter installed, more security cameras, and no more businesses selling alcohol.
  - Greerton’s most successful yarn bombing event to date had just completed.
  - Greerton had bounced back well since coming out of lockdown. There were few free car parks and car parks had a good turnover rate.
  - It was disappointing that the annual Cherry Blossom event was not likely to happen due to COVID restrictions.
  - Greerton Mainstreet had no contact from Priority One, other than they received the Priority One newsletter.
  - Greerton Mainstreet would welcome strategic planning and a dedicated TCC person to raise issues and concerns with.
- **In response to questions**
    - Greerton currently had two empty shops, plus the NZ Post Office building which had been empty for a number of years. Businesses that moved on were pretty quickly replaced.
    - There were no regular meetings with the other Mainstreets, but they did talk and communicate with each other.

#### **In response to questions**

- The strategic gap that existed between TCC and the Mainstreet organisations had been highlighted in the report.
- The Mount Business Association’s financial accounts not having been audited for some time had previously been raised in Council, but there had been no consequences.
- Having a single point of contact within TCC for the Mainstreet organisations would be helpful.
- The draft review report had been received from Mr Pedersen two weeks ago. Staff had provided feedback to Mr Pedersen a week ago and a meeting to review this would take place later this week. A final review report would then be circulated to the Commission for review and feedback before being presented to Council at the 4 October meeting.
- Commissioners supported the final review report also going out to the Mainstreets for comment and feedback. If the report went out to the Mainstreets for feedback, the final report would not be ready for the 4 October meeting, but would be presented to Council at the following meeting.

#### **COMMITTEE RESOLUTION SFR5/21/3**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

- (a) Receives the Mainstreets’ Monitoring Report for the period to 30 June 2021.
- (b) Receives the Mount Mainstreet Report to 30 June 2021.
- (c) Receives the Mainstreet Tauranga Report to 30 June 2021.
- (d) Receives the Greerton Village Mainstreet Report to 30 June 2021.
- (e) Receives the Papamoa Unlimited Report to 30 June 2021.
- (f) Circulates the Pedersen Mainstreet Review Report to the Mainstreet organisations prior to consideration by Council.

**CARRIED**

#### **Attachment**

- 1 Presentation - Mount Business Association

## 9.2 Audit New Zealand - report to the Commissioners on the audit of the 2021-31 Long-term Plan

**Staff** Paul Davidson, General Manager: Corporate Services  
Kathryn Sharplin, Manager: Finance  
Josh Logan, Team Leader: Corporate Planning

### In response to questions

- The peer review of the Infrastructure Strategy and Asset Management Plans was around the overall presentation. If time had allowed, a higher level of quality assurance of the documents would have occurred prior to them going to Audit New Zealand.
- The level of Waka Kotahi funding received had been higher than expected so the level of adjustment needed was less. A full reconciliation of the Long-Term Plan (LTP) against the Waka Kotahi updated funding would be presented to Council at the 4 October meeting.
- It was expected that there would be no further impact due to the previous COVID 19 lockdown. Current predictions were that around \$1.5 million of revenue would be lost due to the current COVID lockdown, largely through events, parking, and airport related fees.
- Whether there would be any penalties due to TCC's breach of the National Policy Statement for Urban Design (NPS-UD) was not yet known.

### COMMITTEE RESOLUTION SFR5/21/4

Moved: Commissioner Stephen Selwood

Seconded: Mr Te Pio Kawe

That the Strategy, Finance and Risk Committee receives the report from Audit New Zealand on the audit of the 2021-31 Long-term Plan.

**CARRIED**

## 9.3 Tauranga City Council Draft Annual Report 2020/21

**Staff** Paul Davidson, General Manager: Corporate Services  
Kathryn Sharplin, Manager: Finance

A copy of the staff presentation for this item can be viewed on Tauranga City Council's website in the Minutes Attachments document for this committee meeting.

### In response to questions

- The first section which summarised the results met the tests of being both complete and transparent.
- The following suggestions for edits were made:
  - Page 8 – It was suggested that the infographics for iwi and hapū would be better placed on page 7.
  - Page 17 – Working with tangata whenua – include reference to Te Rangapū Mana Whenua o Tauranga Moana.
  - Page 23 – it needed to be made clear that the proposed timeframe for the Three Waters Reform was the Government's timeframe and could change e.g. if the Government were to decide that the reform was to be made mandatory.
  - Page 28 - regarding property prices, reference to where the median amount was obtained from and a date be added.
  - Page 30 – the table be re-titled to read "Dwelling Consents Issued" to avoid confusion.
  - Ensure the correct spelling for names is used e.g. Puhirake Ihaka (page 69).
  - A mana whenua lens be added throughout the document.
  - Include statistics of Māori in Tauranga.
  - In the Financial Overview, provide a fuller, easy to understand explanation around depreciation and how it worked in terms of how TCC would manage renewals and fund the capital programme going forward.



- The following clarifications were made:
  - Page 37 – it was clarified that the rates to be collected for the weathertight claims was to increase the balance of the \$0.4 million Risk Management Fund.
  - Page 39 – Council Controlled Organisations – TCC's financial accounts were only consolidated when there was over 50% interest in the share of investment.

### COMMITTEE RESOLUTION SFR5/21/5

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

- (a) Receives the Report - Tauranga City Council Draft unaudited Annual Report 2020/21
  - (i) Agrees the proposed presentation of the annual report, with the comments and suggested amendments made at the meeting, including the year in review.
  - (ii) Agrees that the final surplus due to interest should be transferred to an interest rate reserve to assist to manage variability in interest rates over the next few years.

**CARRIED**

### Attachment

- 1 Presentation - 2021-22 Draft Annual Report

Item 9.5 was taken next.

### 9.5 Three Waters Reform Progress Update

**Staff** Nic Johansson, General Manager: Infrastructure  
Steve Burton, Director of City Waters  
Kathryn Sharplin, Manager: Finance

The Commission Chair reiterated her comments made in the Public Forum Section of this meeting around the Three Waters reform.

#### Staff Comment - Nic Johansson, General Manager: Infrastructure

It should be noted that the Three Waters reform was not the only reform currently happening. Reforms of Local Government and the Resource Management Act 1991 (RMA) were also underway. Unfortunately, the Three Waters reform was not well understood, not just in Tauranga but right across the 67 councils in the country, and strong feedback had been received. This feedback would be presented to Government at the end of February. Future challenges had also not been well articulated in terms of capacity, capability and funding, and new regulations would make it even harder to provide the service. There was also the challenge of growth for Tauranga. Water services were already running at full capacity and water restrictions would need to be in place throughout the coming summer. Whilst this would be mitigated when the Waiāri Water Treatment plant became operational, the wastewater service would continue to run at the absolute maximum, and it would be difficult to stay ahead of the curve in terms of what was needed for this.

#### In response to questions

- 200 pieces of feedback had been received on the website so far. A full report on the feedback received would be presented to the 4 October Council meeting.
- It was clarified that the Commission had made a response to the proposed Entity B, not DIA (page 100 of the agenda).
- Analysis showed that there were quite significant benefits to TCC in terms of the debt opportunity facilitated by the reform process that would enable TCC to borrow more money

for future services and capital investment going forward. To have a clear understanding of the costs and benefits and impact/risks on the ratepayer, both sides of the ledger needed to be clearly explained, in particular the long term implications of wastewater being at capacity, climate change, future stormwater management, rising environmental standards and rising health standards.

#### **Discussion points raised**

- It was noted that the previous elected council had resolved last year to become involved and work with others in the Bay of Plenty and Waikato, so collaboration work had already been underway for over a year in this space.
- Mr Stuart Crosby, President of Local Government New Zealand (LGNZ), had clearly articulated the concerns LGNZ had over the three water reforms, including the media campaign currently undertaken by the Government.
- It was unfortunate that the scheduled pop-up engagement sessions with the commissioners had not happened due to the latest COVID restrictions.

#### **COMMITTEE RESOLUTION SFR5/21/6**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Stephen Selwood

That the Strategy, Finance and Risk Committee:

- (a) Receives the report Three Waters Reform Programme Update; and
- (b) Recommends to Council that it continue to support Tauranga City Council's involvement in collaborative workstreams with other local authorities in the Water Entity B area, as proposed by the Department of Internal Affairs.
- (c) Notes a full report will be presented to Council on information related to three waters reform along with initial Rangapū and community feedback on 4 October.
- (d) Notes a project team is being established internally to undertake ongoing work related to the three waters reform.

**CARRIED**

At 12.40pm, the meeting adjourned.

At 1.22pm, the meeting resumed.

#### **9.4 Internal Audit - Procurement Health Check**

**Staff** Paul Davidson, General Manager: Corporate Services  
Jon Hobbs, Internal Auditor

#### **In response to questions**

- The Digital Services work programme would continually update and prioritise the digital prioritisation and change management component of TCC's procurement practices.
- Checks were carried out as part of the procurement process for a project ranging from conflict of interest forms through to background checks on suppliers' due diligence on any subcontractors they used.

#### **COMMITTEE RESOLUTION SFR5/21/7**

Moved: Commissioner Stephen Selwood

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee receives the Procurement Health Check report.

**CARRIED**

## 9.6 Updated outline work programme for the Committee

**Staff** Christine Jones, General Manager: Strategy and Growth  
Jeremy Boase, Manager: Strategy & Corporate Planning

One alteration was noted on page 119 of the agenda – the Criteria for City Centre Development Incentive Fund would now be presented at the 4 October Council meeting.

### In response to questions

- It was suggested that if Committee members had an interest in any particular issues in the work programme, that they let staff know and the relevant information would be provided to them.
- The rates remission and postponement policies review draft would be ready for consideration and adoption through the Annual Plan process.
- A quarterly update on the work programme would be provided to the Committee.
- A review of community centres/halls would flow into the next LTP.
- The strategic priorities for affordable housing and transportation were currently reported quarterly to this Committee through the Growth and Land Use Projects Progress Report and the Transport Strategy and Planning Progress Report. Both reports were on the agenda for this meeting. To ensure a strong focus remained on these strategic priorities, it was suggested that these be reported more frequently than quarterly.

### COMMITTEE RESOLUTION SFR5/21/8

Moved: Dr Wayne Beilby  
Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee approves the outline work programme for the Committee per Attachment 1.

**CARRIED**

## 9.7 Growth & Land Use Projects Progress Report - September 2021

**Staff** Christine Jones, General Manager: Strategy and Growth  
Andy Mead, Manager: City & Infrastructure Planning

### In response to questions

- The Priority Development Area Report presented to the SmartGrowth Committee last week would be circulated to Committee members. These reports would be presented at Strategy, Finance and Risk Committee meetings going forward.
- The Infrastructure Funding and Financing paper would also be circulated to the Committee on a confidential basis.
- Priority and focus needed to turn more to affordable housing in Tauranga's development areas. Currently, all the proposed housing in these areas would be at market value, and the affordability gap in Tauranga would become even more significant. More land would need to be made available that would accommodate affordable housing. SmartGrowth work to assess the future growth opportunities in the urban areas in the east, western corridor and Te Puna, identified through the Urban Form and Transport Initiative (UFTI), was being brought forward and the Housing Action Plan adopted by SmartGrowth recently also included some specific actions to address the affordability issue. The Government would be looking to see what TCC was doing in terms of the breach of the National Policy Statement for Urban Development (NPS-UD). Future Growth & Land Use Projects Progress Reports would include housing affordability as a key focus.

- The letter from Commissioners to central government regarding TCC's breach of the NPS-UD would be circulated to Committee members.
- If the freshwater, transport and access issues for Te Tumu and Tauriko West were not resolved, around 13,000 houses would be removed from the equation; approaching 50% of the future development capacity.
- There were also significant affordability issues for Māori land trusts in terms of papakainga. There were two funds coming up for Māori housing – one for \$380 million for construction and one for \$350 million for Māori housing. Through the priority development area, TCC had been advocating strongly for funding to be made available to assist Māori trusts to get expert advice to help them prepare applications to access this funding.
- The SmartGrowth Housing Action Plan Group was currently being established. The purpose of this group and what they would be doing would be reported back to the next meeting.
- It was suggested that the wording of paragraph 10 of the report be changed from "may be prudent" to "would be prudent".
- It was requested that care was used in the use of language in the report e.g. for paragraph 9(b) of the report, it could be perceived that the delays were because of Māori. It was suggested that the word "complications" could be replaced with "matters". More sensitivity was required for the language used in relation to Māori and Māori land.

### COMMITTEE RESOLUTION SFR5/21/9

Moved: Commissioner Stephen Selwood

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the Growth and Land Use Projects Progress Report – September 2021.
- (b) Notes the work programme for SmartGrowth is going to include an assessment of future additional development options and affordable housing options.

**CARRIED**

## 9.8 Transport Strategy and Planning Progress Report - September 2021

**Staff** Christine Jones, General Manager: Strategy and Growth  
Andy Mead, Manager: City & Infrastructure Planning  
Alistair Talbot, Team Leader: Transport Strategy & Planning

### In response to questions

- Funding through the National Land Transport Programme for the Totara Street cycleway had been approved this week for this financial year.
- TCC had met with Māori trust board members last week regarding what was happening with the Wairakei town centre and the Te Tumu Interchange. TCC was also supporting the trust board in terms of communication, so that they had a skilled person who spoke te reo and had a good understanding of cultural issues to assist them to communicate and connect with beneficiaries.
- It was still anticipated that the "spade in the ground" for the Tauranga Northern Link (TNL) would happen by the end of 2021. The tolling aspect was running in conjunction with the project and would not hold the project up.
- The bus service operating model was not expected to be available before the end of next year. The work currently being undertaken in Cameron Road could change the focus of where a city centre bus facility should be. TCC was working with the Bay of Plenty Regional Council to make sure the scope covered this. If the size and scale of the facility changed from what was originally anticipated, it would be easier to find appropriate locations.
- Four priorities had been identified for the Hewletts Road area – freight, public transport, general traffic, and the active modes of cycling and walking. The option mix would need to

be developed to find the right solution across priorities for all four modes. The focus would not just be on public transport and inter-regional freight.

- The business case for the Hull/Hewletts/Totara area would provide a problem definition at the corridor/intersection level.
- Reasonable information was already available on commercial vs freight vs private for the Hull/Hewletts/Totara area, but more would need to be obtained. Rail could provide some elements for the solutions for the area so would remain a key part of it.

#### **COMMITTEE RESOLUTION SFR5/21/10**

Moved: Commissioner Stephen Selwood

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee receives the Transport Strategy and Planning Progress Report – September 2021.

**CARRIED**

#### **10 DISCUSSION OF LATE ITEMS**

Nil

#### **11 CLOSING KARAKIA**

Ms Rohario Murray closed the meeting with a karakia.

**The meeting closed at 2.45pm.**

**The minutes of this meeting were confirmed as a true and correct record at the Strategy, Finance and Risk Committee meeting held on 1 November 2021.**

.....  
**CHAIRPERSON**