



AGENDA

Ordinary Council meeting Monday, 6 December 2021

I hereby give notice that an Ordinary Meeting of Council will be held on:

Date: Monday, 6 December 2021

Time: 10.30am

**Location: Tauranga City Council
Council Chambers
91 Willow Street
Tauranga**

Please note that this meeting will be livestreamed and the recording will be publicly available on Tauranga City Council's website: www.tauranga.govt.nz.

**Marty Grenfell
Chief Executive**

Terms of reference – Council

Membership

Chairperson	Commission Chair Anne Tolley
Members	Commissioner Shadrach Rolleston Commissioner Stephen Selwood Commissioner Bill Wasley
Quorum	<u>Half</u> of the members physically present, where the number of members (including vacancies) is <u>even</u> ; and a <u>majority</u> of the members physically present, where the number of members (including vacancies) is <u>odd</u> .
Meeting frequency	As required

Role

- To ensure the effective and efficient governance of the City
- To enable leadership of the City including advocacy and facilitation on behalf of the community.

Scope

- Oversee the work of all committees and subcommittees.
- Exercise all non-delegable and non-delegated functions and powers of the Council.
- The powers Council is legally prohibited from delegating include:
 - Power to make a rate.
 - Power to make a bylaw.
 - Power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan.
 - Power to adopt a long-term plan, annual plan, or annual report
 - Power to appoint a chief executive.
 - Power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the long-term plan or developed for the purpose of the local governance statement.
 - All final decisions required to be made by resolution of the territorial authority/Council pursuant to relevant legislation (for example: the approval of the City Plan or City Plan changes as per section 34A Resource Management Act 1991).
- Council has chosen not to delegate the following:
 - Power to compulsorily acquire land under the Public Works Act 1981.
- Make those decisions which are required by legislation to be made by resolution of the local authority.
- Authorise all expenditure not delegated to officers, Committees or other subordinate decision-making bodies of Council.
- Make appointments of members to the CCO Boards of Directors/Trustees and representatives of Council to external organisations.
- Consider any matters referred from any of the Standing or Special Committees, Joint Committees, Chief Executive or General Managers.

Procedural matters

- Delegation of Council powers to Council's committees and other subordinate decision-making bodies.
- Adoption of Standing Orders.
- Receipt of Joint Committee minutes.
- Approval of Special Orders.
- Employment of Chief Executive.
- Other Delegations of Council's powers, duties and responsibilities.

Regulatory matters

Administration, monitoring and enforcement of all regulatory matters that have not otherwise been delegated or that are referred to Council for determination (by a committee, subordinate decision-making body, Chief Executive or relevant General Manager).

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1 OPENING KARAKIA

2 APOLOGIES

3 PUBLIC FORUM

3.1 Mr John Adshead - Dogs off-lead on beaches

4 ACCEPTANCE OF LATE ITEMS

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

6 CHANGE TO THE ORDER OF BUSINESS

7 CONFIRMATION OF MINUTES

Nil

8 DECLARATION OF CONFLICTS OF INTEREST

9 DEPUTATIONS, PRESENTATIONS, PETITIONS

Nil

10 RECOMMENDATIONS FROM OTHER COMMITTEES

Nil

11 BUSINESS

11.1 Civic Precinct Masterplan

File Number: A13032881

Author: Mike Naude, Programme Manager Civic Redevelopment Projects

Authoriser: Marty Grenfell, Chief Executive

PURPOSE OF THE REPORT

1. The purpose of this report is to present the revised Civic Precinct Masterplan report, including the estimated cost for the community facilities and amenity development and a programme to complete the project as a single-phase development between 2022 and 2028.

RECOMMENDATIONS

That the Council:

- (a) Receives the Civic Precinct Masterplan (Refreshed 2021) Report; and
- (b) Adopts the Tauranga Civic Masterplan (Refreshed 2021) attached; and
- (c) Notes that in making a decision to develop the Civic Precinct Masterplan Refresh 2021, Council is required to undertake a Long-term Plan Amendment, subject to section 97 of the Local Government Act 2002, due to the proposal including the provision of new and additional facilities, resulting in a significant change in level of service from that which was detailed in the LTP 2021-31; and
- (d) Approves preparation of a Long-term Plan Amendment, alongside the Annual Plan 2022/23 which includes the Tauranga City Masterplan (refreshed 2021); namely Site A community facilities and amenity projects and Site C Waterfront Reserve delivered by 2028; and
- (e) Receives a further report in February 2022 to enable the Commission to make a decision on inclusion of the Civic Masterplan in a Long-term Plan Amendment which addresses:
 - i) Operating costs for Site A community facilities and amenity projects; and
 - ii) Further refinement of capital expenditure costs if any; and
 - iii) Balance sheet impact of delivery of Site A community facilities and amenity projects; and
 - iv) Rating impacts, and any other funding impacts, over the Long-term Plan period associated with delivery of the Civic Precinct Masterplan; and
 - v) Alternative funding and financing options including the use of private equity and or building lease arrangements in accordance with the partnership agreement and any other off-balance sheet treatment; and
 - vi) The financial impact of different project staging options; and
- (f) In approving preparation for a Long-term Plan Amendment process, notes that the use of the special consultative procedure is required under section 93(5) of the Local Government Act 2002.

EXECUTIVE SUMMARY

2. The development of the Civic Precinct Masterplan 2018 commenced in 2015/2016 involving an extensive engagement process with the community and key stakeholders. A Long-term Plan Amendment Process (LTPA) was undertaken in June 2016 to include the masterplan

options and Civic Heart Project in the Long-term Plan (LTP) 2015-2025. In 2017 the Council commenced a procurement process to secure a developer partner. Willis Bond Ltd. were the successful tenderer and as part of the developer partner procurement process refined the 2016 masterplan. At the Council Meeting held on 28 June 2018 the Council approved the Willis Bond Masterplan as 'indicative' and formed the basis for the negotiations to deliver the Library, a hotel and Civic Administration Building. It should be noted that the Council excluded the costs of developing a museum on the site.

3. In July 2018, Tauranga City Council and Willis Bond and Company (Tauranga) Limited signed a 12-year partnering agreement relating to the Tauranga City Council – Heart of the City Project (Civic Precinct). The Heart of the City Project comprised a series of Council-led developments and development opportunities intended to establish the City centre as the commercial, civic and cultural heart of Tauranga.
4. In August 2021, the Council issued the Civic Precinct Masterplan Refresh brief to Willis Bond. The brief required that the consultant team retain the previously considered aspects of the 2018 Masterplan, updating it to reflect changes in community aspirations and decisions of Council. The changes in aspirations include support for the development of a Museum on the civic precinct site; a desire for the revised masterplan to reflect the cultural significance of the site; inclusion of the Waterfront Reserve in the masterplan; and the Council's decision to locate the Civic Administration function to 90 Devonport Road.
5. The consultant team selected for the masterplan refresh was Willis Bond, Studio Pacific Architects, Landlab and LT McGuinness, who have collectively been responsible for the delivery of several civic transformation projects in New Zealand.
6. The masterplan refresh was prepared in collaboration with the Commissioners, Executive staff members and tangata whenua, including representatives from Ngai Tamarāwaho, Ngāti Tapu and Te Materāwaho as represented by the Otamataha Trust. Tangata whenua involvement in the co-design has played an important role in ensuring that the cultural significance of the site is reflected in the proposed design philosophy of the buildings and urban landscape.
7. The development of the masterplan recognises that Tauranga lacks facilities that would be expected in New Zealand's fifth largest and fastest-growing city. Its premise is that development of those facilities in the Civic Precinct would create a new and vibrant cultural and civic heart for the city, which would engender a sense of ownership and community pride in activities and experiences which capture the essence of Tauranga Moana.
8. The masterplan design supports the key themes of a civic campus focusing on activities and experiences that promote community wellbeing, activation of the precinct and revitalisation of the city centre. The design recognises the cultural significance of the site, while promoting social cohesion and economic stimulus for the city centre. The inter-relationship of activities and functionality of the buildings, activities and urban landscape is a key factor in the transformation of the city centre and wider Te Papa peninsula.
9. The masterplan includes three sites:
 - (a) Site A - Civic Precinct Site bounded by Durham, Hamilton, Wharf and Willow Streets and including Masonic Park;
 - (b) Site B – 21- 41 Durham Street (formerly known as the TV3 Site); and
 - (c) Site C – Waterfront Reserve from The Strand to the water between Hamilton and Wharf Streets.
10. Major buildings proposed for the sites include:
 - (a) Site A – Civic Whare, Library and Community Hub, Museum and Exhibition and Events buildings, and Baycourt Theatre;
 - (b) Site B – Performing Arts and Conference Centre and a hotel; and

- (c) Site C – A new jetty at the harbour-end of Wharf Street, a Wharewaka, waka launching ramp, regional playground and waterpark.
11. The masterplan report proposes a single-phase development of Site A and the Waterfront Reserve, commencing in 2022 and running through to 2028, at an estimated cost of between \$270M and \$300M.
12. Due to the introduction of a museum and exhibition/events facility into the proposal, resulting in a significant change in level of service for a significant activity, a decision to approve a single-phase development Site A will require an amendment to the Council's Long-term Plan (LTP) 2021-31.

BACKGROUND

13. In 2018, the Council adopted the Civic Precinct Masterplan, following extensive community consultation. The plan provided direction for the future development of the Council-owned site bounded by Willow, Hamilton, Wharf and Durham Streets; and the Council-owned site at 21-41 Durham Street, formerly known as the TV3 site.
14. The 2018 masterplan included a hotel and conference centre and a performing arts centre on the site at 21-41 Durham Street and the Civic Administration building, Library and Museum on the Willow Street Site, with connections through to Masonic Park.
15. Following the adoption of the Council's Long-term Plan (LTP) 2021-31, the Council issued a design brief to Willis Bond to prepare a Civic Masterplan Refresh to reflect the strategic decisions the Council had made as part of the LTP process, including a decision to lease a new Civic Administration building at 90 Devonport Road; respond to public submissions in favour of a Museum located on the Civic Precinct site; and to reflect the history and cultural significance of the site to tangata whenua and tell the stories of Tauranga Moana. The Council included a budget in the LTP 2021-31 for the development of a new library and community hub, to promote learning and education, and an enhanced urban space to promote activation and entertainment.
16. The refreshed masterplan focuses on facilities that will provide the activities and experiences the people of Tauranga deserve, and visitors expect. It will promote opportunities for welcoming and expression; learning and discovery; appreciating our past and shaping our future; and places for entertaining and hosting.
17. The need for facilities that deliver these cultural markers has long been recognised. Business cases have been prepared in the past for many of the precinct's elements, but for reasons we are all too familiar with, none have come to fruition. This refresh provides an opportunity to redress the past and deliver the vibrant cultural and civic heart the city has been missing.
18. The Civic Precinct site is culturally significant to tangata whenua of Tauranga Moana, particularly Ngai Tamarāwaho, Ngāti Tapu and Te Materāwaho. It was originally part of Te Papa, the central kāinga (village) of early Tauranga attracting people to a natural landing for waka, to access fertile cultivations, for trade, for gathering, for discussion and for interactions. It was heavily occupied and utilised pre-European arrival.
19. Upon arrival of the missionaries the Civic Precinct site was subject to land acquisition by the Christian Missionary Society (CMS) in 1838, for the benefit of the Native Race and Church. This was surveyed and the Civic Precinct site today includes what became known as Lot 45 and others.
20. Between 1866 and 1867, four-fifths of the CMS land was transferred to the Crown and confirmed under the Tauranga District Lands Act 1867.

Between 1885 and 1886, the Crown vested the land as reserve in the then-Borough of Tauranga, as an endowment in aid of Borough Funds. In 1930, the land changed its purpose of reserve to a site for a town hall and other municipal buildings. In 1982, the land was classified as Local Purpose (municipal buildings) Reserve subject to the Reserves Act 1977. In 1995, the land was issued to the Mayor, Councillors and Citizens of the Borough of Tauranga for Local Purpose (municipal buildings) Reserve subject to the Reserves Act 1977.

21. As a result of the alienation from the Church to the Crown as outlined above, mana whenua have maintained that the original purpose was not upheld and have sought to be reconnected to the whenua. This has been continuously and consistently reinforced through protests, occupations and arrests throughout time. The reconciliation of the disconnection is a significant priority for mana whenua.

DISCUSSION ON THE MASTERPLAN REPORT

22. This report should be read in conjunction with the Tauranga Civic Precinct Masterplan (Refreshed 2021) report prepared by Willis Bond.
23. The Council's primary objective is to create a long-term masterplan for the civic precinct that achieves the following objectives:
- (a) Creates a more vibrant, safe and accessible and successful city centre;
 - (b) Creates space and facilities that generate activity, attract people to and stimulate the area;
 - (c) Engages with and creates opportunity for tangata whenua;
 - (d) Recognises the history and cultural significance of Site A to tangata whenua and the wider community;
 - (e) Activates the site and maximises prime locations; and
 - (f) Creates a long-term vision for the site that forms the basis of a developed plan.
24. The masterplan proposes a series of distinct buildings with defined uses, set within a civic campus where functions and activities of each activity are co-dependant on shared facilities, such as meeting rooms, to complement the wider civic functions.
25. The masterplan creates a campus that focuses on the activities and experiences for the people of Tauranga and visitors alike. Activity based design has shaped the precinct promoting activities such as welcoming, shaping, nurturing, learning, discovering, expressing, entertaining and hosting. These uses are reflected throughout the buildings intended for the campus.
26. The landscape has been given as much prominence as the buildings to ensure a cohesive area that draws visitors to the site making the campus a major destination in the Bay of Plenty. A series of lawns, gardens, paved areas and amphitheatres are linked by steps and access ramps across Site A and Masonic Park, allowing visitors to traverse and gather across the area.
27. The natural fall of the site (approximately 14 metres from Durham Street to the water's edge) allows the natural form of the buildings to reflect the metaphorical flow of the streams that previously traversed the site on their way to the harbour. The buildings architecture will reflect this "this flow of water", with soft building edges lining the interior of the precinct.

28. Civic Whare | circa 1,100m²

The Civic Whare is located metaphorically and physically at the heart of the precinct. This is a multipurpose building, incorporating both traditional Māori design principles and modern Council requirements. The building will provide for both formal and informal meetings and civic functions. It will be designed to enable tikanga protocols for conducting of iwi hui and cultural functions.

Initial design envisions a timber construction, with a 6 Green Star rating. It is nestled into the landscape, allowing integration into the landscape and an active roof space.

The building is adjacent to the Exhibition and Events space, allowing shared bathrooms and kitchen spaces.

29. Library and Community Hub | circa 5,700m²

The Library and Community Hub is located on the corner of Willow and Wharf Streets. As the largest building in the precinct, it is located at the Southern edge of the site to prevent shading impacts and provides a strong gate way to the civic campus.

This building is envisioned as a multi-purpose facility beyond your typical library, providing space for people to gather, play and learn. There are a number of precedents of libraries being used to encourage these activities, including an Imagination Station LEGO play area at the Tūranga Christchurch library, and a technology lab with a 3D printer and VR sets at the Puke Ariki facility in Taranaki.

Retail space is proposed on the ground floor with a café opening into the precinct. There are rooftop terraces incorporated into the building, allowing community spaces and a proposed rooftop bar on the upper level.

30. Museum | circa 2,400m²

The Museum is located on the corner of Willow and Hamilton Streets. This facility will be used to display the city's taonga and heritage collection.

Functions are shared across buildings, with the Museum housing office and administration space for the wider precinct.

Extensive glazing is proposed on the Southern façade, with planting providing green edges along the roof perimeter of the building.

31. Cultural Elements

Contemporary waharoa thresholds are proposed on the edges of the Library and Museum buildings, creating a threshold to enter the site. These waharoa will feature carving by local artists and striking lighting features. Other cultural elements included in the design include Pouwhenua located on the Waterfront Reserve and in the design of paving and furniture.

32. Exhibition and Events | circa 2,900m²

Located on Hamilton Street, the Exhibition and Events space will allow significant exhibitions to be shown in Tauranga, encouraging visitors to the region. It can also support the proposed adjacent Conference and Performing Arts Centre when large scale events are held.

Similar to The Cloud, located on Auckland's Queens Wharf, this is a multi-purpose space that can cater to a number of different events, ranging from international art exhibitions and large-scale events down to local community exhibitions. It will complement the adjoining museum and nearby library and art gallery.

The site is connected to the Museum and the Civic Whare. This site shares facilities with these buildings and provides majority of the servicing requirements for the three buildings.

The Exhibition and Events building opens onto the Sculpture Garden. This space provides a reflective area to gather, with the ability for artwork and exhibitions to flow out onto this space.

33. Baycourt refurbishment

An upgrade of Baycourt Theatre is proposed, to modernise the facility and reflect the architectural design of other buildings within the Civic Precinct. An outdoor lift will be added to the outside of the building, allowing 24/7 accessible access across the site.

34. Waterfront area

The waterfront area is proposed to become an active play space, incorporating water features and a revitalised waterfront playground.

The importance of the water and the sites link to the moana will be emphasised, with an extension to Wharf Street and construction of a new wharf. A wharewaka is proposed, with a launching ramp provided for ongoing waka use.

A revised pedestrian crossing will be aligned to Masonic Park to emphasise connection between the areas and provide a strong visual link from the Civic Whare to the waterfront.

35. Performing Arts and Conference Centre and Hotel

Buildings on 21-41 Durham Street (Site B) include a circa 6,100m² performing arts and conference centre and a 11,600m² hotel. The proposed design of the Conference and Performing Arts centre will allow for large scale conferences, meetings, productions and concerts. The facilities shared facilities and will be linked to the proposed hotel by a roof terrace supporting a bar and restaurant.

STRATEGIC / STATUTORY CONTEXT

36. The Long-term Plan 2021-2031 (LTP) articulates *Putting the community at the heart of everything we do* as the foundation of the document.
37. Whilst the LTP included a significant project to provide a new central library and community hub on Willow Street, it also acknowledged the need to invest in the city centre to enable it to become the major civic, cultural, business, educational, residential, and commercial hub for the region.
38. The Council has taken the opportunity to consider how work in Willow Street could be enhanced to unlock a true city heart, which places community at the centre. This would enable the Council to deliver on a number of our strategic priorities including;
 1. Delivering on a City Centre Strategy
 2. Urban Transformation for Te Papa
 3. Creating a thriving Civic Precinct.
39. The Masterplan responds to the Council community outcomes by addressing: cultural recognition and reconciliation; economic rejuvenation of the CBD; activation of the precinct; accessibility and sustainability.
40. The refreshed Masterplan presented through this report has been developed to outline the future planning for the site and costs for the development of the civic precinct. As it is proposed, the Masterplan would deliver significant community benefits and lead to a significant change to the level of service that Council provides to the community. In particular, providing a regional museum facility that celebrates and showcases Tauranga Moana's rich and varied history, culture and taonga.
41. The Council must follow the decision-making provisions of the Local Government Act 2002 (LGA). In particular, a decision to significantly alter the intended level of service provision for any significant activity must be explicitly provided for in the Council's Long-term Plan.
42. As this proposal varies significantly from that included in the LTP 2021-31, this decision cannot be made without public consultation, in accordance with Section 97 of the LGA. The intent of this legislative requirement is to ensure that the community is involved in the decision-making process. As such, before making a decision to develop the site in accordance with the Masterplan, Council would be required to undertake a thorough consultation process.

OPTIONS ANALYSIS

43. Several options for delivering the Civic Precinct Masterplan were considered.

Option 1 – Single-Stage Phased Development Completion 2028

Single-Stage Phased Development of Site A and Waterfront Reserve between 2022 and 2028 - delivery of the Civic Precinct Site A, including the Civic Whare, Library and Community Hub, Museum, Exhibition and Events Facility and associated landscaping within the precinct and Masonic Park and the Waterfront Reserve. This option will require Council's approval as a single-stage phased development, with key decisions on each phase being sought from the Council, based on a detailed project plan for each development. This option

will require consideration of an appropriate level of resourcing to manage the programme delivery.

A single-phase development of the Civic Precinct (Site A) will inform all future placemaking, street upgrades and development within the wider CBD, providing the catalyst to re-energise and re-establish the CBD as an inviting, vibrant and people-centric area.

Advantages of a single-phase development include:

- (a) Design cohesion and coordination of the facilities and public spaces within the site;
- (b) Further economic benefits may be available through the consolidation of costs for design, consenting, site establishment and construction. This approach simplifies the sign off and Code Compliance Certificate (CCC) process, and may result in additional cost savings not currently included in the estimate. Part of the benefit of the Partnering Agreement and early engagement of LT McGuinness is that in parallel with the developed design process, a value engineering process targeting material savings can occur.
- (c) Social benefits by providing facilities and public spaces to revitalise the CBD within a 6-year period;
- (d) Reduction in the length of construction on the site and associated disruption on surrounding businesses and the functioning of the CBD;
- (e) Increased business confidence resulting from Council commitment to investment in urban revitalisation and renewal in the CBD;
- (f) Consolidation of construction capability within the region.

44. Costings

The redevelopment of Site A (including Masonic Park) and Site C (Waterfront Area) is estimated to cost in the range of \$270 million - \$300 million. This cost estimate reflects a single-stage phased development undertaken between 2022 to 2028.

- 45. The masterplan is very high level, with significant detailed design work required to finalise the design of each building within the precinct and the landscaped areas. As such, the costings presented are highly indicative at this stage, with a range of potential costs shown.
- 46. The high-level nature of current designs is reflected in a modest cost escalation and contingency allowance of circa 20%.
- 47. Construction cost escalation is expected to increase rapidly over the coming years, at an average rate of 5.0% per annum. This is driven by labour and supply constraints in the wider market. As such, if a multi-staged sequential development was proposed it is anticipated there would be a significant increase in cost. If 5.0% per annum construction cost inflation continues, this additional cost could total \$60 million. Construction cost inflation is currently growing at a faster rate than both CPI inflation, and the Council's cost of capital. Further information will be provided in a report to Council on the 22 February 2022.
- 48. The budget in the adopted LTP 2021-2031 for the Library and Community Hub, demolition and Civic Plaza upgrade is \$67.3 million. The costings related to the additional facilities including the museum, exhibition and events space and civic wharf and associated landscaping reflected in the masterplan will be provided in a report to Council on the 22 February 2022.
- 49. Cost estimates for the Conference Centre, Performing Arts Centre and Hotel on site B are estimated at \$221 million. Given the commercial and revenue-generating nature of these facilities, it is anticipated that the development of Site B will be privately funded, with Council contributing to operating costs.
- 50. Further economic benefits may be available through the consolidation of costs for design, consenting, site establishment and construction. This approach simplifies the sign off and CCC process, and may result in additional cost savings not currently included in the

estimated range of \$270 million to \$300 million. Part of the benefit of the Partnering Agreement and early engagement of LT McGuinness is that in parallel with the developed design process, a value engineering process targeting material savings can occur.

51. Option 2 - Multi-Staged Sequential Development with Completion 2036

Multi-Staged Sequential Development of the Civic Precinct between 2022 and 2036:

- (i) Stage 1 – 2022-2026 – delivery of the Library and Community Hub and progress concept designs, costings and funding options for the Civic Whare, Museum, Exhibition and Events facilities and associated landscaping, for inclusion in the draft LTP 2024-34;
- (ii) Stage 2 – 2026-2030 – delivery of the Civic Whare and Exhibition and Events facilities;
- (iii) Stage 3 – 2030-2034 – delivery of the Museum and Masonic Park;
- (iv) Stage 4 – 2034-2036 – Delivery of the Waterfront Reserve and associated facilities.

This option will require Council approval for each stage of the project over the next 12 years and projects circa 5.00% p.a. construction cost inflation, which over a 10-year period could increase the compounded cost of the project by upwards of \$60 million. In comparable terms this would be discounted (by councils cost of capital) for the purpose of comparison however a cost saving would occur in the event that construction costs increase at a greater rate than Councils cost of capital which is currently the case.

Whilst this option would see lower initial costs, the advantages mentioned above will not be realised nor will savings that could be achieved through the costs for design, consenting, site establishment and construction being streamlined.

52. Option 3 – Library and Community Hub

Build a Library and Community Hub and associated landscape as approved in the LTP 2021. This option would require additional budget through the annual plan process as the estimated costs of the facility have increased due to cost escalations for materials and labour because of the COVID-19 pandemic. This option is not preferred, as it will not meet the vision of the masterplan and intended revitalisation of the Civic precinct, resulting in protracted and uncoordinated development.

FINANCIAL CONSIDERATIONS

- 53. In addition to date no analysis has been undertaken as to the extent of this development on Councils overall financial position. Debt retirement was introduced in the Long-term Plan in order to maintain within overall borrowing covenants. Any further pressure will need to be assessed in line with other initiatives being undertaken to look for off balance sheet financing. In the event that alternatives are not finalised additional debt retirement may be required, or other off-balance sheet options developed. It is proposed that this matter be reported to Council in February 2022 if it is resolved to adopt and implement the refreshed masterplan.
- 54. This programme of works offers opportunities for different funding and financing models to be developed. This may range from different forms of private equity and or lease arrangements and may include other off balance sheet options. A further report will be brought back in the new year exploring these options in greater detail with a view to maximising public and private investment to deliver the outcomes of this programme of works.
- 55. The Partnering Agreement provides the ability for the parties to explore alternative commercial solutions for the funding and delivery of the various civic projects. During the procurement of the Development Partner, Council asked respondents to show sample solutions as it anticipated comparing these against the traditional model of Council funding its own projects.

The options Council has to explore include:

1. Ground lease / develop / lease (if legally feasible, the developer would pay Council for a long-term ground lease to secure the site, then develop the facilities and lease back to Council).
2. Public Private Partnership – or amortised lease solutions. This is where the developer would fund the development and lease back to Council at agreed rates to recover the costs (and margins) over an agreed period. Council would then own the facilities at the end of the lease term.
3. Joint venture – there are many permutations to this, but joint equity investment opportunities to fund and own the development – say Council, Development Partner and iwi – if feasible.

It may be that different solutions may apply to different sites, for example the TV3 site.

Council has the ability to explore these options with the Development Partner during the feasibility phase prescribed in the Partnering Agreement, and are encouraged to consider alternative solutions to reduce the upfront capital commitment required for an expansive development programme and budget.

LEGAL IMPLICATIONS / RISKS

56. The Civic Precinct Masterplan was prepared in accordance with the Tauranga City Council and Willis Bond and Company (Tauranga) Limited Partnering Agreement, signed in July 2018. The masterplan prepared in 2018 was completed in accordance with the partnering agreement. The partnering agreement permits revisions to the Masterplan. Clause 3.3 clearly acknowledges that the Masterplan (being the Master Plan forming part of the RFP Response) was only “indicative” and would need to be revised and, in the future, amended as necessary in response to the requirements of the Project.
57. There are historical issues relating to the parcels of land on the site. Discussions are ongoing with the Otamataha Trust and it the intention of the Council to resolve these issues as part of the redevelopment programme.

CONSULTATION / ENGAGEMENT

58. A comprehensive Communications Plan will be produced to support the development of a Long-term Plan Amendment, if the recommendations of this report are approved. This will see the single stage phased Masterplan proposal included as part of a Consultation Document alongside the Annual Plan 2022/23 Consultation Document.

SIGNIFICANCE

59. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council’s Significance and Engagement Policy. Council acknowledges that in some instances, a matter, issue, proposal or decision may have a high degree of importance to individuals, groups or agencies affected by the report.
60. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural wellbeing of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the proposal
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
61. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the proposal is of high significance. It is a significant proposal for the community and, if implemented, would see significant increases in levels of service, capital

expenditure and transformation of the civic precinct area, resulting in high levels of community interest as a result of an anticipated rates increase.

62. In addition, Section 97 of the Local Government Act 2002 outlines that certain decisions may only be taken if provided for in Council's Long-term Plan, including (1)(a) *"a decision to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the local authority, including a decision to commence or cease any such activity."*

ENGAGEMENT

63. Consultation is required under Section 93 (5) of the Local Government Act 2002, which states that "A local authority must use the special consultative procedure in making any amendment to a Long-term Plan."

NEXT STEPS

64. If the Council approves the commencement of a Long-term Plan Amendment (LTPA) process alongside the development of the Annual Plan 2022/23, officers will commence the Amendment process. Key milestones will be aligned with the Annual Plan project timeline and include:

Action	Deadline
Council approves Consultation Document (CD) for Audit	28-Feb-22
Audit of LTPA	1-18 Mar-22
Council adopts CD and supporting information for consultation	24-Mar-22
Consultation (alongside Annual Plan)	28-Mar - 29-Apr-22
Hearings	9/10 May-22
Deliberations	24/26-May-22
Council adopts LTPA (alongside Annual Plan)	27-Jun-22

ATTACHMENTS

1. Civic Precinct Masterplan - refreshed (Willis Bond) - A13100762 [↓](#)



TAURANGA CIVIC MASTERPLAN (REFRESHED 2021) REPORT

1 December 2021



WILLIS
BOND

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1. INTRODUCTION

Willis Bond is pleased to present this Refreshed Masterplan for the Tauranga Civic Precinct.

In October 2017, Willis Bond presented a 'Heart of the City' masterplan in response to Tauranga City Council's; (TCC) RFP seeking a development partner. TCC resolved to appoint Willis Bond and Company (Tauranga) Limited (Willis Bond) as its preferred development partner, adopting the proposed masterplan in February 2018.

In mid 2018, a Partnering Agreement was executed between TCC and Willis Bond, appointing Willis Bond as the Preferred Development Partner to progress the 'Heart of the City Project'. This Partnering Agreement defines the project as a series of Council-led developments and development opportunities intended to establish the City Centre as the commercial, civic and cultural heart of the Tauranga sub-region.

On 12 August 2021, TCC issued Willis Bond a Civic Centre Masterplan Refresh Brief, reflecting changes to TCC's aspirations for the site, and taking into account cultural, environmental, operational and economic changes from the initial brief. To achieve this outcome, Willis Bond has established a team that has collectively delivered some of New Zealand's largest civic transformation projects. This team includes Studio Pacific Architecture, LandLab and LT McGuinness.

The masterplan refresh process has been collaborative, with TCC Commissioners, TCC executives and mana whenua representatives from Ngāi Tamarawaho, Ngāti

Tapu and Te Materawaho 'holding the pen' throughout the design process. Mana whenua engagement has been critical to this process, with the refreshed design reflecting the rich cultural history and significance of the site.

The Refreshed Masterplan builds upon the 2018 Masterplan, reflecting strategic decisions made since 2018 and current aspirations, while retaining parts well considered and approved by TCC.

REFRESHED MASTERPLAN

This document sets out a plan for achieving TCC's vision. A precinct campus has been created which focuses on the activities and experiences for the people of Tauranga and its visitors spread across a suite of buildings and public outdoor spaces.

Buildings and landscape integrate together to activate the space, and encourage activity in the region. The site will reflect the rich history of the area, while recognising the modern Tauranga story, including the significance of the horticulture industry and the strategic maritime connection of Tauranga to the rest of New Zealand.

Key themes addressed in the Refreshed Masterplan are cultural recognition and reconciliation, economic rejuvenation of the CBD, activation of the precinct, accessibility and sustainability.

The proposal serves to reconnect the CBD and waterfront with a Civic Precinct that draws people into the centre, and creates a whole which is greater than the sum of its parts.

Images - renders of the Refreshed Masterplan



1. INTRODUCTION

CITY CENTRE STRATEGY PRECINCT AREAS

The civic precinct is located in the heart of the Tauranga CBD, in the centre of a number of other significant precincts.

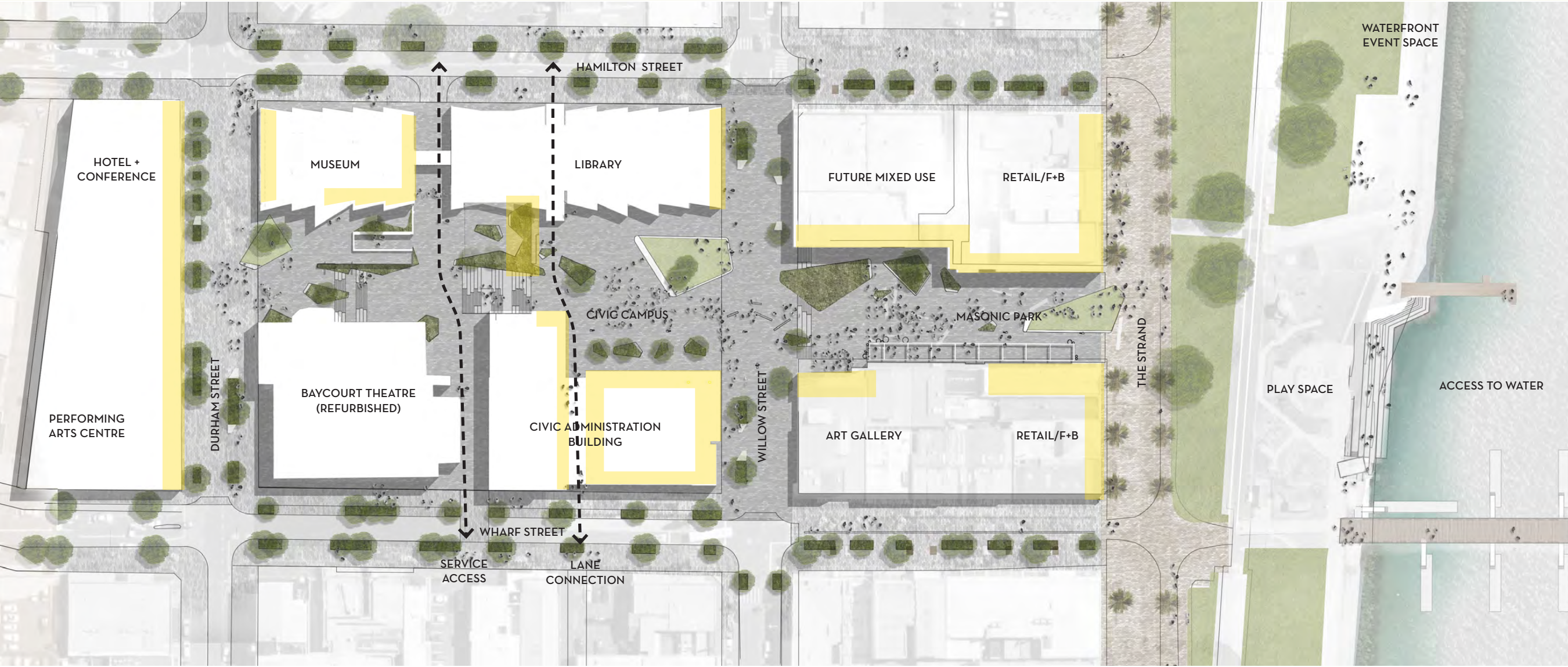
1	Cultural and Historic Precinct
2	Justice Precinct
3	Waterfront / Dive Crescent Precinct
4	Sports and Events Precinct
5	Civic and Hospitality Precinct
6	Retail and Commercial Precinct
7	Education Precinct
8	Mixed Use Precinct
9	Housing Intensification Area
10	Proposed Memorial Pathway
11	Cameron Road Multi Modal Corridor
12	Memorial Park - Destination Park



1. INTRODUCTION

2018 MASTERPLAN

The masterplan adopted in 2018 is presented below. Since the adoption of this plan, there have been changes to TCC's governance and cultural, environmental, operational and economic aspirations. The Refreshed Masterplan presented has built upon this masterplan, reflecting strategic decisions made since 2018, while retaining parts well considered and approved by TCC.



EDGE ACTIVATION

WILLIS BOND

2. MASTERPLAN REFRESH BRIEF

SITE SCOPE The area considered in this masterplan refresh is outlined below, it includes:

Site A; the current Civic block bounded by Willow, Durham, Wharf and Hamilton Streets; and Masonic Park

Site B; the site on 21-41 Durham Street (former TV3 site); and

The waterfront area from Masonic Park through to the moana.



2. MASTERPLAN REFRESH BRIEF

OVERVIEW
OF BRIEF

The Civic Centre Masterplan Refresh Brief was issued to inform the Masterplan Refresh presented herein.

This brief reflects strategic decisions made since 2018, while retaining parts well considered and approved by TCC.

TCC recognise Tauranga is a city of high cultural and regional significance to mana whenua, yet the centre of the city does not currently reflect this. TCC aspires to creating a CBD destination with facilities that attract the wider community and visitors, and celebrate the cultural significance of the site as a place of social gathering, learning, education and a connection to the harbour.



Image: render of the Refreshed Masterplan. preliminary artist impression

The core requirement for the Civic Precinct is, but is not limited to:

Demolition of the current administration building and library, Our Place, and other associated structures;

Development of a space that tells the story of Tauranga and mana whenua;

Development of a library/community education /learning/ community meeting facilities;

Enhanced open spaces, including outdoor entertainment opportunities for example an amphitheatre; and

Explore the future of the Baycourt Theatre (with a plan for improvements over time).

The masterplan refresh will also consider the following facilities that TCC believe will over time - or in the near future - be included on the two sites.

Museum / cultural facility;

Exhibition and events facility;

Cultural and Civic Meeting facility such as a contemporary marae/whare runanga (debating chamber) / Council Chamber or Town Hall;

Visitor information and citizens' advice facility that maybe included in any main facility;

Activation of the green space post demolition of the civic offices and central library buildings;

Performance venue (capacity to be explored);

Conference venue (capacity to be explored); and

Hotel.

Council's primary objective is to create a long-term Masterplan for the Civic Precinct that achieves the following objectives:

Create a more vibrant, safe, accessible and successful city centre;

Create spaces and facilities that generate activity, create attraction and stimulate the area;

Engage with and create opportunity for mana whenua;

Recognise the history and significance of Site A to mana whenua and the wider community;

Activate the site and maximise the prime location; and

Create a long-term vision for the sites that form the basis of a development plan.

2. MASTERPLAN REFRESH BRIEF

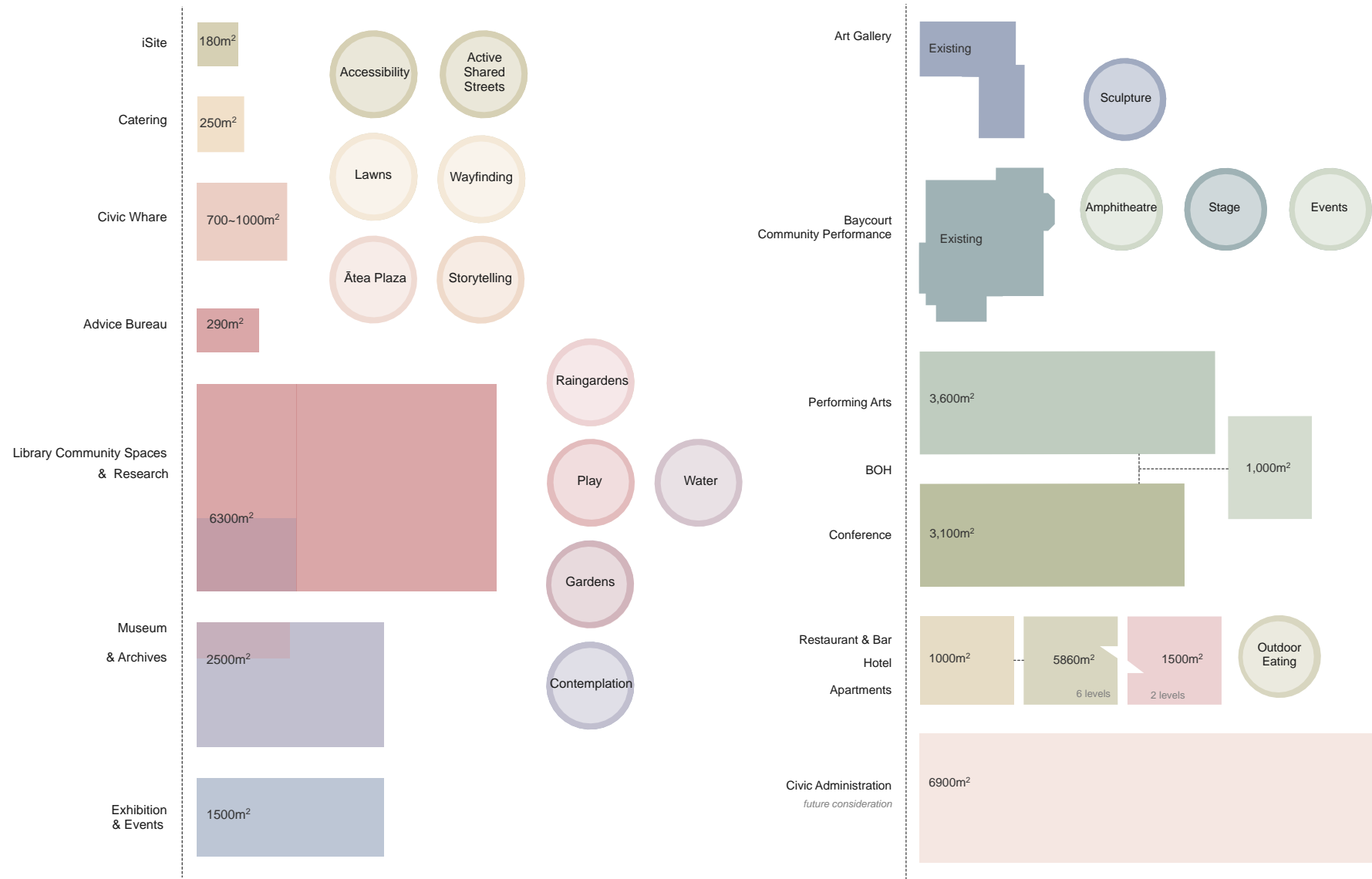
ELEMENTS

This page contains a visual representation of the buildings included in the Refreshed Masterplan along with the indicative size of each. Key themes and outdoor spaces specified are detailed in the adjacent circles. The colours expressed relate to the activity campus diagram on the following page.



Images: Indicative activities within the precinct.

Diagram - visual representation of the precinct brief



2. MASTERPLAN REFRESH BRIEF

ACTIVITY BASED USES

The intention of the masterplan is to create a precinct which focuses on activities and experiences for the people of Tauranga and its visitors spread across a suite of buildings and public outdoor spaces.

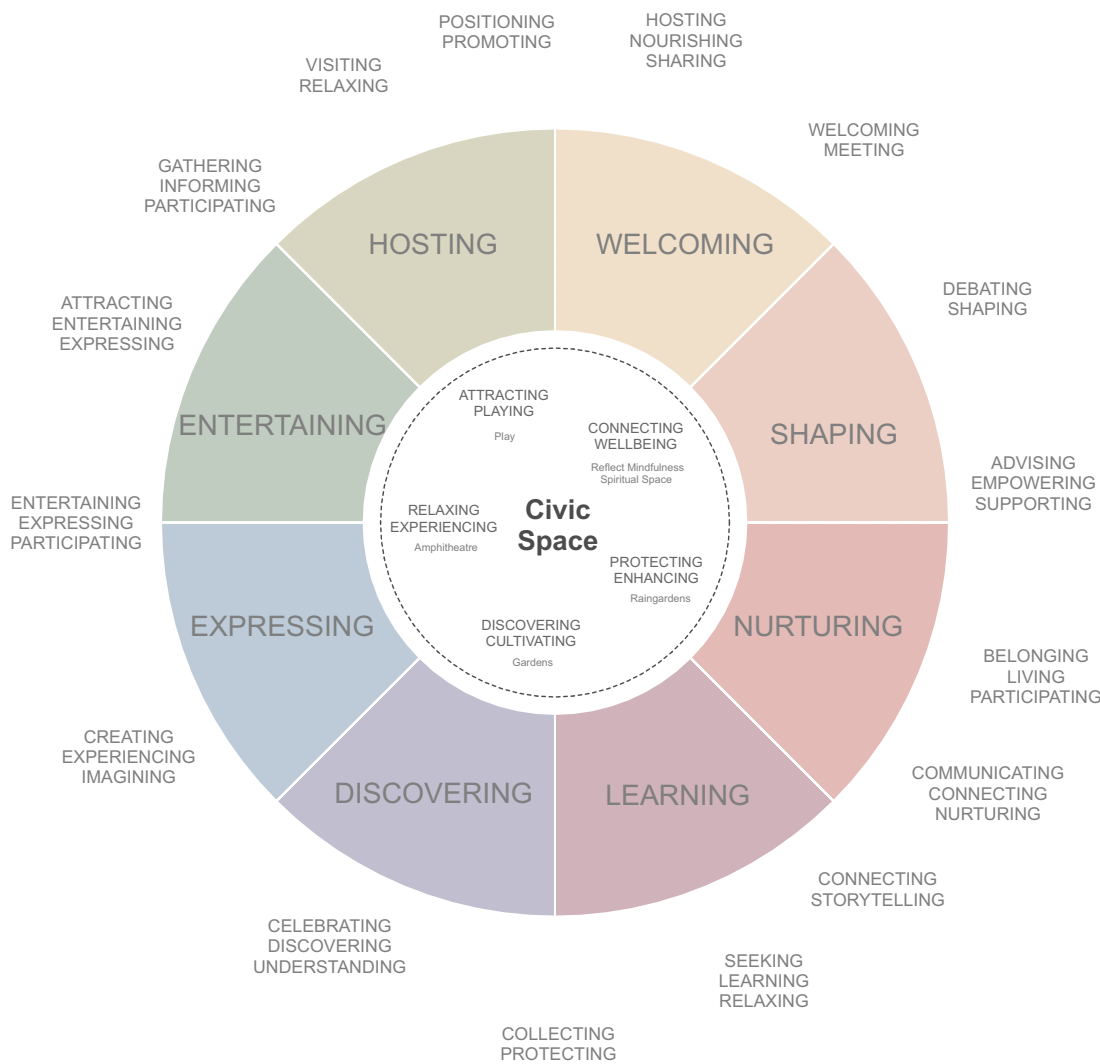
This approach focuses the design and future use of the precinct towards people and the community. This reflects the underlying purpose of the land deed from local iwi intending this place for the welfare, education and support of their community.

While there will be a series of distinct buildings, some with defined uses such as holding books in the library, taonga in the museum and art in the exhibitions areas, other facilities may be shared to complement the wider civic function of the area. Meeting and community spaces are a good example where different sizes and spaces may be shared across facilities. Administration may be also be centralised with sharing of staff facilities and utilities to reinforce the notion of an 'activity campus' and lead to efficiencies in building footprints and staffing.

The public spaces weave and connect between the buildings whilst also offering their own activities and uses.

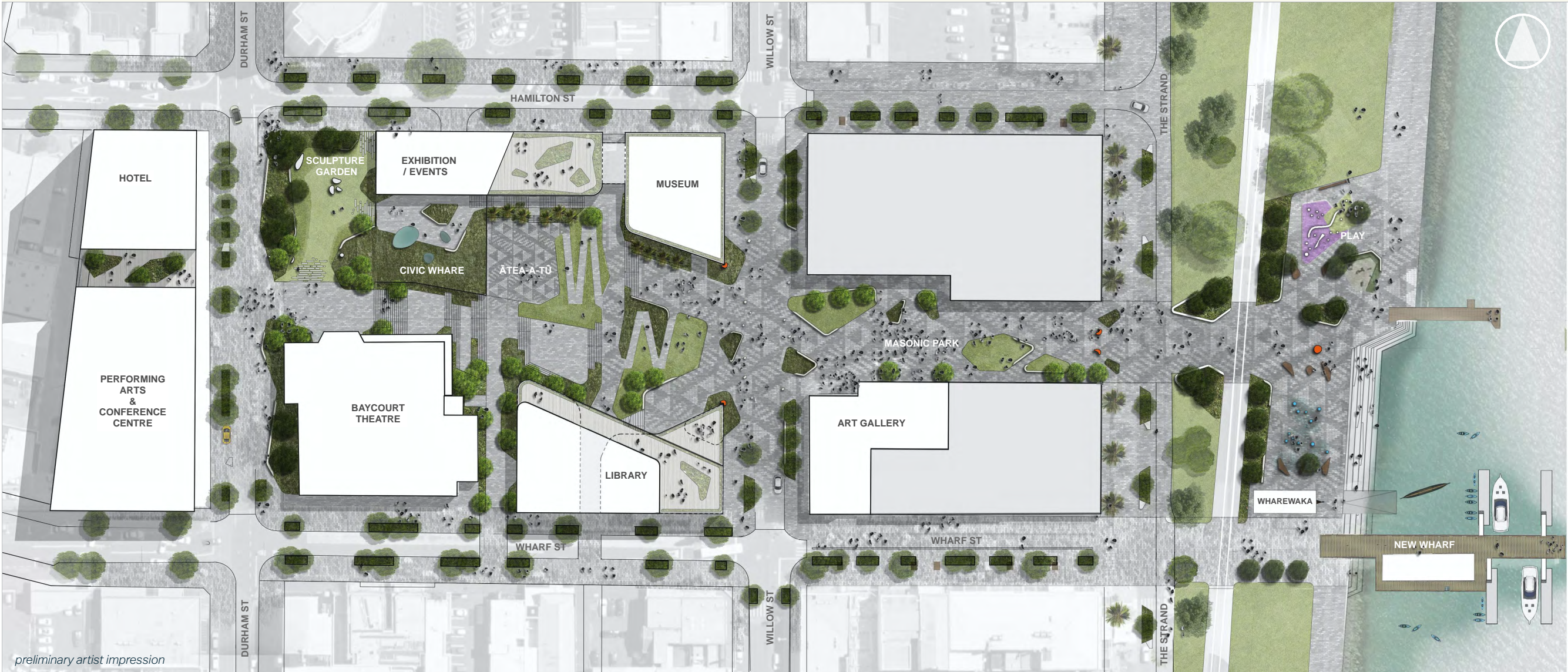
The diagram adjacent illustrates the key civic uses expressed as a series of interrelated activities. Activity words associated with particular building functions are shown to the exterior of the diagram, while activity words associated with the public spaces that weave the precinct together are shown on the inside representing their primary role within the precinct.

Diagram - Campus Activity Wheel



Images: Indicative activities within the precinct.

3. REFRESHED MASTERPLAN



WILLIS BOND

3. REFRESHED MASTERPLAN

CONCEPTUAL APPROACH

The underlying premise of the Refreshed Masterplan is to create a series of buildings and spaces that shape and support activities.

The intention is to create an activity-based campus that allows for a broad range of user events and gatherings where people choose their space to suit their activity.

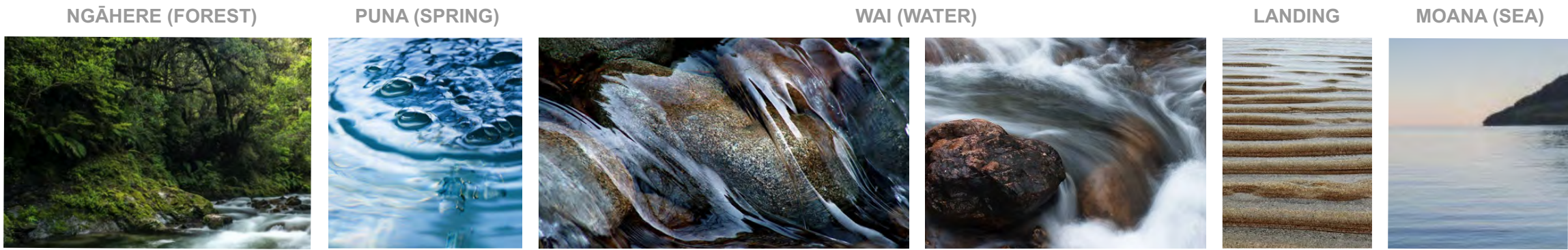
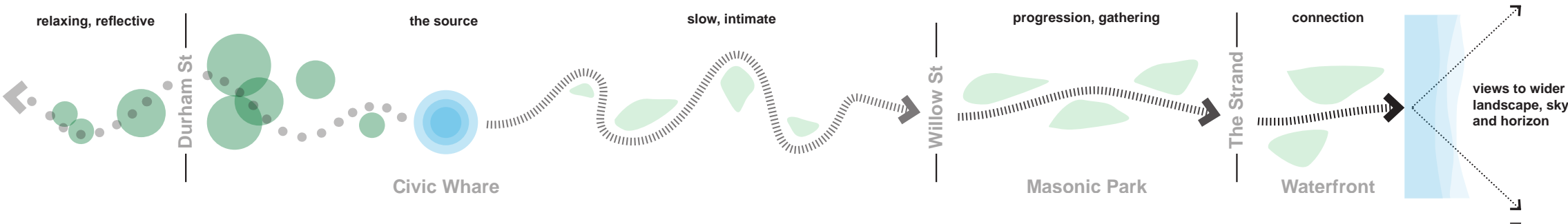
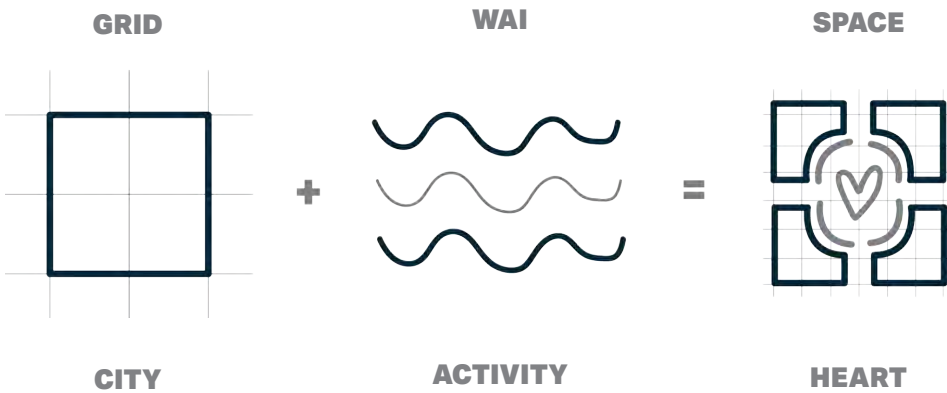
Wai (water), from puna (spring) to moana (sea), is significant to Tauranga and has been drawn on as key concept within the Masterplan. The activity of people is also fundamental to this civic space. Both of these concepts weave together to form a cohesive and robust conceptual basis for all aspects of the precinct.

The rational grid of the city and its buildings is interrupted and shaped by movement of metaphorical water cascading down through the site. A series of new spaces created by and for people, emerges within the city.

These concepts of water and activity are expressed through all aspects of the project across the site.

The diagram below demonstrates the procession and progression through the site from the ridge of Te Papa to the moana in the east.

This approach informs the arrangement, uses, location, forms and materiality of the buildings and public landscape design.



3. REFRESHED MASTERPLAN

CREATING SPACES

The public space landscape has been designed to operate at varying scales to support a wide range of uses from the very large or formal to the very intimate and informal.

The character of the landscape activity shapes the adjoining buildings. The buildings within Site A align to the Hamilton and Wharf Street boundaries, creating a strong and defined precinct. The interior facades of the buildings create a strong and legible sense of landscape spaces in the centre of the precinct connecting from the moana to the top of the Te Papa ridge.

The Civic Whare is the central focus of the site and assumes the importance of meeting and gathering in this place. The series of spaces have been considered to allow tikanga and pakeha protocols to be observed.

The very specific size and levels of individual spaces create a variety of gathering scenarios. Sculptural terracing of the cascading spaces from Durham Street down through the centre of the precinct, across Masonic Park and connecting to the waterfront and moana enables occupation and sociability in gardens, stairs, roofs and plaza across the campus.

The whole site area is considered an Ātea for the civic precinct. The native planting palette and materiality ensure a cohesive look and feel, each with its own personality and character to support the activities.

Diagram - Role of Ātea Tu as Public Realm

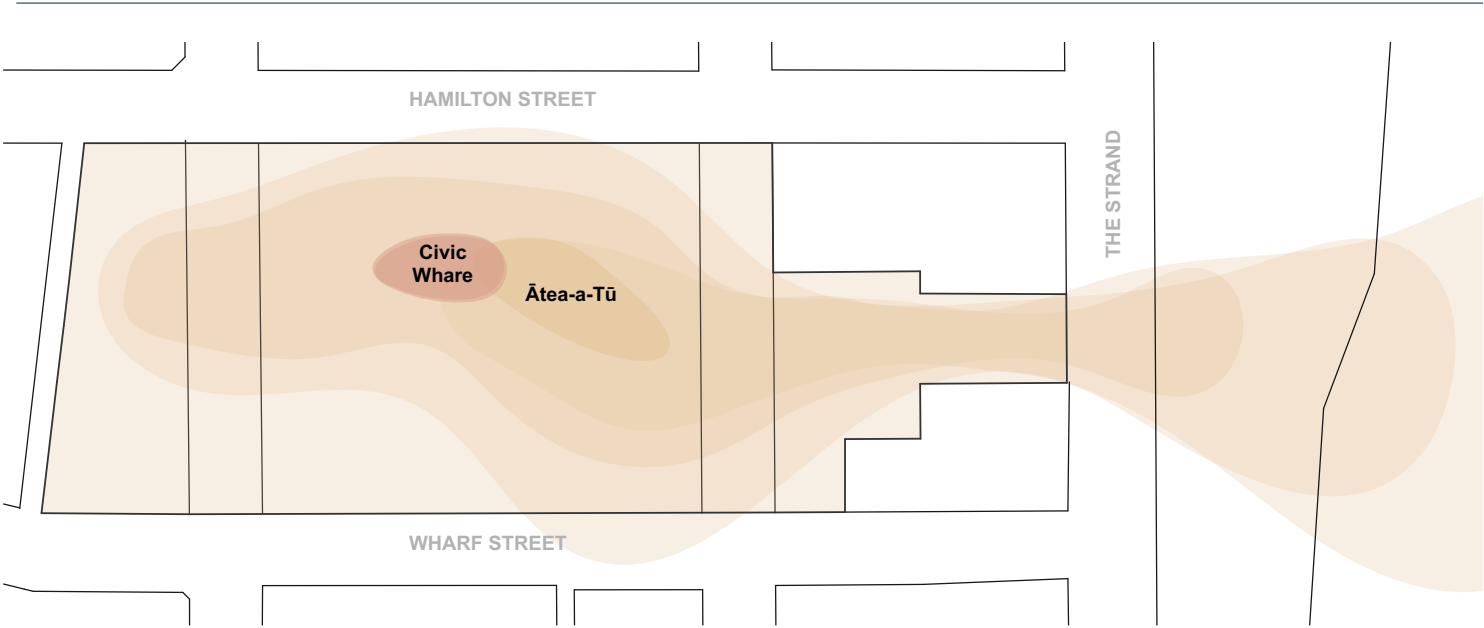


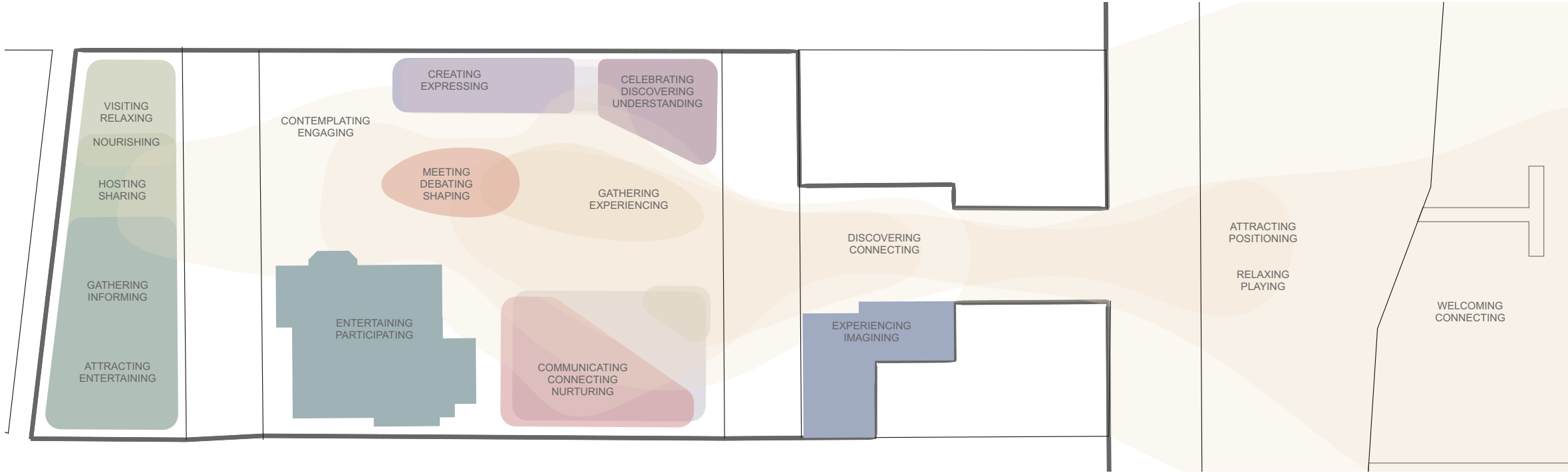
Diagram - Varied Roles and Scale of Public Space Offerings



3. REFRESHED MASTERPLAN

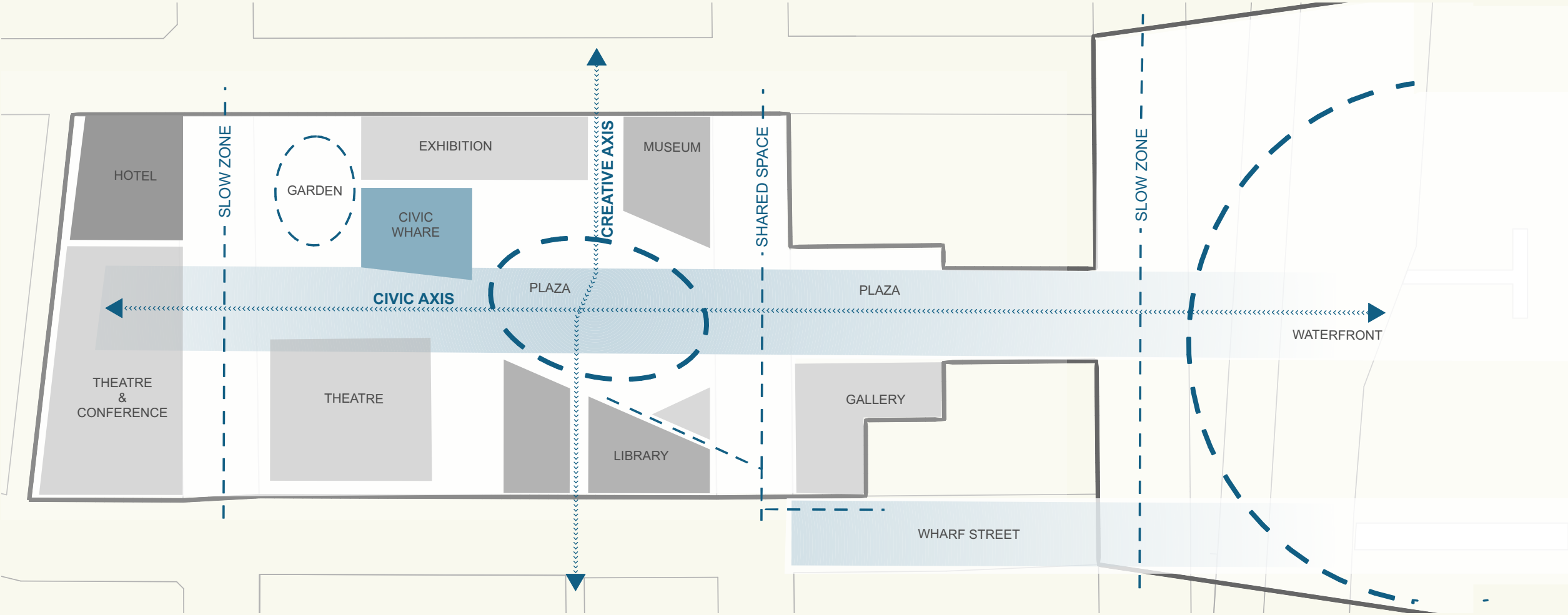
ACTIVITY
BASED CAMPUS

This diagram illustrates the masterplan as a series of activities that reflect use rather than traditional labels. The buildings and landscape support a broad range of activities across the precinct area.



3. REFRESHED MASTERPLAN

SCHEMATIC PLAN



Public Realm Priority

Celebrate and create potential for a wide range of public spaces. Position building massing to site edges to enclose and define the public realm.

Landscape Driven

Landscape as a fundamental driver to shape and support activity across the precinct.

Dual Axis Connections

Strengthen key connections to the moana as well as wider city precincts.

Civic Heart

A unique civic destination for the stories and decision-making of Tauranga and its people.

Unlocking the Site

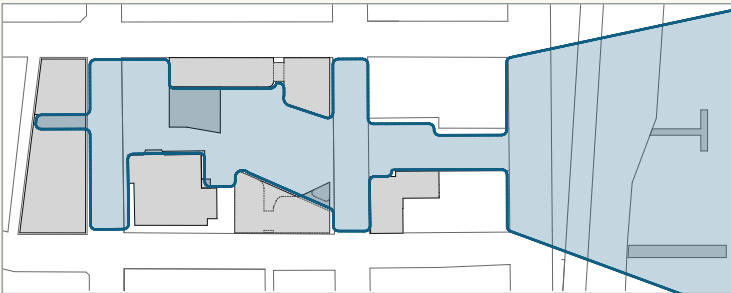
Utilise smart building massing, stageability and co-location to maximise efficiency and increase open space opportunities across the precinct.

Critical Mass

Stage and encourage activity and uses together to support a vibrant future centre.

3. REFRESHED MASTERPLAN

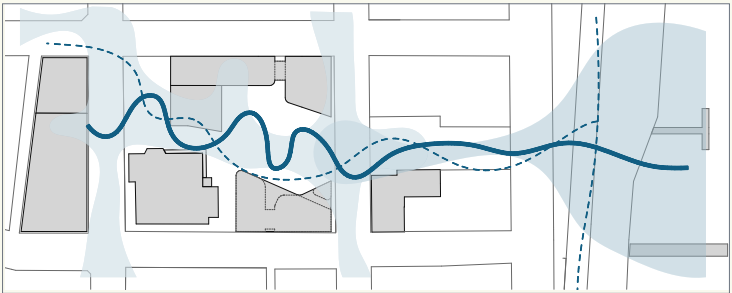
DESIGN PRINCIPLES



PUBLIC REALM PRIORITY

The central public realm is critical to creating a memorable and active civic centre. The public realm network creates an integrated, high quality and high performance series of memorable spaces that integrate the site into its urban and landscape context. The variety and sequencing of urban experiences will become a catalyst for an activity, place-based, design-led transformation of the city centre.

Building edges and functions are considered to support the public outdoor space rather than act as ‘objects’ in their own right. Building massing is configured to prioritise and enhance public plazas and landscape areas and maximise solar access.



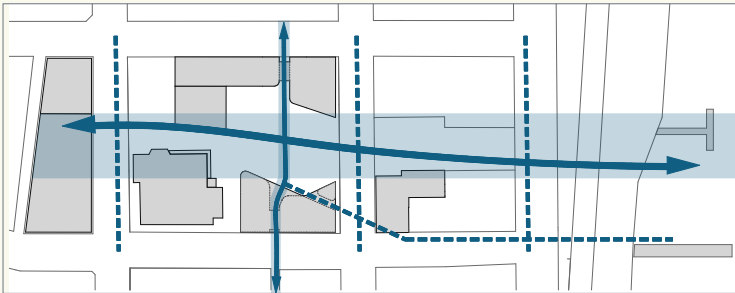
LANDSCAPE DRIVEN

The arrangement and design of the landscape is a fundamental driver of the masterplan rationale.

The landscape cascades and terraces down from the upper level gardens in the west to the moana to the east. The series of soft and hard terraced areas allows for a variety of stepped and ramped transitions where people can inhabit and enjoy the different views and spatial experiences across the site.

Spaces are designed to allow for a variety of activities across a range of scales and formalities from contemplation, play and civic functions.

All planting will be native and drawn from the local region. Best practice ecological and sustainability initiatives will be adopted in the precinct.



DUAL AXIS CONNECTIONS

The primary physical and visual connection through the site is in an east-west orientation from the moana to the Te Papa ridge. The building and landscape configurations are designed to support and reinforce this primary axis.

In contrast to the strongly ‘civic’ quality of the east-west sequence, a north-south axis enables a through site link that is more compressed, urban and creative in nature. This axis meaningfully connects to Waihirere Lane south of the site and retail district beyond and to a future car parking building to the north.

The masterplan also reinforces opportunities to connect more clearly to the food and beverage precinct on Wharf Street.



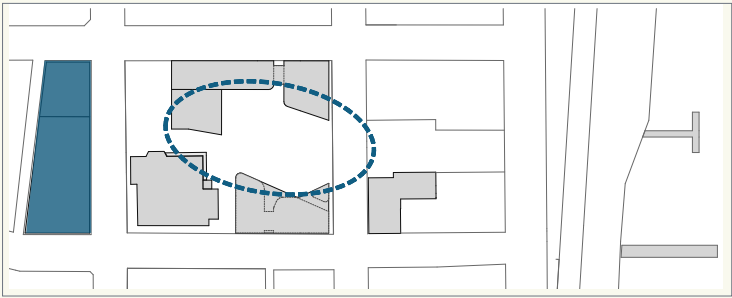
CIVIC HEART

The centrally located Civic Whare, which is built into the natural contours of the site with a green roof over becomes the heart of the precinct.

This unique civic destination will operate in both the Te Ao Māori and Pakeha worlds as a meeting place to host, debate, discuss and shape the future of Tauranga.

The adjacent building amenities support these activities including meeting, gathering, eating, learning and engaging.

The adjoining Ātea and public space will act as a gathering place for a variety of formal and informal settings and situations.



UNLOCKING THE SITE

Co-location of the hotel, conference and performing arts centres on Site B ‘unlocks’ Site A for public and civic use ensuring a more positive public realm outcome. The grouping of Library, Museum, Exhibition / Events Space and Civic Whare allow a shared activity campus approach across an open plaza.

The natural grouping of the hotel, conference and Performing Arts Centre (PAC) facilities enables the hotel to leverage the destination attraction of the gathering and entertaining activities to drive occupancy and to strengthen the viability and utilisation of all three functions. There is a strong synergy and efficiency in sharing lobbies, pre-event, food and beverage and servicing functions.



CRITICAL MASS

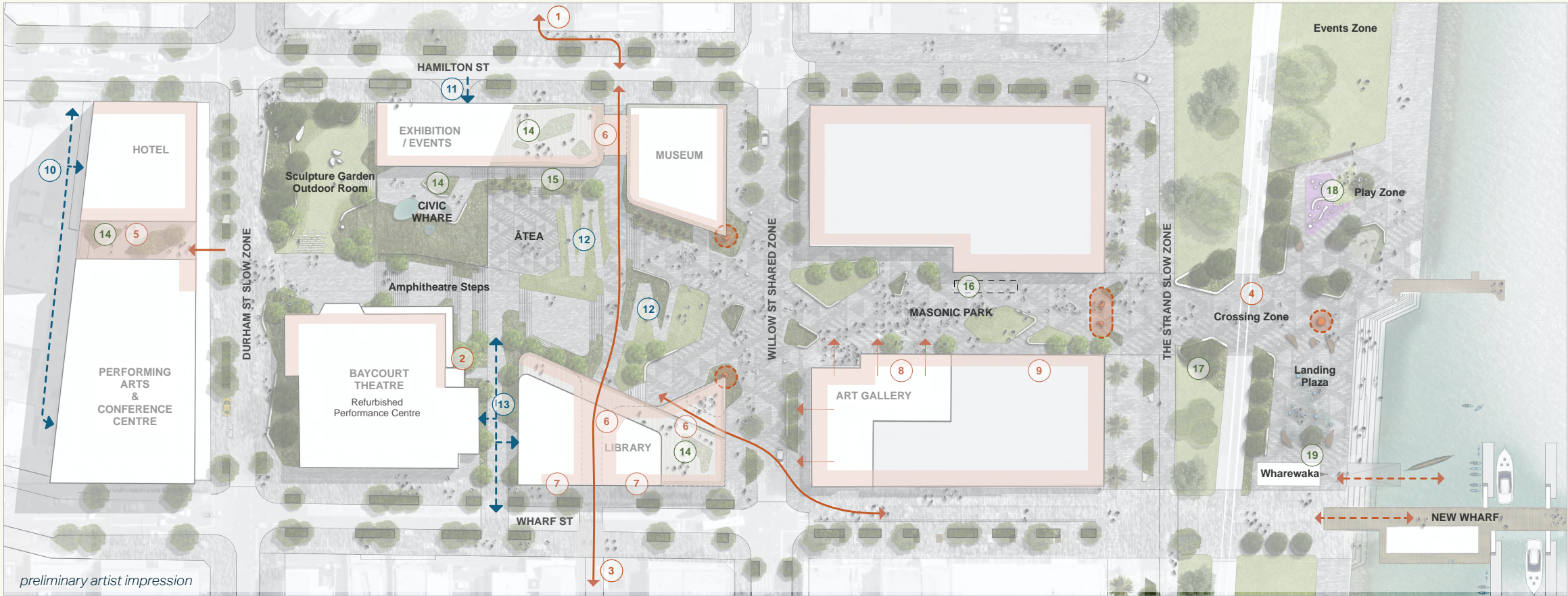
Locating the hotel, conference & PAC on Site B enables the first stage of the development to focus on Site A community functions. These include the Library, Museum, Exhibition / Events and Civic Whare.

With the completion of this area and public realm landscaping, a compressed, cohesive and high quality experience is able to be delivered in a single stage.

These combined uses support a vibrant future civic centre. This is vital to achieving a sense of critical mass and to enable the precinct to start to become a vibrant new destination in the minds of locals and visitors alike.

3. REFRESHED MASTERPLAN

DRAFT MASTERPLAN ANNOTATED



CONNECTIONS & ACTIVATION

- Waharoa threshold
- Indicates active ground level
- 1 Connection to future parking building
- 2 24/7 accessible lift and walkway addition
- 3 Active lane connection via Waihirere Lane to Spring St and wider CBD
- 4 Newly aligned rail crossing to increase connectivity with moana

- 5 High-level F&B offering with views over precinct and moana
- 6 Walk-through lane connections with active building edges
- 7 New retail opportunities to Wharf Street
- 8 New openings to Art Gallery increases interaction with Masonic Park & Precinct
- 9 Opportunities for art and future building activation to existing boundaries

SERVICING

- 10 Shared loading and service for PAC, Conference & Hotel
- 11 Shared loading and servicing for Museum, Exhibition / Events and Civic Whare
- 12 Accessible ramp route to Civic Whare
- 13 Service laneway to Library and Baycourt also offers accessible level route to Civic Whare and accessible parking
- slow Landscape treatment to streets create shared space and slow vehicle zones

LANDSCAPE

- 14 Landscaped rooftop terraces
- 15 Exterior stair with adjacent interior stair offers indoor-outdoor connection to Exhibition / Events levels
- 16 Upgraded interaction to existing archeological site
- 17 Remove selected existing exotic trees to open view to moana
- 18 Relocated waterfront playground
- 19 Potential new Wharewaka (location to be established)



PRELIMINARY ARTIST IMPRESSION

WILLIS BOND



WILLIS BOND

4. LANDSCAPE

The landscape is structured in a way that creates a series of cascading terraces and functional spaces, linking the site to the moana.

The terraces utilise a mixture of paved and soft finishes and vary in size to cater to a range of uses from smaller intimate/reflective spaces near the Civic Whare and larger gathering spaces toward the moana.

A view corridor is established between the tidal steps at the water's edge and the Civic Whare. This is emphasised through a series of vertical markers, waharoa and pouwhenua which highlight the key thresholds into the site and visually connect the spaces. The markers, as well as other design features (e.g. paving and planting design), will be key elements to express cultural narratives and will be co-designed with mana whenua in the next design phase.

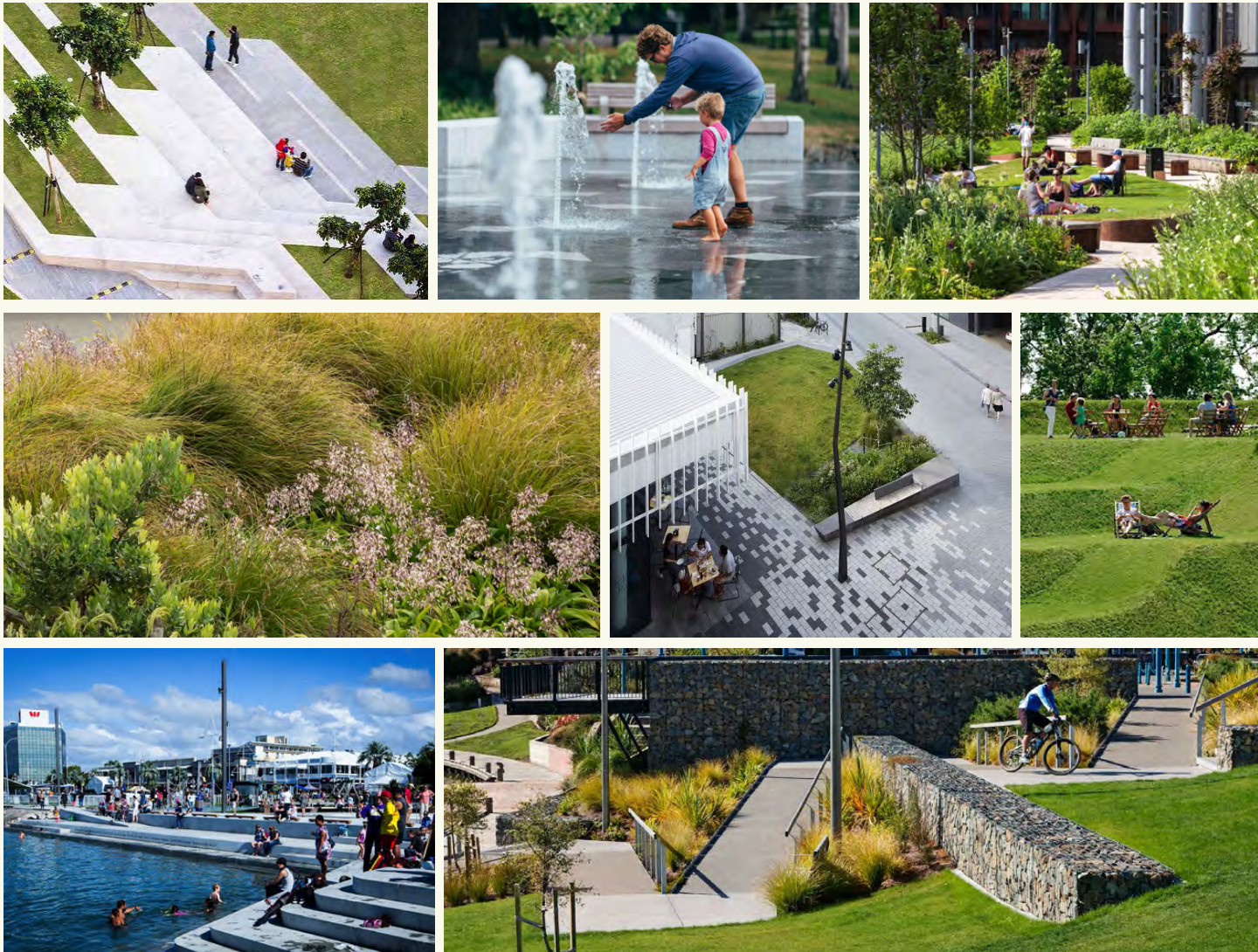
Lush planting, grassy slopes, staggered steps and ramps negotiate the terraces, providing multiple ways of accessing and occupying the space, and create a playable landscape. The ramps weave their way through the landscape creating an accessible route through the site.

The plant palette will draw upon and reflect the local native ecology. Opportunities to integrate rongoā, weaving and cultivation plants within the palette, both as a teaching tool for rangatahi and for cultural harvest, will be explored in the next design phase. The landscape will also incorporate water sensitive elements such as rain gardens and bio-retention tree pits.

A series of slow/shared streets are established on Willow Street and The Strand to create a more pedestrian-focused campus with a clear pedestrian priority through to the waterfront. Planting, flush pavements and reduced vehicle areas/speeds will also allow for more active edges on the street. These spaces will have the ability to be closed off for special events.

The waterfront will be reimagined to create a coherent series of spaces that tie into the overall design narrative and enable arrival and departure to/from the civic precinct from the moana. The pedestrian crossing over the railway will be relocated to be centrally aligned with Masonic Park allowing both visual and physical connections through the space. Wharf Street will be extended through to the water's edge culminating in a new wharf where people can moor boats and kayaks. A new warewaka and launching ramp will feature within the area. The existing playground will be revitalised and relocated further north near Hamilton Street and the existing car park will be reduced/relocated to create space for waterfront events.

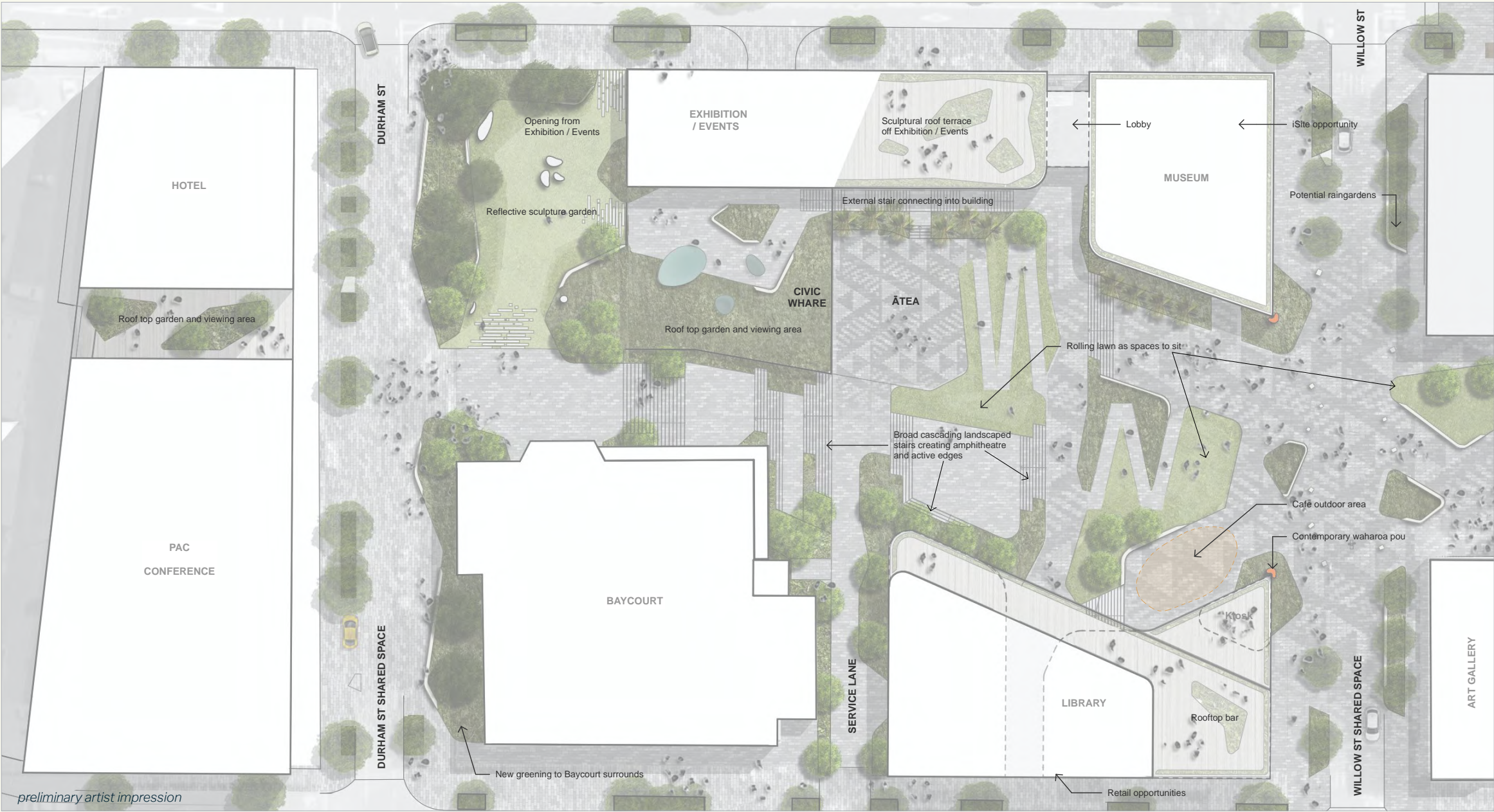
Images of precedent landscape areas.
Indicative only.



4. LANDSCAPE

UPPER SITE

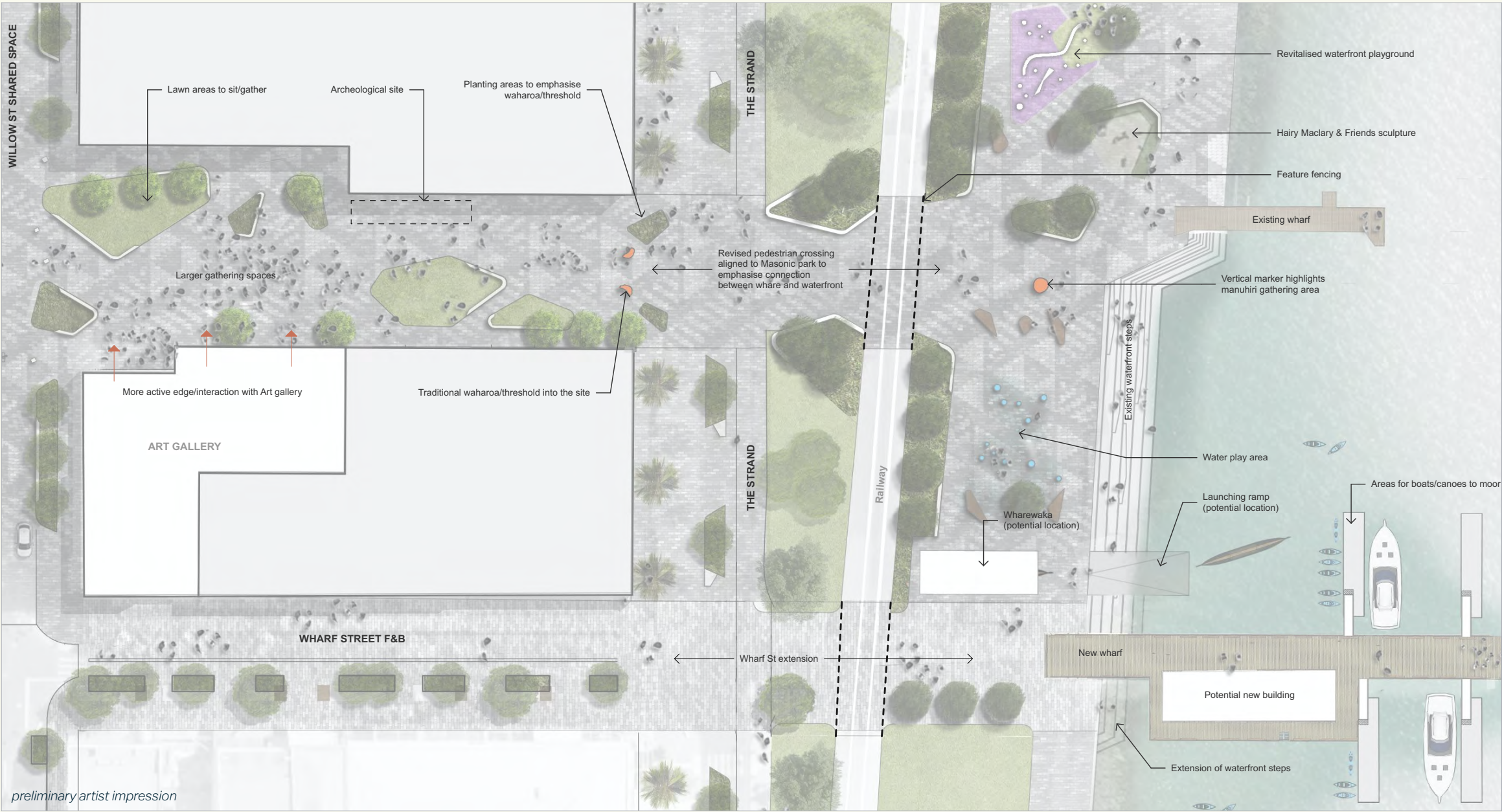
Annotated Masterplan



4. LANDSCAPE

LOWER SITE

Annotated Masterplan



4. LANDSCAPE

WATERFRONT
AREA



preliminary artist impression

LAYOUT KEY

1	Masonic Park	5	Ramp	9	Upgraded The Strand
2	Masonic Park Extension	6	New Wharf Building	10	New Play Space (Relocated)
3	New Waterfront Plaza	7	New Wharf		
4	Whare Waka	8	Wharf Street Extension		

Retaining existing family park and Hairy Mclairy
Align stairs with Masonic Park
25m pier with lookout platform aligned with the edge of the stairs

4. LANDSCAPE

WATERFRONT
AREA



The proposed buildings presented in this section are in the early stages of conceptual design and are highly indicative, they are subject to change at the design progresses.

The Site A Buildings are within the heart of the multi-activity campus and include civic and community driven functions such as:

- Community Library
- Civic Whare
- Museum
- Exhibition / Events space

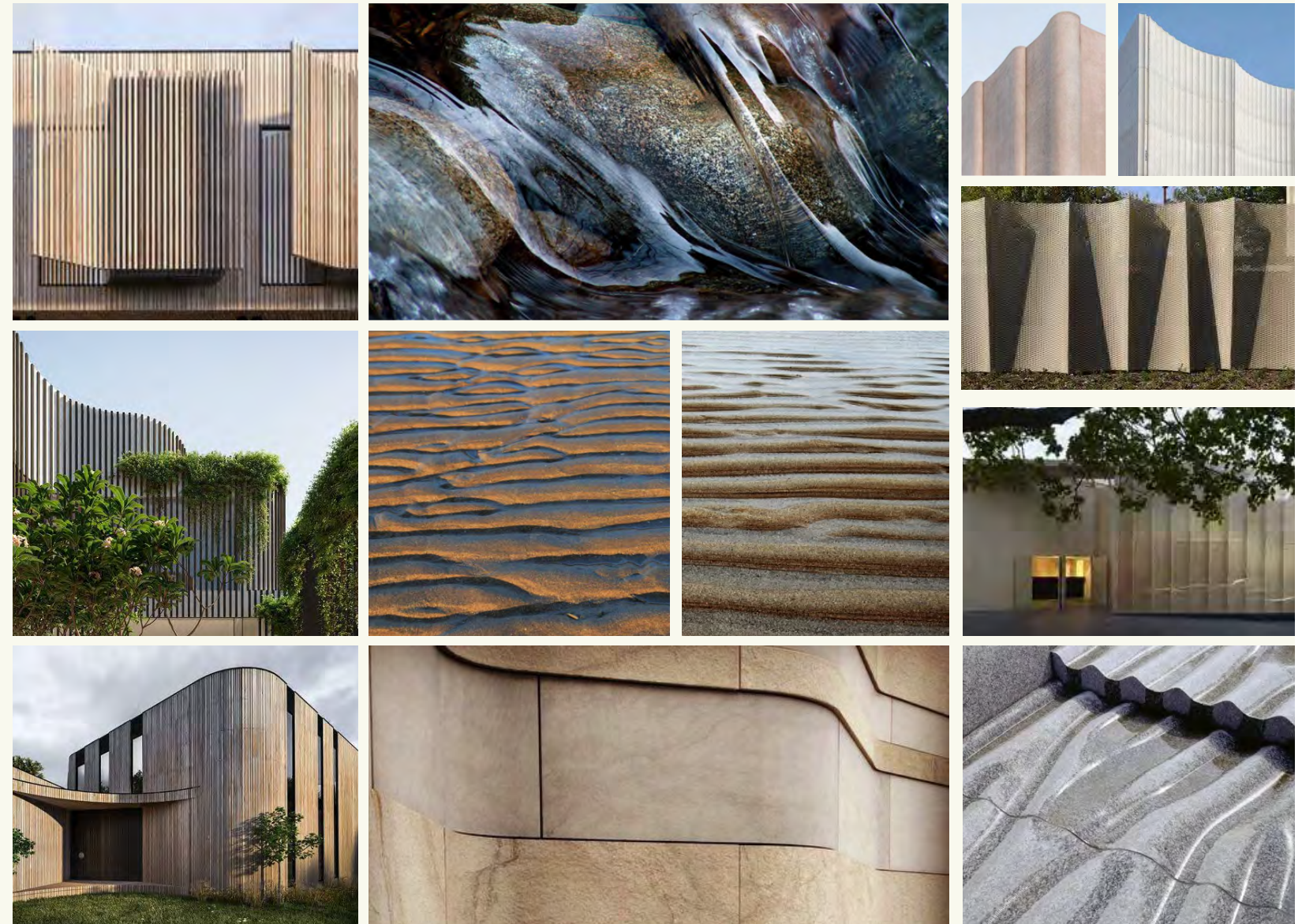
The character and personality of these buildings is derived from the conceptual idea of water shaping and carving out public activity space. The material palette is a mix of soft, warm tones and natural materials arranged in a series of vertical modulated curved panels with either solid or perforated screen functions.

The inner, plaza-facing building edges are soft and curvilinear as if worn and shaped by the water as it cascades down to the moana. A mix of glazing & screening are employed to suit environmental constraints and plan opportunities.

The overarching continuity of the material palette and approach will strengthen the 'activity campus' as a shared city-wide facility for all.

The Civic Whare will employ similar materials in a distinct manner alongside warm glowing timber to act as a beacon and focus at the heart of the central plaza.

Images of precedent building and materials. Indicative only.



5. BUILDINGS

CIVIC WHARE

The Civic Whare is located metaphorically and physically at the heart of the civic precinct.

The Civic Whare and adjacent landscape allows for a variety of formal and informal gatherings. The sequence of spaces is considered to enable tikanga protocols or be noa as required.

The Civic Whare features an ātea-a-tū for debating and hui where robust discussions are encouraged to shape the future of Tauranga. This space will be configured to function as a civic debating chamber. The ātea-a-tū sits within the sphere of a mahau and ātea-a-rongo which represent leadership, peace, unity and connection to the past. The rongo space will be suitable to function as a breakout space, a reconciliation meeting room or a contemplative lounge.

Supporting facilities include viewing galleries / meeting rooms, wharekai and wharepaku. These are shared with the Exhibition / Events building footprint.

The Civic Whare is nestled into the natural contours of the site with a green roof and views over the main plaza the moana. An offset gable opens up to the east with a timber soffit and the potential for a carved barge. The front of the Civic Whare is glazed and there are opportunities for openings and views from the upper terrace into the ātea-a-tū below which increases visibility and the ability for all people to engage with the democratic processes within.

Photo: Precedent concept - Welsh Parliament building, Cardiff.

Diagrams - Render of Civic Whare, and indicative sketch below

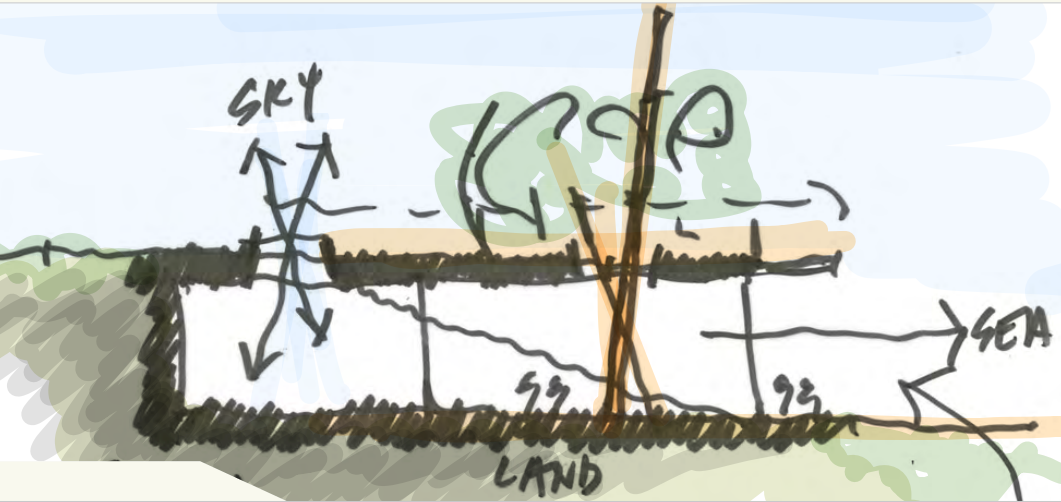
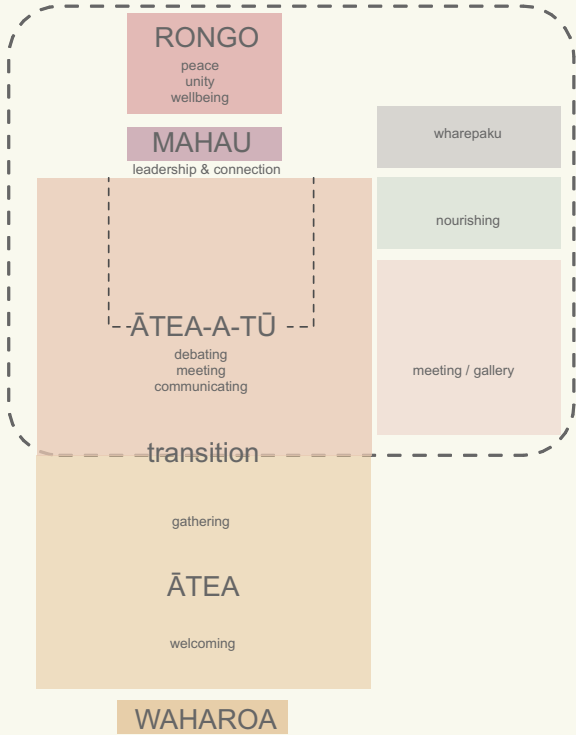


Diagram - Civic Whare Spatial Arrangement

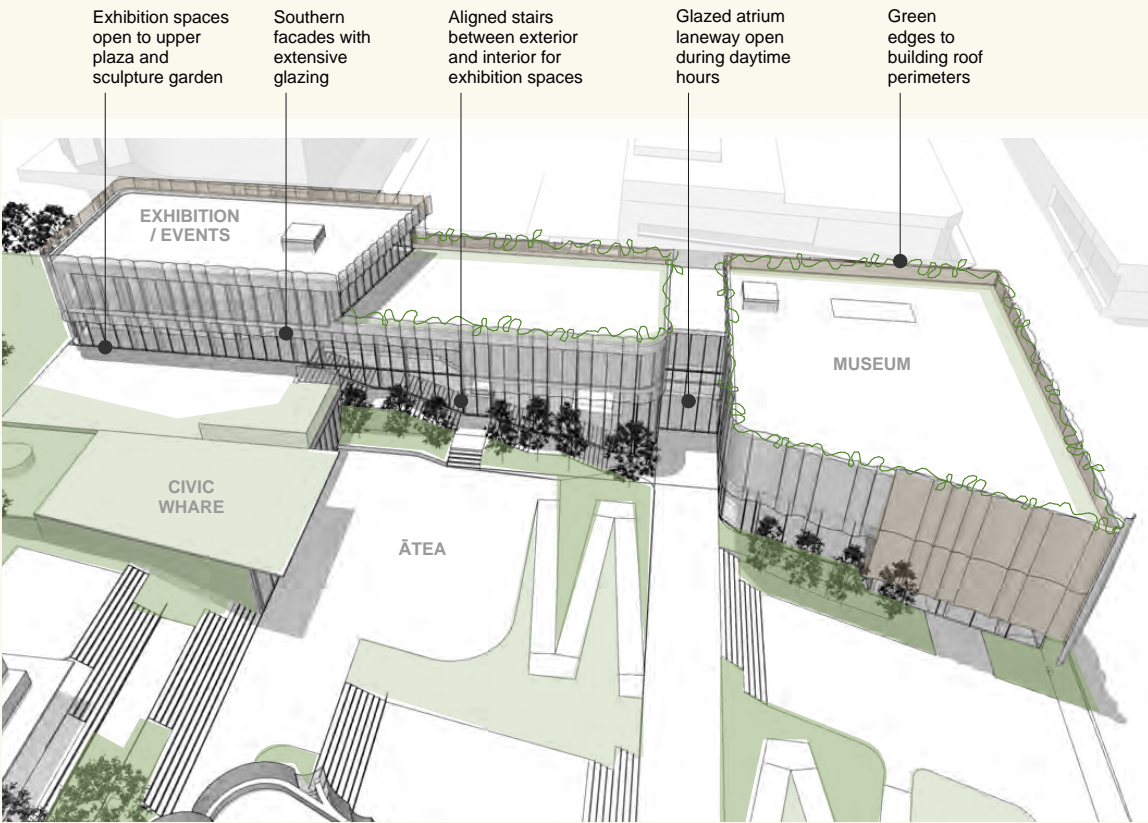


WILLIS BOND

5. BUILDINGS

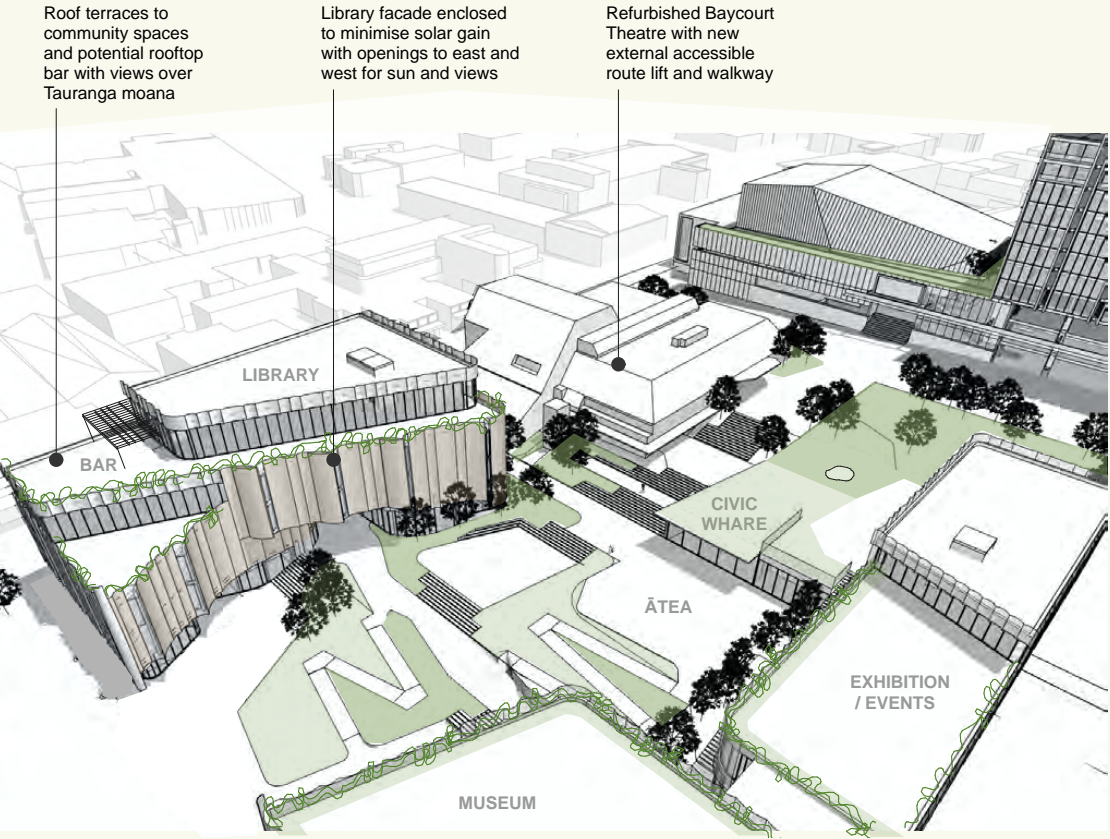
LIBRARY, MUSEUM, EXHIBITION /
EVENTS SPACE AND CIVIC WHARE

Diagram - aerial view towards Museum and Exhibition / Events buildings with Civic Whare and plaza in foreground



preliminary artist impression

Diagram - Aerial view towards Library with plaza in foreground and PAC and hotel to rear



preliminary artist impression

5. BUILDINGS

SITE B BUILDINGS

The capacity of each building listed within Site B is indicative only, and based on information known at the time of producing the Refreshed Masterplan. It is strongly recommended further investigation is undertaken to determine the current demand for each facility, and the optimum economic capacity.

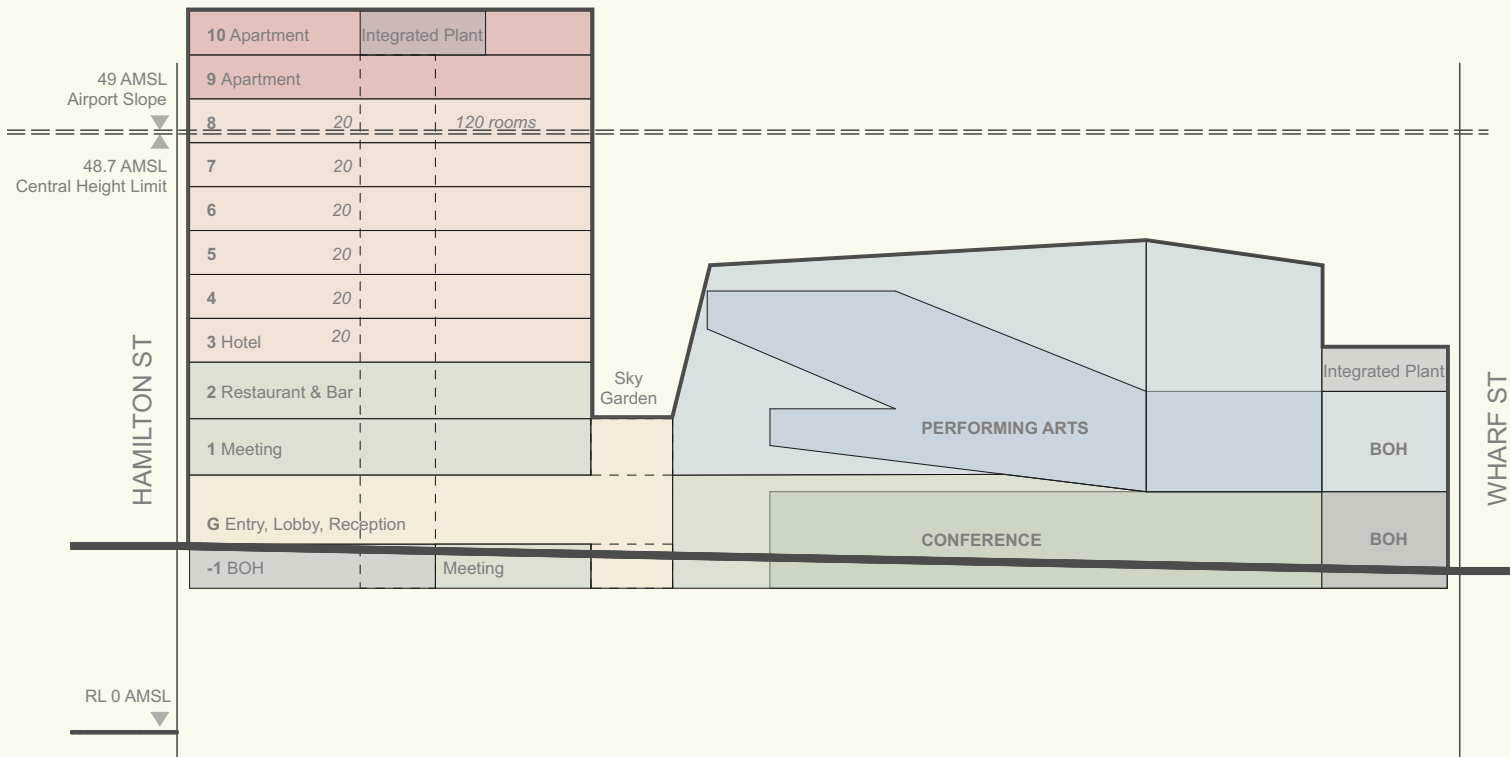
The Site B buildings will showcase the precinct and moana to visitors and locals with the following functions.

- Conference Centre for approx 1500 pax standing
- Meeting Spaces for small events and breakout for large conferences
- Performing Arts Centre for approx 1250 pax seated
- Restaurant & Bar with Roof Terrace
- Hotel with approx 120 rooms
- Apartments

Co-locating the conference centre and performing arts centre on this site has the following benefits:

- Co-locates a set of naturally grouped functions; hotel + conference, restaurant/bar and PAC.
- Unlocks opportunities for Site A to feature more active edge and open activities such as the library.
- Located near Baycourt performance functions.
- Utilises an existing service lane the full length of the site to the west enabling discreet and safe access to back of house access for stage management and daily hotel servicing.
- Allows for the sharing of facilities; lobby, food and beverage, administration, storage, loading and staff facilities.
- Enables stageability for these functions and commercial opportunities with less impact on the public realm.

Diagram - Indicative Section of Site B Buildings



Conceptually the buildings reference the ridge of Te Papa and the Ngāhere/forest within the wider precinct. A place to reflect and relax while visiting, gathering and being entertained. The buildings strengthen moana to ridge and moana-to-moana connections for the precinct being visible markers from and to wider vantage points.

The restaurant and bar have been located with a green roof garden in the 'cleft' between the hotel tower and the PAC roof form. This space provides a green link to the precinct and enables public access to exceptional views across the precinct and to the Moana. The adjacent sculpture garden and amphitheatre steps at the top of Site A provide opportunities to breakout from conferences and events into the wider precinct open space.

6. PRECINCT THEMES

CULTURAL RECONCILIATION AND RECOGNITION

Tauranga is a city of high cultural and regional significance to mana whenua, yet the centre of the city does not currently reflect this. This Refreshed Masterplan aims to reflect the cultural significance of the site to mana whenua as a place of social gathering, learning and education, with a connection to the harbour.

Regular consultation with mana whenua has occurred throughout the collaborative design process with a number of opportunities identified to inform and shape the masterplan building and landscape design as it progressed.



TE ARANGA PRINCIPLES

Tauranga Moana Design Principles have been provided to guide the design process. As the masterplan progresses, these important principles will be incorporated throughout all design processes, construction and life of the precinct.

The key objectives of the Principles are to enhance the protection, re-instatement, development and articulation of mana whenua cultural landscapes enabling all of us (mana whenua, mataawaka, tauiwi and manuhiri) to connect to and deepen our 'sense of place'.

Image - render of the Refreshed Masterplan, looking toward the Civic Whare.

TAURANGA MOANA DESIGN PRINCIPLES



1. Mana Rangatiratanga/ Ahikāroa: Authority
Outcome: The status of iwi and hapū as mana whenua is recognised and respected. Hapū will continue to debate which existing or old hapū have mana whenua status.



2. Whakapapa: Names & Naming
Outcome: Māori names are celebrated and reinstall pride.



3. Taiao: The Natural Environment
Outcome: The natural environment is protected, restored and/or enhanced.



4. Mauri Tū: Environmental Health
Outcome: Environmental health is protected, maintained and / or enhanced.



5. Tohu: The Wider Cultural Landscape
Outcome: Acknowledgement of mana whenua significant sites and cultural landmarks.



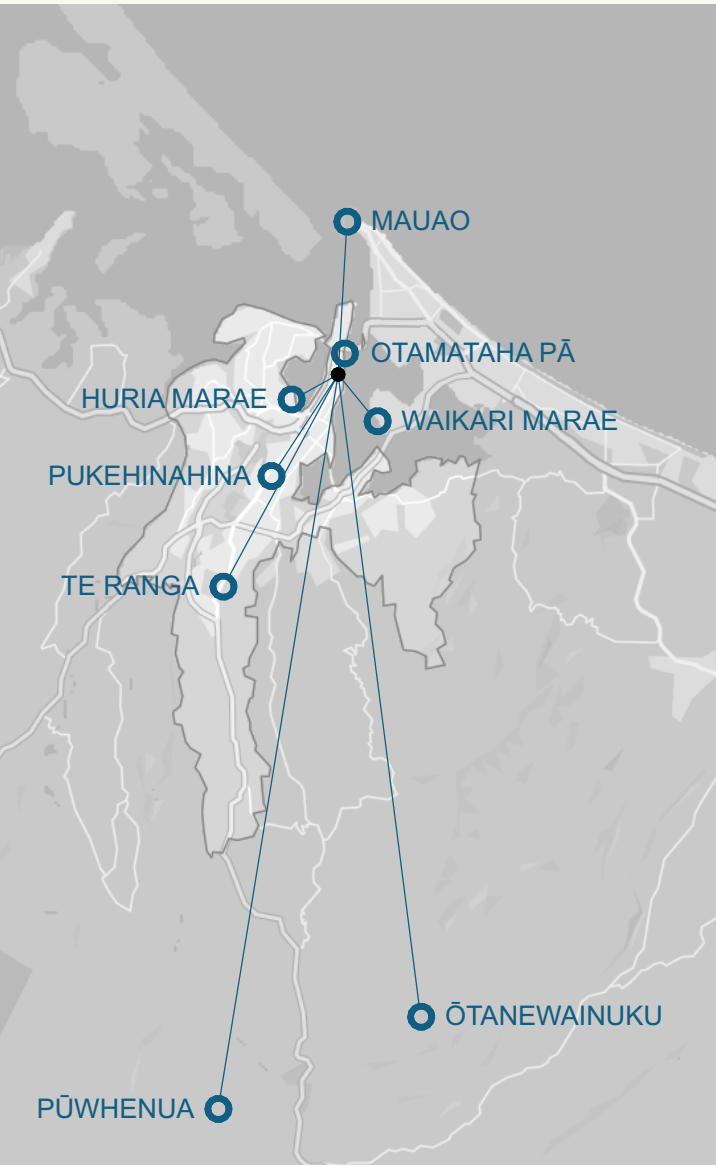
6. Mahi Toi: Creative Expression
Outcome: Iwi/hapū narratives are captured and expressed creatively, celebrating the knowledge and identity, through a co-creation process.



7. Ahi Kā: The Living Presence
Outcome: Iwi/hapū have a living and enduring presence and are secure and valued within their rohe.

6.PRECINCT THEMES BRIEF

CULTURAL RECONCILIATION & RECOGNITION CONTINUED



WAYFINDING

Significant locations within the broader Tauranga and Bay of Plenty region have been identified. The orientation to, connection with, and stories of these places and their significance can be told within the precinct.

These locations will be mapped and referenced in a variety of ways within the landscape and buildings. The orientation to, connection with, and stories of these places and their significance can be told within the precinct. This allows for visitors and residents to engage with the wider region and learn about the historical significance of the site.

The adjacent diagram identifies the key connections identified to date. As the project proceeds, additional locations are likely to be incorporated into the design process.

CULTURAL REFERENCES

Mana whenua have shared a of series cultural references that may be appropriate to incorporate into landscape and building design elements.

These include patterns, carvings and art works that reflect local stories, history and places. Concepts such as movement, sustenance, inclusiveness, learning and growth reflect the historical use of Te Papa and are referenced in the examples shared. There is an opportunity for the pattern of the landscape to be visible from above and recognisable by planes on the flight path above the site.

The waterfront area will recognise the historical significance of waka to the area, with a wharewaka proposed to be located in this area.

As the project proceeds we expect to develop opportunities to work with local artists and iwi groups to weave and celebrate these narratives into the project.

PROCESSION

The precinct will be the location for hosting a wide range of gatherings of varied size, focus and formality.

The landscape and building locations have been designed to support assembly and procession from the moana to the Civic Whare, or from a number of beginning points between. These are shown adjacent:

1. Pouwhenua

Sculptural waharoa or Pouwhenua at the water's edge acts as a locator and threshold coming from the moana and as a marker when viewed from the upper site.

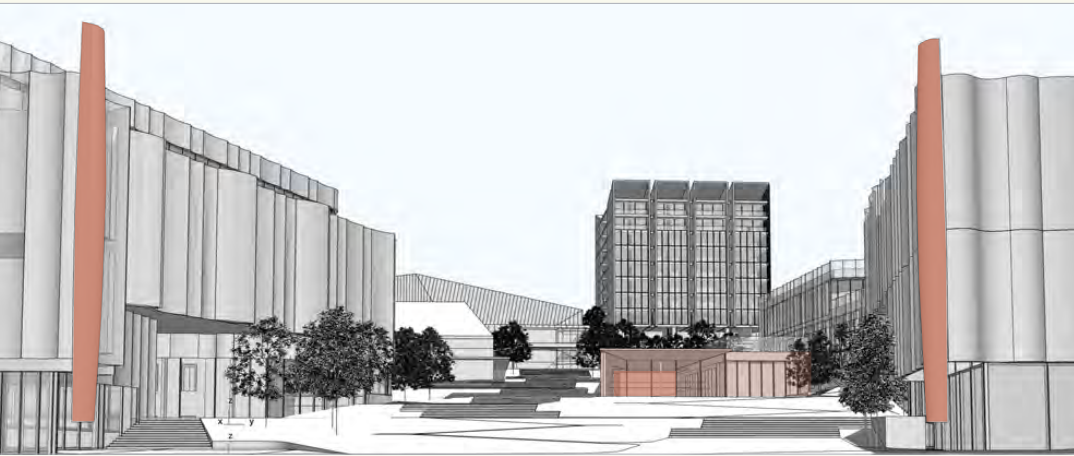
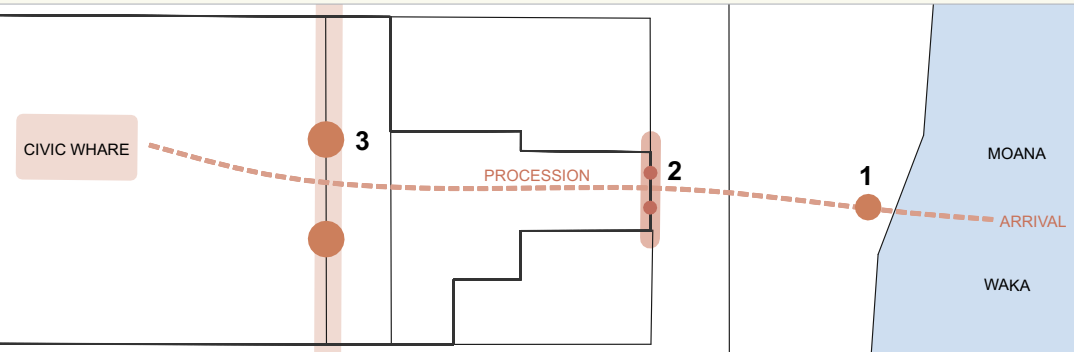
2. Traditional Waharoa

A more traditionally sized waharoa to filter and control the flow of procession located in Masonic Park.

3. Building Threshold

A contemporary waharoa concept where adjacent edges of the library and museum buildings incorporate Waharoa thresholds. Co-design elements with local iwi and artists is expected to refine this design. Lighting can be incorporated to anchor these to the ground and form a striking visual statement. These may represent patterns and figures to protect and watchover the inner site area.

Diagram - procession from moana to Civic Whare



Threshold sketch from Willow St looking to Civic Whare. Preliminary artist impression.

6.PRECINCT THEMES BRIEF

STIMULATE CBD
ECONOMIC REJUVENATION

The Refreshed Masterplan is intended to stimulate an economic rejuvenation of the Tauranga city centre.

DIRECT ECONOMIC STIMULUS THROUGHOUT CONSTRUCTION

Construction of the precinct will generate local employment and training opportunities. In LT McGuinness’ expansion to Tauranga, the company is expecting to employ 50 new staff, of which c.75% will be local to Tauranga. Construction works at the peak of each stage will employ c.200 people.

Development of a large, complex precinct of this nature will allow skill advancement and training opportunities. An apprenticeship initiative will be undertaken by LT McGuinness, with 5-10 staff employed through this programme. This will be aligned with local iwi groups.

In addition to employment and training community benefits, materials will be sourced from local suppliers when possible. This will provide economic benefits to the region, while considering low carbon objectives.

VISITOR ATTRACTION

The established site will have an economic impact on the Tauranga economy through increased visitor numbers and spending in Tauranga, particularly through the performing arts and conference facility.

Horwath HTL projections, prepared in the 2017 Indicative Business Case for a New Tauranga Performance Venue, estimates that approximately 9,800 non-Tauranga visitors will attend events at the performance venue in Year 1, rising to approximately 11,900 in Year 5. Commercial entertainment events and musical theatre performances are expected to attract the largest number of non-Tauranga visitors to the city.



Preliminary artist impression

This is forecast to generate \$508,000 of new expenditure in the Tauranga economy as a result of non-Tauranga visitors attending events at the Performance Venue in Year 1, rising to \$616,000 in Year 5.

In addition to the performance centre, the and the performance centre, will also encourage visitors to visit the site, often as an alternative to travelling to another region to attend an event.

Regular local visitors to the site will give vibrancy to the area and support surrounding businesses.

CONFIDENCE IN THE CBD

TCC investment in the CBD provides leadership and confidence in the region. This will have flow on impacts, with increased private sector investment.

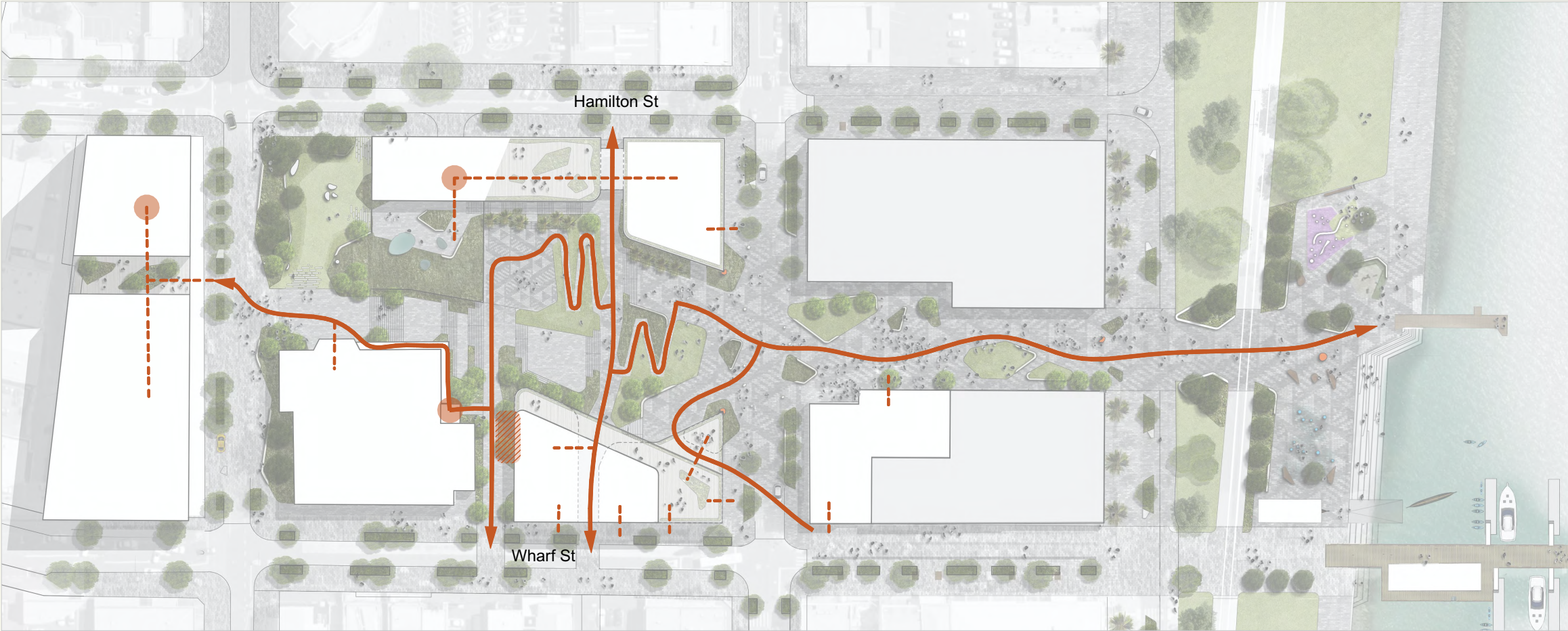
As growing numbers of both travelling and local visitors access the site, they will require more services in the area. This may be more hotel space, food and beverage offerings or commercial offices. These needs will be met by increased private sector investment.


Image - render of lthe library and cafe in the Refreshed Masterplan


6.PRECINCT THEMES BRIEF


ACCESSIBILITY


An important goal within the masterplan is to provide an inclusive civic heart where a diverse range of users feel welcome and provided for. Accessibility is key to ensuring this goal is met. The site is challenging to provide direct accessible routes with a significant change in level from the moana to Durham Street.



- 

1. External Accessible Site Route
A fully accessible route from the water’s edge through the civic precinct to Site B is available at all hours of the day and night. This route includes graded surfaces, 1:20 ramps and a new exterior lift and walkway extension to Baycourt. This route is suitable for all users including wheelchairs and prams.
- 

2. Level Access to Key Locations & Entries
Level access into the site is provided at a number of locations; two from from Wharf Street and one from Hamilton Street allowing direct and level access to all Site A buildings.
- 

3. Lift and Ambulant Access throughout the Precinct
All buildings include internal lift access, increasing the ability for people to move throughout the site and to access facilities during opening hours. An exterior lift will be added to Baycourt, allowing 24/7 lift access.
- 

4. Accessible Parking
Accessible parking is available from the lane off Wharf Street between Baycourt and the proposed library building. This provides on grade flat access to the Civic Whare.

6.PRECINCT THEMES BRIEF

SUSTAINABILITY

Willis Bond aims to implement environmentally sustainable design for all its new developments.

The design team has therefore embedded sustainability as a core philosophy of the design approach, with the proposed concept incorporating high levels of integrated sustainability across both the public realm and built environments.

Early contractor engagement (ECI) is essential to meet sustainability targets and achieve lower carbon outcomes. All buildings are inherently resource intensive, with the built environment contributing up to 20% of New Zealand’s greenhouse gas emissions. If not thought about early within the ECI phase, the materials and building techniques used can have severe secondary impacts on the environment and occupiers of completed buildings.



CARBON TARGETS

Willis Bond is currently undertaking a review into how it can minimise the embedded carbon footprint of its developments. Embedded carbon within the development can be reduced in the following ways:

1. Low carbon materials are investigated for use across the development, such as cross laminated timber (CLT). It is essential that building performance is not compromised by any materials used. Concrete, steel, glass, carpet and insulation are further elements where sustainable options can be used.
To address the negative environmental impacts of construction materials, LT McGuinness is banning material on the International Living Future Institute’s Red List from its future building sites.
2. Supply chain emissions are investigated, with local suppliers used where possible. New Zealand’s Emissions Trading Scheme requires heavy polluting sectors, such as manufacturers of steel, aluminium, glass and clinker (cement input material) to offset carbon dioxide emitted into the atmosphere.
3. Once the total embedded carbon in a development and the total carbon offset by suppliers is quantified, remaining carbon in the construction process is able to be offset. This can be done via the purchase of carbon credits, or the creation of credits.

Images - precedent building and landscape imagery.



6.PRECINCT THEMES BRIEF

SUSTAINABILITY

DESIGN

The public realm network has been designed on the premise of placemaking and activation that supports the efficient use of the land and open space resource. It is a high-performance landscape that functions as an integrated system and offers a high level of environmental comfort, shelter and shade.

Further, we have endeavoured to create a generous, memorable and vibrant public realm network that supports sustainable transport, prioritises pedestrians and cyclists and which defines movements to and through the city centre. Within this context, sustainability will be implemented in the following specific ways:

Design	A flexible and adaptable design strategy enabling operational flexibility.
	Design and performance benchmarked against national and international best practice.
Green Infrastructure	An all native planting palette that minimises water re-use and maintenance.
	A site-specific planting palette that supports local identity and bio-diversity.
	Green walls and roofs that support environmental comfort and performance.
Water	Inter-tied network of rain gardens and bio-retention tree pits to treats storm water from open spaces and streets.
	On site water re-use for maintenance and irrigation.
Energy	Low embodied energy materials and re-use of materials from site.
	Energy efficient fixtures, fitting and lighting (area and feature) systems.
	Intelligent energy and lighting control systems enabling different operational modes.
Materials	Utilisation of the existing site topography to minimise cut/fill and material transported off site.
	Recycled and Enviro-mark rated construction materials.
	Sustainable Transport.
Accessibility	Cycle friendly facilities and infrastructure integrated across site.
	Pedestrian priority supported through universal design.
	Connectivity, legibility and accessibility to surrounding city centre context.
Cultural	Collaboration with iwi and Tauranga City Council stakeholders.
	Adoption of Te Aranga Design principles for the design of the public realm and streetscapes.

THE BUILT ENVIRONMENT DESIGN

In addition to our approach within the public realm, the built environment also has the opportunity to be designed to incorporate best practice sustainability initiatives.

We propose that in relation to the buildings this will be achieved through:

- Controlled ratio of glazing/solid facade and a high performance glazing specification to reduce solar load and energy use.
- Specific solar analysis of the facade will be undertaken during the design phase to optimise the facade approach.
- Over-code provision of fresh air to floorplates.
- Incorporating natural ventilation opportunities.
- Specification of low water use fixtures and fittings to reduce water use and waste water output.
- Selection of low energy use light fittings in office areas, display lobby and exhibition areas.
- Provision of cycle parking to encourage alternative modes of transportation.
- All timber specified will be from sustainably sourced species, and preference will be given to the use of less environmentally toxic timber preservatives.
- Appropriately sized waste and recycling rooms will be provided to encourage sorting and separation of waste.
- Low emissions paint systems will be specified where appropriate.



6.PRECINCT THEMES BRIEF

ACTIVATION STRATEGY
STAGE OPTIONS

To ensure the civic precinct is a destination for the wider Tauranga region, a comprehensive activation strategy will be at the forefront of the masterplan development.

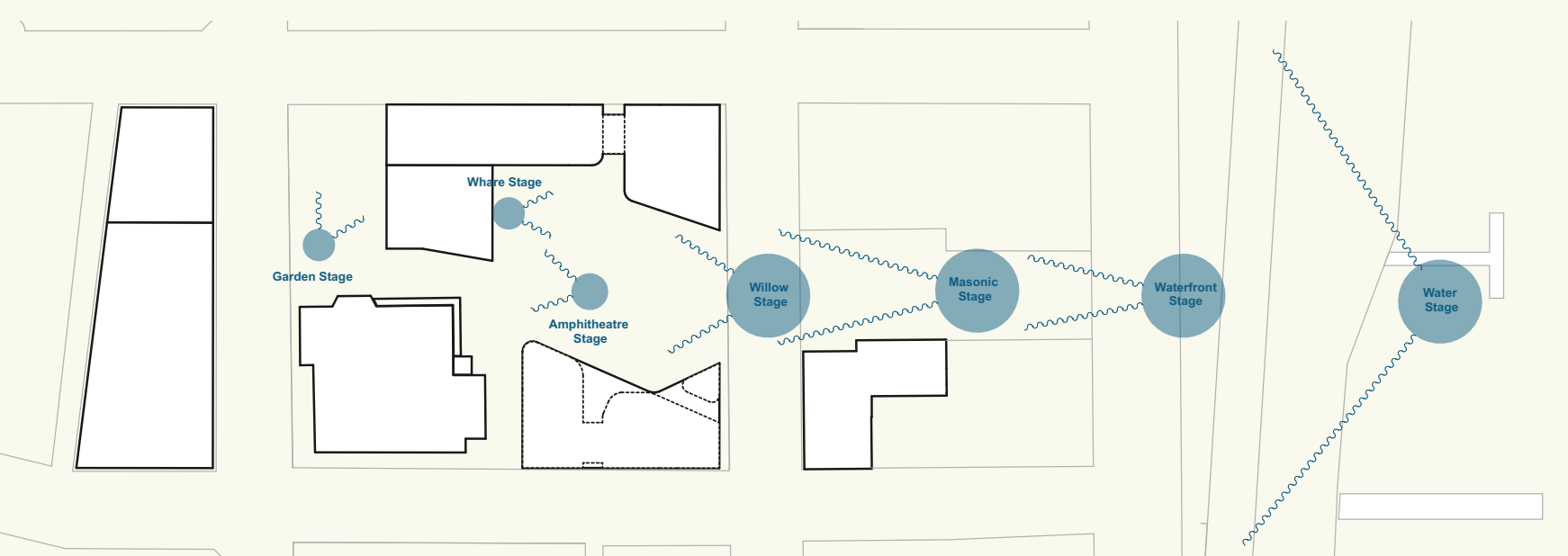
The Refreshed Masterplan has generous public spaces to run an activation strategy with the Civic Precinct at its heart. Events could include concerts, festivals, markets, fan zones, sporting events, cultural celebrations (e.g. Diwali, Mataraki) and outdoor exhibitions highlighting the best of the Bay of Plenty and key industries, such as horticulture.

The de-tuning of Willow Street allows utilisation of the site and encourages the activation strategy, with a clear pathway from Site B through Masonic Park to the moana.

In developing this masterplan, long term activators have been incorporated into the site to encourage all of the activities this site encompasses. A number of these are detailed below:

Natural amphitheatre - The site is a natural location for outdoor events such as concerts or performances. The sloped nature of the site has the benefit of being a natural amphitheatre. This shape has been reinforced through a central ātea and the integration of landscaping and hard spaces. The area is designed so that stages can be located throughout the precinct, depending on the size of gatherings. See diagram.

Diagram - Options for Stage/Events



Landscaping – Landscaping is an attracter to the precinct, with a broad range of spaces from reflective space to practice mindfulness in the sculpture garden, to active play space through Masonic Park. Wide stairs run up the site, interjected with flat terraced sections and gathering areas. Ample edges and corners encourage visitors to sit and gather throughout the day.

The terraced sections allow multi-stage events to occur, such as an outdoor movie in Masonic Park, and food trucks in the central ātea.

Artwork will be located throughout the site to complement the landscaping and further encourage visitors. This may include sculptures, carving and light shows.



6.PRECINCT THEMES BRIEF

ACTIVATION STRATEGY
FOOD & BEVERAGE

There are three main food and beverage locations proposed in the Masterplan, each with their own niche market positions to encourage activity at different times throughout the day. The locations of these sites are detailed on the diagram adjacent.

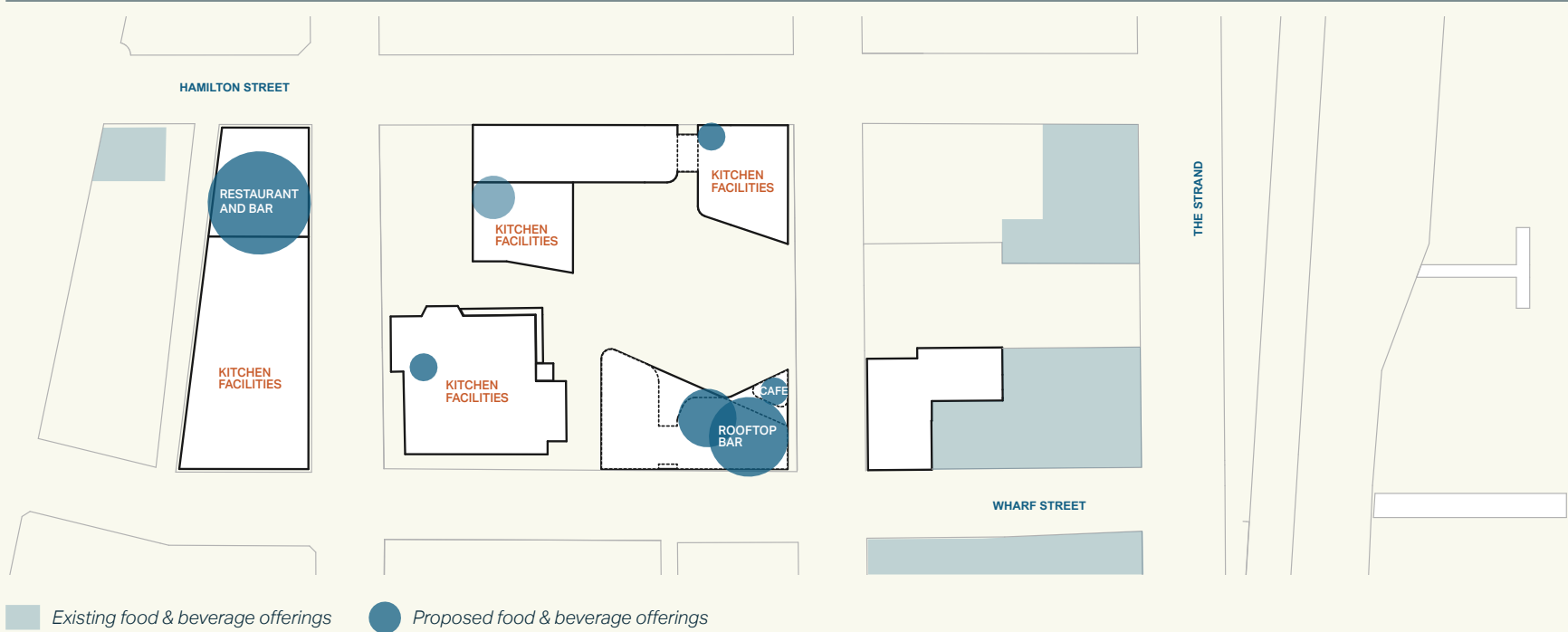
- CAFÉ**

Located at the ground floor of the library, open during daytime hours. It will be a location for precinct visitors to purchase food or coffee, and for local office workers to visit during the week.
- ROOF-TOP BAR ON LIBRARY BUILDING**

Open in the afternoon and evening, with brilliant views to the moana. By being co-located on the same site as the café, kitchen facilities are able to be shared between the two offerings creating efficiencies.
- RESTAURANT AND BAR ON SITE B**

The restaurant will be a premium offering, supporting the hotel, performance facility and conference centre. Located on a ridge, it will have views across both sides of the peninsula. In addition to the above, there are kitchen facilities in the museum, Civic Whare and Baycourt. This allows events to be held across the precinct.

Diagram - Food & Beverage Locations



7. DEVELOPMENT PROGRAMME

An indicative single phase staged programme has been presented, with final completion scheduled for end of 2028.

The construction period of each building is overlapped to maintain continuity of construction teams and the utilisation where possible of shared site amenities and plant. The design periods follow from one to the next to maintain the same design teams and ensure that lessons learnt can be incorporated into the next stage design.

Once each stage is finished, the completed buildings will be open to occupiers to use as requiredsubject to careful planning around shared amenity and back of house functions. Access and safety will be considered for both the users and the construction teams during the period of buildings being operational while site construction is ongoing.

Throughout the entirety of construction, Baycourt Theatre will remain open. Co-ordination will be planned in advanced for any disruption due to major infrastructure changeovers.

SITE A

A six-year development timeline has been presented for site A, with the Library design proposed to commence in mid 2022, and final building completion in mid 2028. The Library building has been presented as the first development site. Baycourt Theatre and the northern aspect of the site will remain operational throughout the initial Library development period.

Development of the Civic Whare, Exhibition / Events Space and the Museum will follow, with construction overlapping on each development.

SITE B

Development of Site B can occur independently of Site A due to its location. The site, comprising of a hotel, performing arts and convention centre, is proposed to be developed concurrently to Site A. Initial design is proposed to begin in mid 2023, with completion in late 2028.



MASONIC PARK

Masonic Park is also a distinct site, also able to be developed independently of Site A and Site B. Development is proposed to commence in mid-2024, completing in early 2026.

BAYCOURT COMMUNITY & ART CENTRE REFURBISHMENT

The Baycourt Community & Art Centre will be refurbished as part of the project. This refurbishment includes the addition of an outdoor lift to promote accessibility across the site. This is a distinct development, of a smaller scale than the remaining site. It can therefore occur at any point within the proposed development programme.

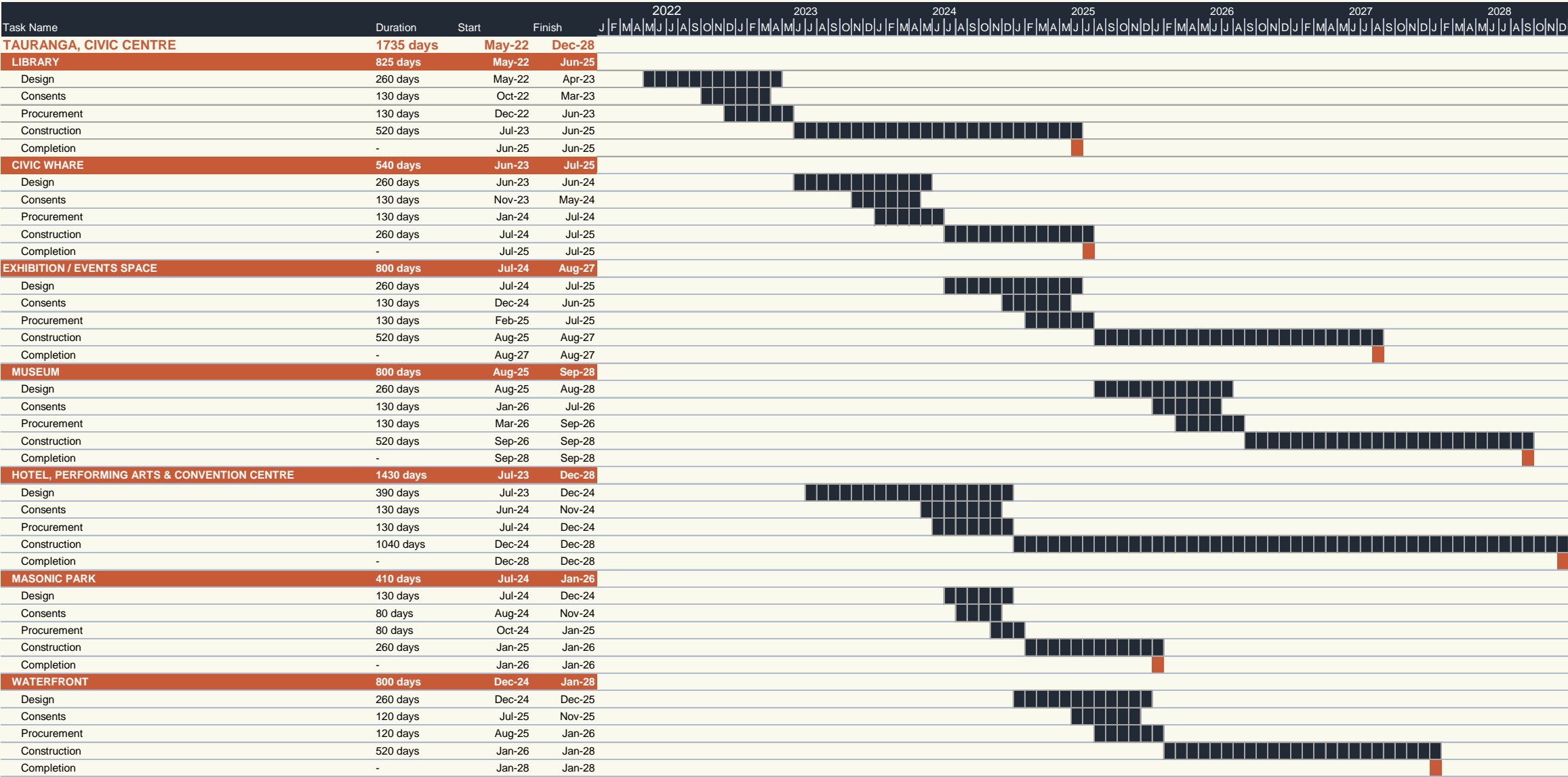
Diagram - Development staging:
Indicative timing from design commencement to project completion

1	Library	mid 2022 – mid 2025
2	Civic Whare	mid 2023 - mid 2025
3	Exhibition / Events Space	mid 2024 - mid 2027
4	Museum	mid 2025 - mid 2028
5	Hotel, Performing Arts and Convention Centre	mid 2023 – late 2028
6	Masonic Park	mid 2024 – early 2026

7. DEVELOPMENT PROGRAMME

PROGRAMME

The programme presented below is an indicative presentation of precinct development in a single stage. This programme assumes construction periods of each building overlap for maximum efficiencies. Timing is likely to change as detailed design of each building progresses.



8. COSTING

The redevelopment of Site A (including Masonic Park) and Site C (Waterfront Area) is estimated to cost in the range of \$270 million - \$300 million. This cost estimate reflects a single-stage phased development undertaken between 2022 to 2028.

The masterplan is very high level, with significant detailed design work required to finalise the design of each building within the precinct and the landscaped areas. As such, the costings presented are highly indicative at this stage, with a range of potential costs shown.

The high-level nature of current designs is reflected in a modest cost escalation and contingency allowance of circa 20%.

Construction cost escalation is expected to increase rapidly over the coming years, at an average rate of 5.0% per annum (refer to the below graph). This is driven by labour and supply constraints in the wider market. As such, if a multi-staged sequential development was proposed, completing in 2036, it is anticipated there would be a significant increase in cost. If 5.0% per annum construction cost inflation continues, this additional cost could total \$60 million. Construction cost inflation is currently growing at a faster rate than both CPI inflation, and the Council's cost of capital.

The indicative cost split between sites is provided in the [adjacent graph].

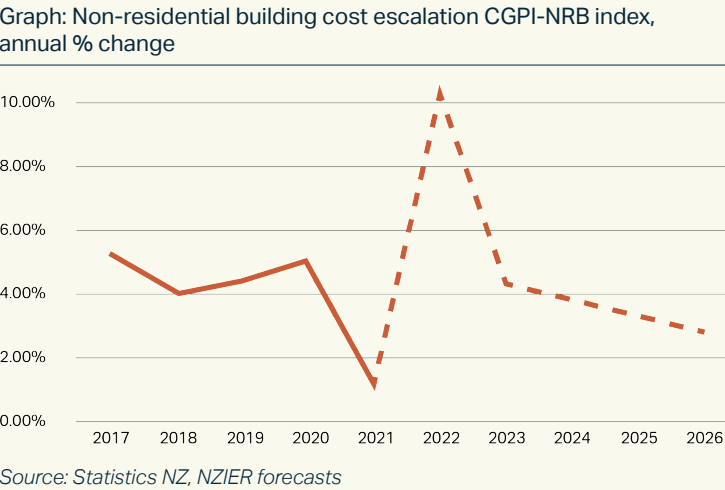
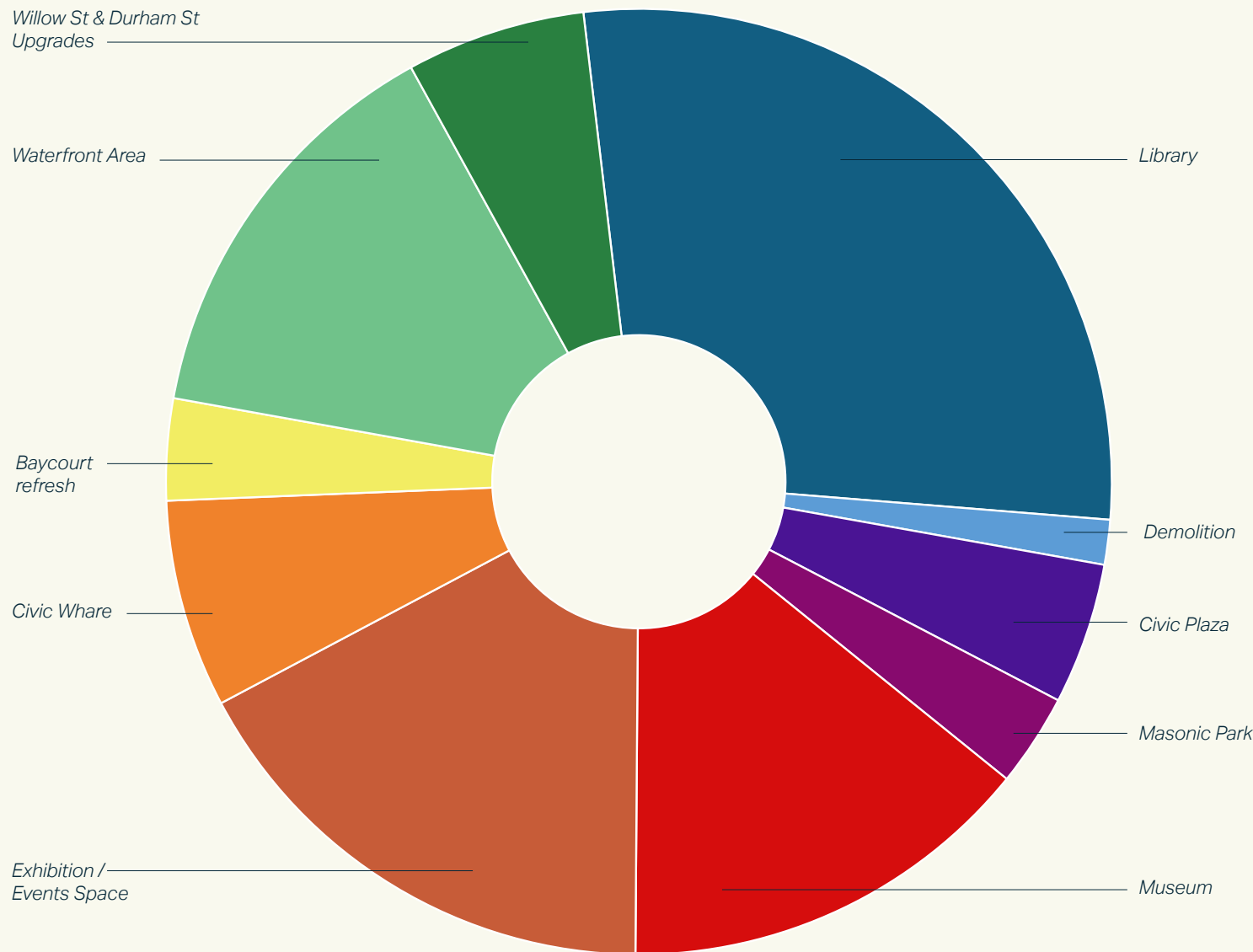


DIAGRAM - INDICATIVE COST BREAKDOWN



9. DEMOLITION PROPOSAL

ID	Task Name	Duration	Start	Finish	Sep	Qtr 4, 2021			Qtr 1, 2022			Qtr 2, 2022			Qtr 2, 2022	
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
0	95 WILLOW STREET - DEMOLITION	185 days	Wed 20/10/21	Fri 29/07/22		<div></div>										
1	COMMERCIAL LEAD IN / AWARD	30 days	Wed 20/10/21	Wed 1/12/21		<div></div>										
5	PRE-PROJECT	82 days	Wed 1/12/21	Tue 12/04/22		<div></div>										
15	CONTRACT WORKS	73 days	Wed 13/04/22	Fri 29/07/22		<div></div>										
16	SITE ESTABLISHMENT	13 days	Wed 13/04/22	Wed 4/05/22		<div></div>										
23	DEMOLITION WORKS	48 days	Thur 5/05/22	Wed 13/07/22		<div></div>										
34	COMPLETION	12 days	Thur 14/07/22	Fri 29/07/22		<div></div>										

LT McGuinness has submitted a proposal for the demolition of Tauranga City Council and Library Buildings, at 95 Willow Street (the CAB).

LT McGuinness is a major New Zealand contractor with three locations across the North Island. LT McGuinness directly employs over 300 team members, with many of its team having been with the company for over 20 years. LT McGuinness is proud to employ tradespeople and site staff who enable delivery of projects on time and to the highest standard.

TAURANGA PRESENCE

LT McGuinness and Willis Bond have a longstanding and successful relationship which has led to the successful expansion of both companies from Wellington into Auckland, and now provides an opportunity to expand into the Bay of Plenty region with Tauranga City Council.

If LT McGuinness is successful in its proposal, the company will establish a Tauranga office. This expansion is a long term commitment and LT McGuinness plans to relocate key staff from both Wellington and Auckland, as well as employing local management and direct local labour. LT McGuinness has long term relationships with several subcontractors that are established in Tauranga that it will look to appoint whilst building relationships with new referred and approved subcontractors.

An important part of the company’s establishment in Tauranga will be to engage with mana whenua to continue the training and labour partnership programmes established with Ngati Toa.

PROGRAMME

The programme is based upon vacant possession of the building at the start of April 2022. We will carry out intrusive surveys once the building is handed over allowing the demolition to start mid-April. The demolition programme is 3 months on site with completion mid July 2022.

9. DEMOLITION PROPOSAL

DEMOLITION METHODOLOGY

Baycourt and the associated carpark will remain in use throughout the demolition period, with proposed accessway shifts to minimise the impact to public areas.

A traffic management plan will be implemented at commencement, with foot path closures in place and road lane closures booked and planned for as required.

LT McGuinness will apply to use the container yard once it has been removed as its site yard. Site fencing will be solid hoardings for separation of public and workers including a carpark ramp on the western face, protection of rubble and falling material.

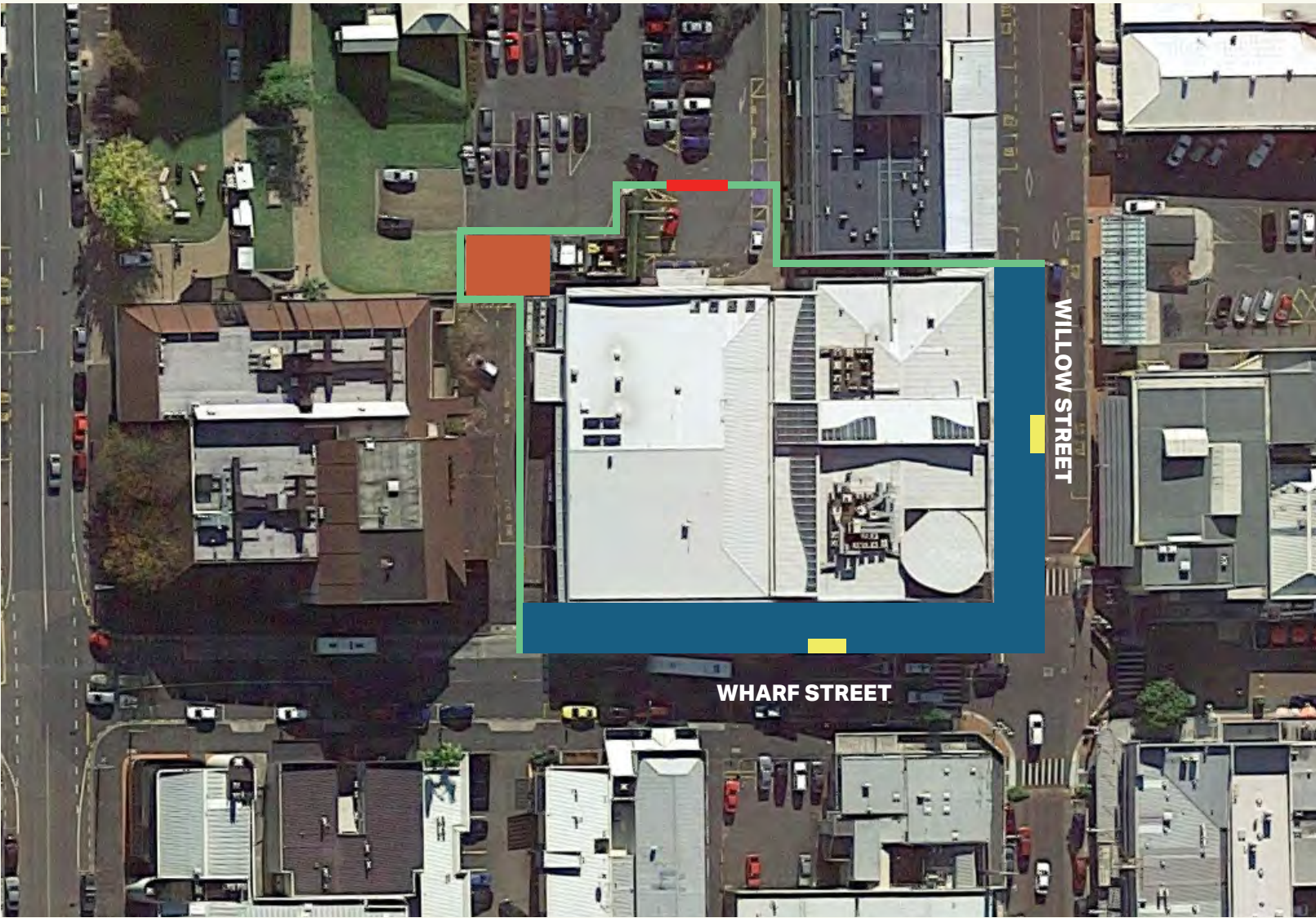
Demolition works staging has been programmed keeping in mind workflow and momentum through the entirety of the project. Dust, vibration and noise will be closely monitored throughout this process.

Post-demolition, the ground floor slab will be kept, keeping a clean and safe site until further development starts.

The site will be retained under LT McGuinness’ control until the construction works commence. The site will have a high solid timber 2.4m hoarding with images to demonstrate what will be coming in the future. The site will have security as necessary and be well lit so that it is safe and secure for the duration.

Diagram - public and traffic protection

- 2.4m full height solid gantry
- Scaffold gantry with overhead protection to pathways
- Review bus stop locations
- Site entry and exit via Hamilton Street carpark
- Site office



APPENDIX 1: MASTERPLAN TEAM

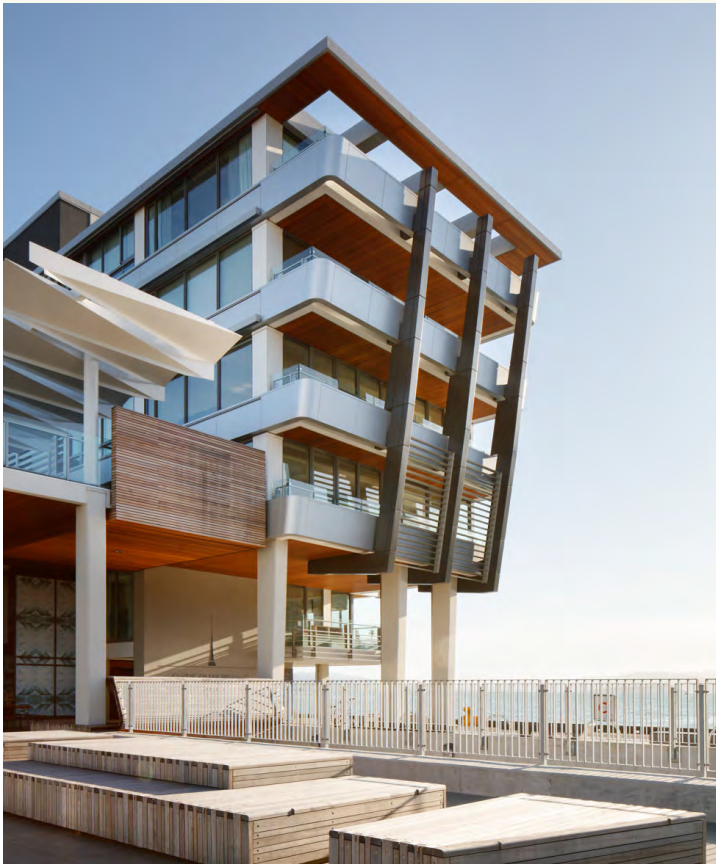
WILLIS BOND

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APPENDIX 1: MASTERPLAN TEAM

WILLIS
BOND

FORMED IN 1988, WILLIS
BOND IS A LEADING
MIXED-USE DEVELOPER
IN NEW ZEALAND.



Willis Bond has specialist teams based in Auckland and Wellington and has been involved in a number of New Zealand’s largest transformational inner-city precinct projects.

Since 2010, Willis Bond has completed, or is currently completing, 26 developments across Auckland, Wellington and Nelson with an aggregated end value of \$2.3 billion. Its core business is delivering mixed-use developments that create vibrant, thriving communities.

Willis Bond has built its business around long-term partnerships with property owners including councils, government entities and large corporates, where trust and win-win outcomes are central to its business philosophy. In addition to TCC, Willis Bond has partnerships in place with Wellington City Council, Eke Panuku Development Auckland and Kāinga Ora.

Image - Clyde Quay Wharf, Wellington. Winner of several awards including Supreme Award at Property Council New Zealand Property Industry Awards 2015



Images: Above - Tākina; the Wellington Convention and Exhibition Centre. Below - photograph of Te Auaha Campus, Wellington

Current projects include Tākina; the Wellington Convention and Exhibition Centre, Site 9 and the Cuba Precinct in Wellington, Hobsonville Point’s Catalina Bay in Auckland and the Wynyard Quarter residential precinct in Auckland.

PROJECT SUCCESS IS UNDERPINNED BY:

- A conservative approach with a focus on risk management and realistic outcomes within the context of the market cycle;
- A wider team of leading New Zealand experts in marketing, design, construction and project management;
- A trusted reputation for delivery; and
- A clear focus on what success looks like and not deviating from that objective.

Willis Bond has a demonstrated history of completing large, complex projects on time and within budget, and has established a reputation for creating high-quality masterplanned developments in urban environments.



APPENDIX 1: MASTERPLAN TEAM

LT MCGUINNESS

LT MCGUINNESS IS WILLIS BONDS PREFERRED BUILDING CONTRACTOR, HAVING WORKED WITH WILLIS BOND FOR OVER 30 YEARS ACROSS WELLINGTON AND AUCKLAND.



LT McGuinness is a major New Zealand contractor with three locations across the North Island.

The company directly employs over 300 team members. LT McGuinness has vast experience within the council sector and are fully conversant with the sensitivities and requirements of working within busy city centre's.

LT McGuinness is planning to establish an office in Tauranga, relocating key staff from Wellington and Auckland as well as employing local management and labour. An important part of this establishment will be to engage with mana whenua to continue the training and labour partnership programmes LT McGuinness has established with Ngati Toa.

LT McGuinness is at the forefront of sustainability with a mission to reduce its carbon footprint to zero, to build with lower embodied carbon and less waste, and to partner with clients towards a low carbon future. Low carbon principles will be embodied in the Civic Precinct development.

LT McGuinness has presented a proposal to complete demolition works on the existing buildings. It is anticipated post demolition of existing buildings, LT McGuinness will retain control of the site through to construction.

Images: left - 30 Madden, Wynyard Quarter, Auckland.
Right - Progress on the Victoria Lane Apartment site in Wellington CBD



WILLIS BOND

APPENDIX 1: MASTERPLAN TEAM

STUDIO PACIFIC ARCHITECTURE

Formed in 1992, Studio Pacific Architecture has evolved into an award-winning, substantial and creative practice with diverse projects throughout New Zealand.

Over the past 29 years, particular recognition has been given to Studio Pacific for work in a wide range of creative projects, including master planning, education, urban regeneration, arts, cultural and community design, landscape architecture, commercial buildings, heritage work and specialist fitouts. Studio Pacific prides itself on designing holistically, and its work is sought after for its integrated and cross-disciplinary approach.

The company's cross-disciplinary focus means that it works from multiple perspectives to produce integrated design outcomes. Studio Pacific is one of a small group of architectural practices able to deliver outstanding design work at a variety of scales and project types, completing successful projects across Aotearoa.

As one of Aotearoa's largest architectural practices, Studio Pacific is highly resourced, with c.90 design and support staff. The majority of staff are located in the Wellington studio, ensuring that whanaungatanga and manaakitanga is maintained amongst the team, and streamlined and consistent in-house management structures and quality assurance procedures are in place.

Studio Pacific has developed an organisational project framework for all projects to ensure a quality service. Currently, the majority of the Wellington office's workload is located outside the city. The framework in place ensures the quality of service delivered is not affected by location. In fact, with good planning, the need for careful organisation around site visits can work to the advantage of the project.



Images: Left - He Tohu exhibition. Below: Nelson Airport Terminal.



LAND LAB

LandLAB is a design-led, studio-based practice operating at the intersection of ecology, landscape and urban design.

LandLAB's philosophy integrates a site-specific approach ('Land') with a creative and rigorous design process ('LAB').



LandLAB has been at the forefront of multiple large-scale city projects across New Zealand, including the Tauranga City waterfront, Auckland CBD's downtown framework and the Queenstown town centre masterplan.

Led by Henry Crothers, LandLAB has led the design of Masonic Park and the waterfront area within the Refreshed masterplan. Henry has expertise in the design leadership of

landscape-led public-realm, urbanism and placemaking projects. His design approach is informed by the interrelationships between natural, social and built ecologies in the urban context.

Image: Tauranga Waterfront, 'Access to Water'.

11.2 Tauranga City Council Tsunami Awareness Programme update

File Number: A12466887

Author: Barbara Dempsey, General Manager: Regulatory & Compliance
Cashy Ball, Program Manager: Tsunami Awareness AND Advisor to the Commissioners

Paula Naude, Manager: Emergency Management

Authoriser: Barbara Dempsey, General Manager: Regulatory & Compliance

PURPOSE OF THE REPORT

1. This report provides an update on the Tsunami Awareness Programme, including an overview of the Programme achievements to date and an update of the planned engagement for the months of December 2021 and January 2022

RECOMMENDATIONS

That the Council:

- Receives the Report – Tauranga City Council Tsunami Awareness Programme update

BACKGROUND

2. A Tsunami Awareness Programme has commenced to enhance community knowledge and understanding regarding the risk and appropriate preparedness required in response to the threat of tsunami.

TSUNAMI AWARENESS PROGRAMME

3. The Tsunami Awareness Programme is a collaborative, community focussed project delivering education and messaging to the community regarding tsunami risk and evacuation. This includes ensuring that the community knows when to evacuate, how to evacuate, and they have a plan. The programme aims to enhance community resilience, build confidence and self-reliance and ensure structures and community networks are in place to support those that need it.
4. The programme commenced in September 2021 with project planning, data gathering and the formation of a Community Working Group.

Tsunami Awareness Working Group

5. The Working group is made up of a range of key stakeholders representing emergency services, education, disability, business, ratepayers, sporting, iwi, Emergency Management Bay of Plenty and Tauranga City Council.
6. The Working Group has developed and approved a Terms of Reference. The group has also undertaken a workshop that included sharing of information regarding tsunami risk and preparedness and collaborative development of an Engagement Plan to enhance community awareness.
7. Through the working group a large number of networks and connections have been identified to ensure that the tsunami awareness message can be distributed effectively to residents in the tsunami hazard zone.

Data Gathering and Quality Control

8. Data has been gathered regarding key components of the project including: previous engagement and community feedback; latest national and international best practice

regarding messaging and alerting mechanisms; and appropriate community networks and engagement channels.

9. Evacuation maps were identified as requiring updating and quality control to ensure the project was disseminating accurate information. This has involved a physical check of evacuation routes and desktop analysis of recent development to enable the production of up-to-date evacuation maps for the community.

Project Team

10. A TCC project team has been established including representative from the Emergency Management, Takawaenga Māori, Community Development and Community Relations Teams. A Strategic Community Relations Advisor has also joined the team to oversee the delivery of the Engagement Plan through to February 2022.
11. Tsunami Awareness Ambassadors are also being utilised to ensure the message regarding awareness is delivered to the community face to face. Providing an opportunity to enable discussion, elaboration and prompting regarding preparedness. This will also present an opportunity to capture and respond to any specific concerns raised by the community. The Ambassador roles also provide a great opportunity for university students from Tauranga to gain experience in a role with excellent community engagement, community development and emergency management opportunities.

Community Awareness Programme

12. An engagement plan has been developed that identifies numerous opportunities for the team to distribute the tsunami awareness messaging throughout the community. This includes mass promotion and dissemination of core tsunami messaging such as 'Long or Strong, Get Gone' via mass media channels and social media. The engagement plan also includes very targeted reach into communities through trusted channels to ensure a more personalised and effective delivery. This will be greatly enhanced by the very collaborative nature of this project, particularly through the support of the Working Group.
13. Key Engagement deliverables: -

Channel	Audience	Dates
Promotional/educational material distributed through Early Childhood/Primary/Intermediate schools	Children, family, teachers	7-16 Dec
Pop-up events at Little Big Markets/Dinner in the park/DINNER/Mount Farmers Market/Solmarket	General audience	Commencing 4 Dec through to end January
Pop-up events at Libraries/community centres	Older community, families, general audience	Commencing 13 Dec through to end Jan
Face to face visits for business and a business workshop	Business sector	Visits Dec-Jan. Workshop late January
Information session at retirement villages	Village residents	January
Leaflet drop for in-zone homes	Residents	Mid Jan Dec-end
Promotional material distributed	Tourists/visitors	Mid Dec-end

through accommodation providers		Jan - ongoing
Newsletters/emails distributed by working group and key networks	Targeted sectors including sport, business, social, health, religious, education	1 Dec – 31 Jan
Ambassadors at popular beaches and recreational venues/town centres	General audience	1 Dec – 31 Jan
Posters and flyers at hospitality and retail venues	General audience	6 Dec – 31 Jan ongoing
Marae wānanga in conjunction with Kia Takatu	Hapū/whanau	6-17 Dec
Social media including videos and infographics through Council and partner pages	General audience and target groups through networks	Regular posts throughout Dec and Jan – launch 1 Dec
Traditional media, newspaper, radio	General audience, older community	Regular content/ads throughout Dec and Jan – launch 1 Dec

14. Kanohi ki te kanohi (face to face) interaction will be provided through markets, events, community group hui, presence of ambassadors at the beach, in shopping centres, community centres and libraries, sporting events and generally attending places where people are congregating during the summer period.
15. Due to the potential for changing Covid-19 restrictions, the programme is being developed to be able to adapt to traffic-light levels. If face-to-face engagement is not viable the campaign will move to a stronger digital and traditional media presence and greater utilisation of strong networks and links into communities through established channels.
16. Collaboration in the delivery of this programme is allowing the reach and impact to be much more effective. This includes opportunities to work with Red Cross through the Good and Ready programme, working with Auckland University to utilise developing technology to simulate tsunami evacuation, and connecting with the Kia Takatu programme to ensure a coordinated emergency management conversation with local Marae.
17. Collaboration with existing support networks will enable a personalised delivery for those who require greater support, particularly with the process of evacuation. This will include identifying appropriate support mechanisms where they are not already being accessed by individuals.
18. Throughout the awareness campaign, opportunities will be provided for the community to identify any specific concerns or risks. This information will be captured and where possible connections made to the relevant agency or Council team to ensure we are being responsive to community need. Enhancing community wellbeing through increased confidence and awareness is critical to the programme.
19. The programme objective is to ensure every one of the 49,000 residents in the tsunami risk area is aware of the risk, knows when and how to evacuate and has a plan. Data regarding programme reach will be captured through the engagement phase and reported back to the Council at the end of the programme.

OPTIONS

20. As this is a progress report, no options have been identified for Council's consideration.

RECOMMENDATION

21. This report recommends that Council Receives the Report – Tauranga City Council Tsunami Awareness Programme update.

ATTACHMENTS

Nil

11.3 Letters of Expectation 2022-2023 for Council-Controlled Organisations

File Number: A13024278

Author: Josephine Meuli, CCO Specialist

Anne Blakeway, Manager: Community Partnerships

Authoriser: Gareth Wallis, General Manager: Community Services

PURPOSE OF THE REPORT

1. The purpose of this report is to confirm the Letters of Expectation for 2022-2023 from Tauranga City Council to three of its council-controlled organisations. The purpose is also to receive a request from Tourism Bay of Plenty to approve an amendment to their Statement of Intent for 2021-2024.

RECOMMENDATIONS

That the Council:

- (a) Receives the Letters of Expectation 2022-2023 for Council-Controlled Organisations report.
- (b) Approves the Letter of Expectation from Tauranga City Council to Bay Venues Limited (Attachment 1).
- (c) Approves the Letter of Expectation from Tauranga City Council to Tauranga Art Gallery Trust (Attachment 2).
- (d) Approves the Letter of Expectation from Tauranga City Council to Tourism Bay of Plenty (Attachment 3), noting that approval of the Western Bay of Plenty District Council as joint shareholder will be sought at their Council meeting on 16 December 2021.
- (e) Approves the Statement of Intent template for all three council-controlled organisations (Attachment 4).
- (f) Approves the amendment to Tourism Bay of Plenty's Statement of Intent for 2021-2024.

EXECUTIVE SUMMARY

2. Letters of Expectation for three of Tauranga City Council's (TCC) five council-controlled organisations, Bay Venues Limited (BVL), Tauranga Art Gallery Trust (TAGT) and Tourism Bay of Plenty are attached for Council's approval.
3. These provide guidance to the council-controlled organisations on what Council expects to see in their 2022-2025 Statements of Intent.
4. Tourism Bay of Plenty (TBOP) has requested Council approval an amendment to their Statement of Intent for 2021-2024, removing the performance measure for TBOP to support Council to explore alternative funding mechanisms. Staff support this request for the reasons outlined in paragraphs 19 to 25 below.

BACKGROUND

Legislative requirements for council-controlled organisations

5. Part 5 of the Local Government Act 2002 sets out the statutory regime for council-controlled organisations. The key components are:

- appointment of directors/trustees;
 - consideration of the draft statement of intent and providing comment;
 - regularly monitoring council-controlled organisation's performance; and
 - including the council-controlled organisation's objectives and performance in the council's long-term plan, annual plan and annual report.
6. Under the Local Government Act legislative framework, Council has minimal opportunity for input into a council-controlled organisation's planning for the following year, until the draft Statement of Intent has been completed and submitted to Council, at which point Council has two months to respond.
 7. A number of councils take a more proactive approach, working collaboratively with their council-controlled organisations and providing them with clear guidance at the early stages of the annual planning process. This helps to ensure that the council-controlled organisation's objectives and strategies are aligned with the council's, and is particularly important when council-controlled organisations deliver significant services on its behalf.
 8. Since 2014, TCC has worked with its council-controlled organisations to set clear expectations and to develop expectation documents, in particular the over-arching enduring statement of expectations and the annual letter of expectations. The letter of expectations outlines key areas of focus for the council-controlled organisations for the following year, usually linked to strategic priorities for the city.
 9. This process has been focused for those council-controlled organisations that TCC has significant control over; BVL, TAGT and TBOP (joint shareholder with Western Bay of Plenty District Council). An Office of the Auditor General Report in 2015 cited this process as an example of best practice when dealing with and managing council-controlled organisations.
 10. The key characteristics of the enduring statement of expectations, letter of expectations and statements of intent are provided in Attachment 4 for reference.

Letters of Expectation for 2021-2022

11. Letters of expectation for each of the three main council-controlled organisations have been developed in consultation with staff. The draft documents have been socialised with the Commissioners and the council-controlled organisations, and are provided as attachments to this report.
12. The Review of Strategic and Operational Alignment of TCC with its council-controlled organisations (Pedersen, February 2020) recommended that:

"Pending the development of new strategies, and to the extent that is possible, annual letters of expectation of the council-controlled organisations specify desired outcomes rather than outputs or tasks."
13. Given that the City Vision and TCC's own strategic direction is still under development, this year's letters of expectations have a focus on Council's recently refreshed community outcomes that are relevant to the areas of service that the council-controlled organisations deliver on behalf of council, being arts and culture, tourism, recreation, sport and events.
14. This year's letters of expectations also make reference to Council's six guiding principles, but in particular prudent financial management, working in partnership with tangata whenua, managing the balance between social economic, cultural and environmental wellbeing of our communities, and transparency of decision-making.
15. The Pedersen Review (2020) also recommended:

"That the concept of the Council and its council-controlled organisations being part of a 'TCC Group' that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations."

16. Again, this is difficult to implement without a specific “Tauranga city brand” (as Auckland Council has with its consistent use of the Council’s pohutukawa logo as part of the formal branding of its council-controlled organisations). However, we have included a statement of intent template (Attachment 5) with this year’s letters of expectations to provide clearer guidance to our council-controlled organisations, and ensure greater group consistency.
17. In addition, the Pedersen Review suggested that:
“The culture and values expected by the Council to be observed by its staff also guide how the staff of the council-controlled organisations are expected to work with the Council and for the community and be incorporated into the accountability documents.”
18. TCC’s values have therefore been included into the letters of expectations for the council-controlled organisations to incorporate into their statements of intent.

Amendment to Tourism Bay of Plenty’s Statement of Intent for 2021-2024

19. Following the presentation of their Annual Report to Council on 4 October, and a subsequent discussion with the Commissioners at TBOP’s ‘Governance-to-Governance’ meeting on 18 October 2021, TBOP have requested approval from Council to remove the following performance measure from page 17 of their [Final Statement of Intent 2021-2024](#):
“Support Councils to explore alternative funding mechanisms.”
20. This performance measure came about following a request from Council provided through feedback to TBOP’s draft Statement of Intent in April 2019.
21. Staff are of the view that this performance measure is now complete and support removing it from TBOP’s Statement of Intent for the reasons outlined in paragraphs 22 to 25 below.
22. In the [Local Government Funding and Financing – Response to Productivity Commission Draft Report](#) (DC257) that went to the Policy Committee on 20 August 2019, staff explored the Commission’s proposal that Government should legislate to allow councils in tourist centres to implement accommodation levies and that councils should explore opportunities for greater use of beneficiary or user pays models for tourism.
23. The staff recommendation at the time was to support this position, noting that it may not be of significant benefit in Tauranga. It was suggested that these issues *“can be further considered as part of the 2021-31 Long-term Plan should the next Council wish to do so.”*
24. Following an initial assessment by staff in August 2019 of the extent to which the ‘beneficiary pays’ in relation to tourism funding, it was found that:
“Funding Tourism Bay of Plenty predominantly through the Economic Development rate was largely a ‘well-allocated’ and efficient way to fund the majority of their costs. The additional costs of their new Destination Management approach are funded from airport revenues, which brings in a user-pays component. They also receive revenues from cruise ship tour operators and tourism experience providers.”
25. And that:
“Initial analysis of an accommodation levy suggested that projected revenues would potentially not warrant the administrative burden and that it may have unintended impacts on the visitor economy and the housing market. Options for charging cruise ships more directly have also been given initial consideration.”

STRATEGIC / STATUTORY CONTEXT

26. While not a legislative requirement under the Local Government Act (2002), when combined with the enduring statement of expectations, the letter of expectation is a key document that Council provides clear guidance to its council-controlled organisations.
27. The letters of expectations help ensure that the council-controlled organisation’s objectives and strategies are aligned with Council’s, by providing key areas of focus that Council expects to see reflected in their statements of intent.

OPTIONS ANALYSIS

Option 1: Approve the letters of expectation – RECOMMENDED.

28. Council approves the letters of expectations for the council-controlled organisations.

Advantages	Disadvantages
<ul style="list-style-type: none"> Council-controlled organisations are part of the TCC group and are expected to operate in ways which contribute to the success of the group as a whole. The community outcomes that are delivered by services provided from the council-controlled organisations assist Council to achieve the community outcomes and four well-beings prioritised through the long-term plan. 	<ul style="list-style-type: none"> Nil

Option 2: Do not approve the letters of expectation – NOT RECOMMENDED.

29. Council does not approve the letters of expectation for the council-controlled organisations.

Advantages	Disadvantages
<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Council may not be able to achieve its long-term plan community outcomes. Lack of strategic direction, leading to a potential negative impact on Council's relationship with its council-controlled organisations, who have undergone significant improvement through greater collaboration this year.

FINANCIAL CONSIDERATIONS

30. There are no financial considerations.

LEGAL IMPLICATIONS / RISKS

31. There are no legal implications or risks.

CONSULTATION / ENGAGEMENT

32. Community consultation or engagement is not required or appropriate for this matter.

SIGNIFICANCE

33. Under TCC's [Significance and Engagement Policy](#), this decision is of low significance as it is consistent with adopted policy and established practice. The letters of expectations are governance documents which affect TCC and its council-controlled organisations only (and WBOPDC, with regards to TBOP).

NEXT STEPS

34. Once adopted, the letters of expectation will be incorporated into an official letter to each council-controlled organisation, signed by the Commission Chair and delivered to the Chair of each council-controlled organisation.
35. The letter of expectation for TBOP will go for approval by the Western Bay of Plenty District Council, as joint shareholder, at their Council meeting on 16 December 2021.

36. The letters of expectation are intended to inform the council-controlled organisations' draft statements of intent, which are due to Council on 1 March 2022. Council must then provide feedback on the draft statements of intent to the council-controlled organisations by 1 May 2022. The final statements of intent must be adopted by the council-controlled organisation boards and submitted to Council by 30 June 2022.

ATTACHMENTS

1. **TCC Letter of Expectations 2022-2023 to Bay Venues Limited FINAL - A13099414** [↓](#)
2. **TCC Letter of Expectations 2022-2023 to Tauranga Art Gallery Trust FINAL - A13099435** [↓](#)
3. **TCC Letter of Expectations 2022-2023 to Tourism Bay of Plenty FINAL - A13099399** [↓](#)
4. **CCO Statement of Intent Template 2022 - A13083601** [↓](#)
5. **Key characteristics of the Enduring Statement of Expectations, Letter of Expectations and Statement of Intent - A7361498** [↓](#)



6 December 2021

Simon Clarke
Chair, Bay Venues Limited
Trustpower Baypark
81 Truman Lane
Mount Maunganui 3152

By email: simon@matuagovernance.com

Tēnā koe Simon

Letter of Expectation from Tauranga City Council to Bay Venues Limited for 2022-2023

We acknowledge that the past 12 months have once again been a challenging time for Bay Venues Limited (BVL), with the ongoing uncertainty of COVID. Council recognises the difficulties this creates, particularly in the sport, recreation and events industry, and we would like to commend you, your Board and all of your staff for the huge effort and dedication that you have shown this year.

We have had good dialogue over the past five months and while the BVL Board is still relatively new, we are heartened by the Board's commitment to building strong relationships and aligning the organisation more closely to Council's expectations, through the implementation of the recommendations of the recent Strategic Review.

As Tauranga's Commissioners we are privileged to hear from our community. The biggest part of our work programme to date has been the adoption of Tauranga's Long-Term Plan for 2021-2031, where we listened to iwi, business, community leaders and residents expressing their aspirations for the future of Tauranga Moana.

The decisions adopted affect the social, cultural, environmental and economic well-beings of Tauranga – now and in the future. An overwhelming sentiment was for council to deliver more investment into the community, and the commitment we made is to "put the community at the heart of what we do".

Community outcomes and principles

Council's community outcomes are the starting point for our Long-term Plan and guide our decision-making. We have chosen three specific outcomes for BVL to consider during the development of your Statement of Intent (SOI):

- **We have a well-planned city** – Tauranga is a city that is well-planned, with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.
- **We are inclusive** – Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy. It's pleasing that the boards of our council-controlled organisations are keen to embrace the opportunity for mana whenua representation at the board table. We look forward to working together on these appointments in January 2022.
- **We recognise we are an integral part of the wider Bay of Plenty region and upper North Island** – Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region.

Council is required to provide accountability for the public funds that it provides across the business, and for not-for-profit organisations. This requires a high level of transparency and is particularly important for those entities that have a mix of commercial and publicly funded activities. Transparency requires visibility of funding to ensure that it has been used for intended public-good outcomes.

Purpose and values

In addition, Tauranga City Council has an overarching purpose statement and values that we expect our staff to observe, which should also guide how staff of our council-controlled organisations are expected to work with Council and for the community, and should be incorporated into your accountability documents:

Our purpose – we're here to make Tauranga better**Our values:**

- pono/integrity – *we do what we say we will do*
- manaakitanga/respect – *we listen to all views and show we care*
- whaia te tika/service – *we do the right thing for our community and each other*
- whanaungatanga/collaboration – *we work together and create connections.*

Through our governance-to-governance meetings we have begun the mahi of building strong relationships. The Pedersen Review (2020) recommended *“that the concept of the Council and its council-controlled organisations being part of a ‘Tauranga City Council Group’ that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations.”*

We have included a Statement of Intent template with this year's Letter of Expectation, to provide clearer guidance to our council-controlled organisations, and to ensure greater group consistency.

In addition, Council expects all council-controlled organisations to actively seek opportunities to utilise the Tauranga City Council logo and seek to promote them as the main contributors to operating costs.

Board professional development

Council has a role in providing training including the induction for new board members. Other training which has more recently been offered includes *Te Kete ā Rohe: Cultural Connections* and we are delighted that many of BVL's directors have already taken up this enriching opportunity.

Tauranga City Council will provide additional training in 2022, including *Openness and Transparency (Office of the Ombudsman)* and *Managing Risk, Improving Trust and Confidence (Office of the Auditor General)*. These half-day sessions are tailored around council-controlled organisations and offer examples from around the country. Further information will be provided once the details are confirmed.

COVID-19 (Health, Safety and Wellbeing)

The Commissioners take heart in the work that our council-controlled organisations have delivered under the strain of the COVID-19 global pandemic. It is essential that our business continuity plans are updated to include contingency strategies, including the legislative responsibilities for keeping people safe while providing services that deliver to the social wellbeing of our community.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in BVL's Statement of Intent and supported by performance indicators measures where appropriate. Council looks forward to receiving your draft Statement of Intent by 1 March 2022.

There are still challenges ahead but the Commissioners believe that by working collaboratively, with a shared approach, goals and culture, the Tauranga City Council whānau can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you again for your contribution to this process. We look forward to working together in 2022 and beyond.

Ngā mihi

Anne Tolley

COMMISSION CHAIR

Cc: Chad Hooker, CEO Bay Venues Limited - chad.hooker@bayvenues.co.nz



6 December 2021

Rosemary Protheroe
Chair, Tauranga Art Gallery Trust
108 Willow Street
Tauranga

By email: rosemary.protheroe@gmail.com

Tēnā koe Rosemary

Letter of Expectation from Tauranga City Council to Tauranga Art Gallery Trust for 2022-2023

We acknowledge that the past 12 months have once again been a challenging time for the Tauranga Art Gallery, with the ongoing uncertainty of COVID. Council recognises the difficulties this creates, particularly in the arts and culture sector, and we would like to commend you, your Board and all of your staff for the huge effort and dedication that you have shown this year.

We have had good dialogue over the past six months and while the Tauranga Art Gallery Trust (TAGT) Board is still relatively new, we are heartened by the Board's commitment to building strong relationships and aligning the organisation more closely to Council's expectations.

As Tauranga's Commissioners we are privileged to hear from our community. The biggest part of our work programme to date has been the adoption of Tauranga's Long-Term Plan for 2021-2031, where we listened to iwi, business, community leaders and residents expressing their aspirations for the future of Tauranga Moana.

The decisions adopted affect the social, cultural, environmental and economic well-beings of Tauranga – now and in the future. An overwhelming sentiment was for council to deliver more investment into the community, and the commitment we made is to "put the community at the heart of what we do".

Community outcomes and principles

Council's community outcomes are the starting point for our Long-term Plan and guide our decision-making. We have chosen three specific outcomes for TAGT to consider during the development of your Statement of Intent (SOI):

- **We have a well-planned city** – Tauranga is a city that is well-planned, with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.
- **We are inclusive** – Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy. It's pleasing that the boards of our council-controlled organisations are keen to embrace the opportunity for mana whenua representation at the board table. We look forward to working together on these appointments in January 2022.
- **We recognise we are an integral part of the wider Bay of Plenty region and upper North Island** – Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region.

Council is required to provide accountability for the public funds that it provides across the business, and for not-for-profit organisations. This requires a high level of transparency and is particularly important for those entities that have a mix of commercial and publicly funded activities. Transparency requires visibility of funding to ensure that it has been used for intended public-good outcomes.

Purpose and values

In addition, Tauranga City Council has an overarching purpose statement and values that we expect our staff to observe, which should also guide how staff of our council-controlled organisations are expected to work with Council and for the community, and should be incorporated into your accountability documents:

Our purpose – we're here to make Tauranga better**Our values:**

- pono/integrity – *we do what we say we will do*
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- whaia te tika/service – *we do the right thing for our community and each other*
- whanaungatanga/collaboration – *we work together and create connections.*

Through our governance-to-governance meetings we have begun the mahi of building strong relationships. The Pedersen Review (2020) recommended *“that the concept of the Council and its council-controlled organisations being part of a ‘Tauranga City Council Group’ that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations.”*

We have included a Statement of Intent template with this year's Letter of Expectation, to provide clearer guidance to our council-controlled organisations, and to ensure greater group consistency.

In addition, Council expects all council-controlled organisations to actively seek opportunities to utilise the Tauranga City Council logo and seek to promote them as the main contributors to operating costs.

Board professional development

Council has a role in providing training including the induction for new board members. Other training which has more recently been offered includes *Te Kete ā Rohe: Cultural Connections* and we are delighted that many of TAGT's trustees have taken up this enriching opportunity.

Tauranga City Council will provide additional training in 2022, including *Openness and Transparency (Office of the Ombudsman)* and *Managing Risk, Improving Trust and Confidence (Office of the Auditor General)*. These half-day sessions are tailored around council-controlled organisations and offer examples from around the country. Further information will be provided once the details are confirmed.

COVID-19 (Health, Safety and Wellbeing)

The Commissioners take heart in the work that our council-controlled organisations have delivered under the strain of the COVID-19 global pandemic. It is essential that our business continuity plans are updated to include contingency strategies, including the legislative responsibilities for keeping people safe while providing services that deliver to the social wellbeing of our community.

Statement of Intent

Council expects that the strategic priorities contained in this Letter of Expectation will be reflected in TAGT's Statement of Intent and supported by performance indicators measures where appropriate. Council looks forward to receiving your draft Statement of Intent by 1 March 2022.

There are still challenges ahead but the Commissioners believe that by working collaboratively, with a shared approach, goals and culture, the Tauranga City Council whānau can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you again for your contribution to this process. We look forward to working together in 2022 and beyond.

Ngā mihi

Anne Tolley

COMMISSION CHAIR

Cc: Stephen Cleland, Tauranga Art Gallery Director - director@artgallery.org.nz



6 December 2021

Laurissa Cooney
Chair, Tourism Bay of Plenty
8 Wharf Street
Tauranga 3110

By email: laurissa@laurissacooney.com

Tēnā koe Laurissa

Letter of Expectation from Tauranga City Council and Western Bay of Plenty District Council to Tourism Bay of Plenty for 2022-2023

We acknowledge that the past 12 months have once again been a challenging time for Tourism Bay of Plenty (TBOP), with the ongoing uncertainty of COVID. The Councils recognise the difficulties this creates, particularly in the tourism industry, and we would like to commend you, your Board and all of your staff for the huge effort and dedication that you have shown this year.

We have had good dialogue over the past six months, and we are heartened by the Board's commitment to building strong relationships and aligning the organisation more closely to the Councils' expectations.

As Commissioners and Elected Members, we are privileged to hear from our community. The biggest part of our work programme to date has been the adoption of our Long-Term Plans for 2021-2031, where we listened to iwi, business, community leaders and residents expressing their aspirations for the future of Tauranga Moana and the wider Western Bay of Plenty.

The decisions adopted affect the social, cultural, environmental and economic well-beings of our region – now and in the future. An overwhelming sentiment was for the councils to deliver more investment into the community, and the commitment we made is to "put the community at the heart of what we do".

Community outcomes

Council's community outcomes are the starting point for our Long-term Plan and guide our decision-making. We have chosen three specific outcomes for TBOP to consider during the development of your Statement of Intent:

- **We value and protect our environment** - Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it. A specific request from Western Bay of Plenty District Council is for a focus, within their District, towards walking and cycling.
- **We are inclusive** – Tauranga is a city that recognises and promotes partnership with tangata whenua, and values culture and diversity, and where people of all ages and backgrounds are included, feel safe, connected and healthy. It's pleasing that the boards of our council-controlled organisations are keen to embrace the opportunity for mana whenua representation at the board table. We look forward to working together on these appointments in January 2022.
- **We recognise we are an integral part of the wider Bay of Plenty region and upper North Island** – Tauranga is a well-connected city having a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region. A specific request from Western Bay of Plenty District Council is that TBOP maintains training and upskilling tourism providers across the region.

The councils are required to provide accountability for the public funds that it provides across the business, and for not-for-profit organisations. Transparency requires visibility of funding to ensure that it has been used for intended public-good outcomes.

Purpose and values

In addition, Tauranga City Council has an overarching purpose statement and values that we expect our staff to observe, which should also guide how staff of our council-controlled organisations are expected to work with the Councils and the community, and be incorporated into your accountability documents:

Our purpose – we're here to make Tauranga better**Our values:**

- pono/integrity – *we do what we say we will do*
- manaakitanga/respect – *we listen to all views and show we care*
- whaia te tika/service – *we do the right thing for our community and each other*
- whanaungatanga/collaboration – *we work together and create connections.*

Through our governance-to-governance meetings we have begun the mahi of building strong relationships. The Pedersen Review (2020) recommended *"that the concept of the Council and its council-controlled organisations being part of a 'Tauranga City Council Group' that has common desired community outcomes, be the overarching principle of accountability documents and interactions between the respective organisations."*

We have included a Statement of Intent template with this year's Letter of Expectation, to provide clearer guidance to our council-controlled organisations, and to ensure greater group consistency.

In addition, the Councils expect all council-controlled organisations to actively seek opportunities to utilise the Tauranga City Council and Western Bay of Plenty District Council logos and seek to promote them as the main contributors to operating costs.

Governance and Board professional development

Councils have a role in providing training including the induction for new board members. Other training which has more recently been offered includes *Te Kete ā Rohe: Cultural Connections* and we are delighted that many of TBOP's trustees have taken up this enriching opportunity.

Tauranga City Council will provide additional training in 2022, including *Openness and Transparency (Office of the Ombudsman)* and *Managing Risk, Improving Trust and Confidence (Office of the Auditor General)*. These half-day sessions are tailored around council-controlled organisations and offer examples from around the country. Further information will be provided once the details are confirmed.

COVID-19 (Health, Safety and Wellbeing)

We take heart in the work that our council-controlled organisations have delivered under the strain of the COVID-19 global pandemic. It is essential that our business continuity plans are updated to include contingency strategies, including the legislative responsibilities for keeping people safe while providing services that deliver to the social wellbeing of our community.

Statement of Intent

The Councils expect that the strategic priorities contained in this Letter of Expectation will be reflected in TBOP's Statement of Intent and supported by performance indicators measures where appropriate. The Councils look forward to receiving your draft Statement of Intent by 1 March 2022.

There are still challenges ahead but we believe that by working collaboratively, with a shared approach, goals and culture, the Councils and their council-controlled organisations can deliver best value for money, high-quality and cost-effective outcomes, and services for our community.

Thank you again for your contribution to this process. We look forward to working together in 2022 and beyond.

Ngā mihi

Anne Tolley

**COMMISSION CHAIR
TAURANGA CITY COUNCIL**

Garry Webber

**MAYOR
WESTERN BAY OF PLENTY DISTRICT**

Cc: Oscar Nathan, General Manager: Tourism Bay of Plenty – oscar@bayofplentynz.com

Council-Controlled Organisations - Statement of Intent

Local Government Act Schedule 8, Section 9	Description
9(1)(a)	Objectives of the group
9(1)(b)	Approach to governance
9(1)(c)	Nature and scope of activities
9(1)(d)	Ratio of funds to assets
9(1)(e)	Accounting policies
9(1)(f)	Performance targets, in particular relating to the four well-beings and TCC's community outcomes, as detailed in the Letter of Expectations
9(1)(g)	Expected shareholder distributions
9(1)(h)	Financial reporting of group
9(1)(i)	Procedures for purchase of shares
9(1)(j)	Activities for which the board seeks compensation
9(1)(k)	Board's estimate of value of the group
9(1)(l)	Any other matters that are agreed by the shareholder and the board



Tauranga City Council

Attachment 4

Key characteristics of the ESE, LOE and SOI



Enduring Statement of Expectations (ESE)	Letter of Expectation (LOE)	Statement of Intent (SOI)
<ul style="list-style-type: none"> Enduring document Outlines general operating principles and ongoing expectations of CCO board Long term (doesn't change year on year) Reference document for decision making 	<ul style="list-style-type: none"> Annual expectations Key areas of focus for CCO May only cover a few key points, not an exhaustive list Linked to strategic priorities for the city 	<ul style="list-style-type: none"> Annual document, spans three years Outlines CCO strategic plan Reflects direction from LOE Consistent with ESE principles & guidance Consistent with Council's Long Term Plan
The ESE & LOE should be taken as two parts of a whole		The SOI should reflect both the LOE & ESE
Council document Developed with CCO working group	Council document Developed with CCO working group	CCO document Developed and approved by CCO board of directors, with input from Council
<ul style="list-style-type: none"> Issued from Council to the CCO board, but developed together. Best practice rather than legislative. Clarifies roles and responsibilities of Council and CCO. Outlines the general operating principles for the CCO, as well as governance principles for the board. Long-term document which contains direction of an enduring nature (e.g. long term objectives and purpose of the CCO). A review will be undertaken periodically; best practice would be every 3 years. Does not provide detailed guidance on levels of service or budgets. 	<ul style="list-style-type: none"> Issued annually from Council to CCO board. Helps CCO understand what Council would like them to focus on for year ahead. Best practice rather than legislative. It is not prescriptive; it is merely one tool which outlines key areas of focus. The LOE should be read alongside other documents (e.g. the ESE, SOI and levels of service contracts). Governance document, not strategic (as preparation of the LOE does not involve community engagement). It is not intended that the LOE will alter levels of service. The best time to review levels of service is during the Long Term Plan process, which involves community engagement and long term budget allocations. 	<ul style="list-style-type: none"> Planning tool, prepared annually. Covers three years (the first year in greatest detail). Prepared and approved by the CCO board. Council will provide feedback on the draft SOI, and agree to the final SOI. Council can modify the final SOI if not in agreement. Provides accountability and transparency to the public. Legislative requirement, as required by the Local Government Act 2002. Council takes a collaborative approach to developing the LOE and ESE. It is expected that this is reciprocated with the development of the SOI. It reflects budgets set through the Long Term Plan or Annual Plan process.

11.4 Memorial Park to City Centre Pathway

File Number: A13090166

Author: Doug Spittle, Manager: Planning and Design

Paul Dunphy, Director: Spaces and Places

Authoriser: Gareth Wallis, General Manager: Community Services

PURPOSE OF THE REPORT

1. This report provides a progress update to Council on the Memorial Park to City Centre Pathway project. The report also seeks in principle approval to bring forward the programme for project delivery and to adjust cash flow supporting the project accordingly through the 2023 Annual Plan process.

RECOMMENDATIONS

That the Council:

- a) Receives the Memorial Park to City Centre Pathway Update report.
- b) Supports in principle, bringing forward the delivery programme and adjusting the funding cash flow accordingly through the 2023 Annual Plan process.
- c) Approves bringing forward \$852K to Financial Year 2022 to support the accelerated delivery programme.

BACKGROUND

2. Funding for the Memorial Park to City Centre Pathway is included in the 2021-31 Long-term Plan (LTP). The LTP currently provides for a budget of \$18.96M spread over the next five financial years.
3. The project has been considered in various forms for over twenty years. Strategic documents that have identified the project in recent years include the City Centre Spatial Framework 2017 and the Te Papa Spatial Plan 2020.
4. The project will be a significant landmark project for the city, connecting Memorial Park and the city centre, both of which are the subject of substantial Council investment to improve amenities over the coming years. The pathway will connect these destinations via a waterfront pathway experience.

PROGRESS UPDATE

5. Tenders have closed for consultancy services for the project management, resource consent planning, design and contract administration for this project. A preferred supplier has been confirmed and final negotiation of contract is underway (likely to be confirmed at the time of this meeting).
6. The scope of works for the consultant will be divided into two geographic areas because of potentially different consenting requirements for each area. These areas are:
 - (a) Memorial Park to Matapihi Bridge, where the potential path adjoins a number of residential properties with riparian rights along with sections of esplanade reserve – Area A.
 - (b) Matapihi Bridge to the city centre waterfront – Area B.

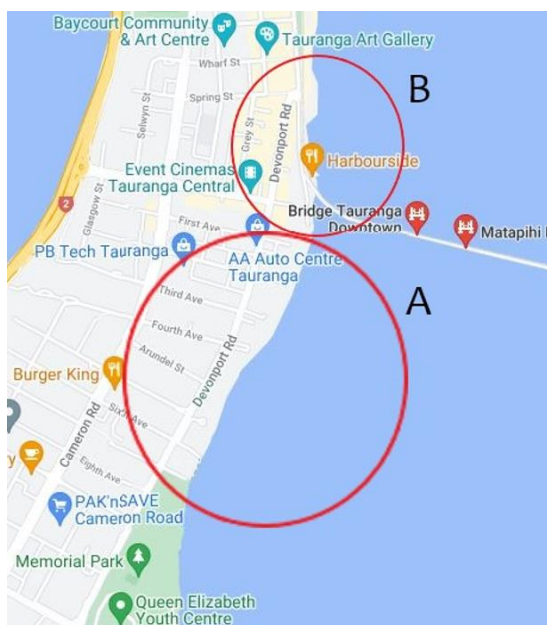


Figure 1 – Overview map of areas

7. The first phase of work for the consultant will be to quickly review work undertaken to date, and then prepare a summary report and concept design to bring to Council early in 2022.
8. Because of the limited number of stakeholders for Area B, it is expected that subject to receiving key stakeholder consent, planning approval and detail design can be expedited. Early contractor engagement is proposed with direct appointment to facilitate potential commencement of construction in summer 2022. Subject to the design, construction should be completed before the end of 2023.
9. Area A poses more significant challenges, especially in respect of achieving resource consent as there are a number of residential property owners adjoining the route who, during the last round of public engagement, strongly opposed the concept. It is hoped that through consultation during the concept preparation stage, their concerns can be adequately addressed.
10. Detailed design work and the appointment of a civil contractor can proceed in parallel with the planning and consenting processes. The earliest that construction for Area A is likely to be able to commence, is March 2023. Subject to design, current estimates are that construction could take up to 12 months with completion in the first quarter of 2024.
11. Subject to the design outcome and conditions in the market (e.g. price of materials), the project budget and delivery programme may require some adjustment although it cannot be confirmed until design, consent and contractor appointments have been made.
12. The above programme is faster than the delivery programme indicated in the LTP. This will require the cash flow supporting the project to be adjusted through the 2023 Annual Plan process, and also for \$852K of allocated budget to be brought forward to the current financial year. The comparative adjustment proposed is shown in the table below. The faster delivery leads to a slightly reduced total project cost given reduced inflation impact.

	Adopted LTP Phasing (Inflated)					
	2022 FY	2023 FY	2024 FY	2025 FY	2026 FY	Total LTP
Non Construction (incl Design)	500,000	515,000	-	-	-	1,015,000
Construction	-	-	636,540	6,556,200	5,627,500	12,820,240
Contingency (incl Risk & Optimism Bias)	-	-	254,616	2,622,480	2,251,000	5,128,096
TOTAL	500,000	515,000	891,156	9,178,680	7,878,500	18,963,336
	Proposed Revised Phasing (Inflated)					Total Proposed
	2022 FY	2023 FY	2024 FY	2025 FY		
Non Construction (incl Design)	1,352,000	2,167,000	350,889	2,226		3,872,115
Construction	-	4,250,000	4,654,650	209,520		9,114,170
Contingency (incl Risk & Optimism Bias)	-	3,154,386	2,539,714	107,436		5,801,537
TOTAL	1,352,000	9,571,386	7,545,253	319,182		18,787,822

OPTIONS ANALYSIS

Option 1: Shorten the delivery programme and adjust funding cash flow through the 2023 Annual Plan – recommended.

This option will effectively deliver the pathway project two years earlier than the programme indicated in the current Long-term Plan. The quicker delivery will slightly reduce the total cost profile of the project given less inflation costs.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Earlier completion of project. • Reduced total project cost. 	<ul style="list-style-type: none"> • Increased risk to successful delivery against programme due to less headroom/flexibility for project risks that manifest.

Capex: \$18.8m across 2022-25 FYs (including bring forward of \$852k to 2022 FY).

Opex: \$10.0m across the ten years (\$1.3m over 2022-25 FYs financing costs, average \$1.5m/annum from 2026 FY for maintenance, financing and depreciation costs).

Note: Assumptions include 3.5% interest and 2.3% capex inflation in 2024 FY.

Key risks: Delivery programme may be compromised if project risks materialise (e.g. protracted consenting timeframes due to litigation)

Recommended? Yes

Option 2: Maintain the delivery programme as outlined in 2021-31 Long-term Plan – not recommended.

This option sees no change to the programme as outlined in the 2021-31 Long-term Plan.

Advantages	Disadvantages
<ul style="list-style-type: none"> • No change to funding cash flow required through 2023 Annual Plan. 	<ul style="list-style-type: none"> • Opportunity to deliver project faster not realised.

Capex: \$19.0m across 2022-26 FYs.

Opex: \$7.8m across the ten years (\$657k over 2022-26 FYs financing costs, average \$1.4m/annum from 2027 FY for maintenance, financing and depreciation costs).

Note: LTP assumptions included 3.0% interest and 3.0% capex in inflation in 2024 FY.

Key risks: Reputational risk through slower than optimal project delivery timeframe.

Recommended? No

SIGNIFICANCE

13. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
14. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

15. The project is of high public interest and therefore, high significance. Consultation on the project was undertaken in 2019 and revealed a very high level of support (>90%) for the project through survey responses from across the city and sub-region. The project was subsequently included in the proposed 2021-31 Long-term Plan consultation document, and then confirmed through deliberations and adoption of the Long-term Plan.
16. As this report is only providing an update on progress to date, along with seeking in principle approval to shorten the delivery programme with attendant change to cash flow supporting the project, this particular report is assessed as of low significance.

NEXT STEPS

17. Appoint preferred supplier of consultancy services.
18. Complete concept design and bring to a Council meeting in early 2022.

ATTACHMENTS

Nil

11.5 Approval of temporary alcohol-free areas for the summer concerts and events**File Number: A13048522****Author: Jenna Quay, Events Facilitation Manager****Nelita Byrne, Manager: Venues & Events****Authoriser: Gareth Wallis, General Manager: Community Services****PURPOSE**

1. For Council to agree to, and implement, the temporary alcohol-free areas set out in this report.

RECOMMENDATIONS

That Council:

- (a) In accordance with section 147B of the Local Government Act 2002, agrees that the proposed temporary alcohol-free areas are appropriate and proportionate in the light of the evidence; and justified as a reasonable limitation on people's rights and freedoms.
- (b) Resolves under clause 8 of the Alcohol Control Bylaw 2018 to implement the temporary alcohol-free areas as follows:

Soper Reserve and Newton Street between Hull Road and Hewletts Road from:

- 10am, 8 January 2022 to 6am, 9 January 2022
- 10am, 12 February 2022 to 6am, 13 February 2022
- 10am 19 February 2022 to 6am, 20 February 2022
- 10am, 3 March 2022 to 6am, 6 March 2022.

- (c) Rescinds the temporary alcohol-free areas associated with the New Year's Eve community events approved by Council on 4 October 2021, as detailed below:

Gordon Spratt Reserve	Gordon Spratt Reserve and Alice Way (all inclusive) and Parton Road (between Tara Road and Papamoa Beach Road) from 10am, 31 December 2021 to 6am, 1 January 2022.
Fergusson Park	Fergusson Park including Tilby Drive from the intersection of Tainui Street and Waratah Street (all inclusive) from 10am, 31 December 2021 to 6am, 1 January 2022.
Tauranga Racecourse Reserve	Tauranga Racecourse Reserve from 10am, 31 December 2021 to 6am, 1 January 2022.

EXECUTIVE SUMMARY

2. The Alcohol Control Bylaw 2018 (the Bylaw) provides for Council to resolve temporary alcohol-free areas where no person is allowed to bring in, possess, or consume alcohol in a public place for a specified time and/or event (temporary alcohol-free area).
3. This report seeks Council approval for temporary alcohol-free areas in addition to those approved by Council on 4 October 2021. This report seeks to cover the anticipated concerts where NZ Police have requested a temporary alcohol-free area to support Police operations at Soper Reserve, Mount Maunganui.

4. Additionally, the report seeks approval to rescind the temporary alcohol-free areas associated with the recently cancelled New Year's Eve community events, approved at the 4 October 2021 Council meeting. Due to these events no longer taking place at these locations, NZ Police have advised the restrictions are not required.

BACKGROUND

5. The purpose of the Bylaw is to control the consumption of alcohol in public places to reduce potential alcohol-related harm. As well as setting out permanent alcohol-free areas, clause 8 of the Bylaw states Council may, by resolution, prohibit the consumption, bringing and possession of alcohol on or in a public place for a time period and/or event specified in that resolution (temporary alcohol-free area).
6. Each year temporary alcohol-free areas are put in place around several events across the city. This supports the Police to manage any potential alcohol-related disorder and helps minimise the risk of alcohol related harm at and around these events.

DISCUSSION

7. Council is asked to support temporary alcohol-free areas for the below concerts over the summer period at Soper Reserve, where there is not an existing alcohol-free area. A letter from the Police with a request for the temporary alcohol-free areas is included as Attachment One. The 2nd January 2022 event requested in the Police letter is no longer required due to a recent cancellation, therefore this has not been included in the recommendation.
8. Soper Reserve on Newtown Street, Mount Maunganui is currently planned to host six concerts and events over the upcoming summer period. To support NZ Police operations during these events, and to minimise potential alcohol-related crime and disorder when large numbers of people are coming to attend these events, temporary alcohol-free areas are proposed from:
 - 10am, 8 January 2022 to 6am, 9 January 2022
 - 10am, 12 February 2022 to 6am, 13 February 2022
 - 10am 19 February 2022 to 6am, 20 February 2022
 - 10am, 3 March 2022 to 6am, 6 March 2022.
9. In the past, NZ Police have experienced a number of occurrences of event attendees pre-loading in close proximity to events. This has resulted in antisocial and inappropriate behaviour. This can also make it challenging for event security to manage the external environment if not regulated directly outside the event venue.
10. The NZ Police also report that previously implemented alcohol-free areas within the external environment to events have contributed to reduced incidents of alcohol related harm (see Attachment One). This provides further evidence for the proposed alcohol-free areas.
11. In accordance with the legislation, the proposed temporary alcohol-free areas are proportionate responses and place reasonable limitations of people's rights and freedoms.
12. Covid-19 has impacted the events industry with many events needing to be rescheduled. Due to the current environment, an additional report may be required to implement any additional temporary alcohol-free areas incorporating other events over the summer period, or changes in dates due to ongoing Covid-19 implications. Any further reports requiring additional requests will be completed within adequate timeframes to ensure compliance with the Bylaw and Local Government Act 2002 requirements.
13. If events are cancelled, the temporary alcohol-free areas will not be required, nor implemented.

STRATEGIC / STATUTORY CONTEXT

14. The proposed temporary-alcohol free areas are consistent with the purpose of the Bylaw to reduce alcohol-related harm in our community.

OPTIONS ANALYSIS

15. The table below outlines the advantages and disadvantages of approving the temporary alcohol-free areas.

Option		Advantages	Disadvantages
1	Approve the temporary alcohol-free areas (recommended)	<ul style="list-style-type: none"> Police are better enabled to successfully limit alcohol harm and manage public disorder in public places during these events. Police are provided with an additional tool to assist in the provision of a safer environment for the community. The community and visitors can enjoy a safer environment in these areas and when attending events. 	<ul style="list-style-type: none"> Some residents and visitors may view the proposed temporary alcohol-free areas as being too restrictive.
2	Do not approve the temporary-alcohol free areas	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> The ability of the NZ Police to successfully limit alcohol harm and manage public disorder in public places at these events may be impacted. There may be a serious incident(s) in the high-risk areas highlighted by the NZ Police as a result of intoxication.

FINANCIAL CONSIDERATIONS

16. Should Council approve the temporary alcohol-free areas, there will be a cost of approximately \$2,000 to install signage (within budget).

LEGAL IMPLICATIONS / RISKS

17. The proposed temporary alcohol-free areas reduce the risk of increased alcohol harm and public disorder.
18. A minimum of 14 days public notice of the temporary alcohol-free areas must be made for the Police to have the power to enforce the temporary alcohol-free areas (s170 of the Local Government Act 2002).

CONSULTATION / ENGAGEMENT

19. As clause 8 of the Bylaw provides Council with the power to put in place temporary alcohol-free areas, public consultation is not required. Public consultation was carried out when the Bylaw was developed.
20. All residents in the proposed alcohol-free areas will be informed by letter if Council decides to implement the proposed alcohol-free areas.

SIGNIFICANCE

21. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals, and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal, or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
22. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region.
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
23. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance.

NEXT STEPS

24. In accordance with the Bylaw, public notice will be given prior to the temporary alcohol-free areas taking effect. Maps and information on all temporary alcohol-free areas will also be available on Council's website.
25. Residents along the streets of the proposed temporary alcohol-free areas will be informed of the restriction by letter.
26. Event organisers will provide communications to their attendees advising them of the alcohol-free areas.
27. In accordance with the Local Government Act 2002, Council will erect signs to inform people of the temporary alcohol-free area. This will ensure Police can exercise the power of search under the Local Government Act 2002.

ATTACHMENTS

1. **NZ Police - Request for temporary alcohol-free areas for summer concerts and events 2022 - A13059126** [↓](#)



Jenna QUAY
Event Facilitation Manager
Venues & Events
Tauranga City Council
TAURANGA

Temporary Alcohol-Free Areas – Soper Reserve Concerts and Events 2022

This letter is to request temporary alcohol-free areas as defined in the Tauranga City Council Alcohol Control Bylaw 2018 for upcoming planned concerts and events at Soper Reserve, 95 Newton Street, Mount Maunganui.

Due to the current COVID-19 environment these special events were not confirmed at the date of the last request to Council. If other special events are able to proceed there may be a further request at a later date, or if dates change due to ongoing COVID-19 implications.

The temporary alcohol-free areas implemented in previous years have contributed to enhanced Police operations and a safer environment for the community during these types of events. Alcohol-free areas have proved to reduce antisocial and inappropriate behaviour and reduce incidents of alcohol related harm.

The alcohol free area requested, is for Soper Reserve and Newton Street (between Hull Road and Hewletts Road) is for the following dates and times:

- 10am, 2 January 2022 to 6am, 3 January 2022
- 10am, 8 January 2022 to 6am, 9 January 2022;
- 10am, 12 February 2022 to 6am, 13 February 2022
- 10am 19 February 2022 to 6a, 20 February 2022
- 10am, 3 March 2022 to 6am, 6 March 2022.

Please do not hesitate to contact myself or Inspector Clifford PAXTON if you have any further queries regarding the Police stance on this matter.

Yours faithfully,

Zane SMITH

Inspector
Area Prevention Manager
WESTERN BAY OF PLENTY POLICE

11.6 Amended Temporary Road Closures - Annual Events 2021 - 2022**File Number: A13012110****Author: Lindsay Cave, Team Leader: Corridor Access & Temporary Traffic Management****Jenna Quay, Events Facilitation Manager****Authoriser: Nic Johansson, General Manager: Infrastructure****PURPOSE OF THE REPORT**

1. To seek Council approval of temporary road closures for upcoming events.
-

RECOMMENDATIONS

That the Council:

- (a) Receives the report of Amended Temporary Road Closure Report.
 - (b) Pursuant to Clause 11(e) of the Tenth Schedule of the Local Government Act 1974, grants approval to close the roads listed below to ordinary vehicular traffic on the dates and during the hours stated for the purposes of facilitating safe and successful operations during the following events in Tauranga.
-

EXECUTIVE SUMMARY

2. Pursuant to Clause 11(e) of the Tenth Schedule of the Local Government Act 1974 this report seeks the Council approve the attached temporary road closures associated with these events. The majority of the closures are changes to previously approved events that have had to change due to COVID-19 Government guidelines. Proposed temporary road closures outlined on Attachment One.
3. The road closures aim to provide safe and well-organised events for public to attend, protect competitors, manage the transport network, and minimise impacts to residents and businesses while events are taking place.
4. The organiser of each event will:
 - Undertake engagement with affected residents and businesses prior to the event occurring.
 - Submit a temporary traffic management plan for approval as part of the overall event approval process. This plan stipulates all traffic signage indicating sections of roads or carparks closed, alternative detours and, any other appropriate signage for traffic control and advance warning of road closures in accordance with the Code of Practice for Temporary Traffic Management (CoPTTM).

BACKGROUND

5. A number of temporary road closures have previously been approved by Council but due to the recent COVID-19 alert level changes the events have had to change dates and/or courses, some for the third time.
6. Road closures allow for safe access to, during and from events by creating separation of traffic from pedestrians. Event activities are managed within any City Plan, resource consent and corridor access approval conditions which include requirements such as noise management and communication plans.

STRATEGIC / STATUTORY CONTEXT

7. Tauranga City Council has the authority to close roads under the powers of the Local Government Act 1974 – Clause 11(e) of Schedule 10.

LEGAL IMPLICATIONS / RISKS

8. The formal approval of road closures by the Council is part one of a two-part approval process.
9. In addition to seeking this approval under the Act part two requires a warranted Site Traffic Management Supervisor (STMS) to submit a traffic management plan (TMP) to the Corridor Access team who has delegated authority as a Traffic Management Coordinator (TMC) to review and approve a temporary road closure in accordance with the Code of Practice for Temporary Traffic Management (CoPTTM).
10. The traffic management contractor has a duty to ensure so far as reasonably practicable the safe and efficient movement of all road users through and around the working space. This requires a risk assessment be completed prior to the implementation of a traffic management operation.

CONSULTATION / ENGAGEMENT

11. All temporary road closures must be publicly notified by Tauranga City Council allowing a 21-day period for the public to submit comments. Any objections must be considered by the Council before making a decision on the requested temporary road closure.
 - (a) The temporary road closures were publicly notified on 3 November 2021 in the Bay of Plenty Times.
 - (b) The consultation period finished on 24 November 2021. Staff to advise if any objections have been received at the Council meeting on 6 December 2021.

SIGNIFICANCE

12. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
13. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
14. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance.

ENGAGEMENT

15. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

ATTACHMENTS

1. **Attachment One - Temporary Road Closures for Events - Summer 2021-2022 - A13070318** [↓](#)

Attachment One - Temporary Road Closures - Annual Events 2021 - 2022**Trademark Live Presents**

Cameron Road between Hamilton Street and McLean Street
From 4pm-Midnight on Monday 3 January 2022

Hamilton Street from Cameron Road to the end of Hamilton Street West
From 6am-Midnight on Monday 3 January 2022

Concert

Newton Street from Aerodrome Road to Hull Road
From 5pm-11.30pm on Saturday 8 January 2022

First We Eat

Hamilton Street from Cameron Road to the end of Hamilton Street West
From 10am-8pm on Saturday 5 February 2022
Postponement: date Saturday 9 April 2022

DJ Event

Hamilton Street from Cameron Road to the end of Hamilton Street West
From 12.30pm-Midnight on Sunday 6 February 2022
Postponement date: Sunday 10 April 2022

Concert

Newton Street from Aerodrome Road to Hull Road
From 9am-11.30pm on Saturday 19 February 2022
Postponement date: Saturday 12 March 2022

Sanitarium Weetbix Kids TRYathlon – date change

Monowai Street from Gloucester Road to Grenada Street
From 5am-2pm on Sunday 20 February 2022
Postponement date: Sunday 3 April 2022

Summer Haze – postponement date

Cameron Road (between Hamilton Street and McLean Street) and Hamilton Street West
From 4pm-Midnight on Saturday 12 March 2022

Marra Sprint Triathlon – additional closure

Marine Parade from Adams Avenue to Tweed Street
Adams Avenue from Marine Parade to Maunganui Road
From 5am-11am on Saturday 12 March 2022

Gincredible – postponement date

Hamilton Street from Cameron Road to the end of Hamilton Street West
From 9am-11pm on Saturday 2 April 2022

Triathlon – postponement date

Salisbury Wharf Car Park, the entire car parking area
Salisbury Avenue from Victoria Road to The Mall
The Mall from Salisbury Avenue to Prince Avenue
From 6am Saturday 2 April 2022 to 2pm Sunday 3 April 2022

The Mall from Prince Avenue to Adams Avenue including the Pilot Bay Boat Ramp
Adams Avenue from The Mall to Marine Parade

Prince Avenue from The Mall to Victoria Road roundabout
 Marine Parade from Adams Avenue to Oceanbeach Road
 Oceanbeach Road from Marine Parade to Concord Avenue
From 5am-2pm on Sunday 3 April 2022

Mount Maunganui Half Marathon – date change
 Surf Road
From 7am-10am on Saturday 30 April 2022

We Run the Night Half Marathon – postponement date
 Marine Parade from Adams Avenue to Tweed Street
 Pacific Avenue from Rita Street to Marine Parade
From 3pm–11.30pm on Saturday 11 June 2022

11.7 Traffic & Parking Bylaw Amendment No32**File Number: A13052452****Author: Will Hyde, Senior Transportation Engineer****Authoriser: Nic Johansson, General Manager: Infrastructure****PURPOSE OF THE REPORT**

1. To obtain approval from the Commission to introduce amendments to the appropriate Attachments within the Traffic and Parking Bylaw 2012
-

RECOMMENDATIONS

That the Council:

- (a) Receives the Traffic and Parking Bylaw 2012 Amendments Report.
 - (b) Adopts the proposed amendments to the Traffic and Parking Bylaw 2012 Attachment as per Appendix B, effective from the later of 7 December 2021 or when the required signs and markings are installed.
-

EXECUTIVE SUMMARY

2. A number of minor amendments to the bylaw are proposed to reflect and support operational and safety needs on the road network.
 3. This report sets out amendments to the following:
 - (a) Attachment 7.1: No Parking Behind Kerb
 - (b) Attachment 7.2: Prohibited Stopping and Standing of Vehicles
 - (c) Attachment 7.7: Mobility Parking
-

BACKGROUND

4. Council adopted the Traffic and Parking Bylaw 2012 (the 'Bylaw') on 23 October 2012 and it came into effect on 1 November 2012. The purpose of the Bylaw is to facilitate traffic management and parking control measures in respect of roads, public places, parking areas and other transport assets owned or managed by Council.
5. The Traffic and Parking Bylaw 2012 includes Attachments each of which lists various traffic and parking restrictions. Council can amend the Attachments by Resolution.
6. Amendments to the Bylaw are presented to Council for approval three to four times annually so that any enforcement of parking restrictions can be carried out as required.
7. The amendments listed in the appendices have been identified through the development of minor safety projects; through communications from residents and businesses; or form part of larger projects which need to be enacted as the projects develop.

STRATEGIC / STATUTORY CONTEXT

8. The amendments achieve the vision and strategic transport priorities to help make our network safer and easier for people to get around the city.

FINANCIAL CONSIDERATIONS

9. Negligible – the associated costs can be accommodated within existing budgets.

LEGAL IMPLICATIONS / RISKS

10. The bylaw amendment is needed to allow enforcement of previously resolved items.

CONSULTATION / ENGAGEMENT

11. Consultation is not required for minor stopping and parking amendments, or other minor amendments to support safety and operational improvements.

SIGNIFICANCE

12. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
13. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
14. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance.

ENGAGEMENT

15. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

ATTACHMENTS

1. **Appendix A - T&P Bylaw Amendment 32 - A13085166** [↓](#)
2. **Appendix B - T&P Bylaw Amendment 32 - A13085167** [↓](#)

APPENDIX A: Summary Table of Amendments to Traffic and Parking Bylaw 2012 (Amendment 32)

Proposed amendment Location	Details of amendments	Reason	Consultation
Attachment 7.1 – No Parking Behind Kerb (Bylaw clauses 12.1 & 12.3)			
ADDITIONS:			
Marine Parade	From Adams Avenue to Banks Avenue	Safety reasons (driving and parking on heavily pedestrianised berms).	Not required.
Attachment 7.2 – Prohibited Stopping and Standing of Vehicles (Bylaw clauses 12.1 and 12.3)			
Brodie Place	Cul-de-sac head	To maintain access for residents, and to maintain turning head for refuse trucks.	Not required.
Gargan Road	Near property accesses	To address safety concerns with vehicles parking too close to site accesses, blocking sight lines.	Requested by business.
Grove Avenue	On approaches and exits from intersection.	To prevent parking too close to intersection.	Not required.
Montia Close	At accessway to stormwater reserve.	To maintain access for vehicles for maintenance purposes.	Not required.
Mortlake Heights	Near blind curve.	Safety concerns – complaints from public about parked vehicles too close to curve, blocking sight lines and forcing dangerous passing at blind curve.	Requested by residents.
Paraone Koikoi Drive	Near property accesses	To address safety concerns with vehicles parking too close to site accesses, blocking sight lines.	Requested by business.
Paterson Street	Near property accesses	To address safety concerns with vehicles parking too close to site access, blocking sight lines.	Requested by residents.
Pitau Road	On approaches and exits from intersection.	To prevent parking too close to intersection.	Not required.
Poike Road	Near property access	To address safety concerns with vehicles parking too close to site access, blocking sight lines.	Requested by resident.
Leinster Avenue	Short section at No.3	To create clear kerb space for refuse collection.	Requested by resident.
Pitau Road	At Grove Avenue intersection	To prevent parking too close to intersection.	Not required.
Rawhiti Street	Near property access.	To address safety concerns with vehicles parking too close to site access, blocking sight lines.	Not required.
Attachment 7.7 – Mobility Parking (Bylaw clauses 12.1 and 12.2d)			
Grey Street	New space added.	Imminent closure of Willow St car park (old TCC offices) reduces CBD provision of mobility parking.	Liaison with TCC Community Development team.

APPENDIX B: Proposed Amendments to the Traffic and Parking Bylaw 2012 (Amendment 32)**Attachment 7.1: No Parking Behind Kerb**

Pursuant to Clause 12.1 and Clause 12.3 of the Traffic and Parking Bylaw 2012, the parking of motor vehicles is at all times prohibited between the kerb line and road boundary in the locations listed below:

No Parking Behind Kerb	
<u>ADDITIONS:</u>	
Marine Parade East side	From its northern end southwards to the intersection of Banks Avenue.

APPENDIX B: Proposed Amendments to the Traffic and Parking Bylaw 2012 (Amendment 32)

Attachment 7.2: Prohibited Stopping and Standing of Vehicles

Pursuant to Clause 12.1 and Clause 12.3 of the Traffic and Parking Bylaw 2012, the parking of motor vehicles is prohibited at all times in the following locations:

Prohibited Stopping and Standing of Vehicles	
<u>ADDITIONS:</u>	
Brodie Place West side	From the south side of the vehicle crossing to No21, southwards for 26m.
Gargan Rd North side	For 3m on each side of the southern vehicle crossing to No.81.
Grove Avenue Both sides	From the east kerb line of Pitau Road eastwards for 12.5m.
Montia Close South side	Commencing at the eastern side of the driveway to No.33, extending east 34 metres.
Mortlake Heights North and east sides	From a point 1m west of the vehicle crossing to No95 eastwards and southwards for 89m.
Paraone Koikoi Drive South side	From a point 5m south of the vehicle crossing to No77 north-westwards for 20m.
Paterson Street South side	At the vehicle crossing to No69, extending 3m each side of the vehicle crossing.
Pitau Road East side	From a point 10m north of the north kerb line of Grove Avenue southwards to a point 10m south of the south kerb line of Grove Avenue.
Poike Road South side	Between SH29 and Ohauti Road.
Rawhiti Street North side	Between the vehicle crossings to No17 and No 21.
<u>DELETIONS:</u>	
Montia Close South side	Commencing at the eastern side of the driveway to No.33, extending east 34 metres (excludes one parallel park).
Mortlake Heights North side	Commencing at the western side of the entrance to No.103, extending east and south 40 metres.
Poike Road South side	Commencing at the intersection with the western kerb of Ohauti Road extending 11 metres west.
Poike Road South side	Commencing at the intersection with the western kerb of Awaiti Rd extending 61 metres west.
Poike Road South side	Commencing at a point 3 metres east from the eastern kerb of Hollister Lane extending 117 metres east.

APPENDIX B: Proposed Amendments to the Traffic and Parking Bylaw 2012 (Amendment 32)**Attachment 7.7: Mobility Parking**

Pursuant to Clause 12.1 and Clause 12.2(d) of the Traffic and Parking Bylaw 2012, the driver or person in charge of a motor vehicle in which an approved disabled persons parking permit is displayed may park in the following parking space.

Mobility Parking	
<u>ADDITIONS:</u>	
Grey Street East side	The norther-most angle parking space outside No.30 Grey St.

11.8 Proposed Location Interim Bus Interchange on Durham Street**File Number: A13088531****Author: Mark Burgess, Manager: Transport Infrastructure Outcomes****Authoriser: Nic Johansson, General Manager: Infrastructure****PURPOSE OF THE REPORT**

1. The purpose of this report is to present the options for a temporary relocation of the Bus Interchange located on Willow and Wharf Streets. We also present estimated costs for the options and timing of the works to facilitate demolition works on the Civic Precinct site scheduled to commence in early April 2022.
2. This report proposes the site on Durham Street, located between Wharf and Spring Street, be approved for the interim bus exchange.

RECOMMENDATIONS

That the Council:

- (a) Receives the report, and
 - (i) Approves the relocation of the central bus hub from Willow Street to Durham Street between Spring and Wharf Streets (Option 1);
 - (ii) Approves funding of \$1.75M in the Annual Plan for relocation of the central bus hub.

EXECUTIVE SUMMARY

3. Several sites across the CBD have been assessed for appropriateness as an interim central bus interchange replacing the current facility at Willow Street, to allow for the demolition of the current Council building and library at 91 Willow Street.
4. It will be a central point where bus services in Tauranga will drop off and pick up customers using the bus service in the greater Tauranga area (NZ Bus) and the InterCity services. The site requires:
 - (a) wide footpaths to allow for queuing for multiple buses while maintaining social distancing,
 - (b) room for bus shelters (4 of which are to be relocated from the current Willow Street site), and
 - (c) a central location, preferably away from traffic congestionIt also must be cognizant of the current development within Tauranga City.
5. The two most preferred sites identified through the multi-criteria analysis (MCA) scored similarly through the process undertaken and each has strengths and weaknesses.
6. The preferred option is site 1 (Durham Street, Spring to Wharf) due to the proximity to the current site, the open streetscape and the fact it is more removed from high pedestrian traffic areas (unlike site 2 which would interact with the University of Waikato Tauranga Campus and the Trustpower building). Site 1 is also supported by the InterCity bus service from an operational perspective.

BACKGROUND

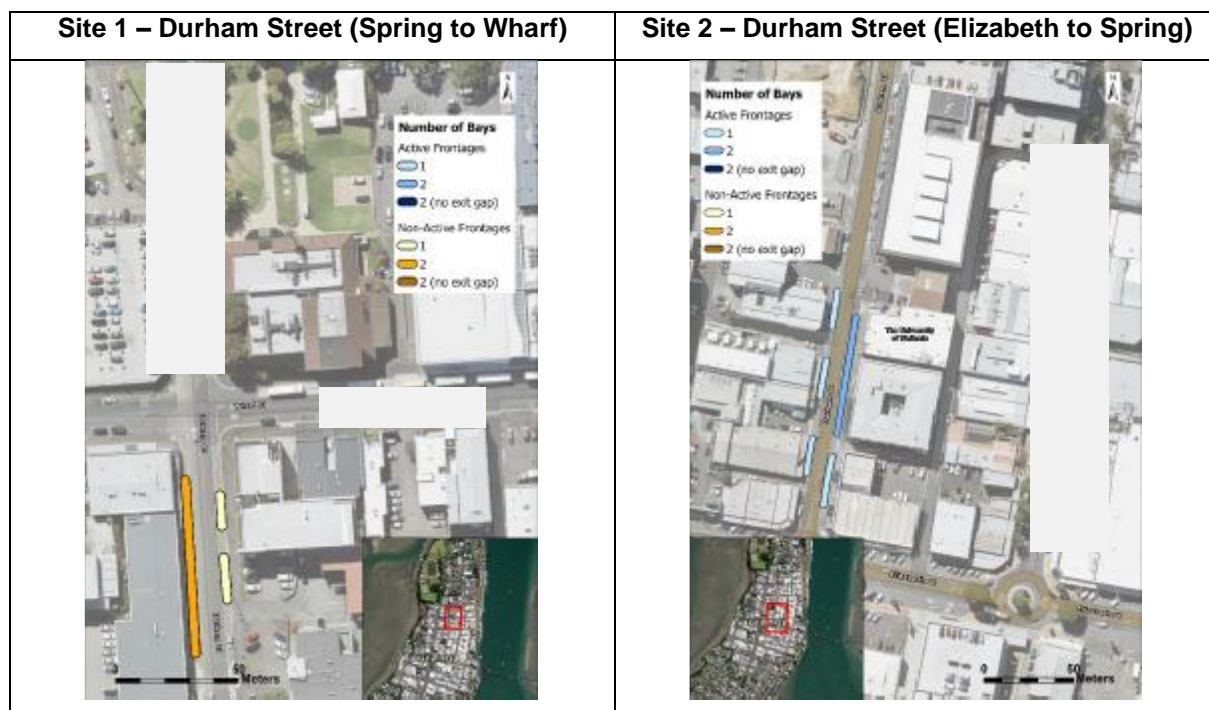
7. The demolition of the Tauranga City Council Offices and Central Library is scheduled to commence in early April 2022. The demolition work directly impacts the functioning of the Bus Interchange currently located on Willow and Wharf Streets. The footpath and potentially lanes adjacent to the office and library building, will be required for demolition works.
8. An interim bus interchange is required to operate until the Council determines on the final location of the new Transportation Hub currently scheduled for completion in 2026.
9. Abley Consultants were engaged to consider options for the location of the interim bus interchange in consultation with Council staff, Regional Council staff and NZBus.

STRATEGIC / STATUTORY CONTEXT

10. A priority activity in the Transport System Plan is to deliver a safe and accessible CBD public transport facility. This is to support the wider City Centre redevelopment, mode shift and environmental outcomes. The Long-Term Plan includes the investigation, business case and design of the permanent facility over 2022/23 and 2023/24 with the facility operational by 2026/27.
11. The Interim Bus Interchange would ideally be in operation for no more than 12 months. This means that the investigation of the long-term facility needs to be brought forward. The City Centre Strategy Refresh project will include options for the long-term facility and any business case requirements to follow. We are currently looking at options for fast tracking that process, however early indications are that the expected timeline for the 12-month duration is unlikely to be met.
12. Feeding into the decision regarding a long term solution is PT strategy work being done by the Regional Council, the Parking Management Plan work being done by TCC including the City Centre Movement Plan being developed by the Strategy and Growth team.

OPTIONS ANALYSIS

13. The suitability of sites was undertaken by Abley Consultants, with input from the Bay of Plenty transportation team, TCC transport planning team and NZBus who operate busses at the interchange. An MCA workshop with these stakeholders considered pedestrian focus areas, length of bus bays required, proximity to attractions, operational impacts and pedestrian safety.
14. Two sites on Durham Street scored highly overall in the MCA and have been taken forward as the preferred sites.



15. Preliminary designs have been prepared by Abley Consultants. The layout of these sites which show bus bay locations, pedestrian crossings, shelters, signage, and changes to road markings, are attached.

BAY OF PLENTY REGIONAL COUNCIL FEEDBACK

16. The Regional Council's feedback on the proposed locations on Durham Street include concerns with street lighting, adjacent land use, access and safety. These will be considered and addressed as part of the design of the interim facility. The Regional Council do not support either option but prefers Site 2 (Durham Street – Elizabeth to Spring Streets) of the two options presented.

FINANCIAL CONSIDERATIONS

17. The estimated cost to construct the facility is estimated \$550K for Durham Street (Spring to Wharf Street) and \$500K for Durham Street (Elizabeth to Spring Street).
A cost breakdown is attached – see Attachment 3.
18. Pavement on Durham Street between Wharf and Spring Streets (Site 1) has not been designed to withstand high numbers of heavy vehicles, such as buses, and is likely to fail within 12 months. The street is not currently scheduled for replacement within the next two years and replacement is estimated to cost \$1.2M, which is currently unbudgeted.

OPTIONS SUMMARY

19. The table below summarises the key aspects of the sites:

Site 1 – Durham Street (Spring to Wharf)	Site 2 – Durham Street (Elizabeth to Spring)
Location assessment MCA score 2.94/5	Location assessment MCA score 3.16/5
6 bus bays to cater for urban services	6 bus bays total to cater for urban services
Non-active frontages, Pedestrian LOS score 7.5/10 with safety improvements	Active frontages and passive surveillance, Pedestrian LOS score 8.8/10 with safety improvements, although is perceived as less safe to walk to and from
Pavement work required	Quicker to deliver as the footpath and pavement

	have been future proofed for a bus interchange
Estimated 18 on street parks would be lost	Estimated 14 on street parks would be lost
Estimated construction cost \$550K + pavement work (\$1.2M)	Estimated construction cost \$500K
Driver facilities can remain on Wharf St	Driver facilities to be relocated

20. Council has recently invested significantly in Durham Street between Elizabeth and Spring Streets to make it an attractive pedestrian environment through the use of high-quality materials and the plantings near the Trustpower and University buildings.
21. This investment has led to the activity along the street changing, creating a high-quality streetscape with increased pedestrian movement. This would be compromised with the addition of the bus interchange. For this reason, we recommend Site 1, i.e. Durham Street between Spring and Wharf Streets.
22. The location of layover stops for resting busses within the city will also change. Other services such as the Intercity, regional services and charter services will be relocated close to the core interchange.

LEGAL IMPLICATIONS / RISKS

23. Timing of the works is urgent to meet the timeframes required to relocate the Interchange from Willow and Wharf Street to affect the Civic building demolition works scheduled for early April 2022.

CONSULTATION / ENGAGEMENT

24. A Consultation and Engagement strategy is being prepared to inform users and residents of the proposed relocation of the Bus Interchange including with the Ministry of Social Development and the businesses located on the corner of Durham and Wharf Streets. Consultation is required to place shelters outside neighbouring properties.

SIGNIFICANCE

25. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
26. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
27. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of medium significance.

NEXT STEPS

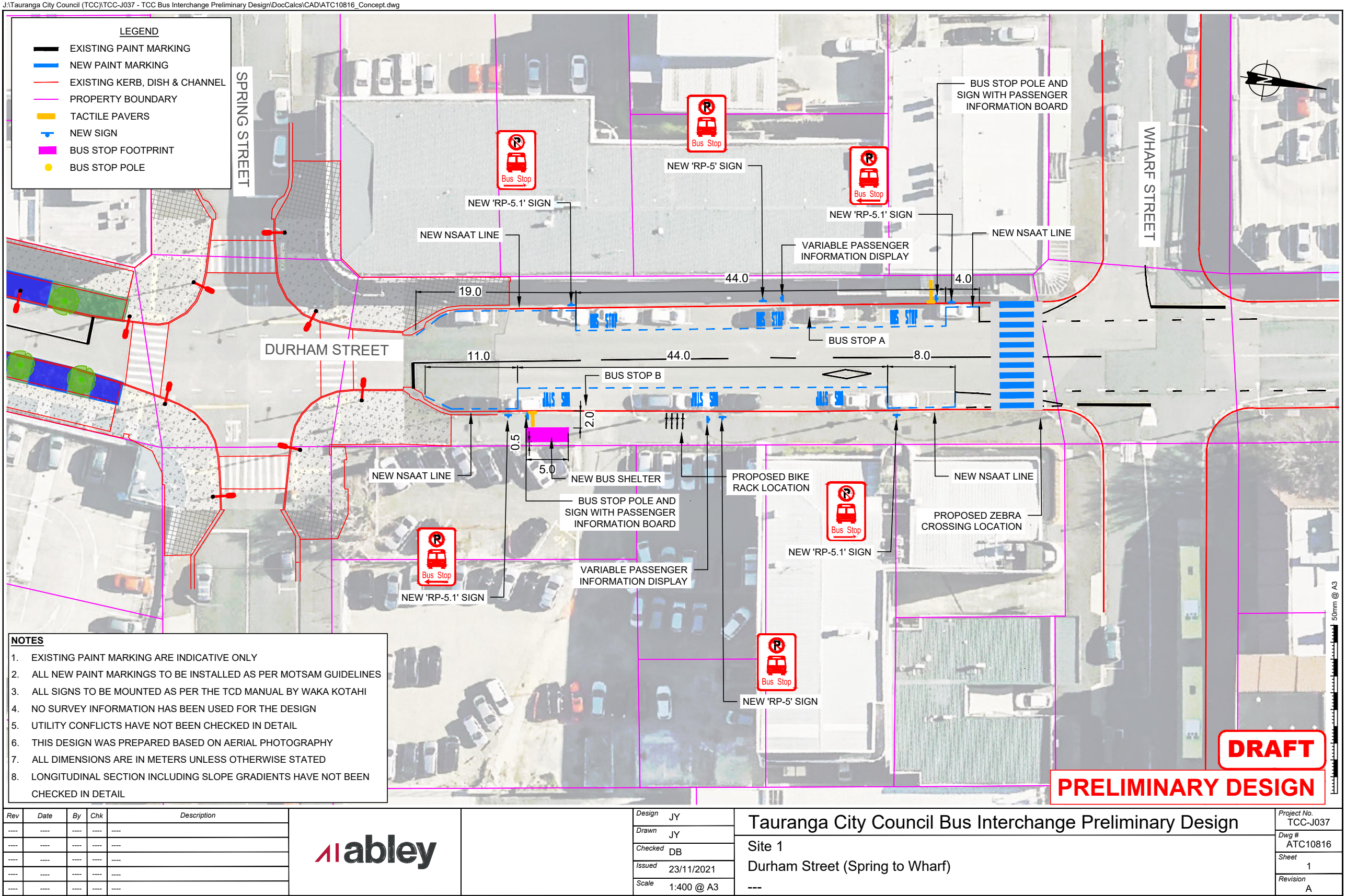
28. The programme to deliver the interim interchange is constrained. If the Council approves a site for the interim bus interchange, the delivery is planned as follows:

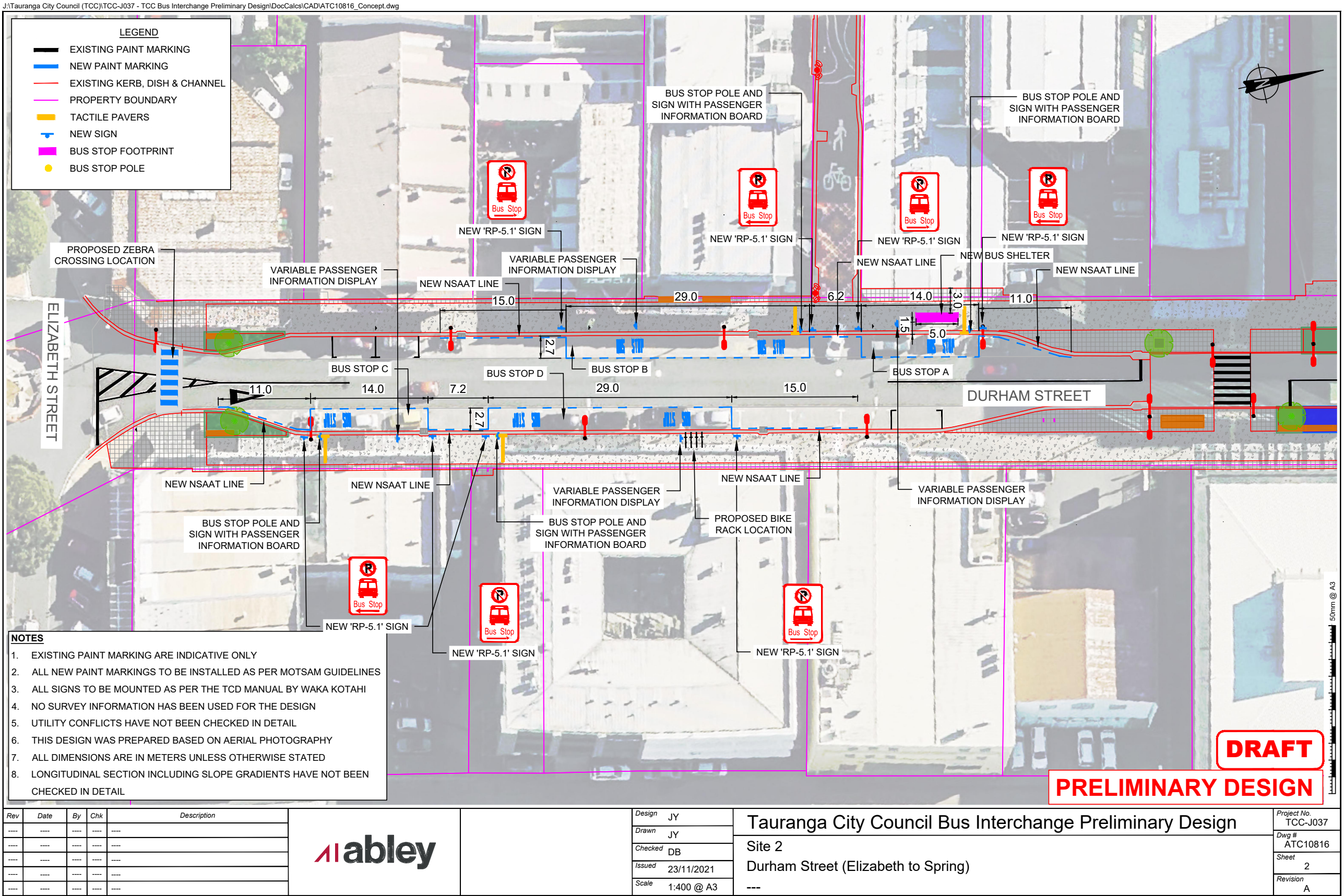
Action	Dates
Council approves site	6-Dec-21
Detailed design and consultation	7-Dec-21 to 21-Jan-22
Procure physical works	24-Jan-22 to 5-Feb-22
Construction	7-Feb-22 to 31-Mar-22
Demolition starts on the Council Buildings	1-April-22

29. Abley Consultants have resources available to complete the detailed design and construction drawings.
30. It is proposed to direct appoint a pre-approved contractor for the construction of the interchange. This procurement approach is recommended to meet the constrained programme.

ATTACHMENTS

1. **Attachment 1 - Concept Design - A13093302** [↓](#)
2. **Attachment 2 - Design Tech Note Issued v2 - A13093301** [↓](#)
3. **Attachment 3 - Block Cost v2 - A13093299** [↓](#)







Transport + Location Intelligence

Tauranga Interim Bus Interchange

Design Technical Note

Prepared for: Tauranga City Council
Job Number: TCC-J037
Revision: 1
Issue Date: 29 November 2021
Prepared by: Debajeet Baruah, Associate Transportation Planner
Reviewed by: Matthew Noon, Associate Director

1. Background

As a result of the Tauranga Civic Centre redevelopment, the existing Tauranga Bus Interchange needs to be relocated. Following a site selection process, Tauranga City Council (TCC) commissioned Abley to provide preliminary design and cost estimations for two sites in central Tauranga:

Site 1 - Durham St - between Spring St and Wharf St

Site 2- Durham St - between Elizabeth St and Spring St

TCC have indicated that the interim bus interchange is expected to be operational for approximately 12 months while the Civic Centre redevelopment is underway and pending the confirmation of a permanent interchange location.

2. Scope

Abley has prepared the preliminary design along with a pedestrian level of service (LoS) assessment and rough order cost estimates for both shortlisted locations. The preliminary design includes bus stop arrangement for both locations separately along with ancillary facilities such as static and variable customer information, bus stop flags, and necessary road marking and signage. The design also includes pedestrian crossing facilities based on the pedestrian LoS assessment.

Site 1 is in the area between Spring and Wharf Streets, near the Wharf Street intersection, and Site 2 is located at the southern end of Durham Street as shown in **Figure 2.1**

Our Ref:
Tauranga Interim Bus
Interchange-Design Tech
Note Issued

Date:
26 November 2021

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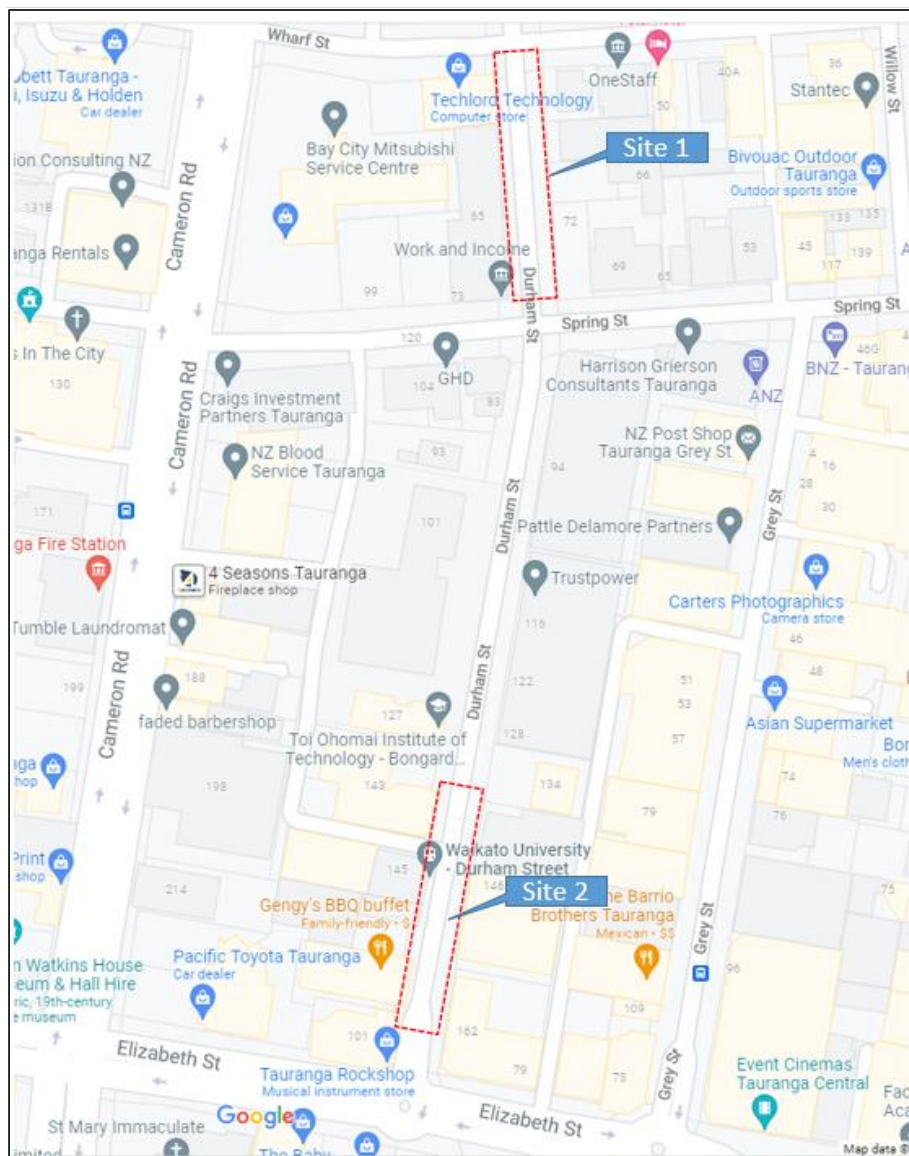


Figure 2.1 Proposed Sites

The facility will be an interchange only operation, and as such, will not be a timing point nor a layover location. Depending on the selected interchange location, designs will be advanced for the supporting layover locations.

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3. Preliminary Design

The design approach has been based upon the Tauranga City bus stop guidelines (April 2010) and relevant Waka Kotahi guidance. Due to Covid-19 related restrictions, it has not been possible within the timeframe to complete a detailed site visit. The preliminary information for Site 1 is based on available aerial and street-view images, with design for Site 2 was sourced from as-built drawings provided by TCC and street-view images.

Feedback was also sought from Bay of Plenty Regional Council (BoPRC) as to their design requirements, however due to broader operational concerns that BoPRC raised and the time available, this feedback was limited in scope.

3.1 Bus Interchange Facilities

Based on information provided by TCC, the facility has been designed around providing at least three stops in each direction^[1]. Further operational discussions with BoPRC are recommended to confirm final design requirements.

Table 3.1 details the preliminary requirements that been considered.

Table 3.1 Bus stop amenities

	Requirements	Site One	Site Two
1	Bus stop	One triple stop in each direction. One triple stop on Spring St	4 independent stops, one double and one single in each direction. One triple stop on Spring St
2	Shelters	2 shelters	2 shelters
3	Variable passenger information	Yes, preferably at both stops	Yes, preferably at all stops
4	Static customer information boards	Yes	Yes
5	RP 5 signs	Yes	Yes
6	Lighting changes	To be checked and confirmed	To be checked and confirmed
7	CCTV	Preferred	Preferred
8	Bins	Yes	Yes
9	New pedestrian crossing	Yes	Yes
10	Driver Toilets	To be confirmed	To be confirmed
11	Bus Stop Flag	Yes, one flag for each stop	Yes, one flag for each stop
12	landscaping/ planters	Preferred, to be confirmed	No
13	Bike shelters/ stands	Yes	Yes
14	Additional seats	Preferred	No
15	Emergency Help Points	To be confirmed	To be confirmed
16	Beacons/ Totem poles	To be confirmed	To be confirmed

^[1] Please note that physical stop provision is only one factor which affects interchange operation and stop utilisation. Timetable scheduling and passenger demand will affect stop utilisation, as well as whether stops can operate independently.



3.2 Streetscape requirements

A pedestrian level of service assessment was also undertaken on the two sites considering security, path quality, and attractiveness of the environment. The purpose being to identify what, if any, further improvements were required to the immediate street environment for passengers. This assessment identified the following key improvements:

- Site 1: a raised pedestrian crossing should be introduced on the approach to Hamilton Street
- Site 2: a raised pedestrian crossing at the approach to the roundabout of Elizabeth Street should be introduced to improve pedestrian safety and reduce vehicle speeds.

3.3 Designs

Figure 3.1 and **Figure 3.2** below show the preliminary designs for Sites 1 and 2.

The design of the two sites is premised to maximise the overall capacity of the bus stops with safety and convenience of bus passengers.

Site 1 on Durham Street between Spring Street and Wharf Street is proposed to have one triple bay stop in each direction. The triple bay stops will operate as head of stop and can accommodate 3 buses. Shelters are proposed on the westbound stop along with bike racks and additional seating. This location also must be assessed for adequate lighting. CCTV and help points are proposed to enhance overall sense of security.

An additional raised pedestrian crossing is proposed at the northern end of the stops to facilitate safe access to the bus stops.

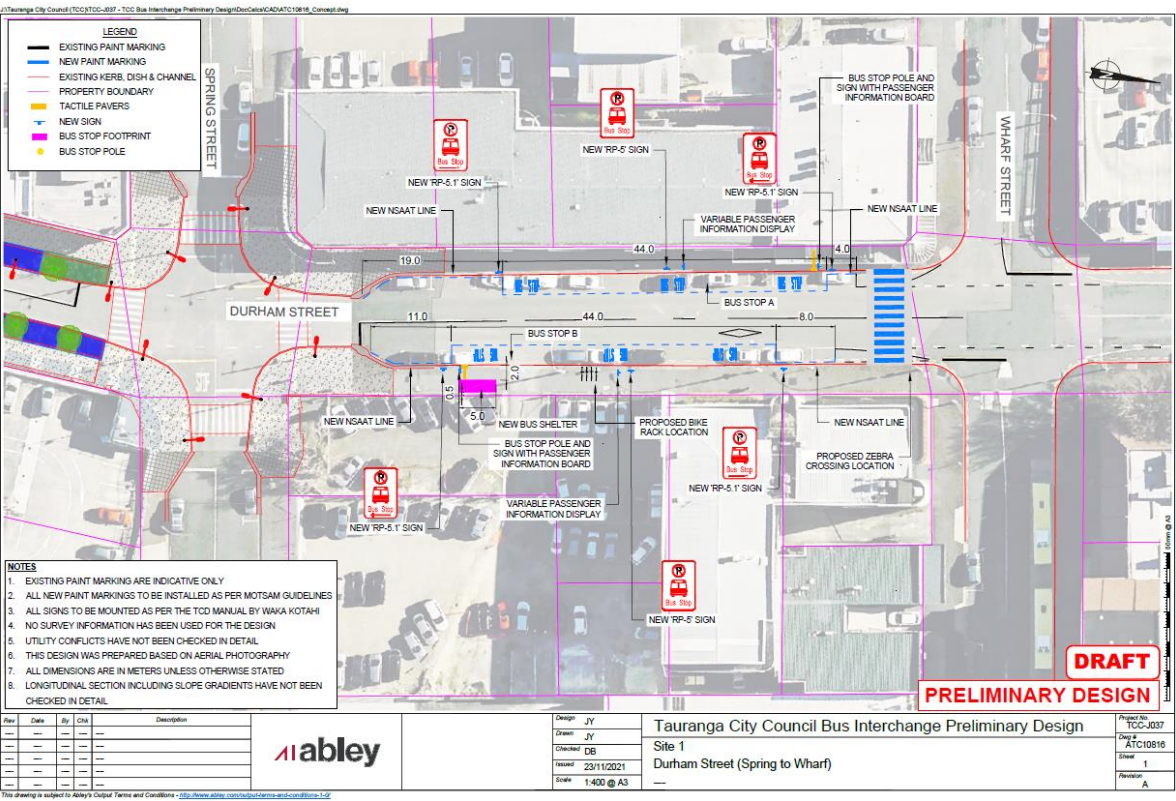
The site 2 design includes one single stop followed by a double stop on both the northbound direction and southbound direction. These stops will be independent in operations and work as head of stop operations. Site 1 is proposed to have four independent stops in total marked as A, B, C and D. Each of these stops will have separate passenger amenities in the form of customer information boards, variable passenger information display, seating, and rubbish bins.

Site 2 stops have building canopies providing the required shelter except the first single stop eastbound where a shelter has been proposed.

CCTV and help points are proposed and lighting is to be assessed to ensure enhanced security. The design also includes an additional raised pedestrian crossing on the Elizabeth Street approach.



Figure 3.1 Site 1 Preliminary Design

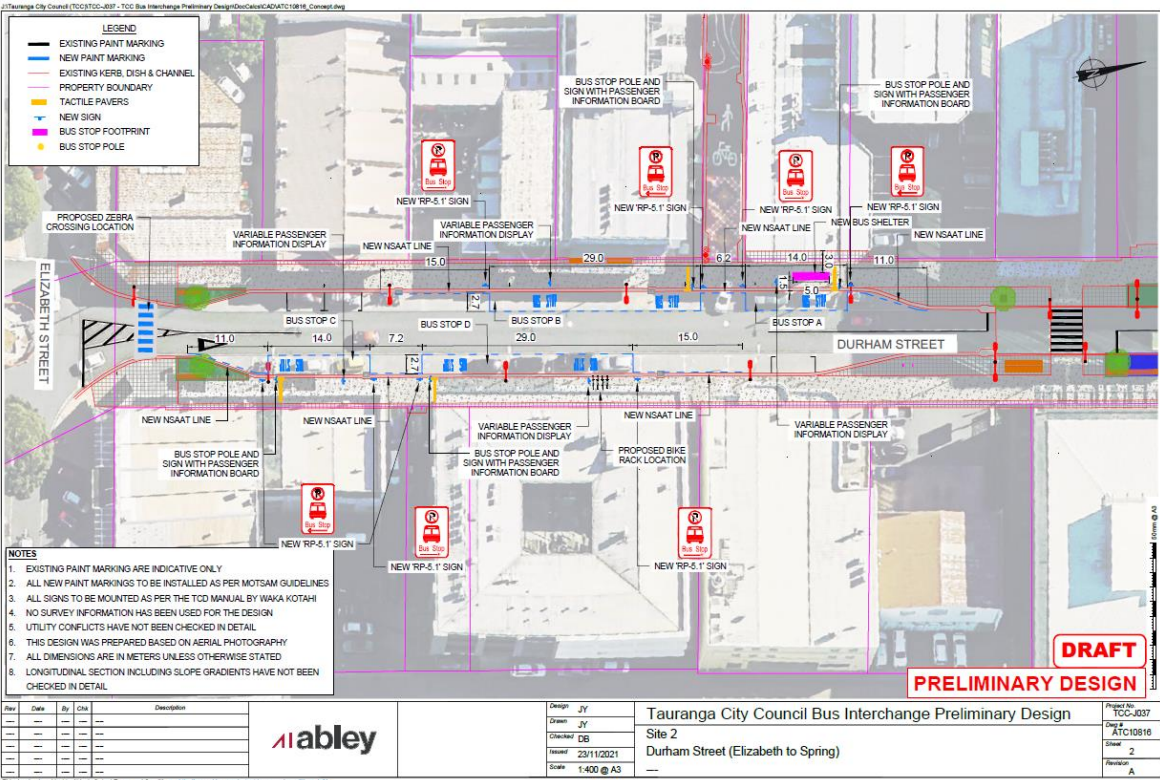


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Figure 3.2 Site 2 - Preliminary Design



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4. Costing

The cost estimates provided are preliminary only and based on current industry information. Due to the recent, and rapid, increase in costs, a 50% contingency has also been applied to the costs. It is recommended that the costing estimate rates, as detailed in **Table 4.1** are reviewed against current TCC prices.

Overall, it is expected that the cost for implementation will be approximately \$620,000 exc GST for either site. Site 2 is slightly more than Site 1 due to differences in stop structure i.e., four independent stops compared to two triple sites. For estimation purposes, the relocation of the current shelters has been considered, however additional shelters may be required depending on passenger demand.

While layover sites have not been detailed, it is expected that these will only require signs, lines and markings and are estimated at \$25,000 each.

Table 4.1 Block cost estimates

	Site 1	Site 2	Notes/ Assumptions
Preliminary & General	\$44,000	\$45,000	Calculated at 20% of total costs
Road Furniture	\$5,900	\$5,900	Includes 2 Cycle Stands and 4 Seats
Traffic Signs and Markings	\$23,840	\$27,240	Lines and markings
Bus Stops	\$123,500	\$125,500	Includes civil requirements and customer focused infrastructure such as variable passenger information screens
Bus Shelter	\$12,000	\$12,000	Estimate based on relocation of existing shelters
Traffic Control	\$69,000	\$69,000	Traffic Management Requirements assuming approximately \$2,000/day for a 35-day period
Pedestrian Crossings	\$42,000	\$42,000	Raised crossing design
Service Relocation /Protection	\$88,000	\$88,000	Estimated only. No service confirmation has occurred
Total (inc contingency)	\$613,000	\$622,000	Excluding GST Including 50% contingency

5. Conclusion

Based on the information provided, both proposed sites should have sufficient capacity to accommodate the required bus movements in the short term. Further discussion with BoPRC is recommended however, as stop utilisation is highly dependent on the factors such as scheduling and stop allocations which are outside the scope of this analysis.

The design of both sites is generally similar, although the independent movement afforded by Site 2 would provide greater operational flexibility and capacity. In preparation for the detailed design stage, further direction from TCC and BoPRC is recommended as to additional considerations.

Our Ref:

Tauranga Interim Bus
Interchange-Design Tech
Note Issued

Date:

26 November 2021

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6. Appendix 1

Tauranga City Centre Bus Interchange Options - Pedestrian Level of Service Assessment

Prepared for: Tauranga City Council
Job Number: TCC-J037
Revision: 1
Issue Date: 16 November 2021
Prepared by: Clare Cassidy - Principal Transportation Engineer
Reviewed by: Matthew Noon – Associate Director

1. Introduction

Two site options are shortlisted for the interim bus interchange in the Tauranga city centre:

- Durham Street between Spring Street and Wharf Street (Option 1).
- Durham Street, between Elizabeth Street and Spring Street (Option 2); and

Whilst a range of metrics were used to shortlist these two sites, as part of the development of concept designs a pedestrian level of service review has been undertaken using the Waka Kotahi Pedestrian Level of Service (LoS) Assessment Tool, which was developed with the Research Report 667 "*Developing methodologies for improving customer levels of service for walking*".

The assessment was initially undertaken on the two sites in their current format. Following this assessment, options to improve the pedestrian LoS for both sites were identified, and the sites re-assessed, based on how the sites would score with those improvements in place.

This assessment does not include wider walking routes to the two proposed bus interchange facilities from key destinations. This is based on the assessment providing a comparison between two sites, and the walking routes to both being relatively similar.

2. Assessment

2.1 Sites in their current format

Both sites were assessed based on their current format and a spider diagram of the results is shown in **Figure 2.1**. Option 2 (between Elizabeth and Spring) scored highly and significantly outperformed Option 1 (between Spring and Wharf) across three of the metrics:

- Security;
- Path quality; and
- Attractiveness of the environment.

Our Ref:
Tauranga Interim Bus
Interchange-Design Tech
Note Issued

Date:
26 November 2021

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Transport + Location Intelligence

Overall, Option 2 scored 7.8 / 10 compared to 6.1 / 10 for Option 1. For both options the frequency and type of pedestrian crossing facility was a critical deficiency.

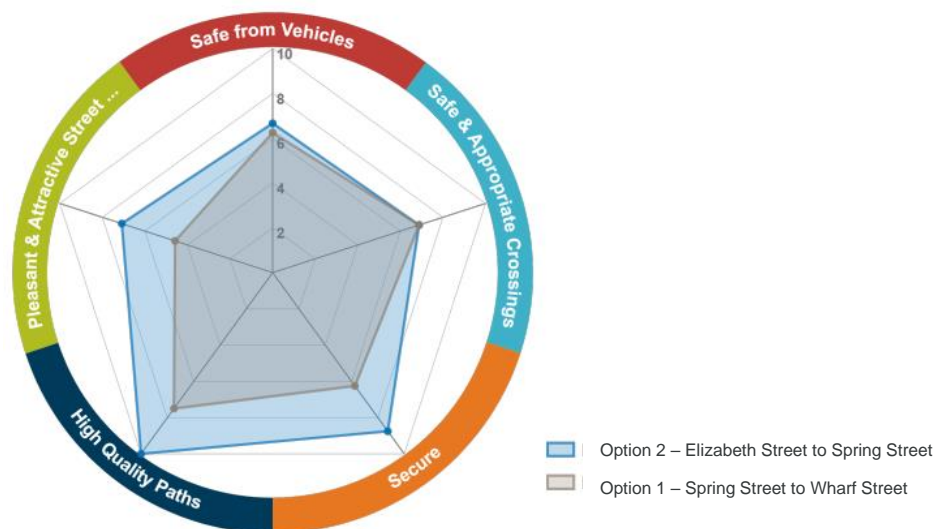


Figure 2.1 Spider Diagram comparing options under existing format

2.2 Potential improvements identified and comparison of sites

Based on where the options had scored poorly, and improvements were feasible, improvements were identified under the key categories for the two sites. These are summarised below.

Safe from vehicles

This outcome is affected by the volume of vehicles and HCVs, as well as separation from pedestrians and 85th percentile speeds. No feasible options were identified to improve these metrics aside from the potential for traffic calming in Option 1, which is outside of the scope of the project.

Safe and appropriate crossings

For both sites the critical deficiencies identified related to lack of appropriate crossing facilities and to address this raised zebra crossings were added for both sites (at the intersection with Elizabeth Street for Option 2 and at the intersection with Wharf Street for Option 1). Minor additional measures for the existing zebra crossings along the street were identified to bring them up to best practice standards:

- Hold rails and warning signs to be considered
- Re-mark zebra bar markings to current standard

Security

This outcome is affected by the level of passive surveillance and active street frontages as well as the street lighting. Street lighting scored well in both cases and there are no feasible options within the scope of this project to improve the passive surveillance levels for either option.

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High quality paths

Having been recently upgraded, Option 2 scored top marks against this outcome and no improvements were identified. Minor improvements to the footpath surface and the existing driveway to be undertaken as part of the project were identified to improve the score of Option 1.

Pleasant and attractive street environment

Whilst Option 2 generally scores better against this outcome, some additional planting at the northern end of the route, undertaken with the project were identified. Option 1 has no planting at all, and some would need to be included in the project. Both options would require additional seating, shelter, and wayfinding to accommodate any bus interchange with greater intervention required for Option 1 (where none of these items are currently provided).

Figure 2.2 shows a spider diagram for the two options based on the identified improvements being included in the project.

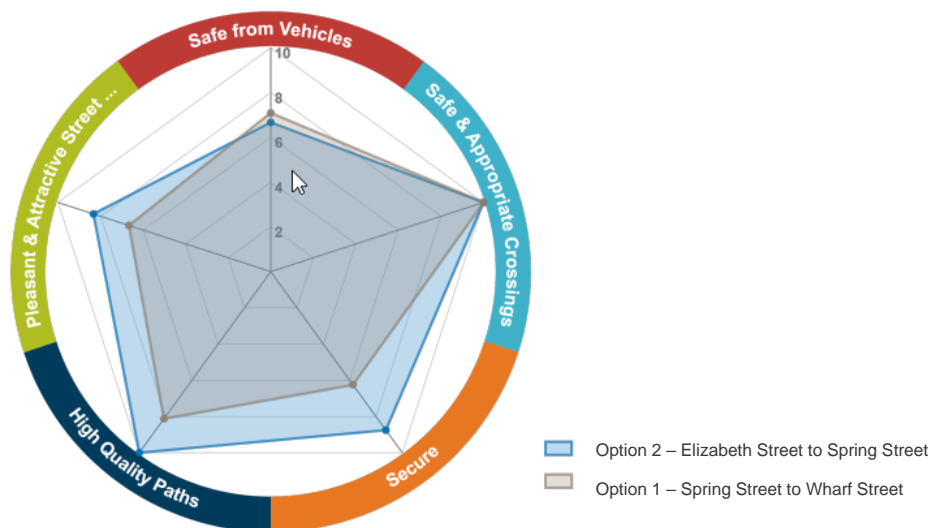


Figure 2.2 Spider Diagram comparing options with improvements

2.3 Conclusions

In terms of pedestrian LoS, the site between Elizabeth Street and Spring Street (Option 2) outperforms the site between Spring and Wharf (Option 1) whether improvements are undertaken between Spring and Wharf or not. The differential between the two sites that cannot be addressed through treatments is largely due to the lack of active street frontage between Spring Street and Wharf Street and the higher quality of finish for the section between Elizabeth and Spring which has been recently upgraded.



Transport + Location Intelligence

Table 2.2 Comparison of both sites with and without improvements

Outcome	Option 1 – Spring to Wharf	Option 2 – Elizabeth to Spring	Option 1a – Spring to Wharf improved	Option 2a – Elizabeth to Spring improved
Safe from vehicles	6.3	6.7	6.3	6.7
Safe and appropriate crossings	6.9	6.9	10.0	10.0
Secure	6.3	8.8	6.3	8.8
High quality paths	7.5	10.0	8.1	10.0
Pleasant and attractive street environment	4.6	7.1	6.7	8.3
Overall Score (max. 10)	6.1	7.8	7.5	8.8
Critical deficiencies	Crossing the street – frequency and type of crossing	Crossing the street – frequency and type of crossing	None	None

On pedestrian LoS outcomes alone, the site between Elizabeth Street and Spring Street is the preferable site. Whichever site is chosen, the additional improvements identified to improve Pedestrian LoS should be implemented.

Our Ref:
Tauranga Interim Bus
Interchange-Design Tech
Note Issued

Date:
26 November 2021

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Preliminary Design Cost Estimate					
Project Name:		Tauranga Interim Bus Station			
Site:		Durham Street (Spring-Wharf)			
Date:		30-Nov-21			
Prepared by:		Debajeet Baruah			
Reviewed by:		Matthew Noon			
1.0	Preliminary & General	Unit	Quantity	Rate	Cost
1.1	P & G (20% of Total Cost)	LS	100%	\$ 44,448.00	\$ 44,448.00
			Subtotal Preliminary & General		44,448.00
2.0	Road Furniture				
Cycle facility					
2.1	Cycle stands	LS	2	\$ 450.00	\$ 900.00
2.2	Seats	ea	4	\$ 1,250.00	\$ 5,000.00
			Subtotal Road Furniture		\$ 5,900.00
3.0	Traffic Signs and Markings				
Continuity Lines					
3.1	100mm broken white continuity line, 1m stripe, 3m gap (reflectorised)	m	100	\$ 12.00	\$ 1,200.00
3.2	100mm broken yellow continuity line, 1m strip, 1m gap	m	300	\$ 12.00	\$ 3,600.00
Edge Lines (profiled long life)					\$ -
3.3	100mm continuous white edge lines	m	200	\$ 12.00	\$ 2,400.00
Flush Medians					\$ -
3.4	100mm continuous white border (profiled long life)	m	0	\$ 12.00	\$ -
3.5	600mm wide diagonal bars	m ²	0	\$ 15.00	\$ -
Limit Lines (long life)					\$ -
3.6	300mm wide white Stop Limit Line	m	40	\$ 40.00	\$ 1,600.00
Miscellaneous Markings					\$ -
3.7	100mm continuous white line	m	80	\$ 12.00	\$ 960.00
3.8	100mm continuous yellow line	m	10	\$ 12.00	\$ 120.00
3.9	100mm broken white continuity line, 1m strip, 2m gap	m	200	\$ 12.00	\$ 2,400.00
3.10	BUS STOP marking	ea	4	\$ 200.00	\$ 800.00
3.11	Combined through / left or right arrow	ea	2	\$ 100.00	\$ 200.00
3.12	Single through or left or right arrow	ea	2	\$ 80.00	\$ 160.00
3.13	100mm yellow No stopping lines, 1m line, 1m gap along	m	200	\$ 12.00	\$ 2,400.00
Permanent Removal of Line Marking including RRPMS (blackening out with paint is not acceptable)					
3.14	Removal of parking meters and street furniture	LS			\$ 2,000.00
3.15	Permanent removal of other road markings	m ²	150	\$ 40.00	\$ 6,000.00
			Subtotal Traffic Signs and Markings		\$ 23,840.00
4.0	Traffic Signals (all signal lantern bodies are to be of aluminium construction)				
4.1	Midblock traffic signals	ea	0	\$ 150,000.00	\$ -
			Subtotal Traffic signals		\$ -
5.0	Bus stops				
5.1	Remove existing bus stops (including removal of bus stop road markings/signs, reinstatement of footpath)	ea	3	\$ 8,500.00	\$ 25,500.00
5.2	New bus stops (including road markings /signs, renewal of footpath, lighting)	ea	3	\$ 10,000.00	\$ 30,000.00
5.3	Variable passenger information	ea	4	\$ 15,000.00	\$ 60,000.00
5.4	Customer information board	ea	2	\$ 1,000.00	\$ 2,000.00
5.5	Rubbish and recycling bins	ea	4	\$ 500.00	\$ 2,000.00
5.6	Emergency Help Point	ea	0	\$ 4,500.00	\$ -
5.7	CCTV	ea	4	\$ 1,000.00	\$ 4,000.00
			Subtotal Bus Stops		\$ 123,500.00
6.0	Bus shelter				
6.1	Relocation of bus shelter	ea	3	\$ 4,000.00	\$ 12,000.00

Preliminary Design Cost Estimate					
Project Name:		Tauranga Interim Bus Station			
Site:		Durham Street (Spring-Wharf)			
Date:		30-Nov-21			
Prepared by:		Debajeet Baruah			
Reviewed by:		Matthew Noon			
				Subtotal Bus shelter	\$ 12,000.00
7.0	Traffic Control				
7.1	Preparation and approval of Traffic Management Plan	LS	100%	\$ 4,000.00	\$ 4,000.00
7.2	Installation, Maintain and Removal of Traffic Control	LS	100%	\$ 65,000.00	\$ 65,000.00
				Subtotal Traffic Control	\$ 69,000.00
8	Raised Ped crossing				
8.1	Concrete 75mm raised table	LS	1.00	\$ 30,000.00	\$ 30,000.00
8.2	Slope 1 in 15 with friction surface and lines and signs	LS	1.00	\$ 12,000.00	\$ 12,000.00
				Subtotal Traffic Control	\$ 42,000.00
9	Service Relocation / Protection (Provisional Item)				
9.1	Relocate / protect water services	PS	1.00	\$ 30,000.00	\$ 30,000.00
9.2	Relocate / protect telecom services	PS	1.00	\$ 50,000.00	\$ 50,000.00
9.3	Contractor's margin	%	0.10	\$ 80,000.00	\$ 8,000.00
				Subtotal Service Relocation / Protection	\$88,000.00
10.0	Contingency	%	50%	\$ 408,688.00	\$ 204,344.00
				Total (excluding GST)	\$ 613,032.00

Preliminary Design Cost Estimate					
Project Name: Tauranga Interim Bus Station					
Site: Durham Street (Elizabeth - Spring)					
Date: 30-Nov-21					
Prepared by: Debajeet Baruah					
Reviewed by: Matthew Noon					
1.0	Preliminary & General				
1.1	P & G (20% of Total Cost)	LS	100%	\$ 45,528.00	\$ 45,528.00
				Subtotal Preliminary & General	45,528.00
2.0	Road Furniture				
	Cycle facility				
2.1	Cycle stands	LS	2	\$ 450.00	\$ 900.00
2.2	Seats	ea	4	\$ 1,250.00	\$ 5,000.00
				Subtotal Road Furniture	\$ 5,900.00
3.0	Traffic Signs and Markings				
	Continuity Lines				
3.1	100mm broken white continuity line, 1m stripe, 3m gap (reflectorised)	m	100	\$ 12.00	\$ 1,200.00
3.2	100mm broken yellow continuity line, 1m strip, 1m gap	m	300	\$ 12.00	\$ 3,600.00
	Edge Lines (profiled long life)				
3.3	100mm continuous white edge lines	m	200	\$ 12.00	\$ 2,400.00
	Flush Medians				
3.4	100mm continuous white border (profiled long life)	m	0	\$ 12.00	\$ -
3.5	600mm wide diagonal bars	m ²	0	\$ 15.00	\$ -
	Limit Lines (long life)				
3.6	300mm wide white Stop Limit Line	m	40	\$ 40.00	\$ 1,600.00
	Miscellaneous Markings				
3.7	100mm continuous white line	m	80	\$ 12.00	\$ 960.00
3.8	100mm continuous yellow line	m	10	\$ 12.00	\$ 120.00
3.9	100mm broken white continuity line, 1m strip, 2m gap	m	200	\$ 12.00	\$ 2,400.00
3.10	BUS STOP marking	ea	6	\$ 200.00	\$ 1,200.00
3.11	Combined through / left or right arrow	ea	2	\$ 100.00	\$ 200.00
3.12	Single through or left or right arrow	ea	2	\$ 80.00	\$ 160.00
3.13	100mm yellow No stopping lines, 1m line, 1m gap along arterials (long life).	m	200	\$ 12.00	\$ 2,400.00
	Permanent Removal of Line Marking including RRPMS (blackening out with paint is not acceptable)				
3.14	Removal of parking meters and street furniture	LS			\$ 5,000.00
3.15	Permanent removal of other road markings	m ²	150	\$ 40.00	\$ 6,000.00
				Subtotal Traffic Signs and Markings	\$ 27,240.00
4.0	Traffic Signals (all signal lantern bodies are to be of aluminium construction)				
4.1	Midblock traffic signals	ea	0	\$ 150,000.00	\$ -
				Subtotal Traffic signals	\$ -
5.0	Bus stops				
5.1	Remove existing bus stops (including removal of bus stop road markings/signs, reinstatement of footpath)	ea	3	\$ 8,500.00	\$ 25,500.00
5.2	New bus stops (including road markings /signs, renewal of footpath, lighting)	ea	3	\$ 10,000.00	\$ 30,000.00
5.3	Variable passenger information	ea	4	\$ 15,000.00	\$ 60,000.00
5.4	Customer information board	ea	4	\$ 1,000.00	\$ 4,000.00
5.5	Rubbish and recycling bins	ea	4	\$ 500.00	\$ 2,000.00
5.6	Emergency Help Point	ea	0	\$ 4,500.00	\$ -
5.7	CCTV	ea	4	\$ 1,000.00	\$ 4,000.00
				Subtotal Bus Stops	\$ 125,500.00
6.0	Bus shelter				

Preliminary Design Cost Estimate					
Project Name: Tauranga Interim Bus Station					
Site: Durham Street (Elizabeth - Spring)					
Date: 30-Nov-21					
Prepared by: Debajeet Baruah					
Reviewed by: Matthew Noon					
6.1	Relocation of bus shelter	ea	3	\$ 4,000.00	\$ 12,000.00
				Subtotal Bus shelter	\$ 12,000.00
7.0	Traffic Control				
7.1	Preparation and approval of Traffic Management Plan	LS	100%	\$ 4,000.00	\$ 4,000.00
7.2	Installation, Maintain and Removal of Traffic Control	LS	100%	\$ 65,000.00	\$ 65,000.00
				Subtotal Traffic Control	\$ 69,000.00
8	Raised Ped crossing				
8.1	Concrete 75mm raised table	LS	1	\$ 30,000.00	\$ 30,000.00
8.2	Slope 1 in 15 with friction surface and lines and signs	LS	1	\$ 12,000.00	\$ 12,000.00
				Subtotal Traffic Control	\$ 42,000.00
9	Service Relocation / Protection (Provisional Item)				
9.1	Relocate / protect water services	PS	100%	\$30,000	\$30,000
9.2	Relocate / protect telecom services	PS	100%	\$50,000	\$50,000
9.3	Contractor's margin	%	10%	\$80,000	\$8,000
				Subtotal Service Relocation / Protection	\$88,000.00
10.0	Contingency	%	50%	\$ 415,168.00	\$ 207,584.00
Total (excluding GST)				\$	622,752.00

11.9 Annual Plan 2022/23 Key Issues and Approach**File Number: A13073604****Author: Kathryn Sharplin, Manager: Finance****Josh Logan, Team Leader: Corporate Planning****Authoriser: Paul Davidson, General Manager: Corporate Services****PURPOSE OF THE REPORT**

1. In accordance with the Local Government Act 2002, Council is required to produce and adopt an annual plan, by 30 June 2022.
 2. This report provides an update of the Annual Plan 2022/23 key issues and proposed approach.
-

RECOMMENDATIONS

That the Council:

- (a) Receives the report Annual Plan 2022/23 Key Issues and Approach.
 - (b) Confirms the focus of the Annual Plan 2022/23 remains what was agreed to in the 2021-31 Long-term Plan.
 - (c) Agrees the timetable and approach for the Annual Plan.
 - (d) Agrees to redirect \$1.1m debt retirement proposed for stormwater debt in 2023 to instead retire \$1.1m of debt associated with existing unfunded liabilities
 - (e) Notes that in future Annual Plan processes the portion of stormwater debt retirement above \$1.3m per annum proposed in subsequent years of the LTP could be diverted to retire debt associated with unfunded liabilities until that debt is extinguished.
 - (f) Notes that the review of aspects of the rating structure agreed as part of the 2021-31 Long-term Plan deliberations is continuing with a view to implementing changes to the current rating approach in the 2022/23 year.
 - (g) Notes that there is increased supply and cost pressures since the 2021-31 Long-term Plan was adopted that will be factored into the upcoming Annual Plan.
-

EXECUTIVE SUMMARY

3. The 2021-31 Long-term Plan (LTP) proposes a significant increase in capital investment over the ten years to meet improved outcomes across transportation, housing supply, community facilities, three waters expenditure and in response to resilience issues arising from climate change.
4. The starting point for the Annual Plan 2022/23 is the draft budgets for year two of the LTP. First draft budget information and further information regarding key issues for the Annual Plan and the proposed Long-term Plan Amendment will be provided to the 13 December meeting.
5. The draft annual plan proposed by the Executive will remain consistent with year two of the LTP with some increase in costs to reflect supply and price issues and further resource expenditure to support agreed outcomes as well as to meet new government reforms and requirements.
6. The proposal continues to ramp up resourcing within TCC to meet the increased delivery requirements of the capital programme as well as increasing rates funded debt retirement.
7. The capital programme budget remains close to the \$400m LTP budget for 2022/23.

8. In the draft annual plan, it is proposed to redirect a portion of debt retirement in stormwater to retire debt within the parking activity and the deficit within the risk reserve.

BACKGROUND

Year two of LTP basis for 2022/23 Annual Plan

9. The LTP focussed on making the investments in infrastructure and community facilities required for the large and ever-growing city of Tauranga.
10. The second year of the LTP budgeted \$400m of capital investment and associated operational budgets that reflected the growing infrastructure asset base and TCC resource requirements to deliver required investment and services. The overall rates increase proposed in the LTP for the 2022/23 year was 12% after population growth.
11. The draft annual plan includes some changes to the LTP budget to reflect changes to the timing and cost of delivering new infrastructure. There are also upward pressures on operational budgets relating to cost and supply of staff and consulting resources. There are also additional costs to council associated with new initiatives including government reforms and funding and financing opportunities. Some of these new initiatives are proposed to be loan funded as they are one-off in nature and government financial support to assist is as yet unclear. Overall total rates requirement is budgeted to increase 1% (\$2m) above that proposed in the LTP giving a total rate increase of 13%.
12. The costs associated with operating council with COVID-19 in the community and under the government's new traffic light system are unclear. No amendments to budgets have been made to reflect these costs, but it is proposed that the risk reserve covers any significant additional costs that are not covered by rates collected in the activities.
13. The first draft also does not include assumptions around any parking price increases which are being considered as part of the parking strategy review.

Unfunded Debt

14. Rate-funded debt retirement was included in the LTP to improve council's balance sheet debt levels. The focus of early debt retirement was in the three water activities, including stormwater. Initial debt retirement did not address the unfunded debt within the parking activity from the discontinued Harington Street carpark investment, or in the weathertight/former risk reserve deficit which has arisen from large weathertight settlements and the Bella Vista subdivision remediation.
15. The unfunded debt in the weathertight/former risk reserve and parking activity totals \$60m at 30 June 2021. The draft annual plan redirects a portion of debt retirement from stormwater activity to the parking activity and risk reserve to begin to address this unfunded debt. For the draft annual plan, the portion of debt retirement in stormwater above the \$1.3m per annum already commenced would be directed to the weathertight reserve (\$1.1m). In subsequent years of the LTP the amount of debt retirement in stormwater increases and a portion of this could be directed to the unfunded debt until it is extinguished. As a result, the stormwater debt would be \$60m higher over the ten years than proposed in the LTP, but previously unfunded debt of \$25m in the parking activity and \$35m within the risk reserve would be retired.

Amendments to the Current Approach to Rating and Impacts of Property Revaluation

16. Commissioners raised concern during the 2021/2031 LTP process that the balance of rate revenue sourced between the residential sector and the commercial and industrial sector was not fair and reasonable.
17. For many years the percentage of the total rate revenue assessed between the residential sector and the commercial and industrial sector has remained relatively settled at around 75% and 25% respectively. This is evident even as the differential for the commercial and industrial sector has increased from 1:1 to 1:1.6.

18. Councils which have comparable situations to Tauranga have an average funding mix for their general rates of 60% and 40% between their residential sector and commercial and industrial sector respectively. Hamilton City Council (HCC) which is probably the best benchmark for Tauranga, in terms of characteristics and size, is 59% and 41%. To achieve this outcome the HCC general rate differential is 2.65. This compares to TCC which has recently moved to 1.6 and a 76%: 24% funding mix.
19. To assess a fair balance of contribution to rates from the various sectors of the community, council is reviewing key areas of infrastructure and service spend and assessing relative benefits. The initial focus is on transportation benefits, but principles may apply across wider areas of council services. Independent consultants, Insight Economics, are reviewing the impact on transportation costs of commercial, industrial and residential users to understand a fair level of contribution. Initial analysis will be available for the 13th December meeting and a full report will be provided by Insight Economics in January.

Impact of Property Revaluation for 2022/23 financial year

20. The revaluation of properties for rating purposes is currently being undertaken and will affect rates based on capital value for 2022/23. Because of rapidly increasing residential property prices, the draft unaudited numbers for the property valuations have indicated a larger increase in value of the residential properties than the commercial and industrial sector. This difference in revaluation will impact the above overall funding percentages to place a further rating burden on the residential sector.
21. The utilities sector, which has a different capital valuation methodology continues to indicate a much lower increase in valuations that is out of line with the valuation movement of other sectors. This results in these businesses paying proportionately less rates revenue from an already relatively low base.
22. One approach to moving to a fairer balance could be to establish the desired balance that reflects relative benefit from council infrastructure and services and adopt a structure that maintains that benefit despite revaluation changes across the sectors. Further advice on such an approach will be brought to Council in February.

Issues and Options for the Annual Plan

23. Initial work has identified a number of decisions that are required to come before council via issues and options papers in order to be included in the draft annual plan for consultation next year.
24. The following topics for consideration are:
 - Additional renewals with no NZTA funding
 - Food security hub
 - Public alerting system project
25. These papers will come to Council on 8 February 2022.

Potential for Long-term Plan Amendment (LTPA)

26. As indicated earlier on this agenda in the report titled "Civic Precinct Masterplan" recommendation (c) suggests approving the commencement of an LTPA process alongside the development of the Annual Plan 2022/23.
27. This would then mean that as per section 95B of the Local Government Act 2002 that both processes would have a single consultation document and consultation period.
28. The consultation document would outline the proposal for the LTPA and then, as part of the annual plan, any significant changes to the year two of the Long-term Plan.
29. Both the annual plan and LTPA hearings and deliberations would occur at the same time.
30. Adoption of both documents are schedule to occur on 27 June 2022.

Proposed Timeframe for the Annual Plan

31. The following table outlines the proposed timeline for the Annual Plan 2022/23 from now till adoption

Type	Date
Council Meeting – indicative draft annual plan	13 December 2021
Council Meeting – approve draft annual plan	21 February 2022
Audit of LTPA	01 – 18 March 2022
Council Meeting – adopt draft annual plan/LTPA consultation document	24 March 2022
Draft annual plan/LTPA – Consultation	25 March – 26 April 2022
Council meeting - draft annual plan/LTPA – Hearings	09 – 12 May 2022
Council meeting - draft annual plan/LTPA – Deliberations	24-26 May 2022
Council Meeting - Adopt Draft annual plan/LTPA	27 June 2022

STRATEGIC / STATUTORY CONTEXT

32. The preparation of an annual plan is required under the Local Government Act 2002.

FINANCIAL CONSIDERATIONS

33. This report covers the issues and approach to developing the draft Annual Plan 2022/23. The initial financials for the development of the draft annual plan will be presented to the 13 December 2021 Council meeting.

CONSULTATION / ENGAGEMENT

34. Consultation on the annual plan will be in accordance with the requirements of the Local Government Act and the details of engagement will be further developed and presented at meetings in February and March 2022.

SIGNIFICANCE

35. The matter considered by this report, the draft Annual Plan 2022/23, is considered of high significance in terms of council's Significance and Engagement Policy. This is because it affects all residents, ratepayers and businesses in, and visitors to, the city, and because it involves council's resource allocation decisions and rating decisions for the next year.
36. However, the decisions to be made in response to this report are considered of low significance as they are just one interim step in the process of developing the draft annual plan.

ENGAGEMENT

37. Taking into consideration the above assessment, that the decision is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

38. The indicative draft annual plan will be reported to Council on 13 December 2021.

ATTACHMENTS

Nil

12 DISCUSSION OF LATE ITEMS

13 PUBLIC EXCLUDED SESSION**RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATIONS**

That the public be excluded from the following parts of the proceedings of this meeting.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
13.1 - Wastewater Management Review Committee - appointments and quorum changes	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.2 - Tourism Bay of Plenty - Board Performance Review 2021	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.3 - Exemption to Open Competition - Maintenance and Operations Services	s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.4 - Supplementary Report - CBD Hotel & Conference Centre - Council lease of Conference Centre	s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

<p>13.5 - CBD Hotel & Conference Centre Development - Council lease of Conference Centre</p>	<p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
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14 CLOSING KARAKIA