



ATTACHMENTS

**Strategy, Finance and Risk Committee
Meeting
Separate Attachments 1**

Monday, 12 September 2022

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Appendix 1: Mainstreet Monitoring Report Summary to the Strategy, Finance, and Risk Committee, 12 September 2022**For period 1 January to 30 June 2022**

Organisation	Issues for Council Attention	Summary of Activities	Looking forward
Greerton Village	<ul style="list-style-type: none"> Cleaning contracts, annual pavement cleans Streetlamps in need of cleaning and LEDs installed Audit date completion - due date puts a lot of pressure on the Association 	<ul style="list-style-type: none"> Julio the Latin Lover – chocolate hearts on Valentine’s Day Easter Egg Window Trail and Easter Bunny street entertainer Yarn bombing programme planning Website refreshed Collaboration marketing ‘what matters most’ with Downtown Tauranga Bi-monthly feature in the weekend sun Advertising of initiatives and events Social media (public and business) Regular newsletters to businesses Networking events returned in June with great turnout Visits to businesses Participating in Maarawaewae Study, events strategy workshops, city vision launch, Cameron Road Project Team, and meetings with City Partnerships Specialist 	<ul style="list-style-type: none"> Yarn Bombing Event Welcome Pack for Businesses Implement Business Plan Plan community ‘Christmas Around the Tree’ Show Giant Christmas Hamper Promotion in December Commence planning for Vintage, Retro & Steampunk Fayre, February 2023
Mount Mainstreet	<ul style="list-style-type: none"> Street safety including break ins and ram raids Street cleaning schedule and deep clean Increase in graffiti 	<ul style="list-style-type: none"> Sponsorship of Jazz Festival Matariki Education Posters Free outdoor movie – Girls Can’t Surf Micro activations <ul style="list-style-type: none"> mini putt in Porotakataka Mount Music Trail Easter music and games in Porotakataka Easter themed Sunday Market Anzac Day Circus Workshop International Record Store day DJ and Facepainter Drafting Annual Plan for 22-23 Financial Year Welcome to Paradise video creation 	<ul style="list-style-type: none"> Contracting Digital Marketing Manager Mental Health event for businesses Return of cruise ships Outdoor Cinema for Aims Games Ice rink for October School Holidays and additional promotions around this New website and videos launch

		<ul style="list-style-type: none"> • New Website build • AED installation • Member newsletter and networking events 	<ul style="list-style-type: none"> • Installation of multi-modal cameras to track pedestrian trends
Mainstreet Tauranga	<ul style="list-style-type: none"> • Awaiting access to data from foot traffic counters • Awaiting update on City Centre parking data and Parking Strategy • Increase in graffiti • Increase in criminal activity • Staff shortages 	<ul style="list-style-type: none"> • Rediscover your City Centre Marketing Campaign <ul style="list-style-type: none"> ○ Repurposed Website and social media ○ Advertising in UNO, Nourish, and Our Place Magazines • The People Behind the business marketing campaign • City Centre Photo and video shoots • Buy Local Buy Tauranga 'what matters most' campaign • PR Campaigns • School Holiday Programme Package • Easter Kiwi Hunt • Mother's Day Promotion • Sponsorship and support of MoreFM Mount Everest Challenge, After Dark Urban Light Festival, and Jazz Festival • Member Support <ul style="list-style-type: none"> ○ Emails to members ○ Introductory meetings with new members ○ Member engagement via meetings and workshops ○ Integrate members into events and initiatives ○ Member advocacy ○ Collecting member feedback 	<ul style="list-style-type: none"> • Continuation of Rediscover your City Centre Campaign • Proposed collaborative initiative 'discover your city library' • Championing the new Civic Development • Collaborative work on City Centre Activations and events • School Holiday Programmes • Christmas in the City Centre • Mainstreet AGM
Papamoa Unlimited	<ul style="list-style-type: none"> • None raised 	<ul style="list-style-type: none"> • Pedal and Pump – community activity on the Papamoa Waterways • Matariki – Light up the Waterway 	<ul style="list-style-type: none"> • Identify, adapt, and deliver four iconic events to the Papamoa community, and build on the success of the events held in the past i.e., Matariki and Santa Parade

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Vision: To create a vibrant, thriving centre for our Businesses and Community

Core Purpose / Focus areas of Mainstreet Business Plan: To provide events, promotions and marketing to encourage locals and visitors alike

Membership overview: 115 approx.

Summary of highlights:

- Biggest Buy in for our Midwinter Madness Promotion this year
- Web site upgrade completed and live
- “What Matters Most” colab. campaign with Downtown Tauranga

Key Activity and Achievements (previous 6 months):

Activity Area: Events		
Activity	Explanation	Results / Status / Outcome
Julio the Latin Lover Feb 14th	Returned to Greerton for another successful street entertainment session, handing out chocolate hearts to anyone who wanted them	Always popular with the public and business owners alike, creates a fun, something for nothing feel good factor
Vintage, Retro & Steampunk Fayre February 26	Annual event, celebrating all things Vintage, Retro & a bit of Steampunk. Stalls, Music, cars etc	Cancelled due to covid restrictions
Easter Egg Window Trail April	A fun promo for the kids to walk a window trail, counting the eggs they see	Good level of entries. Some businesses noting an increase of shop awareness
Easter Bunny, street entertainer. April 14th	Easter Bunny in Greerton for 2 hours, handing out chocolate eggs to kids, old and young	A lot of photo opps. Here. Good Face book results. Feel good fun factor for public and shop keepers alike
Yarn Bombing work commences	Although our Yarn Bombing displays do not go up until July, work is started by most from October - June	The results will be reported on in next report, after installation in July

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Activity Area: Initiative & Marketing		
Activity	Purpose	Results / Status / Outcome
Our website has been refreshed during this reporting period	The website was dated and not user or admin friendly and we wanted to make it more attractive and informative. We contracted a professional photographer to take new and relevant images	Looks 100% better – however still a work in progress to get to where we want to. We continue to receive enquiries through this site, especially on the Business Directory
We ran the third iteration of our shop local campaign – “What matters most” in conjunction with Downtown Tauranga	The purpose was to bring further awareness of what’s on offer in Greerton Village by featuring some of our retailers and service providers	With only two participating Main Streets this time, our budget was smaller, however we felt that the promotion still created new awareness of shops in Greerton and feedback from most of the businesses was good
Greerton Village Bimonthly feature in the Week end Sun	To both advertise and show imagery of Greerton and our happenings	With an editorial opportunity, this always reaps some results via community enquiries about our events and promotions
Media Placement, February, March, April, June	To promote Easter Egg Trail, Easter Bunny, “What Matters Most”, Julio for Valentine’s Day, Yarn Bombing, Mid-Winter Madness	Mainly used press, social media, website, Eventfinder, City News, Posters. Radio used for What Matters campaign along with signage
Social Media, late June onwards	With a new part time assistant, we have been able to up our social media considerably in a short time – sharing much more information about individual retailers and their product	We have started to receive very positive feedback from our businesses especially, with more activity. Page likes up and new followers

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Activity Area: Member Communication		
Activity	Purpose	Results / Status / Outcome
Regular e newsletters to our business owners	To keep members fully informed of our activities & events as well to offer them an opportunity to publicise their news through this channel	In this reporting period, with the benefit of a P/T assistant, we have strived to have as many as possible on our database and on our website directory. We have a higher than usual opening rate for similar NFP's
Face Book closed Group for Business owners	To enable our members the opportunity to post whatever is relevant to them in Greerton	Members registered growing slowly, however this is a well-established platform and continues to attract robust commentary, ideas and thoughts
BA5 Network evenings. Monthly	To foster good relations between ourselves and our members as well as an opportunity to network and socialise with other Greerton businesses	Badly affected this period, due to rising Covid cases and businesses reluctant to host, resulting in 1 st one for the year held in June. Excellent turnout and hosted by one of our most well-known stores, Greerton Lotto, who now have a second aspect to the business by way of Stitch Makers, so good opportunity to promote that
One on one visits to businesses	To establish we have correct owner, contact details etc for our databases	Able to bring on the latest businesses to open in Greerton, add logos, images etc
The Greerton Maarawaewae Study with Caroline Lim at TCC	Main street Manager has attended meetings and workshops throughout this period to enable accurate information passed on to our members	This was of special interest to Greerton and our reporting back to businesses has generated discussion and we have encouraged businesses to submit on their own behalf
Events Strategy	Mainstreet Manger has attended 2 x workshops, purpose as above	Little response from our members as mostly interested in Whats on in Greerton!
City Vision	Mainstreet Manager attended the launch of the Tauranga Our Direction 2050, purpose as above	Again, little response at this time although once rolled out, will likely have more input/interest

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Activity Area: Member Communication cont.		
Activity	Purpose	Results / Status / Outcome
Cameron Road Stage 2 with Lucy Brake at TCC	Mainstreet manager has met with Lucy and team and further invited to join a GVCA Board meeting, purpose to pass on information to our members. Also attended the Vision workshop	Probably the issue which will have most effect on Greerton in the coming years and of obvious interest to business owners who are very worried they may lose car parks and see a repeat of the previous works in Greerton
Regular meetings with Kendyl Sullivan from TCC	To further establish processes and procedures around our relationship with TCC and to advise of issues that we may have	To date, have met with James Wilson from TCC regarding possible funding for special projects, art related. Some feedback to request for an additional CCTV camera – some years away possibly

Key issues:

Are there any particular current issues that need to be highlighted to Council? What is happening to resolve these issues, if the issues relate to Council activity what is the next step? On a rolling basis close issues that were raised in previous reports.

Issue	Explanation	Status
Street Cleaning	Cleaning contract, annual pavement cleans etc. Ongoing from 2019!	Unbelievably exactly one year ago I met with the new contract manager and although there was good comms. Initially, that soon fell off and back to me constantly chasing for information – I actually still do not know what/how much of the annual pavement clean has been undertaken as machines were not right or not available. I have very recently been given a copy of the Greerton cleaning schedule (from Kendyl) and understand that Gary Oakes will be coming with Kendyl to our next meeting in August

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Street lamps	Poles in dire need of cleaning and LEDs installed	On going from 2020. Confirmation now given from Mike Jones at TCC that budget in place however delays on lights (supply chain issues I think) Would love to see this complete by September in time for Cherry Blossom Festival as poles looks disgusting. Update, just advised will not be until November/December this year. Mike is excellent at prompt responses to my enquiries
Audit date completion	Date required by from TCC	Until Max Pederson supplied GVCA a copy of our agreement with TCC on 28 June 2021, no one on our current board or the Manager had ever seen it – despite several attempts to obtain one from TCC back in 2015 when current manager commenced. That means until then we had never been aware of the date an audit was to be completed. Our board finds that a period of 3 months for the Annual Report to be complied and then audited is just a tad tight and 31 October would be more achievable. And give the opportunity for our board to receive at our October 11 meeting. A reasonable time for an audit is considered to be 3 months and although our awesome accountant has already provided us a draft report and our auditor will endeavour to have completed by end of September, we feel undue pressure has been put on us – the auditor is external, does a great job at a great price and we do not feel we can push for an earlier completion

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Future activities (coming 6 months):

Focus areas for next 6 months, what is focus of activity going forward, why?

- Our annual Yarn Bombing has recently been installed – looks amazing – and we have now appointed a new Yarn Bomb Coordinator who will take over in August after our current contractor stands down after 5 very successful years.
Chrissy, new contractor is very keen to expand on the sustainability of this annual project by offering pre loved and used sleeves to those who cannot commit to a full installation, with a view to re using yarn, embellishing current sleeves, introducing a “sustainability” category in voting etc. We are looking forward to working with Chrissy to this end.
- We will produce a Welcome Pack for all new businesses to Greerton. Initial work is just starting on this to establish – from relatively new businesses, as well as established businesses – what information they would like to see, what would have helped them when they arrived in Greerton? From that we will develop the pack which include a little Greerton history, contact names & numbers of relevant services on hand, who to contact if they have graffiti issues, rubbish issues, tree pruning issues etc. What are the local facilities on offer in Greerton – Pool, library, Parks. This pack will also include our own schedule of planned events, how to have input to those, our board and structure.
- Having recently produced our Business Plan for TCC, we will endeavour to implement that over the next six months.
- Plan our community “Christmas around the Tree” show, featuring local school groups, bands, dancers etc. held early December in the Village Square
- Giant Christmas Hamper promotion to run for 3 weeks in December offering 3 x massive prize hampers comprised of donated items and vouchers from our members
- Commence initial work on Vintage, Retro & Steampunk Fayre for February 2023

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Follow up to topics raised at our last Monitoring Report meeting by Commissioners and members of the Strategy, Finance & Risk Committee

Culture

We were asked to look at introducing/including work within the diverse cultural organisations and people within our community.

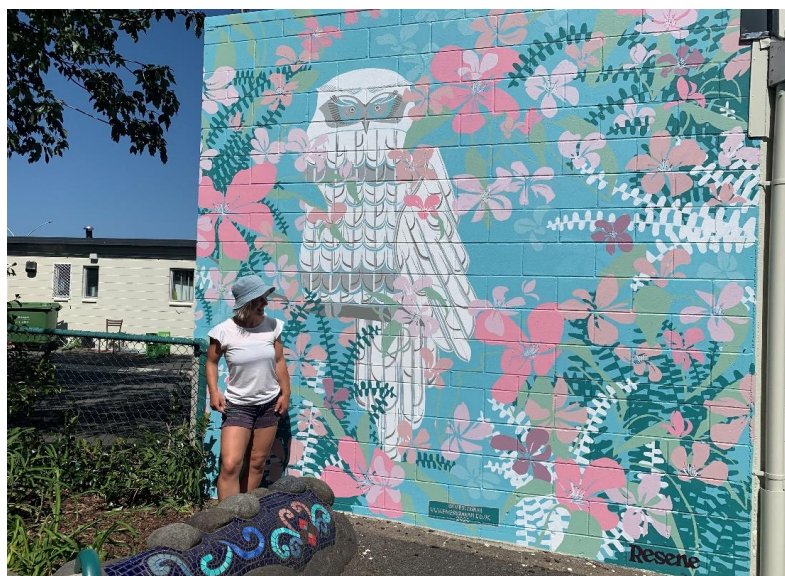
I think we have perhaps simply not reported on this previously so just a couple of comments on what we have done over the last few years.

We commissioned a wall mural in 2020 and this was completed by local artist Faye Chadburn and prior to the finalisation of the mural design, via Clinton Bowyer at TCC, we met with Peri Kohu, the local Kaumatua who looks after art and culture for the local hapu and is the iwi rep on the Public Art Advisory group and its fair to say that the final design was very much instigated by Peri to incorporate the white Ruru, big in these parts in time gone by and very significant to the Māori people. Both Faye and GVCA learned a lot from this process and appreciated the input.

See image below

Additionally, we have worked very closely with the Tauranga Multi Cultural group within our Yarn Bombing installations and have been interested and excited to see their ideas and installations adorn our trees annually.

We spoke to Buddy Mikaere earlier this year to ensure we were using correct Maori translation to use in this years collateral for our Yarn Bombing theme “Love our Earth”, Buddy gave us “Aroha ki Papatuanuku” which we used on our map flyer – 1st time with a translation



Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 January – 30 June 2022

Sustainability

Not too sure how literally to take this however, as mentioned earlier, we are looking to introduce a new category to our Yarn Bombing for next year “Sustainability” This is definitely a WIP and we will be discussing with this year’s knitters at the Morning tea we host for them on 12 August. So far, our new Yarn Bomb coordinator is thinking about re working “old” sleeves, offering basic sleeves to those who cannot commit to a whole new sleeve by embellishing these pre used sleeves. We do already have a good element of sustainability with this project as every year people donate at least 50% of the year we use, in fact this year for the 1st time, we did not purchase any new yarn

Turnover

I cannot remember exactly how this went but it was around trying to obtain turnover stats or at least trends from our members. Our board was not overly keen to pursue this, however I believe Kendyl Sullivan has or is in discussion with Priority One to see if anything can be extracted from their data.

Financials:

Our end of year 2022 Annual Report & Financials is attached

Final note from GVCA Manager

For the first time in seven years, I will be unavailable to attend the monitoring meeting in September, in person as I will be in the UK, my apologies, however happy to respond to any questions on my return in mid-October.



Annual Report

Greerton Village Community Association
For the year ended 30 June 2022

Prepared by Admin & Accounting Solutions Ltd



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Compilation Report

Greerton Village Community Association For the year ended 30 June 2022

Compilation Report to the Trustees of Greerton Village Community Association.

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Greerton Village Community Association for the year ended 30 June 2021.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

The Trustees are solely responsible for the information contained in the financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

Independence

We have no involvement with Greerton Village Community Association other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

We have compiled these financial statements based on information provided which has been subject to an audit engagement. However, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

Admin & Accounting Solutions Ltd

6b Mansels Road, Greerton,

Tauranga, 3112.



Directory

Greerton Village Community Association For the year ended 30 June 2022

Registered Office

1247 Cameron Road, Greerton, Tauranga, New Zealand, 3112.

Date of Formation

12th November 1993

IRD Number

062-048-468

Auditor

Laura Addinall of LACA Ltd

Accountant

Admin & Accounting Solutions Ltd

6b Mansels Road, Greerton, Tauranga.

Bankers

Westpac Bank, Greerton.

Services Manager

Sally Benning since October 2015

Funders for 2022

Tauranga City Council

Committee Members

Chairperson - Tony Ryan (appointed Nov 21)	Vice Chairman - Alan Paterson
Honorary Secretary - Marilyn Mouat	Committee Member - Dinnel Bailey-Gordon (resigned March 22)
Committee Member - Barry Rodgers	Committee Member - Terry Molloy
Committee Member - Summer Liu	Honorary Treasurer - Judy Wood
Former Chairperson - Sue Blomquist (resigned Nov 21)	Committee Member - Naomi Harrison (resigned Feb 21)



Approval of Financial Report

Greerton Village Community Association For the year ended 30 June 2022

The Trustees are pleased to present the approved Financial Report including the historical financial statements of Greerton Village Community Association for year ended 30 June 2022.

APPROVED

For and on behalf of the Trustees.



Statement of Profit or Loss

Greerton Village Community Association For the year ended 30 June 2022

	2022	2021
Trading Income		
Income For Promotions	-	1,950
Levy Income	134,672	128,346
GV Branded Bags	-	900
Total Trading Income	134,672	131,195
Gross Profit	134,672	131,195
Other Income		
Interest Received	61	40
Total Other Income	61	40
Expenses		
Accident Compensation Levy	222	212
Accountancy Fees	2,400	2,400
Advertising	14,207	5,350
AGM Expenses	197	351
Audit Fees	1,989	2,146
Bank Charges	15	20
Computer Expenses	918	1,329
Depreciation	1,026	1,055
Donations Paid	1,000	1,000
Entertainment	201	-
General Expenses	-	10
Insurance	-	760
Legal Expenses	320	-
Meeting Expenses	43	193
Office Expense	155	342
Printing, Stamps & Stationery	137	599
Promotional Expenses	22,164	39,512
Rent	3,046	3,202
Staff Expenses	103	64
Staff Training	125	70
Storage	1,983	1,983
Subscriptions	972	962
Telephone, Tolls & Internet	1,626	1,623
Travel and Accommodation	217	126
Wages & Salaries	69,361	64,764
Website Expenses	590	590
XERO Subscription	276	276
Total Expenses	123,292	128,937

This Statement should be read in conjunction with the accompanying Notes and Auditor's Report.

Statement of Profit or Loss



	2022	2021
Profit Before Taxation	11,441	2,299
Trustees Profit Before Taxation	11,441	2,299
Taxation and Adjustments		
Non Deductible Expenses		
Non Deductible Expenses	231	-
Total Non Deductible Expenses	231	-
Total Taxation and Adjustments	231	-
Trustees Profit for the Year	11,210	2,299

This Statement should be read in conjunction with the accompanying Notes and Auditor's Report.



Balance Sheet

Greerton Village Community Association As at 30 June 2022

	NOTES	30 JUN 2022	30 JUN 2021
Assets			
Current Assets			
Cash and Bank			
Bank Cheque Account		94,802	84,619
Debit Card Account		324	446
Petty Cash		150	150
Total Cash and Bank		95,276	85,214
Trade and Other Receivables		744	1,296
Total Current Assets		96,020	86,510
Non-Current Assets			
Property, Plant and Equipment		4,047	1,173
Total Non-Current Assets		4,047	1,173
Total Assets		100,067	87,683
Liabilities			
Current Liabilities			
Trade and Other Payables		3,503	9,234
GST Payable		5,282	5,437
Provisions / Receipts in advance		5,105	-
Employee Entitlements		10,941	8,986
Total Current Liabilities		24,831	23,657
Total Liabilities		24,831	23,657
Net Assets		75,236	64,026
Equity			
Retained Earnings		75,236	64,026
Total Equity		75,236	64,026

This Statement should be read in conjunction with the accompanying Notes and Auditor's Report.



Statement of Changes in Equity

Greerton Village Community Association For the year ended 30 June 2022

	2022	2021
Trust Capital		
Opening Balance	64,026	61,727
Increases		
Trustees Income / (Loss) for the Period	11,210	2,299
Total Increases	11,210	2,299
Total Trust Capital	75,236	64,026

This Statement should be read in conjunction with the accompanying Notes and Auditor's Report.



Depreciation Schedule

Greerton Village Community Association For the year ended 30 June 2022

NAME	COST	OPENING VALUE	PURCHASES	DISPOSALS	DEPRECIATION	CLOSING VALUE	PRIVATE USE AMOUNT
Office Equipment							
LG Monitor	780	-	780	-	65	715	-
Total Office Equipment	780	-	780	-	65	715	-
Plant & Equipment							
Carpet Installation	1,226	353	-	-	141	212	-
PC purchase in Aug 2019	3,025	819	-	-	410	410	-
Total Plant & Equipment	4,251	1,172	-	-	551	622	-
Website (Fixed Asset)							
Website - design	2,520	-	2,520	-	210	2,310	-
Website - Photographics	600	-	600	-	200	400	-
Total Website (Fixed Asset)	3,120	-	3,120	-	410	2,710	-
Total	8,151	1,172	3,900	-	1,026	4,047	-

This Schedule should be read in conjunction with the accompanying Notes and Auditor's Report.



Notes to the Financial Statements

Greerton Village Community Association For the year ended 30 June 2022

Reporting Entity

Greerton Village Community Association is a trust established by a trust deed dated 12 November 1993, and subject to the Trustees Act 1956.

This special purpose financial report was authorised for issue in accordance with a resolution of Trustees dated 15th November 2022.

Basis of Preparation

These financial statements have been prepared in accordance with the Special Purpose Framework for use by For-Profit Entities (SPFR for FPEs) published by Chartered Accountants Australia and New Zealand.

The financial statements have been prepared for taxation purposes.

Measurement Base

Unless otherwise stated, these financial statements have been prepared on a historical basis. Accrual accounting is used to recognise revenue and expenses when they occur.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Statement of Accounting Policies

Income Tax

The Association has been approved by the Inland Revenue Department as a local or regional promotion body and is exempt from income tax under section CW33 of the Income Tax Act 2007.

Goods and Services Tax

These financial statements have been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST.

These Notes should be read in conjunction with the accompanying Financial Statements and Auditor's Report.

Notes to the Financial Statements



Property, Plant and Equipment

The entity has the following classes of Property, Plant & Equipment;

- Plant & Equipment

All property, plant and equipment are stated at cost less accumulated depreciation.

Leased assets are depreciated over the unexpired term of the lease or over the estimated useful life, whichever is shorter.

Leased Assets

The Association leases an office within the Greerton Community Hall for \$268.96 (2021: \$268.96) plus GST per month. There is no termination date on the lease agreement.

Going Concern

Reliance is placed on the fact that the entity is a going concern.

Audit

These financial statements have been subject to audit. Please refer to Auditor's Report.

Contingent Liabilities

At balance date there are no known, quantifiable contingent liabilities. Greerton Village Community Association Inc has not granted any securities in respect of liabilities payable by any other party.

Related Parties

There were no material transactions with any related parties during the period under review.

Securities and Guarantees

There is no overdraft as at balance date nor was any facility arranged.

Subsequent Events

There were no subsequent events after balance date.

These Notes should be read in conjunction with the accompanying Financial Statements and Auditor's Report.



Independent Auditor's Report

Greerton Village Community Association
For the year ended 30 June 2022



**Greerton Village Community Assn. Inc
(G.V.C.A.)**

Business Plan 2022-2023

Created June 2022



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Executive Summary

Product

To provide supporting services to the Business owners of Greerton Village by way of promotion of Greerton Village to the public.

Customers

Our customers are made up of the 113 (approx.) businesses within the geographical area of Greerton Village as provided by TCC and rated by target rate within this set area.
Our customers are made up of retail, hospitality, services and upstairs business, ie accountants, lawyers etc.

Mission Statement

To create a strong, vibrant, thriving centre for Greerton's businesses and community.

Board Members

Chair	Tony Ryan
Vice Chair	Alan Paterson
Secretary	Marilyn Mouat
Treasurer	Judy Wood
Committee Member	Summer Liu
Committee Member	Terry Molloy
Committee Member	Barry Rogers

Please note that the Board meets monthly.

Management

Manager	Sally Benning
Part time Assistant	Mahia Martelli

It should be noted that there has been no assistant in Greerton since November 2021, at such time as we had a part timer who worked 8 hours per fortnight only.

We employed an assistant in March 2022 who has subsequently resigned and await the start of a new assistant in June 2022. Once trained we will be operating as one FTE



Legal Structure

GVCA is a not-for-profit Incorporated Society, registered for gst.

Currently there are approximately 113 businesses in Greerton Village geographical area, as set by TCC, who are paying a targeted rate, collected by TCC and passed onto GVCA as a twice-yearly levy.

The majority are small employers, many husband-and-wife operations and few businesses employing more than 6 employees, with exception of around 10 with higher employee levels.

Detailed Description of Customers:

Retail	41
Hospitality	26
Services	36
Other	10
Total	113

Our Services

To create and deliver events, promotions & activities and to support our members. To market Greerton Village in a positive light to generate interest and foot traffic.

Our ethos is to bring the Greerton Community and the Greerton Businesses together and to ensure all that we do is in the best interests of our members.

We plan to achieve the above by planning an annual marketing calendar. Retaining our iconic events and festivals, ie our annual Cherry Blossom Festival, Vintage & Retro Fayre and Yarn Bombing installations and as well devising new events to generate interest from the public, ie smaller Roving Street Entertainment to celebrate events such as Valentines Day, Easter & Mother's Day.

We are regularly engaging with our members with regard to establishing what works, what we could do better, taking on board their suggestions and ideas.

Our Event & Promotional plan for 2022/2023 is attached to this plan.



Marketing & Communications

We market Greerton across many platforms including:

- Press, radio and social media with two public sites and a recently refreshed web site, TCC What's On, Eventfinder, town signage, window posters and collaboration with other local Main Street organisations.
- We run a bi-monthly feature in The Week-end Sun which comprises advertising and editorial content.
- We communicate with our members regularly via our e newsletters, a closed Greerton Business Group face book page and of course, face to face contact.

Prior to COVID a monthly Business After 5 (BA5) event was held with a new host business each month, usually attracting around twenty attendees. Whilst not huge numbers, we do know that good connections were made via this initiative. We hope to restart the BA5's as soon as our hosts feel comfortable to invite others in store in a more casual social environment, without the need to wear masks.

To enable us to grow our annual Yarn Bombing installations, we have successfully sought sponsorship from a local business for the last three years. The sponsorship has allowed us to encourage more participants striving to win votes and cash, for their chosen charities.

Growth Strategy

Whilst we cannot necessarily "grow" our membership – the majority of our premises are leased, what we can do, is to encourage a greater level of engagement from our members and to do this, we plan to spend more time with individual business owners, to ensure that they are receiving our information – that we have their up-to-date contact information and emails – and to establish any concerns that we may assist with.

Accountability

We believe that we are showing our accountability and transparency to our members in the following ways:

- Advisement of our AGM date well in advance and notified via our Mailchimp newsletter and Greerton Business Page.
- Make available our detailed, audited accounts annually, on time and without reservation.



- Advise our members of Committee members names and contact details as proposed and seconded at our AGM.

To date our accountability to TCC has been via the presentation of our audited annual accounts and twice-yearly reporting via a TCC provided template.

How can we improve this accountability?

- By showing how our Annual Business Plan aligns with TCC's long term plan – we are unsure of this and have requested clarification from Kendyl Sullivan.
- Budget – by showing how this aligns with our Business Plan.
- Create three KPI's to be reported to TCC during the six-monthly reports.

Our strategic plan to cover this:

- Our vision is to enable Greerton Village business area to thrive and grow economically.
- Our values are to use our integrity and expertise to assist in this process.
- Desired outcomes: to continue to run events and promotions that enhance the shopping experience in Greerton.
- At this time GVCA does not have a 3 -5-year strategic plan

We will be accountable to both our members and to TCC, by initiating the following KPI's:

- Reporting on estimated crowd attendance at our events as much as we can – the provision of pedestrian counters would help considerably with this.
- Increasing business participation in our promotions.
- Confirming that we have processes in place to ensure our membership databases are kept up to date – as previously mentioned, part of the new assistant's role.
- Foster and support growth in art & culture via our annual Yarn Bombing.
- We will create and deliver a "Welcome Pack" to all new businesses.

Event & Promotional Plan for 2022/2023

June/July 2022: Mid-Winter Madness Shop N Win Promotion

Actions: To encourage shop local, prize money must be spent back with participating businesses – offering a good chance of a "payback" spend.

Prize is split between three winners of \$2500, \$1500 and \$1000 – all to be spent back with participating businesses.



Results: Number of participating businesses, number of entries, feedback from participating businesses, review of results.

July/August 2022: Yarn Bombing – “Love our Earth”, “Aroha ki Papatuanuku” installations

Actions: To create a vibrant, fun look for our village during winter when our trees are otherwise naked. Public voting enables our community to vote for their favourite tree, which in turn benefits local Charities who receive cash prizes, as well as the creators and knitters, who also receive cash prizes (sponsored) to encourage further participation.

Results: Number of trees yarn bombed, number of online votes and manual votes. Feedback from Yarn Bombers and the public.

September 2022: Cherry Blossom Festival & GV School Gala, in association with Custom Street Cars Show

Actions: To facilitate and deliver a one day event, celebrating our beautiful Cherry Trees. This runs in conjunction with GV School Gala Day and Custom Street Cars Show held in a closed off Chadwick Road. A fun day for people of all ages, free event, supports local school and encourages visitors to Greerton who may not otherwise travel here.

Results: Event held, number of people estimated at event, feedback from attendees, school & car club.

November 2022: Giant Christmas Hamper Promotion

Actions: Engage customers with a shop n win – enter to win one of three gift hampers for Christmas. Encourages Shop local with a possible benefit to shoppers.

Results: Number of participating businesses, number of entries, feedback from businesses and community.

November/December 2022: Christmas décor

Actions: Erect Christmas Tree in the Village Square and Christmas lights on our trees

Results: Feedback from community and wider community. Review annually.

December 2022: Christmas around the Tree

Actions: Alternate years of locals performing, against professionals (in recent years Jaqui Clarke, The Topp Twins, Marian Burns).

Very much a local “feel good” event, promoting a free family friendly evening for our community. Encourage retailers to remain open later.



Results: Event held, estimated crowd numbers. Feedback from businesses and the public.

January 2023: Roving Entertainers

Actions: Short sharp, fun entertainment around the village in the school holidays. Entertainer interacts with both the public and shop owners.

Results: Kids and parents engaged, feedback from businesses.

February 2023: Vintage, Retro & Steampunk Fayre

Actions: To hook onto the popular Vintage theme, now with a strong support from local Steampunkers. We charge a small fee for market stall holders in the GV school grounds and donate a percentage back to the school. Another family, fun day to encourage foot traffic to Greerton to the market, the shops and cafes. Interact with public with Best Dressed to Theme prizes.

Results: Event held, number of stall holders, estimated number of attendees, feedback from businesses and from the community.

February 2023: Julio the Latin Lover

For Valentine's Day, Julio will travel around Greerton on his unicycle, handing out chocolate hearts to the public.

Actions: Another short, sharp roving street entertainer, engaging with shoppers and retailers alike.

Results: Public engagement, feedback from businesses.

April 2023: Easter Egg Trail and Easter Bunny

Actions: To encourage the public to take a trip around Greerton with their kids, grandkids etc whilst they complete entries to win chocolate eggs. Many windows will be viewed with sales that may not otherwise have happened.

The Easter Bunny will travel around Greerton on his unicycle handing out min chocolate eggs to the public.

Results: Number of participating businesses, number of entries received. Feedback from public and businesses.

May/June 2023: "What matter most" collaborative marketing campaign with Downtown Tauranga



Actions: Following from two earlier campaigns designed to bring the human face of business to the forefront by promoting individual businesses from our two Main Street areas via press, digital and radio.

Results: Feedback from businesses features and commentary from the public. Raised awareness of specific businesses in Greerton.

As this completes our financial year and is supposed to be an annual plan, the following is a very simple brief of what may happen between July – November 2023.

- **July/August** – Yarn Bombing with a theme yet TBA
- **September** – Cherry Blossom Festival
- **November** – Giant Christmas Hamper, Lights & Santa

Business Continuity Planning & Risk & Conflict

To cover this off, we believe that the majority of information required to continue our role, in the event of an accident, major event etc. is contained in our Operations Manual which is held both in the GVCA office and with our Chair. It is very current, having just been update in June 2022.

Risk & Conflict. Currently nothing official so have now added to our Agenda template: “Doe’s anyone have any conflicts of interest or risks to state”

Financials

We provide Financial Reports at our half yearly monitoring reporting to TCC – either full financials at the end of the financial year or Actual Vs Budget at the mid-year reporting.

Annual accounts are audited in a timely manner and become available to members at our AGM in November and at any other time on request.

Our Audited Annual Accounts are filed with the Companies Office, Incorporated Societies pages and are available for public perusal.

Our budget for the financial year 2022 – 2023 is attached with this Business Plan

1 July 22 - 30 June 2023 Greerton Village Community Association July 2022 to June 2023													
Account	Jul-2022	Aug-2022	Sep-2022	Oct-2022	Nov-2022	Dec-2022	Jan-2023	Feb-2023	Mar-2023	Apr-2023	May-2023	Jun-2023	Total
Income													
Grants Received (201)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Levy Income (200)	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$141,406.00
Depreciation Recovered (479)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Income For Promotions (202)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Income	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$141,406.00
Gross Profit	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,703.00	\$0.00	\$0.00	\$0.00	\$141,406.00
Other Income													
Capital Gain on Disposal of Asset	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GV Branded Bags (GV Bags)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Interest Received (274)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Income (279)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Other Income	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Less Operating Expenses													
Accident Compensation Levy (28)	\$0.00	\$0.00	\$0.00	\$254.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$254.00
Accountancy Fees (287)	\$253.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$220.00	\$2,673.00
Advertising (289)	\$0.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$0.00	\$2,000.00	\$0.00	\$6,000.00
AGM Expenses (290)	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00
Audit Fees (295)	\$1,122.00	\$0.00	\$0.00	\$0.00	\$1,122.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,244.00
Bad Debts (300)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Bank Charges (302)	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00	\$0.00	\$0.00	\$10.00	\$0.00	\$0.00	\$30.00
Business After \$ (304)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Commissions (310)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Computer Expenses (313)	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$115.00	\$1,265.00
Conference Expenses (315)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Consultancy (317)	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$600.00
Depreciation (477)	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$1,200.00
Distribution - Shopping Guide (32)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Donations Paid (321)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,200.00
Entertainment (327)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Extraordinary Items (491)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
General Expenses (335)	\$25.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$135.00
General Prizes (336)	\$20.00	\$0.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00	\$20.00	\$0.00	\$0.00	\$20.00	\$100.00
Insurance (340)	\$790.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$790.00
Interest Other (359)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Legal Expenses (376)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00
Loss on Sale of Fixed Assets (47)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Meeting Expenses (401)	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	\$180.00
Minor Assets (402)	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$240.00
Motor Vehicle Allowance (412)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Motor Vehicle Expenses (410)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Non Deductible Expenses (485)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Expense (425)	\$60.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$280.00
Plant & Equipment Hire (428)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Postage (429)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$0.00	\$0.00	\$0.00	\$25.00
Printing, Stamps & Stationery (43)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Promotional Expenses (435)	\$4,000.00	\$2,000.00	\$5,000.00	\$2,000.00	\$4,000.00	\$5,000.00	\$2,000.00	\$2,000.00	\$4,000.00	\$3,000.00	\$3,000.00	\$4,000.00	\$40,000.00
Rent (441)	\$280.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$285.00	\$3,415.00
Repairs & Maintenance (450)	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$120.00
Rubbish Removal (452)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00
Staff Expenses (457)	\$12.00	\$0.00	\$0.00	\$0.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$108.00
Staff Training (458)	\$25.00	\$0.00	\$0.00	\$0.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$225.00
Storage (459)	\$182.00	\$182.00	\$182.00	\$182.00	\$182.00	\$182.00	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	\$195.00	\$2,262.00
Subscriptions (462)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$300.00
Tax Expense (480)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Telephone, Tolls & Internet (464)	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,800.00
Tools & Equipment (466)	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00	\$240.00
Travel Local (469)	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00	\$360.00
Wages & Salaries (475)	\$6,258.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$5,300.00	\$64,558.00
Website Expenses (474)	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	\$660.00
XERO Subscription (476)	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$26.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$29.00	\$330.00
Total Operating Expenses	\$13,643.00	\$8,633.00	\$11,623.00	\$10,857.00	\$12,092.00	\$11,680.00	\$8,736.00	\$12,256.00	\$10,731.00	\$9,696.00	\$11,686.00	\$10,591.00	\$132,224.00
Total Expenses	\$13,643.00	\$8,633.00	\$11,623.00	\$10,857.00	\$12,092.00	\$11,680.00	\$8,736.00	\$12,256.00	\$10,731.00	\$9,696.00	\$11,686.00	\$10,591.00	\$132,224.00
Net Profit	-\$13,643.00	-\$8,633.00	\$59,080.00	-\$10,857.00	-\$12,092.00	-\$11,680.00	-\$8,736.00	-\$12,256.00	\$59,972.00	-\$9,696.00	-\$11,686.00	-\$10,591.00	\$9,182.00



Mainstreet Monitoring Report

Mount Business Association

Reporting Period: January 2022 to June 2022

In Summary:

The last 6 months have been a rollercoaster, navigating more covid restrictions and mandates, staff shortages topped with widespread covid in the community, staff isolating resulting in business closers. We are proud to say our members have stuck it out, and came back in full swing once restrictions eased again for a great Easter, Anzac and Matariki long weekends.

Winter at the Mount is always slower, which is to be expected, we are taking this time to upskill our members with a winter event series, fine tuning our processes and continue to work on our new website so we are ready for launch.

The support and knowledge we have received from Kendyl in the past few months has been so beneficial to our organisation's growth and development.

In Review:

Key Events & Activations

Activity	Purpose	Result / Outcome
Sponsorship of Jazz at the Mount event as part of Tauranga Jazz Festival.	Bring the Tauranga Jazz Festival to the Mount, encourage people to visit the Mount and stay longer.	Free day concert, with 6 bands, held in Porotakataka on Friday 24 th June, Matariki Public holiday. Great turn out throughout the day, with a rolling crowd of approx. 250 from 11am – 3pm. There was a great vibe down the street with families visiting Matariki Ki Mauao as well as the Jazz Festival. Really positive feedback from members with increased trade during the day on par with a summer's day.

Matariki Education Posters	Education poster created to provide an overview of Matariki and also the events happening at the Campground for Matariki Ki Mauao.	With support from Te Puna I Rangiriri Trust, two large posters installed down the Mainstreet for a period of 3 weeks in two visible locations. See appendix 1.
Sunday Cinema – Girls Can't Surf documentary	An event to add vibrancy to our street, encourage people to come down the Mount and stay longer	Free public outdoor movie, held at Mt Drury on Sunday 8 th May (Mothers Day), with approx. 300 people in attendance, a great turn out with positive feedback from the attendees, and increased takeaway trade for members. Pre event promotion of members and giveaways for attendees.
Micro Activations - Mini putt in Porotakataka (6 days) - Mount Music Trail in conjunction with Mount Festival of Sport - Easter Fri and Sat music & games in Porotakataka - Easter themed Sunday market - Anzac Day Circus Workshop in Porotakataka - International Record store day DJ and face painter	Focus on smaller activations which add vibrancy to the street	We have had great success with our micro activations throughout the year at different locations down the street. To note, the free circus workshop held on Anzac Monday drew a crowd of approx. 150 people for the duration of the activation (3hrs) Live music and games in Porotakataka over Easter worked really well, it is great to see the park fill up with people enjoying the space.

Key Initiatives

Activity	Purpose	Result / Status / Outcome
2022-23 Annual plan	Provide direction for the next 12 months	Alongside our annual plan, we have also created a project plan to assist with planning, progress will be reported on at Board meetings – attached to this report. This is a working document.
Welcome to Paradise campaign - video creation	Create 4 x videos, one per target audience, to be used to promote our new website and drive web traffic to the site.	4 x videos have been created and we are really happy with result, we are looking forward to pushing them live with website launch.

New website build	Revamp our online profile to showcase our members and offering down the street.	This has taken a little longer than expected, we are in the final stages and hope to push this live in August, with a launch event in September for our Members.
AED Installation	Mount Community Hall was identified as a high risk area and should have an AED close by.	MBA upgraded an old AED, and purchased a 111 public lock box and installed this on the outside of the Community Hall for public access.

Key Member events & communication

Activity	Purpose	Result / Status / Outcome
Member EDM newsletter	Keep members up to date with news and events	9 emails have been sent, with an average of 52.1% open rate, our most recent being 56.7%,
Member events	Networking and upskilling opportunities for members.	<p>Two events have been held:</p> <p>Off the Clock networking event in January, with 20 members attending this event. After this event we paused member events due to Covid and risk of staff becoming sick.</p> <p>Reusable Packaging seminar in June. This event was to start the conversation around reusable packaging solutions for our business, specifically hospitality with reusable cup system. We had 24 people attend this event, a mix of members, TCC and TBOP staff. We are looking to hold a follow up event to help drive buy in for a reusable cup scheme.</p>

Financials:

Kim Renshaw has departed as Treasurer as she has moved off the street, we are in the process of engaging a paid external treasure.

Our Auditors will be completing 2021 and 2022 accounts at the same time, with the aim of having these submitted to TCC by 30th September. These will be signed off at our October AGM.

We finished the financial year \$15k over on our annual budget, this was expected and absorbed by our built-up funds.

Areas of Concern:

Issue	Explanation	Status
Street safety. Recent break ins down the street. Rise in ram raids which have now hit the Bay of Plenty	General unease and stress for members.	We hosted an Emergency Management and Street Safety event for members, of which key concerns have been raised and we are working with key stakeholders- TCC, Police and First Security - to provide suggestions of actions members can be taking as well as changes we can advocate for down the street. The Association has contracted a local security company to do nightly patrols of the street. They are also supporting us with street safety initiatives.
Street cleaning (ongoing issue)	Cleaning schedule and footpath scrub details to be advised.	Kendyl has set up meeting with contract lead to try and get answers. Very keen to be across this in the lead into Cruise Ships and summer season.
Graffiti	We have seen an increase in graffiti down the street. We are trying to get on top of it as soon as it appears.	Logging as many jobs on Antenno app as possible, had great response from TCC contractor who manages this, normally gone the next after job logged.

Looking Ahead:

- We are in the contract stages of hiring a Digital Marketing Manager, this is a role of 5 hours a week.
- Our next member event will focus on mental health of our business owners and managers, this is a significant issue at the moment and an area we feel needs to be addressed.
- Awaiting the return of the cruise ships and what this looks like for the street / region.
- We are looking forward to hosting an outdoor cinema for Aims Games, as well as the return of the ice skating rink for the October school holidays and promotions around this.
- We are looking forward to launching our new website and Welcome to Paradise videos.
- We are excited about getting new multi-model cameras down the Mainstreet this financial year, so we can track pedestrian count trends.

Appendix 1.

Matariki Decal Window Posters (3m wide x 1.5m high)

MATARIKI 2022

Tupu-ā-rangi Heavenly Treasures

Te Kāhui Matariki The Matariki Cluster

The Matariki star cluster contains hundreds of stars - according to Dr. Rangī Mataamua (of Ngāi Tahu iwi), there are only nine stars visible to the naked eye. Each of these nine stars has a distinct story and significance in Māori culture, however each tribe (iwi) around Aotearoa have different knowledge systems based on Matariki and it's right to acknowledge all versions. For example, according to local Master Navigator, Jack Thatcher, Tauranga typically can only see 6 to 7 stars in the Matariki cluster, mostly due to where we are placed along the coastal area of the East Coast.

What is Matariki?

Matariki is the Māori name for the cluster of stars, that rises in midwinter for many Māori, heralds the start of the new year.

The star cluster is well known throughout the world and at different times of the year can be seen around the globe. It is one of the brightest clusters in the sky, containing hundreds of member stars.

Matariki has different names around the world. In English, it is called by its ancient Greek name, Pleiades or the Seven Sisters. In Hawaiian it is Makali'i, 'eyes of royalty', and in Japan it is Subaru, meaning 'gathered together'.

What is the significance of Matariki?

The rise of Matariki signals the Lunar New Year. It is a time to acknowledge the year past, celebrate the present and plan and prepare for the year ahead.

Historically, the stars were closely tied to planting, harvesting and hunting. If the stars appeared clear and bright, it signified an abundant season ahead.

When is Matariki?

Matariki takes place in mid-winter from late May to early July. The dates vary according to tribes and geography.

This year, the first public holiday to celebrate Matariki will be on Friday 24th June, marking the appearance of the constellation. The best time to view the Matariki cluster is early morning, just before dawn.

Tauranga Māori, like many other regions, observe Matariki differently from other areas in Aotearoa - Matariki can be seen rising from the horizon on the 2nd of June, signifying the Māori New Year here in Tauranga Māori.

How to celebrate Matariki

Traditionally, Matariki festivities included lighting ritual fires, making offerings, and celebrations of various kinds to farewell the dead, honour ancestors and celebrate life.

Nowadays, people all across Aotearoa come together to remember their ancestors, share food, sing songs, tell stories and play music. Matariki is about reconnecting with your home and whānau.

Matariki Events

Join Te Puna i Rangiriri Trust at Matariki Ki Hāuau 2022, with events open to the entire community. For more information on these events follow:

@TPRTTrust on Facebook

Monday 20th & Wednesday 22nd of June
Hāuau Summit, 5.45am

Matariki Observations - Te Takarua o Te Iā
The Governor-General's Morning ritual with Pāo Teongari, Jack Thatcher.

Friday 24th of June
Opening of the New Year & Rangī on Hāuau Summit
Hosted at Hāuau Summit, 11.45am

Matariki Open Community Day
Hāuau Campground, 8.00am start

'The Navigators' International Evening
Hāuau Campground, 7.45pm start

For more local events visit mytauranga.co.nz/matariki or follow Matariki Tauranga Māori 2022 on Facebook @matarikitaurangamaori



Profit and Loss

Mount Mainstreet Inc. T/A Mount Business Association For the year ended 30 June 2022

	2022
Trading Income	
Cleaning Contract	20,508.65
Events/Funding	3,042.61
Farmers Market stallholder fees	12,399.39
Interest Income	14.82
Other Revenue	5,751.75
Targeted Rate	188,550.01
Total Trading Income	230,267.23
Cost of Sales	
Christmas Decorations	9,443.29
Cleaning/event expenses	358.42
Events - Christmas Festival	7,639.08
Events - Cinema	9,223.25
Events - Farmers Market - Marketing	2,574.28
Events - Farmers Market Musicians	2,890.00
Events - Farmers market site manager	6,469.77
Events - Farmers Market Site Rental	3,826.10
Events - Farmers Market waste	3,004.37
Events - Member Events	1,363.23
Events - micro-activations	9,371.02
Events - Music	10,924.06
Events - school holiday activations	7,769.35
Events/Promotions - other	2,916.71
Total Cost of Sales	77,772.93
Gross Profit	152,494.30
Operating Expenses	
Accounting	2,491.80
Advertising - generic	4,457.10
Advertising - Social Media	2,909.42
Advertising/Marketing Targeted campaign	5,590.36
Bank Fees	228.23
Computer & Office Equipment Expenses	2,313.60
Consulting	3,103.28
Contractor - Destination Marketing Manager	63,659.26
Contractor - governance/operations	25,671.14
Contractor - non GST	450.00
Entertainment	1,577.18
General Expenses	335.67
Health and Safety	1,761.65
Insurance	2,205.30

Profit and Loss

	2022
KiwiSaver Employer Contributions	526.17
Legal expenses	3,869.24
Office Expenses	272.11
Printing & Stationery	447.87
Rent	8,021.40
Repairs and Maintenance	634.79
Salaries & Wages	12,871.00
Salaries & Wages - Cleaning	17,973.49
Software & Subscriptions	1,699.80
Storage Containers	4,806.06
Telephone & Internet	437.82
Total Operating Expenses	168,313.74
Net Profit	(15,819.44)

Balance Sheet

Mount Mainstreet Inc. T/A Mount Business Association

As at 30 June 2022

30 JUN 2022

Assets

Bank

97 Business Transaction Account	1,071.26
Bonus Saver	12,711.67
Business Transaction Account	207,971.04
Online Bonus Saver	664.30
Total Bank	222,418.27

Current Assets

Accounts Receivable	1,146.49
Total Current Assets	1,146.49

Fixed Assets

Less Accumulated Depreciation on Plant & Equipment	(89,752.18)
Lights	5,190.00
Plant & Equipment	133,970.20
Website - asset	26,847.82
Total Fixed Assets	76,255.84

Total Assets	299,820.60
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Liabilities

Current Liabilities

Accounts Payable	2,383.88
GST	(7,694.71)
Holiday Accrual	2,594.58
PAYE Payable	(126.30)
Rounding	0.34
Suspense	(3,896.00)
Term Investment	0.73
Wages Payable - Payroll	16,113.91
Total Current Liabilities	9,376.43

Total Liabilities	9,376.43
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Net Assets	290,444.17
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Equity

Current Year Earnings	(15,819.44)
Member Funds- Opening Balance	251,632.77
Retained Earnings	54,630.84
Total Equity	290,444.17



Mount Business Association Annual Business Plan 2022-23

EXECUTIVE SUMMARY

The Mount Business Association is allocated a targeted rate from Tauranga City Council annually. This rate is paid by the Association's members in their annual rates and is used in part to promote the main street of Mount Maunganui, to drive revenue back to its members.

This Annual Business Plan outlines how the targeted rate will be spent for the 2022-23 financial year. This plan will be executed by the Destination Marketing Manager, with the guidance of the Operations Manager and approval of the Board.

An ongoing focus for 2022-23 is Member Engagement, continuing to get to know members, rebuild trust and engage them with activities and promotions. We are excited to be launching our new website which has a member portal, where we can share information and communicate with members. Members can take ownership of their profile and create their own content for the public facing site. We will reinstate member networking events (paused due to COVID), as well as hosting training sessions, continue with our EDM and hitting the streets for face-to-face meetings.

Now more than ever, our business community needs promotion, events, and activations to bring a vibrancy to our main street, to attract customers in, and encourage them to stay longer. We will continue to focus on family friendly events as these are very popular with our target audience and they bring crowds. We will also increase our online advertising activities, directing traffic to our new website.

Operationally, we will continue to improve our processes to ensure the smooth running of the organisation. A key project this year is the development of our strategic plan in consultation with our members, which will be implemented from July 2023.

Tauranga City Council's ethos is 'putting the community at the heart of everything we do', this aligns with our vision, values and objectives for the Mount Mainstreet.

This plan will take us from July 2022 through to October 2023, at the next AGM, where the next annual plan will be approved.

VISION

Mount Maunganui Mainstreet; a unique and lively downtown that enriches the business community, embraces history, celebrates the arts, preserves our natural environment. A Mainstreet which promotes vibrancy, to instill a 'sense of place' in our community and a destination people want to visit.

MISSION

Mount Mainstreet to continue to grow and develop through our continued support of our local business members.

VALUES

Nature – preserve, respect and care for our natural environment

Vibrancy – create an environment which excites people, to make them stay longer and return

Community – to build a well-connected community of members and our local Mount community.

Passionate – about our place, our members, and our community.

Approachable – an open-door policy for our members to engage with the Association and feel represented.

Professional – represent our members in a professional manner through all forms of activities undertaken.

Improvement – continually trying to improve the way we operate, communicate, and deliver benefit to our members.

GOALS

A hyper local approach, positioning Mount Maunganui and the Mainstreet as the go to destination locally, to live, work, play, shop and eat.

1. Increase the number of people/foot traffic coming to the Mainstreet.
2. Hero for our members; through their products and service offering.
3. Grow 'Mount Mainstreet' brand awareness.
4. Create a fun and vibrant atmosphere in the Mainstreet.

OBJECTIVES

As stated in the Association's constitution.

1. To **assist and guide** the development and advancement of the **commercial interests** of business people and businesses in Mount Maunganui through a **co-ordinated and structured communications, marketing and economic development programme**.
2. To **foster and promote generally the welfare of the business community** of Mount Maunganui, and, in particular, to **provide a forum for networking and collaboration of members**.
3. To enhance the safety and security of Mount Maunganui and to **attract and retain business** in an effort to **drive employment growth and economical, social, cultural and environmental wellbeing**.
4. To **capitalise on the unique assets and profile of Mount Maunganui** and to use that as a means of establishing an identity and positioning for the area.
5. To **make arrangements with and/or advocate** to the Government, local authorities and/or persons, corporations or associations for **the improvement of amenity, streetscapes, utilities, transport, services or other infrastructure, and for lighting, surfacing, security and cleaning in the business area of Mount Maunganui**.
6. For the purposes and objects stated in these Rules, to administer in conjunction with the Council, the Mount Maunganui Targeted Rate.
7. To do all things as are, or may be incidental to, or conducive to, the attainment of these objects.

KPI's

Focus area: Member Engagement

KPI: Increase member engagement and satisfaction with the Association

Measures:

- Attendance at member events
 - Percentage of new attendee's vs those who have attended an event before
- Member EDM open rate
- Engagement with new website member portal
- New members to street inducted on the Association in a timely manner

Focus area: Governance

KPI: Effectivity govern our organisation in line with our constitution and ensure a balanced board.

Measure:

- Full Board membership, covering all categories of business sectors
- Hold AGM with quorum
- Financials audited and submitted on time
- Development of Strategic Plan in consultation with members

Focus area: Vibrancy

KPI: Create a vibrant and inviting environment down the street to drive an economic return.

Measure:

- Number of events and activations held
 - Estimated number of attendees at each event / activation
- Spending trends across sectors in the Mount region (*data to be provided by Priority One*)
- Engagement through online marketing and promotions

BUDGET | ANNUAL TARGETED RATE

Income	
Farmers Market stallholder fees	\$19,567.44
Targeted Rate	\$188,556.00
Total Income	\$208,123.44
Less Cost of Sales	
Christmas Decorations (install only)	\$5,500.00
Events – Cinema	\$9,000.00
Events – Farmers Market Musicians	\$4,999.92
Events – Farmers market site manager	\$9,999.96
Events – Farmers Market Site Rental	\$4,359.96
Events – Jazz Festival	\$10,020.00
Events – Member Events	\$1,272.00
Events – micro-activations	\$10,000.00
Events – school holiday activations	\$15,000.00
Total Cost of Sales	\$70,151.84
Less Operating Expenses	
Advertising – social media	\$8,500.00
Advertising/Marketing – Visitor guide	\$2,520.00
Advertising/Marketing Targeted campaign	\$6,000.00
Audit Fees	\$9,000.00
Contractor – Destination Marketing Manager	\$72,000.00
Contractor – governance/operations	\$8,400.00
Storage Containers	\$6,300.00
Total Operating Expenses	\$112,720.00
Less Overheads	
Accounting	\$3,600.00
Bank Fees	\$240.00
Consulting	\$3,000.00
Insurance	\$5,004.00
KiwiSaver Employer Contributions	\$120.00
Office Expenses	\$600.00
Printing & Stationery	\$600.00
Rent	\$6,780.00
Repairs and Maintenance	\$2,040.00
Salaries & Wages	\$1,200.00
Software & Subscriptions	\$1,680.00
Telephone & Internet	\$180.00
Total Overheads	\$25,044.00
Total Expenditure	\$207,915.84
Net Profit	\$207.60

BUDGET | BUILT UP FUNDS

Income	
Carry forward funds as at 1 st July 2022	\$200,000.00
TOTAL	\$200,000.00
Spend approved from 2021-22 budget but not spent*	
Member upskilling	\$6,000.00
Website (rolled over balance, propose to use for job listing page)	\$2,500.00
Furniture	\$15,000.00
Signage	\$10,000.00
Flavours of Plenty (propose to allocate at event/advertising spend)	\$10,000.00
2022-23 proposed spend	
Strategic Plan	\$7,000.00
Health & Safety: Street Safety	\$15,000.00
Litter reduction - street clean up initiative	\$3,000.00
H&S policy and procedures review	\$600.00
HR policy and procedures review	\$600.00
Christmas Decorations – wreath revamp	\$4,500.00
Events – Christmas Festival (One day street festival (no street closures))	\$4,000.00
Advertising	\$5,500.00
TOTAL	\$83,700.00
Carry forward funds	\$116,300.00

*This spend was approved at 2021 AGM, but not spent in the 2021 financial year. Carrying these spends over to 2022 financial year.

INITIATIVES

OPERATIONS, COMPLIANCE & ADVOCACY

Activity	Actions	Success Criteria
Strategic Plan (3–5-year plan)	<ul style="list-style-type: none"> Currently MBA does not have a long-term strategic plan Develop strategic plan with consultation from members Consultation through a planning workshop and survey Engage external facilitator to support this process 	<ul style="list-style-type: none"> Strategic plan developed and implemented in July 2023
Advocacy	<ul style="list-style-type: none"> Continue to advocate in the interests of businesses on our Mainstreet Continue to submit feedback on behalf of businesses Advocate for services down the Mainstreet to be up to a high standard in terms of pavements, cleaning, gardens, transportation 	<ul style="list-style-type: none"> Advocate on changes in bylaws and other proposal by Council Continue to feedback issues relating to our Mainstreet cleanliness
Dissemination of Information	<ul style="list-style-type: none"> Continue to send out mass emails with information important to our members Attend community / Council meetings that are relevant to objectives of MBA Key information about MBA to be accessible on website for public to view 	<ul style="list-style-type: none"> Number of meetings attended, where knowledge is gained Responses to mass email and open rate Encourage people to 'like' our Facebook and Instagram page and disseminate information through social media (if appropriate) Increase number of website visits
Health & Safety	<ul style="list-style-type: none"> Ensure compliance with Health & Safety legislation Engage consultant to review health and safety to ensure compliance Street safety; investigate what options are available which ensure our members and public are safe. 	<ul style="list-style-type: none"> Health and safety policy up to date Health and safety reviewed with board regularly Safety options reviewed; decision made.

Business continuity and risk register	<ul style="list-style-type: none"> Develop a business continuity plan and risk register 	<ul style="list-style-type: none"> Plan and register developed
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PLACEMAKING

Activity	Actions	Success Criteria
Mount Mainstreet Entrance	<ul style="list-style-type: none"> Revitalise the look and feel of the Mount Mainstreet entrance on Maunganui Road (Cnr Tawa St & Maunganui Road) 	<ul style="list-style-type: none"> Project completed
Shade in Te Papa o Ngā Manu Porotakataka	<ul style="list-style-type: none"> Advocate for shade to be installed park Work with TCC Parks team to use of park 	<ul style="list-style-type: none"> Shade installed
Mural(s)	<ul style="list-style-type: none"> Advocate and facilitate with TCC for new artwork to be installed down the Mainstreet 	<ul style="list-style-type: none"> New murals completed on public facing wall
Pedestrian Counters	<ul style="list-style-type: none"> Advocate to get pedestrian counter(s) installed down the Mount Mainstreet 	<ul style="list-style-type: none"> Pedestrian counter installed.
Street Flags	<ul style="list-style-type: none"> Work with TCC to get the flag poles on the streetlights fixed so these can be used for event promotions 	<ul style="list-style-type: none"> Street flag poles fixed

MEMBER FOCUS

Activity	Actions	Success Criteria
Networking events & Workshops	<ul style="list-style-type: none"> • Provide opportunities for business to network and learn • Advise businesses of opportunities to network or learn • Host bi-monthly informal member networking events “Off the Clock” 6 x per calendar year • Deliver 4 x member upskilling events 	<ul style="list-style-type: none"> • Events held • Number of attendees • Member feedback • Number of networking opportunities promoted
Landlord communications	<ul style="list-style-type: none"> • Review and update landlord database 	<ul style="list-style-type: none"> • All landlords contact details received • Contact made with all landlords
Engagement	<ul style="list-style-type: none"> • Continue to increase member engagement • Promote the advantages of engagement with MBA • Share achievements of MBA • Utilise Committee members as advocates for their industry 	<ul style="list-style-type: none"> • Continue to visit members and provide welcome pack to new members / owners • Keep database up to date • Give regular updates via members communications
Access to sales data	<ul style="list-style-type: none"> • Gain access to monthly sales data through TCC / Priority One / TBOP 	<ul style="list-style-type: none"> • Monthly sales data reports received and shared with members
Onboarding pack for new members	<ul style="list-style-type: none"> • Create a ‘Welcome’ pack for new members, which provides an overview of the Association and how we can support their business. • Hand delivered to all new members in a timely manner • Members sign up form to capture their details 	<ul style="list-style-type: none"> • Welcome pack created and distributed. • Member sign up form created and completed by new members.

COMMUNICATIONS, MARKETING & PROMOTIONS

Activity	Actions	Success Criteria
Communications and advertising strategy	<ul style="list-style-type: none"> • Develop annual communication and advertising strategy for consistency in delivering information to members and the public • Promote Mount Business Association to our members • Interact with the public to increase awareness of local business capabilities, events and promotions that are available • Market Mount Maunganui as a destination to visit • Update member listings • MBA information and plans available for members to view 	<ul style="list-style-type: none"> • Communication strategy planned and implemented • Advertising strategy planned and implemented • Member engagement increases • Member database up to date • Annual business plan available for members to view • New strategic plan available on website to view
Website	<ul style="list-style-type: none"> • Promote new website and drive public interaction • Load all members businesses on to site • Share member promotions, event and sales • Investigate google ad-words and SEO marketing for website 	<ul style="list-style-type: none"> • Increased visits to site • 100% of members businesses loaded on to website • Number of members utilising the promotions function of website • Decision made on ad-words and SEO marketing
“Welcome to Paradise” Campaign	<ul style="list-style-type: none"> • Roll out digital campaign using promotional videos created • Drive traffic to website from campaign • Promote Mount Maunganui as a destination to visit 	<ul style="list-style-type: none"> • Promotion developed and delivered • Number of click through traffic to website from campaign
Build public EDM database	<ul style="list-style-type: none"> • Increase customer email database to receive a monthly EDM • Send monthly EDM 	<ul style="list-style-type: none"> • Number of emails in database • EDM open rate

Visitor guide (revamp)	<ul style="list-style-type: none"> Refresh the visitors guide and take it online – make this available to download online from website or QR codes down the Mainstreet 	<ul style="list-style-type: none"> Visitor guide completed and available to download online Number of click throughs
Social Media Marketing	<ul style="list-style-type: none"> Identify opportunities for promotion of the Mount Mainstreet and surrounding areas Investigate using social media influencers to encourage people to try local businesses Share member content 	<ul style="list-style-type: none"> Increasing number of followers Engagement on posts
Facebook & Instagram giveaways	<ul style="list-style-type: none"> Continue to develop and maintain social media promotions Look at opportunities to engage followers and keep them interested using new and different promotions Share member promotions 	<ul style="list-style-type: none"> Number of promotions run Number of participants involved Number of members participating Number of 'likes' on Facebook and 'follows' on Instagram and general engagement.
Rewards in Paradise Programme	<ul style="list-style-type: none"> Roll out monthly digital rewards programme Each month release new set of rewards to claim Encourage people to try new businesses down the Mainstreet 	<ul style="list-style-type: none"> Programme launched On-going increase in programme users Number of members participating in programme
Outdoor digital information kiosk	<ul style="list-style-type: none"> Investigate cost of an outdoor information kiosk to help with way finding, especially with cruise ship season approaching. 	<ul style="list-style-type: none"> Supplier found and quote received Decision made on kiosk
Promotional videos	<ul style="list-style-type: none"> Video utilised as a tool in our advertising campaigns to put a focus on our local business, what is available in Mount Maunganui, promotions and events. 	<ul style="list-style-type: none"> Number of videos developed Number of views from each video Feedback from businesses
Member on-boarding pack	<ul style="list-style-type: none"> Create a new member on boarding pack which outlines who MBA is, what we do and how we can support their business. 	<ul style="list-style-type: none"> Pack created and distributed to all members New members receive their pack in a timely manner

Member communications plan	<ul style="list-style-type: none"> • Send out regular EDM to member database via Mailchip • Visit members face to face at their business 	<ul style="list-style-type: none"> • EDM sent at least once a month • Open rate of EDM • Feedback from members
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EVENTS/ACTIVATIONS

Activity	Actions	Success Criteria
Mount Mainstreet Urban Market	<ul style="list-style-type: none"> • Facilitate the running of our Sunday market • Encourage people into the Mainstreet and to stay longer • Create a vibrant environment for our community • Drive engagement via social media • Encourage association members to host a pop-up stall at market 	<ul style="list-style-type: none"> • Event held every Sunday (<i>except Christmas Day, or unless rained off</i>) • Number of stalls attending • Number of member stalls • Feedback received from attendees, stall holders and surrounding businesses • Number of people estimated to have visited • Number of followers on social media
School Holiday Events	<ul style="list-style-type: none"> • Provide a school holiday event during October 22 and April 23 school holiday period • Create a fun, interactive and vibrant environment for a wide range of ages. • Encourage people into the Mainstreet and to stay longer • Promote Mount Maunganui as a destination to visit 	<ul style="list-style-type: none"> • Events held • Number of people estimated to have visited and participated • Feedback received from attendees and surrounding businesses
Outdoor Cinemas	<ul style="list-style-type: none"> • Provide 3 x outdoor cinemas for the year, including one for Aims Games social programme • Create a fun and vibrant environment down our Mainstreet • Encourage people into the Mainstreet and to stay longer 	<ul style="list-style-type: none"> • Events held • Number of people estimated to have attended • Feedback received from attendees and surrounding businesses

	<ul style="list-style-type: none"> Encourage people to dine at our takeaway restaurants 	
Christmas Festival	<ul style="list-style-type: none"> Provide a one-day free event during the December 22 holiday period Create a fun, interactive and vibrant environment for a wide range of ages. Promote Mount Maunganui as a destination to visit Encourage people to do their Christmas shopping down Mount Mainstreet by providing a festival and fun family atmosphere 	<ul style="list-style-type: none"> Event Held Number of people estimated to have visited and participated Feedback received from attendees and surrounding businesses
Beach and street clean up	<ul style="list-style-type: none"> Run 3 x beach and street clean ups throughout the year Audit litter found Encourage locals and business owners to participate and look after our environment Make the Mount beautiful 	<ul style="list-style-type: none"> Event held Decrease in litter found at each event Number of people to participate in event
Micro activations	<ul style="list-style-type: none"> Deliver 6 x micros activations during the year Eg. Live music, face painting Create a fun and vibrant environment for a wide range of ages. Encourage people into the Mainstreet and to stay longer 	<ul style="list-style-type: none"> Events held Feedback from surrounding businesses and public

PARTNERSHIPS

Activity	Actions	Success Criteria
Local Iwi	<ul style="list-style-type: none"> Build relationship with local Iwi/Hapu Work together to ensure Māori culture is respected and represented in our Mainstreet 	<ul style="list-style-type: none"> Consultation / collaboration / support on projects, events or activations
Mount Community Hall	<ul style="list-style-type: none"> Support Mount Community Hall and provide guidance where possible Hold a seat on Hall committee 	<ul style="list-style-type: none"> Number of committee meetings attended.
Partnerships with existing service providers	<ul style="list-style-type: none"> Develop and grow relationships with existing service providers; Little Big Events, V8 Tikes, Mauao Adventures to cross promote 	<ul style="list-style-type: none"> Number of cross promotions/ collaborations executed
Partnerships with key stakeholders	<ul style="list-style-type: none"> Develop and grow relationships with key stakeholders; Tourism Bay of Plenty, Priority One, Chamber of Commerce 	<ul style="list-style-type: none"> Consultation / collaboration / support on projects, events or activations
Tauranga City Council	<ul style="list-style-type: none"> Mount Spatial Plan; advocacy and support Feedback and advocacy on public amenities eg Coronation park, Porotakataka, public facilities (toilets, rubbish bins, and street furniture) 	<ul style="list-style-type: none"> Consultation / collaboration / advocacy / support on projects or initiatives.

SPONSORSHIP

Activity	Actions	Success Criteria
Tauranga Jazz Festival	<ul style="list-style-type: none"> Sponsor Tauranga Jazz Festival to come to the Mount Mainstreet Promote Mount Maunganui as a destination to visit Encourage people into the Mainstreet and to stay longer Create a vibrant environment for a wide range of ages 	<ul style="list-style-type: none"> Event held Number of people attending event Feedback from attendees and businesses

Event/Community Sponsorship	<ul style="list-style-type: none">Assist with local events and community project that align with the objectives	<ul style="list-style-type: none">Number of events supported
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CHRISTMAS

Activity	Actions	Success Criteria
Christmas Expenses & Decorations	<ul style="list-style-type: none">Continue to install, maintain and insure Christmas decorations	<ul style="list-style-type: none">Christmas wreaths installed
Tree lights	<ul style="list-style-type: none">Continue to maintain fairy lights in Norfolk Pine tree	<ul style="list-style-type: none">Tree lights in working order and turned on for key events.



MAINSTREET TAURANGA SIX MONTH REPORT TO TAURANGA CITY COUNCILPERIOD: **JANUARY – JUNE 2022****Our Purpose**

To attract more people to our developing and growing city centre who want to stay longer and spend more.

Our Mission

Externally – To initiate, facilitate and support events, activities, activations, and offerings that make our city centre a more desirable place and promote the city centre as a destination to the greater community and region. To change the narrative from a dying city to one that is vibrant, alive, progressive, and full of opportunity.

Internally – To support and nurture our members, to advocate and lobby on their behalf and to champion their ability to do business, profitably and with ease in our city centre.

Our aspirational vision

To have a vibrant, diverse, and thriving city centre that is proudly the commercial, cultural, and civic hub of the region. A city centre that boasts remarkable attractions, amenities, and offerings that enrich, inspire, and meet the needs of the people who choose to live in, work in and visit our city centre.

This vision must and will be consistent and supportive of the recently released City Vision for Tauranga Moana and of the Council's City Centre Refresh initiative.

Our aspirational vision now goes well beyond what Mainstreet Tauranga was originally mandated to do under the 'Agreement for Delivery of Mainstreet Obligations and the Mainstreet Levy' (2010) – its 'primary object' being to enhance the economic wellbeing of the Tauranga Central Business District.

Mainstreet's aspirational vision has evolved into a vision of Tauranga achieving its potential as a city of both regional and national significance and for the wider community to recognise the city centre as a community asset (for all) because of its ambience, activities, inner city living opportunities, business opportunities, educational facilities, culture and as the key location to learn about and celebrate the history of Tauranga Moana.

Our strategic approach

Mainstreet Tauranga has five priority areas for the city centre:

- The effective marketing of Downtown Tauranga
- Supporting and facilitating the growth of events, initiatives, and offerings to contribute to vibrancy
- Supporting and facilitating the growth of arts and culture
- Member advocacy on issues that affect the CBD and, at times, the wider community
- A city where people feel safe
- A city that is easy to access

Our Day-to-Day Focus

Mainstreet Tauranga's mandate is to demonstratively contribute to the revitalisation of our city centre by way of:

- Being a strategically competent contributor with stakeholders in the development of our city centre
- Effectively developing, initiating, facilitating, and supporting events, activations and placemaking initiatives that add vibrancy and diversity of offerings in the city centre

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- Delivering strong support and advocacy for our membership
- Driving tangible, outcome-focussed stakeholder collaboration
- Developing and delivering an effective marketing strategy and communications plan to profile the city centre and its offerings to contribute to foot traffic and economic growth

Our structure

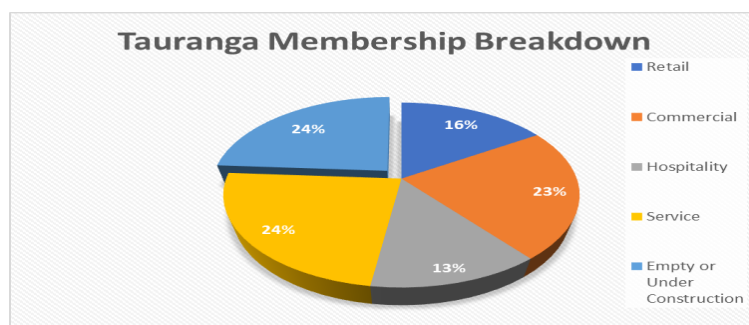
Under the governance of the Mainstreet Tauranga Board, Tuskany Agency is contracted to deliver the management and marketing services of Mainstreet Tauranga. Monthly Board meetings, audited accounts, monthly reporting and clear KPIs ensure the integrity and transparency of the contract along with the accountability of Tuskany Agency to deliver above and beyond expectation.

Tuskany investment in the city centre:

Every year Tuskany goes above and beyond for Mainstreet Tauranga and the city centre. An example of this is the fact that in the most recent six month period (Jan-Jun 2022) Tuskany gifted an additional 25% of agency time, at no cost to Mainstreet, to their work on the Mainstreet Tauranga contract. This is a significant contribution both in terms of time and value.

Our membership overview:

Our membership comprises a mix of commercial, retail, hospitality, and service businesses from (the city side of) Monmouth Street to (the city side of) Second Avenue and (the city side of) Cameron Road. We currently have 684 total occupiable sites.



For a comprehensive view of Mainstreet Tauranga please see our Business Plan. The July 1, 2022 – June 30th, 2023 is attached alongside this report for ease of reference.

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Summary of Mainstreet Tauranga's Core Focus – **Six Months in Review**

Highlights of the last six months

- City centre marketing campaigns - *Rediscover Your City Centre & Buy Local Buy Tauranga*
- Member Profiling - *Who's On The Street*
- Events - *School Holiday Programmes*
- Representing our members - *Engagement, Promotion, Advocacy & Support*

Key Activities & Achievements

MARKETING, PROMOTIONS & ACTIVATIONS**Rediscover your City Centre – marketing campaign**

The Rediscover campaign has been launched to dynamically profile existing and new offerings in our city centre in a dynamic and highly engaging way.

As our city centre continues to track through transformational change, and with this the many challenges around empty stores, access restrictions due to closed roads and redevelopments, the Rediscover Your City Centre Campaign uses curated and packaged content to profile retail, hospitality and service offerings alongside unique experiences in the city centre.

This campaign targets key audience sectors with packaged content to drive awareness and foot traffic both into the city centre and the specific businesses and offerings profiled.


Through this campaign we are also able to change perceptions of our city centre with all that is on offer now and the transformational changes and developments as they are happening now and in the future months and years.

Activity	Explanation	Results / Status / Outcome
Marketing strategy, branding, advertising and PR campaign Our work has included the development of a robust campaign strategy, unique, creative brand identity, curated and packaged content and a comprehensive marketing and advertising plan for this campaign.	Rediscover is about changing the way people perceive the city centre and influencing people to come and experience all the city centre has on offer. Through curated and packaged experiences we are showcasing offerings across our retail, hospitality and service sectors alongside unique and enriching city centre experiences, These 'experiences' are tailored to specific niche target markets (families, girls' night out, lads in the city, art lovers, students in the city, dining, shopping just to name a few). The Rediscover campaign profiles specific offerings available within our member businesses and is designed to	Mass exposure of the campaign through a robust marketing plan including: <ul style="list-style-type: none"> ▪ Boosted campaigns on Mainstreet Downtown Tauranga's Facebook & Instagram pages ▪ Email newsletters to our customer and member databases ▪ Curated and packaged content and offerings on our website ▪ 5-page feature in UNO Magazine ▪ 4-page feature in Our Place Magazine ▪ Weekly full-page adverts in Weekend Sun



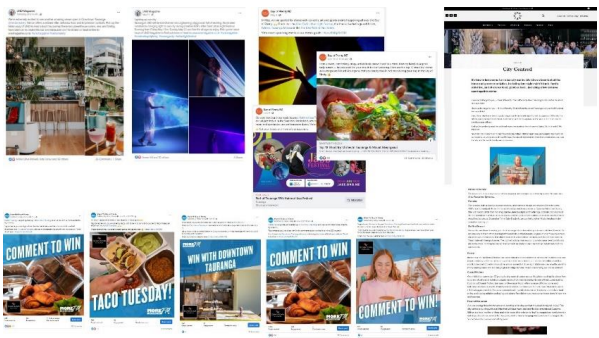

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	<p>drive the public directly to their doors and to the CBD.</p> <p>Phase One: The first phase and launch of the campaign utilised micro influencers to create articles around various themes. These micro influencers are the voices of our city, telling people where they like to go and what they like to do in the CBD. This achieves an authentic approach to the campaign.</p> <p>Examples include: https://www.downtownauranga.co.nz/vegetarian-eats?fbclid=IwAR2FLVHMqS8r3mltggBl3GaqfHQk51kBb3YHK0DSVXX9tBvrQQSkMn1zKc https://www.downtownauranga.co.nz/social-dance-night-in-the-city?fbclid=IwAR29YkUBtZwnjGIGsrJpFuawVqXluBB6Oj7mDdwqJQIQIOSUJnr5uzfivPE https://www.downtownauranga.co.nz/a-dog-s-day-out?fbclid=IwAR17_xRryRcg_RfnZP1pkNuEcV03uM3dLXje4eEFgGx4snvOI7eRgAal4Xo </p> <p>New articles continue to be written weekly and added to the experiences as curated content on our website and social media channels and through promotion across traditional and out of home media platforms to reach a large audience,</p> <p>Co-promotion partnerships with Our Place, Uno and Nourish magazine, Media Works, Tourism BOP, Creative BOP, TCC and other stakeholders broadened our audience reach significantly.</p> <p>Phase Two: We are now in phase two of the campaign. Whilst maintaining the introduction of new curated experience packages we are now adding <i>packaged</i> offers bringing in another layer to the campaign. Some are price pointed, others themed to specific offerings (food, entertainment and shopping genres). These have a direct call to action to drive customers into businesses.</p>	<ul style="list-style-type: none"> ▪ Digital Banner advertising on Sunlive ▪ Social media boosted partner posts with Mediaworks <p>Stakeholder sharing and co-promotion of the campaign achieved significantly larger audience reach including:</p> <ul style="list-style-type: none"> ▪ More FM - FB audience in excess of 19,600 ▪ Tourism BOP – FB audience in excess of 20,500 ▪ Nourish – FB audience in excess of 7,000 ▪ Our Place FB audience in excess of 2,500 ▪ Uno – FB audience in excess of 8,000 ▪ More FM - FB audience in excess of 19,600 <p>The More FM campaign alone achieved the following outcomes over the past month:</p> <ul style="list-style-type: none"> ▪ Achieved 148,000 impressions overall ▪ Reached 42,900 unique households overall <p>A snapshot view of some of our co-partnering digital promotions with stakeholders is shown below:</p>
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<p>Repurposed Downtown Tauranga Website & Social Media Strategy</p> <p>For the launch of the Rediscover Your City Centre campaign the existing Downtown Tauranga website was repurposed to carry all the content for the campaign. Allowing us to use our advertising campaign, across traditional and digital platforms to drive viewers to the website to find out more, reflect a more holistic and curated look and feel and to carry all the content for the campaign.</p> <p>New website home page:</p> 	<p>As the layers of the campaign took shape it was important that this new look was reflected through the whole campaign collateral including the Downtown Tauranga website.</p> <p>A fresh home page, less cluttered and more reflective of how we want people to think about the city centre was created... "Experience Your City Centre Your Way".</p> <p>This campaign was also designed to change the way the public used and viewed our website. By delivering curated content that engage, informed and influenced both their perception of the city centre and their visitation to and experiences in the city centre.</p>	<p>We have increased website audience usage and our curated content rates as the most viewed pages. Key website stats include:</p> <p>January – June</p> <ul style="list-style-type: none"> Page views: 89,196 New users: 41, 622 <p>In the first six weeks of the campaign May 20 – June 30th:</p> <ul style="list-style-type: none"> Page views: 31,635 New users: 15, 036 <p>Our social media outcomes also reflect strong reach and growth:</p> <p>January – June</p> <ul style="list-style-type: none"> Paid Reach: 100,667 FB reach: 200,109 Insta reach: 25,269 <p>In the first six weeks of the campaign May 20 – June 30th:</p> <ul style="list-style-type: none"> Paid reach: 25,224 FB reach: 55,148 Insta reach: 2,298




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<p>UNO Magazine 5-page Feature</p> <p>A five-page feature in the March edition as part of the Rediscover campaign, focusing on the changing face of the city centre and the people and mindsets behind the revitalisation.</p> 	<p>The article wove together a holistic perspective on the CBD, by profiling some of the innovative businesses and people in our city centre.</p> <p>Headed 'Coming of Age' Tauranga City Centre shakes off its recent reputation as a ghost town, with a redevelopment led by passion, determination and true entrepreneurial spirit.</p> <p>The introduction was a poignant, honest reminder that not all is as it seems and boldly asked and answered the question of a dying city centre. Here is a short excerpt:</p> <p><i>"Where is all this entrepreneurial innovation, grit and investment coming from and why? Isn't our city centre dying? Isn't that what people have been saying? Truth is, Tauranga City Centre is far from dying. Ask the passionate CBD business owners and they'll tell you the doomsday claims are misinformed and likely from people who haven't visited in a while. Sure, it's been tough. The city centre's been taken to its knees in recent years, and there's still work to do, but there's newfound optimism, energy, growth, opportunity, and real investment that's making a difference. A significant one."</i></p> <p>The article profiled Scott and Sheree (the new owners of Books A Plenty), Callum and Jess (The Boho Store), Jess and Shelby (Crown & Badger and their new endeavour Nectar), and Adele (But First Dessert). Alongside the article we ran an advert 'A few of my fave things'.</p>	<p>Added exposure of the city centre and the new and innovative businesses and desirable offerings here.</p> <p>Laying the foundation for the Rediscover campaign. This article sets the tone of a changing and revitalised city centre.</p> <p>This feature allowed us to reach a wider and more diverse audience.</p>
<p>Nourish Magazine double page feature</p> 	<p>The article highlighted to readers <i>"It's time to take a fresh look at the CBD because until you do, you won't realise what you're missing out on"</i>.</p> <p>The article profiled some of the newer additions to the city centre Picnicka, Nectar, Casual Kitchen, Diced Games, Paw Partners and also promoted things to do such as social dance night at La Mexica, flaming prawn curry at Zozo, wine and clay night at The pottery Studio, the relocated library, art walk, and hot chocolate and sweets at But First Dessert.</p>	<p>Added exposure of the city centre, reinforcing the city centre is changing, 'take another look' to Nourish readers, again allowing us to reach a wider and more diverse audience.</p>


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<p>Our Place Magazine 4-page feature</p> 	<p>Titled 'City Centred' the article challenged the reader.</p> <p><i>"Here's a challenge for you – think differently. Think differently about Tauranga's city centre! It's about time we all did. Sure, there have been some big challenges and those challenges haven't disappeared. After all, the CBD is going through transformational change and the disruptions will be with us for some time as developments roll out".</i></p>	<p>Added exposure of the city centre to Our Place's large audience base.</p>
<p>The People behind the business marketing campaign</p> <p>Our 'Who's on the street' series of interviews and blogs narrating the behind-the-scenes stories about the talented people and entrepreneurs who make up our city centre.</p>  	<p>In order to capture what makes some of these businesses unique and to understand what motivates the businesses owners and staff to do what they do; you need to get to know them a little better. The city centre is more than its buildings and its offerings. The city centre is a community of passionate people. In order to get the local community to re-engage and Rediscover what the city centre has to offer, we want them to feel it's 'pulse'. The stories are the human connection to the Rediscover Your City Centre campaign.</p> <p>It is about making a personal connection, deep diving into the layers and telling the stories that unfold.</p> <p>The stories are shared with the members in the weekly newsletter and with the public through the website, social media (Facebook and Instagram), and customer newsletters.</p> <p>Click the link to read some more of the articles https://www.downtownauranga.co.nz/meet-the-people</p>	<p>Digital has had excellent reach and engagement.</p> <p>Feedback from members has also been excellent and includes:</p> <p>Purple Patch <i>"We've had people coming in and commenting on the article. A lady even purchased the jacket and the dress that were pictured! Thank you so much!"</i></p> <p>Picnicka <i>"We really like your article; we believe you really capture what we want to achieve with Picnicka".</i></p> <p>Tacos Tocayo <i>"Hey thanks Millie, everything is great thank you so much, absolutely loved it".</i></p> <p>Miss Gee's <i>"Thanks so much, made me cry".</i></p> <p>Busters Tattoo and Barbershop <i>"Thank you so much Millie! Appreciate the support".</i></p>

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<p>City Centre Photo and video shoots</p> <p>Showcasing our city centre today and in the future demands dynamic and engaging collateral to support any marketing campaign. In the last six months we have been building our library of energising, exciting imagery for use across our marketing campaigns.</p>	<p>Rediscover Your City Centre is also about acknowledging the city centre's transformation and encouraging people to see past the demolitions, vacancies and access restrictions. We are showcasing the 'essence' of the city centre – the people, cuisine, experiences, unique offerings, and must-see places.</p> <p>The photo and video shoots capture curated and organic moments in our CBD. And key events including Urban Light After Dark and Jazz Festival. Just one example of the video shoots can be viewed here: https://www.facebook.com/downtowntauranga/videos/1695669234114760</p>	<p>A library of up-to-date imagery for use across all collateral, mediums, and platforms that dynamically showcase the city centre and our offerings.</p> <p>Three curated photoshoots have been completed with more scheduled.</p> <p>Stakeholders including council are starting to approach us for the use of some of these images.</p>
<p>Buy Local Buy Tauranga - What Matters Most Campaign</p> <p>We have continued our collaboration with Greerton Mainstreet with the third iteration of this campaign</p>	<p>The campaign profiled businesses and business owners with what matters most to them and their customers.</p> <p>The call to action was 'Shop with people who genuinely care about what matters most to you'.</p>	<p>An effective way to build awareness of and pride in our members.</p> <p>A solid mix of well-established and new businesses.</p> <p>The below provides a snapshot view of the campaign</p>
		
<p>PR Campaigns</p> <p>A key part of our marketing strategy for Mainstreet Tauranga and the CBD.</p>	<p>Changing city centre perceptions takes time. PR plays a critical role in this and is actively used by Mainstreet Tauranga.</p>	<ul style="list-style-type: none"> Greater media exposure Factual positive stories Influencer marketing Regular news stories on digital news sites and in newspapers

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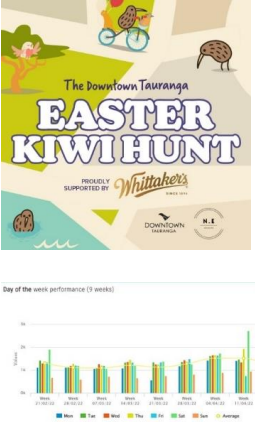



EVENTS, INSTALLATIONS & ACTIVITIES

NOTE: COVID has continued to severely restrict our ability to stage events and installations on any scale. Despite this we have been able to deliver and support a range of events and installations in the last six months.

Activity Area: School Holiday Programme, Easter events, Mt Everest Challenge, After Dark Urban Light Festival, Jazz Festival		
Events, installations and activities add vibrancy to the city centre. The diversity of events and installations ensures we attract a wide audience. Despite COVID we have been able to deliver or support the following.		
Activity	Explanation	Results / Status / Outcome
School Holiday Programmes By working with our members, we are able to package up all that is on offer in the CBD each school holidays. This not only encourages families in, it helps to grow the perception of the wealth of events and activities on offer in the CBD. 	<p>Families are attracted to the CBD when the offerings are engaging, fun and safe (COVID centric). This programme of activities was facilitated to attract those families to the city centre, directly through the doors of our city centre businesses.</p> <p>Alone or in collaboration, businesses were encouraged to think outside the square of their normal line of business to do an activity that brought families into their business at times where they would normally be closed or quieter to add to their business model.</p> <p>Ticket sales were facilitated through Downtown Tauranga at no cost to the members.</p>	<p>Tickets sold out quickly and the response from businesses involved was very positive.</p> <p>Events included:</p> <ul style="list-style-type: none"> • City library events • Tauranga Art Gallery events • Remaker activities • Wacky Waffles at But First Dessert (sold out) • The Tiger Who Came to Tea: Tea Party at Craniums and But First Dessert (sold out) • Ceramic Egg Painting Classes at The Pottery Studio • Playdough Fun at The Boho Store • Custom Design Your Own T-Shirt Workshop at Tinkd • Special movie screening at Event Cinemas <p>Karen Maddison commented "Took my grandchildren to the Tauranga and The Pottery Studio today they loved it followed by a sundae at First Dessert around the corner next to the Movie Theatre...well done Tauranga".</p>
Easter Kiwi Hunt Supported by Whittaker's, the Easter Kiwi Hunt provided an event for Easter that was fun, educational, supported a good cause, and worked within COVID restrictions.	<p>To attract families to the city centre on Easter Saturday, an Easter Hunt was designed to fit within covid regulations, specifically around crowd gathering restrictions and social distancing. It was also, in the absence of the Jazz Festival, a way to entice people to the city centre. Participants had to register for the event. Free tickets were available through Eventbrite with 100</p>	<p>A positive event that increased foot traffic in the city centre on a day that would normally be supported by the Jazz Festival. The one foot traffic counter showed a spike (compared to the previous 9 weeks) created by the trail.</p> <ul style="list-style-type: none"> • 900 ticketed event sold-out in 3 days (parents needed to register with their

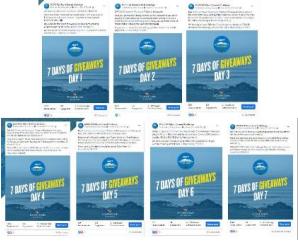


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 <p>The Downtown Tauranga EASTER KIWIHUNT PROUDLY SUPPORTED BY Whittaker's DOWNTOWN TAURANGA</p> <p>Day of the week performance (3 weeks)</p> 	<p>tickets start times every half hour to comply with social distancing regulations.</p> <p>17 businesses around the city centre were stops on the trail with children following clues to find little kiwis. Each kiwi told them a fact about kiwis with one word highlighted for each. They wrote down the highlighted word to make a sentence to go in the draw to win a Chuffed Family Inspire Package valued at \$499. Every child who participated also received a Whittaker's chocolate bar and for every entry received \$1 was donated to Save the Kiwi for Operation Nest Egg.</p>	<p>children for control of numbers)</p> <ul style="list-style-type: none"> • 600 completed entries received • \$600 donated to Save the Kiwi for Operation Nest Egg • Increased pedestrian traffic in the city centre • Encouraged families to the city centre • Was educational as well as fun • Rachel won the East Kiwi Hunt Chuffed Prize Pack 
<p>Mother's Day</p> <p>We conducted the Mothers and Daughters In Business Together promotion, a gift idea campaign and event giveaway to showcase our members and attract the public.</p> 	<p>We ran a digital campaign promoting the city centre for great gift ideas and curated reasons why mums should consider the city centre including:</p> <p>https://www.downtowntauranga.co.nz/mums-night-out-with-the-girls-in-downtown-tauranga</p> <p>https://www.downtowntauranga.co.nz/the-ultimate-mums-day-out-with-the-family-in-downtown-tauranga</p> <p>Of course, Mother's Day celebrations would not be the same without the obligatory competition telling us 'Why your mum is the best mum in the world'!</p>	<p>Individual member profiling.</p> <p>Gift basket of goodies donated by the businesses in the city centre valued at \$1,250.</p> <p>Strong reach and engagement on our digital channels.</p>
<p>MoreFM Mount Everest Challenge</p> <p>Annually we are one of the sponsors of this community initiative, allowing us to both support the cause and profile the CBD to a wide audience.</p>	<p>The MoreFM Challenge is to climb the Mount 38 times in 50 days to raise money for charity. This year's chosen charity was Good Neighbour. It ran from 13th Feb to 3rd April.</p> <p>Rather than giving away one voucher Downtown Tauranga gave away a \$100 voucher per day for 7 days. This meant we were the focus on MoreFM Mount Everest</p>	<p>Good on-air coverage in promo liners and announcer adlibs, plus their digital promotion.</p> <p>Daily giveaways on the Downtown Tauranga Facebook page received strong engagement with 28,661 people reached and 1,651 comments.</p> <p>Over \$83K raised for Good Neighbour.</p>

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	<p>Challenge digital for 7 days instead of 1.</p>	
<p>After Dark Urban Light Festival</p> <p>Delivered by Creative Bay of Plenty</p> <p>Sponsored and supported by Mainstreet Downtown Tauranga</p> 	<p>Mainstreet Tauranga gave \$3k sponsorship support and also provided additional support through Facebook advertising, Instagram stories and posts, customer newsletters, member newsletters, website curated 'experience' articles such as the family experience and the date night experience.</p> <p>In addition, on Saturday 14th May, during the festival, we gave \$1k worth of vouchers. \$50 vouchers were purchased from Downtown Tauranga businesses to give away to people who had come down to see the lights between 7pm-8pm. We promoted this alongside a snippet of the festival as an added attraction.</p> <p>https://www.facebook.com/downtowntauranga/videos/489161439664148</p>	<p>The voucher giveaway attracted people to the city centre on the Saturday night. Only one person did not know about the voucher giveaway when they won one of the vouchers.</p> <p>Good engagement through digital channels as people talked about the lights and coming into the city centre to see them.</p>
<p>Jazz Festival</p> <p>Mainstreet sponsorship and support</p> 	<p>Mainstreet Tauranga gave \$5k sponsorship support to the Jazz Festival.</p> <p>Additionally we profiled through our digital channels in support and conducted a photoshoot to add to our image library of CBD events.</p> <p>https://www.facebook.com/downtowntauranga/videos/1759464237739977</p>	<p>Good feedback from the public and members.</p> <p>Mainstreet demonstratively supporting another city centre event.</p>

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MEMBER SUPPORT

Activity Area: Member Promotion & Support		
Communication, support and relationship building is key to Mainstreet Tauranga doing an efficient and outcome focussed job for our members. Our role includes advocacy, providing support and resources to members, acting as the conduit between members and TCC and other stakeholders and providing timely communication on all city centre matters.		
Activity	Explanation	Results / Status / Outcome
Email updates to members	Generally, at least 1-2 times per week with news, event and initiative updates and information for members, including the foot traffic data available. Our key stakeholders also use this communication channel, within our newsletters, to update members on their initiatives and events. We now receive regular inclusions for the business and customer newsletter from Tauranga City Council as well.	<ul style="list-style-type: none"> ▪ Maintaining efficient and timely updates to our members
Introductory meetings with new members	To inform members of the services, profiling, and networking opportunities available to them through Downtown Tauranga, to deliver the 'Welcome Pack' and to ensure their business is added to the member communications platforms and database.	<ul style="list-style-type: none"> ▪ Relationship building to leverage opportunities for business growth and CBD vitality
Events and initiatives	To engage our members and where possible seek collaborative ways to integrate our members into initiatives and events to build the city centre offerings and events to attract more people and achieve stronger outcomes.	<ul style="list-style-type: none"> ▪ Adding vibrancy to our city centre and building a stronger community
Regular member engagement	Via meetings, workshops, planning sessions and brainstorms allowing Mainstreet Tauranga/Downtown Tauranga to continue to develop and grow a strong, collaborative network across our membership. Through daily visits, event management and facilitation we work with members to develop new ideas, promotions, and events to drive foot traffic and promote their business offerings through the myriad of communication channels that Downtown Tauranga either drives or collaborates with others on.	<ul style="list-style-type: none"> ▪ Relationship and community building and leveraging opportunities
Member Advocacy	This is a pivotal role for Mainstreet Tauranga. Our focus is to understand our member's needs and views on city centre	Member Forum <ul style="list-style-type: none"> ▪ Online meeting held at the end of February to

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	<p>developments, initiatives, and happenings and to advocate on their behalf to TCC and other stakeholders. It is important that we have good communication lines with stakeholders to ensure we have the right information to pass on to our members.</p> <p>We maintain strong relationships and open communication with our members through regular contact, phone, and email communications. We regularly attend meetings, online forums and represent the city centre, to provide feedback, and to garner information that is pertinent to our members.</p> <p>We facilitate regular meetings, mediation and resolution of issues for our members, as required.</p>	<p>encourage small groups of members together to facilitate collaborative discussion, ideas, and action steps</p> <p>Meetings & Workshops</p> <ul style="list-style-type: none"> ▪ Proposed Changes to the Local Alcohol Policy (LAP) meeting with stakeholders (Feb) ▪ Hospitality Meeting on LAP (Feb, Mar, & May) ▪ Online Focus Group – Land Use and Urban Form (15th Feb) ▪ Online Focus Group – Movement and Access (16th Feb) ▪ Online Focus Group – Public Realm and Open Space (Including Events and Activations) (17th Feb) ▪ Online Focus Group – Movement and Place Reconciliation Workshop (16th Mar) ▪ Tauranga City Centre Parking Interview – MR Cagney (17th Mar) ▪ Town Centre/Mainstreet and a Pandemic Zui (25th Mar) ▪ Food Registration and Alcohol Licencing Event (28th Mar) ▪ Town & City Regeneration: Lessons Learned from Alba to Aotearoa (5th May) <p>Submissions, Reporting & Presenting:</p> <ul style="list-style-type: none"> ▪ Six Month Report to TCC (Jan) ▪ Local alcohol Policy Hearing (Feb) ▪ TCC Smoke Free Policy Feedback (Mar) ▪ TCC Six Month Report Presentation (Mar) ▪ Addendum to TCC Local Alcohol Policy Submission (Mar) ▪ Long Term Plan Submission (Apr) ▪ Mainstreet Tauranga presentation to Long Term Plan at TCC (May)
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		<ul style="list-style-type: none"> ▪ Mainstreet Tauranga Business Plan (First draft May. Final Copy Jun) ▪ Easter Sunday Trading Submission to TCC (Jun) ▪ Pop up Park Activation Ideas (Jun)
Member Feedback	<p>We are measured by our outcomes and for this report we wish to share just a snapshot of some feedback we have received in the last six months:</p> <p>Christmas Feedback:</p> <p>In the first weeks of January there was a real focus on reflecting and reviewing the Christmas period. Time was spent emailing, calling, and visiting businesses to see how they found the promotional activity and the council Angus Muir light installations. Below is some of the feedback received:</p> <p><i>"All these events always help our business to bring lovely customer in and we really appreciate your efforts to keep the city alive! I enjoyed going out for the evening and we had dinner at CBK, and kids enjoyed their yummy shakes there! It was nice night out with family and honestly, I was overjoyed to see the great hustle and bustle back in the city and we almost came back home at 10pm. So, I strongly believe that all these events help all the business to promote customers in the city and would be great to see many more events to come in future to keep us all in the businesses!"</i> Sandy, The Baby Factory.</p> <p><i>"I loved the idea of the Christmas promotions. It was an excellent way to get people back into the city centre at such a challenging time for us all. I talked to my managers that worked those Saturdays and they noticed many people participating in the hunt. So, it really did bring a lot of people into the city centre."</i> Christine, Event Cinemas Tauranga Central.</p> <p><i>"Lots of people were hanging out at Gingerbread house! People are just stoked to be doing something and interactive with their kids! Had a few adults that took part without any kids too. Good job guys! I Think we nailed it."</i> Kerry, N.E Events.</p> <p><i>"The team at Tuskany/Downtown Tauranga have been instrumental in helping to bring the Boho vision to life. They understood what we were trying to achieve and helped in a myriad of ways - from connecting us with a friendly landlord, to promoting our offerings, running fun co-marketing campaigns, introducing us to valuable connections and generally just being there as a stalwart of Tauranga's future. Thank you so much for all that you do, we really appreciate it!"</i> Callum, The Boho Store</p> <p><i>"The vibe in Downtown Tauranga this Christmas was felt over the whole month of December and the excitement by members of the public was very evident. I felt the events and promotions Downtown Tauranga delivered brought different demographics into the city centre and many commented that they discovered shops they didn't know were here prior to coming and enjoying the Christmas activities such as the Gingerbread Hunt. I didn't hear as many negative comments about Christmas this year as I have in the past and people were loving what was happening. This Christmas I felt that Downtown Tauranga made a real effort to include retailers."</i> Tracey, Molyneux Jewellers</p>	

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KEY ISSUES & UPDATES**Lack of Foot Traffic Counters**

With the changing landscape of the city centre, including new developments attracting different tenants, foot traffic counters are as important today as they were when we first requested them years ago. We are continually asked for figures by council staff for use in their reporting which is only from one counter, on Devonport Road. This data is now impacted by reduced foot traffic on Devonport Road, due to demolition works at number 2. 12 months of benchmark figures from various points around the CBD, prior to the upcoming revitalisation, will deliver measurable data for future analysis. Hence this request remains on our six-month report as a key need for the city centre. We await an update from TCC on the access to the data from these counters.

UPDATE: We were advised in early March that 17 counters had been deployed around the city centre but at the time of writing this report data analysis or access to the information being gathered is still not available. We understand from Kendyl that a Data Analyst is being appointed for this role and another update expected soon.

City Centre Parking Data Collection

Mainstreet Tauranga has, for many years, advocated for accurate data collection on parking supply and use in the city centre. We see this as an integral part of short, medium, and long-term decision making on parking management. We acknowledge and support that the introduction of digital information on the number of available spaces in the parking buildings has been beneficial to commuters, customers, and visitors alike, but we would also like to see technology used to gain a better understanding of how on-street parking spaces are being used and the introduction of space availability shown for on-street parking. With the upcoming consultation work on the City Centre Parking Management Plan (as advised by Peter Siemensma, Senior Transport Planner) Mainstreet is concerned that this has still not been addressed. The PMP needs to ensure that businesses can be economically viable, visitors and customers have ready access to parking spaces and, for any PMP to be effective, it needs to be planned rather than reactive, something that has consistently fallen short in the CBD to date, mainly due to no up-to-date and relevant data collection. For full details on this please refer to our submission to the Draft Tauranga Parking Strategy.

UPDATE: We await an update from council on how data collection will be managed as part of the PMP. We hope to see this addressed in the proposed PMP in the consultation process. Mainstreet was asked to forward a letter to our members from Council in September 2021 headed 'Update regarding parking in the Tauranga CBD' that summarised at the end... 'What does this mean for Downtown Tauranga?' It included these points:

- No changes to the status of parking until February 2022
- An opportunity to participate in consultation regarding the city-wide parking strategy. Details regarding the opportunity to be involved in this consultation will be available soon

Mainstreet was interviewed by MR Cagney in March this year around access and parking, where working with accurate and up to date data along with displayed real time parking information was again emphasised as a priority for the city centre and for any PMP to be effective.

Mainstreet followed up with Kendyl in July this year and she has been advised that Council plan to go out for consultation in September this year. We look forward to being part of the consultation process.

Increase In Graffiti

There has been a significant increase in graffiti around the city centre of late. We are back to the random 'initials' tagging which had been curbed for some time. We note that this appears to have increased with the removal of the art wall up by the pop-up park that street artists were able to use, however, this could be a coincidence. We have advised our members to report any graffiti using the App which is working well for getting graffiti removed. Are there any plans by council to provide another outlet within the city centre for street artists?

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Increase In Criminal Activity

It is unfortunate to see an increase in criminal activity, especially affecting our retail members. We acknowledge that this is not specific to the city centre, however it is causing further stress to our members. We continue to support our members through the early warning system when we are notified of these events and continue to reiterate the importance of logging all incidents with the police.

Staff Shortages

Like all business centres, the city centre businesses are affected by staff shortages due to COVID and border closures only now opening. This is having a direct impact on our businesses ability to maintain adequate staffing levels to meet customer needs and stress levels for business owners. Our close relationship with our members is vital to us maintaining strong lines of support to assist in any way we can.

KEY OPPORTUNITIES**Cruise Ship Ambassador Collaboration**

With the relaunch of the City Centre Cruise Ship Shuttle Bus not being a viable option available to Mainstreet this season we have been looking at how we can develop an alternative way to still see passengers given the opportunity to visit the city centre. The Hop on Hop Off service run by Bethlehem Coachlines was utilised at the end of the last cruise ship season but saw a very limited number of passengers visit the city centre. From recent discussions with Angela from Tourism BOP and Kendyl, an ambassador on the Hop On Hop Off service is an option currently being discussed.

Interesting And Interactive Hoardings

An opportunity to embrace city centre hoardings and add vibrancy to the city centre. With the decommissioning of buildings, redevelopments, or the repurposing of spaces in the city centre comes the inevitable boring and ugly hoardings and fences. Put simply, plenty of people see hoardings, they can't help it as they are so big, intrusive, and usually projecting out into walkways. The sheer size and striking form of hoardings lend themselves to oversized and creative graphics and installations.

A golden opportunity presents itself. Hoardings are an extremely effective promotional tool and is among one of the most credible outdoor advertising formats. With the release of the CBD Blueprint, we know in advance where the major construction sites will be. Getting together with developers to engage and create something of substance and 'wow' for the city centre is an opportunity in front of us.

This is about giant-sized art, visually appealing hoardings that are cohesive across the city that become art statements to encourage visitation to the city centre. The hoardings should be planned so that there is consistency and appeal across the city centre.

FROM THIS:**TO THIS:**

EVENTS & ACTIVITIES COMING UP – THE NEXT SIX MONTHS

- **Rediscover Your City Centre** – campaign continues to grow
- **Rediscover you City Library** – a proposed collaborative initiative with TCC
- **Championing the new Civic Development** – a campaign to proactively support and showcase
- **City Centre Activations** – working collaboratively with TCC to revitalise spaces across the CBD
- **School holiday programmes**
- **Pop Up Park Activations/Events** – working collaboratively with TCC
- **Christmas in the city centre**
- **Mainstreet AGM**

Mainstreet Downtown Tauranga Monitoring Report

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FINANCIALS

Profit and Loss

Mainstreet Tauranga Incorporated
For the year ended 30 June 2022

Account	YTD	Budget Full Yr
Income		
Council Levies	353,934	353,934
Dividends Received	0	350
Interest Received	59	30
Member Subscription	0	2,055
Total Income	353,993	356,369
Operating Expenses		
Operational Costs		
Promotions and Management Contract	276,920	276,920
Sponsorship	10,831	12,900
Total Operational Costs	287,751	289,820
Administration Costs		
Accountancy Fees	3,162	3,162
Annual General Meeting	485	1,500
Annual Report	1,691	2,100
Audit Fees	5,800	5,300
Bank Fees & Charges	25	60
Consultancy Fees	2,216	2,215
Depreciation	0	940
Events Costs	0	1,500
General Expenses	100	740
Insurance	2,509	4,000
Rent	4,667	4,670
Storage Fees	7,461	7,464
Xero Fees	738	720
Total Administration Costs	28,853	34,371
Events		
Activate Vacant Spaces	3,250	3,250
Activate Vacant Spaces Exp	(1,240)	(13,250)
Christmas Installation	77,919	0
Christmas Installation Expense	(94,053)	(10,000)
Taste Tauranga/Hononga Exhibition	21,000	0
Taste Tauranga/Hononga Exhibition Expense	(19,143)	(10,000)
WS Friday Night Live Income	200	200
WS Friday Night Live Expense	0	(2,200)
Vouchers Issued	200	50
Vouchers Expense	0	(50)
Total Events	(11,867)	(32,000)
Total Operating Expenses	328,471	356,191
Net Profit	25,522	178

BUDGET NOTES:

- Operating within budget.
- Over the course of the year COVID resulted in a number of cancelled events and activities. This shows as underbudget in spend in Events and some savings were made in administration with insurance for Christmas installations and the AGM. The net result was under budget by \$25.3k. The board have moved \$20k of this through to the 2022-2023 financial year.
- The accounts have yet to be audited, as part of our due process, and therefore may be subject to slight change

Mainstreet Downtown Tauranga Monitoring Report

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For more information

To discuss any aspect of this report or the work of Mainstreet Tauranga please contact the following:

Mainstreet Tauranga/Downtown Tauranga Management & Marketing:
Sally Cooke – Tuskany Agency
T: 021 528 081 | E: sally@tuskany.co.nz

Mainstreet Tauranga/Downtown Tauranga Board:
Brian Berry - Chairperson
T: 0274 737 418 | E: brian@assetiq.co.nz





BUSINESS PLAN

Mainstreet Tauranga Incorporated

July 1, 2022 – June 30th, 2023

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EXECUTIVE SUMMARY

Please find following the Draft Business Plan for Mainstreet Tauranga Incorporated ("Mainstreet Tauranga").

The Business Plan (and subsequent Operational Plan) is solution-focused and recognises the need to remain agile in a, at times, challenging environment (such as Covid-19 has delivered over the last 2 years).

We recognise the responsibility associated with receiving public funding via the Rating Levy on CBD properties and take that responsibility very seriously in every action we undertake.

The members of the Board are voluntary and are passionate about Tauranga Moana achieving its potential and helping to achieve the Commissioners recently released City Vision and what that can deliver if all parties work in a strategically cohesive manner.

Nga Mihi

Brian Berry
Chair Mainstreet Tauranga Incorporated

STRATEGIC ALIGNMENT WITH TCC

A core strategic focus for Mainstreet Tauranga is in ensuring our Business Plan aligns with Tauranga City Council's LTP and the city centre vision. A joined-up approach ensures more effective and robust outcomes. It also ensures Mainstreet Tauranga can act effectively and appropriately, to support the city centre vision as the CBD is transformed into the civic, commercial and cultural hub of the region.

Core to our role at Mainstreet Tauranga is to be an effective conduit and advocacy arm between our members and TCC and the city centre stakeholders. Our ability to connect and engage with members through a variety of ways (including from in person, to email, phone and digital communications) allows us to keep members up to date and informed on developments and initiatives across the city centre in an efficient and timely manner. Our deep relationship with our members also ensures we are seen as a trusted source of information and that we are viewed as their support arm for advocacy issues.

As the city centre accelerates its transformation over the next 3-5 years our role will, through necessity, broaden to ensure we provide our members with the necessary support, tools and access to resources. Whilst 'the future looks bright' and there are already some game-changer developments completed, with the scale of new developments planned the disruptions to our city centre can only escalate.

Mainstreet Tauranga's focus is to be a proactive organisation that collaboratively partners with TCC and other city centre stakeholders to ensure we are fully informed and aware of development plans. This will allow us to mitigate challenges and obstacles for our members. While TCC, Priority One and other city centre stakeholders focus on the large infrastructure logistics, Mainstreet Tauranga's focus is on the impact of these on our members, and on the public, to mitigate issues, seek solutions and ensure the city centre remains positioned as a welcoming, vibrant, and accommodating CBD for members and the public.

Our role is also to be a leading voice in the aspirational narrative around our city centre's future. With significant work undertaken by TCC on the future civic precinct, and the now released Priority One Blueprint that profiles the other significant and numerous developments planned for the CBD, the vision and future of our CBD has immense substance. Mainstreet Tauranga's ability to communicate effectively, consistently, and authentically with members and the public means we can be a valuable support, PR and promotional platform for telling the story of our developing city centre.

WHAT WE DO AND HOW WE DO IT

Mainstreet Tauranga performs six primary strategic roles.

MEMBER ENGAGEMENT

As a member organisation our relationship with our members sits at the forefront of our work. Our members are the property owners, business owners and operators in the CBD and as such we work strategically and operationally with them to effect tangible and positive outcomes. Member engagement takes many forms including in person meetings, workshops, emails, phone calls. With over 500 members Mainstreet Tauranga utilises a logistics framework to ensure we achieve a requisite minimum number of 'contacts with members' weekly and monthly to best service the membership and ensure all voices are heard and robustly represented.

The priority of member engagement is to understand obstacles, challenges, and opportunities, so that Mainstreet Tauranga can then advocate, support and nurture those members to mitigate obstacles and facilitate solutions. The key outcome we seek is growth for our members in their businesses, to contribute to the economic development of the city centre and to the increasing vibrancy of our region's city centre.

ADVOCACY

Pivotal to our work is the role Mainstreet Tauranga takes in supporting our membership by advocating on their behalf and on the behalf of the city centre. We work closely with members to identify challenges and opportunities, providing support and advocating to stakeholders on their behalf. We also work closely with and support special interest groups within our membership; a prime example of this being our liaison with the hospitality industry and our recent advocacy on their behalf regarding potential changes to the Local Alcohol Policy.

PROMOTING THE CITY CENTRE

Attracting more people to the city centre, who stay longer and spend more is the primary strategic marketing role of Mainstreet Tauranga. Promoting the city centre as a destination, profiling individual businesses and their unique offerings and promoting city centre events to a wide audience across and outside the region ensures we deliver a robust and effective marketing and communications plan. Marketing and promotion of the city centre can take many forms. Balancing call to action advertising with brand awareness is an essential part of the overall marketing strategy.

SUPPORTING THE GROWTH OF ARTS AND CULTURE

Arts and culture contribute to a vibrant city centre. Our role at Mainstreet Tauranga is to initiate, facilitate and support the growth of diverse arts and culture offerings. Mainstreet actively works alongside stakeholder organisations, event managers, cultural groups, artists, performers, and entrepreneurs to facilitate this through placemaking initiatives, events and activations. Just one example of this is the close collaborative partnership we have with Creative Tauranga on joint or supported initiatives to ensure a co-ordinated approach and more successful outcomes.

STAKEHOLDER & MEMBER ENGAGEMENT

Engagement and collaborative relationship building with stakeholders ensures Mainstreet Tauranga is 'at the table' for strategic city centre discussions, allowing the board and management to contribute their strategic views, share member perspectives and keep our members updated on city centre matters. Additionally, this collaborative stakeholder approach aims to achieve a joined-up approach to the development of and promotion of the city centre.

OCCUPANCY LEVELS

Mainstreet Tauranga also monitors occupancy levels and, most critically, works with property owners and arts, cultural and entrepreneurial sectors across the region and beyond to increase occupancy levels in the CBD and to activate vacant spaces, thus improving the ambience of the CBD. Operationally the management team deliver outcomes in terms of connecting initiatives with vacant spaces in the CBD; either on a pop-up basis, a transitional pop-up to commercial lease basis or straight to a commercial lease.

Additionally, operationally, the Mainstreet management team's role is to deliver the following:

- Developing an annual strategic marketing plan
- Brand identity development and evolution
- Development and delivery of collateral to effectively market the brand
- Developing and delivering a holistic and robust annual communications and PR plan
- Maintaining consistent engagement with members through face-to-face, email and digital channels

PURPOSE, MISSION, AND ASPIRATIONAL GOAL

Our Purpose

To attract more people to our developing and growing city centre who want to stay longer and spend more.

Our Mission

Externally – To initiate, facilitate and support events, activities, activations, and offerings that make our city centre a more desirable place and promote the city centre as a destination to the greater community and region. To change the narrative from a dying city to one that is vibrant, alive, progressive, and full of opportunity.

Internally – To support and nurture our members, to advocate and lobby on their behalf and to champion their ability to do business, profitably and with ease in our city centre.

Our aspirational vision

To have a vibrant, diverse, and thriving city centre that is proudly the commercial, cultural, and civic hub of the region. A city centre that boasts remarkable attractions, amenities, and offerings that enrich, inspire, and meet the needs of the people who choose to live in, work in and visit our city centre. This vision must and will be consistent and supportive of the recently released City Vision for Tauranga Moana and of the Council's City Centre Refresh initiative.

Our aspirational vision now goes well beyond what Mainstreet Tauranga was originally mandated to do under the 'Agreement for Delivery of Mainstreet Obligations and the Mainstreet Levy' (2010) – its 'primary object' being to enhance the economic wellbeing of the Tauranga Central Business District. Mainstreet's aspirational vision has evolved into a vision of Tauranga achieving its potential as a city of both regional and national significance and for the wider community to recognise the city centre as a community asset (for all) because of its ambience, activities, inner city living opportunities, business opportunities, educational facilities, culture and as the key location to learn about and celebrate the history of Tauranga Moana.

BUSINESS MODEL

Mainstreet Tauranga is an incorporated society. The organisation is governed by the Mainstreet Tauranga Board comprising representatives from our member sectors (commercial, retail, and service sectors) and seconded Board positions for the Chief Executive of the Tauranga Business Chamber (previously the Tauranga Chamber of Commerce), a representative from Trustpower (being our largest individual event sponsor), a legal representative/counsel (Partner from Sharp Tudhope) and a Financial Management representative (fulfilling the Treasurer role – Partner from Ingham Mora).

Mainstreet Tauranga operates under the following documentation – 'Agreement for Delivery of Mainstreet Obligations and the Mainstreet Levy' (Parties being Tauranga City Council and Mainstreet Tauranga Incorporated) and the 'Rules of Mainstreet Tauranga Incorporated.'

The management and marketing of Mainstreet Tauranga activities is contracted to Tuskany Agency. This contract runs until June 2023. Prior to this the board will undertake a tender process from interested agencies for the new contract term.

Prior to 2013 the Board employed a manager to deliver and oversee the day-to-day operational activities of Mainstreet Tauranga. From 2011 the then Mainstreet manager, with the agreement of the board, engaged Tuskany Agency to assist with the marketing arm of the Mainstreet organisation.

In 2013, when the manager resigned, the board decided to put out a 'Request for Proposal' to the local marketing and branding agencies for the marketing and management of Mainstreet Tauranga instead of employing a new manager. The Board recognised that the many facets of Mainstreet would be better served with an agency model that delivered more robust expertise in the strategic work of Mainstreet Tauranga, the development of events and initiatives and in the marketing of the city centre. In September of that year Tuskany Agency was awarded the contract and a formal Contract for Services was signed.

In securing the contract Tuskany Agency proposed to maintain a Mainstreet Manager for front facing operational work. This has ensured there is strong relationship building between Mainstreet and its members and a visible interface for the members. Supporting the Mainstreet Manager is the strategic and marketing arms of Tuskany.

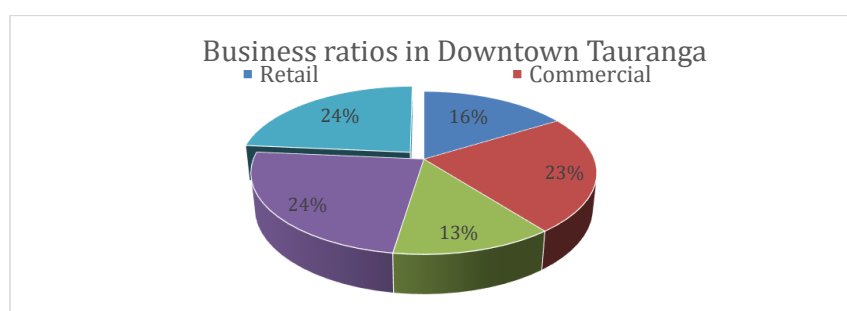
Additionally, Tuskany established a framework that sees Mainstreet Tauranga paying equivalent administrative costs compared to what they would have been paying with a Mainstreet Manager in place but with all the benefits of an agency. This has delivered significant efficiencies and a higher quality of outputs. Also, the strength of Tuskany's strategic development work (outside of marketing and branding) has seen a range of initiatives developed and delivered for Mainstreet Tauranga over recent years, further proving their worth.

During 2021, Tauranga City Council undertook an independent review of the cities four Mainstreet organisations. At the same time the Mainstreet Tauranga board reviewed the current model of one agency holding the management and marketing contract, comparing it to other models from cities around the country of similar size and scale. The board concluded that an agency model continues to be the best method for delivery for Mainstreet Tauranga.

MEMBERSHIP

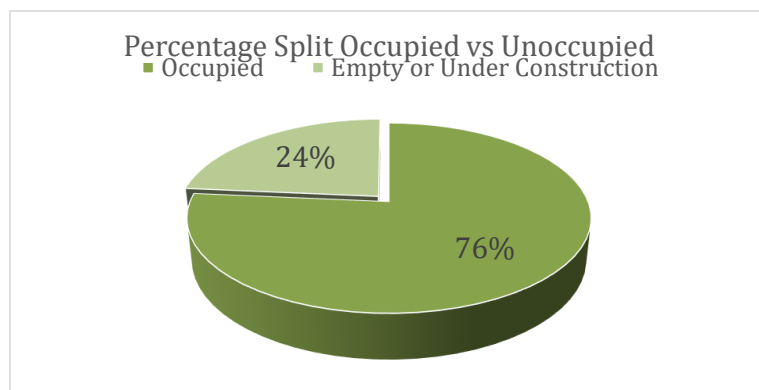
Mainstreet Tauranga is a membership organisation spanning the area bounded by the Tauranga Harbour to the east, Cameron Road to the west, 1st Avenue to the south, Harington Street, and part of McLean Street to the north, as depicted in the map on the following page. A member is considered the person who pays the Mainstreet Levy through the Tauranga City Council rating system. This is either the property owner or the tenant. Mainstreet Tauranga takes an even broader view of membership in their day-to-day operations. We interface with and represent the property owners, business owners and operators and staff across the CBD.

Mainstreet Tauranga, through the management team, maintains a database of the membership which is updated as businesses come and go with a full audit check done annually in January / February. The database contains business name, address and contact details and is represented in the graphs below.



Occupancy

There are currently 678 sites in the city centre with 518 of them currently occupied.



Transparency

Integrity and transparency are two of the hallmarks of Mainstreet Tauranga. Members are communicated with via a myriad of channels from in person to electronic/digital. Additional regular (at a minimum) weekly emails are dispatched to members, periodic workshops are held, member surveys conducted and audited financials, along with a board report of key activities are shared at an annual AGM. Mainstreet Tauranga operates an open-door policy with members and the management team conduct numerous one on one meetings weekly, at their or the member's requests.

Onboarding New Members

Mainstreet Tauranga has a comprehensive programme to on board new members:

- Mainstreet Manager Millie Pidwell contacts all new members and arranges an initial introductory meeting
- The new member is added to the Mainstreet database and all communication databases to ensure they receive all communications
- A new members pack is given to new members at the initial meeting. This pack details:
 - o Who we are, our core purpose and what we do

- ## Boundary

Mainstreet Tauranga's boundary is defined in blue below.



STRATEGIC APPROACH

Mainstreet Tauranga has five priority areas for the city centre.

- **The effective marketing of Downtown Tauranga**
- **Supporting and facilitating the growth of events, initiatives, and offerings to contribute to vibrancy**
- **Supporting and facilitating the growth of arts and culture**
- **Member advocacy on issues that affect the CBD and, at times, the wider community**
- **A city where people feel safe**
- **A city that is easy to access**

The first four sit within Mainstreet's remit in terms of our ability to influence and facilitate solid outcomes. The other two sit outside of Mainstreet's control, however they have significant impact on our members and our marketing and events initiatives and therefore Mainstreet Tauranga advocates on behalf of our members for tangible outcomes.

The Mainstreet Tauranga strategic approach to these six priority areas are as follows:

THE MARKETING STRATEGY FOR DOWNTOWN TAURANGA

The city centre continues to evolve. To address the challenges still facing the city centre, the Mainstreet strategy is to ensure:

- **We engage in authentic, aspirational and realistic marketing**
It is vital that we do not 'oversell' the city centre prematurely. Over the next 3-5 years the city centre will transform significantly. Until several major developments are complete, we will continue to be challenged by access and occupancy issues which will continue to create a perception that the city centre has not a lot to offer. This is not true. Within the CBD there are many, diverse and unique experiences and offerings. Our role at Mainstreet Tauranga is to showcase these to the public (residents, visitors and tourists) to encourage pride building, a sense of belonging and a desire to visit our CBD more often, to stay longer and to spend more,
- **Diverse marketing campaigns to ensure we showcase offerings to a wide target market**
Mainstreet Tauranga markets to a diverse audience set, broken into niche markets including residents, shoppers, diners, students, families, girls, guys, weekend visitors, tourists. Additionally, our marketing showcases a range of offerings, desirable to different target markets including arts, culture, events, placemaking, retail therapy, entertainment, dining, business opportunities.
- **Consistent, persistent and influential marketing**
Whilst the city centre still faces many challenges there are positive offerings and experiences and these need to be effectively marketed to the public both in the region and beyond. Perception is reality and changing perceptions takes time. It can, however, be effectively done through influential and aspirational narrative that informs, engages and resonates.

By challenging the way people think about the city with counter narrative that instead highlights the positives both now and, in the future, we will change people's thinking and attitudes to the city centre. Authentic narrative that acknowledges the challenges, where we have come from and what still holds us back alongside aspiration narrative around what we have now and in the future to be proud of, immersed in and enriched by will strategically assist Mainstreet in contributing to a change in public perceptions.

- **Engaging storytelling**
Recognised as a most effective means of marketing, storytelling allows us to build relationships with the audience, profile the 'faces of our city centre' and curate packaged experiences for visitors to the CBD to experience and enjoy. Storytelling also enables us to take the public on a journey of development and transformation of the city centre. In doing so we can contribute to a greater sense of belonging and growing pride in the CBD.

See pages 20-23 for more detail, success criteria and measuring indicators.

SUPPORTING AND FACILITATING THE GROWTH OF EVENTS, INITIATIVES AND OFFERINGS TO CONTRIBUTE TO VIBRANCY

Mainstreet Tauranga's strategic approach is to ensure the management team proactively nurture collaborative partnerships across the community with diverse sectors to initiate, foster, nurture and facilitate an increasing calendar of events and initiatives. Additionally, through proactive support and work, for and with our members, the management team focus on developing the offerings from those members to attract more people into the city.

Our strategy is two-fold:

- Ensure we consistently profile and showcase existing offerings
- Ensure we work collaboratively and innovatively with stakeholders, event organisers, community and cultural groups and organisations to foster the development of new events and initiatives in the CBD

COLLABORATIVE PARTNERSHIPS

Mainstreet Tauranga has a strong focus on collaborative partnerships across our community. Our purpose is to support existing and planned opportunities. These include:

Tourism Bay of Plenty

Mainstreet Tauranga actively supports all tourism initiatives to increase the desirability of the city centre as a tourist destination. Most notably, for many years we have worked in collaboration with TBOP on the cruise ship sector. In previous years we have delivered a cruise ship city centre shuttle bus service and we supported the hop-on-hop-off bus service as a trial. With the relaunch of the cruise ship visits to Tauranga we will continue to work in partnership with TBOP to attract more cruise ship passengers to the city centre. Mainstreet Tauranga's strategy is to consistently develop new curated and packaged tourist experiences that can be promoted to the cruise ship passengers. How passengers will be transported to the city centre is still being determined.

Mainstreet Tauranga actively supports and promotes the Flavours of Plenty tourism initiative through co-promotion. Additionally, we connect new and existing members, in the tourism sector, with the organisation.

Mainstreet Tauranga additionally works to identify tourist specific offerings in the city centre, working in collaboration with Tourism BOP to ensure these initiatives align with TBOP's strategy and vision for the CBD.

Priority One

Mainstreet Tauranga remains a proactive supporter of Priority One's work to drive the economic growth of the city centre and region. Our recently launched Rediscover your city centre campaign aligns with the launch of the Tauranga CBD Blueprint, shining a light on existing and new offerings in the city centre. At grass roots level this campaign allows us to both profile the significant new developments underway or planned (as outlined in the CBD blueprint) while, at the same time, changing the perception of the city centre positively, to highlight the offerings already burgeoning while the major new developments come online.

Creative Bay of Plenty

Mainstreet Tauranga works in collaboration with CBOP supporting new art initiatives in the city centre. Mainstreet Tauranga also partners with CBOP on art initiatives in the city centre, assigning some of our sponsorship budget to such initiatives. Additionally, we connect new and existing members, in the arts sector, with the organisation

Jazz Festival, Arts Festival, Garden & Arts Festival

Mainstreet Tauranga is a sponsor of many events in the city centre, working closely with event organisers to both support these initiatives through sponsorship funding and co-promotion of the event. Additional support takes the form of connecting our member businesses with these events to leverage opportunities for greater participation and to amplify the events.

Corporate Partners

Mainstreet Tauranga also works collaboratively with the corporate sector to benefit the CBD. A core focus for Mainstreet Tauranga is the continual development of these partnerships. Our collaborative partnership with Trustpower is one example. This partnership allows us to deliver key major events in the city centre including Christmas in the City and the Trustpower Large Scale Outdoor Photographic exhibition. Corporate partnerships, such as this, allow Mainstreet Tauranga to deliver more events and initiatives in the CBD. This both supports our members and increases foot traffic into the CBD.

TCC Events Team

Mainstreet Tauranga works collaboratively with this team to ensure alignment with our respective events calendars and to support events in the CBD. From co-promotion to co-partnering on event deliver our focus is on ensuring we leverage opportunities to enhance events and initiatives. We continue to promote greater strategic collaboration with the TCC events team and other departments to ensure that the delivery outcomes and results are maximised for the CBD.

SUPPORTING AND FACILITATING THE GROWTH OF ARTS AND CULTURE

Arts and culture contribute to a vibrant city. Mainstreet Tauranga's strategy sees the proactive engagement, by the team, with our community and Creative Tauranga and other parties to facilitate, support, nurture and initiate the growth of art and culture offerings in the city centre. This ensures diversity of offerings. The CBD is not a single entity offering, unlike a mall or shopping strip, the CBD offerings need to reflect the vision of being the civic, commercial and cultural heart of the region.

Mainstreet Tauranga also proactively seeks opportunities for meaningful engagement and collaboration with Mana whenua. Opportunities for wānanga with Mana whenua ensures we can respectfully contribute to the growth of culture in our CBD and to collaboratively work on contributing to the development of public spaces within the CBD that honour and showcase our heritage. A priority of our work in this realm is to ensure we do not work in silo, but rather in alignment with TCC's LTP and vision for the CBD.

A CITY WHERE PEOPLE FEEL SAFE

On this priority area Mainstreet Tauranga advocates proactively. If we are to change perceptions, then we must consider measures to ensure the public feel safe in our city centre, no matter when they visit. A rising tide of antisocial behaviour having a negative impact on the city's reputation is of primary concern to Mainstreet and our members. It negatively impacts marketing and event campaigns, and the ability of our members to optimise their turnover

Our strategic approach continues to be to maintain strong communication channels with all stakeholders, act as the go-to for our members in raising issues as they arise and then advocating on their behalf to facilitate a positive outcome and working collaboratively with the relevant community agencies and Tauranga City Council to mitigate issues and achieve those outcomes.

A CITY THAT IS EASY TO ACCESS

Access issues in our city centre require a strategic focus by Mainstreet Tauranga. Ongoing and significant developments both in the construction of buildings and streetscaping continue to create access issues in the CBD. The ability of visitors, workers, and customers to easily get into the CBD, and find parking, directly impacts any marketing and events initiatives.

Mainstreet Tauranga's strategic approach continues to be to identify issues and advocate for better outcomes. From public transport options to parking solutions, and developments creating access issues we will continue to work collaboratively with stakeholders and on behalf of our members to drive better outcomes.

CHANGES TO THE INCORPORATED SOCIETIES ACT

Our legal representative for the board of Mainstreet Tauranga raised, in the April 2022 board meeting, the impending changes to the Incorporated Societies Act and the board has agreed to hold a review of Mainstreet Tauranga's rules. Provision for this has been made in the budget for the new financial year.

SWOT – INTERNAL AND EXTERNAL FORCES

Internal forces – Strengths

The following positively impacts on the city centre. It helps us to positively promote and influence visitation to the city centre and supports our members doing business profitably.

Strengths	What we'll do
Some very savvy business minds in the city centre – Amongst our membership we have entrepreneurs that have a city centric view and want to see investment and growth.	We will continue to foster the relationships that we have formed with these members. We will include them in our workshops and seek their feedback to ensure our actions deliver results.
Strong social media and digital channels to our core customer base.	Continue to strengthen these lines of communication. Keep up to date with developing trends to stay abreast of social media changes and continue to grow the customer database.
Downtown Tauranga has established a strong, positive reputation with the public.	Continue to take people on the brand story journey to ensure the Downtown Tauranga brand following effectively translates into growing support of the city centre.

Internal forces – Weaknesses

The following negatively impacts on the city centre. It hinders the ability to positively promote and influence visitation to the city centre and hinders our members.

Weaknesses	What we'll do
Communication between all city centre stakeholders and influencers.	Continue to encourage active and open communication between all stakeholders and a more joined-up approach. It is imperative that all groups share information in a timely manner so that innuendo and false information is nipped in the bud early and that our members are kept abreast of important information affecting their businesses, especially with so much happening in the city centre. Remain committed to attending workshops and meetings that are city centre centric to ensure members are represented and advocated for during the planning and deliberation process.
Ability to get timely decisions to expediate progress in the city centre.	We continue to hear that it is difficult to do things in the city centre, whether it be progress slowed due to regulatory requirements or permission gained. We will continue to help facilitate where we can, identify the right people to talk to within the representative organisations and act as an effective conduit to positive and productive outcomes.
Entice workers from their offices during the day to shop, dine and play.	Workers need to be reminded to leave their offices and re-engage with the city centre in their lunch break and after work. Busy streets attract more people. We are developing an enhanced 'members campaign' to encourage workers out of their office.
Potential weakness – The reemergence of the historical disconnect, between Mainstreet and TCC, hindering optimized outcomes for the CBD.	Mainstreet Tauranga will continue to work proactively to optimize the collaborative partnership with TCC to ensure a co-aligned approach from the strategic point-of-view to achieve the best outcomes for the CBD.

External forces – Opportunities

The following are opportunities that, if and when realised, will have a positive impact on the CBD.

Opportunities	What we'll do
Growing city centre occupancy with increased offerings.	Assist Priority One, Chamber of Commerce and other stakeholders to attract businesses to the city centre that meet consumer demand.
Alternative travel modes positively impacting visitation.	Continue to work with all parties to establish increased accessible ways to access the city centre that help to alleviate the reliance on motor vehicle movement alone (Park 'n Ride options, cycle-specific lanes and associated end-of-journey facilities, a ferry service, CBD shuttles) and an improved, regular, reliable and safe public transport system.
Dedicated City Partnership Specialist within Tauranga City Council.	The appointment of Kendyl Sullivan has been welcomed by the Mainstreet Board and has the potential of providing an effective and collaborative conduit with Tauranga City Council.
Improved lighting in the city centre – need for improvements in some areas to combat dimly lit areas from being exploited, but also and importantly to add to the night-time ambience of the CBD.	Work with Tauranga City Council to establish a plan of areas where lighting needs to be improved to deter anti-social behavior and increase the perception and delivery of a safe CBD. This done in association with creative lighting types can significantly add to the ambience of the CBD.
Enhancing cultural heritage in the city centre – celebrating Tauranga Moana.	Cultural tributes and placemaking around the city centre are limited and there is the opportunity to enhance this. We will continue to work with stakeholders to better understand opportunities that could present themselves and be implemented.
Cruise Ship Visitors to the city centre from the Port of Tauranga.	We will continue to work with Tourism BOP and The Port of Tauranga to identify what we can progress for the new cruise ship season to ensure we collaboratively and proactively support Tourism BOP and leverage city centre opportunities with the cruise ship market.
Improved ambience.	There are areas of the city centre that are not inviting, could be improved or in need of some attention. The pop-up park is an example of an area that is graffitied and broken and is no longer fit for purpose. Hoardings around the city centre make the area look impenetrable and uninviting. Mainstreet will continue to work with/through Tauranga City Council with contractors to use hoardings as art pieces while in the city centre as part of bringing arts and culture into the city centre. We will also continue to log issues with TCC around graffiti and unkempt areas. To build civic pride we need a city centre that looks like it cares.

External forces – Threats

The following are threats to the city centre that may deter people from visiting and have a continued impact on the public perception of the city centre.

Threats	What we'll do
Restricted access to the CBD.	<p>Continue to share positive stories of the city centre to negate the negative view. We will talk about easy ways to get around our city centre and hidden gems on where you can park, together with continuing our consistent public updates on road closures and restricted access.</p> <p>Continue to work with stakeholders to ensure open and up to date communication lines to pre-empt issues.</p>
Parking supply to meet demand.	<p>Work in collaboration with Tauranga City Council on the parking management plan for the city centre, based on the overarching Tauranga Parking Strategy.</p>
Safety – increased anti-social behavior.	<p>Work in collaboration with Paul Mason and police liaison to highlight city centre hot spots and to work on solutions for keeping these incidents to a minimum.</p> <p>Communication is key and including all interested/affected agencies is paramount on achieving constructive outcomes for the city centre.</p>
Homeless, rough sleeping, with psychiatric or drug dependency concerns.	<p>We operate from a platform of respect, compassion and for the homeless and rough sleepers who frequent the city centre. We will continue to work Tauranga City Council and police to find suitable solutions.</p>
Pandemic related enforced restrictions inhibiting events and attractions.	<p>We will continue to operate adeptly to ensure we respond and pivot our operations and activities in a highly responsive and immediate manner to benefit the CBD and ensure proactive support of our members.</p>
Low foot traffic numbers.	<p>With the recent installation of multiple foot traffic counters by TCC we will continue to seek monthly data readings to allow us to monitor foot traffic trends and establish benchmark reporting.</p> <p>The specific locations of the counters need regular review in context to developments, initiatives, public spaces and events across the CBD.</p>
City Centre occupancy levels.	<p>Continue with the Activate Vacant Spaces approach of matching landlords with potential business models, talking to Real Estate Agents about short-term leasing options and continuing to update the empty and available space database for easy reference and referral.</p>

BUSINESS PLAN KEY PERFORMANCE INDICATORS

To align with the TCC vision and strategy for the city centre and to reflect the Mainstreets review and subsequent discussions with the Commissioners, the following are our Business Plan Key Performance Indicators:

- 1. The provision of an annual Business Plan to ensure alignment with TCC's LTP and city centre vision**
- 2. Provision of a robust Mainstreet Tauranga Annual Budget that aligns with the Annual Business Plan and Strategic Plan**
- 3. Development of three Key Performance Indicators that will be reported on during the six-monthly reports to Council**

REPORTING KPIS

In addition, we propose the following KPIs to be monitored on and reported on through our six-monthly reports to Council.

1. Consistent reach, engagement, and growth across digital marketing channels

Digital marketing channels allow us to monitor and report on the effectiveness of this form of marketing from quantifiable data. Mainstreet Tauranga has been tracking this as a reporting mechanism through the management team to the board and it has been included in the six-month reports to date. With established trends and monitored and the marketing campaign outlined in this business plan this is considered an effective measure.

2. Outcome focused member engagement

To conduct regular, meaningful, outcome focused member engagement. This will include stats on member engagement, meetings and workshops. Additionally, outcomes from member surveys will be reported on.

3. Audited financials

Mainstreet Tauranga will continue to provide audited financials annually and an annual financial plan.

MONITORING

Foot traffic trends

Through the current transformation period; with significant areas of the city centre enduring restricted footpath use, large areas of re-development and demolition work being undertaken and planned for the near future, this will be monitored and reported through the new counters installed around the city centre by Tauranga City Council. We would ask that this information be shared with Mainstreet monthly to allow us to track changes and comparisons month to month across the CBD. This will allow a benchmark for future reporting.

In the absence of benchmark data, it is difficult to establish a formulative KPI that can be measured, and time bound, as any KPI should be. There are also too many factors, outside of Mainstreet Tauranga's control, for these KPIs to be fairly set. Mainstreet Tauranga's performance will be judged on any KPIs set and therefore the Board reserve the right to set KPIs that the board, management, and marketing team can fairly work to and be judged by

JULY 2022 – JUNE 2023 MARKETING STRATEGY

With over \$1.5B in developments planned for the city centre the future looks bright. And whilst the challenges that have and continue to face the city are significant there are still opportunities to profile current and new offerings.

Mainstreet Tauranga's role is to be a leading contributor in the aspirational narrative on our changing city centre and to build civic pride and a sense of belonging.

Mainstreet Tauranga's strategy is to reflect the changing face of the city centre, allowing us to take the public along on the journey with the CBD and to ensure there is amplified support for those businesses and offerings currently in the city centre and the new offerings as they are realised.

The Marketing strategy continues Mainstreet Tauranga's robust marketing campaigns, evolving to the next stage. Our approach is to elegantly balance aspirational future visions of our city with showcasing what is currently on offer. Our city centre has a continually increasing array of enriching experiences and offerings for the public. We will be their guide to what they can find in our city centre and passionately promote all the places they can visit and the things that they can see, do and experience.

We will continue to profile the people in our city centre and build connection and relationships with the public in doing so. We will continue to profile existing, unique and desirable places, offerings, businesses and experiences in the city centre – encouraging the public to re-engage and explore the CBD offerings. We will continue to promote new offerings, initiatives and events as they add to the rich fabric of our CBD.

We will continue to utilise our smart digital strategy and platforms to reach a large and significant audience across Tauranga and outside of the region. Leveraging the immediacy and efficiency of digital platforms, we will continue to deliver a robust, diverse and engaging programme of content.

We will continue to deploy strategies that see our audience growth continue, robustly.

We will continue to develop our value rich relationships with media houses and platforms to ensure we deliver cost efficient and highly effective marketing campaigns for our members.

We will continue to evolve the Downtown Tauranga brand to remain current, reflective of our CBD, relevant and engaging.

We will continue to use storytelling, influential and aspirational narrative to tell our city centre stories and a strong PR campaign to support and influence public perception.

TARGET MARKETS

Mainstreet Tauranga is focussing on 7 niche target market groups in its July 2022 – June 2023 marketing campaign:



Workers - Looking for great lunch options, convenient shopping with quick service, after work drinks and dining opportunities. They are attracted to busy, active places and spaces.



Residents - Looking for places to shop and things to do. They want their city to be vibrant and active and are looking for fresh new things to explore.



Families - Looking for entertainment and enriching experiences, especially during holidays and weekends. They are looking for things to do, places to go, and places to eat that are children friendly



Socialisers/Diners - Looking for dining experiences, entertainment, events, social drinks with friends, places to meet, things to do and inspiring restaurants and bars to experience.



Shoppers - Looking for great shopping experiences, boutiques, owner operators, points of difference, new and sought-after brands, unique products & personalised service.



Students - Looking for things to do, places to hang out and socialise and places that are fun, interactive and in the moment. They are looking for a reason to linger before and after lectures and a sense of belonging and ownership.



Visitors - Looking for experiences, to feel welcome, to see something different, to have a good time, to feel welcome. To stay, to dine, to shop, to play.

LOW HANGING FRUIT

Within our target market audience sets there are three that we see as early adopters of a marketing campaign that engages:

Students: As the education precinct continues to develop and more students are drawn into the city to study (and live) this will attract more businesses that provide services and entertainment to this demographic.

Families: An important group that have indicated a keen desire to attend more family friendly entertainment, events, and activities in the CBD. This has been reinforced by the Christmas light exhibition that attracted thousands of families into the city centre and the Halloween, Christmas, and Easter Hunts. Parents want safe, fun things for their children to do and the city centre lends itself to entertainment for young and old.

Workers in the CBD: Covid has seen workers migrate to home and for those who remained in the office they have limited their outside interactions with retail and hospitality throughout the pandemic. There is an opportunity to re-engage workers with their city centre and entice them back onto the streets during their lunch breaks and for after work drinks.

MEASURING SUCCESS

Outcomes define the success of Mainstreet Tauranga in both supporting our members and in promoting the city centre.

Mainstreet Tauranga ensures a robust approach to all events, activities and initiatives to measure outcomes. The following details our success criteria across a range of activities:

Event/Initiative/Deliverable	Action	Success Criteria
Event and Initiative facilitation	<ul style="list-style-type: none"> Identify, nurture and facilitate new events and initiatives in the city centre that add vibrancy and attract visitors Identify gaps in the city centre events calendar and seek collaborative partnerships to introduce new events and initiatives to achieve robust diversity in offerings Tangibly support a range of events and initiatives in the city centre through sponsorship, collaborative working partnerships and co-promotion to add to the vibrancy in the city centre and support our members, including events such as Carols on the Waterfront, After Dark Urban Light Festival, Jazz Fest, Arts Fest, new street scape celebration events, arts and culture events, Tourism BOP Flavours A Plenty events Actively promote all events and initiatives in the city centre to support event organisers, stakeholders and our members and encourage public attendance and participation 	<ul style="list-style-type: none"> New events and initiatives in the annual CBD calendar Diversity of event offerings Feedback from attendees, surrounding businesses, event organisers and suppliers Synergy with TCC and other city centre stakeholders
Christmas in the City	<ul style="list-style-type: none"> Create a unique attraction in the CBD that has appeal to a wide range of ages and sectors Promote the CBD as a desirable place for Christmas shopping, dining and entertainment Deliver an event/s that attract families into the CBD (COVID dependent) Align activities to support TCC Christmas in the City initiatives Create events and installations that increase the vibrancy and fun of the city centre 	<ul style="list-style-type: none"> Event staged Number of people visited and participated Feedback from attendees, surrounding businesses, event organisers and suppliers Synergy with TCC Christmas initiatives

	<ul style="list-style-type: none"> Promote the offerings robustly to ensure people visit the CBD and stay longer Connect the events to businesses in a tactile way to leverage shopping/dining opportunities with the public 	
School Holiday Programmes	<ul style="list-style-type: none"> Create a unique programme of school holiday activities for kids Collaborate with member businesses to incorporate their offerings into the programme Robustly promote the programme along with the shopping/dining options to create a sense of fun and entertainment in the CBD 	<ul style="list-style-type: none"> Programme delivered Number of kids/families who participated Feedback from attendees, surrounding businesses, event organisers and suppliers
Marketing of the city centre to the public	<ul style="list-style-type: none"> Strategically develop a robust marketing campaign for the year Develop unique ways to profile the different member sectors in the CBD – retail, hospitality, service, commercial Broker strong media partnerships to deliver exceptional value and ROI from the marketing budget Develop dynamic marketing collateral to showcase the CBD and its offerings Profile individual member businesses to relationship build with the public and build loyalty to the city centre Leverage seasonal and event opportunities to incorporate into the marketing plan to deliver a diverse range of offerings and attractions across the year 	<ul style="list-style-type: none"> Comprehensive and robust plan developed and delivered All CBD sectors are proactively profiled Member feedback reflects support for the programme Member feedback acknowledges the profiling their businesses have received Media partnerships deliver significant value-added (free) advertising and exposure Public feedback at events and through digital engagement reflects awareness of and appeal of the marketing messages delivered Feedback from member businesses showing we contributed to an increase in foot traffic and patronage Digital stats on open rates of emails, likes on social media channels and visits to website show growth in audience and success of marketing campaign
Marketing to tourists	<ul style="list-style-type: none"> Create a city centre tourist brochure to profile offerings Work collaboratively with Tourism BOP to support tourist offerings Develop packaged and curated tourist offerings in the city centre Develop and deliver an effective marketing campaign 	<ul style="list-style-type: none"> Deliver city centre tourist brochure Reach and engagement on marketing campaign to tourists and visitors Feedback from Tourism BOP on Mainstreet Tauranga's tourism initiatives

	<p>to tourists and visitors (Covid dependant)</p> <ul style="list-style-type: none"> Identify and utilise ways to monitor tourism visits in the city centre 	<ul style="list-style-type: none"> Numbers of tourists who opt in to the curated, packaged tourism offerings we promote
Smart Digital Strategy	<ul style="list-style-type: none"> Develop a robust and smart digital strategy that delivers audience growth through the marketing campaign Identify and utilise existing and new platforms to get to a wide audience Utilise micro influencers across digital platforms to shift perceptions of the CBD, influence brand sampling (visits), loyalty (repeat visits) and create a sense of belonging 	<ul style="list-style-type: none"> Audience growth year-on-year across all digital platforms Audience engagement growth year-on-year across all digital platforms Open rates on emails, likes on social media channels and website visits all reflect strong engagement from members and the public
Collaborative Partnerships	<ul style="list-style-type: none"> Develop meaningful, productive, collaborative partnerships with city centre stakeholders Proactively work as a city centre champion supporting members and stakeholder initiatives through sponsorship, copromoting, nurturing and facilitating of events and initiatives Identify gaps in offerings in the city centre and seek partnerships to mitigate these gaps 	<ul style="list-style-type: none"> Delivery of co-partner events and initiatives in the city centre Feedback from stakeholder partners on the work and delivery of Mainstreet Tauranga in support of their events/initiatives A diverse range of events and initiatives are delivered that Mainstreet Tauranga has demonstratively contributed to
Member Support	<ul style="list-style-type: none"> Develop meaningful relationships to support our members Identify opportunities to leverage new ideas and initiatives that benefit the business and the CBD Connect member businesses with other businesses to create micro events, initiatives and offerings to attract more people into the CBD Connect member businesses with stakeholder organisations that can provide necessary resources, tools and support to enable their growth Identify obstacles and challenges and effectively advocate on behalf of members 	<ul style="list-style-type: none"> Member feedback shows strength of relationship and tactile support delivered by Mainstreet Advocacy measures deliver solutions for members Member feedback on business growth/revenue trends (dependant on member willingness to share) Mainstreet is proactive in initiating discussions and seeking solutions with stakeholders on member issues
Occupancy	<ul style="list-style-type: none"> Identify ways to work with stakeholders to increase occupancy levels in the CBD Understand obstacles and seek solutions 	<ul style="list-style-type: none"> Contribute to a growth in occupancy levels Diversity of offerings in the CBD Reduced vacancy levels

	<ul style="list-style-type: none"> ▪ Develop unique and innovative ways to utilise vacant spaces while the redevelopment of the city centre continues ▪ Encourage an increase in pop up installations, events and initiatives in the vacant spaces 	
Management and Delivery	<ul style="list-style-type: none"> ▪ Deploy an effective marketing and management team to support members, deliver a range of events and initiatives and effectively promote the city centre ▪ Ensure the management and marketing team has the expertise, experience and adeptness to deliver a robust annual programme of management and marketing ▪ Maintain reporting transparency to ensure strong board governance and accountability to our members and stakeholders ▪ Work within budgets and create strong efficiencies ▪ Work adeptly and proactively to ensure Mainstreet Tauranga pivots quickly to meet new obstacles to support our members and the CBD ▪ Work collaboratively and respectfully with all stakeholders to build strong relationships that deliver tangible outcomes ▪ Members are supported with regular contact, collaborative working partnerships and strong profiling 	<ul style="list-style-type: none"> ▪ New concepts, ideas, initiatives and events are delivered throughout the year ▪ The city centre has a unique identity, promoted through the marketing campaign ▪ Member database is maintained ▪ New members are onboarded quickly and cognisant of who we are, what we do and how we can support them ▪ Stakeholders feedback reflects good collaborative relationships with the management and marketing team ▪ Reporting is transparent, budgets are maintained, and efficiencies delivered ▪ Downtown Tauranga has a strong presence in the market, delivered through a dynamic and effective marketing campaign ▪ Digital stats reflect growth in audience across digital channels ▪ Member surveys reflect support for Mainstreet Tauranga's operational work

BUSINESS DETAILS

Business name	Mainstreet Tauranga Incorporated
Trading name	Downtown Tauranga
Established	November 1994
Structure	Incorporated Society
Date registered	4 th November 1994
NZBN	9429042756958

Contact details	
Contact name	Brian Berry (Chairman) / Sally Cooke (Management & Marketing)
Landline	Sally – (07) 577 1630
Mobile	Brian Berry 0274 737 418 / Sally Cooke 021 528 081
Email	brian@assetiq.co.nz / sally@tuskany.co.nz
Physical address	58 Devonport Road, Tauranga

Online/social media	
Website	www.downtowntauranga.co.nz
Facebook	Downtown Tauranga

GOVERNANCE AND OPERATIONAL TEAM

GOVERNANCE

MAINSTREET TAURANGA BOARD	
Board Members	Brian Berry (Chairman), Tom Beswick (Treasurer), Matt Cowley (Chamber of Commerce Representative), Julie Hammon (Retail), Steven Vincent (Commercial), Jessica Mackenzie (Hospitality), Brook Courtney (Commercial), Emily Beaton (Commercial), Trevor Donaghy (Hospitality), John Dewes-Hodgson (Service), Jill Briscoe (Service).
Key responsibilities	Governance, advocacy, policy, and strategy.

OPERATIONAL – MANAGEMENT & MARKETING

TUSKANY AGENCY	
Sally Cooke	
Role title	Brand, Strategy, Advocacy & Marketing
Key responsibilities	Setting the strategy for Mainstreet in consultation with the Mainstreet Board. Setting the overall marketing plan and delivery networks, advocating on behalf of Mainstreet, engaging with stakeholders, ensuring good relationships with media outlets, and presenting on behalf of the board.
Millie Pidwell	
Role title	Projects & Marketing Manager – Mainstreet Tauranga
Key responsibilities	Member liaison, project and event facilitator, social media day to day stories and posts, website, customer emailers, member newsletters, advocating on behalf of members, and Board reporting.
Fiona Corkery	
Role title	Financial Administration & Strategy
Key responsibilities	Assisting setting the strategy, advocating on behalf of the members and Board, Board and marketing & management financials, GST, Board Secretary, writing submissions, applying for funding, event operation plans and health and safety documentation, business plans, filing returns with Companies Office.
Renata Drysdale	
Role title	Marketing Communications & Support
Key responsibilities	Campaign social media planning, campaign media bookings, management support.
Rochelle O'Loan	
Role title	Senior Graphic Design & Creative
Key responsibilities	Collateral development, press supply, branding conceptual development and placement.
Alex Slack	
Role title	Senior Digital Design & Creative
Key responsibilities	Digital conceptual design, website maintenance and collateral development and placement.

FINANCIAL PLAN**Budget July 1, 2022 - June 30, 2023****Mainstreet Tauranga Incorporated**

Account	Budget Year 2022-2023
Income	
Council Levies	364,552
Dividends Received	0
Interest Received	30
Member Subscription	0
Total Income	364,582
Operating Expenses	
Operational Costs	
Promotions and Management Contract	285,232
Sponsorship	16,000
Total Operational Costs	301,232
Administration Costs	
Accountancy Fees	3,000
Annual General Meeting	1,500
Annual Report	1,800
Audit Fees	6,000
Bank Fees & Charges	50
Consultancy Fees	2,400
Depreciation	940
Events Costs	0
General Expenses	500
Insurance	3,000
Legal Fees	6,000
Rent	4,670
Storage Fees	7,464
Xero Fees	744
Total Administration Costs	38,068
Events	
Activate Vacant Spaces	0
Activate Vacant Spaces Exp	0
Christmas Installation	0
Christmas Installation Expense	(15,000)
City Centre Activations	0
City Centre Activations Expense	(30,000)
Taste Tauranga/Hononga Exhibition	0
Taste Tauranga/Hononga Exhibition Expense	0
WS Friday Night Live Income	0
WS Friday Night Live Expense	0
Vouchers Issued	0
Vouchers Expense	(250)
Total Events	(45,250)
Total Operating Expenses	384,550
Net Profit	(19,968)
Surplus from 2021-2022 financial year	20,000
New Net Profit	32

BUSINESS CONTINUITY PLANNING

Risk	Systems, policies or tools to mitigate risk or deal with
Computer theft/fire	Insurance so we can buy straight away. Back-up of data each night with two copies off site to ensure data is not lost.
Key team member resignation	Due to the agency set up there is cover for each eventuality. Work would continue unabated while the team member is replaced.
Pandemic lockdown	Systems are set for the whole team to work digitally from home at any time and has been successfully tested on multiple occasions through the COVID pandemic.
Change of contract supplier	The contract ensures a smooth handover to any agency that takes on the marketing and management contract with a period where they can contact the previous agency to ask questions and build IP.
Misappropriation of funds	All payments from the Mainstreet bank accounts require two board members to authorize. Additionally, accounts are checked monthly by the Treasurer and approved by the Board. The accounts are also audited annually. All marketing and management budgeting is set in the annual marketing plan, reported on the monthly board meetings and approved by the board.
Levy no longer collected by Tauranga City Council	The Board would have a minimum of one year's notice as outlined in the Agreement for Delivery of Mainstreet Obligations and the Mainstreet Levy section 10.1b to make alternative arrangements or to come to an agreement with Council to remedy the concern for collection.
Incumbent agency unable to continue under the terms of the Marketing and management contract	The board would go out to tender for a replacement agency.

Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 January 2022 – 30 June 2022

This section will only need to be updated when there are changes to report on

Vision:

Core Purpose / Focus areas of Mainstreet Business Plan:

Membership overview:

Summary of highlights:

Selecting 3 – 6 activities to highlight, also include anything else that should be highlighted to Council

Key Activity and Achievements (previous 6 months):

Additional tables can be added if needed

Activity Area: for example: events		
Activity	Explanation	Results / Status / Outcome
<i>Pedal and Pump</i>	<i>Deliver a community based activity as a way for Papamoa Retailers to give back to the community.</i>	<i>Over 800 participants registered through Eventbrite and were entertained on the Papamoa waterways – starting and finishing at Papamoa Plaza.</i>
<i>Matariki – Light Up the Waterway</i>	<i>Deliver a community based activity as a way for Papamoa Retailers to give back to the community.</i>	<i>Successfully held with approx. 15,000 people in attendance.</i>

Activity Area: for example: initiatives, marketing		
Activity	Purpose	Results / Status / Outcome

Objective ID: A6750689

Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 January 2022 – 30 June 2022

Key issues:

Are there any particular current issues that need to be highlighted to Council? What is happening to resolve these issues, if the issues relate to Council activity what is the next step? On a rolling basis close issues that were raised in previous reports.

Issue	Explanation	Status

Future activities (coming 6 months):

Identify, adapt, and deliver – 4 iconic events to the Papamoa community in 2023 and build on the success of the events we have held in the past i.e., Matariki & Santa Parade.

Financials:

Provided budget to Kendyl Sullivan

Objective ID: A6750689



DRAFT Statement of Profit or Loss

Papamoa Unlimited Incorporated
For the year ended 30 June 2022

Prepared by Bennetts Proactive Accountants Limited



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5	Trading Statement
6	Statement of Profit or Loss

DRAFT



Compilation Report

Papamoa Unlimited Incorporated For the year ended 30 June 2022

Compilation Report to the Directors of Papamoa Unlimited Incorporated

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Papamoa Unlimited Incorporated for the year ended 30 June 2022.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

The Committee is solely responsible for the information contained in the financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence

We have no involvement with Papamoa Unlimited Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Dated:



Directory

Papamoa Unlimited Incorporated For the year ended 30 June 2022

Nature of Business

Non-Profit Community Group

Address

7 Gravatt Road
Papamoa Beach
Papamoa

Incorporated Society Registration Number

2613906

Members

Chairperson: Leah Sutton
Deputy Chairperson: Neville Butler

Chartered Accountant

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Auditor

Absolute Auditing Limited
Tauranga

Bankers

ANZ



Trading Statement

Papamoa Unlimited Incorporated For the year ended 30 June 2022

	2022	2021
Events		
Event Income		
Sponsorship Income Received	-	7,000
Grant Income	-	5,000
Total Event Income	-	12,000
Event Expenses		
Event Costs	8,251	18,876
Total Event Expenses	8,251	18,876
Total Events	(8,251)	(6,876)

These financial statements should be read in conjunction with the accompanying notes to the financial statements and the audit report.

DRAFT Statement of Profit or Loss Papamoa Unlimited Incorporated

Page 5 of 6



Statement of Profit or Loss

Papamoa Unlimited Incorporated For the year ended 30 June 2022

	2022	2021
Income		
Business Income		
Gross Profit (Loss) from Events	(8,251)	(6,876)
Targeted Rate Levy Income	50,000	50,000
Total Business Income	41,749	43,124
Total Income	41,749	43,124
Expenses		
Operating Expenses		
Advertising	120	120
Event Management Fees	35,946	37,121
Total Operating Expenses	36,066	37,241
Administration Expenses		
Accountancy Fees	3,007	4,010
Audit Fees	1,500	1,500
Bank Charges	65	65
Computer Expenses	426	408
Total Administration Expenses	4,998	5,983
Standing Charges		
Insurance	830	830
Total Standing Charges	830	830
Total Expenses	41,894	44,054
Net Profit (Loss) Before Adjustments	(144)	(930)
Business Net Profit (Loss)	(144)	(930)
Other Income		
Interest		
ANZ	46	30
Total Interest	46	30
Total Other Income	46	30
Net Profit (Loss) for the Year	(99)	(900)

These financial statements should be read in conjunction with the accompanying notes to the financial statements and the audit report.



Attn: Anne Tolley
Commission Chair
Tauranga City Council

Response to Letter of Expectation from Tauranga City Council to Papamoa Unlimited Incorporated for 2022 - 2023

Papamoa Unlimited is a committee of business owners and retailers whose purpose is to promote Papamoa as a destination for locals and tourists alike on a mainly voluntary basis. We are proud to promote Papamoa, the big little city at the beach that we call home.

Papamoa Unlimited proudly delivers three to four annual events to our growing Papamoa community – Polar Plunge, Pedal Papamoa, The Santa Parade and another event that the committee and community see fit.

Tauranga City Council objectives were 'to run community focussed events. Papamoa Unlimited is successful in doing this and can provide quantifiable evidence in the form of foot traffic and turnover data.

We believe that Papamoa Unlimited tenet and main objective aligns directly with the Council key object of 'putting the community at the heart of everything we do'. By running our events which directly benefit the Papamoa community we feel this couldn't be a stronger tie. This is also aligned with the Council's key outcomes especially involving the community, by benefitting the local business and education by way of involving both businesses within the targeted business rate and also the schools and involving them in our events; the Santa Parade is a prime example of this.

In the review of delivery of mainstreet programmes published by Max Pedersen Consulting it was stated that *the sole focus of PU is to hold three to four community events each year. An element of each event occurs within the Papamoa business area and as such attracts people to that location and in doing so, promotes the business area as well as the vibrancy of Papamoa generally. I have no reason to doubt that it is successful in achieving its objective.*

Key Performance Indicators

KPI's have not previously been set for Papamoa Unlimited (to our knowledge), nor do we have easily accessible historical data to base our KPI's on. We would like to meet with the new City Partnerships Specialist to discuss our KPI's before they are finalised as Papamoa Unlimited is unique in comparison to other Mainstreet programmes in that our sole objective is to deliver 3 or 4 events annually to promote Papamoa.

1. To deliver three to 4 events annually to promote Papamoa as a destination for locals and tourists alike.
2. To build on turnout from previous events
3. To further promote Papamoa Unlimited to ensure transparency of information for all eligible members and the Papamoa community

Budget



Papamoa Unlimited is not anticipating any increase from the current figure of \$50,000 in the next 3 – 5 years. Our community focussed events are mainly funded through sponsorship and with several events cancelled due to COVID-19 our financials are looking healthy as already shown in financial statements and it would be disingenuous to retailers and landlords of Papamoa to ask for any further increase in the targeted rate that we already receive. As discussed with the Tauranga City Council City Partnerships Specialists we may instead to look for specific event targeted funds for our more popular events. Please see attached appendices for full budget.

Business Plan

Event	Action	Success Criteria	Outcome Achieved
Matariki Event 24 June 2022	<ul style="list-style-type: none"> • Provide an evening event to align with the first Matariki public holiday • Create a fun, interactive environment for a wide range of ages • Encourage people to visit Papamoa 	<ul style="list-style-type: none"> • Event held • Number of people estimated to have visited and participated • Feedback received from attendees, suppliers and surrounding businesses 	<ul style="list-style-type: none"> • Event garnered approx. 15,000 attendees • Excellent feedback overall from attendees • Some lessons to be learned going forward – numbers were significantly higher than anticipated
Pedal & Pump Papamoa Spooktacular Halloween Hunt 30 October 2022	<ul style="list-style-type: none"> • Provide a one-day free event for Halloween • Create a fun, interactive environment for a wide range of ages • Encourage people to visit Papamoa 	<ul style="list-style-type: none"> • Event held • Number of people estimated to have visited and participated • Feedback received from attendees, suppliers and surrounding businesses 	<ul style="list-style-type: none"> •
Papamoa Santa Parade 18 December 2022	<ul style="list-style-type: none"> • Provide a one-day free event during December (Dependent on Covid) • Create a fun, interactive environment for a wide range of ages • Encourage people to visit Papamoa • Encourage people to do their Christmas 	<ul style="list-style-type: none"> • Event held • Number of people estimated to have visited and participated • Feedback received from attendees, suppliers and surrounding businesses 	<ul style="list-style-type: none"> •



	shopping in Papamoa		
Pedal & Pump Papamoa Alice in Wonderland – Easter Event 9 April 2023	<ul style="list-style-type: none"> • Provide a one-day free event for Easter • Create a fun, interactive environment for a wide range of ages • Encourage people to visit Papamoa 	<ul style="list-style-type: none"> • Event held • Number of people estimated to have visited and participated • Feedback received from attendees, suppliers and surrounding businesses 	<ul style="list-style-type: none"> •

3 – 5 Year Strategic Plan

As newly appointed chairperson, this is something that I am looking to develop, with a draft plan in the works. We would look to be progressing this further at our AGM and then solidify for the next financial year.

Member Database & Information

We hold a member database; however, this has not been actively updated and could do with some work. This is looking to be addressed as part of the 3 -5-year strategic plan. Alongside this plan there will also be a push to garner new members as the area continues to grow at a rapid pace.



Statement of Profit or Loss

Papamoa Unlimited Incorporated For the year ended 30 June 2021

	2021	2020
Income		
Business Income		
Gross Profit (Loss) from Events	(6,876)	(3,453)
Targeted Rate Levy Income	50,000	50,000
Total Business Income	43,124	46,547
Total Income	43,124	46,547
Expenses		
Operating Expenses		
Advertising	120	120
Donations Paid	-	438
Event Management Fees	37,121	34,105
Total Operating Expenses	37,241	34,663
Administration Expenses		
Accountancy Fees	4,010	1,846
Audit Fees	1,500	1,500
Bank Charges	65	65
Computer Expenses	408	408
Total Administration Expenses	5,983	3,819
Standing Charges		
Insurance	830	825
Total Standing Charges	830	825
Total Expenses	44,054	39,307
Net Profit (Loss) Before Adjustments	(930)	7,240
Business Net Profit (Loss)	(930)	7,240
Other Income		
Donations Received	-	438
Interest		
ANZ	30	38
Total Interest	30	38
Total Other Income	30	476
Net Profit (Loss) for the Year	(900)	7,716



Statement of Profit or Loss

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2021

	DEC 2021	JUN 2021
Income		
Business Income		
Gross Profit (Loss) from Events	(3,397)	(6,876)
Targeted Rate Levy Income	25,000	50,000
Total Business Income	21,603	43,124
Total Income	21,603	43,124
Expenses		
Operating Expenses		
Advertising	120	120
Event Management Fees	13,500	37,121
Total Operating Expenses	13,620	37,241
Administration Expenses		
Accountancy Fees	1,814	4,010
Audit Fees	-	1,500
Bank Charges	65	65
Computer Expenses	204	408
Total Administration Expenses	2,083	5,983
Standing Charges		
Insurance	830	830
Total Standing Charges	830	830
Total Expenses	16,533	44,054
Net Profit (Loss) Before Adjustments	5,070	(930)
Business Net Profit (Loss)	5,070	(930)
Other Income		
Interest		
ANZ	13	30
Total Interest	13	30
Total Other Income	13	30
Net Profit (Loss) for the Year	5,083	(900)

Papamoa Unlimited Budget 1 July 2022 - 30 June 2023

EXPENSES

TOTAL EXPENSES			Estimated	Actual
			\$98,100.00	\$0.00

Halloween Pedal & Pump October 2022	Estimated	Actual
Event Management	\$10,000.00	\$0.00
Photographer	\$400.00	\$0.00
Advertising	\$1,000.00	\$0.00
Prizes	\$3,000.00	\$0.00
Signage	\$1,000.00	\$0.00
Total	\$15,400.00	\$0.00

Easter Pedal & Pump April 2023	Estimated	Actual
Event Management	\$13,000.00	\$0.00
Photographer	\$400.00	\$0.00
Advertising	\$1,000.00	\$0.00
Prizes	\$3,000.00	\$0.00
Signage	\$1,000.00	\$0.00
Total	\$18,400.00	\$0.00

Administration Expenses	Estimated	Actual
Accountancy Fees	\$5,000.00	\$0.00
Audit Fees	\$1,500.00	\$0.00
Bank Charges	\$100.00	\$0.00
Computer Expenses	\$500.00	\$0.00
Insurance	\$1,000.00	\$0.00
Total	\$8,100.00	\$0.00

Santa Parade December 2022	Estimated	Actual
Event Management	\$14,000.00	\$0.00
Entertainment	\$2,000.00	\$0.00
Videographer/Photographer	\$1,000.00	\$0.00
Advertising	\$2,000.00	\$0.00
Security	\$2,500.00	\$0.00
Traffic Management	\$2,000.00	\$0.00
Waste Management	\$500.00	\$0.00
Signage	\$1,000.00	\$0.00
Decorations	\$1,000.00	\$0.00
Total	\$26,000.00	\$0.00

Matariki Light Up the Waterway June/July 2023	Estimated	Actual
Event Management	\$10,000.00	\$0.00
EPS - Events Production Services	\$15,000.00	\$0.00
Koha	\$200.00	\$0.00
Videographer	\$800.00	\$0.00
Advertising	\$2,000.00	\$0.00
Waste Management	\$200.00	\$0.00
Signage	\$1,000.00	\$0.00
Decorations	\$1,000.00	\$0.00
Total	\$30,200.00	\$0.00

Papamoa Unlimited Budget 1 July 2022 - 30 June 2023 INCOME

TOTAL INCOME	Estimated	Actual
	\$122,634.95	\$0.00

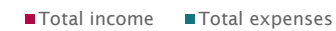
INCOME

Balance brought forward (as at 30/06/2022)	\$57,634.95	\$0.00
Sponsorship	\$15,000.00	\$0.00
Targeted Rate Levy Income	\$50,000.00	\$0.00
Total	\$122,634.95	\$0.00

PROFIT

Loss Summary

	ESTIMATED	ACTUAL
1. Total number of employees	100	100
2. Total number of employees who are members of the union	50	50
3. Total number of employees who are not members of the union	50	50
4. Total number of employees who are members of the union and are also members of the company's pension plan	25	25
5. Total number of employees who are members of the union and are not members of the company's pension plan	25	25
6. Total number of employees who are not members of the union and are also members of the company's pension plan	25	25
7. Total number of employees who are not members of the union and are not members of the company's pension plan	25	25



Outline work programme for the Strategy, Finance Risk Committee for 2022/23 (as at September 2022)

	July-Sept 2022 12 September	Oct-Dec 2022 Confirmed meeting dates: 3 October 14 November 5 December	Jan-March 2023 Assume two ordinary meetings: mid-February late March Extra meetings for A&IPs	April-June 2023 Assume two meetings: early/mid-May mid/late June
Strategic framework				
Council's strategic framework	Project update to each regular meeting, including brief status update for each action & investment plan	Project update to each regular meeting, including brief status update for each action & investment plan	Project update to each regular meeting, including brief status update for each action & investment plan	Project close-out report
Primary strategies and strategic approaches				
Environment Strategy development				Deliberations and recommend to Council
Inclusive City Strategy development				Deliberations and recommend to Council
Sustainability strategic approach development		Review and endorse final implementation plan		
Te Ao Māori strategic approach development		Review and endorse final implementation plan		
Action and investment plans (also includes Otumoetai and Mount spatial plans listed further below)				
Accessible Tauranga AIP			Adopt draft for consultation (Feb)	Hearings and deliberations
Safe Communities AIP			Adopt draft for consultation (Feb)	Hearings and deliberations
Toi Moana Arts & Culture Strategy (joint)		Review draft	Adopt draft for consultation (Feb)	Hearings and deliberations
Climate AIP		Project update	Adopt draft for consultation (Feb)	Hearings and deliberations
Nature and Biodiversity AIP			Adopt draft for consultation (Feb)	Hearings and deliberations
Wairoa River Strategy (joint)		Project update		
Our Public Places Strategic Plan development			Adopt draft for consultation (Feb)	Hearings and deliberations
Community Centres AIP	Adoption		Adopt draft for consultation (Feb)	Hearings and deliberations
Play, Active Recreation & Sport AIP (working title)			Adopt draft for consultation (Feb)	Hearings and deliberations
Parks & Reserves AIP (working title)			Adopt draft for consultation (Feb)	Hearings and deliberations
Marine Facilities AIP			Adopt draft for consultation (Feb)	Hearings and deliberations
Urban Design AIP		Scoping	Project update	Adopt draft for consultation
Growth management				
Growth, land use and transport strategy projects progress report	Quarterly report	Quarterly report	Quarterly report	Quarterly report
Otumoetai Spatial Plan		Endorse final plan		

Obj ID: A13732434

Outline work programme for the Strategy, Finance Risk Committee for 2022/23 (as at September 2022)

	July-Sept 2022 12 September	Oct-Dec 2022 Confirmed meeting dates: 3 October 14 November 5 December	Jan-March 2023 Assume two ordinary meetings: mid-February late March Extra meetings for A&IPs	April-June 2023 Assume two meetings: early/mid-May mid/late June
Infrastructure Acceleration Fund	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)
Housing Infrastructure Fund	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)	Progress update (as part of Growth and land use projects quarterly report)
Greenfield growth - planning pathways		Report on planning pathways for Tauriko West and potentially Te Tumu		
Poteriwhi / Parau Farms		Project update		
Dynamic road pricing study		Project update		
Mount industrial / Mount Spatial Plan (incorporating former 'Whareroa Marae project')		Project update		
Urban design panel		Appoint panel members		
Resource management issues and options - City Plan			Plan Change work programme for 2023	
Policy & bylaw development				
Local Alcohol Policy - statutory review	Re-consultation	Hearings, deliberations, adoption of provisional policy (?)	Consideration of appeals if any	
Consultation with Tangata Whenua on Resource Consents Policy - review			Review draft policy and adopt for consultation	Hearings, deliberations, and adoption (?)
Use of Council land - multiple policies under review		Hearings, deliberations, adoption (?)		
Risk management policy - review		Consider revised draft for adoption		
Fraud prevention and management policy - review		Consider revised draft for adoption		
Protected disclosures policy - review		Consider revised draft for adoption		
Open Space Policy - partial review (focused on Te Tumu and Tauriko West)		Hearings, deliberations, adoption		
Public art framework		Consider for adoption		
Community funding policy		Review draft policy, consider issues and options		
Traffic & parking bylaw			Review bylaw and consider issues and options	Adopt draft bylaw for public consultation
Easter Sunday shop trading policy	Deliberations and recommend to Council to adopt			

Obj ID: A13732434

Outline work programme for the Strategy, Finance Risk Committee for 2022/23 (as at September 2022)

	July-Sept 2022 12 September	Oct-Dec 2022 Confirmed meeting dates: 3 October 14 November 5 December	Jan-March 2023 Assume two ordinary meetings: mid-February late March Extra meetings for A&IPs	April-June 2023 Assume two meetings: early/mid-May mid/late June
Grants for development contributions on papakainga housing policy - review		Review draft policy, adopt for consultation (?)	Hearings, Deliberations, Adoption (?)	
Grants for development contributions on community housing policy - review		Review draft policy, adopt for consultation (?)	Hearings, Deliberations, Adoption (?)	
Protected disclosures policy - review		Review draft policy for adoption		
Annual report	Review draft 2021/22 Annual Report	Audit management letter - 30 June 2022 attest audit		Audit arrangements letter - 30 June 2023 attest audit
Government reform programme		Watching brief and, as required, contribution to submissions to central government	Watching brief and, as required, contribution to submissions to central government	Watching brief and, as required, contribution to submissions to central government
Risk deep dives		Topic to be determined	Topic to be determined	Topic to be determined
Financial and non-financial reporting		Qtr 1, 2022/23 monitoring report	Qtr 2, 2022/23 monitoring report	Qtr 3, 2022/23 monitoring report
Other quarterly reporting				
Health & safety		Quarterly report	Quarterly report	Quarterly report
Risk		Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
Internal audit		Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
Legal & litigation		Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
Cyber maturity update	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)	Quarterly report (confidential)
LGOIMA and Privacy Act requests		Quarterly report	Quarterly report	Quarterly report

Obj ID: A13732434

Key:				
	On track	Off track	Complete	Not Started

Appendix:

Long-term Plan and Long-term Plan Amendment 2021-31

Actions Report: August 2022

Part A: Long Term Plan 2021-31 actions

Nb these are the outstanding actions, all completed actions are included in Part C.

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status	Expected Delivery Date	Comments
11.2 Rating structure proposals					
	(d) Agrees to a further \$150,000 budget to undertake further work on possible rating categories that reflect different affordability and benefit profiles within the community, including, but not limited to, the Central Business District, Port and related industries, a wider industry grouping, Airbnb, wastewater charging and location-based groups. This would also include future changes to differential levels across these categories and is likely to lead to proposals for higher commercial rates in future years.	Chief Financial Office (Finance)			The commercial differential is to be phased in over two years. The 2022/23 annual plan is the first year of these differentials being introduced along with a transportation targeted rate.
	(e) Agrees to undertake further work on possible amendment to rates postponement involving both a review of Tauranga's rates postponement policy	Chief Financial Office and			The national rates postponement scheme has continued to be developed

Key:				
	On track	Off track	Complete	Not Started

	including financial implications, and support for the development of a national rates postponement scheme or other third party schemes before February 2022.	Strategy, Growth & Governance (Finance, Policy)			through a cross council working group and LGNZ.
11.3 Pitau Road village and Hinau Street village					
	(a) Resolves that Pitau Road village and Hinau Street village are separated from the elder housing portfolio and sold for private redevelopment	Chief Financial Office (Strategic Investment)			Hinau Street property has been offered to the market and negotiations underway. Pitau Road disposal strategy and discussions underway.
	(b) Resolves that the net proceeds from the sale of Pitau Road village and Hinau Street village are retained, together with the net proceeds from the sale of the elder housing portfolio, in an elder housing and social/public housing reserve, until such time as Council confirms its application	Chief Financial Office (Finance)			Report to 25 July Council meeting and decisions made on principles and direction on utilisation of proceeds. Work progressing based on resolutions passed.
11.5 Location of civic administration building					
	(c) Delegates to the Chief Executive the authority to negotiate: <ul style="list-style-type: none"> development agreement regarding the fit-out of the office space for Council's purposes, with the developer, Willis Bond 	City Development & Partnerships (Civic Development)		Oct 2022	An Agreement to Lease was signed by the Chief Executive in December 2021. The final development agreement and sale of land at 90 Devonport Road will be finalised once Willis Bond have confirmed the final cost of development.
11.6 Papamoa East Interchange – options for acceleration					

Key:				
	On track	Off track	Complete	Not Started

	<p>(b) Provides in the LTP for the delivery of the PEI by 2024 (accelerated timing) and continues to actively explore alternative funding and financing options with central government partners (noting that Staff will report back to Council with funding and financing options for decision before proceeding past the preloading and design stage) as outlined in Option 4</p> <p>(c) Approves \$4 million to be brought forward in the LTP to cover Pāpāmoa East Interchange preloading and design costs in the 2021/22 financial year to allow for delivery in 2024 if appropriate funding and financing is determined.</p>	Strategy, Growth & Governance (City Planning and Growth)		(b) Expect report to Council Nov 2022	<p>b) Waka Kotahi Board have approved Papāmoa Eastern Interchange funding contribution. Following TCC request for further funding from 1 July 2017 as per prior commitments, additional paper to Waka Kotahi Board which was approved. The Ministry of Housing and Urban Development are drafting papers for Ministers regarding the Housing Infrastructure Fund approval.</p> <p>(c) Preload contract awarded and physical works underway. Design in progress.</p>
11.8 Economic development and growth management issues and options papers					
City centre parking trial	(a) Retains the two-hour free parking until February 2022 when the parking strategy is implemented (Option 2)	Infrastructure (Transport)		Sept 2022	The Parking Management Plan will be presented to Council for consideration in September 2022.
Gloucester Road link	(b) Approves the request to bring forward funding for the Gloucester Road link, subject to land transfer and with revised conditions for funding contributions (Option 2)	Infrastructure (Transport, Strategic Investment)			The intent remains, however the decision making about the land hand-over to TCC to build the road on has been slower than expected. Conversations are ongoing between TCC and the Trust, and we are assisting the Trust with any information they need. We are still awaiting Trust approval, which will be the trigger for us to commence detailed design. We understand the Trust Board has met on the matter and communication on the resolution is imminent.

Key:				
	On track	Off track	Complete	Not Started

Lakes Community Association	<u>Funding request</u> (f) Does not add \$2.5 million funding to deliver dispersed smaller recreational facilities in The Lakes but instead, utilises existing budgets, where possible, to support the delivery of recreational facilities (Option 1)	Community Services (Spaces & Places)		Sept 2022	Pump track and basketball court delivered in Orangapani Reserve September 2022. Shared pathway between Pyes Pa East and The Lakes under construction, with stage 1 complete, about to start stage 2.
	<u>Working group</u> (g) Continues to work with The Lakes Community Association on projects, which may include the establishment of a Council-Residents working group (Option 1)	Corporate Services (Community Relations)		Ongoing	The Lakes Community Association no longer exists. Community Relations staff continue to engage with residents in the Lakes on specific projects. Most recently on the 'recreation at the lakes' project with Spaces and Places. A family fun day is planned at Orangapani reserve on 17 September 2022. Email, social and web updates fed back to the community the results of the recreation survey.
Wairakei Community Centre Trust	(h) Undertakes a planned review of community centre provision, services and models, and engages with the Wairakei Community Centre Trust through that process (Option 1)	Community Services (Spaces & Places)		Sept 2022	The Community Centres Plan is proposed for consideration at the September 2022 Strategy Finance and Risk Committee. Trust engaged through process.
Pukehinahina / Gate Pa Community Centre	(i) Undertakes a planned review of community centre provision, services and models, and engages with the Accessible Properties' Limited through that process (Option 2)	Community Services and Strategy (Spaces & Places, Strategy)		Sept 2022	The Community Centres Plan is proposed for adoption at the September 2022 Strategy Finance and Risk Committee. Detailed design of new facility underway, with build expected to be complete by mid-2024.
	(j) Supports the development of a pop-up park/play space (P3) at 899 Cameron Road, by providing a \$20,000 one-off funding grant (Option 3)	Community Services (Spaces & Places)		N/A	Accessible Properties Ltd received \$20,000 in the LTP for activation of this space – a 'pop up' community play space. They are working with Sport BOP,

Key:				
	On track	Off track	Complete	Not Started

				Gate Pa School and the Gate Pa Stakeholders Group on this project. It is planned this will be community space for the next 2-4 years, prior to then being developed for housing.
Tauriko Playcentre	<p>(k) Undertakes a two-stage investigation and reporting process</p> <p>b) Commits to working with the Tauriko Playcentre & Tauriko Playcentre Association to investigate options for the continuation of the Playcentre in its current location, relocation of the Playcentre to another Council-owned property, or land provided by another entity or new site (either inside Tauriko West or in proximity), commencing following the adoption of the Long Term Plan.</p>	<p>Community Services and Strategy, Growth & Governance</p> <p>(Spaces & Places, City & Infrastructure Planning)</p>		<p>Awaiting Waka Kotahi and TCC preferred options for roading improvements and SH29 alignment before can complete the options assessment and identify a preferred option(s). This is expected February 2023.</p> <p>Staff are working with the playcentre to investigate options for their ongoing operations and this includes meeting with Tauriko Playcentre and the Playcentre Association to understand requirements and the development of options, and engaging with the Ministry of Education, Tauriko School, Waka Kotahi and landowners within Tauriko West growth area to understand short- and long-term opportunities for the Playcentre. Current tasks include working with Waka Kotahi to identify the opportunities for the Playcentre to operate in the short/medium term on their current site during the roadworks to enable Tauriko West development, and talking to landowners to identify opportunities for land acquisition within Tauriko West for a permanent relocation of the Playcentre.</p>

Key:				
	On track	Off track	Complete	Not Started

	<p>Stage 2: Report back to Council and seek direction on findings of investigations in regard to a), b) & c)</p> <p>a) The outcomes roading improvements/State Highway 29 alignments and options being progressed by Council and Waka Kotahi NZTA.</p> <p>b) The pros/cons of those options, including consideration of whether Council funds (in part/whole) any of the options, and whether other funding opportunities are available (if required).</p> <p>c) This occur within the 2021/22 financial year, ready for decision by Council on the outcomes through the 2022/23 Annual Plan development.</p>	<p>Strategy, Growth & Governance and Community Services</p> <p>(City & Infrastructure Planning, Spaces & Places)</p>			Refer above.
Crown-owned land in Greerton	(m) Engages with the Tauranga community, existing users, mana whenua, government partners and key stakeholders to undertake an options study to explore the most appropriate and efficient use of the Recreation Reserve – Tauranga Racecourse land in the short, medium and long term (Option 1)	<p>Strategy, Growth & Governance, Community Services and Corporate Services</p> <p>(C&IP, Spaces & Places, Community Relations)</p>		Dec 2022	The first round of engagement has been completed. There are three options identified and Council was consulting on a preferred option during August. Hearings are programmed for November 2022, and Council consideration expected December 2022.
Te Reti B&C Residue Trust	(o) Agrees to fund \$84,790 in year 1 of the LTP to construct the widening of the entrance to papakainga housing between Cambridge Road and Waihi Road (Option 1)	<p>Infrastructure</p> <p>(Transport)</p>			Funding is available and we are waiting for the group to approach Council.
11.9 Community Partnerships issues and options papers					

Key:				
	On track	Off track	Complete	Not Started

Sydenham Botanical Park	(a) Approves the request from Sydenham Botanical Park for investment in Park development, and Council to complete spatial planning to help guide the future development of the Park once the Trust is formally wound up (Option 2)	Community Services (Spaces & Places)			Development of pergola and walkway complete. Otumoetai Spatial Planning on track.
Age Concern – Tauranga Wellness Centre	(c) Undertakes a planned review of community centre provision, services and models, and engages with Age Concern Tauranga and others through that process regarding the development of a Wellness Centre	Community Services (Spaces & Places)		Sept 2022	Community Centres Plan proposed for adoption in September. Trust engaged through process.
Citizens Advice Bureau	(e) Acknowledges the need to work with the Citizens Advice Bureau Tauranga to find a suitable location for their operation, once the civic precinct development commences	Community Services, Community Services (Community Development and Emergency Management) City Development & Partnerships		Dec 2022	A one-off funding agreement has been signed and provides a small funding package to support the Bureau to transition to a new site. The existing buildings will be tendered by the City Development Team by December 2022, with any proceeds to be gifted to the Citizens Advice Bureau (CAB). The CAB Board have entered into a new lease on Cameron Road and staff will continue to support the Bureau to identify satellite stations in other community facilities to broaden their reach.
Arataki Community Liaison Group	(g) Continues to support the Arataki Community Liaison Group and the associated short- and medium-term work noted in the attachment that is underway	Infrastructure , Strategy & Growth and Governance, (Transport, Community Relations, Strategy)			This has a watching brief as the Arataki Community Liaison Group has dissolved but Council is trying to re-invigorate this. Council is exploring options for co-design projects that the Arataki Community Liaison Group could work on. They have indicated a strong desire to work on Farm Street streetscaping.

Key:				
	On track	Off track	Complete	Not Started

Kāinga Tupu – resilience	<u>Tauranga City Food Security Hub</u> (h) Revisits the decision to provide an in-principle commitment to financially support the Tauranga Food Security Hub project, once the current feasibility study is completed (Option 2)	Community Services (Community Development and Emergency Management Partnerships)			<p>The feasibility study has been completed and the next step is to progress a full business case, which has been drafted. The community providers have asked us to put this project on hold based on their readiness to proceed.</p> <p>As such, this is on hold for 12 months, due to the impact COVID has had on food services as well as possible changes in Government funding in this space.</p>
	<u>Tauranga Community Wellbeing Hub</u> (i) Revisits the decision to provide an in-principle financial commitment to the Kāinga Ora Community Wellbeing Hub project, once the commercial and financial feasibility tests are completed (Option 2)	Community Services (Community Development and Emergency Management)		<p>A new proposal is being explored within an existing DHB site, which they hope to have operational by 30 Sept 2022.</p>	<p>A feasibility study completed with Kāinga Ora and Bay of Plenty District Health Board (BOPDHB) investigated progressing this hub on BOPDHB land. However, with entity changes happening with the BOPDHB and the possibility of a new hospital being built in Tauranga, this project is on hold. Kāinga Tupu Advisor is currently working across Council and with community providers to explore other options related to fitting out a commercial building that has recently become available.</p>
Kāinga Tupu – community spaces and places	<u>People sleeping in private motor vehicles</u> (j) Refers the request to support mobile wellbeing checks for people residing in private motor vehicles, in partnership with central government agencies, to the Community Grant Fund	Community Services (Community Development and Emergency Management)		Aug 2022	<p>Securing funds from external agencies to proceed with this project has been unsuccessful. However, a new opportunity has arisen with BOPDHB to re-purpose two similar full time roles created during COVID, which is being explored by the Kāinga Tupu Advisor and an outreach function, incorporating a nurse, social worker and health</p>

Key:				
	On track	Off track	Complete	Not Started

					navigator. Although still a work in progress in terms of establishing an MOU alongside the Bylaws team, however the outreach team was operational by 30 August 2022.
	<u>Increased access to basic amenities</u> (k) Requests staff review existing public amenity to look for opportunities to support broader community access, and update Council's website to provide better information about public access to 24/7 showers, toilets and drinking water (Option 1)	Community Services (Spaces & Places)			Kāinga Tupu are working with Bylaws and Spaces and Places to identify five hot shower facilities across the city. These will be incorporated into either building upgrades or new build plans for toilet facilities. The locations we are currently considering are Papamoa, Memorial Park and Welcome Bay. An internal working group is continuing to explore all options related to creating access to shower facilities across the city, with a focus on safety and accessibility.
	<u>Paid personnel at destination parks</u> (l) Requests staff source existing funding to undertake a feasibility study of activation personnel/organisations at key destinations across Tauranga City, to support active play and mitigate safety concerns (Option 2)	Community Services (Community Development/ Spaces & Places)		Oct 2022	The Community Centres Action & Investment Plan (due for consideration by Council on 3rd October 2022) recommends a greater focus on programming of services to meet community needs, which will support greater activation in community centres.
11.10 Spaces and Places: sport issues and options papers					
Bay of Plenty Sport Climbing Association	(a) Works with the club to investigate options to provide a location for a climbing facility to be constructed for bouldering training and competitions, in parallel to completing a review of the Sport and Active Living Strategy (Option 1)	Community Services (Spaces & Places)		Site master planning of key Active Reserves phase 1 – Sept 2022.	Climbing options to be considered alongside site planning at key Active Reserves and through Active Living Action Planning.

Key:				
	On track	Off track	Complete	Not Started

	(b) Requests staff undertake an active reserve study and review of Sport and Active Living Strategy to inform future investments opportunities: <ul style="list-style-type: none"> i. within the active reserve network, including Waipuna Park, and ii. for skateparks, pump tracks, mountain bike facilities and outdoor basketball facilities across the City, including Welcome Bay; 	Community Services (Spaces & Places)		Spaces & Places Strategic Plan and Active Living planning – Feb 2023	Sportsfield upgrade planning complete, implementation from 2022/2023. Play & Active Living Action Plan in development as lead in to LTP 2024.
Memorial Park Aquatics and Recreation Hub	(b) Retains the current proposed capital expenditure programme and assess opportunities to bring forward the indoor courts project, as the development of the aquatics project progresses (Option 2)	City Development & Partnerships		January 2023	Options are currently being assessed for accelerating this programme of work.
Roller sports facilities	(c) Adds \$25,000 into year 1 of the LTP to undertake an assessment of the specific needs of outdoor roller sports, which will inform future strategic investment to be delivered through a combination of existing spaces and places projects in the draft LTP, and/or potential new projects in the 2024-34 LTP	Community Services (Spaces & Places)		Complete	An assessment of the existing skateparks complete. Quick win projects are underway with findings to be incorporated into the Active Living Action Plan. The assessment of need for additional/other roller sport facilities to be considered through Action Living Action Plan.
	(d) Adds \$50,000 per annum into the first three years of the LTP to support the community to undertake short-term upgrades to existing skatepark facilities, subject to the demonstration of need for the upgrades	Community Services (Spaces & Places)		Delayed due Sept 2022. Delivery 2023 upgrades June 2023	Delivery 2022 upgrades have been delayed due to delays from manufacturer and are now due Sept 2022. 2023 programme planning underway with programme upgrades due in Sept 2022.
	(e) Add \$75,000 into year 1 of the LTP to develop the design for a destination skatepark facility for the	Community Services		Construction to	Consultant design team engaged. The site has been selected and the

Key:				
	On track	Off track	Complete	Not Started

	city, with a further \$670k provision in year 2 for construction (assumed 50% externally funded)	(Spaces & Places)		start in 2023.	community design group established. Note budget proposed to be increased to \$2.07M with 50% external funding share in Annual Plan as agreed at Council.
	(f) Through implementation of the Community Facility Investment Plan (CFIP) for indoor sports centres, engage with roller sports representatives/ stakeholders to ensure their aspirations are reflected in the CFIP and future LTPs (all Option 1)	Community Services (Spaces & Places)		July 2023	Community design group established
Arataki Park sports, cultural and wellbeing facility	(g) Requests staff commence a Sport and Active Living Strategy review and Community Facilities Funding Policy review, with urgency, and delay project commitment via a letter of support pending the review outcomes (Option 2)	Community Services and Strategy & Growth and Governance, (Spaces & Places, Strategy, Policy)		Funding Policy – Sept 2022 SFR. Discussions with stakeholders in Arataki ongoing. Active Living Plan due Feb 2023	Funding Policy review undertaken and Sport & Active Living planning underway. Discussions ongoing with Tatai Ora Trust and other Arataki stakeholders to assess need and approach to sports and community facility provision in the area. Review of Sport and Active Living Strategy to be included in new Spaces and Places Strategic Plan. Sportsfield upgrades implementation commences in 2022/2023. Active Living Action Plan in development.
	(h) Requests staff work alongside the Arataki Community Liaison Group, Tatai Ora Charitable Trust, Tauranga Whalers Sports Club and Bay Venues Limited to investigate options to enhance/develop the current community centre to meet the aspirations of all current and potential future user groups (Option 3)	Community Services (Spaces & Places)		Dec 22 – options assessed.	Community Centres Strategic Plan complete, pending Committee endorsement. Exploration of options in the Arataki area underway.
Tauranga City Basketball	(i) Continues to engage with Tauranga City Basketball and other key stakeholders as Council	Community Services		Ongoing opportunities for	Tauranga City Basketball re-engaged. Options for indoor courts network capacity undergoing assessment,

Key:				
	On track	Off track	Complete	Not Started

	develops plans for the indoor courts network across the city (Option 2)	(Spaces & Places)		development in Tauriko, Greerton, Baypark, Tatua.	including option for provision as part of Tatua Reserve – Badminton facility.
	(j) Agrees to co-fund a feasibility assessment of indoor courts at the Toi Ohomai Windermere campus to a value of up to \$35,000	Community Services (Spaces & Places)			Initial discussions with Toi Ohomai; opportunities currently constrained by a Toi Ohomai restructure. Not considered a preferred site for new courts in that area, but remains a long-term option.
Welcome Bay reserves investment, including Waipuna Park	(k) Requests staff undertake an active reserve study and review of Sport and Active Living Strategy to inform future investments opportunities: <ul style="list-style-type: none"> iii. within the active reserve network, including Waipuna Park, and iv. for skateparks, pump tracks, mountain bike facilities and outdoor basketball facilities across the City, including Welcome Bay; 	Community Services (Spaces & Places)		Welcome Bay reserve improvements taking place in reserves, Completed quick wins Dec 2022. Active Living assessment estimated for Feb 2023	Underway and supported by other workstreams including neighbourhood based planning at Welcome Bay and Lakes, Otumoetai and the skate park upgrades project. Waipuna Park investments underway. Review of Sport and Active Living Strategy to be included in new Spaces and Places Strategic Plan. Sports Field planning complete; implementation to commence 2022/2023.
	(l) Requests staff work with the Welcome Bay community and key stakeholders to give effect to the objectives and management statements in the	Community Services and Corporate Services		Quick wins – estimated complete	Engagement complete, quick wins under construction and more comprehensive upgrades programmed as identified by the Community.

Key:				
	On track	Off track	Complete	Not Started

	Tauranga Reserve Management Plan, including Forrester Drive;	(Spaces & Places, Community Relations)		tion Dec 2022 Comprehensive upgrades programmed over a number of years	
Gordon Spratt Reserve	<u>Buildings</u> (p) Commences the Sport and Active Living Strategy review, Gordon Spratt and Alice Johnson Reserve future state project, and Community Facilities Funding Policy review. Slightly delay commitment to both the cricket pavilion and shared club facility projects, pending the outcome of the reviews (Option 1); and	Community Services and Strategy & Growth and Governance, (Spaces & Places, Strategy, Policy)		Updated business cases and implementation plans due Nov 2022.	Active Reserves demand assessment complete. Gordon Spratt 'Future State' stakeholder engagement process complete. Updated business cases and implementation plans underway for facilities, alongside masterplan. Investments in sportsfield improvements underway for 2022/23. Papamoa Cricket club pavilion is progressing with the club exploring options to establish a trust to develop the building in partnership with TCC as a key funder.
	<u>Lights and shelter</u> Adds \$375,000 capex funding into year 1 of the LTP to reflect the full replacement cost of the lights at the Gordon Spratt tennis and netball courts, recognising a 75% club contribution, and delays investment in the shelter structure by one year (Option 1); and	Community Services (Spaces & Places)		N/A	This changed in the Annual Plan. We are now funding Tennis to deliver this themselves to the tune of \$118,750.
	<u>Pump track public facilities</u> (q) Retains funding of \$235,000 in year 1 to install pump track public facilities, as per the draft LTP (Option 1); and	Community Services (Spaces & Places)		Nov 2022	Active Reserves demand assessment complete. Gordon Spratt 'Future State' stakeholder engagement process complete. Updated business cases and implementation plans underway for facilities, alongside masterplan.

Key:				
	On track	Off track	Complete	Not Started

					<p>Investments as agreed with stakeholders.</p> <p>A minor works implementation plan has been developed and programmed. Works to commence this financial year.</p> <p>Public Facilities will be delivered to site in the coming weeks for connections to commence shortly after.</p> <p>The Gordon Spratt Reserve Masterplan is due for completion in September. The business case for the multi-sport clubrooms will follow in November.</p> <p>The toilet block is in situation but not yet open for use, and the ground works are being completed.</p> <p>The table shade is also now in storage, that will be used to house the solar panels on the roof. Likely to be fully completed by end of October (if not before).</p>
Blake Park	(s) Requests staff commence the future state co-design project for Blake Park, the Sport and Active Living Strategy review and Community Facilities Funding Policy review	Community Services (Spaces & Places)		Master-plan phase 1 due Sept 2022.	'Future State' engagement process complete. Masterplan process initiated to take forward identified options.
	(t) Confirms approval for BOP Badminton to use the full site at Tatua Reserve for the development of a multi-use sports facility (including but not limited to use for badminton and table tennis), subject to Council agreement on the multi-use nature of the facility, and brings forward funding of \$321,552 from FY 23 to FY 22, to contribute towards Tatua Reserve development costs	Community Services (Spaces & Places)		Business case due Sept 2022 – issues with finding fundable proposi-	Working with Bay of Plenty Badminton through business case process to identify most sustainable partnership and business model.

Key:				
	On track	Off track	Complete	Not Started

				tion to resolve.				
	(u) Investigates the viability of Mount Maunganui Playcentre using Golf Road Reserve for the location of their activities, and brings forward funding of \$144,310 from FY 23 to FY 22, to contribute to the potential relocation costs	Community Services (Spaces & Places)			Confirmation of relocation complete; Playcentre build expected to begin in October 2022.			
(w) Confirms a capital grant to the Bay Oval Trust (with the debt to be retired over a period of up to 11 years) as a third contribution to the Stage 2 Pavilion, event-day toilets, generator shelter and broadcast tower projects, as detailed below:		Community Services (Spaces & Places)		Monitor- ing Bay Oval delivery only	Carried some budget over and added additional budget to the Annual Plan 2022/23.			
Proposed project	Total cost					Bay Oval Contribution	Requested Funds	Contribution by TCC (1/2)
Stage 2 Pavilion	\$4,289,000					\$1,750,000	\$2,539,000	\$1,429,600
Event-day toilets	\$424,815					\$150,000	\$274,815	\$141,600
Generator shelter	\$108,951					\$50,000	\$58,951	\$36,300
Broadcast towers	\$350,000						\$350,000	\$116,600
Total								\$1,724,200
11.11 Spaces and Places: other issues and options papers								
Public amenity in reserves and/or open space network	(b) Retain the drinking fountain budget in the LTP and increase it by \$290,000 in year 1 only to include an allocated amount for the installation of additional public amenity/facilities (Option 2)	Community Services (Spaces & Places)		Dec 2022	Ila Park and Waterford Downs toilets delivery delayed, expected to be in Tauranga in August 2022 for installation. Toilet units were delivered to Tauranga on Monday 29 August and are in storage. Ila is likely to be installed first, although			

Key:				
	On track	Off track	Complete	Not Started

					this does need to align with the wider works in the park. The Waterford Downs installation is likely to take longer, hopefully completed by Christmas – we have a location confirmed now from public feedback but we need the consultant to create the plan for service connections, ground works etc. and then get on site to do them, prior to install.
Neighbourhood reserve provision in The Lakes	(c) Engages with Taumata School to investigate innovative opportunities for Council and the school to work together on the delivery of community infrastructure in the surrounding area, including the purchase of Neighbourhood Reserve #6.	Community Services (Spaces & Places)		N/A	School do not currently desire anything from TCC. Reserve improvements underway in the Lakes.
Shade provision in open space	(d) Retains the existing project in the LTP to enable shade audits and the installation of artificial shade coverage, but also adds an operational budget of \$60,000 for planting more natural shade via larger trees (Option 1)	Community Services (Spaces & Places)		Ongoing	The addition of Trees and Shade will be ongoing over the 10-year LTP period.
Te Ranga Reserve	(e) Increases and brings forward budget to support the enhancement of Te Ranga Reserve (Option 1)	Community Services (Spaces & Places)		June 2023.	Masterplan complete and enhancement works underway on site in partnership with Pukehinahina Trust.
11.12 Other topics issues and options papers					
Western Bay Museum	(b) Declines the proposal from the Western Bay Museum to develop an exhibition of taonga from the Heritage Collection in Katikati, however, provide a contribution of \$100,000 in year 1 of the LTP to the Heritage Collection to enable temporary exhibition of parts of the collection in Tauranga (Option 3)	Community Services (Arts & Culture)		Ongoing	Heritage Collection staff will continue an engagement plan in FY 22/23, with a range of projects to share the collection with the community. Current projects include a new publication "Through Embroiderers eyes" which profiles the textile collection, accompanied by a lecture at the National

Key:				
	On track	Off track	Complete	Not Started

				Embroiderers conference; A series of teachers' tours (planned for the October school holidays) connecting school teachers to the Heritage Collection; Pop-up poster exhibitions- Tauranga's railway heritage, at the Piccadilly arcade; and images from the Orange festival- on hoardings around the CBD. The Hands on programme has enjoyed continued growth, with 21 school visits so far this calendar year. A total of 134 new teachers have registered for the service in the past 12 months.
Taonga Tu / Heritage Bay of Plenty	(c) Establishes a heritage fund of \$150k for the first year of the LTP, to be managed by Arts and Culture, for the purpose of working with 3rd party organisations to scope and support business case development, for the establishment of a heritage and taonga collection, and display facility (Option 3)	Community Services (Arts & Culture)		<p>Staff met with Taonga Tu on June 8th to agree a way forward on this disputed contract. A request was made for Taonga Tu to provide by June 27th:</p> <p>A copy of all work undertaken to date on the feasibility study and business case to date, to include any drafts of the feasibility study and or business case for a Heritage Centre in the CBD and detailed summary of proposed remaining work required to complete the project.</p> <p>Requested material was supplied in July. Staff have reviewed this material and deemed that the work is not transferrable to the development of a Museum at Te Manawataki o Te Papa. Staff have recommended that the contract be cancelled, with no further work to be undertaken by Taonga Tu. Rice Speir have been instructed to write to Taonga Tu to formally end the contract.</p>

Key:				
	On track	Off track	Complete	Not Started

The Incubator	(d) Confirms support for the Incubator at the level currently included in year 1 of the draft LTP (\$250k) then, subject to achieving a set of community and arts and culture-focused deliverables/KPIs, increases funding by \$110K per annum for years 2 and 3 of the LTP (Option 4)	Community Services (Arts & Culture)		Funding outcome on the Creative Campus from the DIA application will be known by end of 2022. The Whakairo carving hub is scheduled to open in June 2023.	The Incubator successfully met all KPI's for the 2021/22 year. The Incubator are now working on the next projects identified in their strategic plan- the Whakairo carving hub and the expanded creative campus space for workshops and classes. The creative campus project is contingent on the Incubator securing funding from DIA. The Whakairo hub is scheduled to open in time for Matariki in 2023.
Papamoa Residents & Ratepayers Association	(g) Declines the funding request but seeks to establish a more robust structure for greater communication and engagement with the submitter and other community groups (Option 3)	Corporate Services (Community Relations)		Ongoing	Community Relations staff connecting on specific issues of interest to Papamoa Residents & Ratepayers Association. Last engagement was on LTPA and Wairakei planting.
Wednesday Challenge	(h) Approves funding of \$146,250 for the Wednesday Challenge subject to the duplication with existing Travel Safe programmes being removed from the proposal, and that data from the Wednesday Challenge app is made available to Council (Option 1)	Infrastructure (Transport)			Completed.
Marine strategy	(i) Continues with the development of the Marine Strategy project as agreed by Council at its 6 October 2020 meeting (Option 1)	Corporate Services		Timeframe for planning and	Phase one of the strategy process was undertaken in 2021 and involved community engagement to better understand user needs and expectations.

Key:				
	On track	Off track	Complete	Not Started

		(Spaces and Places)		development – August 2023	Information was collated into a framework to outline objectives, principles, issues and opportunities and key actions to address priorities. Planning is underway on key projects identified include access to water, Sulphur Point, Pilot Bay, Marine Park, Civic Centre waterfront and a wider network asset management plan.
Gondola feasibility study	(n) Includes \$100,000 in the LTP (split \$50,000 in 21/22 and \$50,000 in 22/23) to enable innovative opportunities for transport movement solutions to be explored including risk assessment and, where appropriate, working with other transport partners	Infrastructure and Strategy & Growth and Governance, (City Planning and Transport)			Budget included. Some of the funds allocated to explore dynamic road pricing opportunities.
Cultural centre at Gate Pa Reserve	(o) Allocates new operating expenditure of \$125,000, subject to a briefing and further report to Council, and to a satisfactory funding agreement (Option 1)	Community Services and Strategy & Growth and Governance, (Spaces & Places / Strategy)			Discussions held with mana whenua on opportunity. Report will be presented to upcoming Council meeting for decision on utilisation of the Gate Pa Reserve for a cultural centre.

Key:				
	On track	Off track	Complete	Not Started

Part B: LTPA and Annual Plan 2022/23 actions

Nb these are the first time these actions have been presented to Council, since resolved.

Agenda topic	Resolutions (Struck through = no action required)	Group (Activity)	Status	Anticipated Delivery Date	Comments
11.1 Long-term Plan Amendment/Annual Plan 2022/23 Deliberations					
	a) Receives the report.				
	b) Includes in the final drafting of the Annual Plan 2022/23 the resolutions relating to the following reports: i) Executive Report to the Annual Plan ii) Annual Plan 2022/23 Deliberations Issues and Options other feedback and suggestions iii) Rating Policy Proposals iv) Tsunami Sirens	Chief Financial Office (Finance)			All funding and revenue and expenditure changes have been included in the annual plan budgets for 2022/23
	c) Includes in the final drafting of the Long-term Plan Amendment the resolutions relating to the following reports i) Long-term Plan Amendment Deliberations Civic Precinct Issues and Options Report ii) Transport System Plan Infrastructure Funding and Financing Proposal iii) Tauriko West Infrastructure Funding and Financing Proposal	Chief Financial Office (Finance)			The long-term plan includes these resolutions with IFF funding and grant funding assumed as funding sources for projects
	d) Notes staff comments on submissions relating to user fees and charges in Attachment 2.				

Key:				
	On track	Off track	Complete	Not Started

	e) Notes that the final User Fees and Charges 2022/23 document will be reported for adoption to Council at its meeting on 27 June 2022.				
11.2 Long-term Plan Amendment Deliberations - Engagement Insights					
	a) Receives the report Long-term Plan Amendment Deliberations - Engagement Insights				
11.3 Long-term Plan Amendment Deliberations - Civic Precinct Issues and Options Report					
	a) Receives the report Long-term Plan Amendment Deliberations - Civic Precinct Issues and Options Report				
	b) Approves Option 1 - Te Manawataki O Te Papa (Civic Precinct) Masterplan (Refreshed 2021) at a capital cost of \$303.4 million, for inclusion in the Long-term Plan Amendment 2021-31.	City Development & Partnerships (Civic Development)		June 2022	Option 1 was approved in the Long-term Plan Amendment.
	c) Notes that whilst the total project cost is the same as the draft budget consulted on, there are a number of changes outlined in this report, including the addition of a temperature-controlled archive within the library and community hub (not previously budgeted within the programme), and the removal of \$8 million for a waterfront playground, which is now budgeted as part of a separate Dive Crescent and Waterfront Reserve upgrade project.				
	d) Notes that the programme of works is subject to achieving 50% of the required funding from sources other than rates-funded debt, with an				

Key:				
	On track	Off track	Complete	Not Started

	estimated not cost to ratepayers of \$151.5 million. Each project will be subject to gateways recognised in resolution (e), prior to proceeding.				
	<p>e) Reconfirms that the Civic Precinct project is required to have appropriate governance arrangements, business cases, funding mix, and decision gateways for each key facility. Specific consideration before gateway approval is to be given to the following matters raised by the community through the Long-term Plan Amendment submissions process:</p> <ul style="list-style-type: none"> • Size and scale of the individual facilities. • Opportunities to deliver facilities which are exemplar in terms of sustainability; and • Less concrete and softer, greener design elements. 	<p>City Development & Partnerships (Civic Development)</p>		Dec 2022	<p>Appropriate Governance arrangements for Te Manawataki o Te Papa are in place.</p> <p>Relevant business cases are being finalised.</p> <p>The funding mix and decision gateways will be identified in a key milestone document that is currently being developed.</p> <p>Preliminary designs for all facilities and surrounding public realm spaces will be presented to Council in November 2022.</p>
11.4 Transport System Plan – Infrastructure Funding and Financing Proposal					
	a) Approve the Long-Term Plan Amendment reflecting Infrastructure Funding and Financing Levy (IFF) as a means of funding for Transport System Plan (TSP) Projects.	<p>Strategy, Growth & Governance (City Planning and Growth))</p>			LTP adopted including the IFF funding opportunity. Further work is underway to progress IFF. Separate reports have been presented to Council and further reports to come.
	b) Approves the addition of the following projects to the TSP IFF project schedule:	<p>Strategy, Growth & Governance (City Planning and Growth))</p>			Discussed with CIP and agreed to extend the list of projects. This is now flowing through into the formal documentation.

Key:				
	On track	Off track	Complete	Not Started

	c) Receives a further report on the outcome of finance proposals and further advice on the status of Waka Kotahi Funding to enable a final decision to be made on whether to proceed with a IFF Levy to finance and fund the 14 identified TSP projects.	Strategy, Growth & Governance (City & Infrastructure Planning)		Refer comments	Council report 30 August 2022. Levy proposal completed for submitting to MHUD 2 September. September to mid-November; Levy proposal submitted and MHUD finalising recommendation report (early-Sept) for ministerial review. Early-Nov to early-Dec; Government approval processes Post December – Order in Council.
	d) Supports the drafting of a Levy Proposal and associated documentation in preparation for seeking Ministerial approvals should the IFF Levy be fully endorsed.	Strategy, Growth & Governance (City & Infrastructure Planning)			
11.5 Tauriko West – Infrastructure Funding and Financing Proposal					
	a) Approves the Long-Term Plan Amendment reflecting an IFF Levy as a means of financing and funding for the Tauriko West growth area infrastructure	Strategy, Growth & Governance (City & infrastructure Planning)			Final adopted LTP included the Tauriko West IFF.
	b) Approves a levy proposal being prepared to introduce an Infrastructure Funding and Financing levy at Tauriko West.	Strategy, Growth & Governance (City & infrastructure Planning)		Refer comments	Active discussions underway with CIP, government officials and Ministers and landowners. Report will be presented to Council (likely September 2022) to seek direction.
	c) Continues to engage in the finance process to identify a preferred financier and to confirm the cost of finance.	Strategy, Growth & Governance			

Key:				
	On track	Off track	Complete	Not Started

		(City & infrastructure Planning)			
	d) Continues to engage with relevant stakeholders, including landowners and developers in Tauriko West, to understand their views on the acceptability, or otherwise, of the proposed finance package; and	Strategy, Growth & Governance (City & infrastructure Planning)			
	e) Receives a further report on completion of the finance process with a final levy proposal for Council's consideration including details of the proposed levy model, the cost to levy payers over the levy period, and outcome of the landowner/developer engagement.	Strategy, Growth & Governance (City & infrastructure Planning)			
	f) Supports the drafting of a Levy Proposal and associated documentation in preparation for seeking Ministerial approvals should the IFF levy be fully endorsed.	Strategy, Growth & Governance (City & infrastructure Planning)			
11.6 Tsunami Sirens					
	a) Continues investing in tsunami education, awareness and supporting community networks including targeted focus on more isolated or vulnerable members of the community.	Community Services (Community Development & Emergency Management)		Modelling outputs are being sought from GNS Science – anticipate clarification by mid-September 2022.	Collaboration with CDEM BOP Group to determine inundation modelling & subsequent evacuation routes based upon suggested modelling by GNS Science. Once modelling has been determined, Emergency Management will also engage Tonkin & Taylor to assist with the identification of safe

Key:				
	On track	Off track	Complete	Not Started

				<p>However, concurrent work is being done to update the evacuation maps so that when clarification is received on modelling, the updated evacuation plans will be ready for release to the community by end September 2022.</p> <p>locations, based upon updated modelling.</p> <p>Tauranga Emergency Management are piloting tsunami resource package for identified coastal schools within the tsunami zone. At this stage the Emergency Management team have met with the Mount & Papamoa school clusters and provided the following, to compliment the Ministry of Education Guidelines for EM planning:</p> <ul style="list-style-type: none"> - evacuation plan template - supporting checklists - communication collateral, including communication for school communities. <p>At this stage the schools have received the resources (August 2022), and are working through these and will provide feedback, at which time the resources will be adopted and the pilot finalised and rolled out to other coastal areas nationally, who may wish to utilise.</p>
	b) Does not install a tsunami siren network.	Community Services (Community Development)		<p>Sirens removed May 2022 post LTPA public submissions and hearings.</p>

Key:				
	On track	Off track	Complete	Not Started

		& Emergency Management)			
11.7 Executive Report to the Annual Plan					
	a) Receives the Executive report to the Annual Plan				
	b) Approves the amendments to the draft annual plan budget as proposed in this report	Chief Financial Office (Finance)			Budgets for 2022/23 include resolutions
	c) Agrees to loan fund the following operational expenditure which provides long-term benefits greater than one year: <ul style="list-style-type: none"> I. a grant to Gordon Spratt Tennis Club of \$118,750 as part share of the costs of installing lights, with the loan to be retired over 10 years through the spaces and places activity II. note that previously agreed loan funded opex does not require additional approval 	Chief Financial Office (Finance)			Once grants are paid funding will be from loans
	d) Agrees to transfer rates surplus from 2022 of \$7.1m to fund carried forward expenditure and additional costs of interest, revisions to Waka Kotahi revenue and the risks around expenditure budgets	Chief Financial Office (Finance)			Rates surplus has been carried forward to fund agreed expenditure budgets
	e) Agrees to the carryforward of loan or reserve-funded expenditure of \$4.9m from 2021-22 to cover grants and infrastructure planning work and completion of minor projects.	Chief Financial Office (Finance)			Agreed carried forward budgets will be funded from loans and reserves as agreed

Key:				
	On track	Off track	Complete	Not Started

	f) Agrees to the revised capital programme (for TCC delivery and reimbursement) of \$298m after a capital programme adjustment of \$55m	Chief Financial Office (Finance)			The SAP budgets have been loaded at this level, and will be further increased for final carryforward requests for projects not completed as expected by year end.
	g) Notes the capital figure above does not include \$54m of costs for Tauriko West projects that were sitting in the LTP. This cost along with land sales and vested assets brings the total capital programme to \$320m.				
	h) Delegates to the CE the ability to bring forward projects approved as per the LTPA 2021-31 to manage deliverability across the capital programme subject to consistency with borrowing limits and the borrowing resolution.	Chief Financial Office (Finance)			This delegation is in place and being utilised.
	i) Notes, only \$250K of the \$750k budget is allocated to 2023. The remainder including funding external funding is recommended to be budgeted in 2024.				
11.8 Annual Plan 2022/23 Deliberations - Issues and Options - Other feedback and suggestions					
Dive Crescent and the Tauranga Waterfront	a) Approves the inclusion of the following budgets in the 2022/23 financial year: i. \$1.45m for the Dive Crescent at-grade carpark project	City Development & Partnerships (Civic Development)		Feb 2023	Concept designs and a Traffic Safety Audit completed. Detailed design and tender documentation currently in progress.
	ii. \$2.6m for the Beacon Wharf remediation and upgrade project	City Development		Nov 2023	Concept plans underway, bathymetric survey completed, engagement with user groups

Key:				
	On track	Off track	Complete	Not Started

		& Partnerships (Civic Development)			to progress once concept designs are finalised.
	iii. \$5m for the Waterfront Reserve development project, noting the balance of funds needed to complete the project (\$7m) need to be added to the 2023/24 financial year.	City Development & Partnerships (Civic Development)		Nov 2023	Updated Waterfront Masterplan will be presented to Council September 2022. Concept designs for the playground will be developed and presented to the Steering Group prior to that date.
	iv. \$350K for the Cargo Shed interior fitout (Option 1).	City Development & Partnerships (Civic Development)		Oct 2022	Seismic strengthening of the Cargo Shed is completed. Ablutions and kitchen designs are complete and building consent has been lodged.
Tourism Funding from the Airport Activity	b) Establishes a tourism fund of \$1 million to come out of the Airport reserves in the 2022/2023 financial year.	Chief Financial Office (Finance)			Reserve set up in the 2022/23 annual plan.
	c) \$621,000 of the fund would be allocated towards continued funding for the implementation/delivery of Tourism Bay of Plenty's destination management strategy, with some clearly measurable deliverables.	City Development & Partnerships (City Partnerships)			Clear Key Performance Indicators included in Tourism Bay of Plenty's Statement of Intent 2022-2023, approved by Council in June 2022 and published on TCC's website.
	d) The remaining balance of \$379,000 would go towards funding beautification projects across key tourism hotspots/gateway and tourism activation, e.g. Mount North and Tauranga CBD,	City Development			

Key:				
	On track	Off track	Complete	Not Started

	including \$68,000 to be allocated to the Tauranga Art Gallery to contribute towards programme and exhibition costs for 2022/2023 (see Issues and Options – Tauranga Art Gallery Funding.) (Option 1).	& Partnerships (City Partnerships)			
Tauranga Art Gallery Funding	e) Approves a one-off increase to the operating grant of Tauranga Art Gallery of \$68,000 in the Annual Plan 2022/23 to come out of the Airport activity, contributing to programme and exhibition costs to activate the CBD and tourism opportunities. (Option 4).	Community Services (Arts and Culture)			<p>One-off contribution to programme and exhibition cost has contributed to 2022/23 programme, which includes a major solo exhibition by Rydal Art Prize winner Ayesha Green (Ngāti Kahungunu, Kai Tahu) in August, and two significant bodies of work by Shannon Te Ao (Ngāti Tūwharetoa) and Maraea Timutimu (Tuhoe, Ngaiterangi, Ngati Ranginui) being unveiled in October 2022.</p> <p>New staffing appointments of a Curator/ Exhibitions Manager and Education Programmes Manager, ensure the Gallery is well positioned to deliver high-quality programmes over the coming year. The Gallery continues to develop a range of programmes for younger viewers, including the Acorn Art Awards and the Top Art 2022 exhibition, presenting work by leading secondary school students.</p>

Key:				
	On track	Off track	Complete	Not Started

Community Grant Fund – Partnership Agreements	f) Approves additional opex of \$340,000 to be included in the Annual Plan 2022/23 to fund the following four partnership agreements (Option 1): I. Good Neighbour Aotearoa Trust \$50,000 II. Here to Help U \$80,000 III. Tauranga Community Food Bank \$60,000 IV. Envirohub \$100,000 V. Socialink \$50,000	Community Services (Community Development and Emergency Management)		30 September 2022	Partnership Agreements with 4 of the 5 organisations have been signed and the agreement with Here to Help You (The Wise Group) is currently with the provider for final review.
Creative Bay of Plenty	g) Declines the funding request from Creative Bay of Plenty (Option 2).	Community Services (Arts and Culture)			
Merivale Community Centre	h) Approves the proposed budget adjustments to enable delivery of key community centre projects (Option 1): I. Approves additional \$3.9m (incl \$2m external funding) to 2023/24 to enable completion of the Merivale Community Centre and add \$100k per annum to a community centre operational budget from 2024/25, pending agreement of a sustainable governance and management model.	Community Services (Spaces and Places)		2024	In design stage
	II. Endorses a new Council-led delivery model for the build, ownership and ongoing maintenance of Merivale Community Centre, with the Merivale Community Incorporated trust continuing to manage the centre.	Community Services (Spaces and Places)			

Key:				
	On track	Off track	Complete	Not Started

Active reserves – Links, Gordon Spratt, Blake	i) Reallocates Long-term Plan budgets in later years to enable delivery of active reserve improvement projects (Option 1): I. Reallocates Long-term Plan budgets from later years to 2022/23 to provide an additional \$6.2m towards active reserve improvement projects and note that \$12.6m will be required in the 2023/24 and \$22.7m in 2024/25.	Community Services (Spaces and Places)		2024	Budget reallocated
	II. Agrees to loan fund \$1.7m opex in 2022/23 for warm season grasses over a 10-year period with associated rates funded debt retirement. Note that opex of \$576k in 2023/24 and \$2.8m in 2024/25 will also be required to be loan-funded over a 10-year period.	Community Services (Spaces and Places)		2024	Budget reallocated
	III. Allocates \$51k opex in 2022/23 towards for Blake Park mowing and note that ongoing opex will be required in future years to be confirmed through future Annual Plan and LTP processes.	Community Services (Spaces and Places)		2024	Budget reallocated
The Bay Oval Trust	j) Funds the shortfall request for the Stage 2 Pavilion (additional \$1,934,240 grant in 2022/23) to, with other funders, enable the project to proceed; and	Community Services (Spaces and Places)		N/A	Grant funding provided
	k) Supports in principle Council fund one-third (\$2m) of the indoor training centre as part of a future Long-term Plan process if/when the Bay Oval Trust demonstrate funds have been secured for the remaining two-thirds and Council receives an annual update report on progress as part of the Annual Plan process (Option 3).	Community Services (Spaces and Places)		N/A	In principle support only

Key:				
	On track	Off track	Complete	Not Started

Carlton Street reserve playground	l) Delivers improvements to Carlton Street Reserve playground and skate park (including accessibility, shade and skatepark improvements in 2022/23 utilising existing budgets.) (Option 1).	Community Services (Spaces and Places)		July 2023	
Sub-Regional Equine Racing Working Group and Relocation Study	m) Supports investigations of a potential racecourse relocation a site in the Bay of Plenty by providing \$80,000 funding for Stage 1 of the proposed Working Group and Relocation Study within the 2022/23 Annual Plan budget (Option 1).	Strategy, Growth & Governance (City & infrastructure Planning)		September 2022	The Racing working group has had 2 meetings now, a 3 rd is scheduled mid-September. Initial site option identification is underway and a process is being worked through with the members. Funding agreement in place with TCC, WBOPDC and Rotorua DC to fund the relocations options study.
Equestrian strategy funding	n) Continues to work with the TESA group to complete a concurrent relocation site options study for day-to-day equestrian activities.	Strategy, Growth & Governance (City & infrastructure Planning)		December 2022	The Greerton Maarawaewae options study consultation closed 29 August 2022. The submissions will be compiled into a hearings report for the hearings in November. Following hearings a final recommendation on the options will be taken to council 12 December 2022. The national equestrian strategy is underway and is expected to provide direction on future requirements early 2023. Future options for Tauranga equestrian relocation will be identified depending on the outcomes of these processes.

Key:				
	On track	Off track	Complete	Not Started

					Engagement is underway and continuing with TESA through the current processes.
	o) Racing working party to consider specific equestrian eventing opportunities, as appropriate.	Strategy, Growth & Governance (City & infrastructure Planning)		July 2022	Equestrian opportunities included in the approved Terms of Reference of the Racing Working Party.
	p) Agrees not to fund the Tauranga Equestrian Strategy at this time.	Strategy, Growth & Governance (City & infrastructure Planning)			
	q) Better outcomes can be achieved for the Bay of Plenty region if the National Equestrian Strategy work and BOP regional facilities work is undertaken prior to a Tauranga Equestrian Strategy being developed. Rather the relocation site options study for day-to-day equestrian activities will feed into these processes (Option 1).	Strategy, Growth & Governance (City & infrastructure Planning)		National Strategy expected by mid 2023	Decision communicated to TESA group. TCC linking with Sport Bay of Plenty on Bay of Plenty regional facilities.
Sustainability Projects	r) Approves additional funding of \$250,000 for sustainability initiatives: I. Energy Audits at Airport and Historic Village	Infrastructure (Sustainability and Waste)		October 2022	An auditor has been confirmed and site visits are to be completed August 2022.
	II. Transition Beachside Holiday Park from natural gas to electricity for hot water usage	Infrastructure (Sustainability and Waste)		May 2023	Staff are aiming for completion before the summer period but indications are that supply issues mean it will likely need to wait until after the summer period.

Key:				
	On track	Off track	Complete	Not Started

	III. Tauranga Moana Sustainability Fund	Infrastructure (Sustainability and Waste)		March 2023	Working on improving the communities knowledge and awareness of sustainability at TCC before launching the fund
	IV. Household and school rainwater collection tank programme	Infrastructure (Sustainability and Waste)		March 2023	To coincide with peak summer usage the initiatives will be launched.
	V. Support TCC Transition to a low emission fleet	Infrastructure (Sustainability and Waste)		December 2022/ ongoing	The consultant has been appointed for the fleet transition plan and we are in the process of proactively removing cars or replacing cars with hybrids or electric vehicles.
	VI. Integrating sustainability into the way we work	Infrastructure (Sustainability and Waste)		May 2023	Work is being completed on the corporate sustainability plans.
Te Maunga Redevelopment	s) Approves the increased scope and increased Council contribution of \$6m, with a report on a funding plan to follow if MfE funding to bridge the funding gap is not secured (Option 1).	Infrastructure (Sustainability and Waste)		December 2025	The building work is to begin 2023. The report on a funding gap is to follow as Ministry for the Environment funding increase has not been secured.
Kingswood Road Traffic Calming	t) Undertakes design and installation of speed management devices on Kingswood Road (Option 1).	Infrastructure (Transport)		January 2023	The design is complete and consultation with affected residents to begin soon. Construction complete January 2023.
11.9 Rating Policy Proposals					
	a) Receives the Deliberations Report – Rating Policy Proposals.				

Key:				
	On track	Off track	Complete	Not Started

	b) Approves the commercial and industrial sector contributing a larger share of the rate funding for the transportation activity.				
	c) Approves a phase-in period of two years for changes to the differentials: I. Commercial and industrial general rate differential to move to 1.9 in 2022/23;	Chief Financial Office (Finance)			The first movement in differential has been applied in the August 2022 rates instalment
	II. Transportation targeted rate differential for commercial and industrial ratepayers to move to 3.33 in 2022/23;	Chief Financial Office (Finance)			The first movement in differential has been applied in the August 2022 rates instalment
	III. Includes a second increase in the commercial and industrial general rate differential to 2.13 in the 2023/24 Annual Plan process;	Chief Financial Office (Finance)			This second differential will be applied through the 2023/24 annual plan and then included in that year's rating resolution
	IV. Includes a second increase in the transportation targeted rate differential for commercial and industrial ratepayers to 5 in the 2023/24 Annual Plan process.	Chief Financial Office (Finance)			This second differential will be applied through the 2023/24 annual plan and then included in that year's rating resolution
	d) Requests staff to continue to look at further options for the appropriate rating of the commercial and industrial sectors.	Chief Financial Office (Finance)			Further work has been commenced with outcomes of this work to be reported to Council in November 2022
11.10 Submissions on the 2022/23 Development Contributions Policy					
	a) Approve the responses to external submissions received on the draft 2022/23 Development Contributions Policy as set out in Attachment A and any consequential amendments required to	Strategy, Growth & Governance		Late July / early August. 2022	Response letters have been issued.

Key:				
	On track	Off track	Complete	Not Started

	the 2022/23 Development Contributions Policy and Annual Plan.	(City & infrastructure Planning)			
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Key:				
	On track	Off track	Complete	Not Started

Part C: LTP 2021-31 Completed actions

For completeness, this table presents the completed actions previously presented to Council, up to and including 23 May 2022.

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
11.1 Options for the level of investment and implications on rates and debt			
	a) Receives the Deliberations Report - Options for the Level of Investment and Implications for Rates and Debt		
	b) Agrees to the proposed level of capital investment for the LTP proposed in Option 1 and detailed in Attachment A, with the associated level of rates and debt in Attachment C.	Corporate Services (Finance)	
	c) Notes that the proposed level of rates and debt in later years of the LTP may be reduced as a result of reforms or alternative funding arrangements and that any such impact would be incorporated in subsequent Annual and Long Term Plans.		
	d) Agrees to the proposed capital delivery adjustments in Option 1 that have been increased and adjusted to reflect revised assumptions or uncertainty of timing of funding agreements with partners including Waka Kotahi NZTA (Waka Kotahi) and challenges around project readiness regarding resilience projects identified within the bulk fund.	Corporate Services (Finance)	
	e) Agrees that the level of maintenance and renewals to be delivered in the first three years of the LTP will be less than budgeted in the draft LTP based on the lower Waka Kotahi funding.	Corporate Services (Finance)	
	f) Agrees to the list of projects in Attachment B that may be brought forward into 2022 from 2023 and later years to manage deliverability of the overall capital programme and support delivery of key outcomes.	Corporate Services (Finance)	
	g) Notes the reduction from the draft in rates funded operational costs of \$1.7m from lower opening debt position in July 2021 that resulted from slower capital delivery in 2021, and lower salary market movement than assumed in the draft.		

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	h) Notes other deliberations reports recommend additional operational budgets to be added to 2022 and later years, which offsets the reduction in rates requirement noted in (g).		
	i) Notes that deliberation decisions have also increased the economic development rate in 2022 and for the subsequent three years by \$350,000 per annum, and costs in the water activity to be covered by water rates and user charges of \$500,000 increasing in later years, which will be reflected in user charges in later years.		
	j) Agrees that the proposed budget includes areas of operating costs to be loan funded including: i. Keenan Road and Tauriko Business Estate structure planning and ii. Transport System Plan (TSP) programme management and stakeholder engagement and iii. A portion of the community grants fund that may relate to capital items purchased through the grant	Corporate Services (Finance)	
	k) Agree to debt retirement associated with these items over a period of five years to be rate funded consistent with rate funding for the appropriate activity	Corporate Services (Finance)	
	l) Approves a delegation to the Chief Executive to make minor financial and non-financial amendments to the Long Term Plan to be presented to Audit New Zealand; any significant changes will be reported to Council		
	m) Approves a delegation to the Chief Executive to utilise both operational and capital expenditure budgets provided for in the draft Long Term Plan, adjusted for decisions through deliberations, for the period 1 July to 26 July 2021 until the final Long Term Plan is adopted. Any adjustments to the final plan reflected through the audit process will be reported back to Council and/or adjusted through the remainder of the 2021/22 financial year, or subsequent years, if required. A borrowing resolution has previously been obtained for \$30m for the month of July 2021		
11.2 Rating structure proposals			
	(a) Receives the Deliberations Report Rating Structure Proposals for the 2021-31 Long term Plan		

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	(b) Agrees to targeted rates to ring fence specific investment areas of council vs general rates – option 1	Corporate Services (Finance)	
	(c) Agrees to commercial differential to be applied during the period of the LTP – option 1	Corporate Services (Finance)	
	(f) Agrees to contribute \$50,000 from existing finance budget to the design of the national rates postponement scheme referred to in resolution (e).	Corporate Services (Finance)	
11.4 Community funding policy and community grants fund			
	(a) Approves the inclusion of a contestable community grants fund in the Long-term Plan 2021-2031	Corporate Services (Finance)	
	(b) Confirms the amount of the contestable community grant funding that will be included in each year of the Long-term Plan 2021-2031 as \$1.81m of which \$500k is loan-funded (with rates funded amount increasing and loan-funded amount decreasing by \$100k per annum from year 2 onwards) (option 1.2.2)	Corporate Services and Community Services (Finance)	
	(c) Revokes the Community Investment Policy	Strategy & Growth (Policy)	
11.5 Location of civic administration building			
	(a) Receives the Deliberations Report – Location of Civic Administration Premises		
	(b) Approves the selection of 90 Devonport Road as the preferred location for Council's administration premises for the medium term, with updated capital budget of \$16.7m over years 2022-2024 of the Long-Term Plan	Corporate Services (Finance)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	(e) Delegates to the Chief Executive the authority to negotiate: • an agreement to lease, and	Strategy & Growth (Strategic Investment)	
11.6 Papamoa East Interchange – options for acceleration			
	(a) Notes that the 2018 Housing Infrastructure Fund arrangement between Tauranga City Council, Waka Kotahi (NZTA) and Ministry of Business Innovation and Employment has not been finalised and expires June 2021 (funding was agreed to enable infrastructure to support Te Tumu Urban Growth Area, including delivery of the Papāmoa East Interchange)		
11.7 Development contributions policy			
	(a) Approves that the 2021/22 citywide development contribution increases be implemented as per Options 3 and 4 being: i. From 1 August 2021 based on an increase of \$7,500, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and ii. From 1 February 2022 based on a further increase of the lower of \$10,500 or approved development contributions for 2021/22, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and (b) Delegate authority to the Chief Executive or his sub-delegate to consider and where appropriate approve on a case-by-case basis further exemptions or reductions in situations where there are warranted by exceptional circumstances (as determined at the discretion of CE or his sub-delegate).	Strategy & Growth (C&IP)	
	(c) Approves the reduction in the funding allocation of Waiāri Water Supply Scheme including associated trunk watermain projects from 100% development contribution funded to 90% development contribution funded.	Strategy & Growth and Corporate Services (C&IP, Finance)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	(d) Notes that where applicable the draft Development Contributions Policy will be amended to reflect other resolutions made through the Long Term Plan and that changes to Capital Expenditure budgets for growth projects will have an impact on the development contribution levies.	Strategy & Growth (C&IP)	
	(e) Signals to the development, building and general community that there may be further increases to city-wide or local development contributions from 1 July 2022 including (but not limited to) the growth share of new community facilities, transport projects and Te Papa investment planned for within the 2021 – 2031 Long Term Plan.	Strategy & Growth (C&IP)	
11.8 Economic development and growth management issues and options papers			
Funding for film sector	(a) Provides Priority One with \$100,000 per annum to provide industry co-ordination and distribution to the film and media sector against an agreed set of criteria (Option 3).	Community Services (Arts & Culture)	
City centre development initiatives	(b) Creates a \$500,000 City Centre Development Incentive Fund with a range of criteria that can target the costs of development, especially promoting affordable residential development, covering the likes of development contributions, consenting fees, parking fees during development and public amenity in the vicinity of developments (Option 6).	Strategy & Growth (Strategy)	
Lakes Community Association	Community centre timing (c) Does not bring forward development of a community centre in the Western Corridor, at this time (Option 4).		
	Funding request (d) Does not add \$2.5 million funding to deliver dispersed smaller recreational facilities in The Lakes but instead, utilises existing budgets, where possible, to support the delivery of recreational facilities (Option 4).	Community Services (Spaces & Places)	
Tauriko Playcentre	(k) Undertakes a two-stage investigation and reporting process Stage one: a) Confirms the current Tauriko Playcentre land lease expires in 2024 and that the Playcentre is permitted by that lease remain on site until end of the lease term.		

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	c) Notes that the Tauranga Reserve Management Plan requirement for a business case to demonstrate need for and ongoing viability of a facility has been addressed through the LTP submission process (and accepted by the Council as being met).		
	d) Ensures that the issue of land provision and funding of Playcentres is specifically addressed within the review of the "Community, Private and Commercial Use."	Strategy & Growth (Policy)	
Grants for DCs on papakainga and community housing	(l) Agrees to double the two grant funds to \$500,000 per annum each for three years (total of \$3 million in years 1-3) (Option 2)	Strategy & Growth (Strategy)	
Crown-owned land in Greerton	(n) Includes within the 2021/22 financial year \$100,000 to fund engagement with mana whenua, community and key stakeholders and undertaking of an options study for Greerton racecourse, noting that there is a possibility of co-funding with central government	Strategy & Growth, Community Services and People & Engagement (C&IP, Spaces & Places, Community Relations)	
11.9 Community Partnerships issues and options papers			
Age Concern – assisted community shopping services	(b) Refers the request from Age Concern Tauranga for an assisted community shopping service to the new Community Grant Fund (Option 1)	Community Services (Community Partnerships)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
Citizens Advice Bureau	(d) Supports the request for partnership funding from the Citizens Advice Bureau Tauranga for ongoing operational funding to the new Community Grant Fund (Option 3)	Community Services (Community Partnerships)	
Water Safety Bay of Plenty	(f) Supports the request for partnership funding from Water Safety Bay of Plenty for \$25,000 to the new Community Grant Fund (Option 3)	Community Services (Community Partnerships)	
Kāinga Tupu – enabling delivery	(m) Confirms a full-time equivalent role (included in the draft LTP) for the ongoing coordination of Kāinga Tupu (Option 1)	Community Services (Community Partnerships)	
He Kaupapa Kotahitanga Trust	(n) Supports the request for partnership funding from He Kaupapa Kotahitanga Trust for funding support to the new Community Grant Fund (Option 1)	Community Services (Community Partnerships)	
11.10 Spaces and Places: sport issues and options papers			
Welcome Bay reserves investment, including Waipuna Park	(m) Adds \$300,000 in 2023 FY towards the development of reserves in Welcome Bay, in accordance with the development proposals identified (as per (l) above); and	Corporate Services (Finance)	
	(n) Makes the Forrester Drive encroachment budget of \$443,000 in FY22 available to support outcomes of the engagement (as per (l) above) with the Welcome Bay community	Corporate Services (Finance)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	(e) Requests staff identify further development proposals (as per (k) above) for consideration for funding through the 2024-2034 LTP (Option 1).	Community Services (Spaces & Places)	
Gordon Spratt Reserve	<u>Supply and demand analysis</u> (f) Brings forward to year 1 of the LTP, an operational budget of \$45,000 for a citywide supply and demand review, including investigating the potential for an artificial turf (Option 1).	Community Services and Strategy & Growth (Spaces & Places, Strategy)	
Blake Park	(v) Confirms an annual Council contribution for Tauranga Hockey Association turf renewals, as included in the draft LTP	Community Services (Spaces & Places)	
11.11 Spaces and Places: other issues and options papers			
Predator Free Bay of Plenty	(f) Provides operational funding to Predator Free Bay of Plenty for a three year period, to be reviewed at the next LTP (Option 1)	Community Services (Spaces & Places)	
Waiariki Park Region	(g) Refers the request from Envirohub BOP for support for Waiariki Park Region to the new Community Grant Fund (Option 1)	Community Services (Community Partnerships)	
Welcome Bay estuary / Forrester	(h) Place the project on hold to re-engage with the Welcome Bay community, including Forrester Drive residents, to identify future development opportunities for community amenity in Welcome Bay; using funds allocated per recommendations 11.10 (i) to (n)	Community Services (Spaces & Places)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
Drive walkway			
Natural burial cemetery	(i) Does not agree to co-fund a feasibility assessment for a natural burial cemetery in Tauranga (Option 1)		
Te Atea neighbourhood reserve in the Manawa subdivision	(j) Agrees to work with the developer to agree a plan for development of Te Atea, however, do not directly fund the development (Option 1)	Community Services (Spaces & Places)	
11.12 Other topics issues and options papers			
NZ War Memorial Museum Trust	(a) Declines the request for funds from the New Zealand War Memorial Museum Trust for the development of a museum in Le Quesnoy, France (Option 2)		
Activate Vacant Spaces programme	(e) Declines the request for funding from Mainstreet Tauranga for the continuation of the Activate Vacant Spaces programme (Option 4)		
Mount Maunganui Business Association	(f) Does not provide for any additional capital budget in the LTP specifically for the Mount Maunganui downtown area, at this time (Option 1)		
	(i) Notes that funding is contingent on partnership contributions from Waka Kotahi and BOPRC	Infrastructure (Transport)	

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
Road reseals level of service	(j) Confirms the 'fit for purpose' level of surface for road resealing (Option 1)	Infrastructure (Transport)	
Tsunami sirens	(k) Defers the siren project for one year to allow the Commissioners and council staff to engage with the community on all issues and resolutions around tsunami sirens and evacuation, and to continue with education and the public awareness programme (Option 1)	Regulatory & Compliance (Emergency Mgmt)	
Envirohub funding request	(l) Supports the request for partnership funding from Envirohub BOP for ongoing operational funding to the new Community Grant Fund (Option 3)	Community Services (Community Partnerships)	
Re-maker	(p) Refers the Remaker Space funding request to the Community Grant Fund.	Community Services (Community Partnerships)	
11.13 User fees and charges, revenue & financing policy, KPIs			

Key:				
	On track	Off track	Complete	Not Started

Agenda topic	Resolutions (struck through = no further action required)	Group (Activity)	Status
	<p>(a) In relation to the following matters released for consultation concurrently with the Long-term Plan, resolves the following preferred options:</p> <p>i. Schedule of Fees and Charges 2021/22: Option 1—Amend the Sustainability and Waste user fees and charges for additional bins charges as proposed in the body of the report at point 19 and approve the draft User Fees and Charges schedule for 2021/22.</p> <p>ii. Revenue and Financing Policy: Option 1—Amend the draft Revenue and Finance Policy with one minor wording change as proposed in the body of the report at point 25.</p> <p>iii. Groups of Activities: Option 1: Amend the Groups of Activities to reflect the changes proposed to the descriptions and targets for the key performance indicators for the Stormwater, Wastewater, Water Supply and Environmental Planning activities at point 30 and 32 of this report.</p> <p>(b) Directs staff to present the final Groups of Activities, Policies and User Fees and Charges 2021/22 documents (as amended by resolution a) for adoption to Council at its meeting on 26 July 2021.</p>	<p>Strategy & Growth (Corporate Planning)</p>	



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Introduction, Objectives and Method

Introduction:

The Community Perceptions Monitor measures the perceptions of residents regarding various aspects of services that Council provides. The results of this study inform the Tauranga City Council Long-term Plan process and allow Council staff to assess the performance of the Council against a set of pre-determined actions and performance levels.

To this end, Key Research has undertaken the annual Community Perceptions Study from 2006 to present (2022) to gauge residents' perceptions of Council's services and initiatives.

Research Objectives:

- To determine residents' satisfaction with various Council services and facilities;
- To determine residents' perceptions about aspects of living, working and playing in Tauranga;
- To identify progress towards Key Performance Indicators (KPIs) in Council's Annual Report;
- To assess trends in perceptions and satisfaction through comparisons with previous survey results.

Method:

- Up until 2019/2020 the survey was conducted via telephone. In 2020 the methodology was changed to collecting responses via a mail-out with an additional option to complete the questionnaire online.
- Data collection took place between 9th August 2021 and 10th June 2022 in four waves. A statistically robust sample of n=669 residents across the Tauranga City Council area was collected.
- Post data collection the sample has been weighted so it is aligned with known population distributions for the Tauranga City Council area, as per the Census 2018 results, based on age, gender, ward and ethnicity.
- At an aggregate level, the sample has an expected 95% confidence interval (margin of error) of +/- 3.8%. The margins of error associated with sub-groups will be larger than this as the results become less precise as the sample size shrinks. Thus, results associated with particularly small sample sizes should be read with caution.

Other notes:

- Due to rounding, percentages may add to just over or under (+/- 1%) totals.
- The derived impact calculation in the driver analysis, the reputation benchmark and reputation profile are all calculated excluding 'don't know' response.
- Satisfaction (% 7-10) excluding don't know response has been shown on performance slides.
- Statistical significance testing helps quantify whether a result is likely due to chance or to some factor of interest. Where statistical significance is identified it indicates that an observed relationship is unlikely to be due to chance.
- Significant differences between 2021/2022 and 2020/2021 were tested across the following groups - age, ward, ethnicity.
- Significant differences between wards, age groups and ethnicities were marked as well where relevant
- Arrows indicate statistical significance between the reporting periods, while colour is used to mark statistical significance for the same reporting period (2021/2022) between different demographics.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower



Executive summary

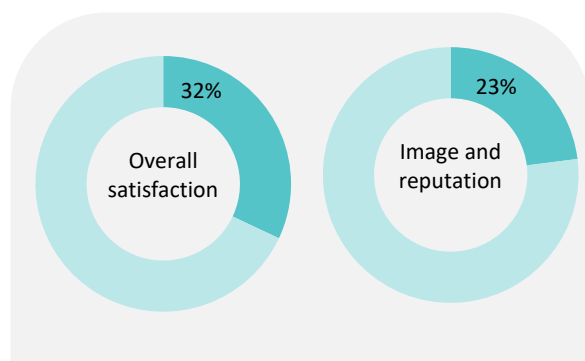


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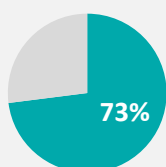




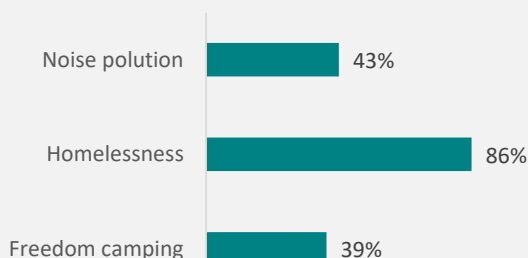
Key Findings



Outdoor spaces



Community Concerns



Overall, 2021/22 has been a challenging year for City Councils and territorial authorities.

1. The Omicron outbreak has impacted Council's services across the district. Staffing shortages (both Council staff and contractors) affected delivery across services such as (but not limited to) requests for services (for example, front of house enquiries and animal control), roading maintenance and rubbish collection.

2. Vaccine mandates and different alert level / traffic lights system that limited residents' capabilities to avail of Council's services and facilities.

3. Most Councils across New Zealand that we conduct Annual Residents' Satisfaction surveys for have recorded decreases in overall satisfaction, perceptions of services and facilities as well as image and reputation measures.

4. Tauranga City Council continues to be run by the commissioners which is a divisive issue amongst respondents.

Overall satisfaction with the Council remains low at 32%. Image and reputation has seen a slight increase to 23%.

From the verbatim comments we see respondents passionately for and against the commissioners which is negatively affecting these measures.

To improve perception among the residents, commissioners and members of Council need to continue rebuilding trust. Respondents are generally dissatisfied with Council consultations feeling that 'the public isn't listened to' or 'decisions are already made' before the public is contacted for consultation.

Outdoor spaces remains the highest evaluated area for Tauranga City Council with over seven in ten residents being satisfied (73%). High satisfaction with outdoor facilities is consistent across different age groups and length of time spent in Tauranga.

When referring to *Community Concerns*, homelessness and noise pollution have recorded a significant increase year-on-year and freedom camping remains consistent.

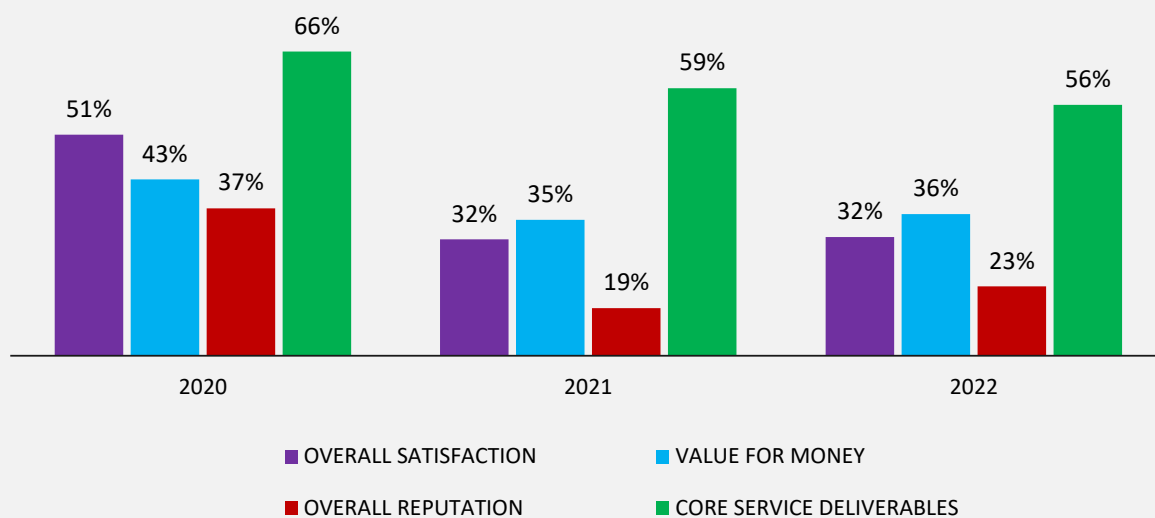


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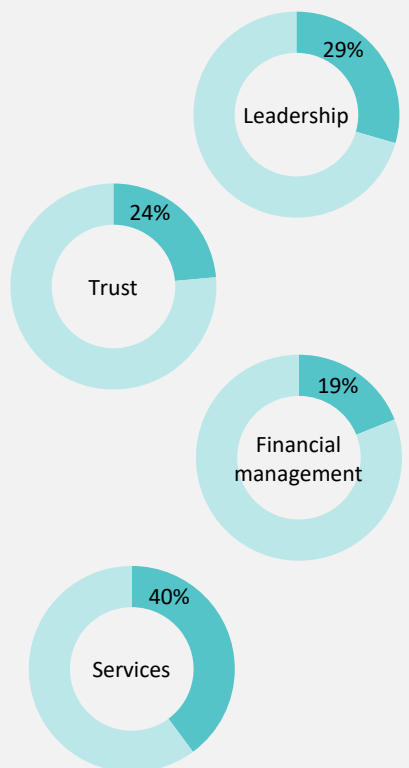


Summary of Key performance indicators

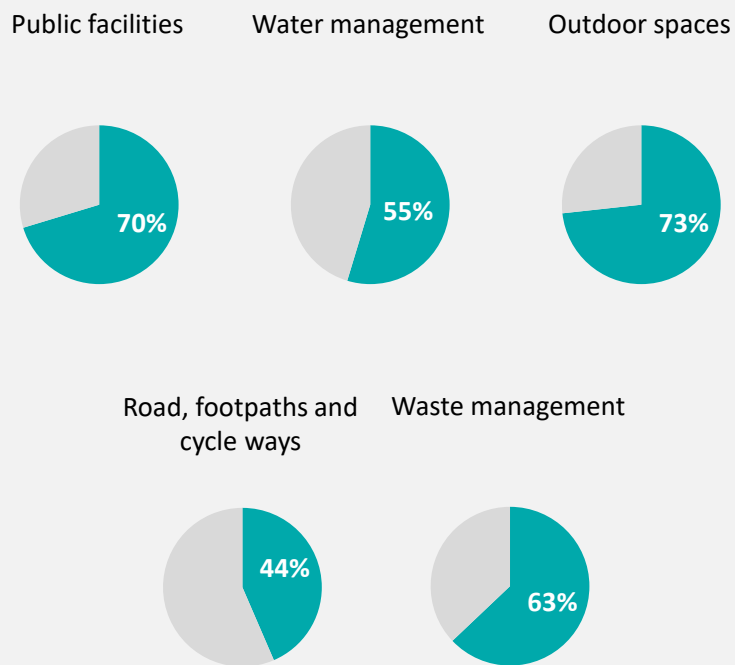
OVERALL MEASURES



REPUTATION



OTHER IMPORTANT MEASURES



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Trends in overall measures and reputation (%7-10 excluding don't know)

		% point increase / decrease (2022-2021)	Percentage of respondents satisfied, or very satisfied					
			2022	2021	2020	2019	2018	2017
Q45D	Noise pollution has been an issue over past 12 months	+15	43	28	38	24	28	25
Q45C	Homelessness has been an issue over past 12 months	+5	86	81	85	84	81	78
Q24	The look and feel of cemeteries in Tauranga (visitors)	+5	91	86	92	85	88	89
Q11B	Commercial and cultural heart of the WBOP area	+5	48	43	53	68	65	72
Q40	Overall, Tauranga City Council in general	-	32	32	51	66	74	75
Q45B	Freedom camping has been an issue over past 12 months	-1	39	40	48	52	54	49
Q18	The quality of drinking water in Tauranga	-1	74	75	73	78	80	77
Q11A	Culturally rich and diverse art scene in Tauranga city	-2	37	39	45	49	54	51
Q28C	The levels of safety when walking on footpaths in Tauranga	-3	66	69	68	79	83	80
Q28B	The levels of safety when driving on the roads in Tauranga	-3	47	50	55	58	64	67
Q17	Your home and business building have sufficient protection from flooding	-3	71	74	75	80	84	82
Q31	What happens on rubbish collection day	-4	74	78	77	81	76	85
Q23A	That boat ramps and associated parking is available	-4	70	74	76	74	71	81
Q32	The management of loose litter and litter bins in parks and streets	-5	61	66	67	73	69	72
Q28D	The levels of safety when cycling on roads or cycleways in Tauranga City	-5	30	35	37	42	42	36
Q39	Ability to contact Council when and how you want	-5	55	60	66	76	86	79

NOTES:

1. Sample: 2019 n=800 ; 2020 n=476 2021 n=630, 2022 n=669; Excludes don't know responses.
2. Note: darker green and darker red indicate significance of the year-on-year change

Year-on-year
 Significantly higher
 Significantly lower

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Trends in agreement, safety and requirement for self-reliance (% 7-10 excluding don't know)

		% point increase / decrease (2022-2021)	Percentage of respondents satisfied, or very satisfied					
			2022	2021	2020	2019	2018	2017
Q24	The look and feel of cemeteries in Tauranga (all respondents)	-6	79	85	83	83	85	86
Q22A	The quality of local playgrounds	-7	72	79	79	82	77	83
Q11C	Tauranga is a quality destination for visitors and businesses	-8	53	61	66	76	79	78
Q10	The number of events in Tauranga City	-12	41	53	55	62	68	60
Q21	Tauranga has enough parks or green spaces	-12	67	79	81	73	75	82

		% point increase / decrease (2022-2021)	Percentage of respondents satisfied, or very satisfied					
			2022	2021	2020	2019	2018	2017
Q44	Feeling safe in the city centre during the night	-4	33	37	44	58	59	54
Q43	Feeling safe in the city centre during the day	-5	74	79	80	88	92	90

		% point increase / decrease (2022-2021)	Percentage of respondents satisfied, or very satisfied					
			2022	2021	2020	2019	2018	2017
Q41	The level of perceived requirement for self-reliance in the event of a major civil defence emergency	+2	81	79	84	90	88	94

NOTES:

1. Sample: 2019 n=800 ; 2020 n=476 2021 n=630, 2022 n=669; Excludes don't know responses.
2. Note: darker green and darker red indicate significance of the year-on-year change

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower



Overall satisfaction with Council and core service deliverables



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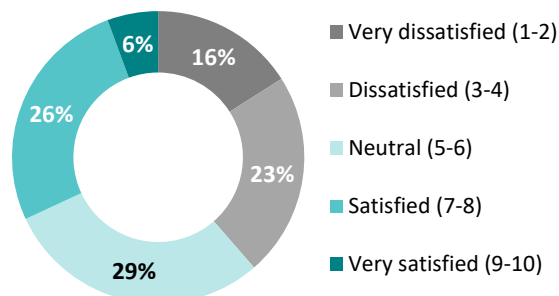




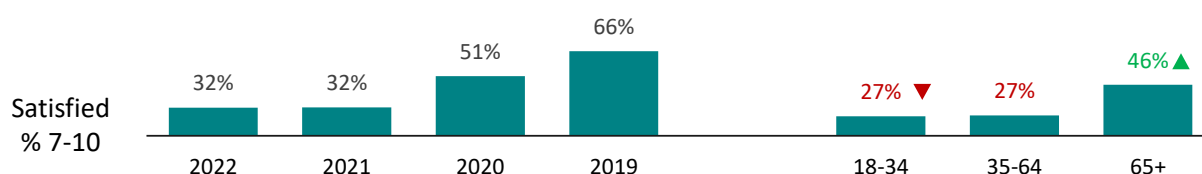
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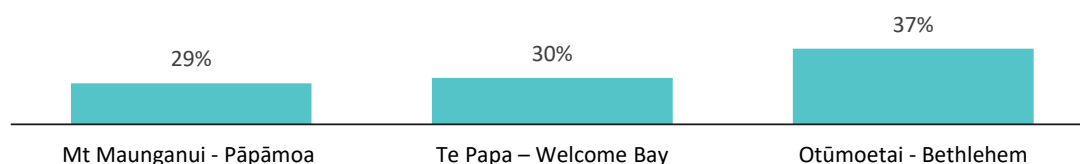
Overall Performance



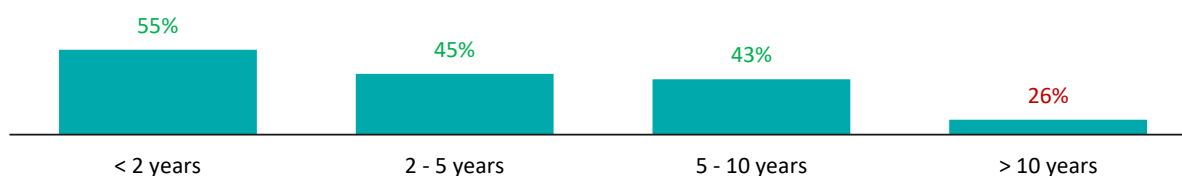
- Tauranga residents satisfied with Council's overall performance remains consistent with 2021's results (32%).
- Satisfaction with Council has been on the declining trend from 2018 to 2021. Since 2018, when it was 74%, the total decline is 42%. This decline has plateaued in 2022.



- Satisfaction among older residents aged 65+ has increased considerably year-on-year and they are significantly more likely to be satisfied with Council's *overall performance* than younger residents.



- Satisfaction is fairly consistent across all three wards with residents from Otūmoetai-Bethlehem being slightly more satisfied overall with Council.
- Residents who have lived in Tauranga for more than 10 years are significantly less likely to be satisfied with Council's *overall performance* than those that have lived there for a shorter period of time.



NOTES:

- Sample: 2022 n=669; 2021 n=630; 2020 n=645; 2019 n=604. 2018 n=455.
- Excluding 'Don't know' responses
- Q40A. Overall, considering everything, how would you rate your level of satisfaction with Tauranga City Council in general? n=628

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

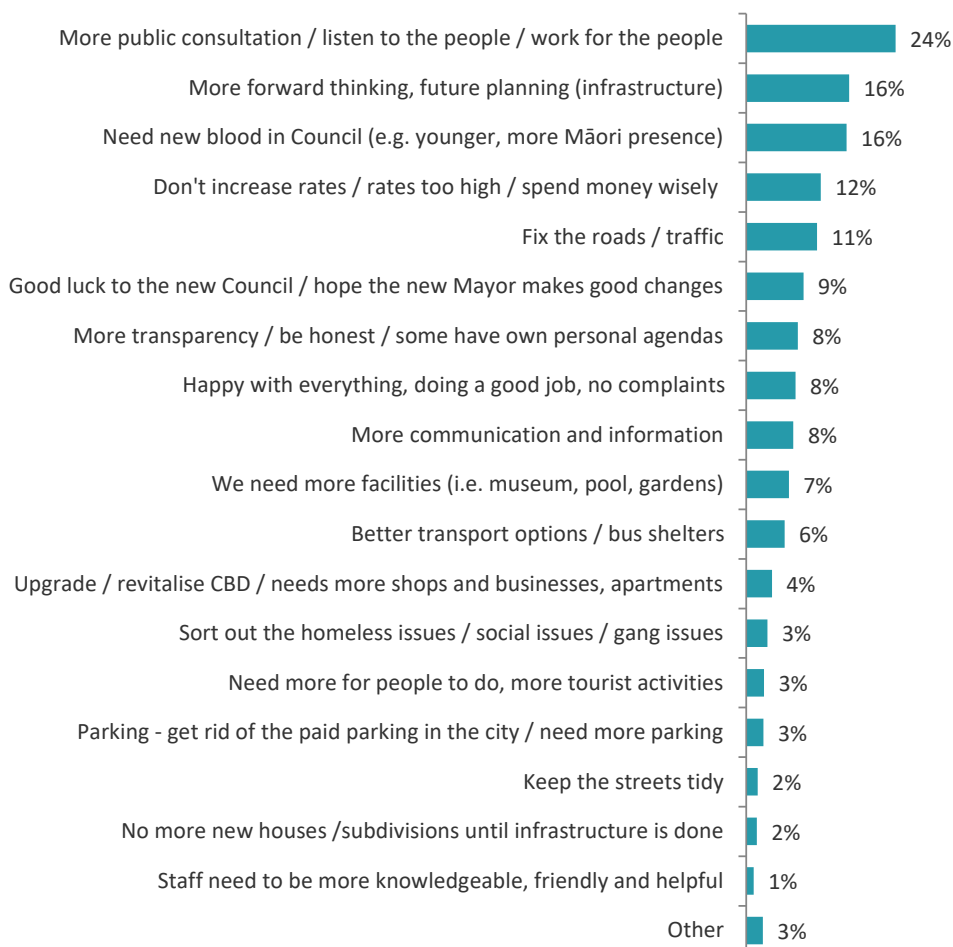
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General comments (Residents who were dissatisfied with Council's Performance)



- I am a pensioner. I have no other income besides super. I have always requested every year if I could have my rebate on rates worked out on a monthly basis. Council has always obliged, thank you. This year, not so, as I was told it was due to staffing and Covid.*
- I can only hope that people with the right business acumen stand for Council's next elections. Too many in recent years have been buying themselves a job.*
- Get back to democracy as soon as possible.*
- Not happy. I do not think we get value for money with the rates we pay.*
- Tauranga City needs to tackle road congestion and also provide better parking options. People who can not bike or walk do not seem to be catered for by a design team that is not prepared to listen.*
- The time taken on building consents is far too long and expensive. There are too many pen pushes and not enough workers.*
- Don't close Links Avenue off until the overpass by Bayfair is finished as you will only create more issues for people getting to work or to school as they are continuously changing the Bayfair roundabout layout or closing lanes.*

NOTES:

- Sample: 2022n=669; ; Dissatisfied with the performance (1-4) in Q40A n=.214
- GEN1. Are there any other comments that you would like to make about Council? Left comment n=82

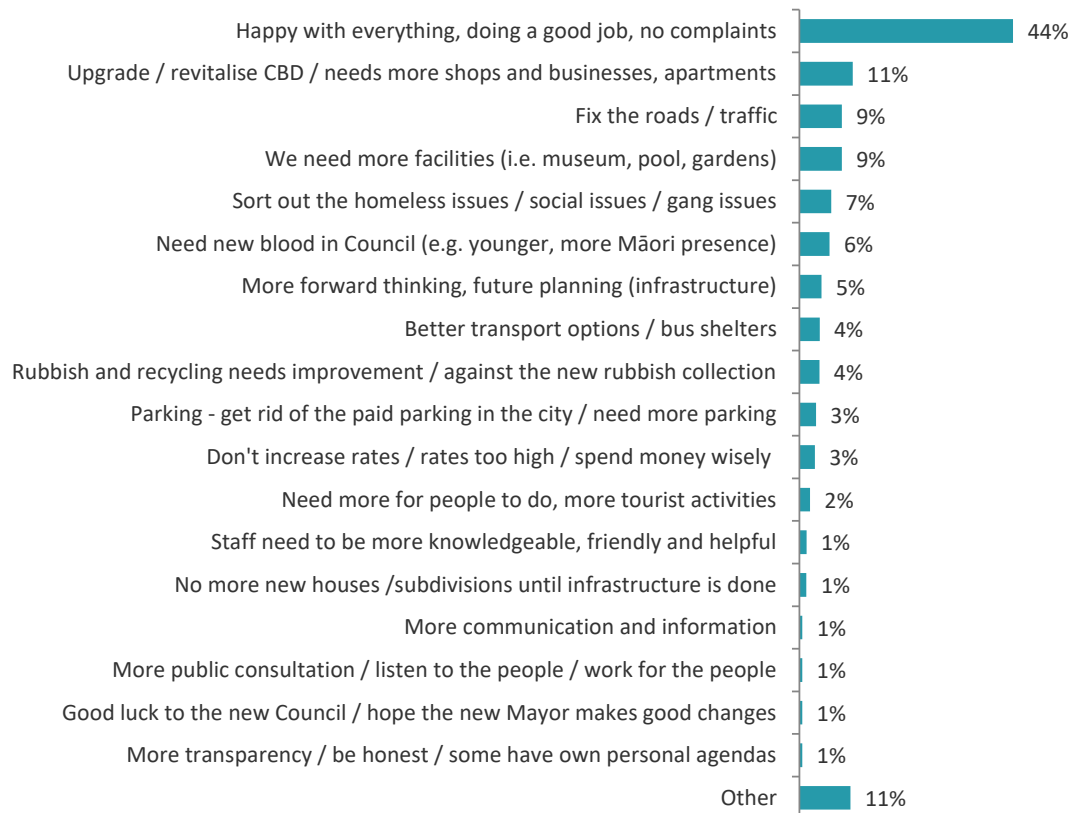
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General comments (Residents who were satisfied with Council's Performance)



- *I like the fact that the Commissioners are making some big decisions and getting things moving but would like to be able to elect a Council democratically as soon as possible. I'm very happy with the increased investment and emphasis in the arts and culture area with James Wilson in his role.*
- *The Commissioners are doing a great job in a very difficult situation, well done.*
- *Generally, doing a good job.*
- *The current Council is doing a fantastic job of moving Tauranga City forward. A museum is a must. I have lived here for 33 years and have not seen any of our artifacts relating to Tauranga or Bay Of Plenty history.*
- *We know you are doing your best. We appreciate it.*
- *Overall, since the Commissioners have been in place, there is a positive change in the level of working to understand and plan for solutions to improve local issues.*
- *Council seems to be doing a good job overall but please address the roading issues.*
- *Happy to see the changes being made.*
- *I wish them the best and good luck under difficult circumstances.*

NOTES:

1. Sample: 2022n=669;; Satisfied with the performance (7-10) in Q40A n=235.
2. GEN1. Are there any other comments that you would like to make about Council? Left comment n=75

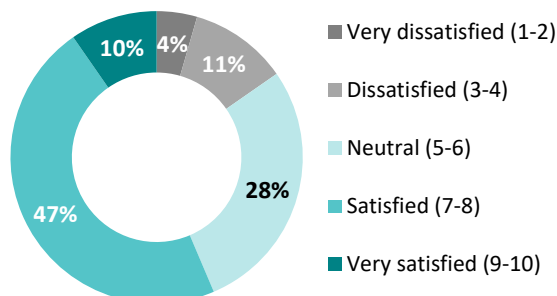
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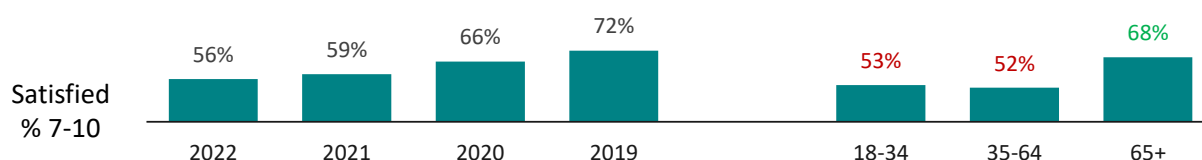
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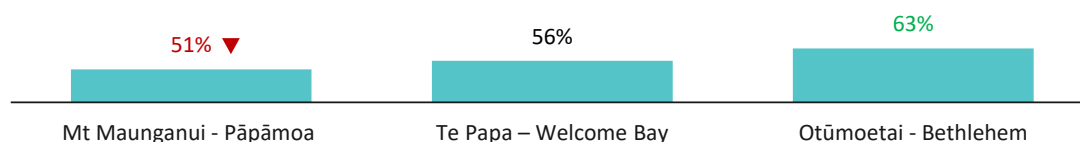
Overall satisfaction with core service deliverables



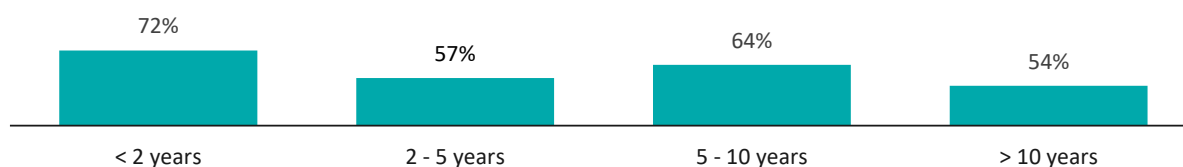
- Three in five residents (56%) are satisfied with core service deliverables.
- Satisfaction has decreased slightly in the past 12 months.
- However, the proportion of dissatisfied residents, those who rated 1-4 is relatively small (15%) and is consistent with 13% recorded 12 months ago.



- Older residents aged 65+ are significantly more likely to be satisfied with *core service deliverables* than younger residents.
- Satisfaction among residents of Mount Maunganui – Papamoa has decreased significantly year-on-year.



- Satisfaction of Council's *core service deliverables* remain relatively consistent across length of time lived in the district.



NOTES:

1. Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604.
2. Excluding 'Don't know' responses
3. Q34. Now thinking about all the areas mentioned above – the facilities, outdoor spaces, roading and waste management, how would you rate Tauranga City Council for its overall CORE SERVICE DELIVERABLES? n=626

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Drivers of overall satisfaction



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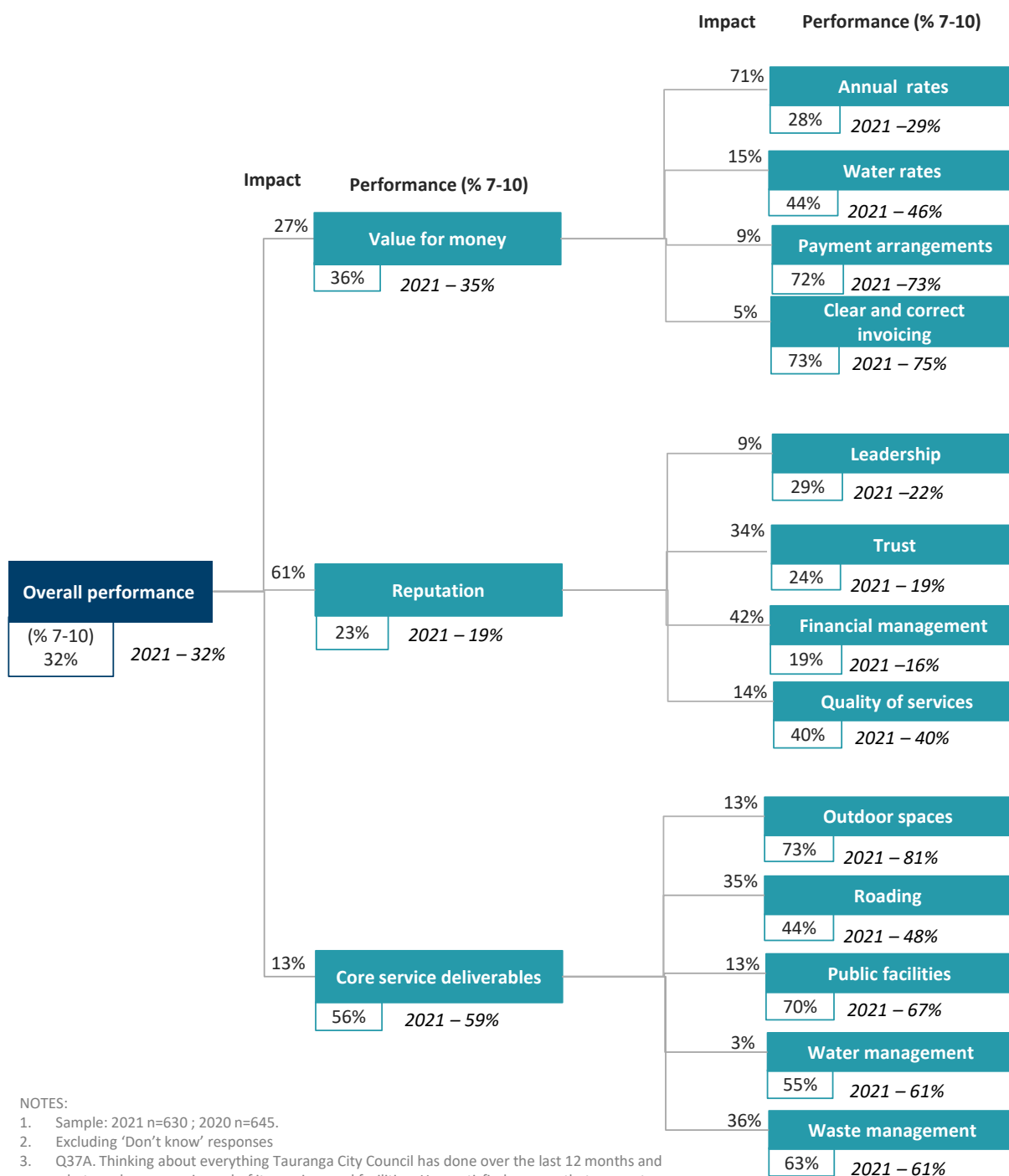




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Drivers of Perceptions of Tauranga City City Council's Performance



NOTES:

1. Sample: 2021 n=630 ; 2020 n=645.
2. Excluding 'Don't know' responses
3. Q37A. Thinking about everything Tauranga City Council has done over the last 12 months and what you have experienced of its services and facilities. How satisfied are you that your rates and the fees you pay for services provide value for money?
4. REP5: Thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its overall REPUTATION?
5. Q34. Now thinking about all the areas mentioned above – the facilities, outdoor spaces, roading and waste management, how would you rate Tauranga City Council for its overall CORE SERVICE DELIVERABLES?
6. Q40A. Overall, considering everything we have discussed, how would you rate your level of satisfaction with Tauranga City Council in general?



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Opportunities and priorities. Overall measures

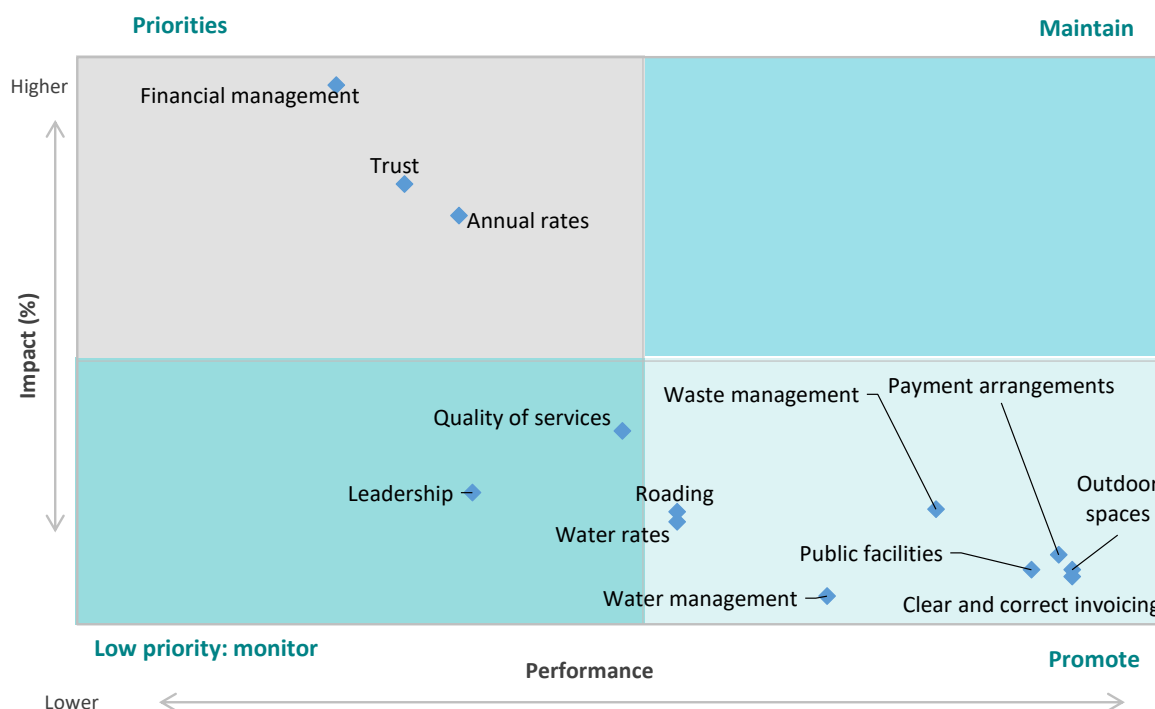


Image and reputation remains at relatively low levels following the large fall when the Commissioners were appointed and remains a main area of focus for the residents. *Trust*, *Financial management*, *Annual rates* and *Leadership* are the four areas of most importance and the lowest perception. Below we list some opportunities for the Council to improve the way they are perceived by residents:

- 1. Trust.** This measures saw significant increase on last years results which is positive. However, it still remains one of the most important priorities for Tauranga City Council. The trust and low evaluation comes from *Lack of new blood, constant arguing and lack of diversity within the Council*. This reason has been stated by 23% of respondents.

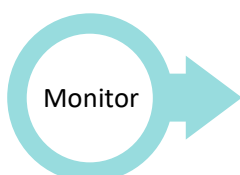
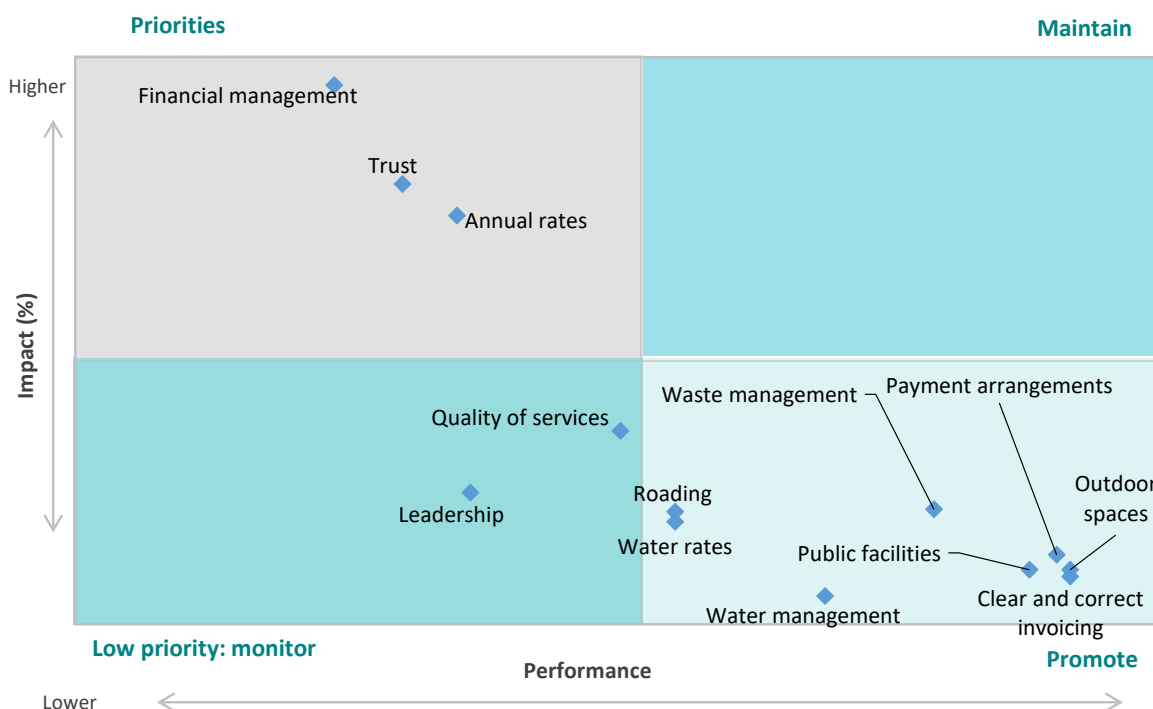
Verbatim comments are criticising the past, while generally having no complaints, or are happy with current leadership (20%) although many believe the current situation to be undemocratic and look forward to the return of elected Councillors. Leadership is no longer a priority and a concern for the residents, compared with the last year.

- 2. Financial management.** The situation with financial management is very similar to *Trust* and *Leadership*. Verbatim comments are heavily focused on the past mistakes, but with a hopeful outlook for the future, spending on facilities is again a decisive issue with a fairly even split between those who want a new museum or more facilities and those who would prefer this money being spent elsewhere on issues they believe more urgent.

- 3. Annual rates.** Residents continue to be actively against the rates increase. Verbatim comments show frustration with the new rubbish system that is paid for by their rates, older residents and smaller families find them too expensive and don't require the full capacity while larger families find them too small and must make expensive trips to transfer stations to dispose of the rest of their waste. Some commentators also feel that the developers of property on the city fringes should be paying more to facilitate infrastructure rather than rate payers.

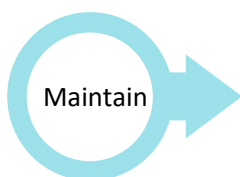


Opportunities and priorities. Overall measures



Monitor

- *Quality of services* provided by the Council is an area of performance that has a low impact and relatively low performance. This means that even though at the moment improvements in this area would not have a large influence over the overall perception of the Council, this can change if the priorities for the residents shift.



Maintain

- Roding and Waste management display relatively high impact and are perceived well by the residents. These two areas have been a focus for Council over the past 24 months, e.g. new roading projects including pedestrian safety and progress with the Bayfair overpass, centralised rubbish collection and new rubbish bins in the CBD. As the public has been largely exposed to Council activities in these matters, overall awareness and impact on overall satisfaction are high and despite the frustrations communicated in the comments performance remains relatively high.



Promote

- Areas to promote usually include those that have high satisfaction among residents, but with relatively low impact on overall performance.
- These areas are underappreciated by the residents and will decrease in satisfaction over time.
- We recommend promoting the areas from this section of the matrix to ensure that satisfaction remains high with, potentially, increasing the impact on the overall perception of the Council.



Leadership and reputation



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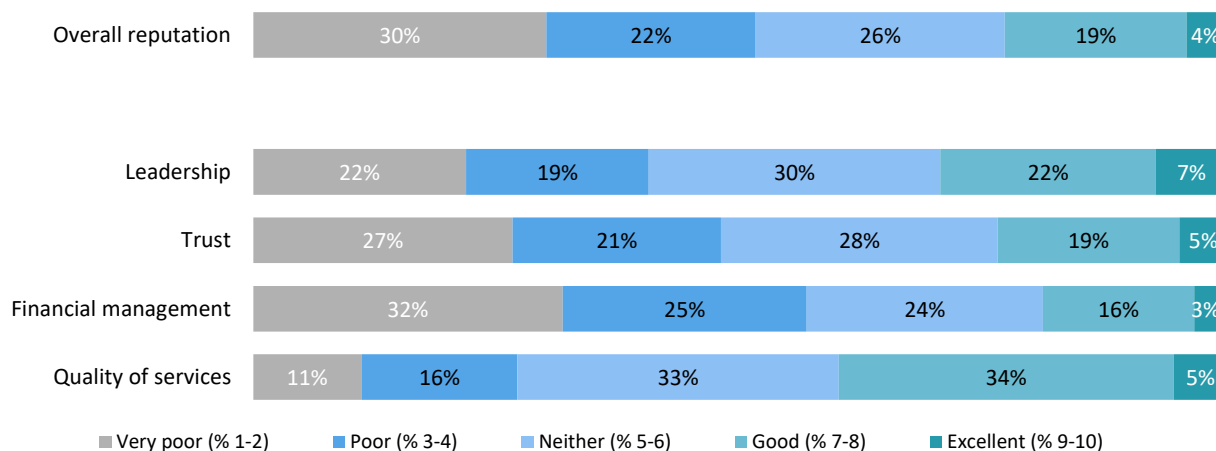




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Understanding reputation



Scores with % 7-10	2022	2021	Māori	All others
Overall Image and reputation	23%	19%	22% ▲	23%
Leadership	29% ▲	22%	32% ▲	29% ▲
Trust	24% ▲	19%	26% ▲	23%
Financial management	19%	16%	18% ▲	19%
Quality of services	40%	40%	36% ▲	41%

- There has been a slight increase in perception of *Overall image and reputation*, as well as all the sub-drivers compared with last year.
- *Financial management* continues to be the area that has been rated the lowest among the residents with 57% evaluating it as 'Poor' (scores 1-4).
- Perception on the *Quality of services* facilitated by the Council continues to be high remaining at 40%.
- Satisfaction amongst residents who identify as Māori increased significantly across all measures.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. REP5. Thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its overall REPUTATION? n= 616
3. REP1. How would you rate the Council for its leadership? n=567
4. REP2. Overall how would you rate Council in terms of the faith and trust you have in them? n=601
5. REP3. How would you rate Council overall for its financial management? n=566
6. REP4. How would you rate the Council for the quality of the services and facilities they provide Tauranga City? n=625

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Leadership

Scores with % 7-10 (by ward)	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Overall Image and reputation	19%	26%	27%
Leadership	30%	26%	32%
Trust	22%	21%	27%
Financial management	19%	15%	22%
Quality of services	38%	38%	43%

Scores with % 7-10 (by age)	18-34	35-64	65+
Overall Image and reputation	25%	17%	32% ▲
Leadership	26%	27% ▲	36% ▲
Trust	22%	20%	31% ▲
Financial management	21%	16%	23%
Quality of services	34%	38%	49% ▲

- Residents from Otūmoetai – Bethlehem ward have a significantly higher perception of *Overall image and reputation* when compared with Mt Maunganui - Papamoa.
- Older residents, aged 65+ recorded significant increases in satisfaction year-on-year for *Overall image and reputation, leadership, trust, and quality of services*.
- Middle aged residents are less likely to rate Council higher in terms of *Image and reputation*. This is especially true for *Overall image and reputation* only 17% of residents in this age group rate this metric as 'Good' or 'Excellent'.

NOTES:

- Sample: 2022n=669;. Excluding 'Don't know' responses
- REP5. Thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its overall REPUTATION? n= 616
- REP1. How would you rate the Council for its leadership? n=567
- REP2. Overall how would you rate Council in terms of the faith and trust you have in them? n=601
- REP3. How would you rate Council overall for its financial management? n=566
- REP4. How would you rate the Council for the quality of the services and facilities they provide Tauranga City? n=625

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

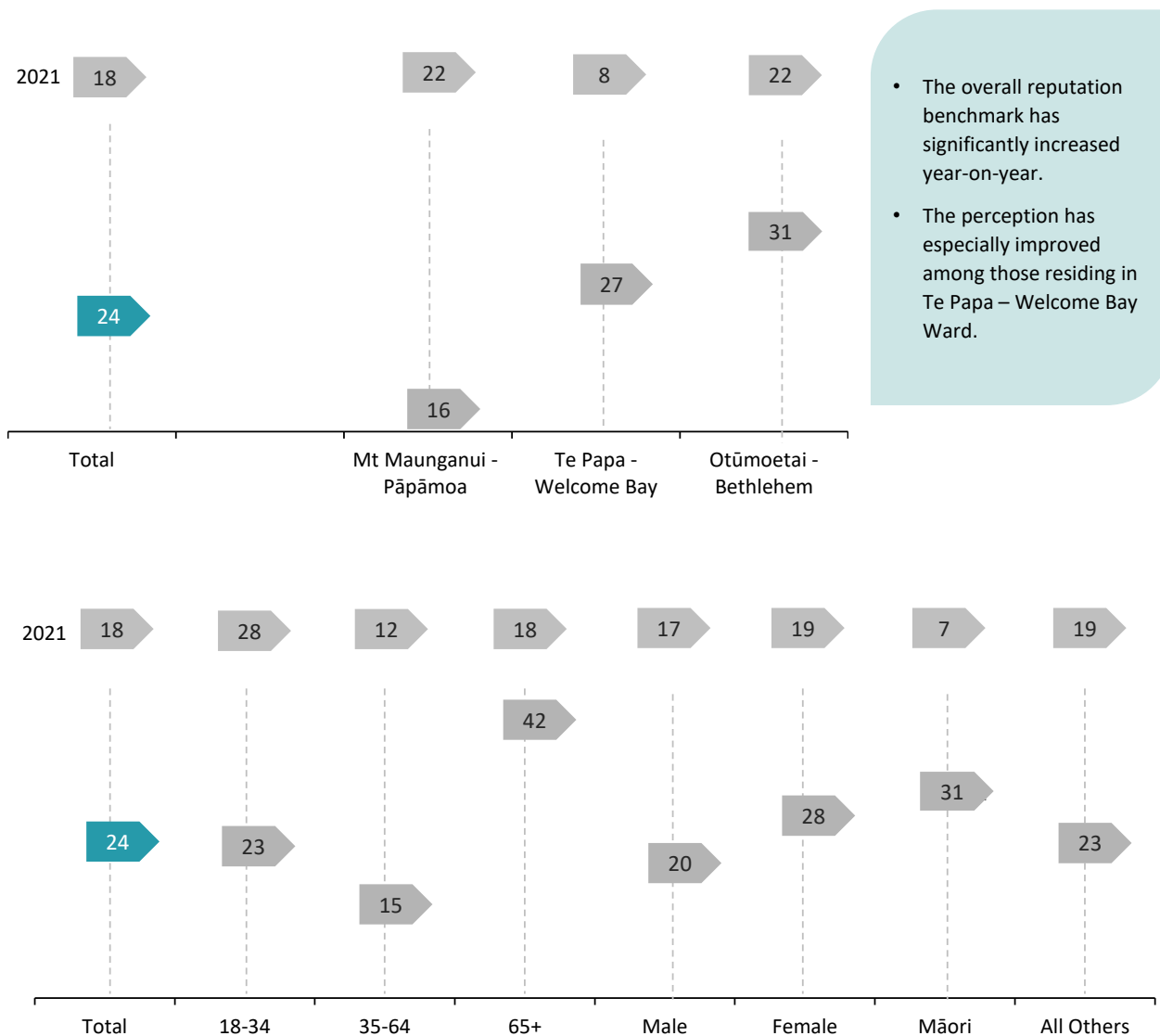
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Reputation Benchmarks



- Older residents aged 65+ have recorded a benchmark increase of 24 points up to a score of +42, considerably higher than average and other age groups.
- Residents who identify as Māori also recorded a 24 point improvement in benchmark score.

NOTES:

- Sample: 2022n=669; 2021 n=630. Excluding 'Don't know' responses
- The benchmark is calculated by re-scaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking.

Key:	
>80	Excellent reputation
60-79	Acceptable reputation
<60	Poor reputation
150	Maximum score

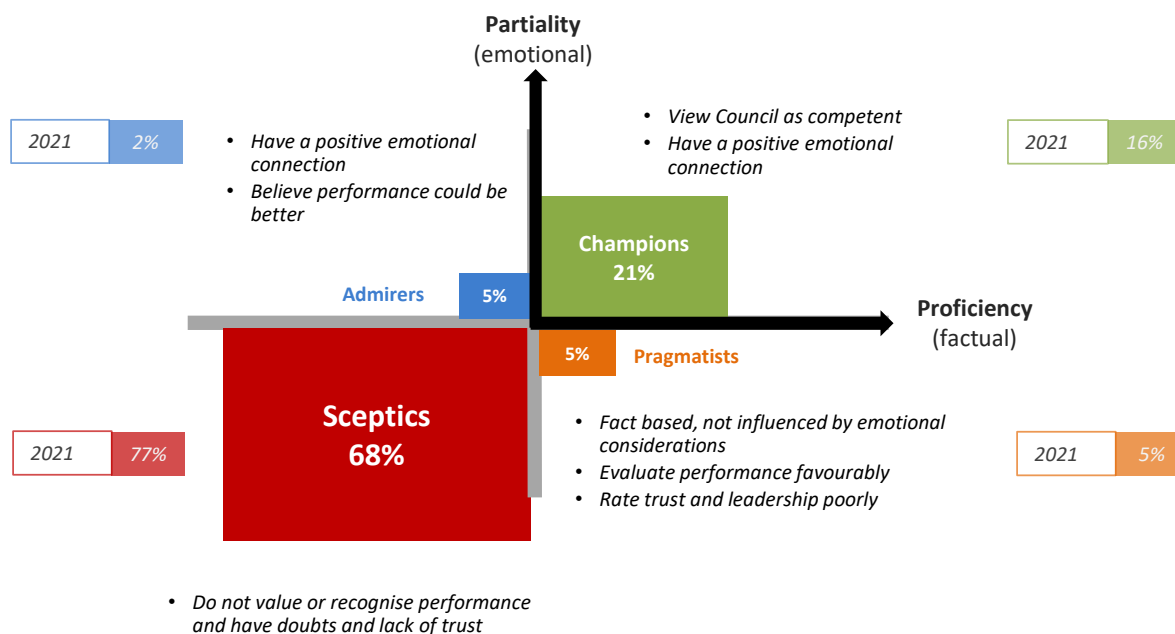
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Reputation Profile



- We see a positive year-on-year shift in the reputation profile in 2022 with more 'Champions' and less 'Sceptics'.
- The proportion of 'Sceptics' has decreased by 9% in the past 12 months. The proportion of sceptics among residents that identify as Māori has had the largest decrease from 92% in 2021 to 72% in 2022.

- The proportion of 'Champions' has increased by 5% year-on-year.
- Residents aged 65+ have the highest proportion of 'Champions' when compared to other age groups and saw the largest increase in the proportion of 'Champions' increasing 13% to 28% in 2022.

- Residents aged 35 to 64 have the lowest proportion of 'Champions' with only 17%, just a 2% increase on 2021's results.

- Residents from both the Mt Maunganui – Papamoa and Te Papa – Welcome Bay wards recorded an 11% decrease in the proportion of 'Sceptics' in 2022.

NOTES:

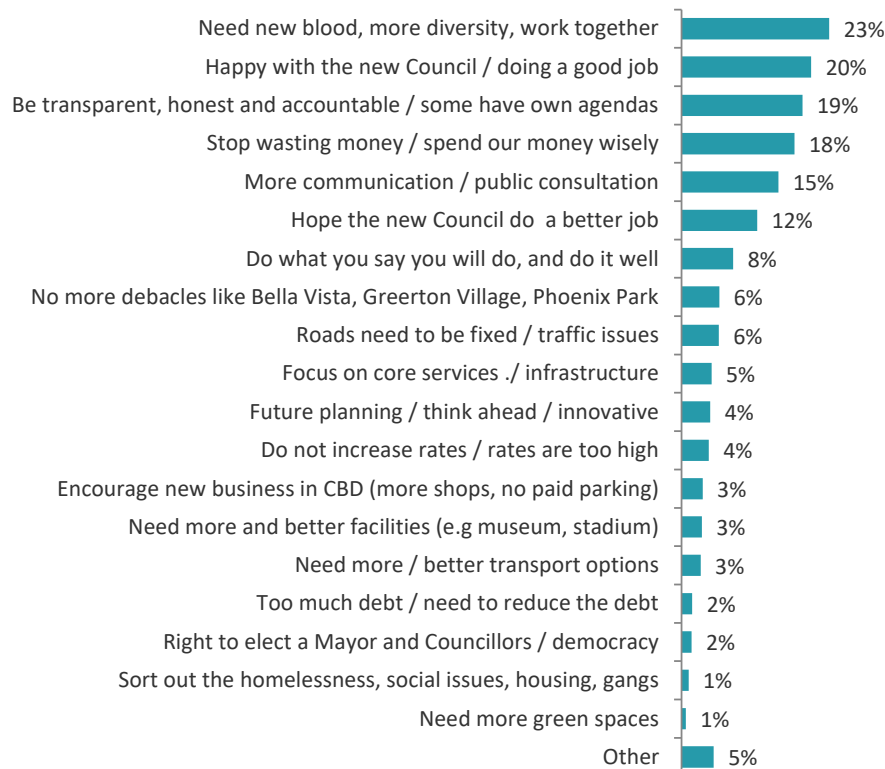
- Sample: 2022n=669; 2021 n=630. Excluding 'Don't know' responses
- REP5. Thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its overall REPUTATION? n= 616
- REP1. How would you rate the Council for its leadership? n=567
- REP2. Overall how would you rate Council in terms of the faith and trust you have in them? n=601
- REP3. How would you rate Council overall for its financial management? n=566
- REP4. How would you rate the Council for the quality of the services and facilities they provide Tauranga City? n=625



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Comments about Council's reputation



- *The city needs a major revamp. Clean it up and bring shops back to liven it up and attract people. There is currently nothing attracting people especially young adults to the city.*
- *Faith, trust and reputation has taken a major hit. Confidence in a sound pool of councillors pulling together would help restore what has been lost by the members pushing their own agendas.*
- *In all the time I have been here, I have never heard anyone speak positively about the Council. More transparency and interface with the public, I think it would help. The negativity is concerning but I believe it could be overcome.*
- *In Pāpāmoa we need a person to put our views across. I do not think there is much leadership. We need to spend more on keeping things in better order, for example footpaths and a contractor in the waterways, doing a better job, not a fancy museum. Spend more money on the toilets at The Mount, the toilets there are disgusting.*



- *Commissioners are doing a great job.*
- *The commissioners are doing a great job. Please stay on for another 3 years. The last Council was appalling in its ability to get anything done, bar a few members including the Mayor. We need a greater representation on the Council for all of our community.*
- *Council should be accountable to the community who voted them in and stop wasting taxpayers money. What has happened to all the money put into the parking building in the CBD. Stop wasting money on art and sort out the roads.*
- *Seems to be managed well.*
- *Happy with the commissioners but was not happy with the elected members performance prior to the commissioners being appointed.*
- *I find the Council leadership and direction under The commissioner extremely good. Provided the public is listened to it does seem a more productive system than a City Council. Too many people have their own agendas.*

NOTES:

1. Sample: 2022n=669;. Excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLREP. Do you have any comments about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide? Is there something we can do? n=333

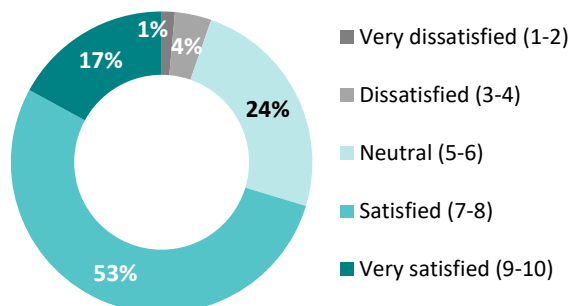




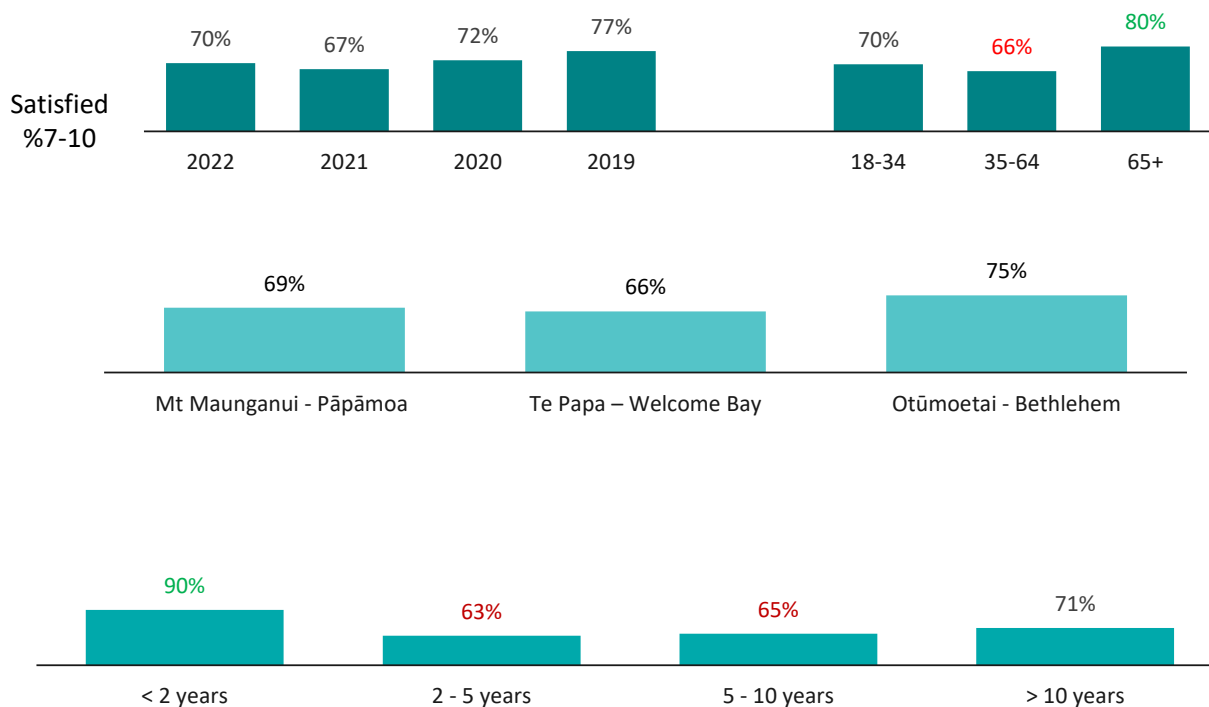
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Satisfaction with public facilities



- Seven in ten residents (70%) are satisfied with the public facilities provided by the Council.
- There is a slight increase in satisfaction year-on-year.
- Residents aged over 65 years are most likely to be satisfied with public facilities and services and are considerably more satisfied than residents aged 35 to 64.



- Results were relatively constant across wards.
- Respondents who have been residing in Tauranga for less than 2 years were significantly more satisfied with *public facilities* than those that have lived there for between 2 and 5 years and 5 and 10 years.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604. Excluding 'Don't know' responses
2. Q16. Thinking about the FACILITIES above, The Historic Village, libraries, community centres, sports facilities, Community & Arts Centre, how would you rate the Council for the FACILITIES provided? n=541

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

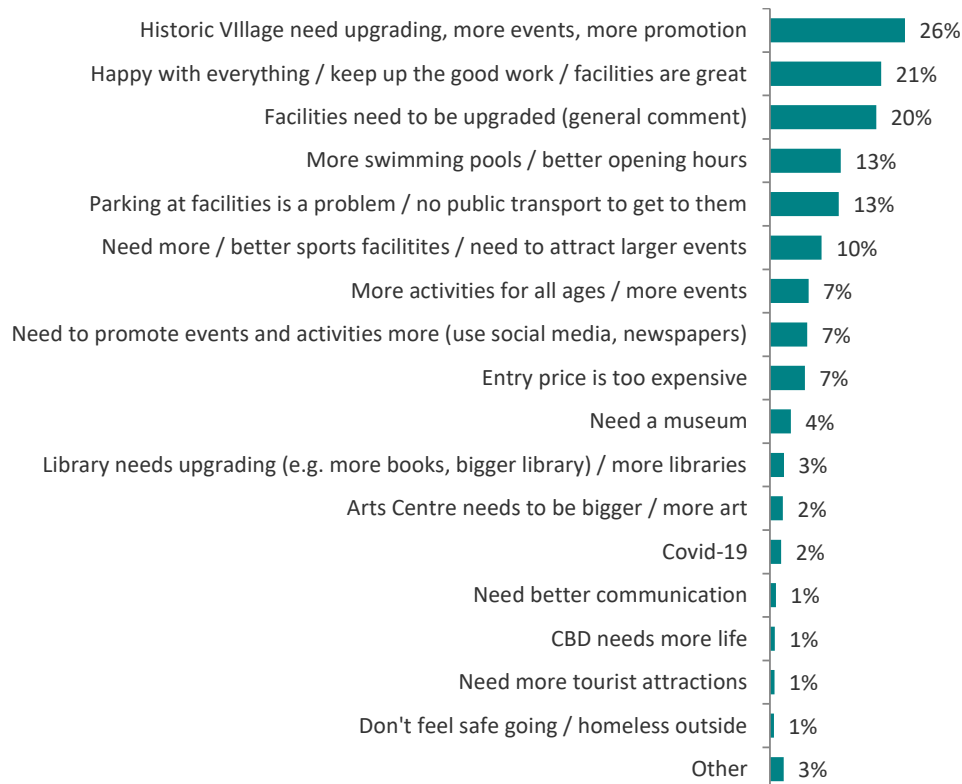
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Comments about recreation and cultural facilities



- Disabled access needs to be improved at the Historic Village. Also, a shuttle bus from the city or incorporating a stop on 17th Ave from town would help access. All street parking is taken by hospital workers and staff of local businesses in the business park.
- Not open to the community at all times and offer no activities that I can take my children to for free.
- Papamoa Recreation center is dated. Papamoa Football Club and the other sports using Gordon Spratt need clubrooms.
- The Historic Village in the past has been a vibrant and visitable facility. Nowadays it seems to be a non-event apart from the odd play or show.
- The Historic Village needs shops and facilities to be full. Minimize rent to attract the businesses. Greerton's swimming pool needs a make over (underway maybe.)



- A 50-metre pool is needed in Tauranga. Historic Village is improving and provides great diversity. Love the new library. Our sports facilities are pretty good.
- Brilliant assets to our communities, keep them maintained and staffed well.
- Excellent Mount Library, and excellent facilities at Baywave.
- I think the TCC is making great inroads into making all these facilities more inclusive and diverse. Good on you. Keep swimming pools with the Council. Don't privatise them.
- Keep up the good work going forward in the future.
- The facilities I have visited are good to excellent.

NOTES:

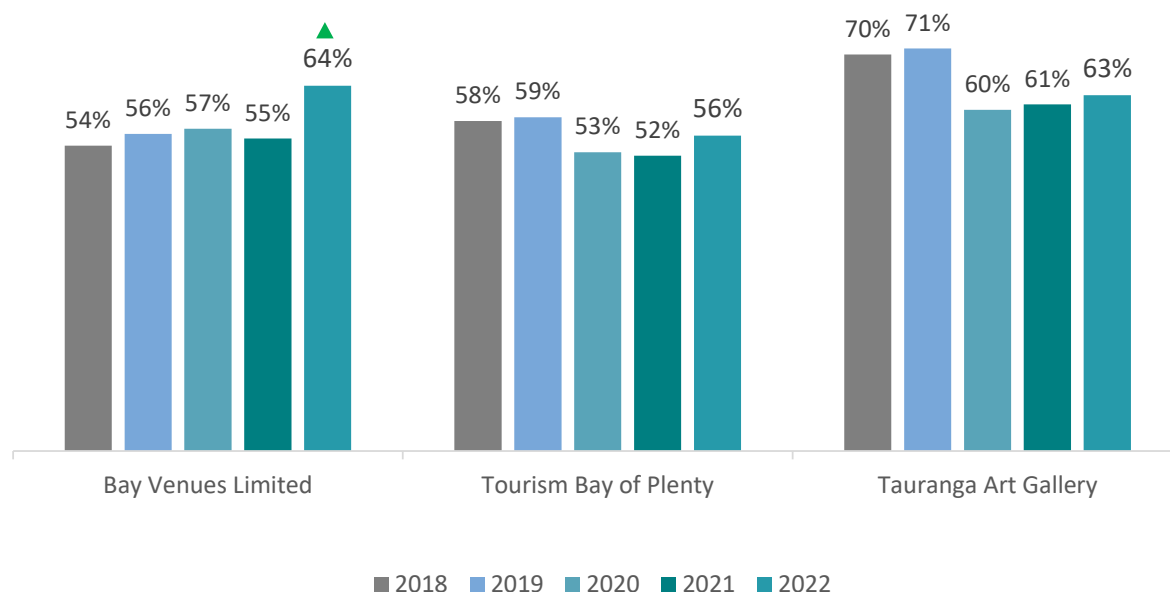
1. Sample: 2022n=669; Excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLFCIT. Do you have any comments about any the FACILITIES mentioned above, including The Historic Village, libraries, community centres, sports facilities, swimming pools Community & Arts Centre. What can we improve and how? n=206. Note 3% of the respondents mentioned that they do not use any of the public facilities, so have no opinion



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Awareness of Council controlled organisations



Residents aged over 35 years and those over 65 in particular show the most awareness, especially when it comes to Tourism Bay of Plenty (69%) and Tauranga Art Gallery (72%) which is significantly higher than the overall awareness of 56% and 63% respectively.

Residents from Mt Maunganui – Pāpāmoa ward are most likely to be aware that TCC provides services through Bay Venues Limited (68%).

Awareness in regards to Council controlled organisations is significantly lower among residents who identify as Māori.

- Awareness of Council controlled organisations among residents has increased over the past 12 months, especially when it comes to Bay Venues. 64% of the residents are aware that Council provides services through them. Bay Venues have the highest awareness over the past six years.

NOTES:

- Sample: 2022n=669; 2021 n=630 ; 2020 n=645 ; 2019 n=581; 2018 n=439 ; 2017 n=435.
- Q6. Are you aware that the Tauranga City Council provides services through the following Council Controlled Organisations (CCO's)?

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

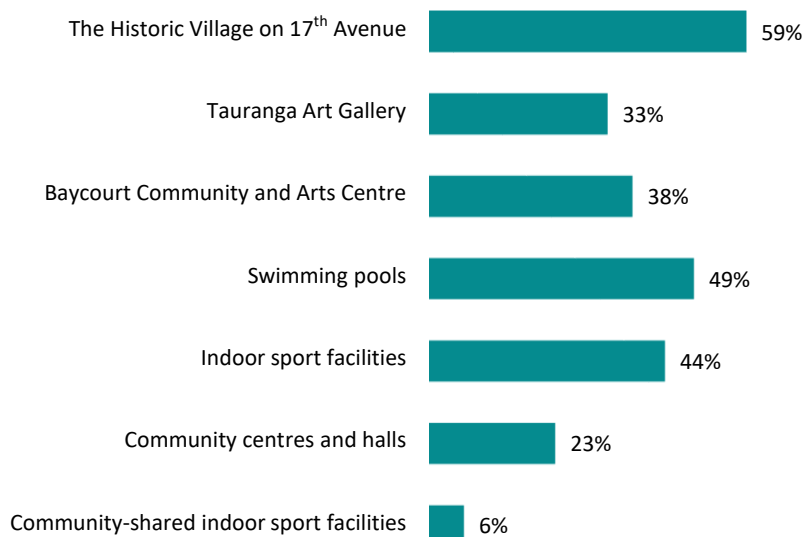
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Visitation



Visitation	2022	2021	2020
The Historic Village on 17 th Avenue	59% ▲	49%	51%
Tauranga Art Gallery	33% ▲	28%	33%
Baycourt Community and Arts Centre	38% ▲	27%	33%
Swimming pools	49%	53%	56%
Indoor sport facilities	44%	40%	50%
Community centres and halls	23%	27%	26%
Community-shared indoor sport facilities	6%	8%	7%

- There has been a significant increase in visitation of *The Historic Village*, *Tauranga Art Gallery*, and *Baycourt Community and Arts Centre*.
- Visitation of *Swimming pools*, *Indoor sports facilities*, *Community centres and halls*, and *Community-shared indoor sport facilities* have slightly decreased compared with 2021.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; 2020 n= 645; Excluding 'Don't know' responses
2. 5A. Have you visited any of the following facilities in the last year? n=669
3. Q12. Have you visited any of the following in the last 12 months? n=669

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

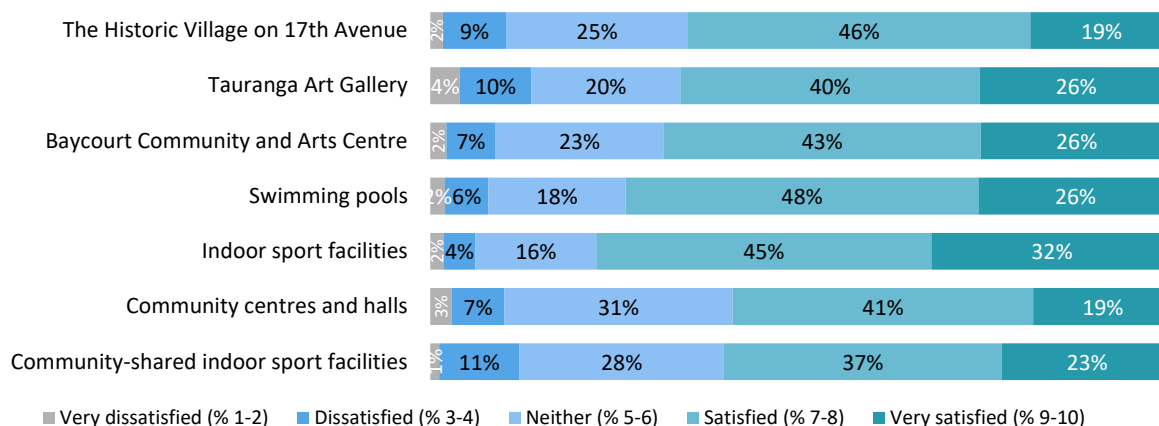
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Satisfaction (Overall)



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
The Historic Village on 17 th Avenue	65%	63%	65%	63%	70%
Tauranga Art Gallery	66%	62%	69% ▲	65%	66%
Baycourt Community and Arts Centre	69%	70%	67%	68%	72%
Swimming pools	74%	72%	72%	71%	83%
Indoor sport facilities	78%	79%	77%	78%	78%
Community centres and halls	59% ▼	68%	52%	55% ▼	73%
Community-shared indoor sport facilities	60% ▼	73%	53% ▼	61% ▼	67%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
The Historic Village on 17 th Avenue	67% ▲	65%	61%	69%	66%
Tauranga Art Gallery	75% ▲	65%	71%	63%	65%
Baycourt Community and Arts Centre	79% ▲	67%	73%	70%	64%
Swimming pools	81% ▲	73%	76%	73%	72%
Indoor sport facilities	82%	77%	84%	75%	73%
Community centres and halls	78% ▲	56% ▼	72%	54%	51% ▼
Community-shared indoor sport facilities	74%	58% ▼	75%	51% ▼	55% ▼

- Satisfaction with *Public Facilities* remains relatively consistent year-on-year with the exclusion of *Community centres and halls*, and *Community-share indoor sport facilities* which had significant decreases.
- Residents who identify as Māori reported a significant increase in satisfaction with all *Public facilities* excluding *Indoor sports facilities*, and *Community-shared indoor sports facilities*.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. Visited Baycourt Community and Arts Centre 2019 n=225; 2020 n=214; 2021 n=233
3. 5B. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters. n=523
4. Q13. Using a scale 1-10...how would you rate your satisfaction with the following? n=478

▲ Year-on-year Significantly higher
 ▼ Year-on-year Significantly lower
 ▲ Between demographics Significantly higher
 ▼ Between demographics Significantly lower

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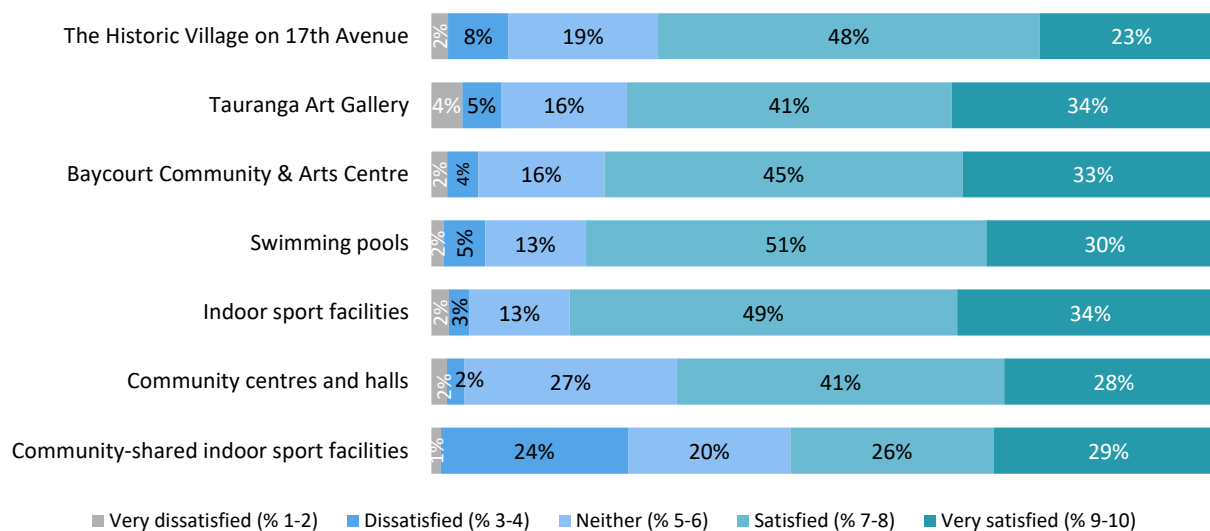


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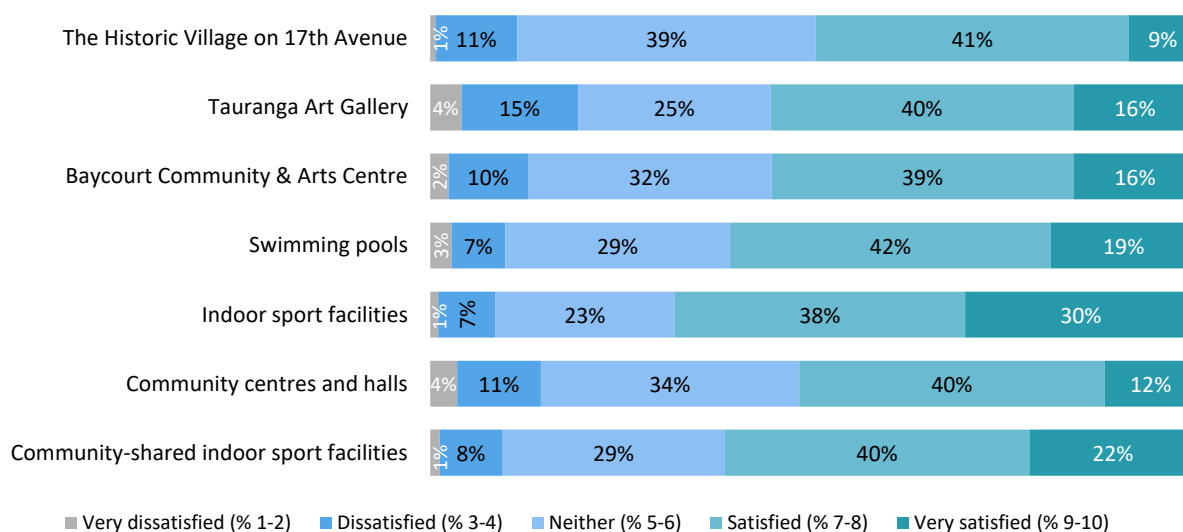


Satisfaction (Users vs. non-users)

Users



Non-users



- Even though the proportion of users who are satisfied with the facilities is similar to the proportion of satisfied non-users, there are considerably less users who feel dissatisfied with the facilities.

NOTES:

1. Sample: 2022n=669; 2021 n=630. Excluding 'Don't know' responses
2. 5B. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters. n=523
3. Q13. Using a scale 1-10...how would you rate your satisfaction with the following? n=478

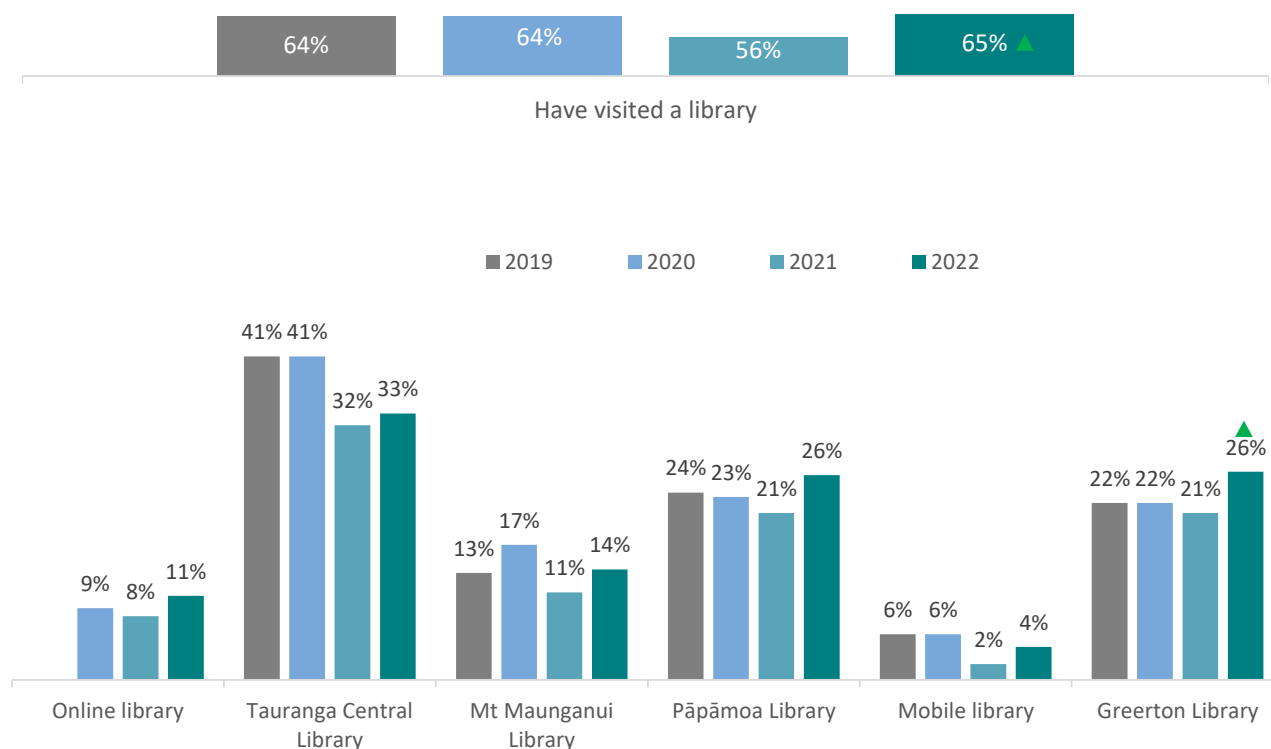
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Libraries. Visitation



- Library usage has significantly increased in the last 12 months (+9%).
- Greerton Library recorded a significant increase in usage, while all other libraries saw a slight increase in usage.
- Based on the verbatim comments, some of the most common issues limiting residents' use of libraries are:
 - ✓ Lack of parking
 - ✓ Facility is not big enough
 - ✓ Do not have materials of interest
 - ✓ Lack of computers (Greerton Library)
 - ✓ Opening hours

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; 2018 n=455. .
 2. Q14. Have you visited any of the following libraries in the last 12 months? n=669
- Online library option was added in 2019/2020 survey

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

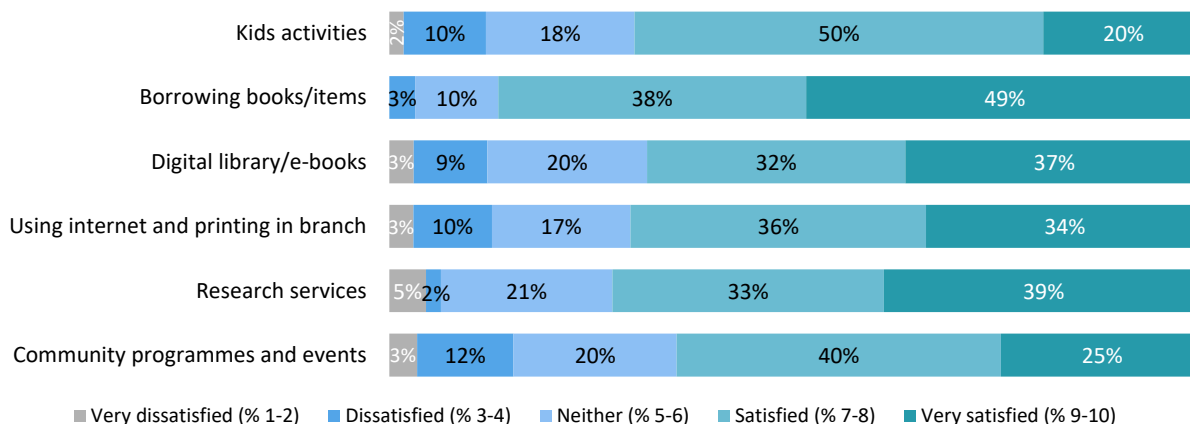
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Satisfaction with library services



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Kids activities	70%	73%	59%	70%	87%
Borrowing books/items	86%	87%	78%	87%	93%
Digital library/e-books	68%	74%	63%	63%	87%
Using internet and printing in branch	70%	67%	62%	73%	80%
Research services	73%	79%	68%	65%	89%
Community programmes and events	65%	66%	45%	70%	81%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Kids activities	65%	71%	73%	57%	76%
Borrowing books/items	88%	86%	89%	86%	83% ▼
Digital library/e-books	82%	66% ▼	68%	74%	64%
Using internet and printing in branch	73%	70%	77%	72%	61%
Research services	72%	73%	66%	74%	78%
Community programmes and events	71%	64%	70%	68%	57%

- Overall, satisfaction with most of the library services remains relatively consistent with 2021 results.
- Except for *kids' activities* satisfaction is consistent across all wards, which means it is similar for all 3 public libraries. Residents of the Te Papa – Welcome Bay ward were significantly less satisfied with *kids activities*.
- Respondents aged 65+ years are the most likely to be satisfied with library services provided by the City Council and are considerably more satisfied when compared with those aged 18-34.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. Q15. Thinking about Tauranga libraries, how would you rate satisfaction with the ...? n=435

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Water management



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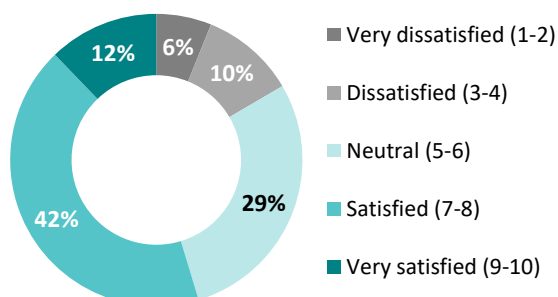




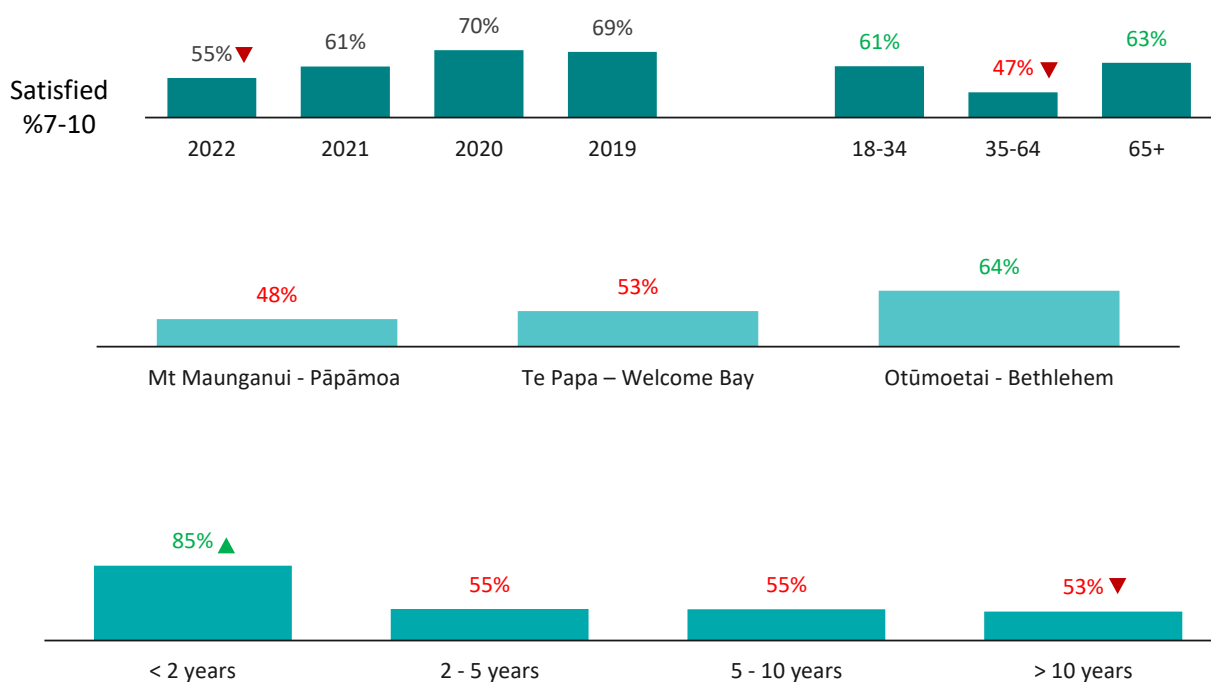
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Satisfaction with overall water management



- Satisfaction with the water management in the city has decreased significantly year-on-year, down 6% to 55%.
- Residents aged 35-64 years are significantly less satisfied with water management than other age groups and are considerably less satisfied year-on-year.



- Residents from Otūmoetai – Bethlehem perceive water management significantly higher when compared to other wards.
- Satisfaction among those who are new to the city and have lived here for less than two years has increased considerably year-on-year and is considerably higher amongst this group than residents who have lived in Tauranga longer.

NOTES:

1. Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q20. Thinking about water management for flooding, stormwater and drinking water, how would you rate Council overall for WATER MANAGEMENT? n=581

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

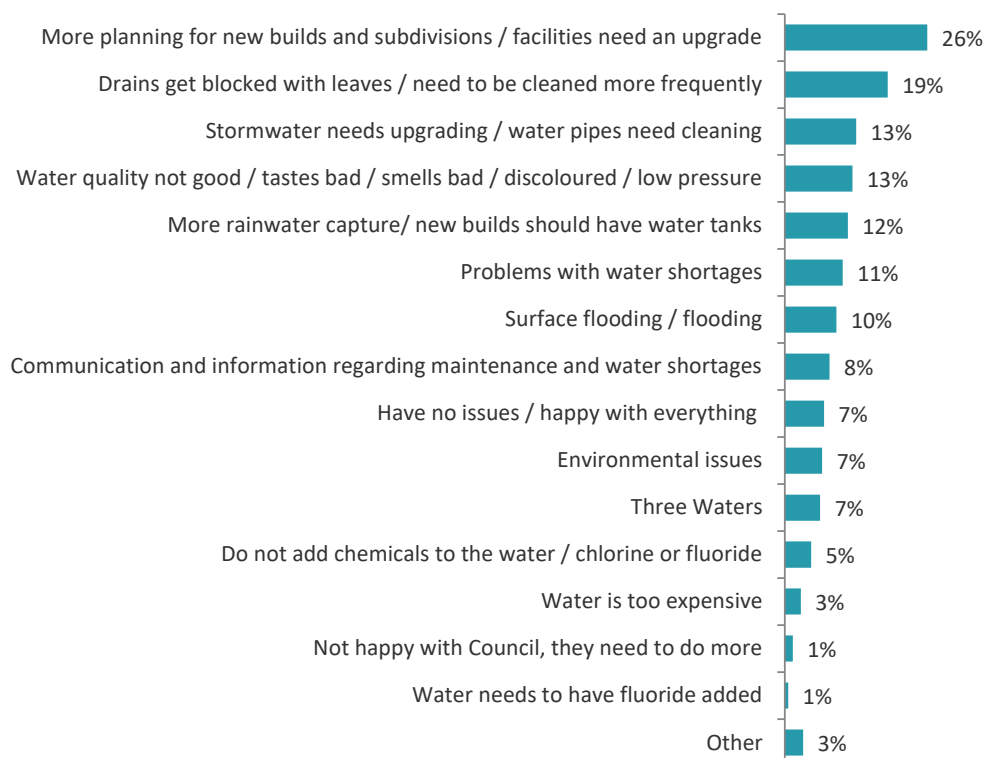
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Comments about water management



- *Cannot understand why the Council continue to give permits to build new homes without putting in reservoirs for water. Six-month water bans in Tauranga are ridiculous, very unhappy with water management.*
- *Currently have serious issues with mains water pressure after replacement of water meter. Told by plumber it is a common issue now, but Council don't seem to care about it, and it just costs us more money to fix your problems.*
- *Flooding seems to be a big issue where I live in Papamoa. I'm not sure what can be done about this though. Stormwater drains that lead out to the sea should have catchment nets at the end of the drains to avoid any rubbish flowing out into our sea water. Please invest in these, I'm sure the community would appreciate these nets.*
- *Not enough infrastructure for the numbers of new residents. Forward planning has not been up to standard.*



- *Do not join Three Waters. Spend more time educating the public on water conservation. Every house should have a catchment tank for non-essential fresh water for uses like gardens, cleaning cars and water blasting.*
- *Drinking water is excellent. We live in a low-lying area. Stormwater is modern and appears adequate, but what about that 100-year event?*
- *Encourage saving roof water by providing rate relief on water tank installations.*
- *Information and incentives for collecting roof water for outdoor use and Information and incentives for dwellings to capture and recycle grey water.*
- *The clearing of drains could be improved but otherwise it seems acceptable.*
- *The Council is managing these services well.*
- *Water management seems under control. No complaints about drinking water. We use a filter and couldn't do without that.*

NOTES:

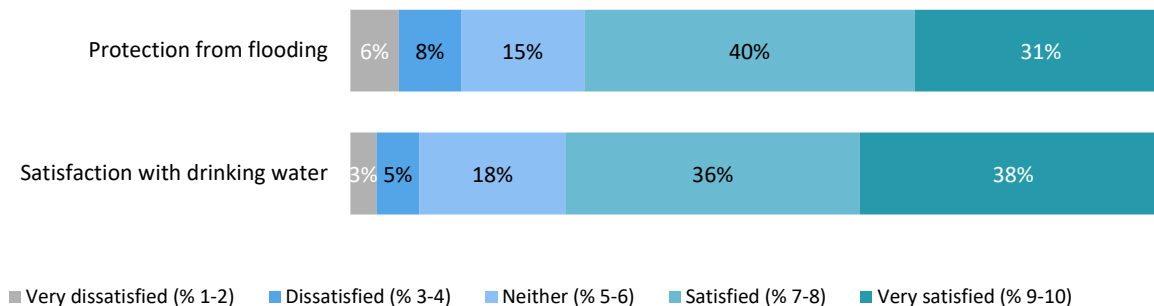
1. Sample: 2022n=669; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLWTR. Do you have any comments about WATER MANAGEMENT for flooding, stormwater and drinking water? Is there something we can do? n=238



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Water management



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Protection from flooding	71%	74%	67%	67% ▼	83%
Satisfaction with drinking water	74%	75%	71%	71%	82%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Protection from flooding	60%	73%	58%	78%	79%
Satisfaction with drinking water	59%	76%	76%	74%	71% ▼

- Satisfaction with protection from flooding and drinking water remains high with more than seven in ten residents being satisfied (71% and 74% respectively).
- Residents who identify as Māori were significantly less satisfied with both *protection from flooding* and *drinking water* than other ethnicities.
- Those who reside in Mt Maunganui – Pāpāmoa were significantly less satisfied with *protection from flooding* than residents of other wards.

NOTES:

1. Sample: 2022n=669; 2021 n=630 . Excluding 'Don't know' responses
2. Q17. Using a scale of 1 to 10 where 1 is strongly disagree and 10 is strongly agree, how much do you agree that your home, and/or business buildings, are adequately protected from flooding? n=602
3. Q18. How satisfied are you with the quality (taste, colour, odour) of drinking water in Tauranga? n=656

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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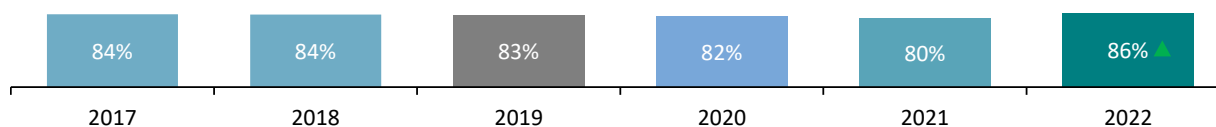


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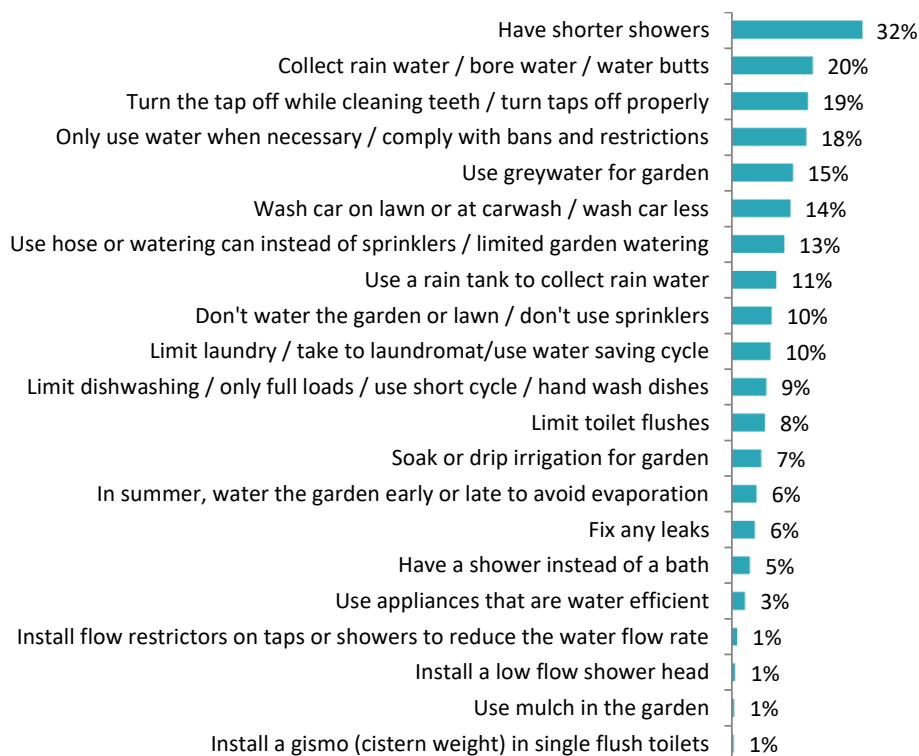
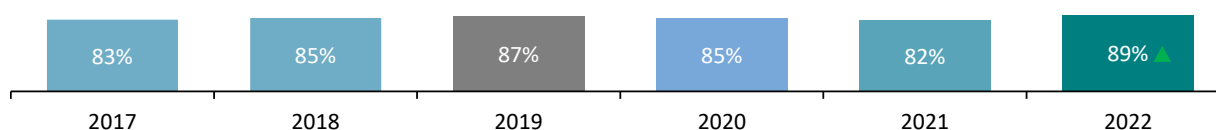


Water conservation

Aware of ways to conserve water at home or at work



Have taken steps to conserve water over the past 12 months



- Residents that are *aware of ways to conserve water at home*, and those that *have taken steps to conserve water over the past 12 months* have increased significantly year-on-year (86% and 89% respectively).
- Taking shorter showers (32%), turning off taps properly when not using them (19%) and only using water when necessary/complying with bans and restrictions (18%) were the top three actions undertaken to save water.

NOTES:

- Sample: 2022n=669; 2021 n=630; 2020 n=645; 2019 n=604; 2018 n=455; 2017 n=451. Excluding 'Don't know' responses
- Q19A. Do you know of any ways that you can conserve water at home or at work? n=523
- Q19B. Have you taken any steps to conserve water over the past 12 months n=576
- Q19C. What are they? Left a comment n= 505

▲ Year-on-year Significantly higher
 ▼ Year-on-year Significantly lower
 ▲ Between demographics Significantly higher
 ▼ Between demographics Significantly lower

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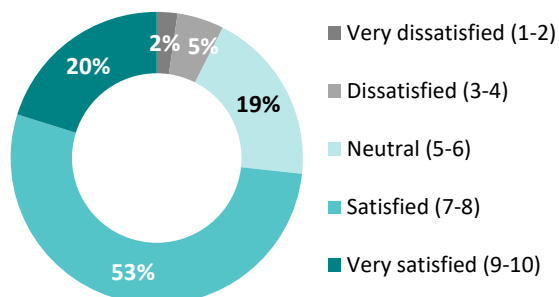




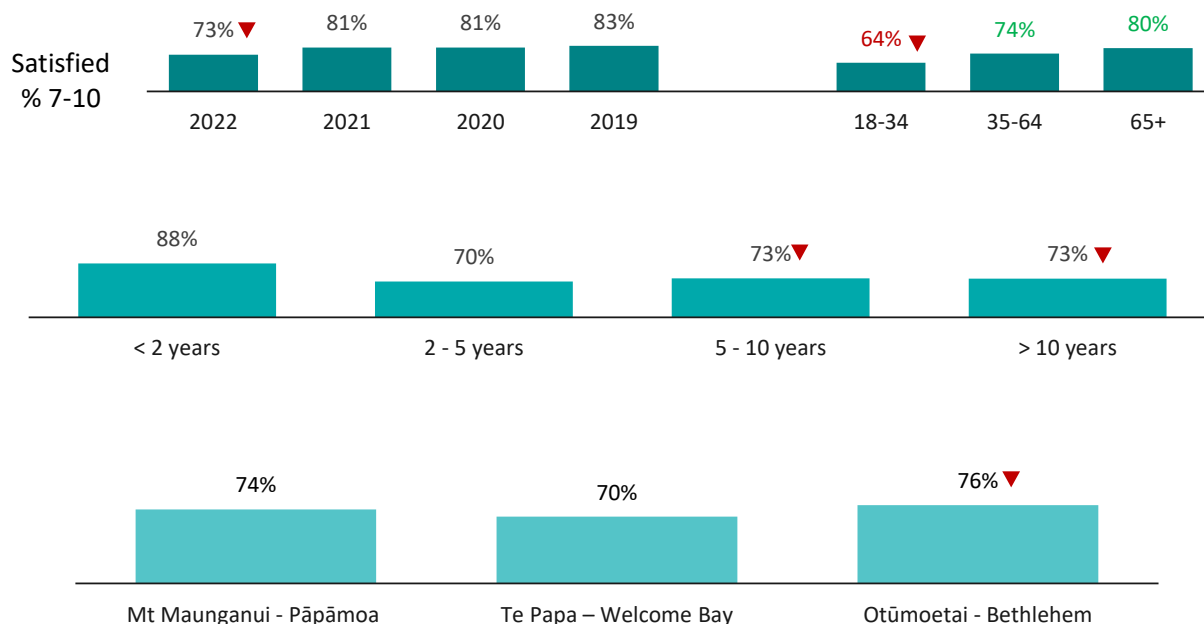
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Satisfaction with outdoor spaces



- Satisfaction with outdoor spaces has decreased significantly year-on-year but remains high with over seven in ten residents being satisfied (73%).
- Satisfaction with outdoor spaces is lowest amongst residents aged 18 to 34 who have reported a significant decrease in satisfaction year-on-year.
- Satisfaction is relatively consistent across length of time lived in the district.



- Residents from Otūmoetai – Bethlehem have recorded a significant decrease in satisfaction year-on-year and satisfaction is now relatively consistent across wards.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q26. Thinking about all these OUTDOOR SPACES – the parks, playgrounds, boat ramps and cemeteries, how would you rate Tauranga City Council for its overall management of outdoor spaces? n=616

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

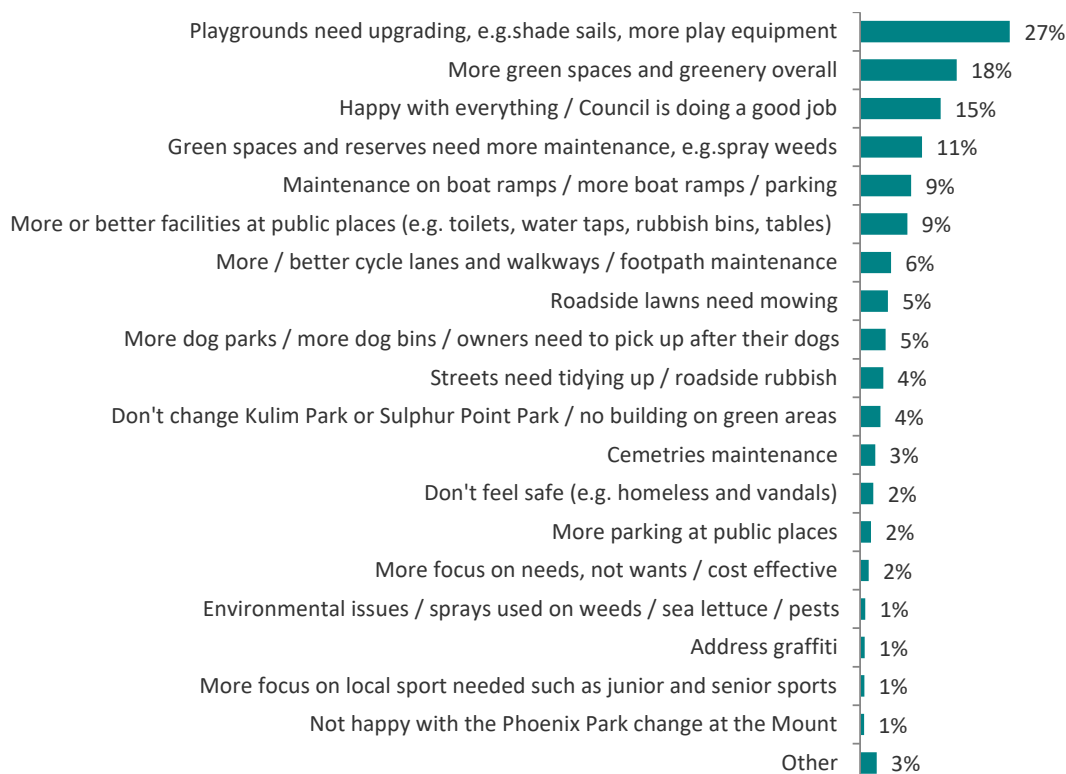
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Comments about outdoor spaces



- Grass berms cutting and edging is not satisfactory. Some footpaths are being encroached upon by uncut edges. Palm fronds in public areas are not collected and left lying around.
- I believe suburban playgrounds need updating. Look at the superb imaginative one off The Strand. Bring the smaller ones up to date. Also, shade trees are very necessary.
- Many of the parks are small neighbourhood reserves. We need some large useable reserves which integrate parkland and sport activities like Hadley Park Christchurch. Also, many reserves through Tauranga are stormwater reserves which become wet and are not user friendly.
- More public consultation on selling off supposed green spaces. Reserve land.
- Not removing parks or green spaces for housing and retail developments and green spaces is extremely important.



- Children's' playgrounds are excellent, our grandchildren are frequent users. Sports grounds seem of a high standard at Blake park. Boat ramps are okay; however, parking can be a problem.
- Everything is kept very tidy, in fact at times I feel some grass mowing and weed control could be less frequent, better for the environment.
- I dragon boat and appreciate every time the Council clean the ramps, as they can become very slippery.
- I would love to see some more interesting large-scale gardens similar to Napier's Botanical gardens or Pukekura Park in New Plymouth.
- Keep up the good work where possible. Address graffiti.
- Lots of children's playgrounds in Pāpāmoa with things that the kids like to use. Lots of bike riding trails.

NOTES:

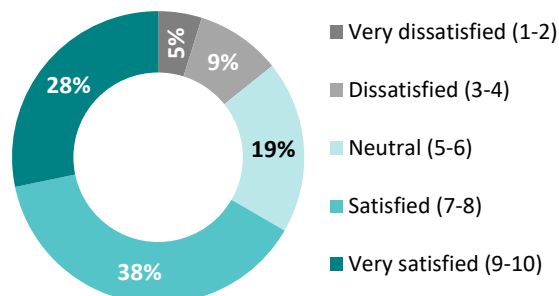
1. Sample: 2022n=669; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLOTDR. Do you have any comments about OUTDOOR SPACES mentioned above? Is there something we can do? n=239



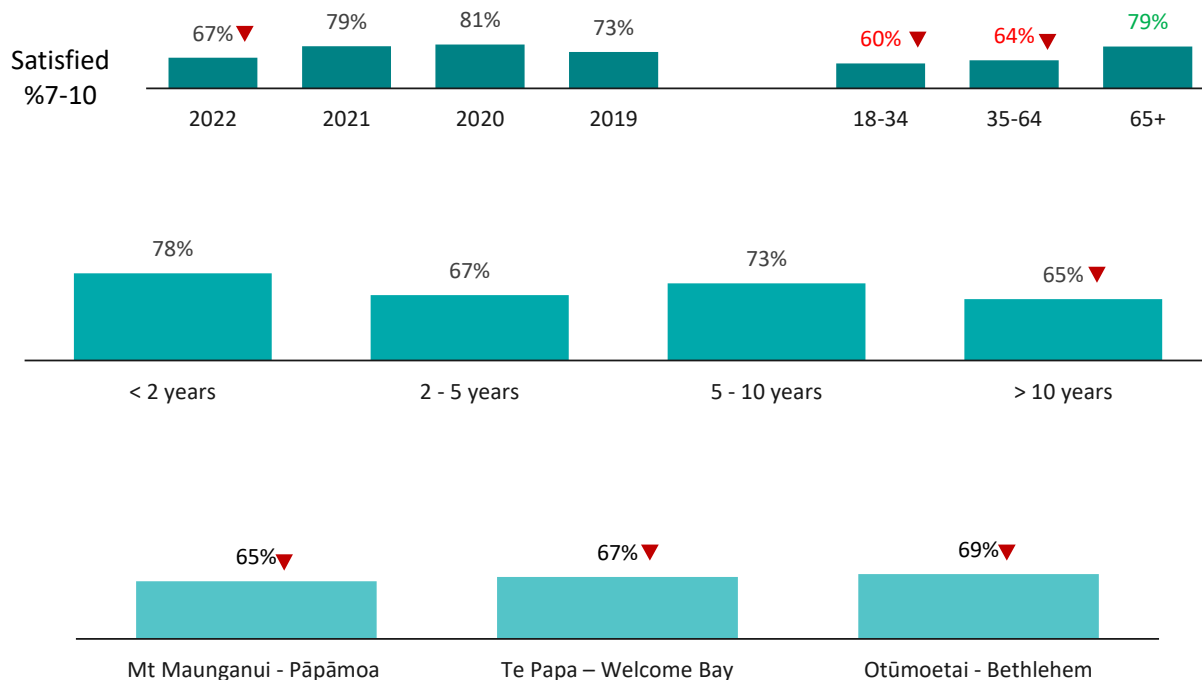
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Tauranga has enough parks and green spaces



- Residents that consider that Tauranga has enough parks and green spaces has had a significant decrease year-on-year (79% 2021, 67% 2022) but remains relatively high.
- Older residents aged 65+ are significantly more satisfied that Tauranga has enough parks and green spaces than younger residents.



- There is no significant difference between length of stay in Tauranga per ward however Residents who have lived in Tauranga for more than 10 years, and residents of all three wards recorded a significant decrease in satisfaction year-on-year.

NOTES:

- Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
- Q21A. How satisfied are you that Tauranga has enough parks or green spaces? n=651

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

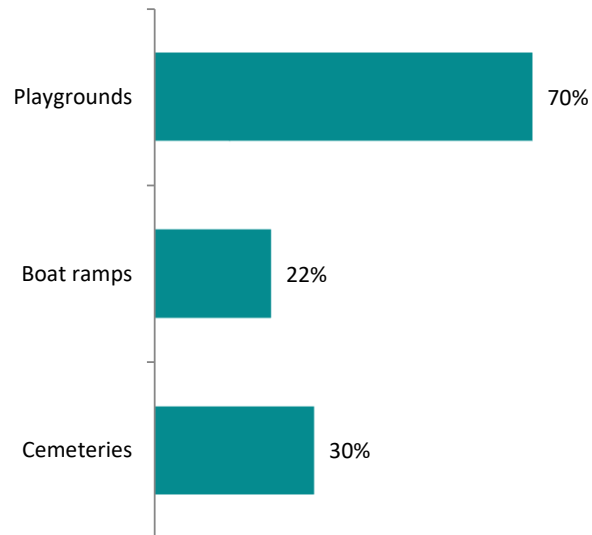
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Visitation



Visitation	2022	2021	2020
Playgrounds	70% ▲	64%	66%
Boat ramps	22%	22%	25%
Cemeteries	30%	26%	28%

- Visitation for Playgrounds, Boat ramps and Cemeteries remains consistent over the past 24 months.

NOTES:

1. Sample: 2022n=669; 2021 n=630; 2020 n= 645;. Excluding 'Don't know' responses
2. Q22A. How often have you used or visited your local playground in the past year? By local playground we mean the playground nearest to your home. n=658
3. Q23A. In the last 12 months, have you used or wanted to use the boat ramps in Tauranga? n=660
4. Q25. Have you visited a Tauranga City Cemetery (including Pyes Pa) in the last 12 months? n=660

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 Significantly higher
 Significantly lower

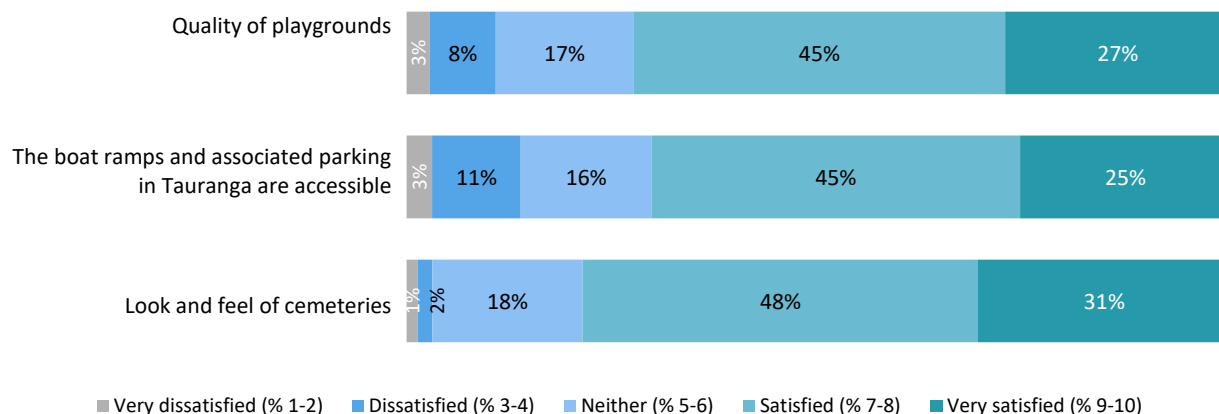
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Satisfaction



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Quality of playgrounds	72% ▼	79%	66%	71%	84%
The boat ramps and associated parking in Tauranga are accessible	70%	74%	66%	67%	88%
Look and feel of cemeteries	79% ▼	85%	69%	78%	87%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Quality of playgrounds	63%	74% ▼	74%	68%	75%
The boat ramps and associated parking in Tauranga are accessible	85%	69%	60%	82%	71%
Look and feel of cemeteries	85%	77% ▼	79%	73%	83%

- Overall satisfaction among the residents remains high despite recording significant decreases year-on-year for satisfaction with *quality of playgrounds* and *look and feel of cemeteries*.
- Older residents aged 65+ are significantly more satisfied with all metrics when compared with residents aged 18 to 34.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. Q22B. How satisfied are you with the quality of the playground? n=424
3. Q23B. How satisfied are you that the boat ramps and associated parking in Tauranga are accessible? n=127
4. Q24. How satisfied are you with the look and feel of CEMETERIES in Tauranga? It doesn't matter whether or not you visited these facilities, it's your opinion that matters. n=404

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Roading, footpaths, cycling



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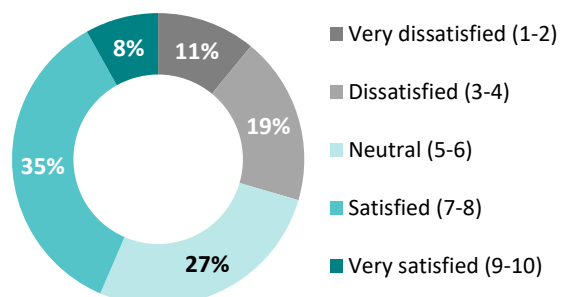




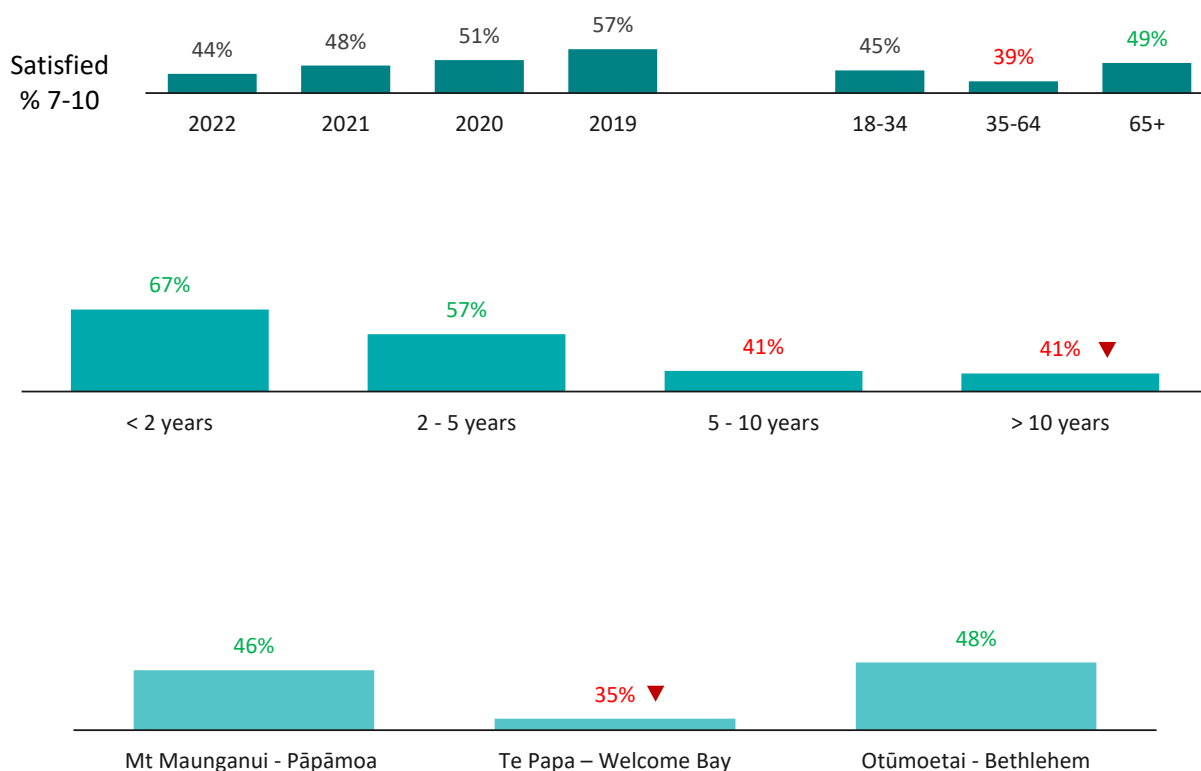
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Satisfaction with roading, footpaths and cycling



- Over two in five residents (44%) are satisfied with roading, footpaths and cycling infrastructure.
- There is no significant change in satisfaction over the past 12 months.
- Residents who have lived in Tauranga for 5 to 10 years and over 10 years are significantly less satisfied than those who have lived there for less than two years and two to five years.



NOTES:

- Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
- Q30. Thinking about the ROADING, FOOTPATHS and CYCLE PATHS, how would you rate Tauranga City Council overall? n=659

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

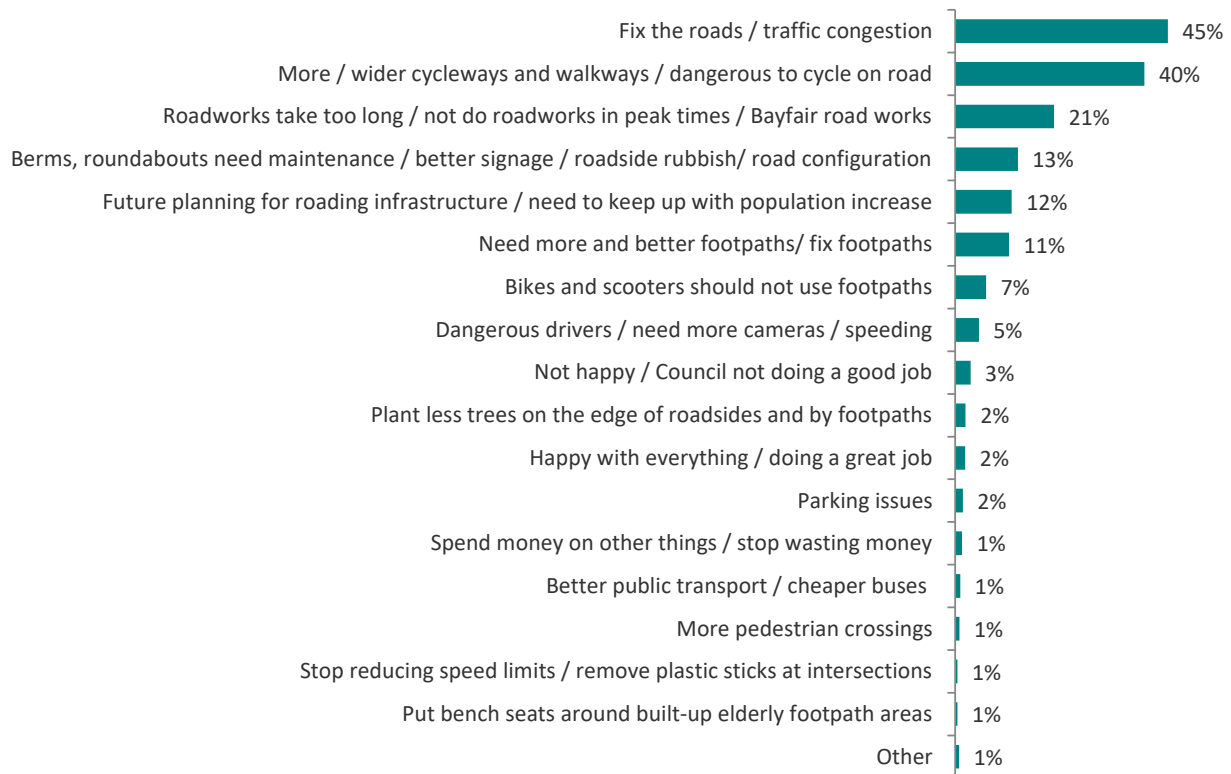
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Comments about roading



- Although the roads and footpaths are well maintained, roading is just not coping with the number of cars etc. We shouldn't have traffic jams morning and night.
- Cameron Road in Greerton is a disaster of constant traffic jams. Reopen Links Avenue to the public. Look at installing more roundabouts rather than lights. Finish Bayfair and Cameron Road.
- Council has allowed so much development out Papamoa without improving roading to and from.
- Currently a complete shambles, for example Elizabeth Street is closed, Cameron Road roadworks, Totara Street, the Kaimais, Links Avenue. Every trip is taking three times longer than it should.
- Being elderly, I have noticed some footpaths have unevenly laid paving, some have potholes.
- Don't put a cycle track on Totara Street as it is too dangerous with the trucks that go to businesses and the wharf.



- I cycle a lot and really enjoy the effort put in with forming cycleways.
- It is much improved since the upgrade between 12th and 13th Avenues.
- New cycle paths have been helpful for drivers as well, a lot safer.
- We walk and cycle a lot around Papamoa, and most footpaths and cycle paths are really well looked after.
- Roads are generally good, but traffic is bad.
- Good range of off-road cycleways.
- Need more bike infrastructure. There are some great spaces though, its just not comprehensive enough.

NOTES:

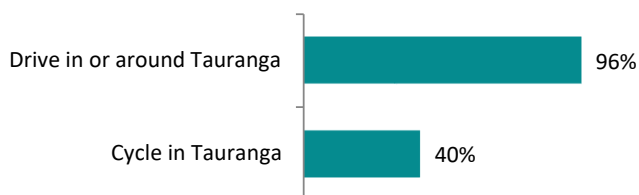
1. Sample: 2022n=669; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLRD. Do you have any comments about ROADING, FOOTPATHS and CYCLE PATHS? Is there something we can do? n=396



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Driving and cycling around Tauranga



Visitation	18-34 yo	35-64 yo	65+ yo
Drive in or around Tauranga	94%	99%	93%
Cycle in Tauranga	36%	52%	23%

Scores with % 7-10	2022	2021	2020	2019
Drive in or around Tauranga	96%	96%	94%	92%
Cycle in Tauranga	40%	39%	38%	32%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Drive in or around Tauranga	95%	96%	97%	95%	97%
Cycle in Tauranga	40%	41%	49%	34%	37%

- The proportion of residents who drive and cycle around Tauranga has remained consistent in the past 12 months.
- There is a positive trend over time with a significant increase in residents who cycle from Tauranga. It has increased 13% since 2018, which means more people are choosing more environmentally friendly transportation.

NOTES:

1. Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q27A. Do you drive in or around Tauranga? n=667
3. Q27B. Do you cycle in Tauranga? n=655

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

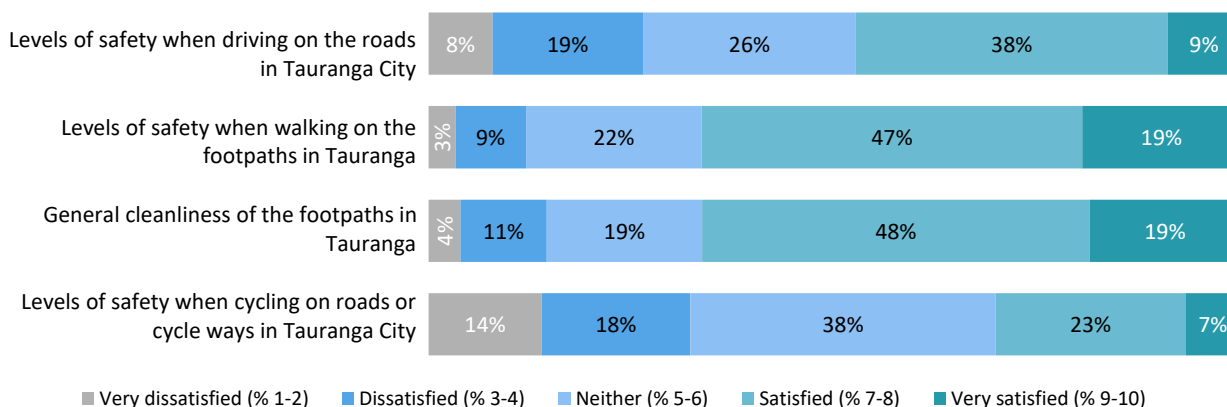
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Satisfaction roads footpaths and cycle ways



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Levels of safety when driving on the roads in Tauranga City	47%	50%	44%	47%	51%
Levels of safety when walking on the footpaths in Tauranga	66%	69%	66%	69%	62%
General cleanliness of the footpaths in Tauranga	66%	71%	68%	66%	65%
Levels of safety when cycling on roads or cycle ways in Tauranga City	30%	35%	32%	29%	34%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Levels of safety when driving on the roads in Tauranga City	54%▲	46%▼	48%	40%	53%
Levels of safety when walking on the footpaths in Tauranga	64%	67%	64%	65%	70%
General cleanliness of the footpaths in Tauranga	60%	67%▼	70%	61%	67%
Levels of safety when cycling on roads or cycle ways in Tauranga City	31%	30%	37%	18%	31%

- Drivers' perception of the levels of safety when driving on the roads in Tauranga City has continued to decline (64% in 2018 compared with 58% in 2019, 55% in 2020 and 50% in 2021).
- Satisfaction with the level of safety when cycling remains low (35%) with more people dissatisfied (39%).
- There is a slight increase in satisfaction with *general cleanliness of footpaths in Tauranga* (+2%).

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. Q28. Now thinking about the roads, footpaths and cycle ways in Tauranga, how would you rate your satisfaction with...? n=626

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

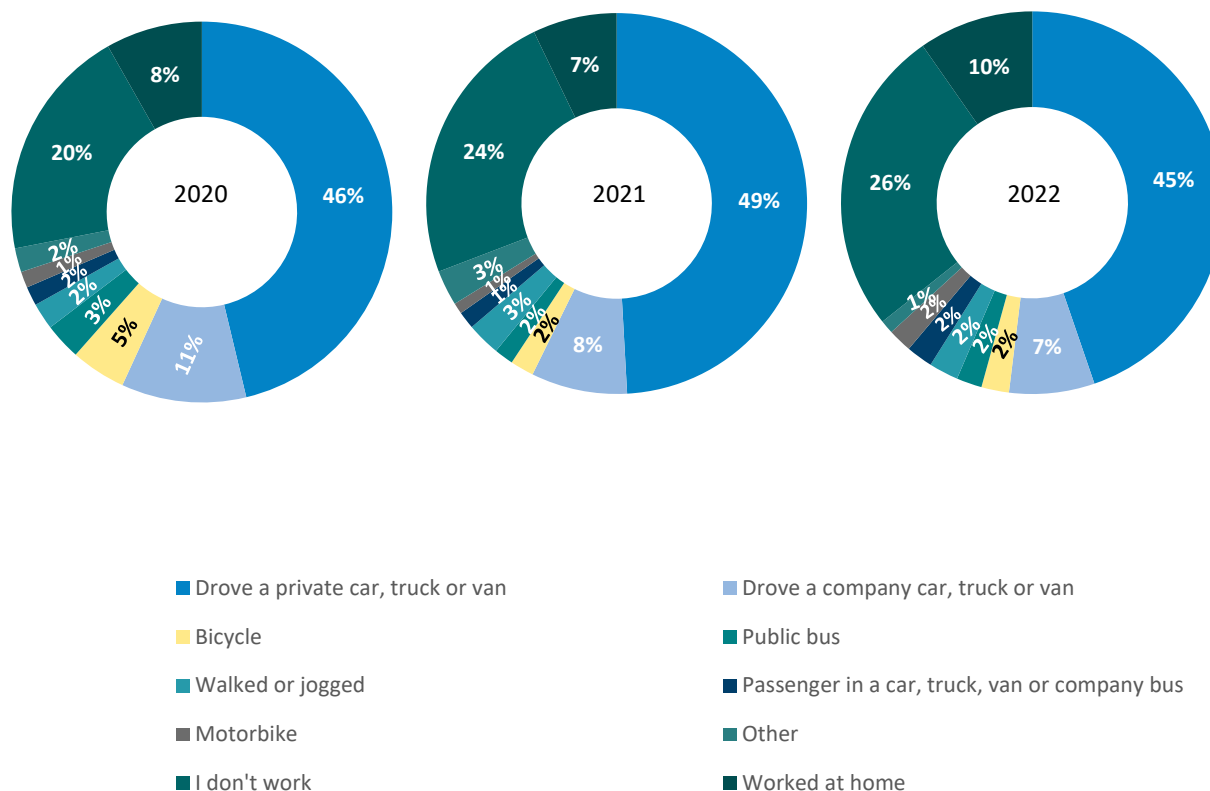
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Means of transport traveling to work



- The most common way of getting to work remains driving a private or company vehicle (45% and 7% respectively). There has been no significant change in usage of transportation in the past 12 months.
- 10% of residents have been working from home recently up from 7% in 2021, while over one in four (26%) do not work.

NOTES:

- Sample: 2022n=669; 2021 n=630 ; 2020 n=645; Excluding 'Don't know' responses
- Q29 On your most recent trip to work, what form of transport did you use to get there? Please select one answer only. n=660

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Waste management



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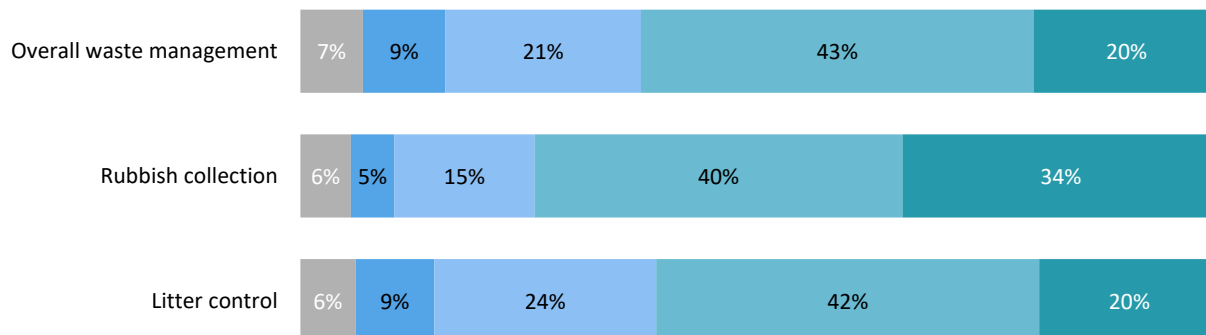




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Satisfaction with waste management



■ Very dissatisfied (% 1-2) ■ Dissatisfied (% 3-4) ■ Neither (% 5-6) ■ Satisfied (% 7-8) ■ Very satisfied (% 9-10)

Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Overall waste management	63%	61%	60%	59%	72%
Rubbish collection	74%	78%	65% ▼	75%	82%
Litter control	61% ▼	66%	60% ▼	58%	69%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Overall waste management	69%	62%	59%	59%	70%
Rubbish collection	74%	75%	76%	72%	76%
Litter control	57%	62%	60%	55% ▼	68%

- Slightly more than three in five residents (63%) are satisfied with the overall performance of Tauranga City Council with regards to waste management.
- Close to three quarters of residents are satisfied with what happens on their rubbish collection day.
- Younger residents aged 18-34 are significantly less satisfied with *rubbish collection* and *litter control* than they were in 2021.

NOTES:

1. Sample: 2022n=669; 2021 n=630. Excluding 'Don't know' responses
2. Q31A. How satisfied are you with what happens on rubbish collection day in your area, including all collections on that day and the state of the street afterwards? n=661
3. Q32A. How satisfied are you with the management of street litter and litter bins in our parks and streets? n=632
4. Q33A. Thinking about rubbish collection and litter bins, how would you rate Tauranga City Council for its overall WASTE MANAGEMENT? n=648

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

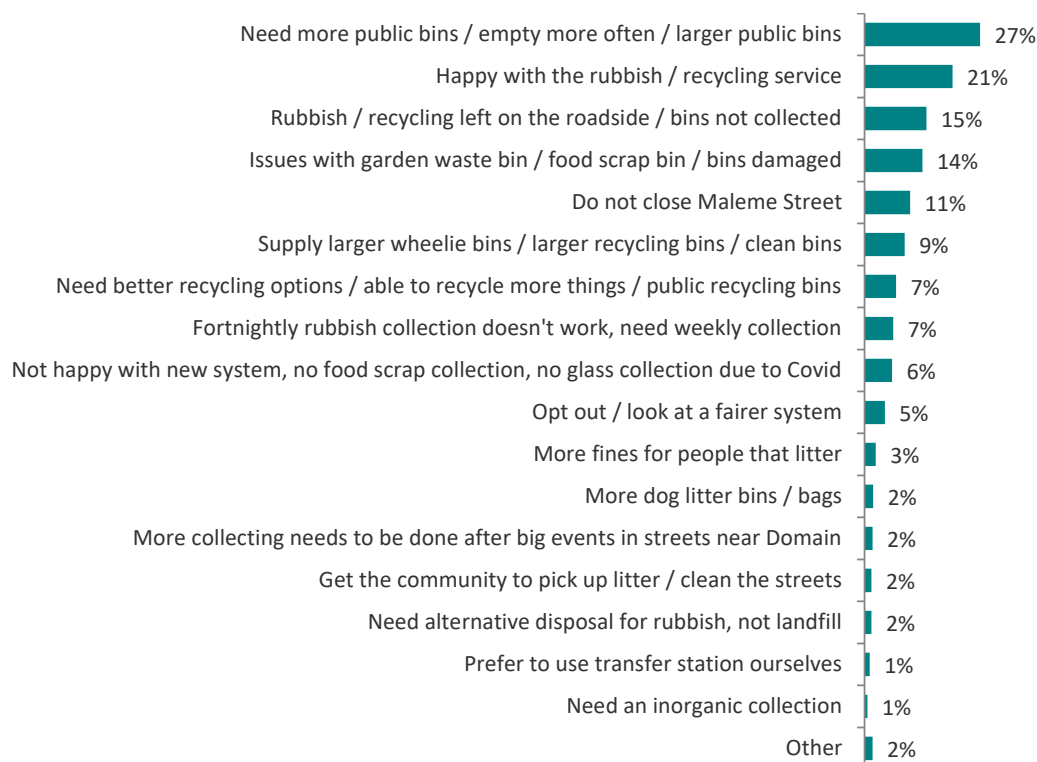
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Comments about waste management



- I'm a little annoyed with having the new wheelie bin system forced onto us and the Maleme Street transfer station closed to the public.
- Bins in public places are frequently overflowing and not emptied for days. Food scrap bins attract flies and ants. It is not good enough having one transfer station for the general public in the wider Tauranga and the Mount. Weekly collection is okay apart from the food scrap issue.
- Far too expensive for what it is. Had a far better system before Tauranga City Council came along and was cheaper too.
- I have noted that after a busy weekend the rubbish bins at Ferguson Park are full and rubbish has blown into the harbour. Lots of plastic was involved.
- I live on Devonport Road which is a relatively high traffic area both for cars and people but the amount of litter that is just left around the footpaths and road is unacceptable. I often take a rubbish bag out myself to pick it up because it looks so disgusting.



- Apart from the recent non collection of glass and food scraps, which we have paid for, otherwise, everything is fine.
- Council is getting there. We love the kerbside collection. But litter bins are dreadfully inefficient, with no recycling choices except for down Durham Street and Wharf Street with the new bins. Waste of plastic bags as bins emptied when they are not even a third full.
- Happy with new waste management system.
- Happy that we have switched to a better system of rubbish collection.
- Nothing besides convincing the general public to use the bins provided.
- Takeover by Council was a good move.
- I think a pretty good job is being done.
- I like the food waste bins and the reduction in bin size.

NOTES:

1. Sample: 2022n=669;; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLWSTM. Do you have any comments about WASTE MANAGEMENT including rubbish collection in your area, street litter and bins in the parks? Is there something we can do? n=327



Value for money



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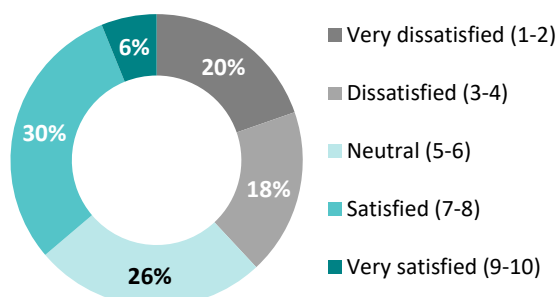




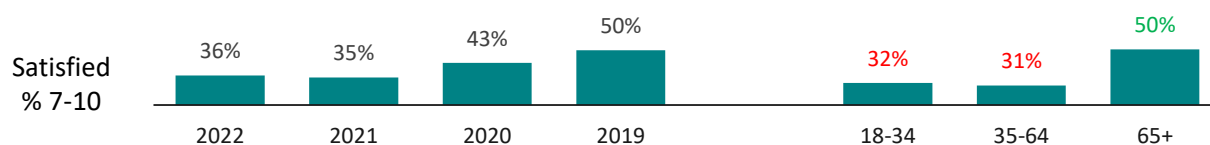
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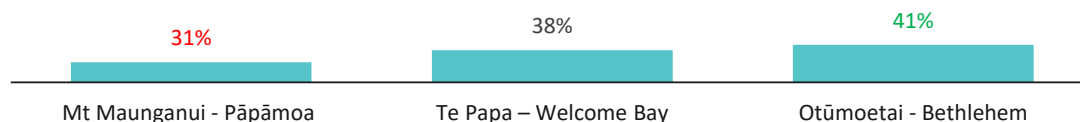
Satisfaction with value for money



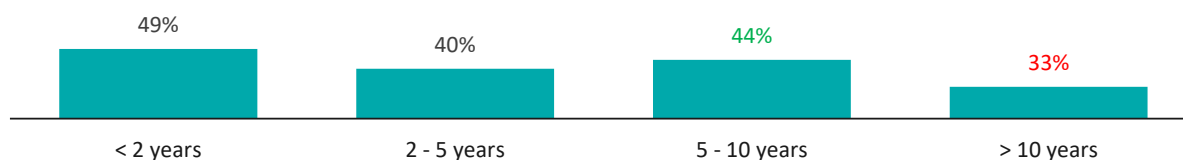
- Perception of *Value for money* has slightly increased in the past 12 months.
- The proportion of residents who are *very dissatisfied* has increased slightly year on year (17% 2021, 20% 2022).
- Older residents aged 65+ are significantly more satisfied with *value for money* than residents aged 18-34 and 35-64.



- Residents of the Mt Maunganui – Papamoa ward are significantly less satisfied with *value for money* than residents of the Otumoetai – Bethlehem ward (31% and 41% respectively).



- Residents who have lived in Tauranga for 5-10 years are significantly more satisfied with *value for money* than those who have lived in Tauranga for more than 10 years.



NOTES:

1. Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q37A. Thinking about everything Tauranga City Council has done over the last 12 months and what you have experienced of its services and facilities. How satisfied are you that your rates and the fees you pay for services provide value for money? n=589

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

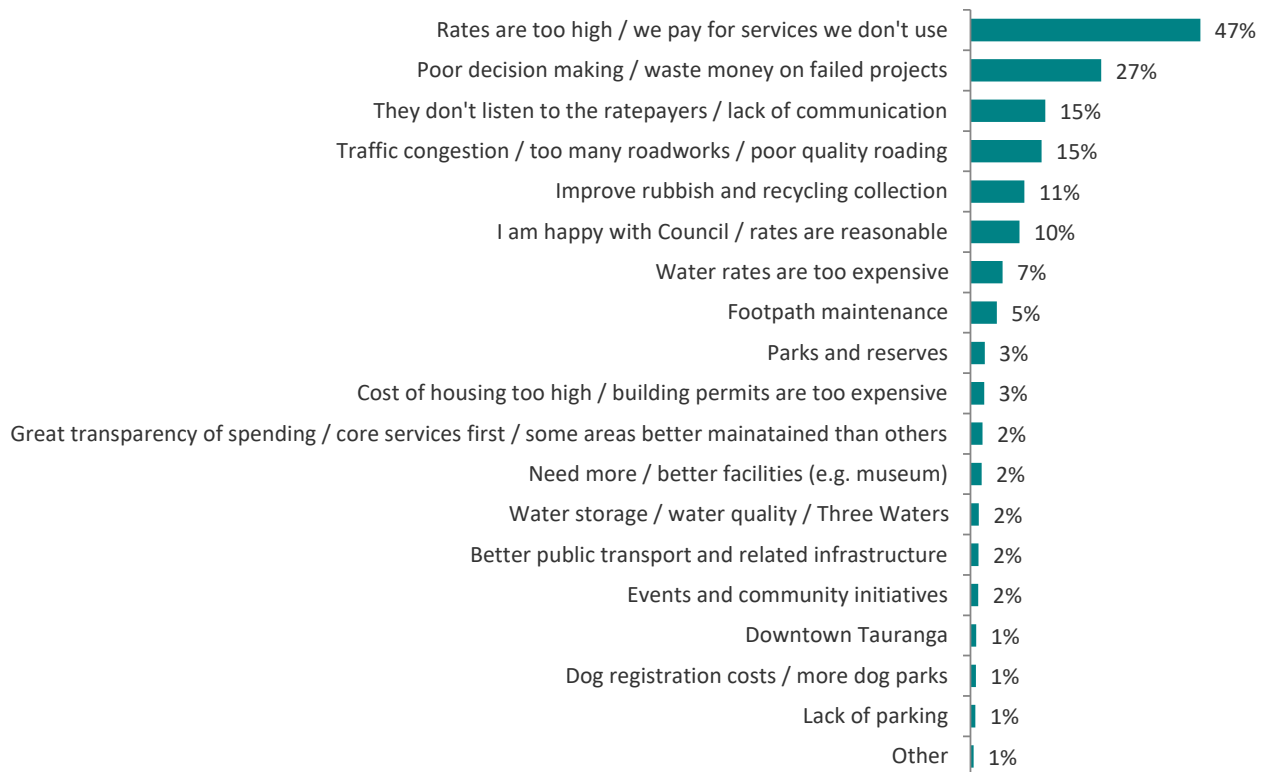
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Comments about value for money



- 15% rate rise, 30% water unit increase = very poor management. A \$2B infrastructure hole confirms this. Any normal business doing this would lose its customers to more efficient competitors very quickly. Increasing charges is a lazy solution. The organisation should have been reviewed, efficiencies should have been sought, organisation refocused on core business, and nice to have projects shelved instead.
- Administration costs are more than 30% of activity costs. Council staff costs are benchmarked at 28% greater than the private sector. This is not the real world.
- As we are retired and our only income is the Government pension, household rates are an enormous part of our annual expenses which increases year on year, for the unchanged services to our boundary.
- Bus levies need addressing as we see empty buses all day, every day.



- Everyone would love to pay less rates of course but the Council seem to be doing a good job at keeping the place tidy. They just need to focus on those roading issues and then I'd think my money was being really well spent.
- We would be happy to accept an increase in rates. A growing, vibrant city needs infrastructure to match this, and a city this size needs a museum also.
- Don't mind paying such high rates for improvements in our city but have yet to see improvements.
- Generally, I think that the Council provide value for money but have huge challenges keeping up with infrastructure due to big population growth.
- I find it very hard to comment on this. I accept it as it is. I accept that you have a difficult job to do and as far as this household is concerned you do it well.

NOTES:

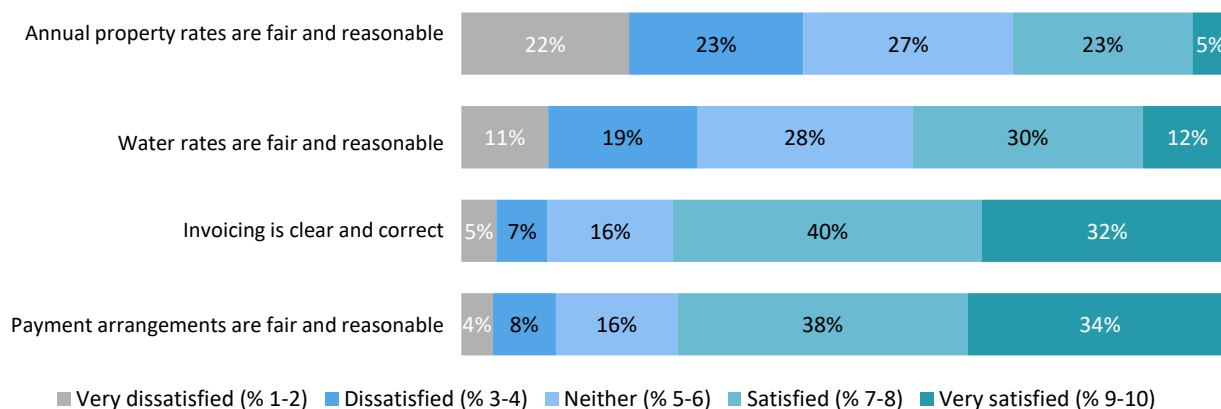
1. Sample: 2022n=669;; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLVM. Do you have any comments about YOUR RATES and THE FEES YOU PAY FOR SERVICES PROVIDING VALUE FOR MONEY? Is there something we can do? n=282



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Annual rates



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Annual property rates are fair and reasonable	28%	29%	25%	23%	41%
Water rates are fair and reasonable	41%	46%	45%	36%	49%
Invoicing is clear and correct	73%	75%	65%	70%	82%
Payment arrangements are fair and reasonable	72%	73%	66%	68%	83%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Annual property rates are fair and reasonable	32% ▲	28%	25%	23%	37%
Water rates are fair and reasonable	26%	43%	38%	40%	47%
Invoicing is clear and correct	61%	74%	72%	73%	73%
Payment arrangements are fair and reasonable	60%	73%	72%	72%	72%

- Results are reasonably consistent year-on-year in the evaluation of the areas related to *value for money*.
- Residents aged 65+ are most likely to be satisfied with all metrics in relation to *value for money*.
- Residents who identify as Māori have considerably lower satisfaction with *water rates being fair and reasonable*, *invoicing is clear and correct*, and *payment arrangements are fair and reasonable*. However, year on year they are significantly more satisfied with *annual property rates being fair and reasonable* and are now slightly more likely to be satisfied than other ethnicities.

NOTES:

1. Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
2. Q36. Using a scale of 1 to 10 where 1 is strongly disagree and 10 is strongly agree, how much do you agree with the following statements? n=538

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Communication and engagement



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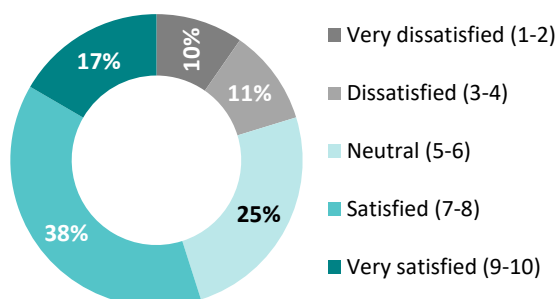




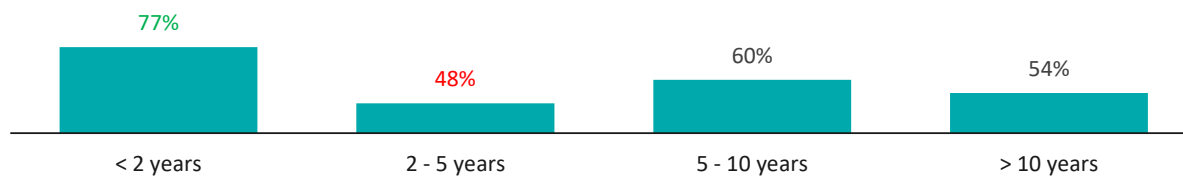
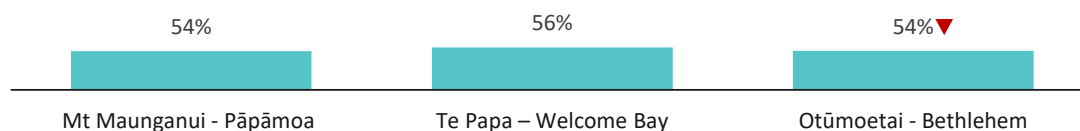
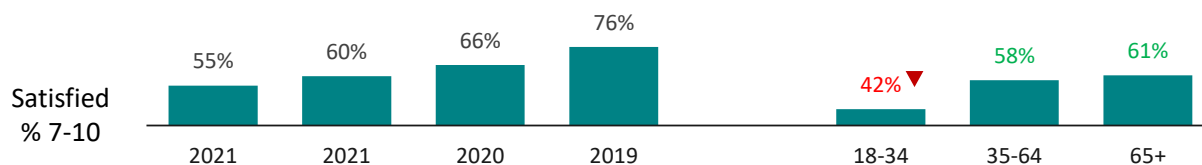
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Satisfaction with ability to get in touch with the Council



- Over half of residents (55%) are satisfied with *the ability to get in touch with the Council*.
- Younger residents aged 18-34 are significantly less likely to be satisfied with *the ability to get in touch with the Council*.
- The historical trend with the satisfaction with *the ability to get in touch with the Council* continues earning an overall 31% decrease in the past five years.



NOTES:

- Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
- Q39A. How satisfied are you with your ability to contact Council when and how you want? n=560

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

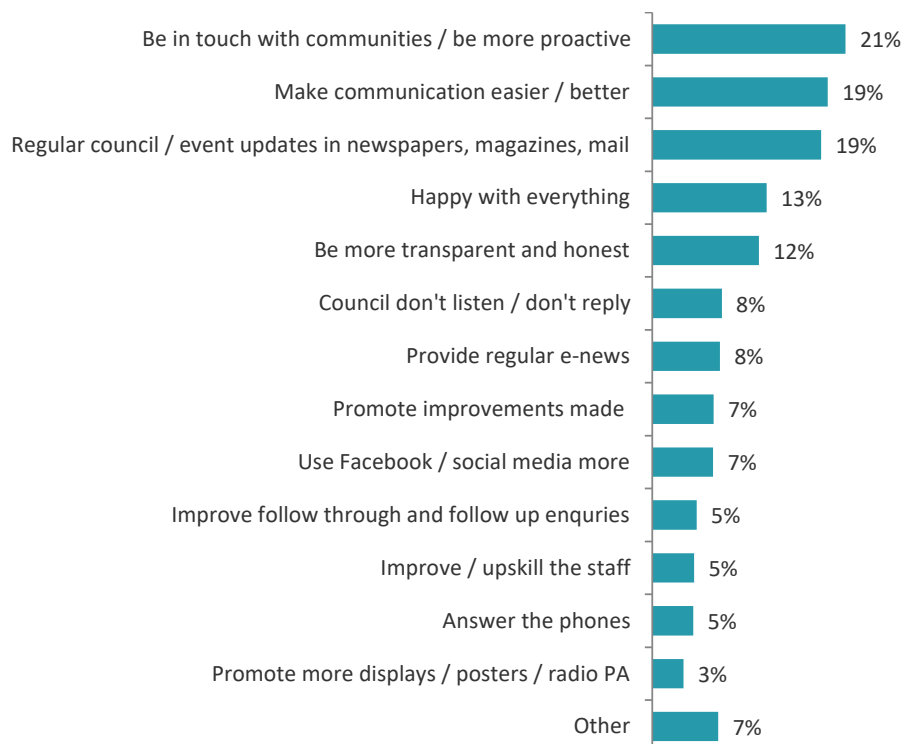
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Comments about communication



- *I feel decisions are made before public consultation is undertaken. Public consultation is therefore just a formality and a waste of time and money.*
- *Actually, find a way to diversify in Covid-19 times rather than taking the easy route and cancelling everything.*
- *Again, the commissioner has her own agenda and profoundly fails to listen to the public.*
- *Be more active in secondary and tertiary education facilities.*
- *Consultations that the Council undertakes means the result is usually ignored.*
- *Council needs to listen to the public. So many times, their decisions are not popular, they go ahead anyway, and the end result is not good at all.*
- *Make future planning more transparent to the public.*



- *People complain they don't know about public consultation, for example lowering of the speed limit on Papamoa Beach Road. Maybe there needs to be a better way of letting people know. Personally, I have no issues re this as I get emails from the Council.*
- *It is easy to contact the Council office and they are always pleasant on the phone, the very few times I have contacted the office it has been easy.*
- *I must admit when I have brought an issue to the Council, they have acted on it and fixed the problem.*
- *Fantastic service via telephone.*
- *Easily accessible, pleasant staff but sort the downtown and add in heritage.*
- *Day to day contacts with staff is easy and effective. They do a great job.*

NOTES:

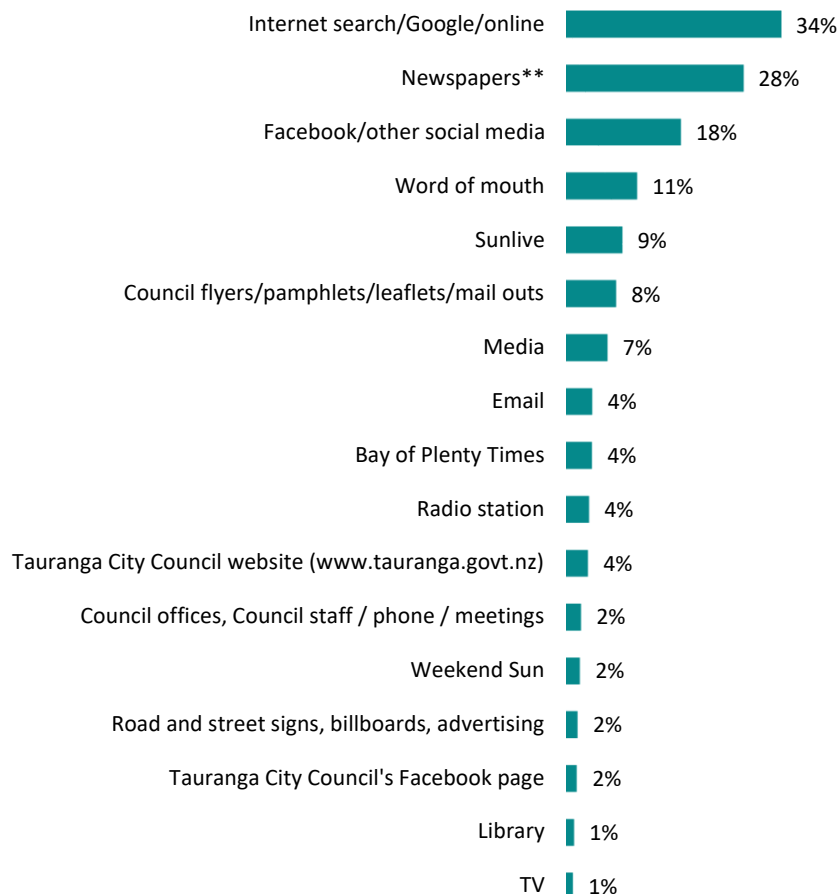
1. Sample: 2022n=669; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLCOM. Do you have any comments about keeping up to date with Tauranga City Council activities and the ease to contact the? Is there something we can do? n=162



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Sources of information about Council



- *Internet search, newspapers and social media* are the three most common ways residents keep up-to-date with Council activities.

NOTES:

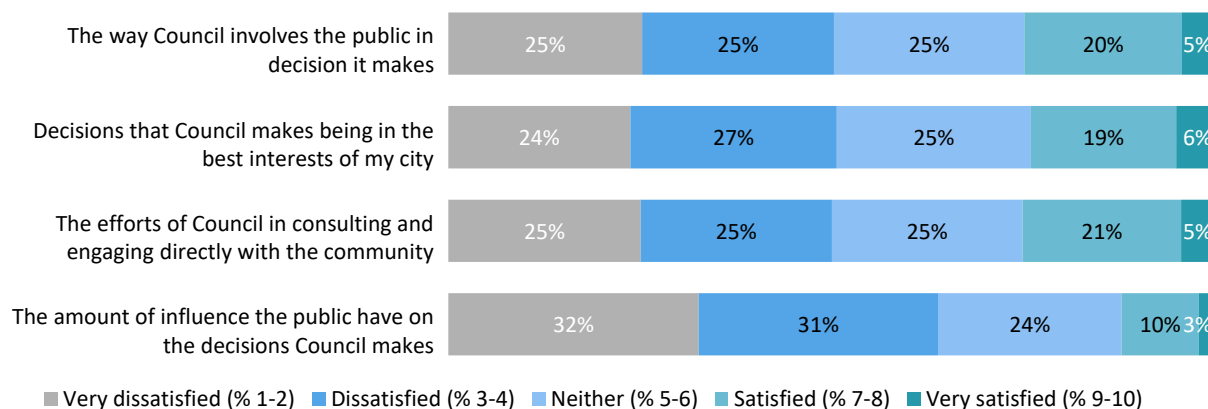
1. Sample : 2022n=669. Excluding 'Don't know' responses.
2. Q38. Where do you get most of your information about Council activities? n=605
3. ** This was an open-ended question with multiple choices. For the respondents, who did not specify the name of the newspaper they use, a separate entry was created – 'Newspapers'. The options that singled out editions were kept separately.



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Community engagement



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
The way Council involves the public in decision it makes	25% ▲	18%	31%	24% ▲	23%
Decisions that Council makes being in the best interests of my city	24% ▲	16%	29% ▲	21% ▲	26%
The efforts of Council in consulting and engaging directly with the community	26% ▲	20%	29%	25%	23%
The amount of influence the public have on the decisions Council makes	13%	11%	19%	9%	14%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
The way Council involves the public in decision it makes	35% ▲	24%	23%	22%	30% ▲
Decisions that Council makes being in the best interests of my city	25%	24% ▲	23%	24% ▲	27% ▲
The efforts of Council in consulting and engaging directly with the community	26%	25%	22%	26% ▲	29%
The amount of influence the public have on the decisions Council makes	22%	11%	11%	13%	15%

- Satisfaction with all areas of Community engagement excluding *the amount of influence the public have on the decisions Council makes* has significantly increased when compared to 12 months ago.
- Residents who identify as Māori recorded a significant satisfaction increase year-on-year with *the way Council involves the public in decisions it makes*.

NOTES:

1. Sample: 2022n=669; 2021 n=630; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. Q47. On the 10-point scale where 1 is very dissatisfied and 10 is very satisfied, please rate the following aspects of Council performance in relation to community engagement? n=575

Year-on-year
▲ Significantly higher
▼ Significantly lower

Between demographics
▲ Significantly higher
▼ Significantly lower

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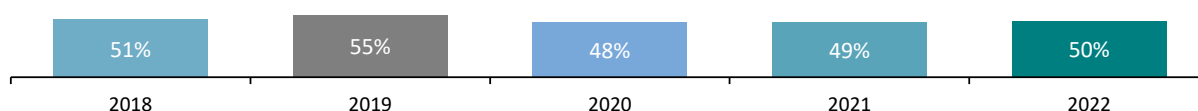


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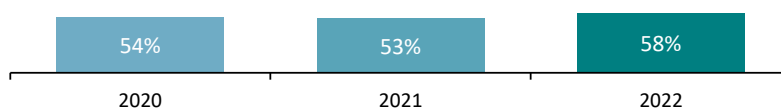


Preparedness in case of civil defence emergency

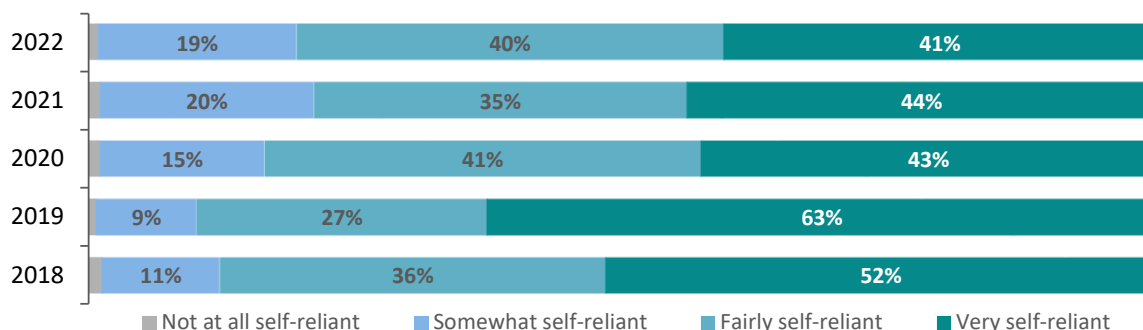
Have an emergency preparedness kit ready to last your household for three days



Have an emergency preparedness plan for your household, e.g. what to do and where to locate family at school or work



How self-reliant do you believe you have to be in the event of a major civil defence emergency?



- Half of residents (50%) have an emergency preparedness kit ready; and just over two out of five residents (41%) feel that they would be very self-reliant during a major civil defence emergency.
- The results are consistent with the previous reporting period.

NOTES:

1. Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q41. How self-reliant do you believe you have to be in the event of a major civil defence emergency? n=637
3. Q42A. In the event of a civil defence emergency, do you currently have an emergency preparedness kit ready to last your household for three days? n=610
4. Q42B. In the event of a civil defence emergency, do you currently have an emergency preparedness plan for your household, e.g. what to do and where to locate family at school or work? n=607

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Lifestyle, environment and position within the district



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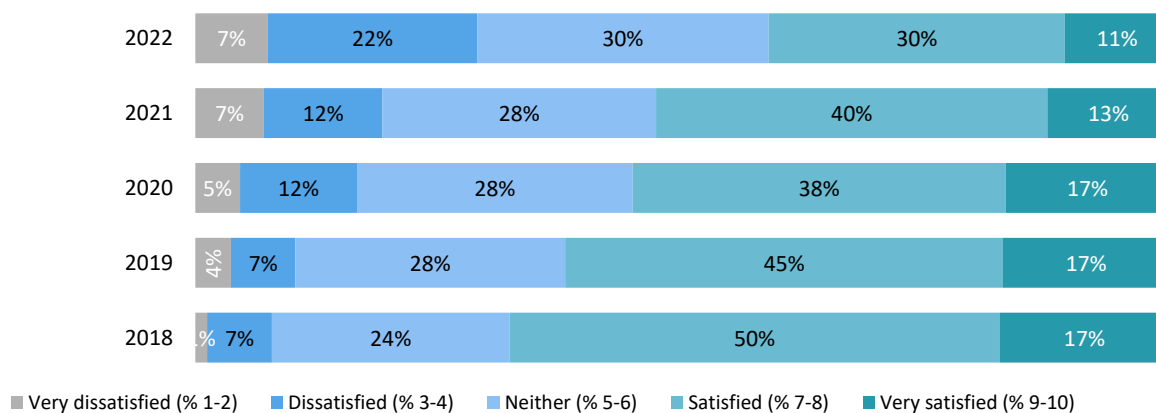




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Number of events in Tauranga



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Number of events in Tauranga	41% ▼	53%	35%	33% ▼	66%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Number of events in Tauranga	55%	39% ▼	41% ▼	43%	39%

- The proportion of residents satisfied with the number of events in Tauranga has decreased significantly year-on-year to 41%.
- Residents aged 18-34 continue to have low satisfaction in this area as do residents aged 35-64 following a significant year-on-year decrease this year.
- Residents who identify as Māori are more likely to be satisfied with the *number of events* than other ethnicities.

NOTES:

- Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
- Q10. How satisfied are you with the number of events in Tauranga? n=526

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

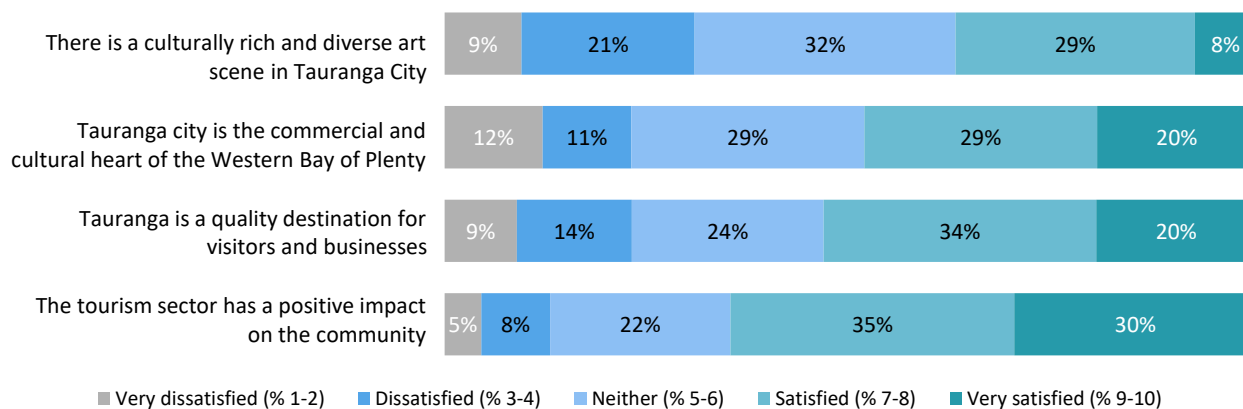
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Place of Tauranga in the district



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
There is a culturally rich and diverse art scene in Tauranga City	37%	39%	32%	32%	51%
Tauranga city is the commercial and cultural heart of the Western Bay of Plenty	48%	43%	40%	46%	63%
Tauranga is a quality destination for visitors and businesses	53% ▼	61%	48%	51%	64%
The tourism sector has a positive impact on the community	65%	66%	59%	65%	70%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
There is a culturally rich and diverse art scene in Tauranga City	30%	38%	37%	39%	35%
Tauranga city is the commercial and cultural heart of the Western Bay of Plenty	43%	49%	48%	49%	48%
Tauranga is a quality destination for visitors and businesses	59%	52% ▼	60%	52%	47% ▼
The tourism sector has a positive impact on the community	67%	64%	72%	56%	65%

NOTES:

- Sample: Sample: 2022n=669; 2021 n=630 ; Excluding 'Don't know' responses
- Q11A. Using a scale of 1 to 10 where 1 is strongly disagree and 10 is strongly agree, how much do you agree that there is a culturally rich and diverse art scene in Tauranga City? n=488
- Q11B. How much do you agree that Tauranga city is the commercial and cultural heart of the Western Bay of Plenty? n=560
- Q11C. How much do you agree that Tauranga is a quality destination for visitors and businesses? n=620
- Q11D. How much do you agree that the tourism sector has a positive impact on the community? n=608

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

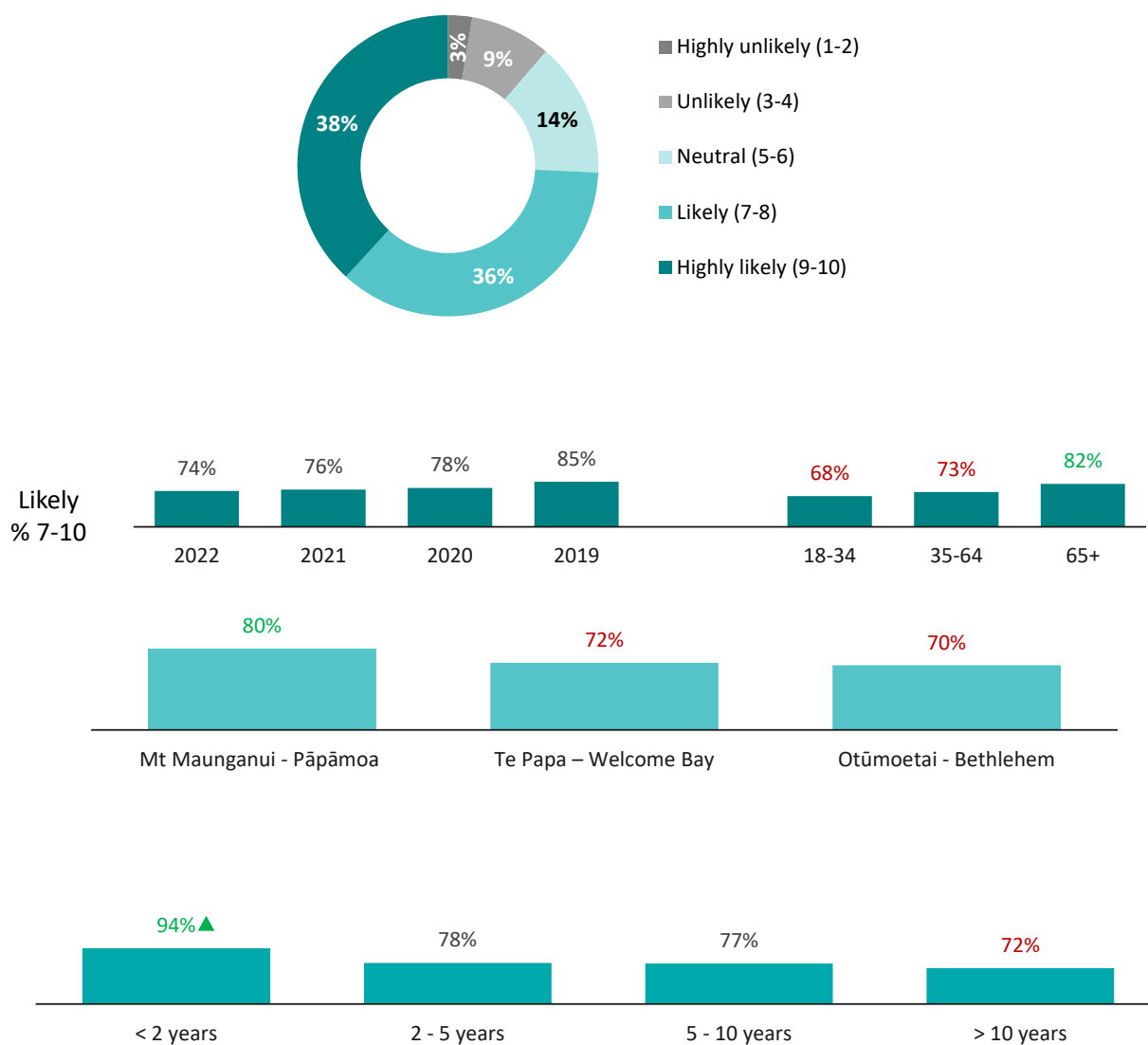
Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



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Likelihood to recommend as a holiday destination



- Overall, the likelihood to recommend Tauranga as a holiday destination remains high (74%).
- Residents who have lived in Tauranga for less than two years are very likely to *recommend Tauranga as a holiday destination* (94%).

NOTES:

- Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
- TNPS On a scale of 1 to 10 where 1 is highly unlikely and 10 is highly likely; how likely are you to recommend Tauranga as a holiday destination to friends and family? n=658

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

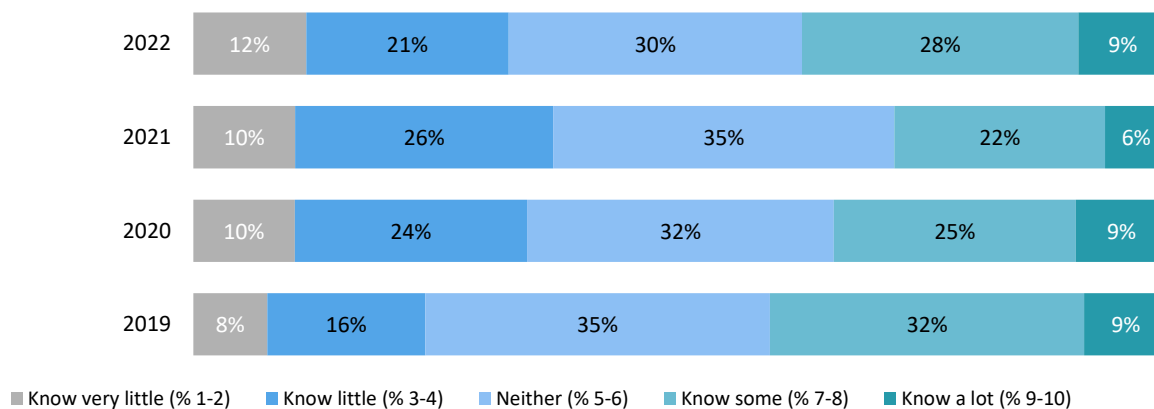
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Knowledge of Tauranga history



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Knowledge of Tauranga history	38% ▲	28%	36% ▲	34%	45%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Knowledge of Tauranga history	56% ▲	35% ▲	38% ▲	41%	34%

- Close to four in ten residents (48%) feel that they are informed when it comes to the history of Tauranga which represents a 10% increase on 2021 results.
- Residents aged 18-34, those from the Mt Maunganui – Papamoa ward, and residents of all ethnicities recorded a significant increase year-on-year.

NOTES:

1. Sample: Sample: 2022n=669; 2021 n=630 ; 2020 n=645; 2019 n=604; Excluding 'Don't know' responses
2. Q48. On a scale of 1 to 10 where 1 means very little and 10 means very well informed, how would you rate your knowledge of the history of Tauranga? n=649

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

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Community concerns

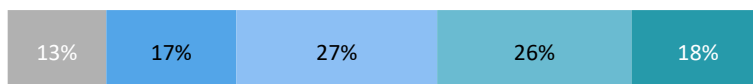
Freedom camping has been an issue in Tauranga over the past 12 months



Homelessness has been an issue in Tauranga over the past 12 months



Noise pollution has been an issue in Tauranga over the past 12 months



■ Strongly disagree (% 1-2) ■ Disagree (% 3-4) ■ Neither (% 5-6) ■ Agree (% 7-8) ■ Strongly agree (% 9-10)

Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
Freedom camping has been an issue in Tauranga over the past 12 months	39%	40%	26%	39%	51%
Homelessness has been an issue in Tauranga over the past 12 months	86% ▲	81%	82%	88% ▲	88%
Noise pollution has been an issue in Tauranga over the past 12 months	43% ▲	28%	40% ▲	46% ▲	43%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
Freedom camping has been an issue in Tauranga over the past 12 months	43%	38%	47%	37%	32%
Homelessness has been an issue in Tauranga over the past 12 months	85%	86% ▲	90%	85%	83%
Noise pollution has been an issue in Tauranga over the past 12 months	30%	46% ▲	52%	41%	36%

- Two in five residents (39%) feel that there has been a freedom camping issue over the past 12 months.
- The proportion of residents that agree that *homelessness has been an issue in Tauranga over the past 12 months*, and *Noise pollution has been an issue in Tauranga over the past 12 months* has increased significantly year-on-year (86% and 43% respectively).
- Residents of the Mt Maunganui – Papamoa ward are significantly more likely to agree that there are community concerns than residents of Otūmoetai - Bethlehem.

NOTES:

- Sample: 2022n=669; 2021 n = ; 2020 n=615; 2019 n=599; Excluding 'Don't know' responses
- Q44. Using a scale of 1 to 10 where 1 is strongly disagree and 10 is strongly agree, how much do you agree with the following statements? n=603

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

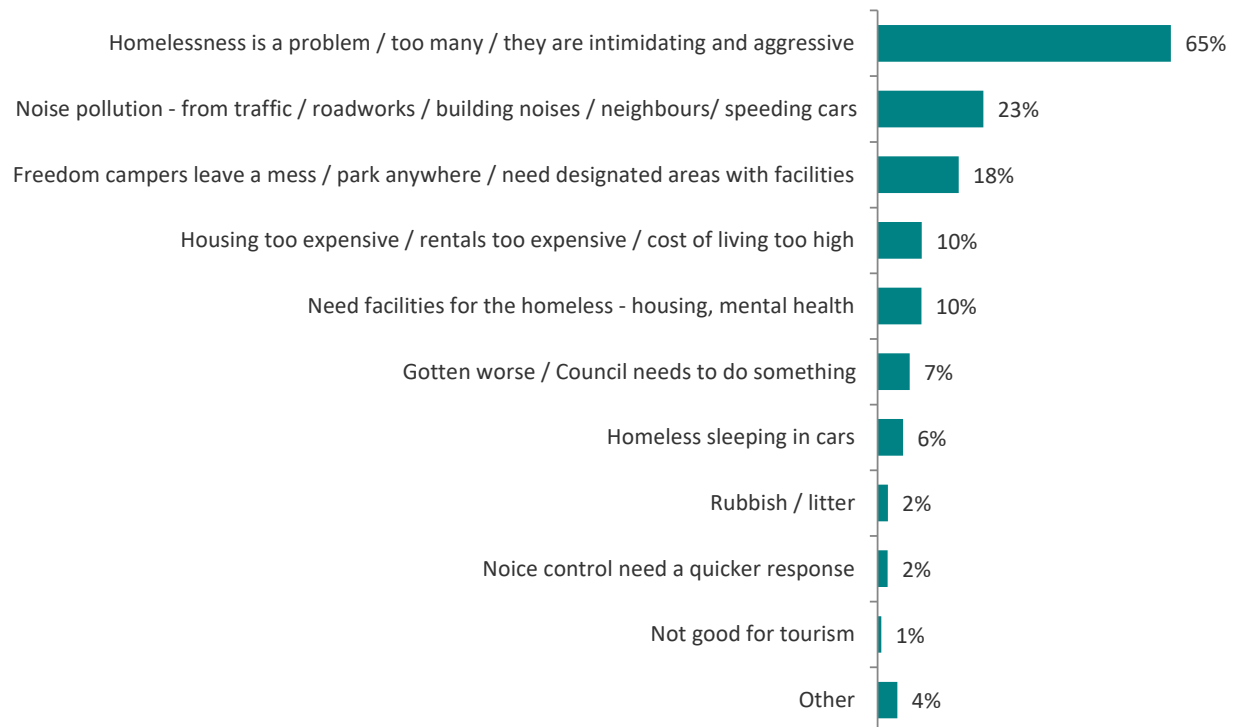
Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



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Comments about community concerns



- *Because the number of homeless has gone up. Everybody knows where they are staying over night and walking past them early morning just before the sun comes up is a big safety issue. Putting the homeless in emergency accommodation doesn't solve anything because they still come out and harass people that are trying to make their way to work. Who pays for the homeless accommodation?*
- *Certain areas are unsafe. Family members have been approached by homeless people wanting money, right here down at The Mount. Walking back from the bus stop at Bayfair I have been approached and even followed by a mature man wanting my company. Very scary. Family members and friends have been threatened at the Baywave skate park. I don't mind the Freedom Campers so much, especially in campervans, but people camping near Mt Drury are threatening. Noise pollution from Baypark is an on-going issue for those of us in the area, especially the day practices and Drift events. Believe me, it's really hard to handle over several hours. Homelessness is a real issue in our beautiful town.*
- *Due to COVID-19 Freedom camping hasn't been an issue. More support and help needed for the homeless and lower socio-economic people.*
- *Freedom campers want everything laid on for them facility wise, why should we as rate payers provide that for them when they choose to live like that. Noise pollution from loud parties to rogue fireworks, there should be some consequences. Especially a ban on the sale of fireworks to the public, we are so tired of them going off randomly.*
- *Freedom camping rules need tightening up and policing. Too many abuse the privilege.*

NOTES:

1. Sample: 2022n=669;; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. Q44E. Why do you strongly agree that Freedom camping, Homelessness and/or Noise pollution has been an issue in Tauranga over the past 12 months? n=305

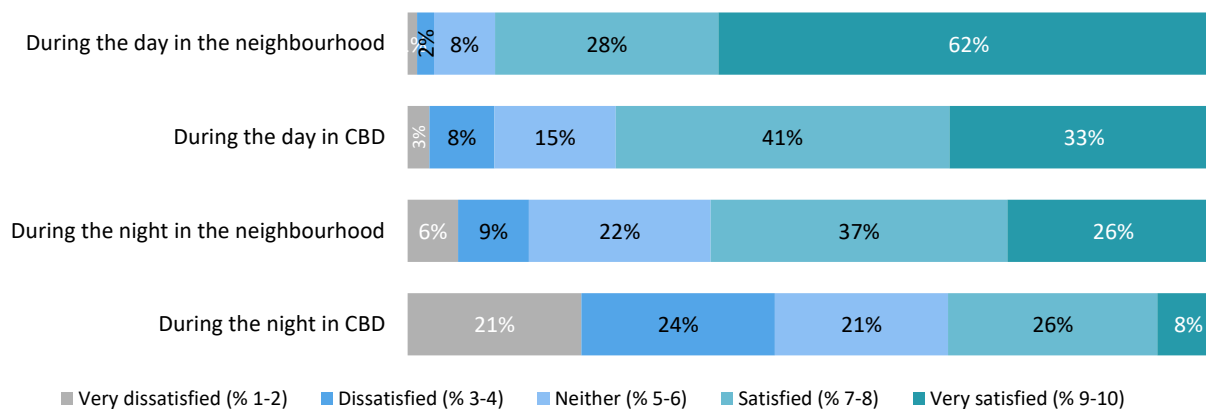
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Perception of safety



Scores with % 7-10	2022	2021	18-34 yo	35-64 yo	65+ yo
During the day in the neighbourhood	89%	91%	82%▼	92%	92%
During the day in CBD	74%	79%	70%	76%	77%
During the night in the neighbourhood	63%	69%	48%▼	67%	70%
During the night in CBD	33%	37%	38%	32%	30%

Scores with % 7-10	Māori	All others	Mt Maunganui - Pāpāmoa	Te Papa – Welcome Bay	Otūmoetai - Bethlehem
During the day in the neighbourhood	90%	89%▼	91%	84%	91%
During the day in CBD	77%	74%	73%	76%	74%▼
During the night in the neighbourhood	64%	62%▼	65%	53%	69%
During the night in CBD	37%	33%	29%	40%	32%

- Almost all residents (89%) feel safe in their own neighbourhood during the day, while three quarters (74%) feel safe in the city centre during the day.
- However, at night just over one third of residents (33%) feel safe in the city centre, while only a little over six in ten (63%) of residents feel safe in their own neighbourhood during the night.

NOTES:

1. Sample: 2022n=669; 2021 n= ; 2020 n=615; 2019 n=599. Excluding 'Don't know' responses
2. 43A. On a scale of 1 to 10 where 1 is very unsafe and 10 is very safe, how safe do you feel in the city centre DURING THE DAY? n=613
3. 43C. How safe do you feel in the city centre DURING THE NIGHT? n=516
4. SF1A. How safe do you feel in your local neighbourhood DURING THE DAY? n=653
5. SF2A. How safe do you feel in your local neighbourhood AFTER DARK? n=622

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

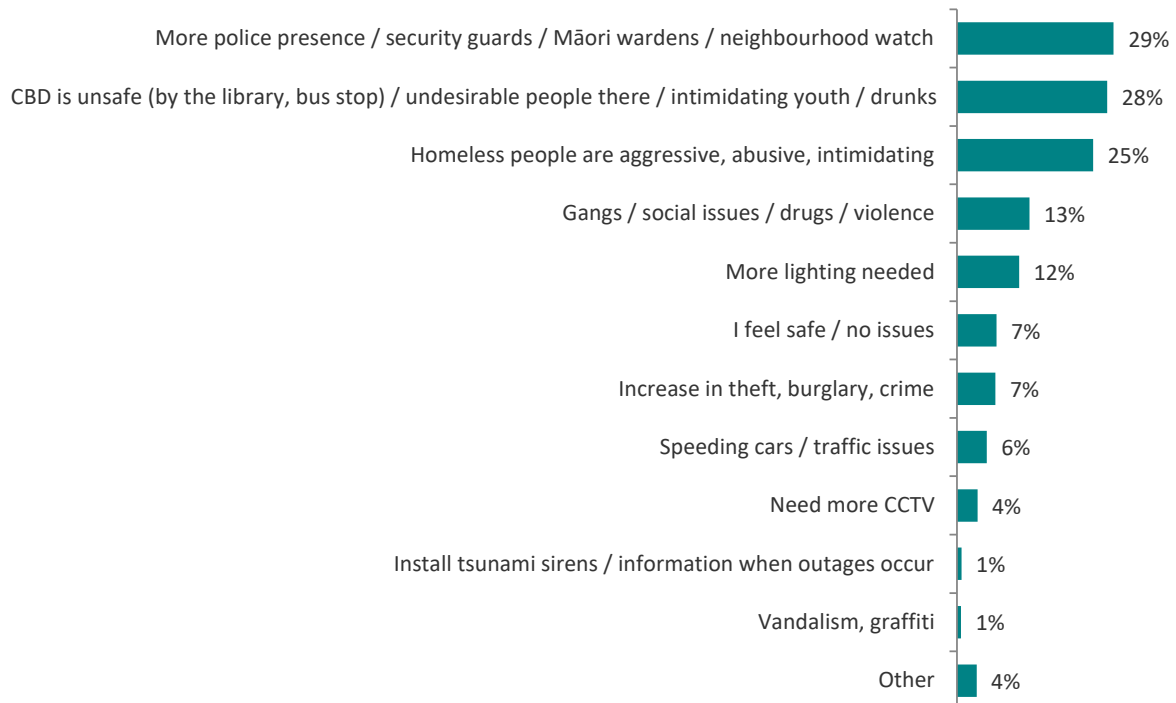
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Comments about safety



- Boy racers and gangs seem to be on the increase. Law enforcement seems to be on a decline. There are more burglaries. Theft of vehicles as petty infringements increase. We need more law enforcement around high speeders, a camera on Takitimu Drive, 80km might help.
- Far too many burglaries and theft at night. How did it get so bad? I lock my car to drive to Tauranga in early mornings, I never had to do that 10 plus years ago.
- Homeless people sleeping in main shopping areas are an issue. I feel for them, but they do have an impact of perception of safety for the public.
- I generally feel safe in my neighbourhood, however, there have occasionally been incidents which might cause concern, so I keep my front door and side gate locked at all times. We have a neighbourhood watch group and keep our eyes out for our neighbours.
- I hardly go to the city but very happy in the daytime in town but would not be happy at night alone.



- In both the main city centre and the Mount its safe and I drive in both areas at night till 1.00 am and have no issues.
- It is great to see security guards at the city centre bus stops.
- Local neighbourhood feels very safe. City centre seems safe too.
- Much improved street lighting, thank you.
- Reasonably satisfied. Don't go out after dark by myself.
- The security at the bus terminal is fantastic. More police presence is required because of the number of gangs in Tauranga.
- There is a good neighbourhood watch in Papamoa so generally happy. The CBD needs revitalising.
- We all have to take a level of responsibility for keeping ourselves safe. Generally I feel the TCC actually does a good job in this area.

NOTES:

1. Sample: 2022n=669;; excludes 'Don't know' and 'Doesn't relate to me' responses.
2. OVLSFT. Do you have any comments about SAFETY in the city centre or your local neighbourhood? Is there something we can do? n=236



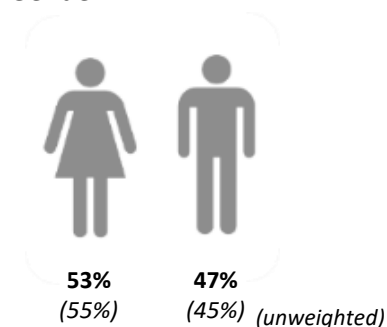


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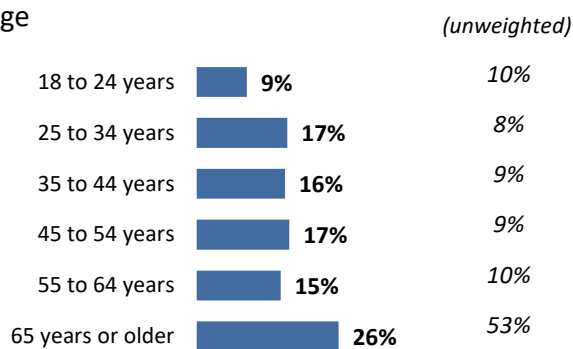


Demographics

Gender

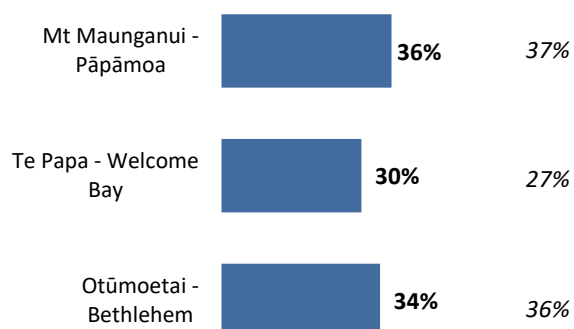


Age



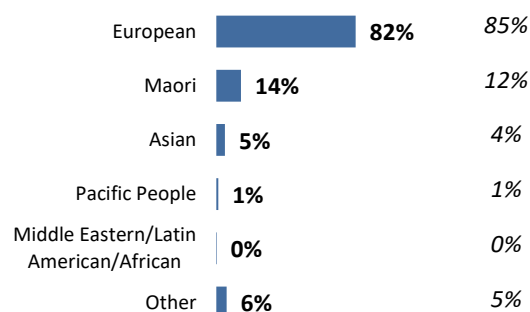
Ward

(unweighted)



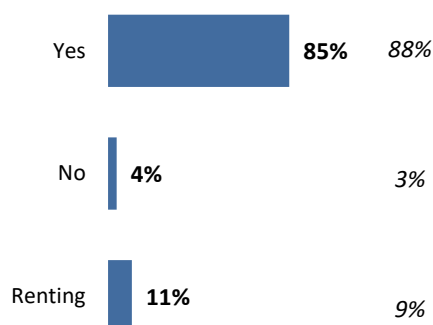
Ethnicity

(unweighted)



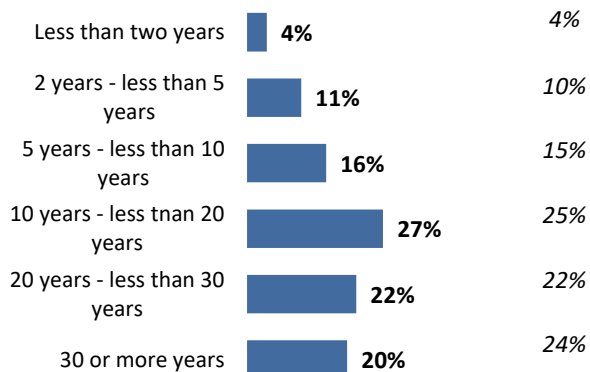
Paying rates

(unweighted)



Number of years in Tauranga

(unweighted)



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Quarterly Update – Growth, Land Use Planning & Transport Strategy Projects – September 2022

PROJECT DESCRIPTION	PROGRESS UPDATE / KEY MATTERS	NEXT STEPS / IDENTIFIED RISKS
The Otumoetai Spatial Plan	<p>This project seeks to deliver a 30-year blueprint that provides strategic direction for growth of the area, forming the basis for the coordination of decision making within and across multiple agencies in a growth context.</p> <p>Second round of Community Engagement was undertaken between 3 June until 3 July which included drop-in sessions, online webinars and meetings with interest groups and stakeholders. We received a total of 1,237 visitors to the Social Pinpoint page (on-line engagement tool); including 343 comments on the actions proposed and 58 full survey responses. In addition to specific feedback, people were also able to like or dislike proposed actions – 904 likes and 176 dislikes were received across 60 actions. The outcomes of this engagement have informed the final plan and key actions identified to implement the Plan.</p> <p>There is a close relationship between this project and Plan Change 33: Enabling Housing Supply.</p>	<p>October 2022</p> <p>Council consideration and Adoption of Final Spatial Plan including implementation strategy</p>
The Mount Maunganui Spatial Plan	<p>The Mount Maunganui Spatial Plan work is in its inception process. It is anticipated that it would be broken down into key workstreams focusing on the residential and port/industrial areas. The residential focus will also be broken down into stages with an initial focus on the area around the Mount town centre where further cultural and landscape assessment is required to determine whether additional height above 11m could be supported through PC33. This work will commence immediately.</p> <p>The industrial and port areas will focus on the current challenges, especially the issues associated with heavy and emitting businesses in terms of affects on residential areas and the Whareroa community. A substantive report will be brought through the Committee outlining the proposed approach to this project in Q4 this year.</p>	<p>Report to Committee Q4 2022.</p>
Greerton Racecourse and Golf Course Options Study and Engagement	<p>Tauranga City Council in partnership with Kāinga Ora has been engaging with existing users, mana whenua, other government partners, other key stakeholders and the community to undertake an options study to explore the most appropriate and efficient use of the Greerton Racecourse and Golf Course land in the short, medium and long term. The purpose of the Greerton Maarawaewae study is to identify opportunities that will support wellbeing and liveability as the city continues to grow.</p>	<p>September/October 2022</p> <ul style="list-style-type: none"> • Preparation of submissions and hearings report • Racing working group continue to work through identifying potential sites

Objective ID: A13803518

Quarterly Update – Growth, Land Use Planning & Transport Strategy Projects – September 2022

PROJECT DESCRIPTION	PROGRESS UPDATE / KEY MATTERS	NEXT STEPS / IDENTIFIED RISKS
	<p>A report was brought to Council in June 2022 containing the findings of the phase 2 engagement, and the multicriteria analysis process on the 7 options and recommendations on next steps. As part of that meeting, Council approved consultation on the following options for the future use of the Tauranga Racecourse Reserve (with Option A being the preferred option):</p> <p>(i) Consultation Option A: Merged option of: (1) Health and Recreation (Study Option 7plus); and (2) If Health New Zealand and the Crown decide not to progress with a health facility on the site, then reverts to Central Park (Study Option 3plus).</p> <p>(ii) Consultation Option B: Central Park (Study Option 3plus)</p> <p>(iii) Consultation Option C: Enhanced status quo (Study Option 2).</p> <p>Council also resolved to remove general residential housing options from further consideration and undertakes the following consequential actions:</p> <p>Consultation on the three options includes community open days and online survey options. The consultation closed 29 August 2022.</p>	<p>for a sub-regional equine racing facility</p> <ul style="list-style-type: none"> Ongoing engagement with key stakeholders, including mana whenua <p>November 2022</p> <ul style="list-style-type: none"> Hearings of submitters in the week of 14 November 2022.
Urban Design Panel	<p>On 28 March 2022, the Strategy, Finance and Risk Committee passed a number of resolutions relating to urban design including to:</p> <ul style="list-style-type: none"> adopt an Urban Design Framework, set up an Urban Design Panel, incorporate urban design policy into the City Plan, supported by guidelines through education and promotional material create awareness and promotion of urban design requirements and outcomes Address internal staff resources to implement the Urban Design Framework. <p>Council staff are now moving forward to implement the resolutions. This includes:</p>	<p>October 2022</p> <ul style="list-style-type: none"> Formal reporting to Council on Urban Design Panel establishment and recommended panellists. <p>November/December 2022</p> <ul style="list-style-type: none"> Undertake training and education for panellists <p>Early 2023</p>

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	<ul style="list-style-type: none"> Seeking nominations for Urban Design panellists from identified professional bodies and organisations. Nominations close 2 September 2022. Undertake an Urban Design Stocktake, which includes identifications of existing TCC documentation (policy, strategic and guidance materials) related to urban design and identify gaps in existing documents Ongoing: Development of systems, education, and resourcing. Continue to liaise with other Council's to understand the tasks and supporting documentation required to support high quality urban design outcomes and success of Urban Design Panel. 	<ul style="list-style-type: none"> Urban design panel is fully operative and meeting regularly to review proposals
Te Papa Monitoring Framework	<p>The Te Papa Spatial Plan adopted 2020 contains an implementation plan with associated actions. The actions are to be implemented on a Te Papa wide and centre based basis. Associated with these actions are investment objectives and KPI's.</p> <p>The Te Papa Monitoring framework seeks to refine commence monitoring of the KPIs including setting and existing baseline for monitoring changes in future.</p> <p>The framework will be a subset of the SmartGrowth UFTI monitoring and look to monitor the successfulness of the outcomes in the Te Papa Spatial Plan. The outcomes are based around housing, environmental quality, access to social and economic opportunities and more liveable neighbourhoods with stronger culture and identity. This framework will also evolve to include the City Centre Action and investment plan monitoring.</p>	<p>Late 2022</p> <ul style="list-style-type: none"> Te Papa monitoring framework brought to committee for endorsement.
Plan Change 26 - Housing Choice / Enabling Housing Supply	<p>Plan Change 26 (Housing Choice) was to enable substantial residential intensification opportunities across the city's residential zones in the form of duplex, terraced housing and apartment typologies. This includes giving effect to the Te Papa spatial plan urban form. A hearing was scheduled for early February 2022.</p> <p>On 20 August 2022, Council resolved to withdraw Plan Change 26 and notify proposed Plan Change 33.</p>	No further steps or need for future reporting.

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Plan Change 27 - Flooding from intense rainfall Plan Change	Plan Change 27 to manage the effects of flooding from intense rainfall on people, properties and infrastructure was publicly consulted on in late 2020 / early 2021. An independent hearings panel conducted hearings for Plan Change 27 on 30 November to 3 December 2022 and their decision was notified on 11 April 2022. Environment Court appeals closed on 25 May 2022. Three appeals were received and 20 s.274 parties.	Mediation on the three appeals is scheduled for late September / early October.
Plan Change 30 - Earthworks	Plan Change 30, which addresses a small number of technical issues associated with the earthworks provisions in the City Plan, was notified, considered by the independent hearings panel and decision notified. Environment Court appeals closed on 27 April 2022. No appeals were received. Council approved the plan change in accordance with Schedule 1, clause 17(1) of the RMA on 25 July 2022. The plan change was made operative on 12 August 2022.	No further steps or need for further reporting.
Plan Change 33 – Enabling Housing Supply	<p>On 20 December 2022 the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act 2021 was passed into law. The Amendment Act sets out direction which does not fully align the Plan Change 26 outcomes.</p> <p>On 15 August 2022, Council adopted Plan Change 33 for public notification. The plan change was publicly notified on 20 August 2022. Submissions close at 5pm on Friday 23 September 2022.</p> <p>The Medium Density Residential Standards were applied around the Mount Town Centre with 11m height provisions. Further height may be appropriate in some parts of this area subject to cultural and landscape assessment. This work is now commencing so that submissions on this matter can be addressed through the PC33 Hearings process.</p>	<p>Submissions close at 5pm on Friday 23 September 2022.</p> <p>Late 2022 Provide summary of submissions and seek further submissions on plan change.</p> <p>Mid 2023 Hearing on plan change.</p> <p>Late 2023 Hearings Panel will make recommendations to Council on the plan change.</p> <p>By 20 November 2022, Council must either accept or reject the recommendations of the Hearings Panel on the plan change.</p>

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Tauriko West Urban Growth Area	<p>Work on Tauriko West has involved engagement with the landowners, Redwood Lane residents and Te Kauae a Roopu regarding project progress on the plan change preparation. This has been coordinated in tandem with Waka Kotahi who have taken the lead on the enabling works, as well as the consultation on the long-term upgrades proposed for SH29 / SH29A.</p> <p>The timeframe for Waka Kotahi's notice of requirement for Option B is unlikely to be ready when the plan change is to be notified; and there has been further discussion with Waka Kotahi on how best protect the transport corridor required from housing development. Consideration has been given to the appropriate zoning and staging rules.</p> <p>MfE released the exposure draft of the proposed amendments to NPS-FM and NES-F at the end of May 2022; and TCC has made a submission indicating those amendments supported by TCC, and those which we suggested required further changes. Essentially, the amendments seek to provide a consenting pathway for urban development affecting wetlands. Further details are in the Government Policy & Initiatives section of this report.</p> <p>MfE also released a draft NPS-IB and TCC made submissions on the provisions relating to significant natural areas and highly mobile fauna which may restrict development in urban growth areas. Further details are also in the Government Policy & Initiatives section of this report.</p> <p>Initial consultation with tangata whenua, landowners and the wider community has been undertaken on changes proposed for TCC's Active Reserves Level of Service (LOS) Policy. This LOS policy is to be amended specifically for Tauriko West, recognising that provision for passive and active recreation will comprise a combination of extensive river margin, escarpments, wetlands and a blue-green corridor network for stormwater reserves that provide for pedestrian/cycling connectivity. Neighbourhood reserves are to be provided within a walkable distance of 400m for all housing areas, and where possible strategically located adjoining passive open space areas (river/stream margins).</p> <p>Work has continued to explore infrastructure funding streams, and liaising with the developers and Government partners - CIP, Waka Kotahi and Kainga Ora. This has included the Infrastructure Acceleration Fund (IAF), Waka Kotahi funding contribution to the enabling works, and consideration of CIP's IFF levy mechanism. Work continues on the funding stack as further</p>	<p>The next steps for Tauriko West are to focus on completing the technical studies, section 32 report, planning provisions and further engagement required to enable notification of a plan change as early in 2023 as possible.</p> <p>Determining the plan change process is a focus over the next few months, as is confirming the funding stack to enable procurement and construction of the enabling works.</p>

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	<p>options are currently being assessed, recognising how funding agencies will be seeking certainty with regards to the plan change for Tauriko West. Funding certainty is critical to enabling procurement and construction of the enabling works from early 2023.</p> <p>Hapu members of Te Kauae a Roopu have indicated that it is timely to review the terms of the partnership agreement, as well as the way forward for future Hui. TCC's Takawaenga Maori Unit are assisting, and considering the use of the 'wananga' model to address spatial mapping for cultural recognition in the structure plan.</p> <p>Preliminary discussions have been held with Ministry for the Environment on using the streamlined planning process (SPP) under the RMA for the plan change. Further consultation on the SPP mechanism has been undertaken with Te Kauae a Roopu, landowners and Redwood Lane residents.</p> <p>Other plan change mechanisms under the Resource Management Act (RMA) and Urban Development Act (UDA) have been considered. This includes the standard Schedule 1 RMA plan change approach.</p> <p>Staff are currently working on the basis of lodging a plan change under schedule 1 of the RMA in the first or second quarter of 2023 while at the same time exploring opportunities to utilise other planning processes that are faster and provide more certainty. We expect to bring a report to the Committee for decision-making later this year.</p> <p>There are a number of factors yet to be determined which are expected in time for notification of the plan change in 2023:</p> <ul style="list-style-type: none"> • Gazetting of the NPS-FM/NES-F Amendments • Waka Kotahi's business case decision on Option B for the long term SH29 upgrade, as well as the funding required for the designations process and associated factors (property related, design and consenting). • Completion of the landform and structure plan (awaiting outcome of NPS-FM/NES-F amendments) • Funding stack for enabling works infrastructure • Comprehensive Stormwater Consent application – required for the future management of stormwater runoff from the overall urban development area. 	

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	Based on the expectation of the NPS-FM/NES-F amendments being gazetted by end of the year, it is possible to finalise work on the landform, structure plan completion, and supporting technical studies for infrastructure, landscape and hazard assessments, etc in late 2022 and early 2023 in readiness for notification of the plan change.	
Te Tumu Urban Growth Area	<p>Work to date on the Te Tumu Structure Planning project has involved the completion of various technical assessments to inform the creation of a draft structure plan. Most technical workstreams are now complete with final reporting of these now informing the identification of appropriate land use zoning and supporting spatial overlays and RMA planning provisions. These provisions are necessary to inform plan change documentation and support the delivery of the draft structure plan, which is likely to occur in a staged manner. Development of planning provisions includes consideration of enabling greater residential density in line with recent work done as part of PPC33 and to improve urban form outcomes across the City. Work has also now begun on reviewing potential changes needed to this technical work given updated guidance that has been recently released by MfE on sea-level projections. This updated guidance has recommended the use of increased sea-level rise projections and timescales for urban development and infrastructure projects.</p> <p>In respect to national direction, and as previously reported, unless further amendments are made to the NPS-FM and NES-F, as outlined in TCCs recent submission, delivery or urban development with Te Tumu will remain challenging. In addition, the provisions outlined in the updated NPSIB exposure draft further exacerbate these challenges as outlined in the submission to MfE and recent 'working examples' completed by staff. Delays related to resolution of these matters contributes to the notification of a plan change to rezone this area being delayed.</p> <p>Work has also commenced on potential timing and content for re-engagement with iwi authorities, and the wider community in relation to updates on this project. The timing of this will be subject to the completion of the engagement programme being undertaken by the Tumu Kaituna 14 Trust with their beneficial landowners.</p> <p>Over the last several months the Trust has been completing hui with its beneficial landowners. These hui have covered a range of matters including trustee rotation and future development</p>	Continue completion of reviews of technical reporting and drafting of planning provisions, and preparation for resumption of engagement workstreams.

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	<p>strategies. Nominations have closed to fill trustee vacancies and voting closes 30 September 2022. After that, a further round of voting will occur on whether landowners approve the Trust to carry out negotiations with Council on matters critical to the delivery of urban development on the block and the wider growth area – including infrastructure corridors.</p> <p>The provision of infrastructure corridors through this land block to support delivery of development across the entire growth area will likely be subject to ensuring that any future application to the Māori Land Court reflects a robust and detailed engagement process between the Trust and its beneficial owners. The Trust has legal, communication and digital channel advisors who are all providing professional assistance to the Trust on matters associated with infrastructure corridors and beneficial owner engagement.</p> <p>The steps currently being taken by the Trust are positive and provides a pathway forward, noting that there are significant issues to be worked through and actual development may still be some years away. It is noted that the recommencement of council-led engagement on this project, particularly with iwi authorities does rely on the Trust commencing its engagement programme with its beneficial owners.</p>	
Upper Ohauti Urban Growth Area – Private Plan Change	<p>Upper Ohauti (also known as the Riddington Block) is an area of rural zoned land located at the southern edge of the existing urban area, on either side of Ohauti Road. It lies entirely within TCC jurisdiction and is identified in the Bay of Plenty Regional Policy Statement for urban development post-2021.</p> <p>A developer lodged a private plan change request under Part 2 of Schedule 1 to the RMA on 8 April 2022, to rezone and structure plan the area for residential development. TCC staff have reviewed and requested further information on 3 June 2022 in relation to a number of matters, including stormwater, transport, and mana whenua engagement. The developers are currently preparing a response.</p> <p>Once staff are satisfied that sufficient information has been provided, TCC will need to formally consider the plan change request under Schedule 1 of the RMA and accept or adopt it for notification.</p>	<p>Continue to work with developer to progress the private plan change.</p> <p>Review response to request for further information.</p> <p>Make recommendation to Council on whether to accept, adopt, or reject the plan change for notification.</p>

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	<p>Note that the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act provides a pathway for private plan changes to proceed under Schedule 1 independently of TCC's own IPI (i.e. PC33), provided they do not seek to change the residential zone provisions. The changes introduced by PC33 will apply to this growth area, if rezoned.</p> <p>TCC has appointed a staff lead to work with the developer and coordinate TCC input to the plan change, and regular meetings are ongoing. TCC have also engaged an external planning consultant to undertake the statutory reporting and processing of the plan change, working alongside TCC staff.</p>	
Lower Belk Road Urban Growth Area (Tauriko Business Estate Stage 4) – Private Plan Change	<p>The Lower Belk Urban Growth Area jurisdictional boundary was shifted into the TCC jurisdiction by the Local Government Commission on the 1 March 2021.</p> <p>The majority landowner of the area proposes to extend the Tauriko Business Estate, and they are preparing a private plan change request to rezone and structure plan this area. The landowners propose to use the streamlined planning process (SPP). This will require TCC to formally accept or adopt the plan change under Schedule 1 of the RMA, prior to seeking ministerial approval for use of the SPP.</p> <p>The landowners have commissioned a number of technical assessments in support of their request, including stormwater, transport, archaeology, landscape and urban design etc. which are currently underway. Some of these reports have been completed and provided to TCC for comment. The landowners propose to have the plan change ready for lodgement with TCC in Q3 2022.</p> <p>TCC has appointed a staff lead to work with the landowners and coordinate TCC involvement in this process, and regular monthly meetings have been established. The plan change area is included in TCC waters planning for the Western Corridor, including future proofing infrastructure to enable future urbanisation further up Belk Road in the longer-term.</p> <p>Development of this growth areas relies on the implementation of the Tauriko West enabling works, which includes a roundabout on SH29 which connects to the growth area via Kaweroa</p>	<p>Continue to work with majority landowner to progress a private plan change using the SPP.</p> <p>Continue to work with Waka Kotahi to progress the implementation of the Tauriko West enabling works, the long-term upgrade of SH29 and SH29A, and associated improvements to the transport network.</p>

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	Drive. The ability to fully develop this growth area is also restricted by the timing of proposed long-term transport upgrades to SH29 and SH29A.	
Future Urban Growth Areas: Keenan Road	<p>The Keenan Road area is located south of The Lakes. It is earmarked for residential development of circa 2,000-2500 homes. The city's jurisdictional boundary was recently shifted to include all of this area. There are a range of landowners (including developers) in Keenan Road ready to develop.</p> <p>We intend to structure plan the area over the next few years. In parallel to this the Plan change documentation and associated technical assessment will be developed. Wider water/wastewater planning is already underway as part of planning for Tauriko West, and the wider Western Corridor.</p> <p>Prior to progressing rezoning of Keenan Road, the Regional Council will need to change the Urban Limits Line within the Regional Policy Statement (i.e approx. 1/3 of the growth area is outside of the urban limits line). This work has commenced, with a change to the RPS due in March 2022 (Plan Change 6).</p> <p>Planning for Keenan Road will also require a transport business case to be progressed for transport access and investment. Progress is underway with the development of a 'Point of Entry' and this being negotiated with Waka Kotahi.</p>	<p>Continue to work with BoPRC to progress the change to the Urban Limits Line in the Regional Policy Statement (i.e through Proposed Change 6 to the RPS).</p> <p>Identify and agree and resourcing plan to commence the wider structure planning and rezoning project (this has commenced).</p> <p>Continue to engage with landowners and Government partners on the planning process and their role in delivering the workstreams to re-zone this Urban Growth Area.</p> <p>Confirm the 'point of entry' with Waka Kotahi.</p>

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Specified Development Project (SDP) for the Western Corridor	<p>To deliver housing and urban development in the Western Corridor at the pace and scale required to meet the needs of our community, TCC has requested that Kainga Ora consider the western corridor for selection as a Specified Development Project (SDP) under Part 2 of the Urban Development Act 2020. This would allow TCC (together with Kainga Ora and the SmartGrowth partners) to bring together the multiple, complex, and otherwise separate processes required to deliver housing and urban development and enable them to be accessed through a single, integrated process - without losing important checks and balances.</p> <p>The area requested for assessment as an SDP covers the wider western corridor, which includes the planned and envisioned urban growth areas (UGAs) identified under the UFTI connected centres programme, emerging urban development opportunities, and the infrastructure corridors required to support them, as follows:</p> <ul style="list-style-type: none"> Planned UGAs and priority development areas <ul style="list-style-type: none"> Tauriko West UGA Lower Belk Road Industrial UGA Keenan Road UGA Envisaged growth areas <ul style="list-style-type: none"> Upper Belk Road (Stages 1 and 2) Joyce Road Merrick Road Greerton Maarawaewae study area Waka Kotahi's Tauriko Network Connections Long Term Business Case <p>The boundaries of the suggested area can be amended and refined through the assessment process. The suggested area extends into the Western Bay of Plenty District, and Western Bay of Plenty District Council would be a key partner in the assessment process.</p> <p>Staff anticipate a decision from Kainga Ora on whether to select the Western Corridor for assessment as an SDP by end of September 2022. If selected for assessment, Kainga Ora would then lead the assessment process in accordance with the provisions of the Urban Development</p>	<p>Continue to work with Kainga Ora, SmartGrowth partners, and mana whenua to assess opportunities for delivering housing and urban development through an SDP in the Western Corridor.</p>

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	Act, with input from TCC and others, and would also engage with mana whenua, stakeholder, and the community.	
Smith's Farm	<p>As part of the Takitimu North Link (TNL) project NZTA will deliver the Smiths Farm access road which will provide access and reticulated services to enable development of this site. The TNL project is expected to be completed around 2026 and as such the site cannot be developed immediately.</p> <p>While the site has resource consents in place for residential development the underlying zoning of the site is rural residential. The proposed rezoning of parts of the site, including creation of a new Medium Density Residential Zone that will allow for the Medium Density Residential Standards to be utilised, has been included as part of Proposed Plan Change 33.</p>	<ul style="list-style-type: none"> • Council decision on future use of the land • Progress rezoning as part of PPC33. • Commence consideration of development options and approaches (pending Council decision on future use). • Work with Waka Kotahi to upsize the watermain to ensure MDRS density opportunities are not constrained by servicing limitations.
Pōteriwahi (Parau Farm)	<p>Council is continuing to work with Nagti Kahu to agree an MOU on future use of the site. Consideration is being given to a blend of housing and sports fields while protecting and celebrating the identity of the site's cultural history.</p> <p>Pōteriwahi (Parau Farms) has several positive attributes including high amenity, relatively large size and scale, close to the Bethlehem town centre, schools and public transport.</p> <p>Consultation has been completed on the prospect of selling the land for housing. An initial report to Council has occurred and a further report back is planned in the coming months following further engagement with hapu. In parallel there is work underway on the extent of active reserves required in this corridor. There will be a formal report to Council on both the active reserves and consultation on change of use. The resulting decision will provide certainty on the future use of the land.</p>	<ul style="list-style-type: none"> • All parties sign MOU • Report to Council following completion of further engagement with hapu proposed for late 2022 • Ongoing engagement with key stakeholders, including mana whenua and the community

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Resource Management (RM) System Reform	<p>The Natural and Built Environments Bill and the Spatial Planning Bill are expected to be introduced into Parliament in October 2022. We anticipate the Select Committee will call for submissions late this year and timeframes for submission timeframes may be as short as 6 weeks.</p> <p>The Minister for the Environment has given recent speeches signalling key policy direction and transitional arrangements, which were largely anticipated.</p> <p>As per previous reports, the Government is reforming the resource management system. It intends to repeal and replace the Resource Management Act 1991 (RMA) with three new Acts – the Natural and Built Environments Act (NBA), Strategic Planning Act (SPA), and Climate Change Adaptation Act (CCAA). TCC lodged a submission on the Select Committee Inquiry on the exposure draft of the NBA, which was retrospectively received by the Strategy, Finance and Risk Committee at the 16 August 2021 meeting. Commissioners Tolley and Wasley presented the submission to the Select Committee on Monday 6 September 2021.</p> <p>While our submission was supportive of the government objectives for reform, we were not convinced that the objectives will be achieved or that existing challenges will be overcome. We are also concerned that the reforms are misaligned with other programmes across government, and do not address reform of funding mechanisms for investment by central and local government in the delivery of infrastructure.</p> <p>The Select Committee delivered their final report to Parliament on 1 November 2021. Although the committee made a number of recommendations for the future development of the Bill, including elements of the NBA that were not included in the exposure draft, the overall direction and structure of the reforms appears unchanged. The report does not substantively address the key points of our submission.</p> <p>Following the Select Committee report, the Ministry for the Environment issued a consultation document on the proposed system which contained further details of how the NBA and SPA would operate. TCC Staff provided feedback to the consultation document in February 2022, referring to the original submission to the Select Committee where relevant.</p>	<p>Continue to make submissions as appropriate and, advocate and engage with MfE and the upcoming parliamentary process.</p> <p>We note that TCC has a representative on the Taituara Resource Management Reform Reference Group (RMRRG) which is providing advice directly to MfE. Several TCC staff are also involved in an informal practitioner group advising Ministry for the Environment on the development of key provisions and processes under the NBA – this process is ongoing.</p>

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Government Policy & Initiatives	<p><u>National Policy Statement for Freshwater Management (NPSFM) and National Environmental Standard for Freshwater (NESF)</u></p> <p>On 31 May 2022, MfE released the exposure draft of the proposed amendments to both the National Policy Statement for Freshwater Management 2020 (NPS-FM) and the Resource Management (National Environmental Standards for Freshwater) Amendments Regulation (No 2) 2022 (NES-F). TCC made a submission on 8 July 2022, indicating those amendments supported by TCC, and those which required further changes. TCC's submission provided the preferred wording for both policy and regulation amendments sought; this being supported by a worked example, to show what risks and unintended outcomes are still present with the current amendments proposed to the NPS-FM and NES-F.</p> <p>Essentially, the proposed MfE amendments made some key improvements, which TCC supports, for the urban development consenting pathway (where wetlands are affected) by:</p> <ul style="list-style-type: none"> • Removal of the 'functional need gateway test', • Provision of Restricted Discretionary Activity (RDA) status, • Introduction of a Tauranga exemption for a 5-year period enabling urban development as RDA, even when still zoned Rural if identified in SmartGrowth UFTI Connected Centres Programme • Amendment of the definition for natural inland wetlands to exclude (induced) wetlands that have developed in or around a deliberately constructed water body <p>TCC's submission also addressed the NPS-FM/NES-F aspects which still have the potential to delay, negatively impact, or even prevent urban development in Tauranga at the pace and scale required, particularly in both the planned urban growth areas at Tauriko West and Te Tumu. This will also affect a significant landholding recently acquired by Kainga Ora in Tauriko West.</p> <p>The TCC submission highlighted the need to replace a new 'gateway' test requiring that there be 'no practicable alternative location', by proposing the 'best practicable location' (BPL) approach which enables weighing ecological effects with the NPS-UD requirements for a Tier 1 urban environment.</p>	Continue to make submissions as appropriate and, advocate and engage with the Government and its officials on matters as they relate to Tauranga.

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	<p>Other TCC points addressed the 5-year Tauranga exemption, as the proposed NPS-FM wording described how BOPRC 'may' provide for this exemption, rather than 'must' provide for it. BOPRC submitted on the same aspect, stating that if there is to be such an exemption, then the wording is to be 'must' – thereby avoiding any LGA decision making process, and/or using Schedule 1 RMA, and all the associated delays.</p> <p>Both TCC and BOPRC agreed that this should only apply to 'planned urban growth areas' and not the 'envisioned growth areas' being 30+ years away from ever being developed. TCC also sought a 10-year timeframe.</p> <p>Other submission points addressed the inland wetland definition, and a non-complying status error for urban development within 100m setback for a wetland, and the policy framework of 'no further loss' which should be a 'no net loss' approach.</p> <p>More recently, MfE announced that they are consulting on options to retain or amend the application of the NES-F wetland provisions to the Coastal Marine Area (CMA) – seeking submissions by 21 September 2022. TCC supports removing the CMA from the NES-F regulations, as the CMA is better managed through other coastal policies, and alongside the protection of estuaries – which will be addressed by a separate MfE process following public consultation for 'Managing our wetlands in the coastal marine area'. TCC will submit on this basis, accordingly.</p> <p>MfE indicated the Amendments to NPS-FM/NES-F are to be gazetted by the end of this year.</p> <p><u>National Policy Statement for Indigenous Biodiversity (NPSIB)</u></p> <p>The Ministry for the Environment (MfE) released the exposure draft on the NPSIB on 9 June 2022 for targeted feedback. The submission period to the exposure draft closed on 21 July 2022.</p> <p>As previously reported to the Strategy, Finance and Risk Committee (01/08/2022), Council lodged a submission to this exposure draft that covered a range of matters of concern, including:</p> <ul style="list-style-type: none"> Despite the intent to separate the requirements of this NPS from other national direction, there remains complex interactions and a lack of integration between these NPS that appear to create conflict and issues with implementation. 	

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	<ul style="list-style-type: none"> The proposed criteria and methodology for identifying SNA will likely result in there being additional areas impacted by this NPS, including areas not currently identified in our existing urban growth areas. The broad nature of the specified adverse effects of any new subdivision, use or development on SNAs that must be avoided will potentially create significant impacts on the ability to deliver urban development in planned growth areas. This is worsened by the inability to apply the proposed effects management hierarchy to address adverse effects. The NPS-IB requires Councils to change their plans to manage both 'irreversible' and other adverse effects on indigenous biodiversity resulting from subdivision, use and development in areas outside of identified SNAs. The practicalities of applying such a broad direction with uncertain outcomes across an urban environment will likely create implementation and interpretation issues. There are potential implementation issues associated with mapping and management of effects associated with highly mobile fauna areas, particularly in greenfield urban growth areas; and The resourcing required is significant across councils and technical expertise and timing to complete the implementation appears to be inefficient use of resources. <p>Since lodgement of the submission in August, staff have prepared and circulated to Commissioners detailed examples of impacts of this NPS on delivery of urban development.</p> <p>MfE website suggests that the anticipated timeline for gazettal of this NPS is December 2022.</p> <p><u>National Policy Statement for Highly Productive Land (NPS-HPL)</u></p> <p>MfE and MPI are progressing further National Direction on highly productive land.</p> <p>In November 2021 TCC staff participated in an exposure draft testing workshop run jointly by MfE and MPI on highly productive land. These proposed regulations (NPS-HPL) primarily seek to protect highly productive land for use in land-based primary production. These regulations do impact on several of TCC's identified growth areas, however current drafting does allow for these growth areas to be excluded from being identified in statutory mapping where they are necessary for Council to achieve its purpose under other national directions, such as NPS-UD. TCC staff provided feedback to MfE and MPI officials following this last workshop in November.</p>	

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	<p>In August, correspondence from MfE confirmed that further targeted engagement had occurred over April 2022 (not involving TCC) and that an amended draft NPS-HPL for Ministerial consultation was being prepared for Cabinet approval at the end of August. If approved, gazettal of the NPS is anticipated soon after that approval is given.</p> <p><u>Interim Guidance on the use of new sea-level rise projections</u> In July the Ministry for the Environment released a reference guide to the 'interim guidance for the use of new sea-level rise projections (https://environment.govt.nz/assets/publications/climate-change/Interim-guidance-on-the-use-of-new-sea-level-rise-projections-Quick-reference-guide.pdf).</p> <p>This document provides a high-level overview on updates to parts of the Ministry's 2017 Coastal hazards and climate change: Guidance for local government, reflecting the latest sea-level rise scenarios from the Intergovernmental Panel on Climate Change and NZSeaRise.</p> <p>The MFE advise that a full update to the guidance is underway and is expected to be published by early 2023.</p>	<p>Assess the implications of the Interim Sea-level-rise projections guidance for structure plan areas.</p>
Regional policy and planning initiatives	<p><u>Proposed Change 5 (Kaituna River) to the Bay of Plenty Regional Policy Statement (RPS)</u></p> <p>As previously reported to the Strategy, Finance and Risk Committee (16/08/2021), Council lodged a submission to this proposed change in August 2021. A further submission was then lodged in November 2021. Written notice has now been received of a hearing for this change to be held over 11-13 October 2022.</p> <p>Kaituna He Taonga Tuku Iho – A Treasure Handed Down (The Kaituna River Document) was a requirement of the Tapuika Claims Settlement Act 2014.</p> <p>Bay of Plenty Regional Council (BOPRC) is required to change the RPS to recognise and provide for the vision, objectives and desired outcomes of the Kaituna River Document to the extent that contents relate to resource management issues.</p>	<p>Preparation for upcoming Hearing on Change 5 in October.</p> <p>Continue to make submissions as appropriate and, advocate and engage with the Regional Council on matters as they relate to Tauranga and the western Bay of Plenty sub-region.</p>

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	<p>Proposed Change 5 (Kaituna River) has been prepared under the RMA and is specific to the Kaituna River and its tributaries. The proposed change relates to freshwater so it must follow a new Freshwater Planning Process which is overseen by the Chief Freshwater Commissioner. The Commissioner has appointed a Freshwater Hearing Panel of three members to be chaired by Antoine Coffin.</p> <p>TCC's submission is largely supportive of the proposed change however, concerns were identified over some of the objectives and policies, and specific matters were highlighted that could be addressed or focussed on to improve clarity and focus. The position taken was not to oppose these matters, rather support in part suggesting constructive changes to improve the objective and policy wording. Key issues for TCC focus on water takes, stormwater management and Te Tumu.</p> <p>Opposition was raised to several of Council's submission points, and these were set out in further submissions by WBOPDC, RF&B, Hort NZ, Eastland Generation Ltd, and BOP & Taupo/ Rotorua Federated Farms.</p> <p>Regional Council staff report is due to be released on 30 August 2022. Council has until 6 September to confirm it still wishes to be heard and until 13 September to lodge all evidence in chief.</p> <p><u>Proposed Change 6 (NPS-UD) to the Bay of Plenty Regional Policy Statement (RPS)</u></p> <p>Bay of Plenty Regional Council (BOPRC) notified Proposed Change 6 (NPS-UD) to the Bay of Plenty Regional Policy Statement (RPS) on 9 August 2022.</p> <p>The National Policy Statement on Urban Development (NPS-UD) requires BOPRC to change the RPS to be more responsive to urban development proposals and provide support to intensification of urban areas. The purpose is to enable additional development capacity, regardless of whether it is planned in existing planning documents, and to contribute to well-functioning urban environments. The NPS-UD also requires local authorities to take into account the principles of the Treaty of Waitangi (Te Tiriti o Waitangi) in planning decisions relating to urban environments.</p>	

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	<p>The key changes in PC6 are:</p> <ul style="list-style-type: none"> • New - Responsive planning policy for urban environments (including criteria to determine if a proposal will 'add significantly to development capacity') • Deleted - Urban limits in the western Bay sub-region (including policies, Appendices and references relating to urban limits). • New - Increased density urban development for urban environments (including removal of Policy UG 4A (dwelling yields)). • Amended - Te Tiriti of Waitangi principles <p>PC6 is not a spatial plan and doesn't identify where (or not) urban development will be located. Nor does it zone or provide infrastructure for urban development. This is the role of district/city councils through the Future Development Strategy, the City Plan, and infrastructure planning and funding documents.</p> <p>TCC staff have been involved in reviewing and commenting on the draft text of PC6 prior to notification and are broadly comfortable that it meets the requirements of the NPS-UD to provide additional flexibility, is consistent with the strategic vision for Tauranga and the western Bay of Plenty sub-region as set out in the UFTI Connected Centres programme, and aligns with our own growth planning.</p> <p>Submissions closed on 6 September 2022. At the time of writing this report, staff are drafting a submission in support of PC6. The further submission period is anticipated for November-December 2022, with hearings in Mid-2023.</p>	
Infrastructure Acceleration Fund applications	<p>TCC has two applications for Infrastructure Acceleration Fund (IAF) funding under negotiation. These are for:</p> <ol style="list-style-type: none"> 1. Tauriko West – TCC has applied for \$80m of funding for this development; and 	<p>Kainga Ora is looking to finalise all funding agreements by November 2022 at the latest.</p>

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	<p>2. Te Papa intensification – TCC has applied for \$67m of funding for this programme of works.</p> <p>Negotiations between TCC and Kainga Ora (as operator of the IAF) began in earnest in June 2022 and are ongoing. Negotiations are generally progressing positively. Kainga Ora is looking to finalise the IAF negotiations by November 2022. Outcomes will be reported to Council for decision-making.</p> <p>TCC has been working closely with various central government agencies in order to clarify the existing 'funding stack' and residual funding gap and to agree a mutually acceptable path forward to fund the remaining costs for Tauriko West and Te Papa.</p>	
Infrastructure Funding & Financing levies	<p>TCC is actively working on two Infrastructure Funding and Financing Act proposals (IFF). One for financing a portion of the transport costs associated with the Transport Systems Plan (TSP) and the other for financing a portion of the infrastructure costs of development at Tauriko West.</p> <p><u>Transport TSP IFF</u></p> <p>TCC's goal is to reach financial close on the TSP in the final quarter of 2022 and the Tauriko West IFF in the first quarter of 2023 at the latest. To smooth workflows and leverage learnings, TCC has decided to pursue IFF TSP first and then follow with IFF Tauriko West.</p> <p>IFF TSP: TCC has been working closely with Crown Infrastructure Partners and professional advisors to input into CIPs competitive finance process and to develop TCC's levy proposal for submission to the Ministry of Housing and Urban Development. The levy proposal was submitted on 2 September. It is the first levy proposal in New Zealand under the IFF legislation.</p> <p>TCC will:</p> <ul style="list-style-type: none"> • Continue to monitor fluctuations in the financial markets and the impact of interest rate changes for this proposal; and • Look to resolve one outstanding question regarding the impact of the IFF legislation on protected Māori Land. 	<p>The Government approvals process and completion of the associated financier negotiations is anticipated to run through until approximately the end of November 2022. At this point the levy will become law.</p>

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	<p>Provided both points above are resolved to TCC's satisfaction, the levy proposal will continue through the government approvals process. TCC will look to resolve any complications on a case-by-case basis.</p> <p><u>IFF Tauriko West</u> Discussions between TCC, CIP and landowners at Tauriko West are ongoing. The various parties are looking to identify a financial model using IFF that will prove competitive in the market.</p> <p>Significant progress has been made by TCC and CIP to ensure this potential IFF is financially competitive with other finance solutions available on the market and to achieve a levy price point that is affordable to homeowners.</p> <p>Further work is being undertaken to test the limits of the IFF structure and the flexibility available to levy payers to tie levy payments to the outcome of the rezoning process in this area. If achievable, this will provide certainty to developers that levies will not be payable prior to housing being delivered.</p> <p>An alternative non-IFF funding solution has as been proposed by Tauriko West landowners which is being considered at the same time. Certainty of funding approach is required by October to enable completion of the IAF component of Tauriko West funding.</p>	<p>TCC expects to gain greater visibility on the likely agreed path forward for TCC, developers and CIP by the end of September 2022. Tauriko West IFF timelines will be updated accordingly, as applicable.</p>
Housing Infrastructure Fund	<p>TCC's approved Housing Infrastructure Fund (HIF) loan to fund a portion of the Papamoa East Interchange (PEI) was approved in 2017 to bring Te Tumu forward and was due to expire in 2021. the facility was not drawn down prior to expiration as the project was not sufficient progressed at that date.</p> <p>Prior to expiration of the loan staff engaged with the MBIE and Waka Kotahi to explore our options for extending the timeframe for drawdown. This would enable the HIF loan to be used to fund a portion of the PEI to support development of the Wairakei town centre.</p> <p>Our understanding is that central government is amenable to extending the loan facility. In order to gain approval, we are working to secure sufficient co-funding to ensure TCC is in a position to meet its repayment obligations.</p>	<p>Finalise HIF loan subject to approvals from the Ministers of Finance, Housing and Transport (Q3 – Q4 2022)</p> <p>Council report on decision to progress PEI – Q4 2022.</p> <p>Continue tolling conversation with Waka Kotahi on their proposed timeline (22-23)</p>

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	<p>This is part of a broader co-funding discussion with multiple central government ministries encompassing:</p> <ul style="list-style-type: none"> Waka Kotahi has confirmed its FAR subsidy will be made available for this project, financed through the HIF loan IFF TSP: this project has been removed from the TSP IFF due to an unforeseen quirk in the IFF legislation which means TCC would have to sacrifice collected development contributions in order to fund this project with IFF (this would result in less funding for the project overall). IAF: discussions with Kainga Ora which have now concluded for this project with the outcome that it will not be funded through IAF (see above). Tolling: discussions with Waka Kotahi regarding the opportunity to introduce tolling as a revenue source to partially fund repayment of HIF debt. This analysis has been decoupled from the overall decision by Waka Kotahi as to whether to fund the PEI. Waka Kotahi's tolling assessment is underway. <p>Of these, we expect to conclude discussions with MBIE regarding HIF funding by the end of September 2022.</p>	
Development Contributions	<p>Staff are in the process of preparing a number of updates to be included in the draft Development Contributions Policy (DCP) 2023/24 in preparation for consultation.</p> <p>Key changes proposed for the next DCP are:</p> <ul style="list-style-type: none"> Collection of contributions for community halls/centres Review of growth, inflation and cost of capital assumptions; Further investigation of DCP treatment of retirement villages; and Changes to better align the DCP with new City Plan wording. <p>At this point in time, it is difficult to predict whether we are likely to see a significant citywide DC increase. The key driver of increases is likely to be cost escalation of projects funded by DCs and the higher inflation costs of projects with debt balances.</p>	Preparation of draft DCP 23/24 for publication in February 2024.

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	Staff are also considering Te Papa growth and whether development contributions may be a suitable vehicle to fund costs associated with this growth.	
Housing & Business Capacity Assessment (HBA) & Joint Spatial Plan (JSP) (including Future Development Strategy (FDS))	<p>SmartGrowth is required to prepare a Housing and Business Capacity Assessment (HBA) and a Future Development Strategy (FDS) under the National Policy Statement on Urban Development (NPS-UD). The HBA needs to be completed by the end of 2022 in time to inform the 2024 Long-Term Plans, and the FDS. SmartGrowth currently intend to produce a Joint Spatial Plan (JSP) by December 2023 which would incorporate the requirements of the FDS.</p> <p>HBA A working group including TCC staff has been set up and is meeting fortnightly to progress the HBA.</p> <p>Market Economics (M.E) has been commissioned to complete the business component of the HBA. The housing assessment will use the Housing Capacity Assessment work completed in 2021 and update this, including addressing any gaps. This can be undertaken internally.</p> <p>The HBA will provide:</p> <ul style="list-style-type: none"> • An update of residential demand and capacity by catchment. This will take into account the impact of the Resource Management (Enabling Housing Supply and Other Matters) Amendment Act 2021. • Employment and value-added projections by sector and Business Area/Statistical Area 2, Gross Floor Area (GFA) by sector and Business Area/SA2, and Non-residential land/floorspace capacity by catchment. <p>JSP – FDS The SmartGrowth councils are required to:</p> <ul style="list-style-type: none"> ▪ Jointly prepare a FDS as a stand-alone document or be treated as a part of any other document (such as a spatial plan). ▪ Show spatially how local authorities' intend to achieve 'well-functioning urban environments; and how and where they will provide 'sufficient development capacity' to meet future growth needs over the next 30 years. 	Continue to progress the preparation of the draft HBA and the JSP.

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	<ul style="list-style-type: none"> Jointly prepare, implement, and update an annual implementation plan <p>During 2021, the SmartGrowth partners (councils, tāngata whenua and Central Government) completed a Draft Joint Spatial Plan. This Plan is a working document and was not formally adopted. However, it does provide a comprehensive and up-to-date basis for the 2023 version, which would incorporate the requirements of the FDS.</p> <p>At this point it is intended to produce a Joint Spatial Plan (JSP) by December 2023 which would incorporate the requirements of the FDS. This new Plan would replace the SmartGrowth Strategy 2013.</p> <p>A working group including TCC staff has been set up to progress the JSP. This group is meeting monthly and various aspects of its work programme are underway. This will include completing an Industrial Land Study to inform the JSP. This industrial land work will consider the needs of existing and new heavy and emitting industry. A communications and engagement plan for the JSP is currently being worked on.</p>	
TRANSPORT STRATEGY		
Inter-regional rapid rail investigation	<ul style="list-style-type: none"> In August 2020 the Government announced that it will undertake an Indicative Business Case (IBC) to investigate the potential for rapid rail between Hamilton and Auckland. The Cabinet agreement included a mandate to initiate an investigation of a separate IBC for extending rapid rail to Tauranga, and how that would fit with the Hamilton to Auckland IBC. In May 2021 the Minister of Transport considered advice from the Ministry of Transport outlining the options to develop the next stages of the project. This included: <ul style="list-style-type: none"> <i>“investigating a possible extension of Hamilton to Auckland rapid rail to Tauranga (focussing within the Waikato region) where this is important for informing the Hamilton to Auckland business case work or does not require additional resource.”</i> MoT staff advised that this means the project won't be looking at options and scenarios for a Hamilton to Tauranga connection. Rather, the focus is on investigating a possible extension within the Waikato Regional boundaries and further design development to refine the cost 	<ul style="list-style-type: none"> Ministry of Transport officials have advised that completion of the IBC has been delayed and is now programmed to be completed by the end of August 2022. The delays are associated with more work being undertaken to understand the costs associated with the options being considered and also further

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	<p>estimates, benefits assessment, and considering the commercial viability, affordability and deliverability of the project.</p> <ul style="list-style-type: none"> In August 2022, the Transport and Infrastructure Committee of the Parliament opened an inquiry into the future of inter-regional passenger rail in New Zealand (https://www.parliament.nz/en/pb/sc/make-a-submission/document/53SCTI_SCF_INQ_125787/inquiry-into-the-future-of-inter-regional-passenger-rail). The Terms of reference are: <ul style="list-style-type: none"> Investigating possibilities and viability of passenger rail in underserved communities, those with prior rail links that have been disestablished, and those currently advocating for improved rail links; Gaining insights into viability of passenger rail sitting alongside KiwiRail's freight network; Evaluating existing inter-regional passenger rail, such as the Capital Connection, and how these services work between local and regional councils and central government; Gaining insights into the integration of regional rail into existing local public transport networks; Investigating the climate and emissions reductions possibilities of passenger rail, and how this links to VKT (vehicle kilometres travelled) reduction targets in the Emissions Reduction Plan, and including electrification between regions; and Investigating potential rail expansions and investments in specific areas, such as Tauranga (following a recent report on the re-introduction of passenger rail) and the Lower North Island (following a business case funded at Budget 2021). Submissions are due by 6 October 2022. Staff will review the material released to support the Inquiry and draft a submission. In this regard it is noted that: <ul style="list-style-type: none"> UFTI and SmartGrowth support commuter rail as a future option, but neither strategies documents foresee commuter rail as a viable alternative for the next few decades. 	<p>understanding the trade-offs between the inter-regional rail and other transport projects in the Hamilton to Auckland corridor (and elsewhere) with examples being the Auckland Rail and those identified by the Waikato Metro Spatial Plan programme business cases. MoT officials have advised that once the Minister of Transport has had the opportunity to consider the final IBC they will share the projects findings more widely. We have not been provided a timeframe for this to occur.</p> <ul style="list-style-type: none"> Staff to draft submission to Select Committee Inquiry.

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	<ul style="list-style-type: none"> There is a concern that commuter rail would displace freight rail and in doing so place significant increase in truck movement on the roads. To unlock commuter rail as a potential solution there are a range of led investments that must occur to realise that ambition. TSP in relation to public transport and mode shift is currently focussed on development of a refreshed PT strategy, supporting infrastructure, and bus commuter service of high frequency and reliability to match forecast growth in demand. 	
Regional Public Transport Plan (RPTP) review	<ul style="list-style-type: none"> The RPTP is a statutory document prepared by the Bay of Plenty Regional Council (BoPRC), providing policy direction and guidance to support investment in public transport. The RPTP provides over-arching policy direction on matters including service planning & design, mode shift and carbon reduction or service and infrastructure delivery, that can then be considered further through 'place-based' projects like the TSP Public Transport Services and Infrastructure business case. TCC lodged its submission to the draft RPTP on 28 July 2022. Commissioner Tolley presented the TCC submission to the RPTP Hearings Committee on 17 August. This focussed on: <ul style="list-style-type: none"> RPTP being amended to acknowledge the challenge faced in terms of the affordability of the services and infrastructure to support a successful public transport system including within a wider multi-modal transport system; Clarity being provided on how the RPTP targets align to and are consistent with those already agreed through existing sub-regional planning processes like UFTI and the TSP; TCC signalling its keenness to work with Regional Council and the wider SmartGrowth, UFTI and TSP partners to confirm how the draft Plan monitoring framework is able to integrate with other performance measurement frameworks in place at a local / sub-regional level to avoid overlap and ensure an efficient and coordinated monitoring framework. 	The Regional Public Transport Committee deliberated on submissions received to the draft RPTP on 31 August and are programmed to recommend the draft RPTP for adoption at the next meeting of the Regional Transport Committee on 22 September.

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Eastern Corridor Transport Planning (Te Tumu & Wairakei)	<p>A number of transport-focused workstreams remain underway related to the Te Tumu structure planning process, Wairakei Town Centre development and the Papamoa Eastern Interchange (PEI), these include:</p> <ul style="list-style-type: none"> Continued development of the detailed design for the PEI to provide access onto the Tauranga Eastern Link to provide for development of the Wairakei Town Centre area and for Te Tumu in the future. Through the LTP it was agreed to bring forward delivery of the PEI, subject to revision of the Housing Infrastructure Fund (HIF) application and a further report to Council for investment beyond design and preload (which is underway). Development of the required Waka Kotahi business case to confirm the availability of the National Land Transport Fund to support implementation of the transport system for the Wairakei Town Centre and Te Tumu growth areas. Transport planning workstreams associated with Te Tumu structure planning are well advanced. The structure plan includes dedicated public transport lanes on The Boulevard through Te Tumu to the Wairakei Town Centre, high-quality walking and cycling connections, and general traffic lanes and will guide the development of the Waka Kotahi business case. Development of the interim concept design for Te Okuroa Drive (between Sands Ave and Te Tumu boundary) to allow for access to Wairakei Town Centre development and TCC employment land until long term design is required. This work is progressing with Bluehaven. 	<p>Deliver the Te Tumu and Wairakei Town Centre transport infrastructure business case (completion May 2023).</p> <p>Complete Te Tumu structure planning workstreams and funding negotiations with developers / landowners.</p> <p>Complete the final stages of developing concept designs for The Sands Ave and part of Te Okuroa Drive within the Wairakei Town Centre. This work is being undertaken with Bluehaven and will inform the Waka Kotahi business case.</p> <p>Ongoing work to confirm the funding and financing approach to deliver the required infrastructure. Bring a report to Council for decision making.</p>
Bay of Plenty region Travel Demand Management (TDM) program	<ul style="list-style-type: none"> In early 2022 the first phase of the project which involved a stocktake exercise to establish a baseline of material and TDM activities already available and being implemented across the BoP was delivered. Phase two of the project which involves the delivery of a Scoping Study of TDM initiatives (0-3 year programme of activities that is costed and prioritised) aligned to support the direction of 	<p>Following reporting to and endorsement of the TDM Scoping Study by the TSP Programme Management Group in August, the next steps for this project is for</p>

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A Bay of Plenty Regional Council led project that will identify and deliver a range of TDM interventions across the BOP region. The work includes a section which is to focus on the WBoP sub-region and the identification of interventions to compliment the broader TSP program.	<p>UFTI and the TSP has now been developed for the western BoP. Similar Scoping Studies has also been completed for the Eastern BoP and Rotorua.</p> <ul style="list-style-type: none"> Tauranga staff have been involved in the Scoping Study and worked alongside staff from Western Bay District Council on this Bay of Plenty Regional Council lead project. Examples of the types of activities that the Scoping Study has identified relate to: <ul style="list-style-type: none"> Developing an 'umbrella group and brand' to bring existing groups and campaigns together (e.g. Travel Safe; Wednesday Challenge; Tauranga Travel Pledge; Sport BoP) to promote alignment and marketing of initiatives. Supporting, enhancing and publicising the travel safe programme including the travel plans for schools and businesses. Including different TDM opportunities into each business case and major project areas. Starting / continuing the conversation with the community and stakeholders to co-design TDM and take a community-led approach. Improving end-of-trip facilities for people using active transport to reach their destination. Promoting the expansion of 'share' initiatives (e.g. e-scooter; bike). 	Regional Council to report the Study to the TSP Governance Group and then also the Regional Transport Committee for endorsement and support for its use as an input to the development of TSP refresh (version 2) and subsequent partner Councils next Long Term Plan processes.
<p>Transport Emissions Reduction analysis</p> <p>Analysis of Urban Form and Transport Initiative (UFTI) & Western Bay of Plenty Transport System Plan</p>	<ul style="list-style-type: none"> In May Government announced the first Emissions Reduction Plan (ERP). In July the Ministry of Transport began briefing Tier 1 and 2 cities as to what ERP specifically means for them individually. The MoT have indicated that Tauranga is expected to reduce its VKT by 23% against the MoTs modelled 2035 scenario. This equates to 1% VKT reduction on 2019 levels. The Ministry of Transport have advised that they are expecting to notify Tier 1, including Tauranga and Tier 2 cities of their emissions targets by the end of 2022. A Transport Emissions Projection assessment tool has been developed based on the Transport System Plan. This tool enables the impact of different levers (e.g. mode shift; travel demand management; low carbon vehicle update) to be tested to identify the impact on 	<p>The Transport Emissions Projection assessment tool will be important to informing the options assessment associated with developing future transport programmes like the Transport System Plan (version 2).</p> <p>The emissions analysis will be incorporated into the TCC Sustainability Strategy and</p>

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(TSP) emissions work relative to emerging Government policy direction.	<p>transport emissions relative to the baseline (TSP programme of activities) and the Governments Emissions Reduction Plan to be understood.</p> <ul style="list-style-type: none"> Guidance from Waka Kotahi on how any MoT VKT targets should be applied to the development of business cases, like the SH2/Hewletts Road sub-area and Cameron Road Stage 2 is still being developed. 	<p>Climate Change Action Plan which are currently under development.</p> <p>Waka Kotahi guidance, when available, will influence the design options that are considered through the business case.</p>
Dynamic Road Pricing	<ul style="list-style-type: none"> This proof of concept is managed by Waka Kotahi with close coordination with Tauranga City Council. The study seeks to: <ul style="list-style-type: none"> Create insights about using pricing to optimise current road infrastructure assets/capacity of networks and services; and Model the net revenue implications for local reinvestment in transport services and solutions. The Study output is intended to be a proof-of- concept report. The report will include: <ul style="list-style-type: none"> Transport analysis. This will be undertaken in two phases so that the transport model parameters can be adjusted as the analysis progresses; and Economic assessment. This will include considering road pricing revenues and costs, equity and affordability, optimisation of networks and vehicles and travel modes. The report will include early analysis (rather than advice) about revenue ownership, decision making about use of revenues and sunk tolling costs that need to be recovered (recovered currently by existing tolling revenue streams). Stage 1 scenario testing is progressing. This focuses on modelling to explore the broad range of concepts (e.g. cordon; distance) to understand the type and range of pricing outcomes. The November expected completion is later than originally programmed. This is due primarily to it taking more time to develop the project scope and confirming how the tools (like the transport model) can be used to undertake the analysis. 	<ul style="list-style-type: none"> Next steps are to conclude the Stage 1 analysis, consider those outputs and confirm how they influence the Stage 2 testing which it is anticipated to focus on: <ul style="list-style-type: none"> Modelling that represents the dynamic nature of pricing in more detail; Refining the concepts or creating a new or hybrid concept to those tested in Stage 1 for testing in Stage 2 for more detailed analysis. The study is due to be delivered in November 2022.

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Quarterly Update – Growth, Land Use Planning & Transport Strategy Projects – September 2022

PROJECT DESCRIPTION	PROGRESS UPDATE / KEY MATTERS	NEXT STEPS / IDENTIFIED RISKS
	<ul style="list-style-type: none"> The team will continue to remain aware of similar work underway in Auckland and Wellington as available 	
<p>Western Corridor (SH29 Tauriko / Tauriko West)</p> <p><u>Tauriko Enabling Works Business Case</u></p> <p>The Enabling Works business case seeks to enable the Tauriko West urban growth area (UGA) to be opened for approximately the first 2,000 households.</p> <p><u>Tauriko Long-Term Business Case</u></p> <p>A Waka Kotahi lead business case to confirm the long-term transport solution</p>	<p><u>Tauriko Enabling Works (EW) Business Case</u></p> <ul style="list-style-type: none"> Following approval of the Business Case in February 2022 the pre-implementation phase (property acquisition and detailed design) has been progressing and is led by Waka Kotahi (WK) while working closely with Council staff. In early May, advice was received confirming that the Tauriko West Enabling works project was successful in moving to the final stage of the Infrastructure Acceleration Fund (IAF) application process. This final stage involves negotiating detailed agreements for the IAF investment for Tauriko West which is ongoing. Discussions with Crown Infrastructure Partners (CIP) and Developers within Tauriko West to continue to progress the Infrastructure Funding and Financing opportunity has continued. 	<p><u>Tauriko Enabling Works Business Case</u></p> <ul style="list-style-type: none"> WK continued detailed design development, programmed for completion December 2022 to support a procurement process to appoint contractor early 2023 (subject to funding confirmation for construction). Continuing work to confirm the 'funding stack' given re-zoning to urban zoning is still to be confirmed. WK to lodge Notice of Requirements for the Enabling Works in late September 2022. WK continue initial property acquisition processes.

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for the western corridor. A key focus is on the state highway 29 including SH29A between the Takitimu Intersection and Barkes Corner, but also public transport solutions, walking and cycling, and local road networks.	<p><u>Tauriko Long-Term Detailed Business Case</u></p> <ul style="list-style-type: none"> • WK continues to work towards confirming the preferred option for the long-term transport improvements. This has involved further development of Option B – Offline (The transport system - Tauriko West (taurikofortomorrow.co.nz)). • The analysis has identified that Option B offers improvements for mode shift; with walking, cycling and high frequency public transport connections through the area; protects the freight route and improves safety with a new four lane state highway alongside the existing SH29 and SH29A (offline). • WK's ongoing analysis is focused on identifying approach to staged delivery of Option B, further concept design development (e.g. walking & cycling elements and connections; public transport priority and facilities; network alignment). Transport modelling to advise on network performance and benefits associated with the developing concept and proposed staged delivery is ongoing. • Initial discussions have been held with WK to develop an approach to cost sharing associated with elements of Option B (i.e. what components should be 100% WK funded; what should be TCC funded with WK Funding Assistance support). • Community Open Days were held in May. These open days were led by jointly by WK and TCC staff. The intent of the Open Days was to provide an update on the progression of the Enabling Works project, provide information on the 'emerging preferred' Option B alignment and give an update on the proposed plan change for Tauriko West Urban Growth Area. 	<p><u>Tauriko Long-Term Business Case: Next steps</u></p> <p>TCC to continue to work closely with WK to support them to confirm the long-term preferred option, this includes:</p> <ul style="list-style-type: none"> • Further consideration of Waka Kotahi staging options and the assessment of these (e.g. impact on the agreed Settlement Pattern; local network operations; wider transport investment programme). This key information continues to take longer and require more testing than originally anticipated by the Waka Kotahi team. • Further investigation of a public transport facility near Tauranga Crossing and associated public transport priority options to support the multi-modal objectives of the project.

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Quarterly Update – Growth, Land Use Planning & Transport Strategy Projects – September 2022

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		<ul style="list-style-type: none"> Further development of the walking and cycling components of the project particularly in respect to the Te Papa peninsula to Pyes Pa community connection at Barkes corner (SH29a / Cameron Road / Pyes Pa Road intersection). Presently a grade separated walking & cycling overpass is provided at this intersection and the Project team is investigating how this level of service is provided by the Long Term business case and integrated with the Cameron Road Stage 2 investigation. Development of a cost-share approach to the components of the overall Option B network improvement. Work continues between WK & TCC on the opportunity to align the Resource

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**Quarterly Update – Growth, Land Use Planning & Transport Strategy Projects
– September 2022**

PROJECT DESCRIPTION	PROGRESS UPDATE / KEY MATTERS	NEXT STEPS / IDENTIFIED RISKS
		<p>Management Act processes (e.g. Notice of Requirement for Option B) and Plan Change process for growth in the Western Corridor.</p> <ul style="list-style-type: none">• The Emissions Reduction Plan (ERP) will impact the project. Guidance from WK on how Govt direction is to be applied at a project level is still to be released.

Objective ID: A13803518

Memorandum

Housing & Business Development Capacity Assessment



Project Name	Tauranga Land Supply
Purpose	Update Overview
Date	27 June 2022
Attn	Tauranga City Council – Andrew Mead, Ayvron Greenway
From	Veros – Michael Kemeys, Morgan Jones

Background and Briefing

In 2019, Tauranga City Council (Council) engaged Veros to complete a Residential Land Supply Report to confirm the quantum of housing land supply available for development across Tauranga and the projected yield and timing for delivery. Council used the findings of that report to evidence housing capacity.

Since 2019, Veros have not had any input to the data or how it was used.

Council has modified the information and tables in the original report to better suit Councils reporting criteria to MfE under the NPS-UD 2020.

In May 2022, as part of the 2022 review of the housing land supply, Council asked Veros to review their updated methodology, updated assumptions and confirm the updated data set. The information provided from Council included:

1. Verbal update on key Infrastructure Acceleration Funding Projects that Council is in negotiations on, and major greenfield development projects.
2. Updated development capacity tables.
3. Urban Growth Area Assessment.
4. Land Supply and Capacity HBA calculations and sensitivity analysis.

This review does not cover business land development capacity analysis.

Veros Process for Validating Information

1. Council supplied the relevant data and arranged the initial meeting. In attendance at meeting were,
 - a. Andrew Mead and Ayvron Greenway from Tauranga City Council
 - b. Morgan Jones, Duane Lankshear and Michael Kemeys from Veros



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Housing & Business Development Capacity Assessment

2. The meeting focussed on discussions on the market, initial thoughts on sub-catchments, and identification of any capacity opportunities within each sub-catchment and areas outside of the current residential zoned land.
3. Following this meeting, Council refined the data set and reissued to Veros for their review.
4. The reviewed dataset included.
 - a. a line-by-line review of the proposed development parcels,
 - b. confirmation of potential dwelling yield per development parcel,
 - c. likely annual delivery of dwellings for each development parcel, and
 - d. identification of any missing properties from the dataset.
5. At a second meeting with the same attendees, areas requiring clarification were discussed and agreed actions taken. This included the inclusion of new properties to the data set.
6. The meeting focussed on discussions on existing market conditions, influences on the mid and long-term delivery of housing, assumptions made including timing of the future urban growth areas. An overview of discussion topics is expanded on below.
7. Discussion held on modelled scenarios and the more likely scenarios based on the discussion points outlined below.
8. The data set was reissued to Council with comments and agreed actions included.

We agree with the assessment of the potential yield and timing of the individual greenfield properties as assessed. The current market conditions make forecasting based on what has occurred in the past few years difficult. Forecasting how a new market (medium and high-density housing) will react is even more complex. We have suggested adjustments to how the intensification element of the forecast is calculated over the short to medium term, thus allowing this market to slowly establish itself and build up momentum.

Discussion Topics

General Market Conditions

9. Towards the end of 2021, we reached the peak of the residential market and are currently in a period of market softening. The softening is the culmination of a number of factors, including.
 - a. High inflationary environment, both locally and internationally, as governments deal with the effects of market stimulation and quantitative easing at the outset of the Covid-19 pandemic, as well as the war in Ukraine.
 - b. Interest rates rising, linked to high inflation the Reserve Bank of New Zealand (RBNZ) has adjusted the official cash rate (OCR) up over the first half of 2022 and have forecast a further 2.0% increase to come over the next 18 months. As a consequence of the RBNZ lifting the OCR banks lift market lending rates, reducing home owners purchasing power as the cost of funding impacts on debt servicing and therefore the amount able to be borrowed.
 - c. There are significant logistical and supply chain issues prevalent in the development and

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Housing & Business Development Capacity Assessment



construction sector. Projects are currently being compromised by delays and basic shipping costs are at all-time highs, cost escalation across the industry are at unprecedented levels, with no obvious short-term solutions.

- d. Ongoing limitations on immigration and the return to pre-Covid levels of international movement both in terms of emigration from and immigration to New Zealand. This also has consequences on employment rates and wages.
- e. Banks now predicting a recession in New Zealand by the end of 2022 or early 2023.

As a result of the factors outlined above, confidence in the market is currently lower than it has been for a number of years. There is a corresponding reduction in localised demand for housing. Until the consequences of the market conditions above level out, and confidence in the market returns and filters through to presales, the market conditions will be softer than forecast or expected based on actual information from previous years.

Future Urban Growth Areas

10. There are significant constraints on the development of both Tauriko West and Te Tumu that limit uplifts in housing development capacity.
 - a. Te Tumu is likely to have no housing supply in the short to medium term (if at all) as Council deals with legal impediments through the Māori Land Court. The viability, timing and yields of the Te Tumu growth area continue to be affected by ongoing changes to legislation that affects development.
 - b. Tauriko West growth area has urban infrastructure availability constraints, including appropriate access to State Highway 29. While there is a significant amount of work underway to rectify this constraint, and funding available for enabling works, there remains little to no Waka Kotahi funding secured for the long-term requirements of this project. Tauriko West still remains the most likely urban growth area to come on-line in Tauranga.
11. Estimated delivery timeframes for Tauriko West have multiple hurdles, and multiple government funding packages that require negotiation and agreement, and or entities all involved. This means that getting Tauriko West to a development ready position is likely to be slow and methodical. It is therefore difficult to predict when the first houses will be available in Tauriko West. Tauriko West is planning for housing in the next five years, and we agree this is generally feasible, however, it could easily slip by a further one to three years. Continuing to monitor and understand the sensitivity of housing in the most likely urban growth area to come online in the future, is critical.
12. We suggest Tauranga City Council should not continue to assume the delivery of housing in Te Tumu in the short term. There are several conditions which are currently uncertain and influence housing delivery in Te Tumu in the medium terms. For these reasons Te Tumu should be considered as part of long-term timeframes.
13. For these reasons, the sensitivity analysis considers scenarios where housing outcomes are not provided in these two locations.
14. Discussions with group building companies with significant footholds in the Bay of Plenty and Waikato highlight a significant drop in the numbers of enquiries, and people through show homes and sales offices. This feedback is consistent across all price points of the market. This is affecting the new sales market.



Memorandum

Housing & Business Development Capacity Assessment

Legislation and Policy Changes

15. Council have advised that Plan Change 33, will be notified by August 2022. This Plan Change will bring the Tauranga City Plan in line with the residential housing and Medium Density Residential Standard (MDRS) requirements of the NPS-UD. Council have advised that other than where there are qualifying matters limiting its effect, it will enable significant housing capacity under the City Plan through increased heights (3 to 8 levels), increased density provisions (under the MDRS) and more streamlined consenting pathways than currently available.
16. With respect to the changes under Plan Change 33, we note:
 - a. The reality of the impacts of the MDRS will not be known until it has legal effect. Council is concentrating on understanding the outcomes of the legislation and infrastructure required to support intensification however, there are other commercial factors which are just as likely to influence brownfield intensification projects, including.
 - i. Land Values - will there be an immediate increase in land value for those properties which could develop under the MDRS framework vs those that cannot. Underlying land value is critical to brownfield development viability.
 - ii. How development will be funded and therefore developed - will property owners seeking development opportunities have to sell to developers to realise potential value or will property owners be able to cash flow pre-development costs and develop independent of developers. Unexperienced property owners have less expertise and experience to obtain presales in order to obtain funding.
 - iii. The required expertise for large scale development is generally serviced from outside the region at present. With all Tier 1 growth councils going through the same procedure, expertise in the industry will be at a premium. This is particularly critical for multistorey or high-density developments. As the market matures and expertise is more widespread the impact, and potential bottle necks on development will decrease.
 - b. Understanding how developments under the MDRS framework will be delivered is likely to impact on delivery or who is likely to deliver intensification projects and the rate of uptake. Obtaining funding for projects will be a significant hurdle to development, and therefore likely to remain the domain of developers.

Intensification

17. Reduced market confidence will impact on the brownfield presales market, in the short term. We would anticipate medium and high-density development will be slow over the short term of one to two years.
18. Development of multistorey residential housing will be led by the likes of Kāinga Ora. Kāinga Ora have made significant investment into purchasing a pipeline of development properties throughout the region and are having a considerable influence on the market. Short to midterm their influence has had the effect of raising land values of development sites and controlling developable properties. Long term Kāinga Ora can span or ride out downturns and therefore be able to deliver housing in slow markets which is a positive in a negative situation. However, this will also have a consequence of the degree of private sector bounce back following downturn.



Memorandum

Housing & Business Development Capacity Assessment

19. Brownfield development is slower moving and takes more time to deliver and therefore build momentum as a housing sector. We expect to see little, likely facilitated by unique opportunities, private led brown field development in the short term with momentum picking up through the medium term as market confidence grows,

Funding

20. The ability to source funding for development will become more difficult as presales become harder to obtain. Banking policies remain consistent, however development funding is inherently connected to presales, and therefore without presales development funding is difficult to source.
21. With show home traffic slowing down and anecdotal information provided by one of the major banks confirming the same, sales for new builds have slowed significantly through 2022. This will slow, if not stall private lead development in the short term. Pre committed developments will continue with reduced sales not filtering through to impact until 2023 supply.
22. Presales in the brownfield residential space takes longer, is more intensive and in the Tauranga market is in its infancy particularly compared to greenfield sales. Therefore, we would expect demand in the brownfield presales market adjustments to be more extreme than greenfield, slowing faster and increasing slower.

Inter-regional demand and supply

23. A reduction in greenfield supply in Tauranga will have a ripple effect into the wider region, outside of Tauranga City Council rohe. This ripple or halo market will continue to be serviced well by Omokoroa, Te Puke, Rotorua, Matamata, Morrisonville, Cambridge, and Te Awamutu, all who have large volumes of zoned residential land available, viable and generally infrastructure ready for development.

It is not realistic to assume constraining greenfield development will push development towards intensification. We would expect a lack of greenfield supply to result in drift towards these regional areas first, as buyers at the entry end of the market chase value and price point. Investment in regional transport infrastructure and the post-Covid shift in flexible working location has supported this shift.

24. Higher density development does not currently compete on price or value with the Tauranga greenfield housing, or the regional greenfield housing alternatives. High density apartment housing options generally provide smaller housing, for a higher price point.
25. Demand for new housing in Tauranga has traditionally been supported by inter regional migration. We are currently in a unique situation with New Zealand's borders being closed and remaining partially closed currently.

How immigration and migration bounce back when borders return to normal will have an impact on demand. Due to the unique situation, it is difficult to predict or forecast the impact of migration on supply and demand in the short term, and to normalise itself in the medium term.



Memorandum

Housing & Business Development Capacity Assessment

Recommendations

We have reviewed Councils' HBA data and assessments. We have analysed this considering the key influences and contextual factors on the greater Tauranga housing market.

Considering this, we recommend Council consider the following in finalising and adopting their HBA analysis:

- We forecast there will be a softening in the housing supply in the short term from the end of 2021, as larger scale private development slows down and rides out the uncertainty of the next 12-24 months.
- We believe demand for new housing will likely soften along with supply, but not to the same extent. We believe the drop in demand will be less significant than the drop in supply, as there is still considerable latent demand for housing in the area. This differential will continue to compound the housing supply shortfall until the market has a handle on the current constraints and market conditions improve. Some of the shortfall in supply will be provided by Kāinga Ora who operates outside general market conditions.
- In the short term, current market conditions will impact significantly on supply. Council forecasts for intensification to provide 20-30% of total demand in the short term, and we suggest a better target is the percentage of supply, set at circa 20% i.e., housing supply from urban areas for 2022/23 is 520, intensification would then be 130, $130/650 = 20\%$. Currently intensification supply based on demand is set at 239. We think this is too optimistic in the short term even with the influence of Kāinga Ora participating in this market.
- Changes to the District Plan through Plan Change 33 will reduce regulatory barriers to new infill housing and will provide greater opportunity for housing intensification but these are likely to have greater impacts on the mid and long-term housing supply metrics, as the market deals with challenges over the next few years. Although we would expect to see some larger high-density projects lead by Kāinga Ora and potentially other community housing providers entering the market. These large projects take time to come through and take at least two years from resources consent lodgement to the delivery of housing outcomes.
- Brownfield housing supply will not be at scale to influence housing shortfalls in the short term. We predict a greater reliance on existing greenfield development areas over the next five years than is forecast.
- Increase in intensification will likely slow for the next 24 months and gradually build momentum as confidence in the sector returns with the impacts on supply taking a further 24 months to influence housing supply numbers.

Ends



Impact of a housing shortage

An update of the effects on Tauranga City

NZIER report to Tauranga City Council

August 2022

About NZIER

NZIER is a specialist consulting firm that uses applied economic research and analysis to provide a wide range of strategic advice.

We undertake and make freely available economic research aimed at promoting a better understanding of New Zealand's important economic challenges.

Our long-established Quarterly Survey of Business Opinion and Quarterly Predictions are available to members of NZIER.

We pride ourselves on our reputation for independence and delivering quality analysis in the right form and at the right time. We ensure quality through teamwork on individual projects, critical review at internal seminars, and peer review.

NZIER was established in 1958.

Authorship

This report was prepared at NZIER by Christina Leung and Zhongchen Song.

It was quality approved by Michael Bealing.

The assistance of Sarah Spring is gratefully acknowledged.

Executive summary

Tauranga City Council provided NZIER with its housing shortage projections (as peer-reviewed by Veros Property Services) in order to assess the economic impact on Tauranga across a range of metrics. The population of Tauranga has continued to grow strongly in recent years, which has increased the demand for housing, and tightness in the Tauranga housing market has pushed up house prices and rents.

Under the baseline projections of the housing shortage growing to 867 dwellings in 2032 in the absence of competitive margins, we estimate this would lead to forgone GDP of \$224 million in three years and \$540 million in ten years. This reflects the cumulative population of 3,355 people who could not reside in Tauranga due to this projected housing shortfall.

In terms of the impact on housing costs, we estimate this projected housing shortfall without margins will see Tauranga median house prices rise to \$1.169 million and weekly rent rise to \$724 in ten years' time.

Meanwhile, under the baseline projections of the housing shortage growing to 3,140 dwellings in 2032 with competitive margins, we estimate this would lead to forgone GDP of \$436 million in three years and \$1.609 billion in ten years. This reflects the cumulative population of 14,951 people who could not reside in Tauranga due to this projected housing shortfall.

In terms of the impact on housing costs, we estimate this projected housing shortfall with margins will see Tauranga median house prices rise to \$1.612 million and weekly rent rise to \$998 in ten years' time.

Our discussions with a major Tauranga housing developer and builder indicates deteriorating housing affordability will encourage more Tauranga residents to move to neighbouring regions such as Rotorua, Matamata and Katikati.

NZIER estimates the housing shortage in 2021 to range from 4,267 to 5,295.

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1 Introduction

Tauranga City Council engaged NZIER to assess the economic impact of a housing shortage in Tauranga, given updated housing shortage projections. This follows from the work we undertook for Priority One in February 2020. The Council also asked us to assess past instances of housing market tightness on the Tauranga economy and estimate the current housing shortage in Tauranga.

Our analysis was based on updated projections from Tauranga City Council (peer-reviewed by Veros Property Services) that Tauranga will be undersupplied by 725 dwellings in 2025, with this gap growing to almost 867 dwellings by 2032. Tauranga City Council estimated that this shortage will be 1412 dwellings in 2025 and grow to 3140 dwellings by 2032 when competitive margins are included. (Table 1)¹

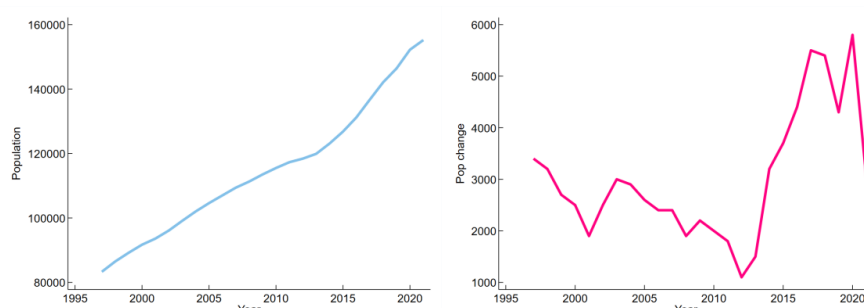
Table 1 Tauranga City and Western Bay of Plenty face a housing shortage

	Required	Forecast	Difference	Required (including competitive margins)	Difference (including competitive margins)
Short-term capacity 1 to 3 years	3,436	2,711	-725	4,123	-1,412
Medium-term capacity 4 to 7 years	4,501	4,049	-452	5,401	-1,352
Medium-term capacity 8 to 10 years	3,425	3,734	310	4,109	-375
Total dwellings to 10 years (cumulative)	11,361	10,495	-867	13,634	-3,140

Source: Tauranga City Council (peer-reviewed by Veros Property Services)

The population of Tauranga has continued to grow strongly in recent years, although there has been more volatility in annual growth more recently (see Figure 1). Stats NZ estimated the population of Tauranga city reached just over 155,000 in March 2021. This population growth will underpin increased housing demand.

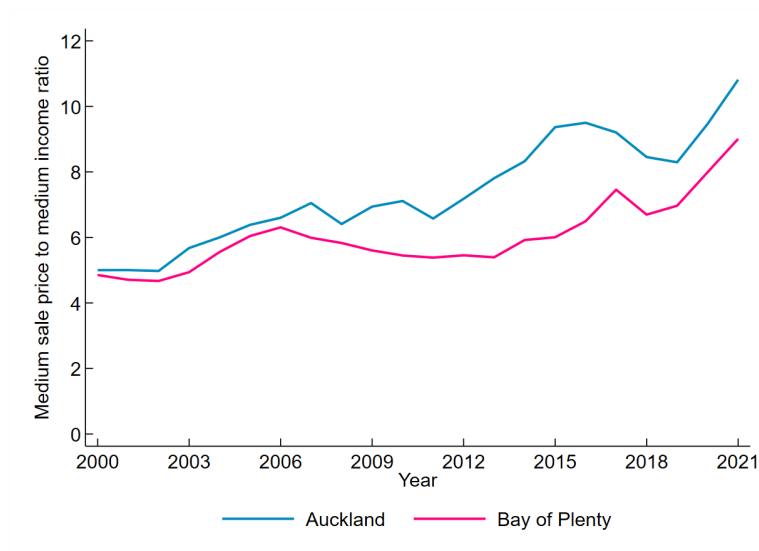
¹ In 2019, Tauranga City Council (peer-reviewed by Veros Property Services) had estimated that over the short-term (1–3 years), Tauranga and Western Bay of Plenty will be short of 910 dwellings. Over the medium-term (4–10 years) this will increase to 4,843 dwellings in 2019 (Tauranga City Council 2019).

Figure 1 Annual population growth in Tauranga

Source: NZIER, Stats NZ

There are various measures for housing affordability, with median house price to income a common measure used. An assessment of the median house price to median household income ratio indicates a deterioration in housing affordability. The ratio of median house prices to median household income has been rising in both the Auckland and Bay of Plenty regions since 2019.

Since 2012, housing affordability has deteriorated in Auckland. We consider this to have contributed to the continued growth in the Tauranga population in recent years, as high housing costs encouraged Auckland residents to move to neighbouring regions (see Figure 2).

Figure 2 Geographic spill-over effects of housing affordability

Source: NZIER, Stats NZ, REINZ

While very low interest rates have supported very strong demand for housing since 2020, as interest rates increased and credit conditions tightened from late 2021, housing demand has eased across the cities, including Tauranga. REINZ data for June 2022 showed the number of house sales in Tauranga city decreased by 39 percent from a year ago. With housing demand softening, the Tauranga housing market is loosening – this is reflected in the lift in the median number of days to sell a house from 30 days a year ago to 56 days in June 2022.

Tauranga house prices have fallen in recent months due to the weaker demand, but given the extent of the surge in house prices since 2020, they remain higher than year-ago levels. Median Tauranga house prices are 3.2 percent higher than as at June 2021, while the Bay of Plenty House Price Index (HPI), which takes into account the composition of houses sold, is 3 percent higher than year-ago levels.

Although recent adjustments to the Credit Contracts & Consumer Finance Act (CCCFA) regulations have eased some of the tightening in credit conditions which took place late last year, expectations of further increases in interest rates given the high inflation environment should continue to weigh on housing demand over the coming year. We expect that will also dampen housing demand in Tauranga.

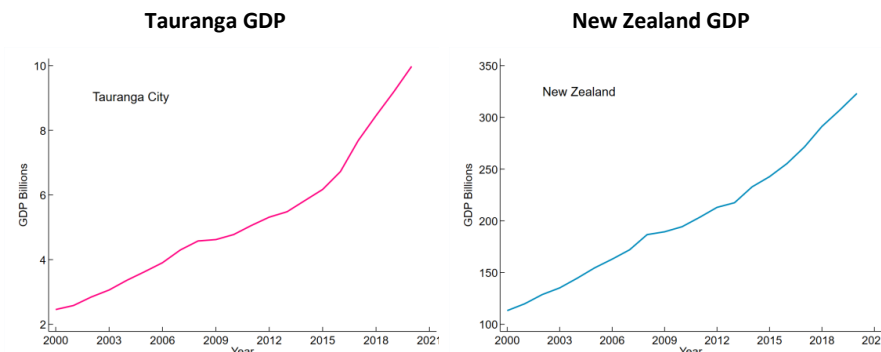
Stats NZ estimates that over the 2019–2021 period, 11,000 people have come from net migration in Tauranga city, representing around 84 percent of population growth. This consists of just over 5,200 from international migration and 5,900 from domestic internal migration. However, in light of the international border restrictions due to the COVID-19 pandemic, there has been a sharp decline in international migrants into the city since 2020. This is reflected in only 310 of the 2,300 migrants who moved to Tauranga city in 2021 were from overseas (Table 2).

Table 2 Tauranga City population change by components

	Natural Increase	Net migration	International migration	Internal migration	Population
2019	590	3,700	1,900	1,800	146,400
2020	690	5,000	3,000	2,100	152,200
2021	750	2,300	310	2,000	155,200
Total	2,030	11,000	5,210	5,900	

Source: Stats NZ, NZIER

Tauranga's economy has continued to grow faster than the national average in recent years – continuing the trend in place since 2015 (Figure 3). Nominal GDP in Tauranga city increased 8.5 percent over the year to 2020 – well above the 5.4 percent increase nationwide.

Figure 3 Nominal GDP – Tauranga and New Zealand

Source: NZIER, MBIE

2 Population growth and economic activity

The ability of housing supply and supporting infrastructure in Tauranga to respond to growing demand will remain an important influence on the city's future growth. Acute housing shortages will further deteriorate housing and rental affordability and constrain population growth, affecting economic activity. Conversely, an increase in housing supply will enable more people to live in Tauranga and contribute to economic growth in the city.

Hence any limitation on Tauranga's ability to accommodate new residents will affect the city's economic growth. Without development capacity, the Tauranga housing market will be less equipped to respond to demand with the construction of new housing supply.

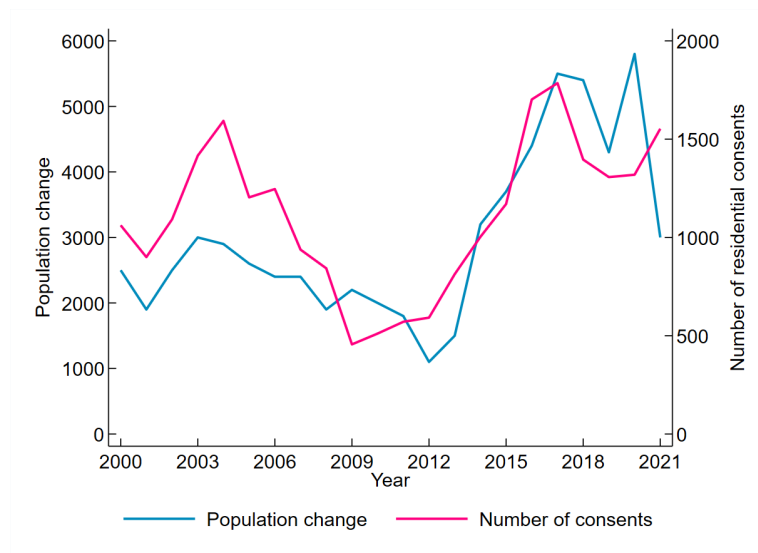
Since 2018, per capita (nominal) GDP in Tauranga has overtaken that of New Zealand, suggesting a greater improvement in the standard of living for Tauranga residents relative to the national average (see Figure 4).

Figure 4 GDP per capita has continued to grow in Tauranga

Source: NZIER, MBIE, RBNZ

Population growth and residential consent issuance in Tauranga have diverged over 2021, as new dwelling consent issuance picked up despite the slowing in population growth. New dwelling consent issuance and population growth have tended to move in line, as consent issuances signal development intentions in the market, while new housing supply enables more people to reside in Tauranga. However, divergences can occur when labour shortages and land availability constrain residential construction's ability to respond to the increased housing demand from population growth.

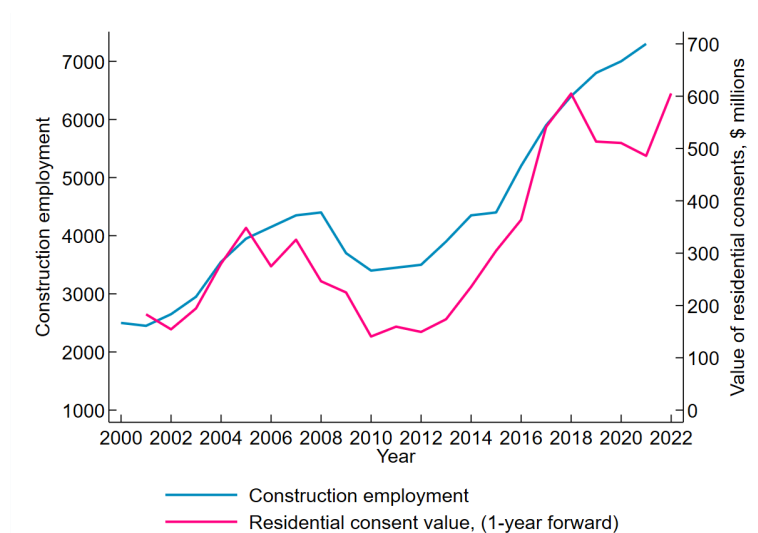
Should residential construction be unable to respond to the increase in housing demand that results from population growth, housing shortages can result. This hampers further population growth, leading to forgone opportunities. In contrast, over the past year, the number of new dwelling consents issuance has been greater than the increased housing demand implied by population growth (see Figure 5). This has meant some catching up in the increase in new housing supply in response to the earlier growth in the Tauranga population.

Figure 5 Divergence in new residential consents and population growth

Source: Stats NZ

Figure 6 shows growth in construction employment tends to follow development intentions with a lag of around one year, as more workers are hired to carry out residential construction. However, since 2019 construction employment has continued to increase even as the value of consent issuance declined.

Figure 6 Construction employment continued to grow even as development intentions softened



Source: Stats NZ

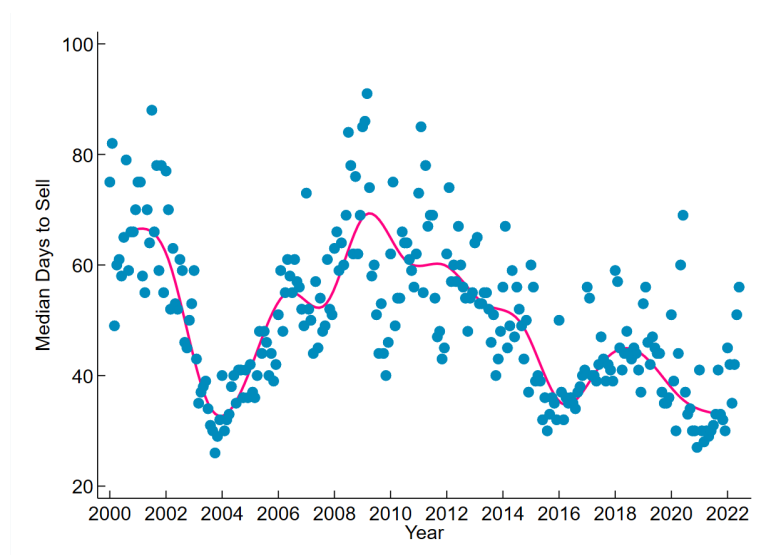
3 Past instances of a constrained housing market in Tauranga

The median days it takes to sell a house provides an indicator of the degree of tightness in the housing market – a low number of days taken to sell a house suggests demand is high relative to housing supply.

Figure 7 shows the median days to sell in Tauranga. The blue points show actual median sales days, while the pink line shows the trend over this period. These observations indicate when Tauranga had very high demand for residential property, which we can then compare with other movements in the Tauranga housing market. The years 2004, 2016 and the end of 2020 to early 2021 are of interest as they were when median days to sell were at their lowest – indicating periods of very tight supply in the Tauranga housing market.

Median days to sell have risen markedly in Tauranga in recent months, as a softening in housing demand reduces the tightness in the housing market.

Figure 7 Low median days to sell show periods of Tauranga housing market tightness

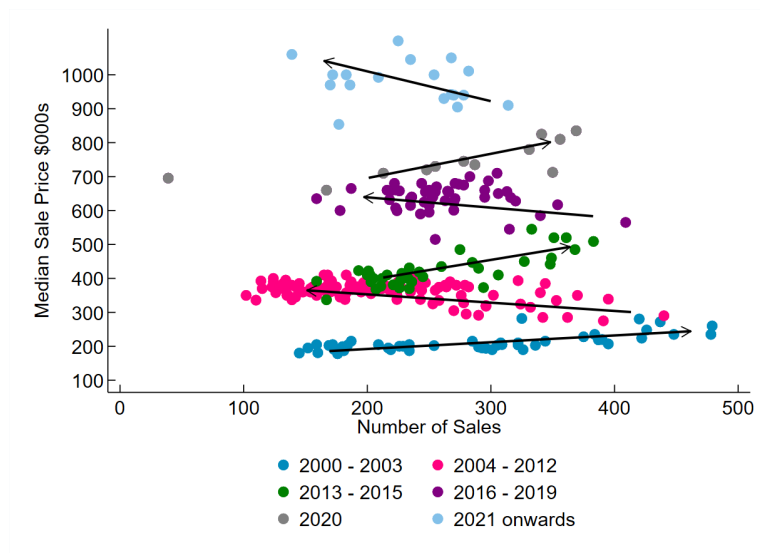


Source: NZIER, REINZ

3.1 Housing tightness and housing price

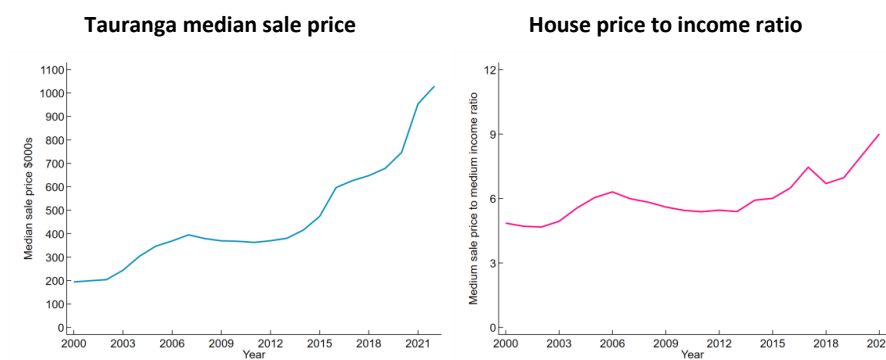
Looking at previous instances of tightness in the Tauranga housing market, which involved both high house sales and prices in 2004, we see that increasing house prices is met with a combination of 1) decreasing sales as households are no longer willing to pay the higher prices, and 2) new housing supply from residential construction (see Figure 8).

We see the same transition and adjustment occurring over 2013–2015, where high demand pushes house prices upwards until the market re-adjusts. When housing demand is greater than supply, house prices increase, which eventually encourages residential construction as much as capacity constraints allow. These periods of transition illustrate the dynamics of the Tauranga housing market and the extent to which Tauranga house prices increase in periods of very acute housing shortages.

Figure 8 High housing demand relative to supply drives house prices upwards

Source: NZIER, REINZ

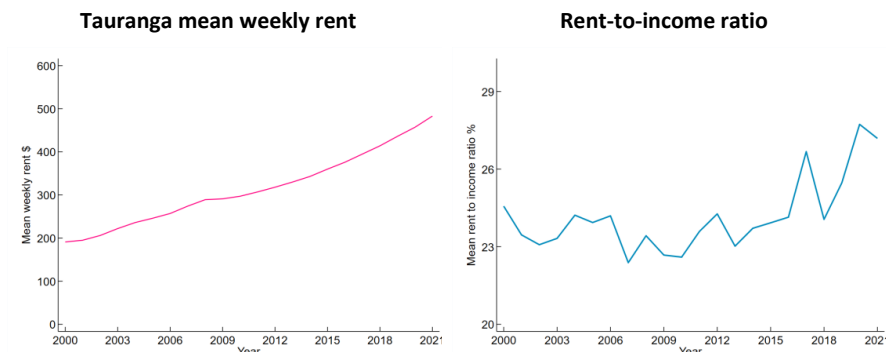
The surge in house prices since 2014 has far outpaced household income growth in the Bay of Plenty. This has led to an increase in the house price to income ratio for the region (Figure 9).

Figure 9 Seasonally adjusted house prices and house price to income ratios

Price-to-income ratio measures related to the Bay of Plenty.

Source: NZIER, REINZ, Stats NZ

Similarly, tight housing supply pushed up rents in Tauranga, with rental inflation also outpacing income growth (see Figure 10). The continued rise in rents in recent years has led rental inflation to rise to over 27 percent of household income in the Bay of Plenty region in 2020, although there has been a slight easing in 2021. The deterioration in both housing and rental affordability in Tauranga due to housing supply constraints would constrain growth in the city, as high housing costs discourage people from living in Tauranga.

Figure 10 Rents and rent to income ratios

Price-to-income ratio measures related to the Bay of Plenty.

Source: NZIER, MBIE, Stats NZ

3.2 Housing market tightness and business activity

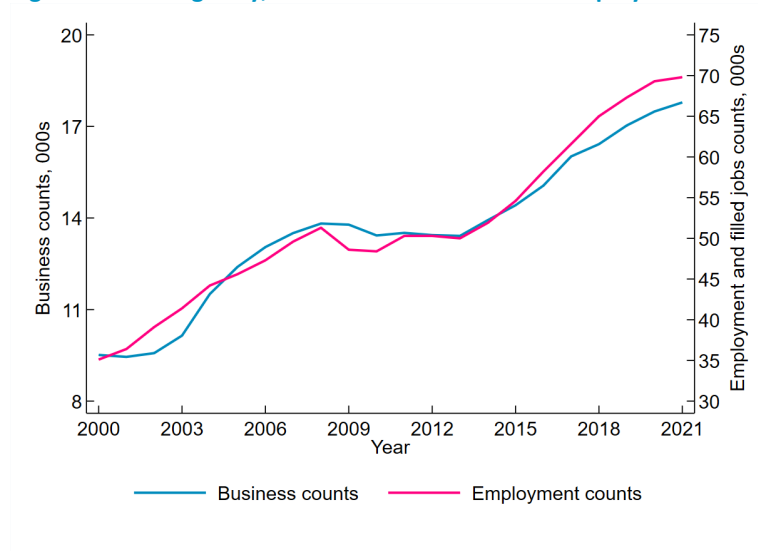
Data on business activity during periods of Tauranga housing market tightness is mixed. Stats NZ *Business Demography* data shows the number of businesses in Tauranga has been trending higher since 2000. In assessing the periods where the Tauranga housing market was particularly tight in 2004, 2016 and 2021, there was a lift in the number of businesses in each of those years (see Table 3 and Figure 11). Employee counts also increased in those periods, while filled jobs (which only goes back to 2011) also increased in 2016 and 2021.²

² Stats NZ notes that the count of employed persons and filled jobs have some overlap, in the form of paid employees filling a job. The difference between the count of filled jobs and paid employees can be attributed to factors like additional jobs held by multiple job holders and jobs filled by employees, not within the usual resident population. Total employed persons also include some people who aren't included in the filled job count, such as the self-employed and unpaid family workers.

Table 3 Tauranga city number of businesses and employees

Years	Business counts	Employee counts	Filled jobs
2000	9,513	35,100	
2001	9,450	36,400	
2002	9,573	39,100	
2003	10,146	41,400	
2004	11,508	44,200	
2005	12,399	45,600	
2006	13,047	47,300	
2007	13,506	49,600	
2008	13,818	51,300	
2009	13,782	48,600	
2010	13,428	48,400	
2011	13,512	50,300	41,674
2012	13,440	50,300	41,920
2013	13,413	50,000	42,694
2014	13,929	51,900	43,721
2015	14,418	54,600	45,403
2016	15,060	58,200	47,784
2017	16,017	61,600	49,639
2018	16,419	65,000	51,367
2019	17,031	67,300	54,285
2020	17,490	69,300	55,093
2021	17,787	69,800	57,815

Source: StatsNZ, NZIER

Figure 11 Tauranga city, number of businesses and employees

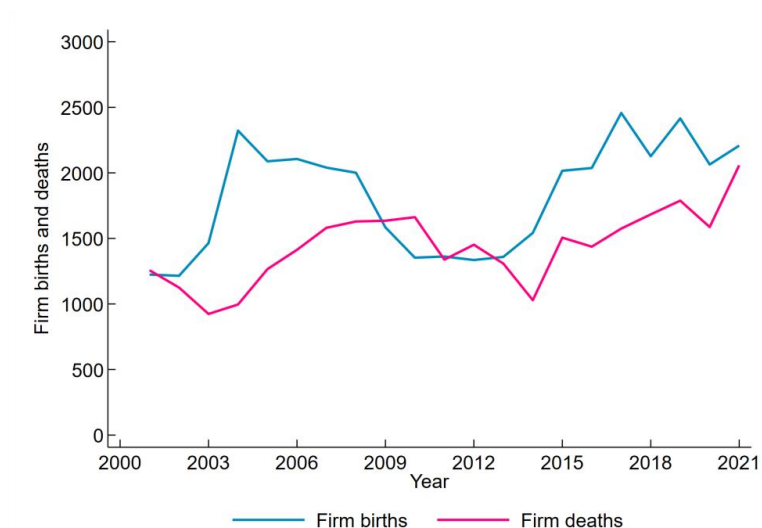
Source: Stats NZ, NZIER

Meanwhile, Stats NZ *Business Demography* data shows a lift in firm deaths in Tauranga in 2004, 2016 and 2021 (see Table 4). Firm births in Tauranga were more mixed, with a decline in 2004 but increases in 2016 and 2021. Overall, these results suggest periods of acute tightness in the Tauranga housing market may have contributed to greater business turnover.

Table 4 Tauranga firm births and deaths

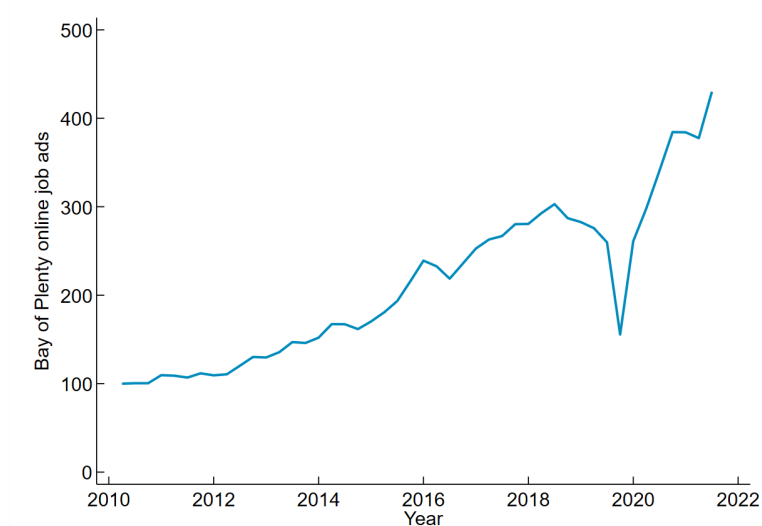
Years	Firm births	Firm deaths
2001	1,224	1,257
2002	1,215	1,125
2003	1,464	924
2004	2,322	996
2005	2,088	1,266
2006	2,106	1,413
2007	2,040	1,581
2008	2,001	1,629
2009	1,584	1,635
2010	1,353	1,662
2011	1,362	1,338
2012	1,335	1,452
2013	1,359	1,308
2014	1,542	1,029
2015	2,016	1,506
2016	2,037	1,437
2017	2,457	1,575
2018	2,127	1,683
2019	2,415	1,788
2020	2,064	1,587
2021	2,208	2,058

Source: Stats NZ, NZIER

Figure 12 Tauranga city firm deaths trending higher in recent years

Source: Stats NZ, NZIER

The Ministry of Business, Innovation and Employment (MBIE) data on online job ads only goes back to 2010. Beyond the upward trend since 2010 and sharp drop and subsequent rebound during the first COVID-19 lockdown in 2020, there is no discernible impact of acute Tauranga housing market tightness on job vacancies in the Bay of Plenty (see Figure 13).

Figure 13 Bay of Plenty online job vacancies have trended higher since 2010

Source: MBIE, NZIER

4 Estimating the effects of a housing shortage in Tauranga

The residential housing market is comprised of interrelated markets for sales and rentals, each with their own geographic and price-band sub-markets that react to each another.

Outcomes are determined by conditions in – and interactions between – a number of individual markets: the market to rent a house, the market to own a house, and the market to build a house (which is, in turn, affected by the market for land).³

Tauranga City Council (peer-reviewed by Veros Property Services) estimated a shortage of 725 dwellings over the short-term (1 to 3 years) and 452 dwellings over the medium-term of 4 to 7 years. Beyond that, it estimates an excess supply of housing of 310 dwellings over the 8-to-10-year period. Applying the same methodology used in the last assessment, we estimate what this housing shortage and subsequent excess housing could mean for the Tauranga economy (further detail on our methodology can be found in Appendix A). In addition, we also estimate the effect of the housing shortage when competitive margins are included in our calculations.

We interpolate the years between the time periods in the scenarios provided by Tauranga City Council on an annual basis, assuming that the change in dwelling shortage will be constant year on year. We then adopt the current 2.41 person per dwelling ratio to estimate the population forgone due to the shortage. This is used to capture the cumulative effect of the dwelling shortage, i.e. the population in Year 1 will contribute to GDP over multiple years.

4.1 Estimated population forgone

Using this housing shortage estimate provided by Tauranga City Council (peer-reviewed by Veros Property Services), we estimate that 1,747 new residents over the short term and 3,355 new residents over the medium term will be unable to move to Tauranga due to housing constraints in the baseline scenario.

The housing shortage forecasts provided to us have demand for housing surpassing supply in the short and medium-term, but housing supply surpassing demand in the long term beyond 2032. Applying our methodology to Tauranga City Council's estimate of excess housing supply would suggest that, conversely, more people would move to Tauranga as a result of the new housing in the market over the long term.

Our estimates show that 3403 new residents over the short term and 14951 new residents over the medium term of 10 years will be unable to move to Tauranga due to housing constraints when competitive margins are being considered.

Our simplified methodology does not consider this feedback effect and assumes a constant person per dwelling and GDP per capita. In reality, the population in Tauranga would unlikely grow to that extent, given that excess housing supply would induce a decline in house prices, discouraging the development of new housing. This would limit the extent to which house prices would fall and, in turn, how much the Tauranga population and GDP would actually grow by.

³ A closer look at some of the supply and demand factors influencing residential property markets (Watson, 2013). Reserve Bank of New Zealand Analytical Note 2013/11 <https://www.rbnz.govt.nz/-/media/project/sites/rbnz/files/publications/analytical-notes/2013/an2013-11.pdf?revision=5f2ad9d5-e9a8-4837-b456-84a6aae50ebf>

4.2 The estimated effect on GDP

Applying our methodology and holding GDP per capita constant over the short-term (i.e. 1–3 years), we estimate the housing shortage constrains growth, leading to forgone GDP of \$224 million over the short-term period of three years. Over the medium term, this will lead to forgone GDP of \$566 million in seven years.

Beyond that, as the housing supply starts to increase and leads to an excess supply in housing (as estimated by Tauranga City Council), this will offset some of the GDP forgone in the earlier years (see Figure 14). This will lead to forgone GDP of \$540 million in 10 years' time (see Table 5).

We estimate that GDP forgone will be \$436 million over the short-term period of three years and \$1.609 billion in 10 years if we consider competitive margins (Figure 15).

Table 5 Impact of housing shortage on GDP

Years with shortage	Cumulative population impact	Cumulative GDP impact \$m	Cumulative population impact (With margins)	Cumulative GDP impact \$m (With margins)
Year 1	-582	-37	-1134	-73
Year 2	-1,747	-112	-3403	-218
Year 3	-1,747	-224	-3403	-436
Year 4	-3,329	-325	-6771	-652
Year 5	-1,418	-416	-3331	-865
Year 6	-2,671	-496	-6625	-1,076
Year 7	-3,759	-566	-9884	-1,284
Year 8	-4,236	-596	-12357	-1,443
Year 9	-4,102	-588	-14047	-1,551
Year 10	-3,355	-540	-14951	-1,609

Source: NZIER

Figure 14 Estimated impact of a housing shortage on GDP – baseline

\$ millions

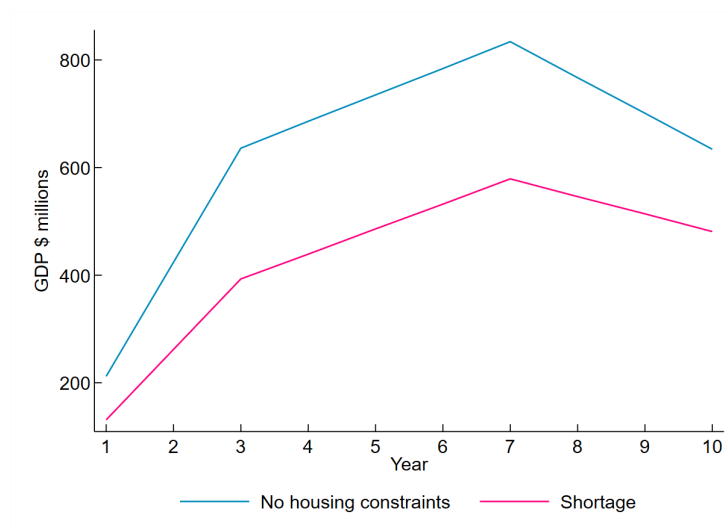


* Shortage as projected by Tauranga City Council (peer-reviewed by Veros Property Services), which they estimate to be excess housing supply from Year 8 onwards.

Source: NZIER

Figure 15 Estimated impact of a housing shortage on GDP – baseline (with margins)

\$ millions



* Shortage as projected by Tauranga City Council (peer-reviewed by Veros Property Services), which they estimate to be excess housing supply from Year 8 onwards.

Source: NZIER

4.3 Effect on the construction sector

We estimate the short-term housing shortage means construction employment is lower by 154-325 workers relative to an unconstrained market (on the assumption that labour productivity remains constant). Meanwhile, the 4–7 year (medium term) estimated housing shortage means construction employment is lower by 96–203 workers. These figures represent the number of jobs in residential construction which do not exist because growth is constrained, compared with the counterfactual scenario where residential construction was able to grow to fulfil the shortage. However, beyond that, as housing supply surpasses housing demand, construction employment is expected to go up by 66–139 workers in the 8–10 year (medium term).

In terms of the impact on the construction industry, we estimate this will be a \$20–\$42 million loss of construction GDP over the short term.

When we base our estimates on housing shortage estimates with competitive margins, we estimate that the construction sector will be reduced by 300–634 workers in the short term and by 80–168 workers in the medium term. There will also be a \$39\$82 million loss of construction GDP over the short term, a \$37 - \$ 78 million loss in the medium term of 4 – 7 years, and \$10–\$22 million loss in the medium term 8 – 10 years.

Table 6 Impact of housing shortage on construction employment and construction GDP – baseline

Years with shortage	Construction employment impact	Construction GDP impact \$m	Construction employment impact (With margins)	Construction GDP impact \$m (With margins)
1–3 years	-154 to -325	-20 to -42	-300 to -634	-39 to -82
4–7 years	-96 to -203	-12 to -26	-288 to -607	-37 to -78
8–10 years	66 to 139	8 to 18	-80 to -168	-10 to -22

Source: NZIER

4.4 Effect on house prices and rents

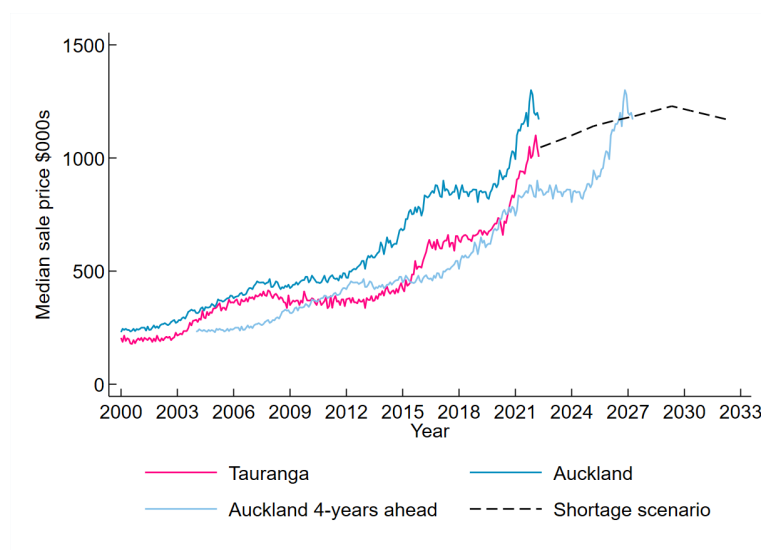
We estimate house price elasticities from previous periods of housing market tightness and find that the short-term housing shortage should see Tauranga house prices increase by around \$47,111 per annum. Over the medium term, we estimate that the housing market shortage would see Tauranga house prices increase by \$20,122 to \$22,014 per annum.⁴

These house price increases are significant, and a comparison with Auckland – a region that has faced severe housing shortages – shows that this is unlikely to persist over the long-term period of 10 years. The Auckland experience shows that house prices plateau after a surge in prices as the housing market bumps up against affordability constraints, with 1) new housing supply coming on board through residential construction and 2) easing demand as people move to more affordable regions. Past experiences of acute tightness in the Tauranga housing market also show strong house price growth, typically followed by a ramp-up in housing construction.

⁴ We apply the house price elasticities we estimated based on the previous periods of acute housing market tightness we had identified.

Hence the dotted line of the Tauranga City Council shortage scenario in Figure 16 represents what Tauranga house prices would likely do should there be no supply (through residential construction) and demand (through an easing in the number of people moving to Tauranga) response. This estimate represents what is likely to happen to house prices in the future should the housing shortage develop, according to estimates provided by Tauranga City Council.

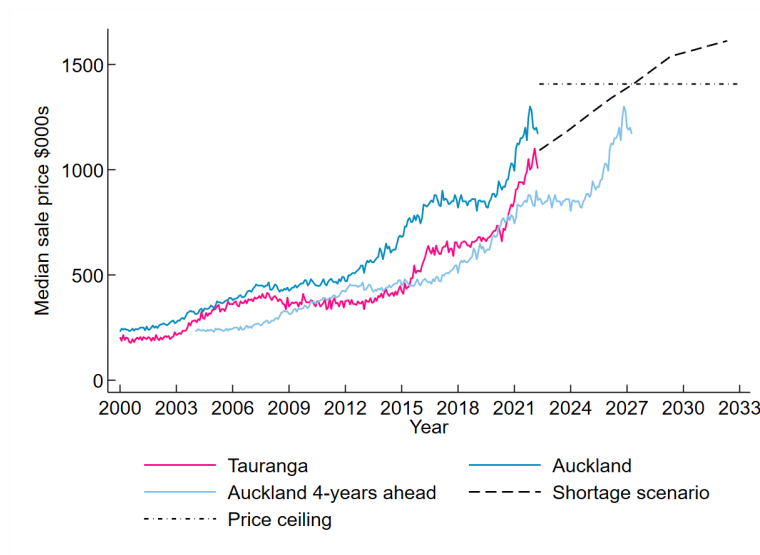
Figure 16 Estimated effect on Tauranga house prices – baseline



Source: NZIER, REINZ

When housing shortage with competitive margins is considered, we estimate that the short-term housing shortage would see Tauranga house prices increase by around \$91,779 per annum. Over the medium term, we estimate that the housing market shortage would see Tauranga house prices increase by \$24,397 to \$65,898 per annum. Table 7 shows our estimated house prices and rents under each of the housing shortfall projections with and without margins.

Although there is much uncertainty over when we would hit the next affordability ceiling for the Tauranga housing market, by our estimates under the housing shortfall projections with margins, the median Tauranga house price would be around \$1,407,133 in 5 years' time (Figure 17). At around this point, affordability constraints/price ceiling would likely see a response, in the form of either a supply and/or demand response.

Figure 17 Estimated effect on Tauranga house prices – baseline (with margins)

Source: NZIER, REINZ

Table 7 Impact of housing shortage on house price and rent – baseline

Years with shortage	Median sale price \$000s	Mean weekly rent \$	Median sale price \$000s (With margins)	Mean weekly rent \$ (With margins)
Current	1,000	620	1,000	620
Year 1	1,047	649	1,092	677
Year 2	1,094	678	1,184	733
Year 3	1,141	707	1,275	790
Year 4	1,163	721	1,341	831
Year 5	1,185	735	1,407	872
Year 6	1,207	748	1,473	912
Year 7	1,229	762	1,539	953
Year 8	1,209	749	1,563	968
Year 9	1,189	737	1,588	983
Year 10	1,169	724	1,612	998

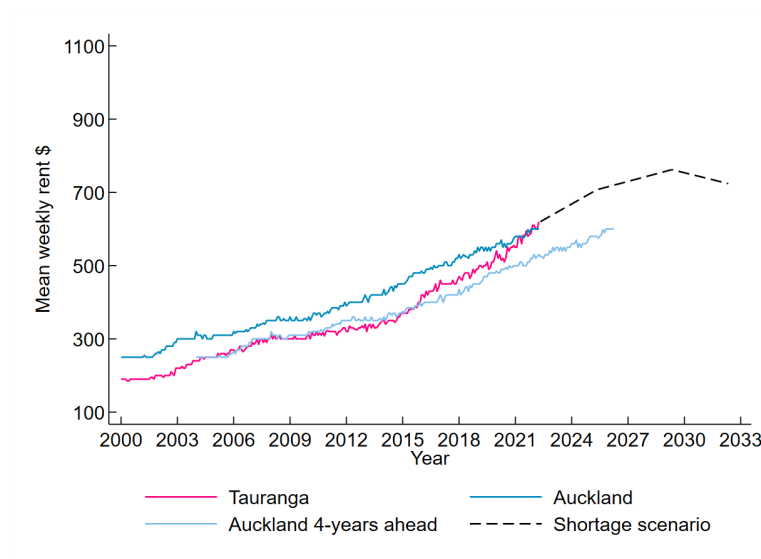
Source: NZIER

In considering what house price inflation would be under 'normal' circumstances, house prices tend to be stable when new housing supply increases in response to increased demand. A rough rule of thumb for house price inflation is when the housing market is considered to be in balance is around 2 percent – the mid-point of the Reserve Bank's medium-term inflation target band.

Should residential construction be constrained and be unable to meet increased housing demand, then significant increases in Tauranga house prices over the coming years are likely to result from the housing shortage.

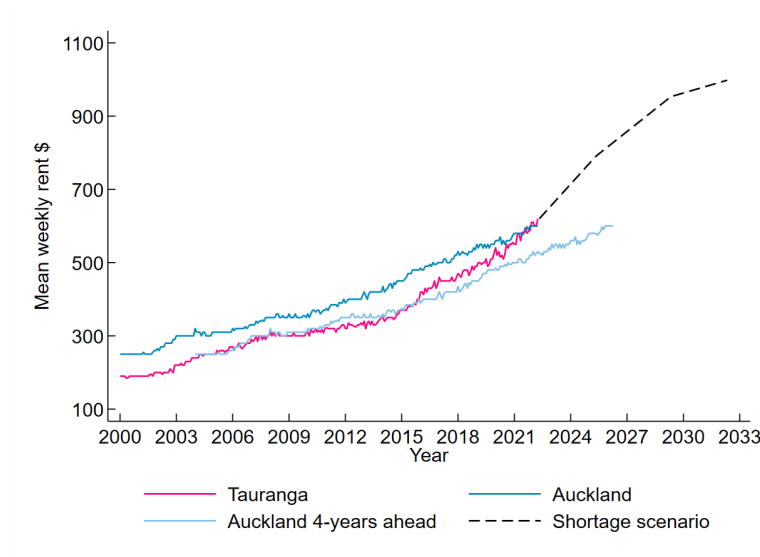
Similarly, constraints on housing will also put further upward pressure on Tauranga rents. Based on those same periods of housing market tightness and the extent of housing constraints we highlighted in section 3, on the assumption that rent price changes proportionately to house prices, we estimate that mean weekly rent will increase by \$104 over the next ten years. This compares to the \$215 increase in mean weekly rent in Tauranga over the past ten years (Figure 18).

Figure 18 Estimated effect on rents – baseline



Source: NZIER, MBIE

However, under competitive margins, we estimate that mean weekly rent will increase by \$378 over the next ten years (Figure 19).

Figure 19 Estimated effect on rents – baseline (with margins)

Source: NZIER, MBIE

4.5 Forecasts versus actual outturns in our 2020 report

Table 8 below compares the forecasts of Tauranga house prices from our 2020 report to actual, as well as our updated forecasts. Tauranga house prices turned out weaker than our 2020 forecast for the 2020 year but stronger for the 2021 and 2022 years. This difference largely reflects the impact of the COVID pandemic, with the outbreak leading to initial uncertainty over its economic impact before substantial policy stimulus boosted housing demand and house prices.

Table 8 Forecasts versus actuals, median house price, \$ 000s

Years with shortage	Actual median house price	Forecast in our 2020 report	New forecast in this report (Baseline)
2020	695	720	
2021	837	760	
2022	1000	800	
2023		883	1,047
2024		967	1,094
2025		1,050	1,141
2026		1,133	1,163
2027		1,212	1,185
2028		1,299	1,207
2029		1,382	1,229

Source: NZIER, REINZ. House prices measured at June each year.

5 Sensitivity testing

Tauranga City Council also asked us to carry out our assessment based on different scenarios in terms of changes in the projections of housing shortages (and excess housing supply over the long term). We replicate our earlier analysis for these scenarios to assess the impact on GDP, population, construction employment, house prices and rents (with the latter two effects taking into account affordability constraints).

5.1 Scenario 1: higher intensification

Tauranga City Council (peer-reviewed by Veros Property Services) provided alternative projections that Tauranga will be undersupplied by 549 dwellings in 2025. However, as supply begins to pick up in the medium term, Tauranga City Council estimated this gap will be narrowed to 206 dwellings in 2032 (see Table 9).

Table 9 Housing shortage: higher intensification – Scenario 1

	Difference
Short-term capacity	
1 to 3 years	-549
Medium-term capacity	
4 to 7 years	-46
Medium-term capacity	
8 to 10 years	389
Total Dwellings to 10 years (cumulative)	-206

Source: Tauranga City Council (peer-reviewed by Veros Property Services)

5.1.1 Estimated population and GDP forgone

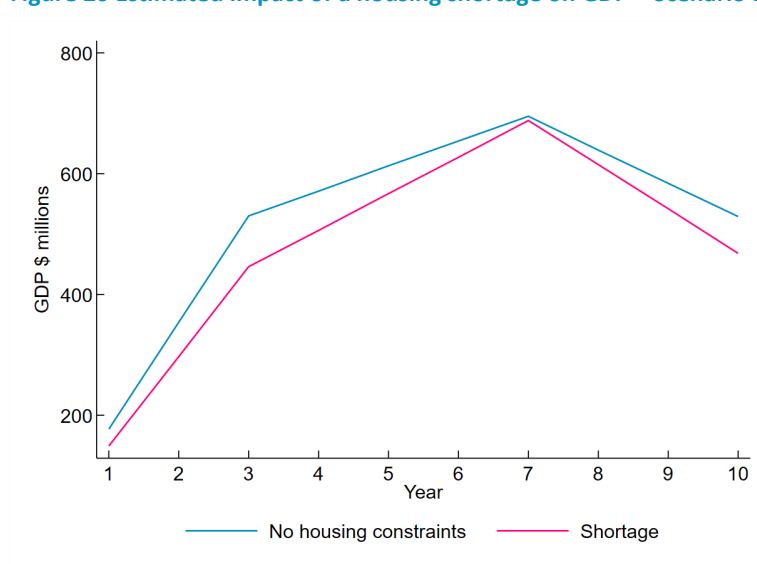
Based on these alternative housing shortage projections, we estimate that 1,324 new residents will be unable to move to Tauranga in the short term (i.e. three years). However, as housing supply starts to pick up by more than the increase in housing demand, we can expect this projected excess supply of housing to attract 521 new residents to Tauranga in 10 years.

By holding GDP per capita constant over the short term (i.e. 1–3 years), we estimate this constraint on growth will lead to forgone GDP of \$170 million over the short-term period of three years. Over the medium term, this will lead to forgone GDP of \$315 million in seven years' time and forgone GDP of \$202 million in 10 years' time (see Table 10). Figure 20 shows the impact of this alternative projection of housing shortage on GDP.

Table 10 Impact of housing shortage on GDP – Scenario 1

Years with shortage	Cumulative population impact	Cumulative GDP impact \$m
Year 1	-441	-28
Year 2	-1324	-85
Year 3	-1324	-170
Year 4	-2344	-235
Year 5	-718	-281
Year 6	-1133	-307
Year 7	-1245	-315
Year 8	-1007	-299
Year 9	-418	-262
Year 10	521	-202

Source: NZIER

Figure 20 Estimated impact of a housing shortage on GDP – Scenario 1

Source: NZIER

5.1.2 Effect on the construction sector

We estimate under this alternative projection in a housing shortage that construction employment is lower by 117–246 workers in the short term relative to an unconstrained market (on the assumption that labour productivity remains constant). Meanwhile, the projected housing shortage over the 4–7 year medium term means construction employment is lower by 10–21 workers. These estimates represent the number of jobs in residential construction which do not exist because growth is constrained, compared with the counterfactual scenario where residential construction was able to grow to fulfil the

shortage. However, as housing supply is projected to surpass housing demand, construction employment is expected to go up by 83–175 workers in the 8–10 year medium term and 1,034–2,181 workers in the long term.

In terms of the impact on the construction industry, we estimate this could result in a \$15 million–\$32 million loss of GDP over the short term, an additional \$1–\$3 million loss of GDP over the medium term of 4–7 years. As housing supply starts to pick up, there will be a gain in construction GDP of \$11–\$22 million in the medium term of 8–10 years (Table 11).

Table 11 Impact of housing shortage on construction employment and construction GDP – Scenario 1

Years with shortage	Construction employment impact	Construction GDP impact \$m
Short-term 1–3 years	-117 to -246	-15 to -32
Medium-term 4–7 years	-10 to -21	-1 to -3
Medium-term 8–10 years	83 to 175	11 to 22

Source: NZIER

5.1.3 Effect on house prices and rents

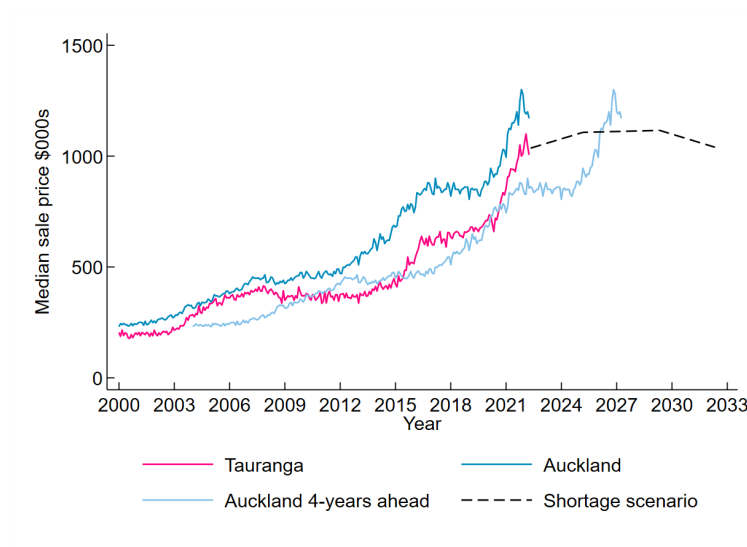
We estimate what the projected housing shortage in the short and medium term and the excess supply of housing in the long term means for Tauranga house prices and rents. As discussed earlier, in line with our previous analysis, this assessment is based on our assumption that GDP per capita, labour productivity, house prices and rent elasticity remain constant. In reality, the decline in house prices and rents as the housing supply increases will discourage the development of new housing such that the housing supply would not build up to the projected excess. This feedback effect means house prices and rents would unlikely fall to the extent we estimate, given that excess housing would unlikely build up to the projected extent.

We used the same house price elasticities as we estimated in the previous section and found that the short-term housing shortage should see Tauranga house prices increase by around \$35,695 per annum. However, over the medium term, between 8–10 years, we estimate that the housing market shortage would see Tauranga house prices decrease by \$25,361 per annum (see Table 12 and Figure 21).

Table 12 Impact of housing shortage on house prices and rents – Scenario 1

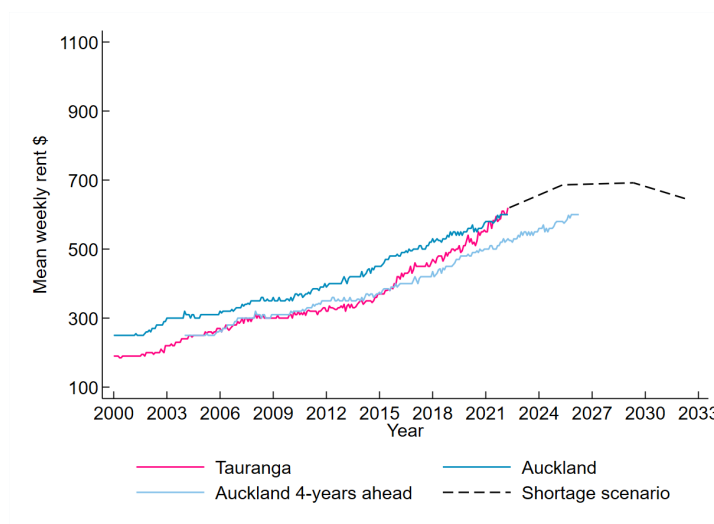
Years with shortage	Median sale price \$000s	Mean weekly rent \$
Current	1000	620
Year 1	1036	642
Year 2	1071	664
Year 3	1107	686
Year 4	1109	688
Year 5	1112	689
Year 6	1114	690
Year 7	1116	692
Year 8	1091	676
Year 9	1066	661
Year 10	1040	645

Source: NZIER

Figure 21 Estimated effect on Tauranga house prices – Scenario 1

Source: NZIER

Based on those same periods of housing market tightness and the extent of housing constraints we highlighted in section 3, on the assumption that rental yields remain constant, we estimate that mean rents increase by \$25 over ten years (Figure 22).

Figure 22 Estimated effect on rents – Scenario 1

Source: NZIER

5.2 Scenario 2: no Te Tumu (medium term) and lower intensification

As a second sensitivity test, Tauranga City Council provided an alternative projection that Tauranga will be undersupplied by 893 dwellings in 2025. This gap is expected to grow to 1,954 dwellings in 2032 (see Table 13).

Table 13 Housing shortage: higher intensification – Scenario 2

	Difference
Short-term capacity	
1 to 3 years	-893
Medium-term capacity	
4 to 7 years	-752
Medium-term capacity	
8 to 10 years	-309
Total Dwellings to 10 years (cumulative)	-1,954

Source: NZIER

5.2.1 Estimated population and GDP forgone

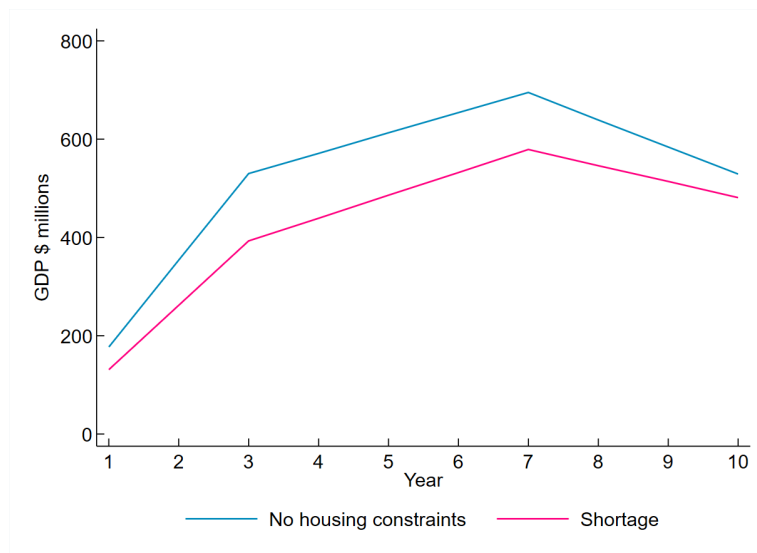
Using the projected housing shortage in Scenario 2, we estimate that 2,152 new residents over the short term (3 years) and 8,993 residents over the medium term (10 years) will be unable to move to Tauranga.

Under our assumption of constant GDP per capita, over the short term, we estimate this constraint on growth will lead to forgone GDP of \$276 million over the short-term period of three years. Over the medium term, this will lead to forgone GDP of \$772 million in seven years and forgone GDP of \$984 million in 10 years (Table 14 and Figure 23).

Table 14 Impact of housing shortage on GDP – Scenario 2

Years with shortage	Cumulative population impact	Cumulative GDP impact \$m
Year 1	-717	-46
Year 2	-2152	-138
Year 3	-2152	-276
Year 4	-4219	-408
Year 5	-1982	-535
Year 6	-3879	-656
Year 7	-5690	-772
Year 8	-7147	-866
Year 9	-8247	-936
Year 10	-8993	-984

Source: NZIER

Figure 23 Estimated impact of a housing shortage on GDP – Scenario 2

Source: NZIER

5.2.2 Effect on the construction sector

With the projected housing shortage, we estimate construction employment will be lower by 190–401 workers relative to an unconstrained market (on the assumption that labour productivity remains constant). Meanwhile, the projected housing shortage over 4 to 7 years means construction employment is lower by 160–337 workers, while the projected housing shortage over 8 to 10 years means construction employment is lower by 66–139. These figures represent the number of jobs in residential construction which do not exist because growth is constrained, compared with the counterfactual scenario where residential construction was able to grow to fulfil the shortage. However, as housing supply surpasses housing demand in the long term, construction employment is expected to go up by 647–1,364 workers.

In terms of the impact on the construction industry, we estimate this will be a \$24–\$52 million loss of construction GDP over the short term, a \$21–\$43 million loss over 4 – 7 years, and loss of \$8–\$18 million over 8 to 10 years (Table 15).

Table 15 Impact of housing shortage on construction employment and construction GDP – Scenario 2

Years with shortage	Construction employment impact	Construction GDP impact \$m
Short-term 1–3 years	-190 to -401	-24 to -52
Medium-term 4–7 years	-160 to -337	-21 to -43
Medium-term 8–10 years	-66 to -139	-8 to -18

Source: NZIER

5.2.3 Effect on house prices and rents

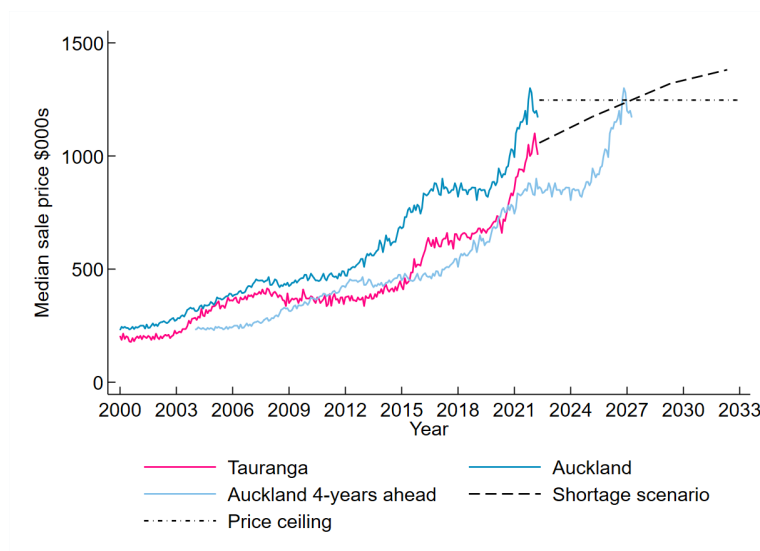
Applying the same house price elasticities for consistency, we find that the projected short-term housing shortage should see Tauranga house prices increase by around \$58,029 per annum. As the housing shortage is projected to continue, we estimate that Tauranga house prices will increase by \$36,642 per annum in 4 to 7 years and \$20,098 per annum in 8 to 10 years.

Past instances of acute tightness in the Tauranga and Auckland housing markets suggest such strong house price growth under housing shortage conditions can only last for around 4–5 years (2004–2008 for Tauranga, 2012–2017 for Auckland). Although there is much uncertainty over when we will hit the next affordability ceiling for the Tauranga housing market, we estimate the median Tauranga house price would be around \$1,247,372 by Year 5 (Table 16). At around this point, affordability constraints would likely see a response through a push-back in demand and/or an increase in new housing supply (Figure 24). These feedback effects should limit the extent to which house prices and rents rise further.

Table 16 Impact of housing shortage on house prices and rents – Scenario 2

Years with shortage	Median sale price \$000s	Mean weekly rent \$
Current	1000	620
Year 1	1058	656
Year 2	1116	692
Year 3	1174	728
Year 4	1211	750
Year 5	1247	773
Year 6	1284	796
Year 7	1321	818
Year 8	1341	831
Year 9	1361	843
Year 10	1381	855

Source: NZIER

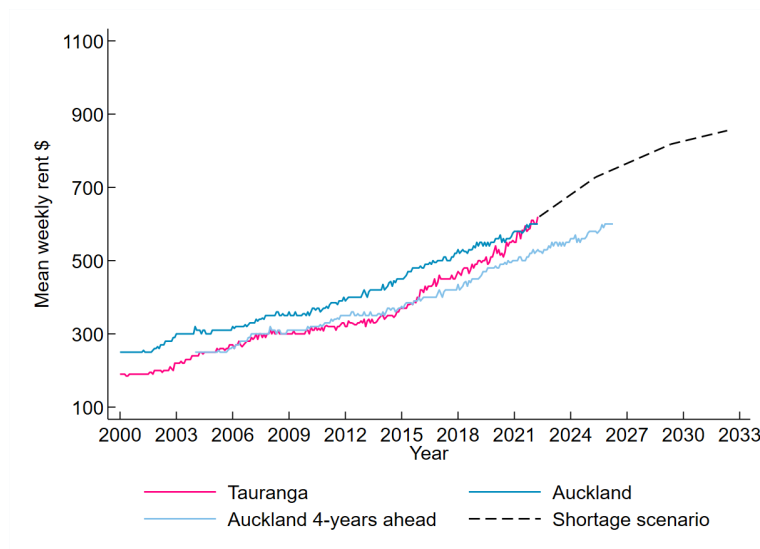
Figure 24 Estimated effect on Tauranga house prices – Scenario 2

Source: NZIER

Based on those previous periods of housing market tightness we had identified and the extent of housing constraints we highlighted in section 3, on the assumption that rental yields remain constant, we estimate that mean rents increase by \$235 over ten years.

Historically rents have been more tied to income than house prices, given houses have often been used as an investment vehicle, particularly in times of loose credit conditions. This means landlords have in the past accepted a lower yield in expectation of capital gains in housing in the future, with past Auckland experience providing some guide as to how high Tauranga rents could go given affordability constraints (Figure 25). Should rents rise well ahead of income, households tend to adjust by living in less favourable conditions, i.e. more people in a dwelling or a lower-spec dwelling.

Figure 25 Estimated effect on rents – Scenario 2



Source: NZIER

6 Market perspective

We interviewed Peter Cooney from Classic Group to garner a market perspective on the state of the Tauranga housing and construction market, with a focus on the housing supply shortage and how this will affect employment in the construction sector. Classic Group is a major developer and builder of houses in Tauranga. Our discussion covered three broad areas:

- 1 How large is the housing shortfall?
- 2 How will the housing shortfall affect property prices, or has already?
- 3 How will the housing shortfall affect building and construction companies and employment in construction?

Mr Cooney described the housing shortfall in Tauranga as “severe”, stemming from the difficulty in getting consents issued largely as a result of the shortage of land available for housing development. This shortage of land was due to regulatory constraints such as the Resource Management Act. Added to these constraints were rising construction costs, making it difficult to build houses. More recently, the rise in interest rates and tightening in access to finance by banks added further impediments to the development of new housing supply.

While there is a solid pipeline of construction activity from pre-sold houses from around 12 months ago, demand is starting to soften. This softening should start to have a marked negative impact on construction activity in around six months’ time. Weaker activity will likely lead construction companies to cut back on staff, with some construction companies

at risk of becoming insolvent. The extent of this downturn will depend on how high interest rates go and the availability of land for housing development.

The housing shortfall has put upward pressure on house prices. Mr Cooney estimates that without a shortage of available land for housing development, Tauranga median house prices would be closer to \$800k.

The deterioration in housing affordability in Tauranga has led residents to move to neighbouring regions where housing costs are cheaper, such as Rotorua, Matamata and Katikati. The increasing trend toward working from home has made this shift easier, and people are also willing to commute for longer, given the significant difference in housing costs between the regions. Mr Cooney expects this will also lead to a shift in construction activity to these neighbouring regions.

7 Estimating the housing shortage

Tauranga City Council also asked us to estimate the current housing shortage in Tauranga. We have estimated a range based on different assumptions applied to various parameters underpinning our estimates. Under these various assumptions, our estimates of the Tauranga housing shortage for 2021 (when the most updated data is available) range from 4,267 to 5,295.

7.1 Housing shortage model

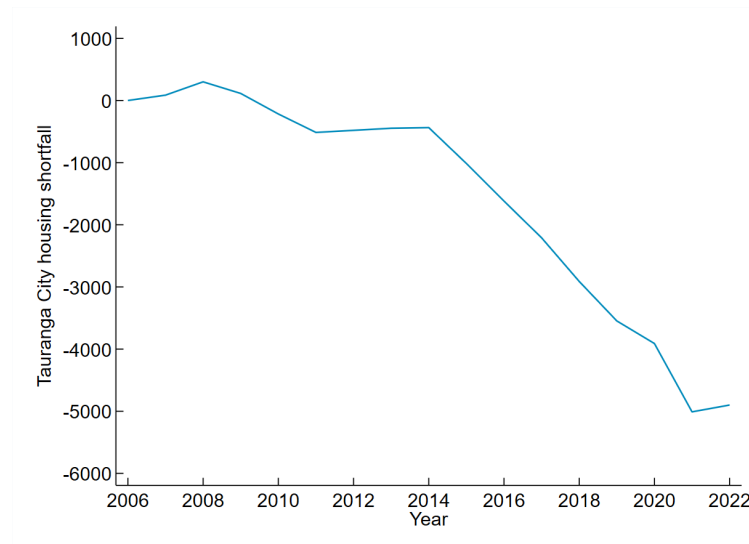
We estimate the current housing shortage based on the following demand and supply factors:

- Demand – change in population in the city:
 - People per dwelling
 - Dwelling count and the depreciation rate which implies the new dwellings that need to be built to replenish old housing stock
- Supply – new dwelling consents, plus an adjustment for non-completion. We lag this by six months to account for the typical time to build a dwelling.

From these factors, we calculate changes in housing supply and demand in each year. We consider different assumptions of the base years in which we consider Tauranga housing supply and demand to be in balance, and from this, we estimate the housing shortfall that has accumulated since then.

7.2 Housing shortage: Estimate 1

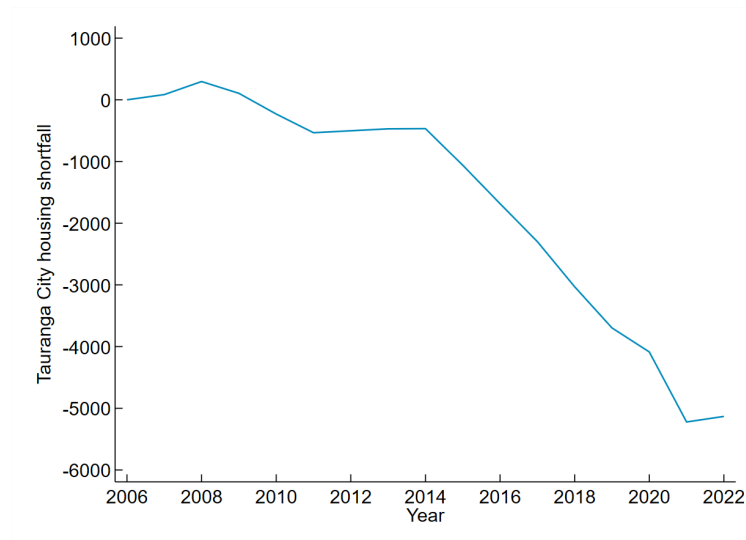
We estimate a housing shortage of 4,900 in 2021, based on a people per dwelling for Tauranga that is interpolated between the Census years, a conservative depreciation assumption of 0.06 percent given the relatively new stock of Tauranga housing, dwelling stock that is interpolated between the Census years, and an assumed base year of 2006 (see Figure 26).

Figure 26 Housing shortage: Estimate 1

Source: NZIER

7.3 Housing shortage: Estimate 2

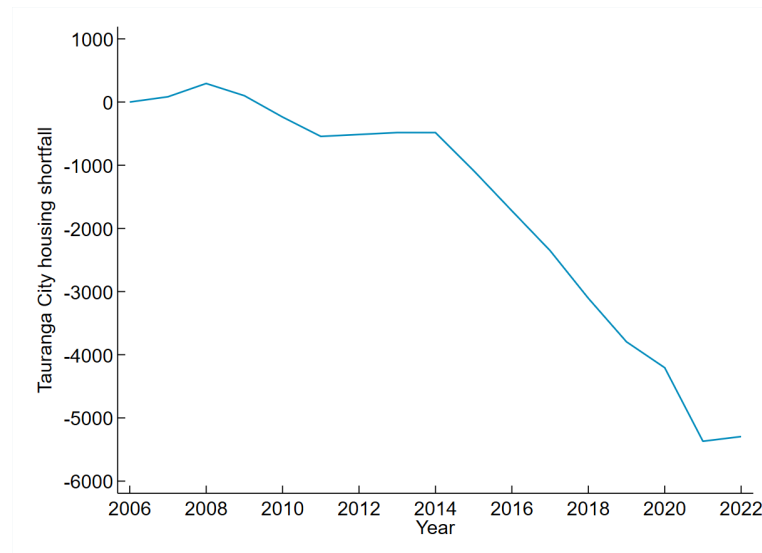
We estimate a housing shortage of 5,132 in 2021, based on a constant people per dwelling assumption for Tauranga of 2.38 (i.e. 2006 levels), a conservative depreciation assumption of 0.06 percent given the relatively new stock of Tauranga housing, dwelling stock that is interpolated between the Census years, and an assumed base year of 2006 (see Figure 27).

Figure 27 Housing shortage: Estimate 2

Source: NZIER

7.4 Housing shortage: Estimate 3

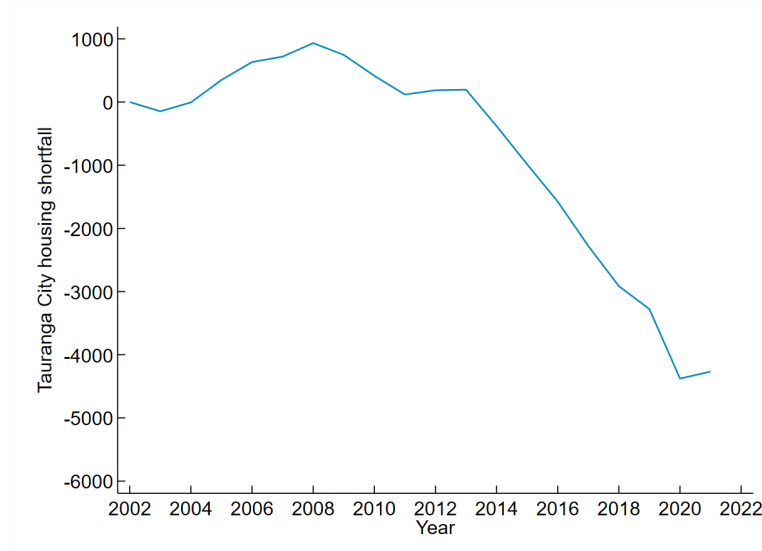
We estimate a housing shortage of 5,295 in 2021, based on a declining people per dwelling assumption for Tauranga as provided by the Tauranga City Council, a conservative depreciation assumption of 0.06 percent given the relatively new stock of Tauranga housing, dwelling stock that is interpolated between the Census years, and an assumed base year of 2006 (see Figure 28).

Figure 28 Housing shortage: Estimate 3

Source: NZIER

7.5 Housing shortage: Estimate 4

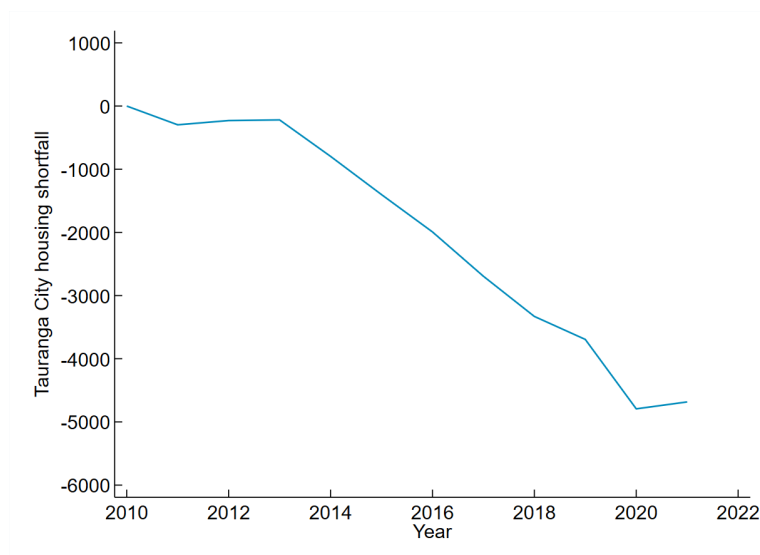
We estimate a housing shortage of 4,267 in 2021, based on a people per dwelling for Tauranga that is interpolated between the Census years, a conservative depreciation assumption of 0.06 percent given the relatively new stock of Tauranga housing, dwelling stock that is interpolated between the Census years, and an assumed base year of 2002 (see Figure 29).

Figure 29 Housing shortage: Estimate 4

Source: NZIER

7.6 Housing shortage: Estimate 5

We estimate a housing shortage of 4,683 in 2021, based on a people per dwelling for Tauranga that is interpolated between the Census years, a conservative depreciation assumption of 0.06 percent given the relatively new stock of Tauranga housing, dwelling stock that is interpolated between the Census years, and an assumed base year of 2010 (see Figure 30).

Figure 30 Housing shortage: Estimate 5

Source: NZIER

8 Conclusion

Housing shortages constrain economic growth as it means fewer people can live in a region. To the extent economic growth is largely driven by increased population, housing supply constraints can have widespread effects on the economy. The main channels we see these effects are in the deterioration in housing and rental affordability for Tauranga residents and the economic activity forgone as a result of people unable to live in Tauranga.

Time and resource constraints mean we have only considered how the economic variables have performed during times of acute tightness in the Tauranga housing market without assessing causality. We suggest further investigation into how the different variables interact and other potential influences on economic activity during periods of housing market tightness. Disaggregating the impacts of different influences such as pricing, construction costs, and plan-based effects would provide greater insight into how to minimise the incidences of housing shortages in Tauranga.

Appendix A Methodology

A.1 Estimating GDP forgone

We have estimated the change in GDP forgone based on the amount of population forgone because of a housing shortage in Tauranga.

We have adopted the number of dwellings that Tauranga reported by Tauranga City Council (peer-reviewed by Veros Property Services) and estimated the resulting population using the 2018 person per dwelling ratio for Tauranga. This accounts for the persistence of empty dwellings such as those for sale on the market.⁵

Applying these ratios to the short-term (1–3 years) and medium-term (4–10 years) shortages reported by Tauranga City Council (peer-reviewed by Veros Property Services), we estimate that the cumulative population forgone will be 11,673. We have assumed that the population growth forgone will be distributed equally across the 3 and 10-year periods, reflecting the dwelling shortages determined over the short and medium terms.

Current GDP per capita has been applied to the population forgone for each year and summed to determine the aggregate loss in GDP.^{6,7} This assumes that Tauranga would have grown at the rate forecasted by Stats NZ if it had the capacity to do so.

A.2 Estimating construction employment and resulting GDP forgone

Forgone construction employment has been based on dwelling shortages reported by Tauranga City Council (peer-reviewed by Veros Property Services). We have estimated residential building productivity rates using construction employees to residential building consent at periods when productivity was at its highest.

We have not assumed when construction would occur or if an existing employee would undertake the construction process but rather how many employees are needed per annum for each residential build.

Construction GDP per employee for 2017 (inflation-adjusted to current prices) and the 2017 ratio of construction employees in Tauranga were applied to the forgone construction employees to determine the loss in GDP within the construction industry due to a housing shortage.

Our figures represent the number of employees and GDP required for the number of dwellings that would be built in an unconstrained market.

A.3 Housing and weekly rent prices

We map the historic relationship of median sale prices to the number of sales against median days to sell to determine the periods where demand surpassed supply. When

⁵ We acknowledge that population per dwelling ratios have been decreasing in Tauranga in recent years, however full capacity would be an unrealistic scenario.

⁶ While GDP per capita has been growing at a fairly consistent rate over the last 18 years, it would be unreasonable to assume how this would track in the future without more in-depth analysis. On this basis our estimates are conservative.

⁷ Any changes in the assumption as to when population growth would have occurred in Tauranga will also change our estimates of GDP forgone.

median days to sell were historically low, we observe a high number of sales before a price adjustment occurs.

We found that the proportional change in price vs sales across the two observed periods where median days to sell was lowest and price adjustment occurred are almost identical.

We have used these periods of price adjustment to determine the potential prices given a future housing shortage. We have applied the same proportional price change to current prices and dwelling shortage estimates to determine future prices.

We derived price elasticity between the rental price and housing price using historical trends and then applied that elasticity to future house price forecasts to derive rental price forecasts.