



AGENDA

Ordinary Council meeting Monday, 12 December 2022

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

Date: Monday, 12 December 2022

Time: 9.30am

Location: BoP Regional Council Chambers
Regional House
1 Elizabeth Street
Tauranga

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

Marty Grenfell
Chief Executive

Terms of reference – Council

Membership

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

Role

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

Scope

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

Procedural matters

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

Regulatory matters

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

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1 OPENING KARAKIA

2 APOLOGIES

3 PUBLIC FORUM

3.1 Mr Buddy Mikaere

4 ACCEPTANCE OF LATE ITEMS

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

6 CHANGE TO THE ORDER OF BUSINESS

7 CONFIRMATION OF MINUTES

7.1 Minutes of the Council meeting held on 28 November 2022

File Number: A14268743

Author: Robyn Garrett, Team Leader: Governance Services

Authoriser: Robyn Garrett, Team Leader: Governance Services

RECOMMENDATIONS

That the Minutes of the Council meeting held on 28 November 2022 be confirmed as a true and correct record.

ATTACHMENTS

1. Minutes of the Council meeting held on 28 November 2022



MINUTES

**Ordinary Council meeting
Monday, 28 November 2022**

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**MINUTES OF TAURANGA CITY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE BOP REGIONAL COUNCIL CHAMBERS, REGIONAL HOUSE, 1 ELIZABETH
STREET, TAURANGA
ON MONDAY, 28 NOVEMBER 2022 AT 9.30AM**

PRESENT: Commission Chair Anne Tolley, Commissioner Shadrach Rolleston,
Commissioner Bill Wasley

IN ATTENDANCE: Marty Grenfell (Chief Executive), Paul Davidson (Chief Financial Officer),
Barbara Dempsey (General Manager: Community Services), Nic Johansson
(General Manager: Infrastructure), Sarah Omundsen (General Manager:
Regulatory and Compliance), Gareth Wallis (General Manager: City
Development & Partnerships), Phil Kai Fong (Team Leader: Strategic
Property), Rachael Williams (Strategic Property Advisory), Jack Furnish
(Water Engineer), Peter Bahrs (Manager: Water Services), Anne Blakeway
(Manager: City Partnerships), Sanjana France (CCO Specialist), Coral Hair
(Manager: Democracy & Governance Services), Robyn Garrett (Team
Leader: Governance Services), Sarah Drummond (Governance Advisor),
Janie Storey (Governance Advisor)

1 OPENING KARAKIA

Commissioner Shadrach Rolleston gave the opening karakia

2 APOLOGIES

APOLOGY

RESOLUTION CO22/22/1

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the apology for absence received from Commissioner Stephen Selwood be accepted.

CARRIED

3 PUBLIC FORUM

3.1 Kalani Tarawa - Ngai Tamarāwaho

Key points

- Mr Tarawa noted that he was standing in for Mr Buddy Mikaere.
- The consideration on the classification of the proposal to develop a cultural centre was amazing to hear.
- Grew up in Auckland as his hapū had to leave Tauranga as the family land had been taken from them. He grew up in an area that was not his whenua and a place he had no connection to.
- The whanau came home every Christmas, and it was through those visits that he understood where he was from - where the bones and blood of ancestors were, and the connection with Tauranga moana and the land.

- There was nothing that could be done to change the injustices of the past, but he was glad that the city had come to maturity and had looked to provide a way forward that accepted and respected both cultures.
- Withstanding the objections of the last 180 years, iwi were grateful the public objections were getting smaller and less frequent.
- The cultural centre would unite both sides and respect the true history. There was no shame in what had happened - it happened and could not be changed.
- Noted the opportunity to establish a brighter future for their grandchildren and those that will follow, with all being proud to say they were from Tauranga.
- There was a significant shift this year for Māori with the celebration of Matariki. Schools had been celebrating it for over a decade, but to finally have it recognised signalled a significant shift in attitude.
- Mr Tarawa hoped that the Commissioners supported what had been tabled in the report as the area desperately needed a cultural centre.
- Mr Tawara's great great grandfather had been killed during the wars; he had grown up with the local stories.
- It was such an honour to see the realisation of the dream.

Discussion points raised

- The Commissioners thanked Mr Tawara for attending the meeting and sharing his support for the facility.

4 ACCEPTANCE OF LATE ITEMS

Nil

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

Nil

6 CHANGE TO THE ORDER OF BUSINESS

Nil

7 CONFIRMATION OF MINUTES

7.1 Minutes of the Council meeting held on 2 November 2022

RESOLUTION CO22/22/2

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the minutes of the Council meeting held on 2 November 2022 be confirmed as a true and correct record.

CARRIED

7.2 Minutes of the Council meeting held on 7 November 2022**RESOLUTION CO22/22/3**

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the minutes of the Council meeting held on 7 November 2022 be confirmed as a true and correct record.

CARRIED

7.3 Minutes of the Council meeting held on 14 November 2022**RESOLUTION CO22/22/4**

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the minutes of the Council meeting held on 14 November 2022 be confirmed as a true and correct record.

CARRIED

8 DECLARATION OF CONFLICTS OF INTEREST

Nil

9 DEPUTATIONS, PRESENTATIONS, PETITIONS

To be held later in the meeting at item 12

10 RECOMMENDATIONS FROM OTHER COMMITTEES

Nil

11 BUSINESS**11.1 Partial Reclassification of Gate Pā Recreation Reserve - Deliberations**

Staff Paul Davidson, Chief Financial Officer
Rachael Williams, Strategic Property Advisor
Phil Kai Fong, Team Leader: Strategic Property

Key points

- Acknowledged the comments made by Kalani Tawara regarding the cultural centre creating a brighter future for local children and grandchildren.
- Two late submissions were received from St George Street residents; recommended that these be received.
- The Gate Pa tennis club had not raised any concerns with how the matter was progressing.
- One St George Street resident had raised concerns around carparking for the centre and the reserve. The submitters had been responded to confirming that no decision had been made around carparking. If the centre proceeds Council would work with affected parties on the best locations for parking.

In response to questions

- Any carparking issues still needed to go through a process of consenting. There was a commitment by the Council to work through these with local residents.
- The next step was negotiating the lease provisions with the Trust and involving Council's Spaces and Places team to see what impact the centre would have on the reserve management plan. It was expected that this would commence early in the new year.
- Any funding sought would be led by the Pukehinahina Trust.
- The Trust was made up of Ngai Tamarāwaho, historians, other tangata whenua and members of the community and was the result of the community working together. One of the main drivers was to educate Tauranga Moana about the history of Tauranga. Council would lease the land to the Trust and the Trust would liaise with Ngai Tamarāwaho.

Discussion points raised

- An additional resolution was added to allow negotiations to commence with the Pukehinahina Trust and engagement with Spaces and Places with regards to the Reserves Management Plan.
- Staff thanked for the work done in terms of the report and the engagement that had taken place.
- The issue was one from the early 2000's and it was good to get a resolution; expectation that the Council would honour those earlier agreements.
- The location was sensible as it was a historic place for Pukehinahina and Tauranga Moana and all the tribes that heeded the call to come and support the local tribes against threat of invasion. The site was of local, regional and national significance and the only pa site in an urban environment.
- It was important to tell the history of the area.

RESOLUTION CO22/22/5

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Council:

- (a) Receives the report "Partial Reclassification of Gate Pā Recreation Reserve - Deliberations".
- (b) Confirms the attached submissions, including objections, in response to the public and tangata whenua consultation on the proposal have been considered (**Attachment 1**).
- (c) Receives two further late submissions (**Attachment 2**).
- (d) Confirms the partial reclassification of that part of the Gate Pā Recreation Reserve shown as Section 1 on SO 584235 (**Attachment 3**) from recreation reserve to historic reserve.
- (e) Agrees that consultation be commenced accordingly with regards to lease negotiations with the Pukehinahina Trust and the Spaces and Places activity in relation to the Reserve Management Plan.

CARRIED

11.2 Civil Defence Emergency Management Controller Endorsement

Staff Barbara Dempsey, General Manager: Community Services

Key points

- Remove recommendation (c) in the report as it was no longer needed.

RESOLUTION CO22/22/6

Moved: Commissioner Bill Wasley
Seconded: Commissioner Shadrach Rolleston

That the Council:

- (a) Receives the report "Civil Defence Emergency Management Controller Endorsement".
- (b) Endorses the following nomination for Tauranga City Council's Local Controller:
 - (i) Sarah Omundsen – General Manager: Regulatory & Compliance

CARRIED

11.3 Temporary Road Closure Report 2022 2023 Addendum 2

Staff Nic Johansson, General Manager: Infrastructure Services

Key points

- No feedback had been received from the consultation.
- The events were repeat events and any issues had been sorted out in previous years.

In response to questions

- Concern was raised at the closure of one lane of Trumans Lane by Waka Kotahi and how this would affect the proposed event closures.
- It was agreed that the matter be looked at and the plans be provided to the Commissioners outlining how the traffic would flow through the area and the exact timing of the closures.

Discussion points raised

- It was requested that the public be made aware of the events, the road closures for the event and those proposed by Waka Kotahi.

RESOLUTION CO22/22/7

Moved: Commissioner Bill Wasley
Seconded: Commissioner Shadrach Rolleston

That the Council:

- (a) Receives the report "Temporary Road Closure Report 2022 2023 Addendum 2".
- (b) Pursuant to Clause 11(e) of the Tenth Schedule of the Local Government Act 1974, grants approval to close the roads and car parks listed on Attachment A to ordinary vehicular traffic on the dates and during the hours stated for the purposes of facilitating safe and successful operations during the following events in Tauranga.

CARRIED

11.4 Backflow Prevention Device Installation Cost Recovery

Staff Nic Johansson, General Manager: Infrastructure Services
Jack Furnish, Water Engineer
Peter Bahrs, Manager: Water Services

Key points

- The programme was being implemented as part of the new water legislative requirements to keep the community safe.
- All properties were protected with back flow devices according to the amount of risk posed.
- The changes introduced for the quality drinking water rules regarding backflow included a survey being conducted throughout the city on a five-yearly basis to ensure the backflow device installed at each property was suitable for that property.
- The changes took effect on 14 November 2022 and TCC had to comply by 1 January 2023.
- Option 1 in the report was recommended, whereby the Council would undertake the changes using a maintenance contractor and then charge the property owner for the installation. Rationale for this option included that this would tighten up the scrutiny on the time frame needed for updating and the time taken to do it.

In response to questions

- The city consisted of approximately 50,000 properties with areas being sectioned over the five years, and the surveys undertaken on a rotating basis.
- There were a number of ways a property could be checked including a desk top study, pool fencing surveys, aerial maps, LIM's, visual inspections and the comprehensive data that the Council had on each property. Staff would also co-ordinate with staff from other activities such as pool inspection co-ordinators to ensure that site visits were minimised.
- Staff would work with the owner of the premises if a change was required regarding the likely cost implications.

RESOLUTION CO22/22/8

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Council:

- (a) Receives the report "Backflow Prevention Device Installation Cost Recovery".
- (b) Approves Tauranga City Council installing the required backflow prevention device and on-charging the full costs of the device and installation back to the customer.

CARRIED

11.5 Letters of Expectation 2023-2024 for Council-Controlled Organisations

Staff Gareth Wallis, General Manager: Central City Development
Sanjana France, CCO Specialist
Anne Blakeway, Manager: City Partnerships

Key points

- The letters were linked to the strategic direction and framework for the entities and for Council.

Discussion points raised

- The expectation was that the CCO's would utilise the Council's logo and branding.

RESOLUTION CO22/22/9

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Council:

- (a) Receives the report "Letters of Expectation 2023-2024 for Council-Controlled Organisations".

- (b) Approves the Letter of Expectation from Tauranga City Council to Bay Venues Limited (Attachment 1).
- (c) Approves the Letter of Expectation from Tauranga City Council to Tauranga Art Gallery Trust (Attachment 2).
- (d) Approves the Letter of Expectation from Tauranga City Council to Tourism Bay of Plenty (Attachment 3), noting that Western Bay of Plenty District Council, as joint shareholder, will take a separate letter to their Council meeting on 8 December 2022.

CARRIED

12 DEPUTATIONS, PRESENTATIONS, PETITIONS

A petition was tabled by Mr Mark Kimber as follows:

"A Tragedy Waiting to Happen - Dangerous Bethlehem Pedestrian Crossing Removal. The aim of this petition is to have the unmarked, traffic light controlled Pedestrian Crossing at the corner of Moffat Road and Tamatea Arikinui Drive, (State Highway 2) removed due to the inherent dangers.

With no warning signs and the crossing less than 50 meters passed a busy roundabout, this leaves inadequate time or distance to view the roadway before encountering the crossing.

By completing and signing this petition you are confirming that you have read, seen or heard about what has been described as a tragedy waiting to happen.

Join us in this petition to remove the pedestrian crossing before it claims more victims."

Mr Kimber spoke to the petition noting the following:

- The pedestrian crossing north of the roundabout at Bethlehem was dangerous and people wanted it removed to make the area safer.
- Mr Kimber showed a video taken while using the crossing where a car came straight through the red light and nearly hit him.
- There was inadequate timing with the changing of the lights from green to red to allow the traffic to stop in time.
- He had asked many of the people who signed the petition what they thought should happen - comments received included:
 - There were a high number of near misses with cars coming off the side roads; wanted to see an overpass before someone was killed. Drivers were in a hurry.
 - Had lived in the area for 15 years and the road was more dangerous since the crossing had been installed as people were driving through the area and were not aware of the sudden light change. There was also a high fence at the crossing.
 - A local business manager who had been working in the area for a year and had family in the area noted an accident where two people had lost their lives. Considered it only a matter of time before that happened again. She regularly witnessed people crossing the road and not waiting for the lights or moving further up the road to cross. Many people pushed the button to activate the lights and then did not wait for them to change.
 - The proximity of the roundabout did not allow time for people to stop for the red light. It also impacted the view of drivers when they were looking to give way to traffic on their right - they were looking right not to the side or upwards where the signage and lights were.
 - The crossing was a risk to cars - the ability for traffic to flow and travel was risky as the traffic was always heavy.
 - Witnessed multiple times people crossing when it was not a green light, or running across thinking they had time. It was impossible for turning traffic to see the crossing; vehicles sometimes swerved across lanes to avoid a rear end collision. Remove the two crossings and put in a pedestrian overpass or underpass.

- There was a Bethlehem community Facebook page and Mr Kimber had screen shot some of the comments for the Commissioners to read. Some people supported the crossing, some were against and others provided suggestions of what to do such as installing an underpass.
- The petition was signed by about 700 people and had been collected from the Bethlehem shopping centre.
- Signatures and comments had also been provided online and were unavailable to be presented at the meeting but would be provided subsequently.
- There was a garden in the middle of the roundabout which also obscured the vision to the crossing.
- Suggestions included improving and clearing the roundabout to improve traffic visibility and putting in signage before the crossing.
- There was no amber light - only red and green - so there was no time to react from the change of the colours. Inclusion of an amber light would give the traffic more warning.
- Suggested installation of a floodlight beside the crossing that would turn on when the pedestrian crossing button was pushed.

Discussion points raised

- Commissioner Tolley noted that they would consider the tabled petition and comments and would seek a report from staff regarding possible improvements.
- Appreciation was passed on to Mr Kimber for attending the meeting and the time and energy he had put in to gathering the petition signatures and talking with the community.
- Mr Kimber noted that any change would be for the better.

RESOLUTION CO22/22/10

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

- That the Bethlehem Community Crossing petition be accepted.
- That staff be requested to provide a report, including Waka Kotahi involvement, on the issues raised with regards to the pedestrian crossing at Bethlehem.

CARRIED

13 PUBLIC EXCLUDED SESSION

Resolution to exclude the public

RESOLUTION CO22/22/11

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
13.1 - Public Excluded Minutes of the Council meeting	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result

<p>held on 2 November 2022</p>	<p>of deceased natural persons</p> <p>s7(2)(c)(i) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p>13.2 - Public Excluded Minutes of the Council meeting held on 7 November 2022</p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
<p>13.3 - Appointment of Board Members to the Boards of Tauranga Art Gallery Trust and Tourism Bay of Plenty</p>	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(c)(i) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

	enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied	
13.4 - Appointment of Commissioner(s) and List Member(s) for Tauranga City Council District Licensing Committee	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

CARRIED

14 CLOSING KARAKIA

Commissioner Shadrach Rolleston closed the meeting with a karakia.

The meeting closed at 10.50 am.

The minutes of this meeting were confirmed as a true and correct record at the Ordinary Council meeting held on 12 December 2022.

.....
CHAIRPERSON

8 DECLARATION OF CONFLICTS OF INTEREST

9 DEPUTATIONS, PRESENTATIONS, PETITIONS

Nil

10 RECOMMENDATIONS FROM OTHER COMMITTEES

Nil

11 BUSINESS

11.1 Te Manawataki o Te Papa - Preliminary design and cost report

File Number: A13869148

Author: Mike Naude, Director of Civic Developments

Authoriser: Gareth Wallis, General Manager: City Development & Partnerships

PURPOSE OF THE REPORT

1. The purpose of this report is to present the preliminary design and updated costs for Te Manawataki o Te Papa for approval to enable works to proceed to developed and detailed design. The developed and detailed design process for Te Manawataki o Te Papa will be managed in accordance with the Tauranga City Council / Willis Bond Partnering Agreement 2018, and will commit the Council to enter into the Development Commitment phase of the programme.

RECOMMENDATIONS

That the Council:

- (a) Receives the report "Te Manawataki o Te Papa – Preliminary design and cost report".
- (b) Notes that at this stage of the design process, the projected cost has increased by \$4.5 million compared to the Long-term Plan Amendment budget.
- (c) Notes that the overall cost estimate will be further refined during the detailed design phase of the programme.
- (d) Reconfirms that the programme of works is subject to achieving 50% (\$151.5 million) of funding from sources other than rates-funded debt.
- (e) Authorises the Chief Executive to enter into a Development Commitment with Willis Bond, to progress the developed and detailed designs at an estimated cost of \$21.3 million.
- (f) Notes that the detailed design will be brought back to Council for approval, prior to entering into a Development Agreement, in accordance with the Tauranga City Council / Willis Bond Partnering Agreement.

EXECUTIVE SUMMARY

2. The Council adopted the Civic Precinct Masterplan on 6 December 2021. The new civic precinct, to be called Te Manawataki o Te Papa – the heartbeat of Te Papa, is envisaged as a vibrant space which includes a library and community hub, civic whare (public meeting house), exhibition gallery, museum, and associated public open space landscaping.
3. This report is one of the key gateway stages built into the programme structure to ensure prudent Council governance and oversight.
4. It presents the now completed Te Manawataki o Te Papa preliminary design (attached as Appendix 1) and seeks commitment from Council to enter into the next phase of our Partnering Agreement with Willis Bond, working to progress the Te Manawataki o Te Papa developed and detailed design.
5. Further enhanced costings have been undertaken to reflect the progression from concept to preliminary design. These costings have resulted in a number of changes to various

components of the programme, with increases in some components being largely offset by decreases in other areas.

6. The overall change is a \$4.5 million increase in Te Manawataki o Te Papa (Site A) costs, resulting in the total revised cost estimate for this portion of the project moving from \$270.4 million to \$274.95 million. The driving factor for this cost change is attributed to:
 - increased construction costs associated with transitioning to mass timber buildings and 6 Star Green Ratings; and
 - increased costs associated with the public open space landscaping, including structurally designed pou whenua, and improved accessibility being required to address the significant slope of the civic precinct site.
7. It is important to note that included in the above cost estimates is a contingency sum of \$29.35 million, and escalation costs of \$21.52 million.
8. In addition to this, a budget of \$32.9 million for The Strand and the waterfront central plaza works, collectively known as Site C, has been allocated. The costs for Site C are yet to be refined as part of the preliminary design work and could potentially realise savings, for example, by increasing the ratio of greenspace (cheaper) to hard paving (more expensive). This could be used to offset the \$4.5 million of additional costs identified in the Site A preliminary designs and costings.
9. This report recommends that Council note the additional \$4.5 million of cost identified through this stage of the design process.
10. The costs estimates will be further refined through the developed and detailed design process, and will be reported back to Council in July 2023, prior to signing the Willis Bond Development Agreement.

BACKGROUND

11. In 2018, Council adopted the Civic Precinct Masterplan. The plan provided direction for the future development of the Council-owned site bounded by Willow, Hamilton, Wharf and Durham Streets (Site A); and the Council-owned site at 21-41 Durham Street (Site B), formerly known as the TV3 site. Extensive community consultation took place but for various reasons, the Civic Precinct Masterplan was not implemented at this time.
12. More recently, Council included a budget in the Long-term Plan (LTP) 2021-31 for the development of a new library and community hub on the civic precinct site. Following the adoption of the LTP 2021-31, Council issued a design brief to Willis Bond to prepare a Civic Masterplan Refresh, to reflect the strategic decisions the Council had made as part of the LTP process including; a decision to lease a new civic administration building at 90 Devonport Road; to respond to public submissions in favour of a museum located on the civic precinct site; and to reflect the history and cultural significance of the site to tangata whenua, and to tell the stories of Tauranga Moana.
13. Te Manawataki o Te Papa (Civic Precinct) Masterplan (Refreshed 2021) was prepared by Willis Bond in collaboration with mana whenua, including representatives from Ngai Tamarāwaho, Ngāti Tapu and Te Materāwaho, as represented by the Otamataha Trust. As part of the refresh, the Masterplan was expanded to include the waterfront reserve, between Hamilton and Wharf Streets, linking the moana with the civic precinct via Masonic Park.
14. Te Manawataki o Te Papa was formally adopted by the Commission at the Council meeting on 6 December 2021. At the same meeting, Council requested a further report to enable the Commission to make a decision on inclusion of the full Civic Masterplan in a Long-term Plan Amendment (LTPA), acknowledging that components of the Masterplan, to develop a new library and community hub, and associated urban space enhancements, had already been resolved through the LTP 2021-31 and work on these components was already commencing.

15. On 21 February 2022, Council approved the development of an LTPA for the implementation of Te Manawataki o Te Papa, including public consultation from 25 March to 26 April 2022. The focus of consultation was intended to inform an understanding of the community's views regarding the delivery and timeframes for the additional components of the Civic Precinct Masterplan, not those components that had already been consulted on and agreed through the LTP 2021-31.
16. Community consultation on the LTPA was undertaken in conjunction with consultation on the draft Annual Plan 2022/23, and results were considered by Council on 24 May 2022. It was considered that the proposal to include the full Civic Masterplan as one programme of work (Option 1), would provide wide ranging social, economic, cultural, and environmental benefits that will have a positive impact on our communities, today and in the future. This option included a capital cost of \$303.4 million, subject to achieving 50% of the required funding from sources other than rates-funded debt and therefore, an estimated net cost to ratepayers of \$151.5 million. At the 24 May 2022 Council meeting, Council resolved to include the full Civic Masterplan in the LTP.

STRATEGIC / STATUTORY CONTEXT

17. Our community has told us loud and clear that they want a vibrant, well-planned city centre that is inclusive, accessible, and diverse, with more activities and events for all to enjoy.
18. Te Manawataki o Te Papa has clear alignment with the city and Council's strategic direction, from the aspirational community vision to Council's action and investment plans.
19. One of six strategic priorities for Council is to drive delivery of the City Centre Masterplan – Te Manawataki o Te Papa, the broader City Centre Action and Investment Plan, and the Te Papa Peninsula Spatial Plan to revitalise and reactivate the heart of the city.
20. Te Manawataki o Te Papa clearly seeks to establish Tauranga's city centre as the commercial, civic and cultural heart of the Western Bay of Plenty sub region – the cultural and community focus of the city centre, and a unique civic destination for the stories and decision making of Tauranga and its people.
21. As Tauranga continues to grow, our city centre will continue to transform from a commercial business centre into a sub-regional destination, providing a wide range of activities and facilities that support our economy, strengthen our community, and celebrate who we are.

PROJECT GOVERNANCE

22. The Council resolved on 28 February 2022 to approve the Te Manawataki O Te Papa Governance and Project Structure:

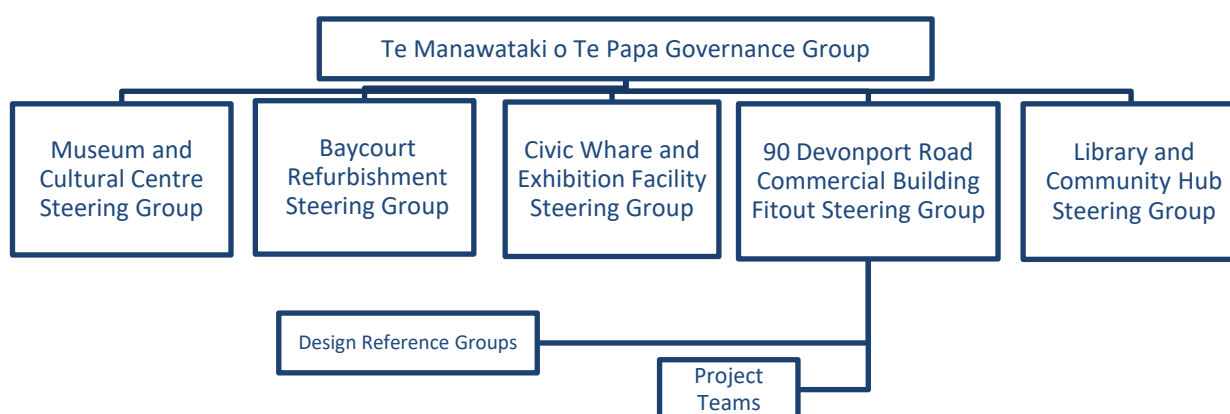


Figure 1: Approved governance structure

23. The governance structure includes a Governance Group that oversees the whole programme, including project updates, budgets, timings, and risk management. A Te Manawataki o Te Papa – Governance Group Chair's Report is included as part of this report (attached as Appendix 2) and confirms the Governance Group's support for the recommendations being considered by the Council in this report. The Chair's Report also includes an updated Governance Structure diagram.
24. On 14 November 2022, Council approved consultation with the community on the proposed establishment of a new council-controlled organisation, to lead delivery of Te Manawataki o Te Papa projects, and potentially other significant council-led capital projects. The proposed governance structure would include a Board and at least one employee experienced in delivering similar large-scale capital projects. Consultation ran from 14 – 28 November 2022 and a further report will be made to Council on 12 December 2022 outlining feedback received from the community on the proposal.

PROGRAMME CHANGES SINCE COUNCIL ADOPTION OF THE LTPA

Updates in response to community feedback

25. During an extensive engagement process from 25 March to 26 April 2022, Council received 1181 formal submissions to the proposed LTPA 2021-31 regarding Te Manawataki o Te Papa implementation. Of the total 1181 submissions received, 628 submitters provided a specific response to the question posed in the Consultation Document regarding Te Manawataki o Te Papa implementation. Of the 628 submitters who provided a response, 450 submitters (72%) supported Option 1 (Council's preferred option), 128 submitters (20%) supported Option 2, and 50 submitters (8%) chose 'no opinion'. The remaining 549 submitters did not choose an option on the form but provided their written feedback on the topic.
26. At the Council meeting on 24 May 2022, Council approved Option 1 – Te Manawataki o Te Papa Masterplan for inclusion in the LTPA at a capital cost of \$303.4 million. However, Council also made this additional resolution in response to the broad range of feedback and community views expressed through the consultation process:
 - e) *Specific consideration before gateway approval is to be given to the following matters raised by the community through the LTPA submissions process:*
 - *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.*
27. Since that date, the governance groups that have been established to oversee the programme have taken on board the feedback received from the community, and considered ways to respond to their views:
 - (a) The size, layout and utilisation of each separate community space has been reconsidered and configured to ensure maximum utilisation, and to create vibrant, active, and appealing community facilities.
 - (b) On 30 June 2022, the Joint Steering Group Chairs approved the incorporation of a mass timber hybrid construction. The mass timber buildings were to be incorporated into the library/community hub and civic whare, exhibition and museum buildings. The Joint Steering Group Chairs included a proviso that cost reductions be made to accommodate the associated increased cost of construction.
 - (c) Also, in response to community feedback, all buildings have been enhanced to include premium façade finishings, an increase in natural materials, and general enhancement of design aesthetics and vegetation, including a canopy along the southern edge of Masonic Park.

Staged approval of Site A & C

28. On 30 June 2022, the Joint Steering Group Chairs also agreed (and approved) that it would be more practical and efficient to develop the waterfront (Site C) as a combined waterfront development, outside of the Willis Bond Partnership Agreement. The effect of this decision is that Site A and Site C will be progressed concurrently, but separately, with slightly different timeframes. This report presents the preliminary designs for Site A only, with Site C preliminary designs to be brought back to Council at a future date.



Figure 2 – Site A and Site C definition

Updated preliminary designs for Te Manawataki o Te Papa

29. In accordance with the changes outlined in the section above, preliminary designs have been drafted and are attached to this report (attached as Appendix 1). Changes from the original concept designs, approved through the LTPA, are summarised below:

Te Manawataki o Te Papa precinct scope

30. The enhanced costings approved by Council on 24 May 2022 presented a precinct-wide plan, including Site A and Site C, at a total cost of \$303.4 million. Since then, The Strand and waterfront areas (Site C), with an allocated budget of \$32.9 million, have been moved and established as a separate project. The remaining area defined from the eastern edge of Masonic Park to the Durham Street eastern curb edge, had an LTPA budget of \$270.5 million.

Library and community hub | circa 5,473m²

31. The library and community hub is a multi-purpose facility that incorporates an integrated customer services function, and provides for community activities beyond a traditional library. Council's customer services activity will also be integrated into this facility.
32. People will gather, play and learn, community groups will access meeting spaces, and the public will engage with customer services representatives. The Library and Community Hub building will feature a mass timber hybrid structure aiming for a 6 Green Star rating. Exposed timber will be visible in many parts of the building, including an internal timber staircase across all levels. This building will include a library, archive, community space (with secure after-hours access), customer services functions, terrace, café, and kiosk providing iSite and precinct-wide ticketing functionality.

33. Changes to the design following the enhanced costing phase in July 2022 include:

- Hybrid timber structure (aiming to achieve a 6 Green Star rating).
- Significant enhancement to the façade.
- Removal of the upper floor, an overall 442m² gross floor area reduction.
- Reduction of the archive floor area.
- Integration of the customer service function.
- Kiosk footprint increased to allow for the iSite, including centralised ticketing and refreshments
- Relocation of partial community hub space to the adjacent Museum building.

Civic whare, exhibition and museum (CWEM) | circa 6,195m²

34. The civic whare, exhibition and museum (CWEM) building aims to achieve a 6 Green Star rating through the use of a hybrid mass timber structure.

35. The civic whare design is flexible to allow for the dual functionality of a formal council chamber, and ceremonial marae for welcoming, hosting, and facilitating meetings at the heart of the precinct. The exhibition area is a multi-purpose space designed to cater for arts, art gallery and museum-related activities, ranging from large-scale international exhibitions down to local community exhibitions, or be hired out for private events. The museum display spaces are located on the first floor and will contain the 'Bay of Plenty Stories' and 'Discovery' Centre.

36. Changes to design following the enhanced costing phase in July 2022 include:

- Introduction of mass timber structure (aiming to achieve a 6 Green Star rating).
- Significant enhancement to the façade.
- Number of floors and level changes reduced, simplifying structure, circulation, and massing – unlocks clearer expression of exhibition and museum masses as 'vessels' housing Tauranga's activities and precious taonga.
- By enlarging the museum footprint, all exhibition space is proposed to be combined onto a single floor – this reduces the height of the eastern wing of the building by one floor, reducing bulk and overshadowing to public outdoor spaces to the south.
- The external ātea is raised by 500mm to allow a level and barrier-free connection to the CWEM circulation space – the ground level through-site link and overall floor level is lowered by 1,150mm to better relate and connect to the external lower amphitheatre.
- The footprint of the civic whare has changed from a rectangular to an elliptical shape, and the gabled form roof has changed to a curved portal.
- Further investigation into the ground conditions under the CWEM building has seen the previously assumed 12-month settlement period removed. This allows the CWEM building to potentially commence construction mid-2024, and brings the programme completion date forward to 2027.

Cultural elements

37. The design teams have been working in collaboration with the Cultural Advisory Group (CAG), representing mana whenua, to develop a series of cultural design outcomes which feature across the entire civic precinct. The cultural strategy showcases how we have arrived at a collective cultural vision with mana whenua (framed on the 4 pillars of Te Papa), and how we have turned the shared vision into a design strategy.

38. The key idea to explore is weaving concepts about tauhere (bind our hearts with ties of love), rangitāmiro (twisting the fibres together for strength), and paihere (unity). Enabling references to the metaphors of weaving and what we can achieve as design outputs with descriptors such as rhythm, bindings, pūriri roots and branches, veil, filtering and permeability etc.

Landscaping

39. Through preliminary design, the Site A landscaping design has built upon the language and conceptual approach of the refreshed Masterplan. Taking cues from the flow of wai (water), from puna (spring) to moana (sea), this movement shapes spaces to dwell in and move through. The design re-establishes the green corridor from ngahere (forest) to moana (sea) that once existed, nurturing ecosystems and connecting the people of Tauranga with nature.
40. Changes to design following the enhanced costing phase in July 2022 include:
- Increased sculpture garden extent.
 - Inclusion of potential permanent stage and shade structure in the amphitheatre (costed as an enhancement).
 - Rationalisation of key site levels relative to the new building floor heights.
 - Combined sequence of 1:12/1:20 grade accessible ramps to transition the terraces (inclusion of strategically placed handrails where necessary).
 - Increased extent of green through the site and in turn, rationalisation of paving extents.
 - Inclusion of the waharoa to the ātea.
 - Relocation of the 'building waharoa' (adj. Willow St) off the buildings and into the landscape.
 - Inclusion of a mauri stone water feature.
 - Adjustments to the service lane design to maintain the ongoing serviceability of Baycourt.
 - Planting palette as primarily native supplemented with exotic species.

Baycourt refurbishment

41. An upgrade of Baycourt Community and Arts Centre is proposed, to modernise the facility and reflect the architectural design of other buildings within the civic precinct. A lift will be added to the outside of the building, allowing 24/7 accessible access across the site.
42. Changes to design following the enhanced costing phase in July 2022 include:
- A new exterior lift and walkway to provide 24/7 accessibility up the site – this may involve reinstatement of an external walkway.
 - Exterior façade upgrades that are complementary to the future precinct development.
 - Potential upgrade to interior lobbies, toilets and acoustic treatments.
 - Canopy extension.
 - Potential for roofing upgrades and added insulation.

Final CWEM preliminary designs

43. The library and community hub reflect finalised preliminary designs, whilst CWEM designs are at an advanced stage, but final preliminary designs and cost estimates are due in February 2023. It is not anticipated that there will be cost variation for the final CWEM preliminary designs however, it is noted that the developed and detailed designs will be brought back to Council for approval, prior to entering into a Development Agreement.

PROJECT COSTS

44. Table 1 (below) outlines project costs for key elements of the Te Manawataki o Te Papa programme. Costs included in the LTPA are included, as well as updated project costs resulting from the preliminary design process. Project costs (including cost escalation) have increased from \$303.4 million to a total of \$307.85 million, and are delivered over the 2022-27 timeframe.

Project	Proposed Completion Date	Approved in LTPA May '22 (\$mil)	Revised costs Nov '22 (\$mil)
Library and community hub	Nov-25	\$88.2	\$91.50
Public amenity space – staged	Jun-27	\$15.7	\$17.25
Museum and exhibition gallery	Jan-27	\$104.2	\$110.55
Civic whare	Jan-27	\$15.4	\$15.50
Masonic Park upgrade	Jun-24	\$10.9	\$9.00
Baycourt upgrade	Dec-25	\$11.0	\$11.00
The Strand road reserve and adjacent reserve upgrade	Jun-25	\$7.5	\$7.50
Willow Street shared space	Jan-27	\$8.9	\$8.30
Durham/Hamilton/Wharf Street footpath upgrade	Jun-25	\$9.2	\$3.35
Wharf and Central Strand Plaza	Jun-25	\$25.4	\$25.40
Site A establishment	Apr-24	\$7.0	\$7.00
Tauranga Art Gallery*	Jul-24	-	\$1.50
<i>*Note: Art Gallery costs are included within the individual project cost items in the LTPA. These have been separated into their own project line for the enhanced costs presented.</i>			
TOTAL		\$303.4	\$307.85

Table 1: Project costs for Te Manawataki o Te Papa¹

45. As outlined in the LTPA, it is currently expected that the average annual operating costs will be an additional ~\$21.4 million, once construction is complete. These operating costs are continually being refined and updated as the programme progresses and in particular, as all of the function, use and design permutations are resolved. The LTP 2024-34 will include more detailed and accurate ongoing operating costs.
46. Of the \$303.4 million LTP budget adopted for Te Manawataki o Te Papa, \$32.9 million was allocated for Site C, waterfront and The Strand, leaving a budget of \$270.5 million for Site A. The preliminary designs have suggested a \$4.5 million budget increase for Site A to a total of \$274.95 million:

¹ Note: The 'Performance Arts and Conference Centre, and Hotel' is not included in the project cost table as the expectation is that this will be privately developed and funded.

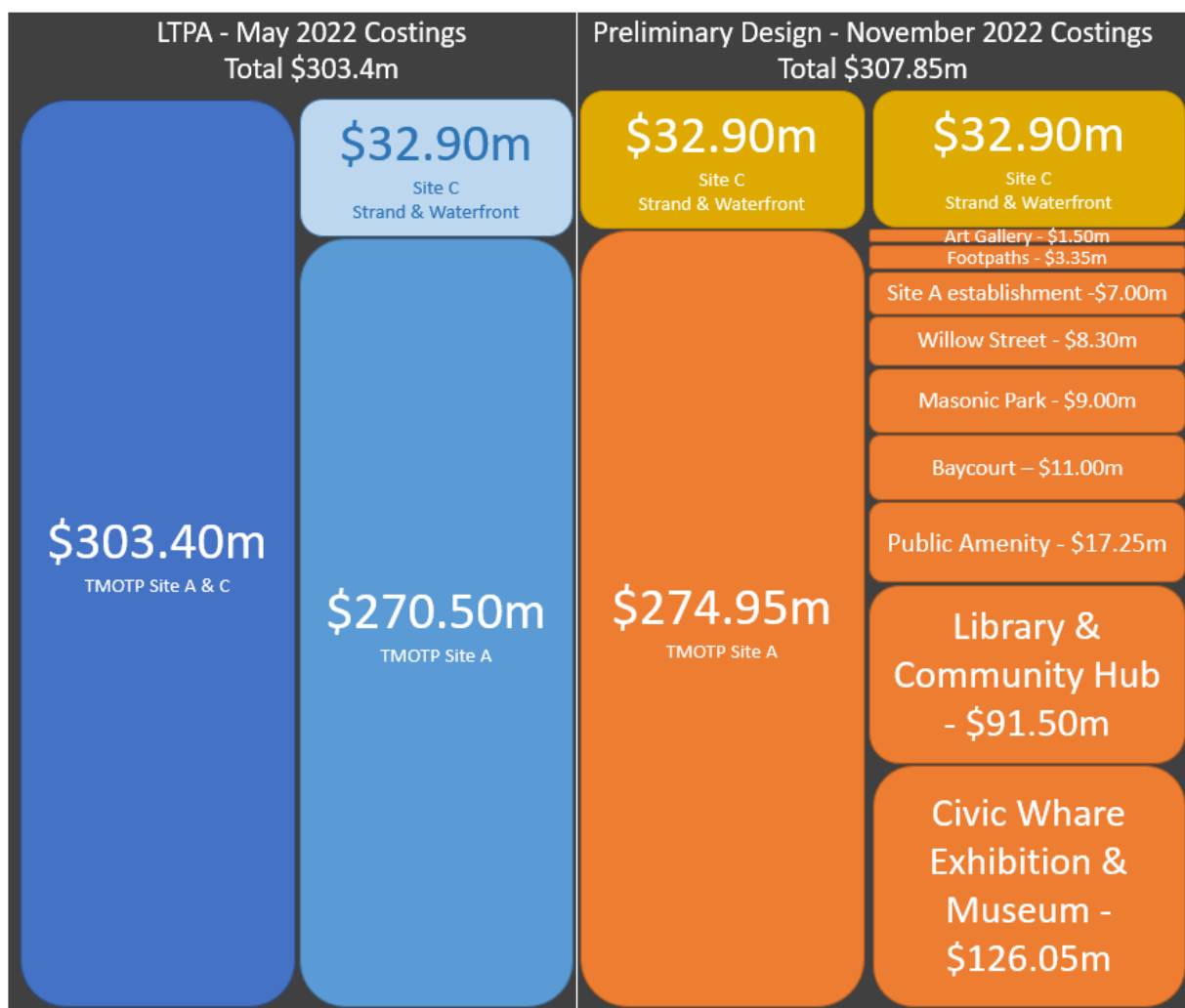


Figure 3 – Funding changes from May 2022 to November 2022

47. Further enhanced costings have been undertaken to reflect the progression of the preliminary design from concept design (attached as Appendix 1). These costings have resulted in a number of changes to various components of the programme, with increases in some components being largely offset by decreases in other areas (see Table 1 in section 44).
48. Enhancements were approved by the Joint Steering Group Chairs, including mass timber buildings with a targeted 6 Green Star sustainability rating, premium façade finishings, and a canopy along the southern edge of Masonic Park. The project team have reassessed the whole programme, found targeted cost savings, and reached a design that incorporates mass timber and world leading sustainability aspirations, with only a \$4.5 million increase in overall programme budget.
49. Figures are based on the costings provided in the Preliminary Design and Costings Report, and have been developed by Rider Levett Bucknall (Quantity Surveyors) and reviewed by LT McGuinness. These costs are based on the following conservative assumptions:
 - Cost escalation of 8% of construction costs across the five years, totalling \$21.52 million.
 - Contingency of 11% of total cost across five years, resulting in \$29.35 million total contingency.
 - Programme of works commencing with developed and detailed design in 2022, and construction staged over the following five years.
 - Programme completion by June 2027.

FUNDING CONSIDERATIONS

50. Te Manawataki o Te Papa proposed funding is a mix of Tauranga City Council debt and a variety of external funding sources. Table 2 (below) provides a summary of the indicative funding mix based on earlier expert advice from the Giblin Group. The funding may evolve as the funding strategy and programme costings are finalised. The current programme funding mix shows external funding of \$119.93 million, and Tauranga City Council rates-funding of \$151.5 million, and Tauranga City Council non-rates funding of \$36.42 million.

	Total (\$m)
Library and community hub	Capital Spend 91.50
	External Grant Funding 13.75
	TCC Loan/Other Funding 77.75
Civic whare*	Capital Spend 15.50
	External Grant Funding 15.08
	TCC Loan/Other Funding 0.42
Museum and exhibition gallery*	Capital Spend 110.55
	External Grant Funding 84.11
	TCC Loan/Other Funding 26.44
Public amenity space – staged	Capital Spend 17.25
	External Grant Funding 5.75
	TCC Loan/Other Funding 11.50
Baycourt upgrade	Capital Spend 11.00
	External Grant Funding 1.25
	TCC Loan/Other Funding 9.75
Masonic Park upgrade	Capital Spend 9.00
	TCC Loan/Other Funding 9.00
The Strand road reserve and adjacent reserve upgrade	Capital Spend 7.50
	TCC Loan/Other Funding 7.50
Willow Street shared space	Capital Spend 8.30
	TCC Loan/Other Funding 8.30
Durham/Hamilton/Wharf Street footpath upgrade	Capital Spend 3.35
	TCC Loan/Other Funding 3.35
Wharf and Central Strand Plaza	Capital Spend 25.40
	TCC Loan/Other Funding 25.40
Site A establishment	Capital Spend 7.00
	TCC Loan/Other Funding 7.00
Tauranga Art Gallery	Capital Spend 1.50
	TCC Loan/Other Funding 1.50
Total (\$m)	
Te Manawataki o Te Papa	Total Capital Spend 307.85
	External Grant Funding 119.93
	TCC Loan/Other Funding 187.92
	- TCC Loan Funded 151.50
	- Other External Funding 36.42

Table 2: Te Manawataki o Te Papa indicative funding mix

*As of December 2022, \$12.1 million of the ~\$48 million Three Waters 'Better Off' funding package has been approved by the Department of Internal Affairs in relation to the museum, exhibition gallery, and civic whare projects. The approved amount has been included in external grant funding totals.

51. As shown in Table 2 (above), external funding is estimated at ~15% for the library and community hub, ~76% for the museum and exhibition gallery, ~97% for the civic whare, ~33% for the Civic Plaza and ~11% for the Baycourt upgrade. All other projects are expected to be 100% loan funded, with the exception of the central library which is expected to attract 12.5% development contribution funding.
52. The commencement of construction of the projects that rely on external funding is dependent on receiving the level of external funding reported, or sourcing alternative funding (other than further rates increases).
53. To achieve the required 50% non-rate funding target, a funding strategy has been developed with additional funding opportunities for the programme having been identified. Some examples include revenue from asset realisation and as mentioned above, a central government Three Waters 'Better Off' funding grant.

OPTIONS ANALYSIS

54. The decision to progress with Te Manawataki o Te Papa to its current state was previously made through the LTPA. This report seeks approval to progress from current preliminary design, into the developed and detailed design phase. The Council has two options for consideration:
 - (a) Option 1: Authorises the Chief Executive to enter into a Development Commitment with Willis Bond to progress with developed and detailed designs at an estimated cost of \$21.3m; or
 - (b) Option 2: Decide not to progress with the Te Manawataki o Te Papa programme of works.
55. Key benefits and disadvantages for each option are outlined below.

Option One: Authorises the Chief Executive to enter into a Development Commitment with Willis Bond to progress with developed and detailed designs at an estimated cost of \$21.3m.

Advantages

56. In authorising the Chief Executive to enter into a Development Commitment with Willis Bond to progress the developed and detailed designs, the programme can proceed at the pace and quality planned.
57. In progressing to the developed and detailed design stages, the Council will be making progress towards delivering on the broad community benefits of the Te Manawataki o Te Papa programme.
58. Approving Option 1 is consistent with the Council's LTPA and delivers on the commitment set through that process.
59. Council has set an expectation with the community that the city centre will be revitalised, and enhanced community facilities such as a museum, library, exhibition gallery and civic whare will be developed over the next five years, and be available for the community to enjoy. By progressing to the next stage of the programme, Council is delivering on that community expectation.
60. As a flagship community development, the project is proposed to attract significant external funding that is expected to significantly enhance community outcomes.
61. As the project progresses through the developed and detailed design phases to the tendering stage, costs will continue to be refined. There are potential opportunities to bring the costs back within the total programme budget. This may include amending the design to increase the use of green space (and reduce the amount of concrete), particularly in the

waterfront and Site C, without negatively impacting the project deliverables. Therefore, this report does not look to increase the budget, at this stage, as future savings may mean that additional budget doesn't eventuate as being necessary.

Disadvantages

- 62. In authorising delivery of the next phase of the project, Council is committing to the next portion of project investment. This includes an estimated \$21.3 million to complete the developed and detailed design phases.
- 63. The current costings show an increase of \$4.5 million from already approved budgets. There is a reputational risk that the community will see the current projected increase as a sign that the overall programme cost will increase over time. This is why this report recommends a separate resolution to reconfirm that the total cost from rates will not exceed the LTPA-approved amount of \$151.5 million.

Option Two: Decide not to progress with Te Manawataki o Te Papa.

Advantages

- 64. By not continuing to the developed and detailed design phases of the programme, Council would limit further expenditure, including the \$21.3 million of estimated cost associated with the next phase of the process.
- 65. Not delivering Te Manawataki o Te Papa will see financial savings for ratepayers and reduced loan funding, which may present an opportunity cost for alternative project delivery.

Disadvantages

- 66. The Council has already committed costs to get to this stage of the programme. By deciding not to continue the programme at this stage, those costs will be sunk with no discernible community outcome to show for it.
- 67. Extensive community consultation and partner collaboration has set an expectation that Te Manawataki o Te Papa will deliver great outcomes for the Tauranga community. Not continuing with the project means that those outcomes will not be realised, including revitalising the city centre, and enhancing mana whenua's relationship with the land. This poses a reputational risk for the Council with mana whenua, with Council's key partners, and with the broader community.
- 68. Extensive external funding is proposed for this programme. If the programme does not continue, the investment into Tauranga from other sources will not be realised.
- 69. Discontinuing the programme at this stage will see Council break its Partnering Agreement with Willis Bond.
- 70. If Te Manawataki o Te Papa is not built, further work would be required to determine an alternative use for the land where the civic precinct is currently planned.

RISKS

Key project risks

- 71. The different projects are at various stages of design development and therefore may risk being stalled due to various factors e.g. lack of external funds and/or project cost escalation. This risk is further amplified by the interconnected nature of this programme of works, with many projects co-dependent on another through the sharing of spaces and/or facilities. The governance structure that has been developed to oversee the programme and several key gateway decisions points, will ensure appropriate Council oversight is provided throughout the programme.

72. Funding arrangements will need to be investigated and secured. If adequate funding is not secured, this will put the overall benefits to be realised through Te Manawataki o Te Papa at risk. As above, this risk is further amplified by the interconnected nature of the programme of works, with many projects co-dependent on another through the sharing of spaces and/or facilities. Depending on the success or otherwise of potential funding streams, this may require a level of flexibility in the timing and phasing of civic precinct projects. A multi-pronged funding strategy has been developed to help alleviate this risk.
73. For a detailed description of key project risks, please refer to Section 15 of the Preliminary Design and Costings Report.

Key financial risks

74. The projects that make up this programme of works, includes conservative assumptions regarding the level of project contingencies and cost escalation. However, there is always a risk that significant unplanned events may have an impact on overall and eventual project costs.
75. Several of the key projects include a level of external funding. An updated report on the likelihood of achieving this level of external funding will be reported to Council in July 2023.
76. As discussed above, whilst the project costs included in this programme of works include a conservative level of contingency and cost escalation provision, updated project costs will be obtained at the end of the developed and detailed design process. If these revised costs are significantly in excess of those previously consulted upon, but Council wish to proceed with the programme, consideration will be required as to the need for further public consultation.

Key reputational risk

77. Council has consulted on a total project budget of \$303.4 million. If that budget changes at this stage of the programme, or if there is cost creep and overspend later in the project, that could have a detrimental impact on the community perception of the Council.

LEGAL IMPLICATIONS /

78. Lot 45 (Site A) of the civic precinct, being the Council-owned site, is culturally significant to mana whenua of Tauranga Moana. There is a long and complex history associated with the site, with unresolved grievances associated with the land. Following a period of public consultation, Council approved the establishment of a council-controlled organisation (CCO) for the ownership of Site A of the civic precinct with Otamataha Trust. The CCO will own the land and lease it back to the Council for a pepper-corn rent. The Council will retain ownership of any improvements on the land and is entitled to develop and construct further improvements on the land.
79. The purpose of the CCO is to own Site A land and to restore mana of the whenua to hapū and iwi. It also provides certainty for the future development by securing uncontested future use of the land, including for the community in terms of public use.

SIGNIFICANCE

80. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

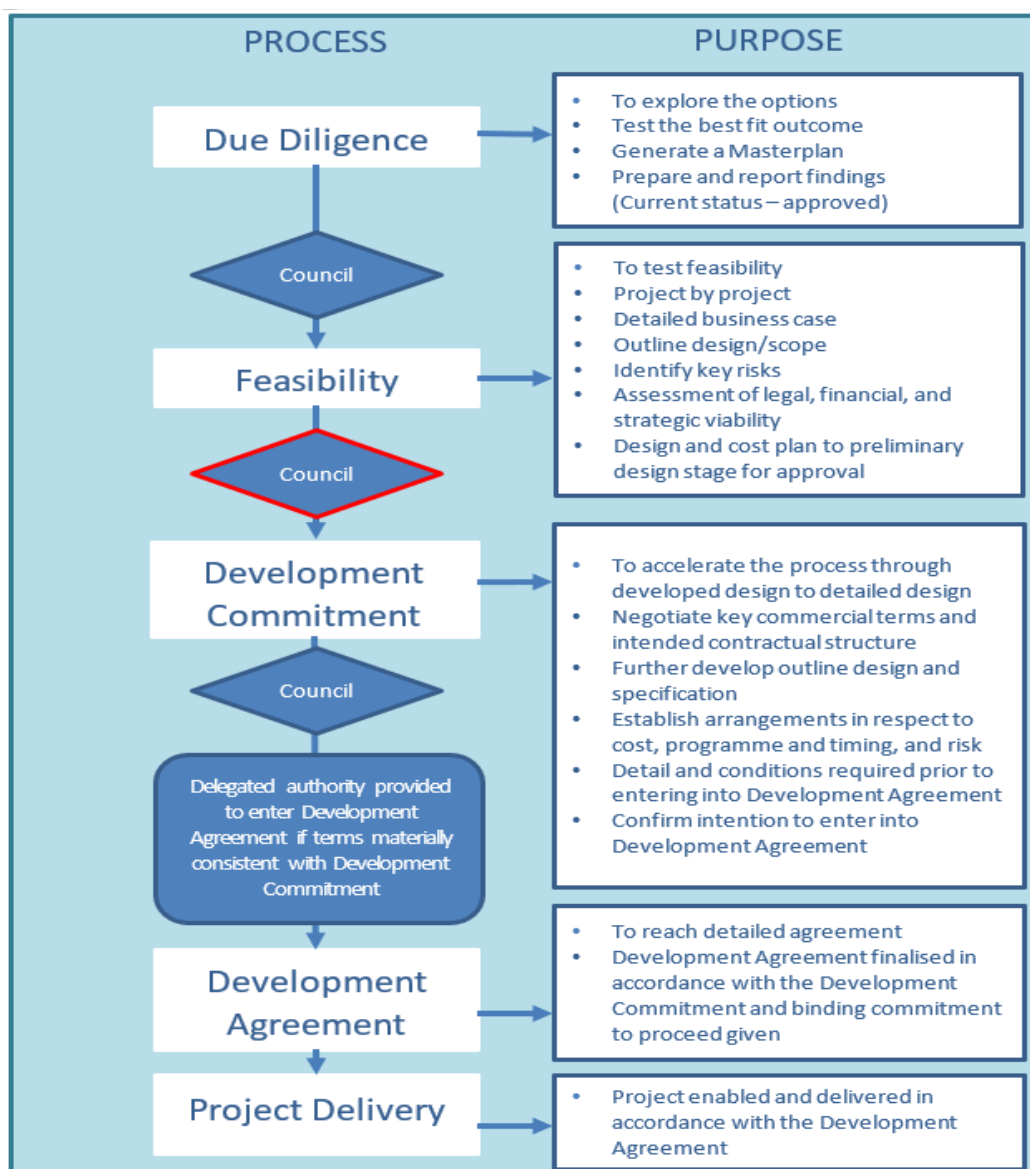
81. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) The current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) Any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) The capacity of the local authority to perform its role, and the financial and other costs of doing so.
82. This report is part of a wider process for the development of Te Manawataki o Te Papa. In accordance with the considerations above, and criteria and thresholds in the policy, it is considered that the decision to deliver Te Manawataki o Te Papa is of high significance. As a result, the Council undertook a thorough decision-making process to approve the programme of work, including developing an LTPA and corresponding community consultation using the Special Consultative Procedure.
83. The decision made through this report is materially consistent with the decision made by Council on 24 May 2022. The extensive community feedback received through the LTPA process has been incorporated throughout the design phase of this project, and Council has a thorough understanding of the views of the community and has approved a clear plan for the delivery of the project.
84. Option 1 of this report is considered to be of low significance, in accordance with the considerations above, and criteria and thresholds in the policy, as the decision has a strong and logical flow from a prior decision of Council, and approves expenditure that is within existing budget.

ENGAGEMENT

85. The proposal to implement Te Manawataki o Te Papa required an amendment to the Council's LTP 2021-31 under section 93(5) of the Local Government Act 2002. As such, a full consultation process has been undertaken from 25 March to 26 April 2022.
86. Taking into consideration the above information, if Council approves Option 1, further community consultation is assessed as not being required at this stage of the project.

NEXT STEPS

87. This diagram summarises the key gateways and approval processes outlined in the Tauranga City Council / Willis Bond Partnering Agreement and will be followed for Site A. The red diamond identifies where this report fits into the wider process.



88. At each significant approval stage/gateway, the programme steering groups will make recommendations to Council. This provides the opportunity for Council oversight of final design phases, and provides for further consideration of incorporating submitter recommendations into future stages of the project.
89. This report is one of the gateways identified in the above diagram and seeks approval to progress to the developed and detailed design phases. In progressing, Council is committing to further work, with a cost estimate of \$21.35 million, to complete the developed and detailed design phases of the Te Manawataki o Te Papa project.
90. Preliminary design and costings for Site C will be brought to future Council meetings at various stages for approval.
91. Developed and detailed design, and updated cost estimates, will be presented to Council for approval in 2023. It is expected that the library and community hub will be brought to Council in May 2023, and the CWEM will be brought to Council in July 2023.

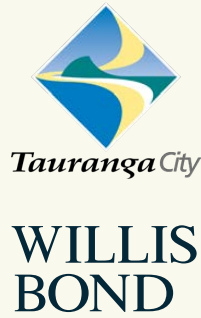
ATTACHMENTS

1. **Appendix 1 - Te Manawataki o Te Papa - Preliminary Design and Cost Report 7.12.2022 - A14278344** [↓](#)
2. **Appendix 2 - Te Manawataki o Te Papa Governance Group - Report to Council - A14278556** [↓](#)



TE MANAWATAKI O TE PAPA PRELIMINARY DESIGN AND COST REPORT

7 DECEMBER 2022



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1.

EXECUTIVE SUMMARY

Willis Bond, in partnership with Tauranga City Council (TCC), is pleased to present the Te Manawataki o Te Papa Design and Cost update report 28 November 2022.

Following the issue of the May 2022 Enhanced Costing Report, the architectural, engineering, sustainability and contractor teams have been working closely with key stakeholders to progress design across the Te Manawataki o Te Papa precinct. Input has been received from mana whenua, council steering groups, subject matter experts and end users to curate a precinct that is consistent with the masterplan adopted by TCC in May 2022 that the city will be proud of and should revitalise the CBD.

The Enhanced Costing Report delivered in May 2022 presented a precinct-wide cost of \$303.4 million. Following report issuance, the Strand and waterfront areas with an allocated budget of \$32.9m have been moved to a separate project. As such, the designs and costings presented reflect the redefined scope from the eastern edge of Masonic Park to the Durham Street eastern curb edge with an adjusted TCC-approved cost of \$270.5m

The May 2022 report presented several enhancement options in addition to the base design. A number of enhancements were adopted by TCC, including mass timber buildings with a targeted 6 Green Star sustainability rating, premium façade finishings and a canopy along the southern edge of Masonic Park.

The focus of our study was therefore to identify savings within the precinct in order to afford the Council approved enhancements.

DESIGN PROCESS

Sustainability is at the forefront of design progression. The Library and Community Hub, and

Civic Whare, Exhibition and Museum (CWEM) buildings are targeting 6 Green Star, a rating reflecting world leadership in sustainability. The precinct buildings are also aiming for WELL certification. To achieve these aspirations, both have adopted a mass timber hybrid structure for both buildings. The use of timber in construction has very low embedded carbon and plays a key role in creating a better built environment for our future.

Mana whenua consultation and input has shaped the site-wide cultural narrative, with multiple in-person workshops held to inform this report. The cultural advisory group will advise on the design of key cultural elements across the precinct as design progresses.

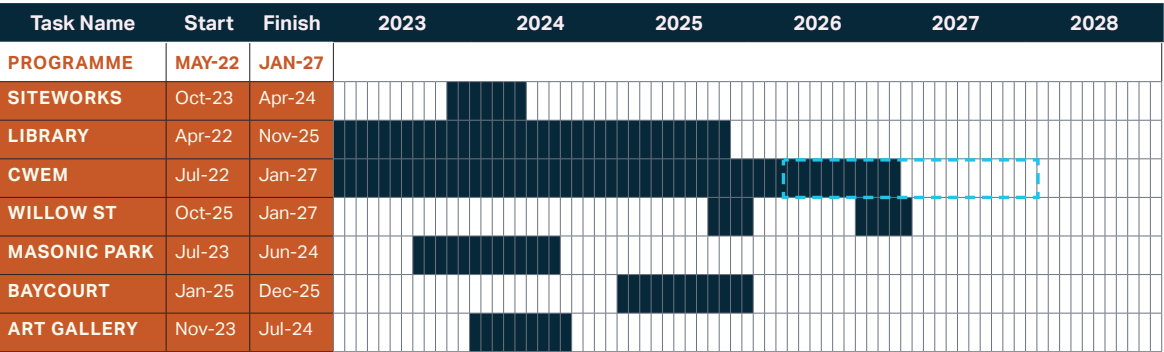
Different areas are at different stages of design based on the assumed programme. Masonic Park has been progressed through preliminary design and is currently in developed design. Preliminary design has been completed on the Library and Community Hub building, with the CWEM and Site A landscaping part way through preliminary design (to be completed February 2023).

PROGRAMME

Since the May 2022 enhanced costing report there have been changes made to the programme across the precinct. Due to the relatively low complexity of the landscaping area in Masonic Park and aspirations to accelerate construction where possible, this has been accelerated to commence construction in mid-2023.

Further investigation into the ground conditions under the CWEM building has seen the previously assumed 12-month settlement period removed. This allows the CWEM building to potentially commence construction mid-2024. The main contractor will continue to review this assumption against market capacity.

Item	Completion date	Total cost (millions)	GFA (sqm)
Site A establishment <i>hoardings, earthworks & HV transformer</i>	2024	\$7.00 m	
Durham Street footpath	2024	\$0.15 m	
Masonic Park	2024	\$9.00 m	
Art Gallery	2024	\$1.50 m	
Library and Community Hub	2025	\$91.50 m	5,613
Wharf Street footpath	2025	\$1.55 m	
Baycourt	2025	\$11.00 m	
Willow Street	2025	\$8.30 m	
Site A landscaping	2026-27	\$17.25m	
Exhibition + Museum	2027	\$110.55 m	5,790
Civic Whare	2027	\$15.50 m	581
Hamilton Street Footpath	2027	\$1.65 m	
Total		\$274.95 m	



2.

MASTERPLAN
PROGRESSION

The masterplan design has progressed in line with adopted enhancements, Council and stakeholder feedback and onhoing engineering investigations. There has been focus on the integration of buildings and site-wide landscape levels throughout this process.

TE MANAWATAKI O TE PAPA PRELIMINARY DESIGN SCOPE

The area considered in the preliminary design scope is outlined below (orange) and is referred to (and costed) as 'Site A'. Since the enhanced costings pack, 'Site C' (Strand and Waterfront) has been removed from the Willis Bond scope.

TAURANGA CIVIC MASTERPLAN (NOV 2022)



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2. MASTERPLAN PROGRESSION

COMPARISON

TAURANGA CIVIC MASTERPLAN (MAY 2022)



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3.

PRECINCT

The Te Manawataki o Te Papa precinct is envisaged to operate as a campus that shares spaces and works together. The buildings within the precinct will share certain design elements to articulate clear wayfinding and create a sense of place.

MASTERPLAN CONTEXT

The Te Manawataki o Te Papa masterplan draws on the key concepts of Wai (water), from puna (spring) to moana (sea). The activity of people is also fundamental to this civic space. Both of these concepts weave together to form a cohesive and robust conceptual basis for all aspects of the precinct.

BUILDING ARCHITECTURE

The Library and Community Hub and CWEM buildings are being designed by separate architects who are each working to a single masterplan concept, collaboratively progressing elements of the buildings that speak to each other. The vision is the buildings will be related, but not identical.

Across the precinct will be clear wayfinding, particularly within the through-site link that connects both buildings and the landscape to the wider city. We envisage an entrance design that is similar across both buildings including the use of similar patterns or colours.

LANDSCAPING

The landscape architects have worked collaboratively to develop a paving and planting strategy across the site which talks to the wider city and other projects TCC is undertaking. The planting palette will primarily be a mix of native and exotic species to provide changes in colour and texture through the seasons. The paving will feature a mix of aggregate concrete and pavers (natural stone).

SUSTAINABILITY

One of the key changes across the precinct since the last costing update is the inclusion of mass timber structures. The Library and Community Hub and CWEM buildings are both targeting a 6 Green Star rating along with WELL certification.

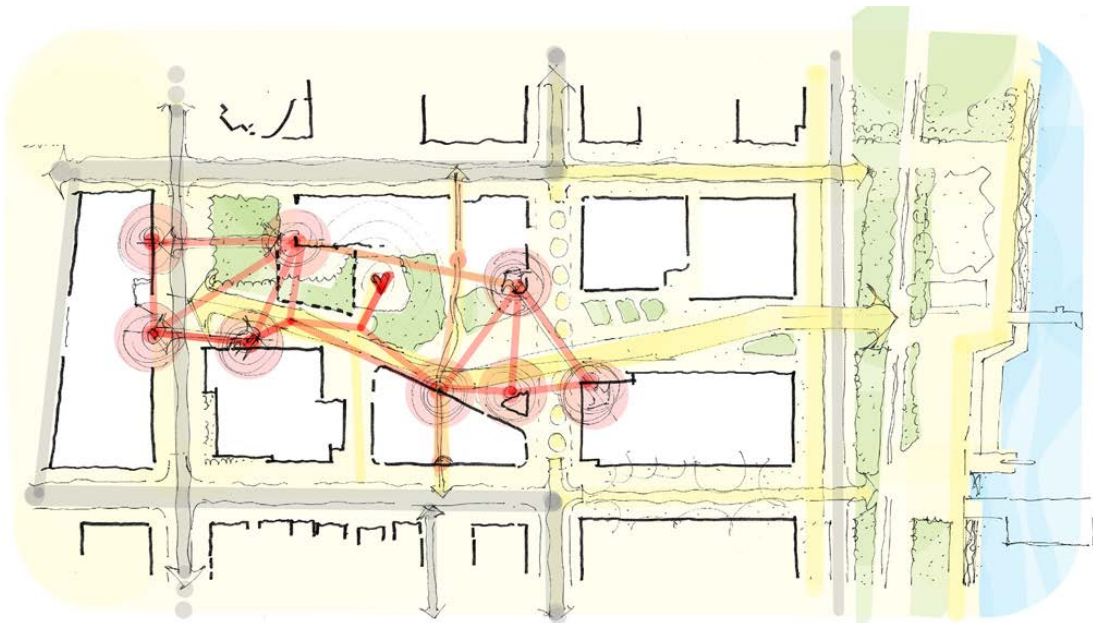
To achieve these aspirations, both buildings have adopted a mass timber hybrid structure featuring a mix of cross laminated timber (CLT) and traditional steel and concrete methodologies. The use of timber in construction has very low embedded carbon, is in alignment with all 17 of the UN Sustainable Development Goals and has a key role in creating a better built environment for our future.

SITE CONNECTIVITY

The site has a main pedestrian route east to west, along with the through site line north to south.

The buildings are designed to interrelate to each other, with key connections reflected below. The Civic Whare sits in the metaphorical heart of the precinct.

Masterplan Concept



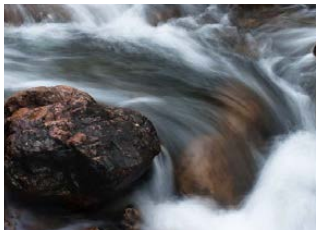
Ngāhere (forest)



Puna (spring)



Wai (water)



Landing



Moana (sea)



4.

MANA WHENUA

ENGAGEMENT

The last few months have seen the Design Teams work in collaboration with mana whenua to develop a series of cultural design outcomes which feature across the Civic Precinct.

PRELIMINARY DESIGN ENGAGEMENT
Throughout the preliminary design process, TCC has led the engagement process with mana whenua. Warren and Mahoney (WaM) were engaged as the cultural advisor for the site-wide cultural design development. In collaboration with mana whenua and TCC, WaM prepared a narrative and guideline for the design process. Members from each design team attended multiple in person workshops throughout the PD phase with Mana Whenua. Te Kahui Toi will lead the design of key cultural elements across the precinct as design progresses.

DEVELOPED CIVIC WHARE BUILDING FORM
The current Civic Whare design is an evolution of Studio Pacific Architecture (SPA)'s original concept. The main evolution is the footprint changing from a rectangular to an elliptical shape and the gabled form roof changing to a curved portal. This is to reflect the various ipu (or vessels) which have been discussed with mana whenua. The evolved building features two oculi. The building features a green roof, as well as key internal spaces such as the Ātea a Tū and Ātea a Rongo.

Mana whenua have highlighted the importance of providing a visual connection from the Civic Whare through to the moana (ocean). For this reason, the Civic Whare's main building frontage (and external courtyard) is directly oriented towards the waterfront.

A water feature sits directly outside the Civic Whare. This design outcome speaks to the concept of 'Te Mana o te Wai', the significance of water. The water feature will include a manea stone to be touched and interacted with by visitors.

To the south of the Civic Whare is a waharoa, where prospective manuhiri (guests) may be formally welcomed onto the Civic Whare site. This waharoa is currently realised as two pou whenua, which are located to the south of the external courtyard.

LIBRARY AND COMMUNITY HUB
Te Manawataki o Te Papa Library and Community Hub embodies three key conceptual drivers that nurture, protect and celebrate the people of Tauranga through activities of learning, connecting and relaxing. Site wide narratives speak of wai and a process of shaping the whenua, as it flows through the site towards to the moana. The Library and Community Hub sit within the landscape as a place of safety and sustenance, its edges informed by the flow of water around and through it. As a reference to past and present occupation of the site (Ahi Kaa), a metaphorical home fire sits in the heart of the building.

A gesture of warmth and gathering, this fire underpins the organisational, material, and wayfinding strategies throughout the spaces. Themes of growth and nurturing are reflected in the building's skin, external appearance and interior activities. The concept of Paparanga Ngahere is manifest both externally in façade patterns and colours, as well as internally through variance in spatial and light qualities. The building and its spaces are an abstract representation of the forest's many layers.

EXHIBITION AND MUSEUM
The exhibition and museum building forms are conceptually reflective of Māori vessels used to store

precious belongings, with the buildings suspended in floating volumes above the landscape. The vessel forms step with the geometry to respond to the natural topography of the site. The support and circulation spaces sit below the vessels and either read as solid forms cut into the landscape or are glazed to allow the landscape to flow in.

The ātea and Community space acts as a living room for the city, at the heart of the civic precinct. An evolution of the traditional or colonial 'museum grand foyer', the primary entrance is translated to a dual indoor and outdoor space connected with nature, humble, welcoming, and inclusive of all.

A range of cladding design options are being explored to reflect a woven visual language that is loosely suggestive of kete. The materials proposed for the building (such as terracotta) have natural origins, low carbon emissions, or are made up of highly recycled material to support the good stewardship of the land the project sits on.

WIDER LANDSCAPE DESIGN DEVELOPMENT
There are several water features that are located across the precinct, reflecting historical springs in the area and the significance of wai to the precinct.

POU WHENUA
There are several pou whenua located across the precinct, one will pass through several thresholds (or conceptual waharoa) as they journey from the waterfront through to the Civic Whare. The first of these thresholds is located near the eastern boundary of Masonic Park. The next conceptual waharoa is located between the CWEM, Library and

Community Hub buildings, with a final waharoa at the southern entrance to the atea. These will be a combination of contemporary and more traditional structures, with design to be progressed with Te Kahui Toi.

NEXT STEPS
As we progress through developed and detailed design, continual mana whenua engagement will take place, including involvement of Te Kahui Toi. Specific design elements of the buildings and or landscape (such as the thresholds at the site entrance) will be assigned to Te Kahui Toi who will design these features directly in conjunction with the architects.

Proposed ātea design



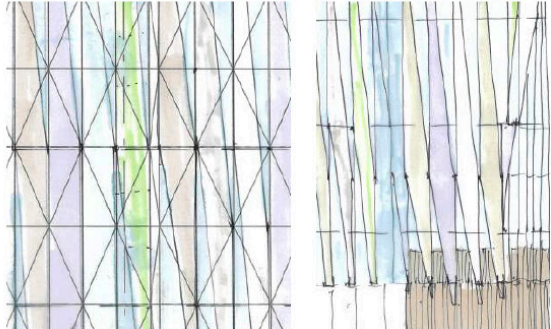
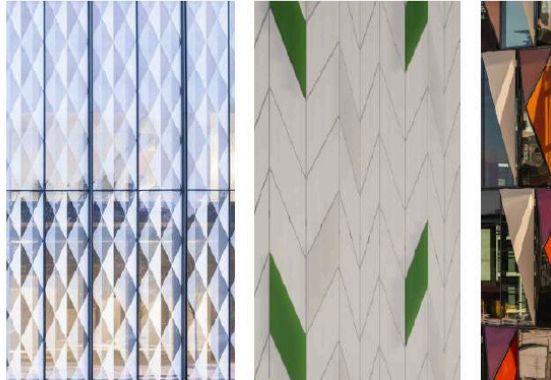
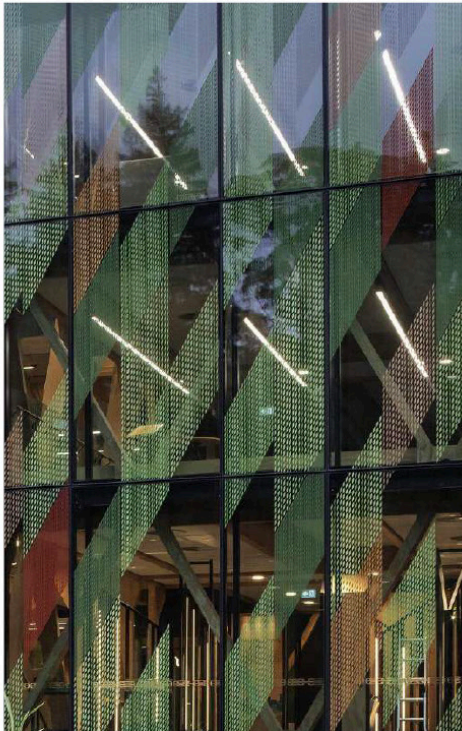
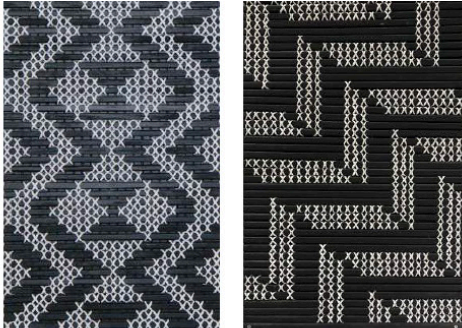
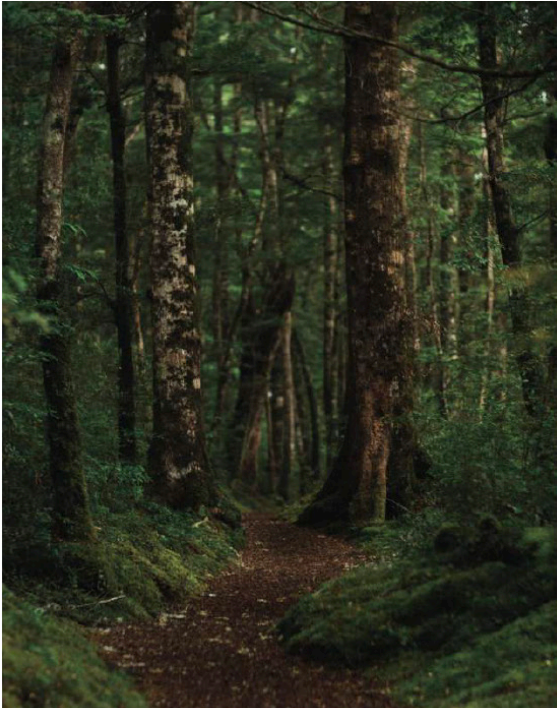
4. MANA WHENUA ENGAGEMENT

SITE WIDE CULTURAL STRATEGY

The coordinated site-wide cultural strategy, or ‘plan on a page’, was created from the engagement process as the briefing document to guide design.

Design teams presented back the design progress at mid-phase and end of phase workshops to ensure mana whenua were integrated into the journey. This is a template to set the overall narrative and general themes of Te Manawataki o Te Papa.

The cultural strategy showcases how we have arrived at a collective cultural vision with mana whenua (framed on the 4 pillars of Te Papa) and how we have turned the shared vision into a design strategy. The key idea to explore is weaving, concepts about tauhere (bind our hearts with ties of love), rangitāmiro (twisting the fibres together for strength), and paihere (unity). Enabling references to the metaphors of weaving and what we can achieve as design outputs with descriptors such as – rhythm, bindings, pūriri roots and branches, veil, filtering and permeability.



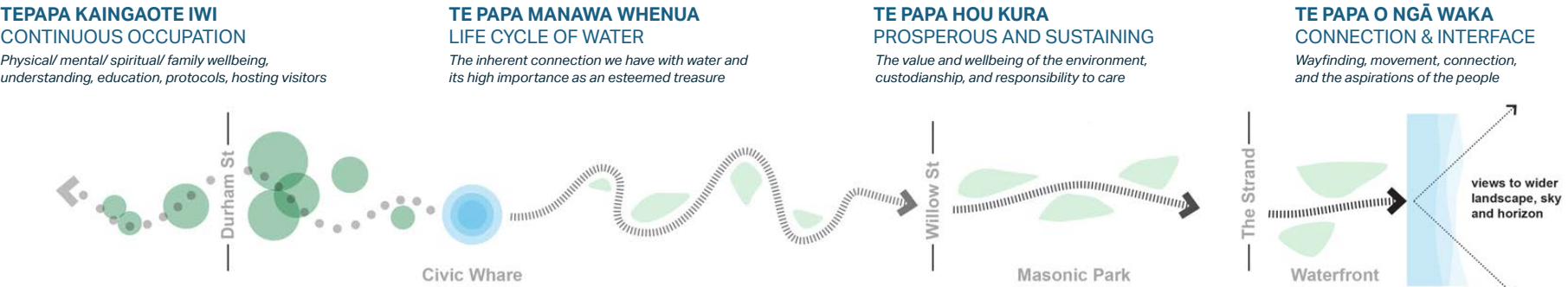
4. MANA WHENUA ENGAGEMENT - PLAN ON A PAGE

NGĀ MUKA | THE FIBRES
The beating heart of Te Papa

MAI KI UTA KI TAI | FROM LAND TO SEA

TUKUTUKU | THE FRAMEWORK
Three intricately bound connections support the unifying threads below

NGĀ WEU | UNIFYING THREADS
Specific project language which relate across site-wide engagement



KIA RANGITĀMIROTIA NGĀWEU O TE TAUHERE | LET THE FIBRES OF THE ROPE TWIST TOGETHER

MANIFEST CULTURAL INCLUSIVITY

The site-wide plan should ensure that mana whenua can see themselves in the precinct and enable mana whenua and their role as kaitiaki of Te Papa. The plan should provide an experience and narrative relevant to Tauranga Moana, its communities and its visitors.

ECONOMIES OF MANA

The plan should create an optimal visitor environment and experience. The visitor experience should be informative, educational, sensorial and ensure frequent return visits. The Masterplan is to optimise the arrangement of the core threads of the Te Manawataki o Te Papa - Cultural and Community Hub, Civic Whare, Landscape and public amenity (preserve, interpret, display) but also adapt and broaden its spatial and technological framework for future needs.

PRESENCE + LEGIBILITY

The site-wide plan should aspire to express a clear identity and presence within its urban and national context and aspire to enhance connectivity to the sea. The plan reflects and promotes our unique Tauranga Moana culture and identity within the environment. Approachability, accessibility, and legibility should be fully optimised.

To become 'culturally aligned' in our site-wide approach that brings 'our sense of place and our sense of process, together.
Here we have provided unifying ideas on which we build a series of insights:

ĀPITI HONO TĀTAI HONO BINDING TOGETHER					
Ō TĀTOU TAONGA TUKU IHO OUR TAONGA + OUR ECO-SYSTEM	Ō TĀTOU ARA MĪHARO OUR WAYS OF INNOVATION	Ō TĀTOU HONONGA OUR PLACE OF CONNECTION	Ō TĀTOU AHUATANGA KATOA OUR COLLECTIVE IDENTITY + OUR COLLECTIVE PRESENCE	Ō TĀTOU AHUREATANGA OUR ORIGINS AND CULTURE	Ō TĀTOU PANONITANGA OUR CHANGING MODES
Celebrating the culture, spirit and place of Te Papa - that is celebrating and integrating features of water resource (wai + whenua).	A development of this scale is able to continue the urban development of Tauranga contributing to the urban character of the city and improving the quality of citizens lives in the process. A 'fully connected precinct' will be one that provides an excellent range of urban spaces, clear and legible entry sequence and high levels of comfort, security and protection.	The Civic Whare is the precinct's iho and the space for hononga relationships to develop. Through our various design wānanga with Tangata Whenua and TCC, core spaces such as the Atea a Tu a Rongo and the Gathering Space have been considered in scale, without compromising the general tikanga which has been shared in previous wānanga.	Generating experiences + procession through the site and place - telling the deep story of place and connecting with the unique characteristics of our community.	Connecting people, the natural environment and the story of place - a safe anchorage of the many where they can connect and interface and create shared story-telling.	Precinct and civic space requirements are changing constantly and places & spaces are adapting to new modes of interaction from increasingly diverse groups of people. Adaptability is a core requirement for successful spaces and places.
PLACE			PEOPLE		
PAST			PAST		
Provision of wharewaka at waterfront	Passive/natural ventilation <ul style="list-style-type: none">stack effect	Recognition of Te Tiriti O Waitangi <ul style="list-style-type: none">a designed element	Building/place names		
FLOW	IPU / HUE	BINDINGS	RHYTHM		
Integrated water collection system <ul style="list-style-type: none">utilise grey water to feed mara kai		Building(s) interior design can also reflect identity of Tangata Whenua	Visual connections to moana from Civic Whare		
PUNA (SPRINGS)		Engineered timber as primary structural solution	MOANA + NGA HERE		
planting of native flora + fauna			Te herenga strategy		
Te Mana o Te Wai water features throughout site		FILTERING	PERMEABILITY		
Puna, Waka, ipu/hue			TIDAL MOVEMENTS		
			The civic whare could house existing taonga and support neighbouring museum with celebration / preservation of rawa maori		
			VEIL		
			The Civic Whare is a public amenity, providing community facilities that connect people		

WILLIS BOND

5.
**LIBRARY &
COMMUNITY HUB**



WILLIS BOND

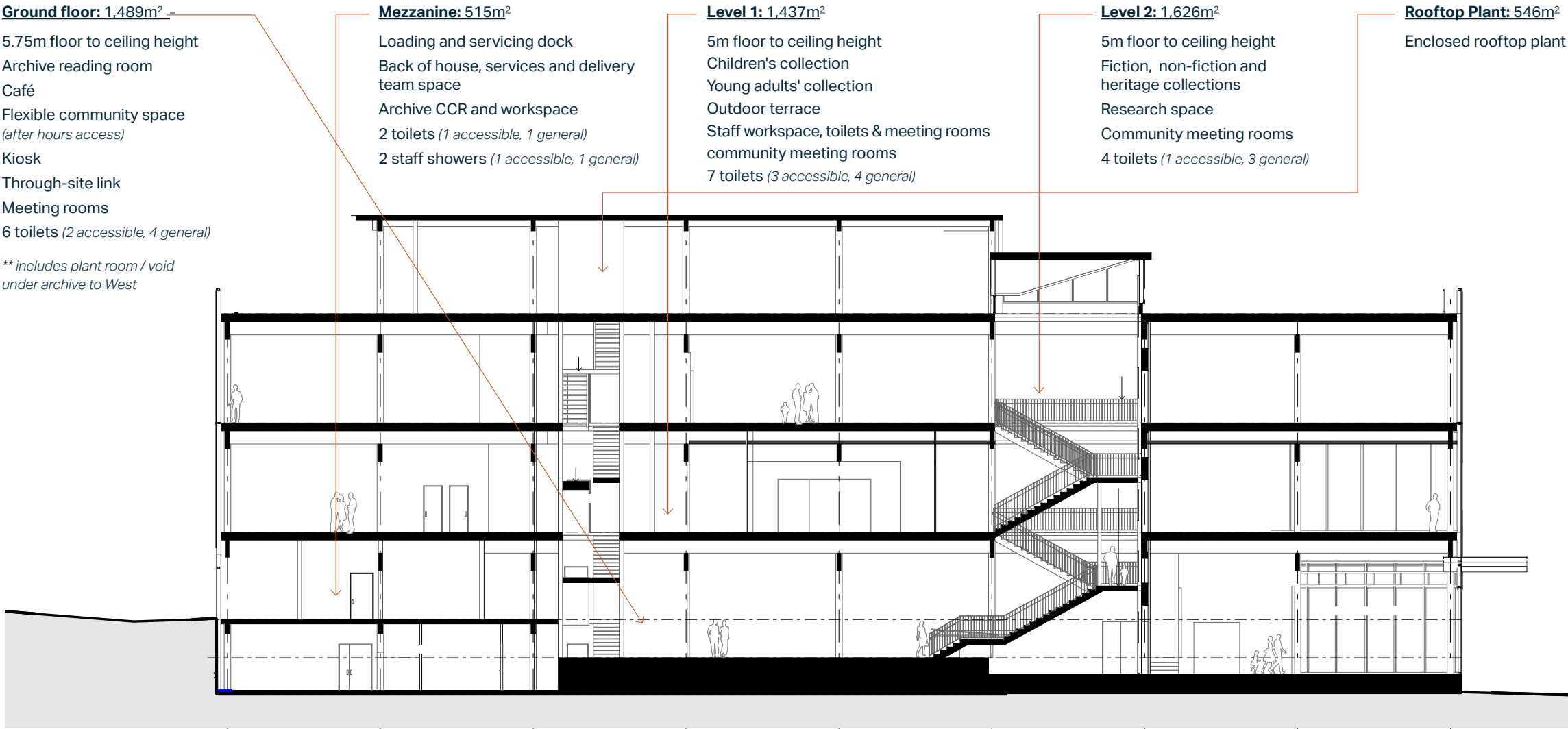
5. LIBRARY & COMMUNITY HUB

KEY FEATURES

GFA: 5,613m²

The Library and Community Hub is a multi-purpose facility that incorporates an integrated customer services function and provides for community activities beyond simply a traditional library.

People will gather, play and learn, community groups will access meeting spaces and the public will engage with customer service representatives. The Library and Community Hub building will feature a mass timber hybrid structure targeting a 6 Green Star rating. Exposed timber will be visible in many parts of the building including an internal timber staircase across all levels. The building will include a library, archive, community space (with secure after-hours access), customer services functions, terrace, café, and kiosk providing iSite and site wide ticketing functionality.



5. LIBRARY & COMMUNITY HUB

DESIGN

PROGRESSION

ARCHITECTURE PROGRESSION

SPA has progressed the Library and Community Hub design based on the concept design established during the 2021 masterplan refresh process and incorporates customer service functions. The enhanced costings phase resulted in several changes to the Library and Community Hub building to achieve a higher sustainability rating and include several additional enhancements under the same cost budget.

Changes to design following the enhanced costing phase in July 2022:

- Hybrid timber structure (aiming to achieve a 6 Green Star rating)
- Removal of the upper floor, an overall 442m² GFA reduction
- Reduction of the Archive floor area
- Integration of Customer Service area
- Kiosk footprint increased to allow for the iSite including central ticketing and refreshments
- Relocation of partial community hub space to the adjacent CWEM building

Throughout the preliminary design phase, SPA completed strategic and functional briefings, spatial zoning and programming and testing on collections and functional areas. SPA engaged in

several workshops with mana whenua to further develop the cultural narrative and co-design of the building. Progression of the façade has been a focus during this design stage. The preliminary design for the Library and Community Hub was completed in late November.

Key focus areas for SPA were:

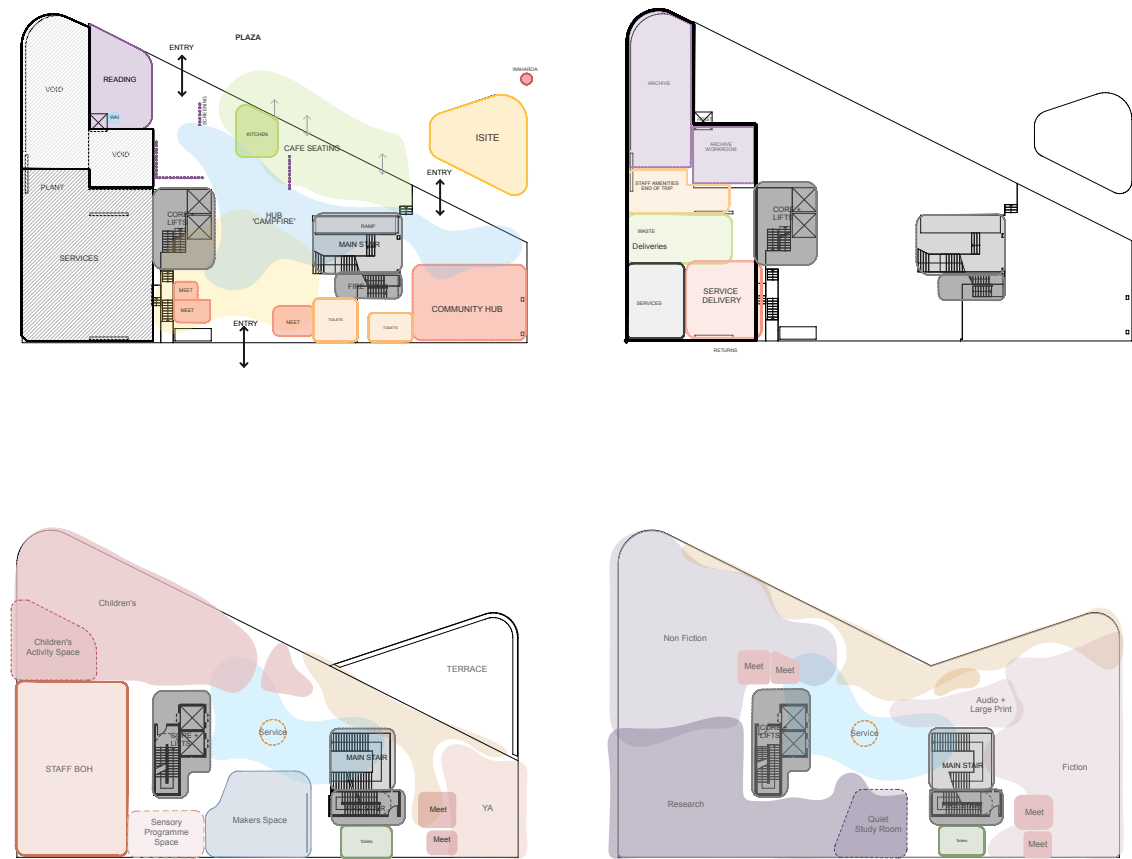
- Refining assumptions to align with precinct-wide cost targets
- Briefing data sheets
- Indicative finishes strategy
- Ongoing mana whenua engagement
- Façade design progression
- Sustainability targets
- Consultant team coordination

INTERIOR AND PLANNING

The ground floor of the Library and Community Hub will feature the café and 'homefire' with the concept that as you move up through the building you move from a public, active space to a quiet reflective area. Children's and young adults' will be on the first floor including an open terrace space, leading up to fiction, non-fiction and research space on the top floor. Throughout the building the 'homefire' will be replicated on each floor that is activated by the open central staircase.

The preliminary design stage of the Library and Community Hub not only focused on progressing design but required integration of enhancements that were selected following the previous costing stage whilst remaining within the original site-wide budget. The Library and Community Hub now aims to achieve a 6 Green Star rating featuring a mass timber hybrid structure.

Zoning plans:



5. LIBRARY & COMMUNITY HUB

FAÇADE

The façade design is centred around the concept of a canopy or trees surrounding the 'homefire' within the building, sitting alongside the water flow or river that runs down the site shaping the building and splitting away the kiosk from the main structure.

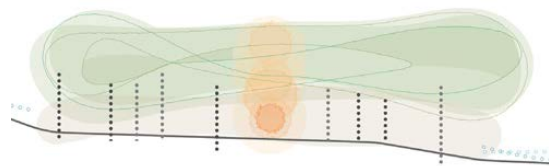
During the enhanced costings and refreshed masterplan stages the façade design of the Library and Community Hub was largely a placeholder. Subsequently there has been significant work completed during the preliminary design phase to progress the façade.

The concept of the 'canopy' design and natural feel of the trees and shaping of the building is based on three principles:

Wai: Flow nourishes and shapes the whenua

Ahi Kaa: A space emerges to sustain people

Paparanga Ngahere: A place to nurture community activity and growth



The proposed façade reinforces the strong building form by establishing a cohesive (continuous) language around the whole building. Flexibility within the unitised curtain wall system allows for opaque or open panels as required for the variable programmatic functions within. Design narratives of paparanga ngahere and ahi kaa are reflected in the façade composition and reinforce building performance, daylighting, and outlook objectives. The raupongo pattern represents the ponga leaf that signifies growth and the acquisition of knowledge through learning and education.

FAÇADE SYSTEM

The façade system can generally be considered as split between ground floor shop front glazing and upper

floors consisting of a mix of transparent glass and prefinished opaque panels. The glass colour is to be further developed, with the ratio of solid to glazing varying from more open to more closed as you progress up the building levels. The top of the panels extend past the roof level and are shaped to create movement on the building's skyline.

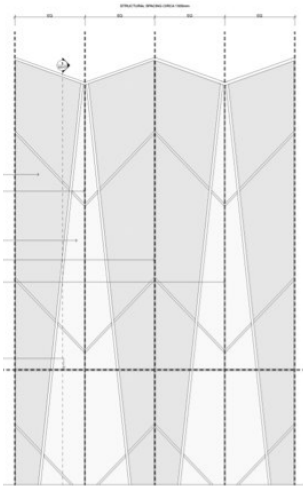
Service areas at ground level, with little public interface consist of more standard wall assemblies with panelised wall linings. The street level canopy in part provides a break between systems, however in some locations there is a suggestion of overlap. Such as at the kiosk and archive/pataka areas. The intention is also that the western side of the façade, which faces the laneway, will be simplified.

PANEL COMPOSITION

The solid panels are flat but give a sense of three dimensional form through their tapered shape and opportunity to vary colour and finish between adjacent panels. Solid panels consist of an outer prefinished skin, internal insulation and a back pan that is also acting as the internal wall lining. The glazing panels at the two main entrances are recessed back from the façade line a little to add relief to these small sections of façade. In this respect the two entrances have a more expressed structure and articulation than the rest of the façade.

PRECINCT VISION

Whist the Community Hub and CWEM buildings are being design by seperate architecture firms, it is envisioned the buildings are related. The design teams are currently exploring how to incorporate common aspects between the buildings through colour, the through-site link, entrance way design to ensure that the buildings speak to each other and the landscape in a cohesive manner.



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Ground

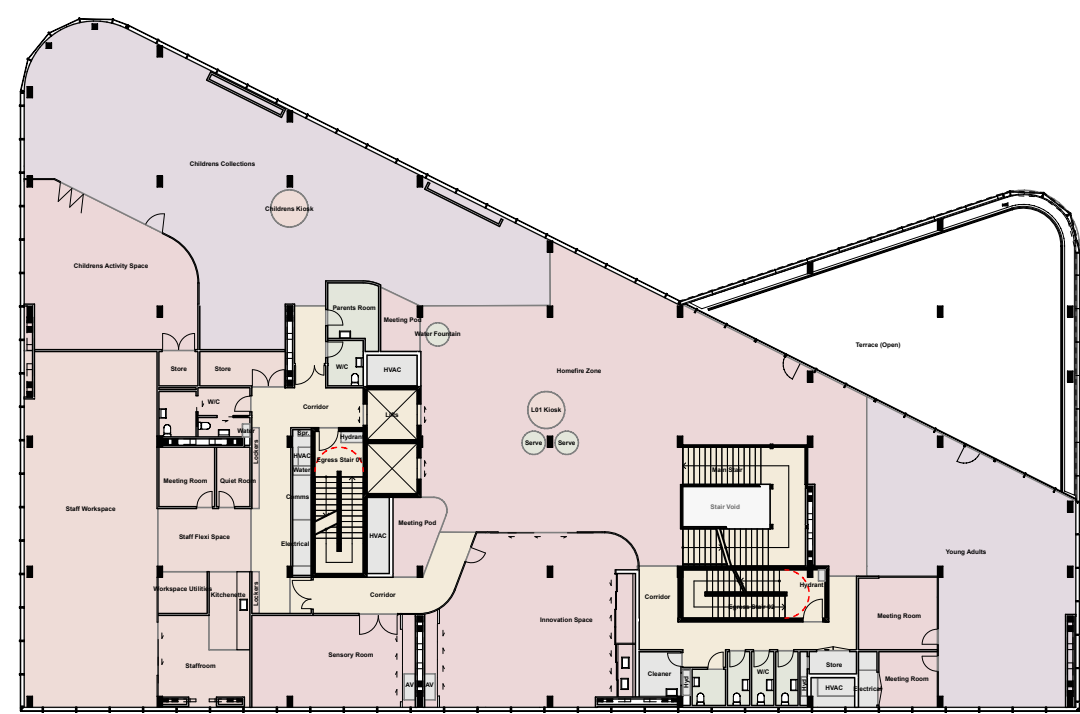


Te Manawataki o Te Papa — Preliminary Design and Cost Report, December 2022 14

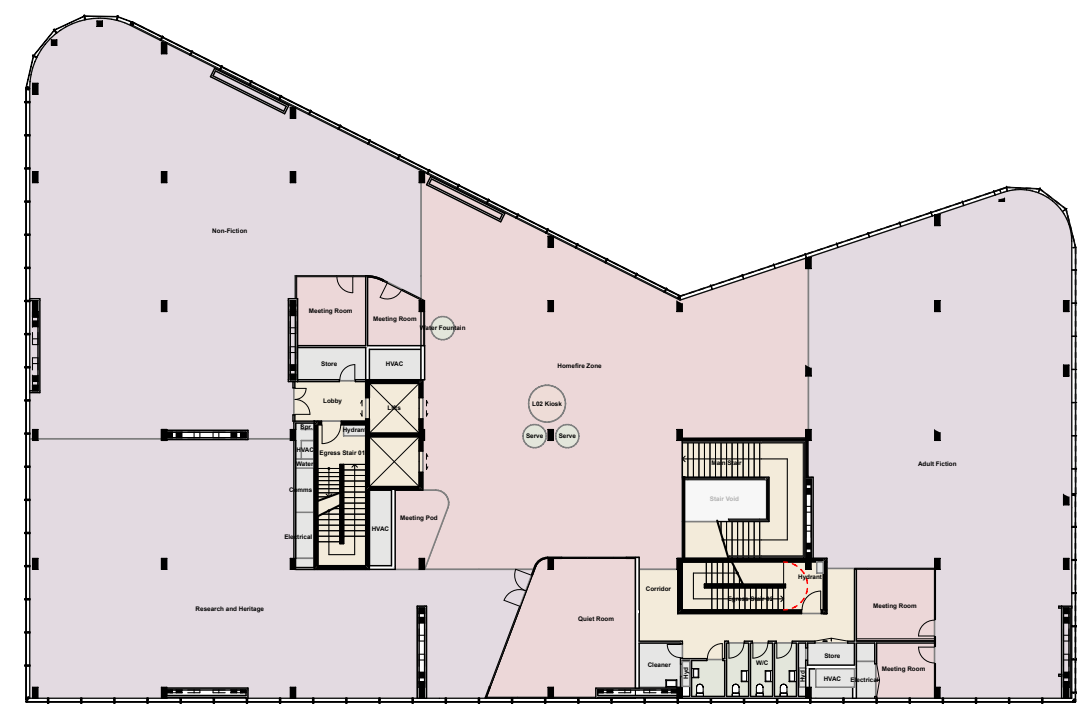
5. LIBRARY & COMMUNITY HUB

FLOOR PLANS

Level 1



Level 2



WILLIS BOND

5. LIBRARY & COMMUNITY HUB ENGINEERING

CIVIL ENGINEERING

This section sets out key civil engineering assumptions for the Community Hub building. Full details are available within the supporting 'Beca – Preliminary Design Features Report'.

Earthworks

Deep RAP piles are proposed as well as a 600mm thick raft under the footings, resulting in a depth of excavation under the buildings of 1.2m - 1.4m plus the piles. This is more than previously assumed as the Library and Community Hub building was initially thought to be located partially on infilled sea and natural soils. After a geotechnical investigation was carried out, it was discovered that there is a liquefaction hazard and poor founding soils present across the entire building footprint.

At this stage it is assumed 80% of the cut is cut to waste. However, Beca will continue to investigate where the existing site material is suitable under the central plaza area.

Proposed Stormwater Management

A new reticulated system will be provided throughout the new civic spaces. This will incorporate the stormwater from the Library and Community Hub, CWEM and the plaza. The Library and Community Hub building will be piped to rainwater tanks for reuse or through to a piped network connecting to the existing Willow Street stormwater system. The plaza area will be treated via rain gardens before being discharged to the stormwater network.

The overall stormwater management system shall be designed to accommodate and contain flows from a 1-in-100yr rainfall event while considering the effects of climate change on rainfall and sea level as of the year 2130, with the

primary conveyance system being designed to accommodate flows from a 1-in-10yr design rainfall in accordance with the Tauranga City Council's Infrastructure Development Code (IDC).

The existing Wharf Street stormwater will likely require relocation within the Wharf Street footpath to enable construction.

Proposed Sanitary Sewer

The connection is proposed to be made to an existing manhole along Wharf Street. To allow a gravity connection from the building, the new sewer connection will run down Wharf Street to the existing manhole near the Wharf / Willow intersection. There will be additional connections to Willow Street for the Library kitchen and kiosk. Network capacity assessments have not been undertaken at this stage and it is assumed the capacity is adequate as the building use is similar to the previous building in that location.

Proposed Water Supply

Metering will be provided at the boundary, and backflow protection will be required for both the fire and potable water connections. The firewater will have a double-check valve in an underground chamber, and the potable water will require an above-ground RPZ in a lockable cage. Both these will be positioned in the laneway behind the Library and Community Hub building. During detailed design, we will investigate TCC requirements for double-check to be above ground.

Proposed Power Supply

Power supply will be provided from the existing HV supply in the street with a new transformer located within the building. The transformer room will require a level vehicle access from the laneway behind the building. The existing power in Wharf Street is likely to require temporary

relocation or protection during construction. This is under review with PowerCo.

Proposed Telecommunications

Telecommunications supply will be taken from existing reticulation in the street. The existing Chorus cables that service Baycourt will require protection or relocation during construction due to temporary works.

Landscaping and Pavements

Conceptually, concrete roads and footpaths are proposed for Willow Street and the Site A pavements. Plaza areas will be a mixture of exposed aggregate concrete and stone pavers as indicated on the Landscape Plans. A design life of 50 years will be applied to the design of all pavements.

STRUCTURAL ENGINEERING

This section sets out key civil engineering assumptions for the Community Hub building. Full details are available within the supporting Dunning Thornton 'Preliminary Design Report'.

Loading Assumptions

Dunning Thornton's structural design assumes the following:

- Importance level is IL2 - Normal Structures
- Design Life - 50 Years

Seismic

Eccentric Braced Frames (EBF) will be used to brace the building for seismic events. The EBF frames in this building are proposed to be designed for ductility ($\mu=3$). This means that seismic energy is dissipated in the frames. No structural damage in a serviceability limit state event (SLS = 1/25 year). Potential for repairable damage in an ultimate limit state event (ULS=1/500year).

Foundations

The site is subject to potential liquefaction and

lateral spread induced by seismic actions. Based on recommendations from the Geotechnical Engineer (CMW) the building is proposed to be founded on a ground improvement system (RAPS) with supplementary tension only rigid inclusions. The benefits of this solution are that the RAP system acts to suppress liquefaction under the footings and is more resilient to lateral movement. CMW has provided information regarding potential building settlement under different levels of seismic shaking. Based on this, the risk of damage to the structure due to vertical settlement in a 1/100year seismic event is very low.

Structural and geotechnical assumptions will be subject to a peer review process.

Wind

Lateral loads from wind pressures on the building façade are also braced by the EBF system. The bracing system stiffness is sized such that there is a low likelihood of adverse comments from wind movement and no non-structural damage to building fabric.

Floor Vibration

Lightweight floor structures sch as CLT (cross laminated timber) are susceptible to perception of vibration induced by people walking on them. The preliminary design has been benchmarked against guidance documents to assess the potential vibration against performance standards. The floor has been designed such that there is a low likelihood of adverse comments. We note that previously a batten and cradle flooring system was assumed for levels 1 and 2 of the building which has since been omitted by the design team.

Structural Fire

The structure is designed to achieve a 60-minute fire rating through the inherent resilience of the wood. In general, wood components have been

5. LIBRARY & COMMUNITY HUB

ENGINEERING

STRUCTURAL ENGINEERING CONTINUED

designed to char. This char protects the interior wood allowing this to support the required live loads in the fire condition. CLT floors and core walls need to achieve an integrity rating as well as the structural rating. This is achieved through screw clamping and glue sealing of the joints. All steelwork is to be protected with a plasterboard-based fire rated system.

BUILDING SERVICES

This section sets out key building services assumptions for the Community Hub building. Full details are available within the supporting 'Beca – Preliminary Design Features Report'.

Ventilation and Air Conditioning

Beca have provided TCC with recommendations for each of the different spaces within the Community Hub building. Beca recommends a combination of options to be used throughout the building, with specific requirements for the temperature-controlled archive spaces. The building will feature a combination of FCU 4-pipe, standalone split systems and VAV with HHW

Archive Areas

The ground floor archive collections and archive workroom are treated as a 'Cool' storage room only. This requires tight temperature and humidity control as per the archive room requirements client brief. The room shall be maintained between 15 to 16 °C with the relative humidity to remain between the range of 30-50%. Additionally, the archive room mechanical HVAC equipment is to remain operational 24 / 7 even in the event of a fire elsewhere in the building. Back-up power to the archive room is provided by a generator located on the ground floor mezzanine level.

Staff Workspace, Flexi Space, Staffroom and all Meeting Rooms

The L01 staff workspace and flexi space shall be served by a local chilled and hot water fan-coil units (FCU) per HVAC zone.

The L01 staff workspace meeting rooms shall be served by a single local chilled and hot water fan-coil unit (FCU) per meeting room. A temperature sensor can be provided in each room, if closer temperature control is required for individual meeting rooms, a multi-zone FCU can be provided which has multiple fans that can control the supply air volume to each room.

Community Space and Lobby

The ground floor community space and lobby may be used at different times of the day and are multi-purpose spaces with varying internal load requirements and after-hours operation. Beca recommend serving these two areas by local chilled and hot water fan-coil units (FCU) per HVAC zone.

The L01 Sensory and Maker's space may be used at different times of the day and are multi-purpose spaces with varying internal load requirements which may have requirements for after-hours operation. Beca recommend serving these two areas by local chilled and hot water fan-coil units (FCU) per HVAC zone.

The L01 Children's Activity space may be used at different times of the day with varying internal load requirements and may have requirements for after-hours operation. Beca recommend serving this area by local chilled and hot water fan-coil units (FCU) per HVAC zone.

Quiet Room

The L02 quiet room may be used at different times of the day with varying internal load requirements and may have requirements for after-hours operation. Beca recommend serving this area by a local chilled and hot

water fan-coil unit (FCU). The room has a south facing façade and is small enough to only require one local FCU to serve the entire room. This assumption can be further validated during the next design phase.

iSite Kiosk

The ground floor iSite kiosk space is detached from the main library building and is more practical to be served by local chilled and hot water fan-coil units (FCU). The chiller and heating water pipework can be reticulated from the main building to the kiosk FCUs via the canopy ceiling void which stretched between the two buildings.

After-hours Operation

Areas such as the ground floor community area that require after hours HVAC operation shall be provided with manual push buttons, utilise the occupancy sensors or activated from the Building Management System (BMS) web browser from authorised building personnel.

Building Management System Control

A BMS will be provided within the building to control the mechanical systems and to monitor all building services systems (including water and air quality). A metering system will be provided to monitor the various energy and water uses in the building and enable identification and tuning of operational energy.

The standalone BMS will automatically control and monitor the following systems and equipment:

- Monitoring and control of the HVAC system - Chillers, Heat Pumps, AHUs, Fans, Pumps, Valves etc.
- Interface with the lighting control system.
- Monitoring of the plumbing system including water meters.

- BMS will have web based remote access capability.
- After hours BMS control via push buttons or through a web portal.
- Data logging, 2 years at a 10-minute sampling interval.

Electricity Incoming Power Supply

Through consultation with Powerco it has been established that the Library and Community Hub building will likely require a dedicated high voltage room to house the required high voltage transformer, switches, and low voltage distribution fuses. A high voltage room is currently located on the existing site within the footprint of the proposed Library and Community Hub building. Powerco and TCC have identified a location within the site where temporary high voltage equipment can be located. This will enable all equipment located within the existing room to be relocated for the duration of the project, then relocated into the Library and Community Hub's high voltage room at the appropriate stage during the construction programme.

The new Library and Community Hub building transformer may also be required to supply some local buildings and street lighting, which is currently being finalised by Powerco.

Standby Generation

There is currently provision for a back-up generator for the Library and Community Hub building. The generator will be sized to accommodate the power requirements for the Archive plant equipment and life safety systems. There is also the option to include the Comms Room services on generator back-up.

Metering

Metering and automatic monitoring systems will be provided to meter all energy common uses and major uses, and each energy source. The strategy will align with the approach outlined by CIBSE TM39: Building

5. LIBRARY & COMMUNITY HUB

ENGINEERING

BUILDING SERVICES CONTINUED

Energy Metering and GreenStar, to enable monitoring and targeting of energy and carbon efficiency during the building's operation by metering and monitoring building services systems, large equipment uses, and relevant departments or functions.

Photovoltaic (PV) Provision (enhancement)

PV panels can be located on the roof of the Library and Community Hub building. The extent of the PV panel system array has been assessed during preliminary design and costed as a project enhancement. This could assist in offsetting the carbon consumed through the grid and support GreenStar certification initiatives for the building.

Communications and Security

The communications network will be designed to serve both the council business and public areas of the building. This includes the Main Communications Room (MCR) on the ground floor which will house the building distributor and Communications Floor Distribution Room (FD) located in appropriately-sized riser rooms on all levels.

Access control

The access control system will be an expansion of existing Inner Range integrated system located in the existing TCC designated data center and will monitor the main entrance/exit points of the building, back of house and delivery / service doors, goods and passenger lifts, plant room, core stairways, staff only areas, archive areas, main communications room and distributor cupboards and duress alarms.

Entry points to the building shall be access controlled with card readers. The access control system will support multiple site codes and photo ID card functionality. Access control system to be battery backed up for a minimum of 16 hours.

CCTV

The CCTV system shall be an expansion of the existing Geutebruck system, monitored centrally from TTOC.

Plumbing and Drainage

A single connection is intended be made to the potable water mains along the Laneway on the western side of the building. This connection will be complete with appropriate backflow prevention as well as a water meter. Water taken from the town's main will be boosted by a domestic booster pump set, controlled by a variable speed drive (VSD), and located in plant room on the ground floor. We recommend an N+1 pumping arrangement is provided ensuring that should a single pump fail, 100% of the building demand will still be met. A check water meter will be installed on the discharge side of the pump set to monitor this major water use.

Hot Water Plant

Hot water plant for the toilets and staff kitchen will be located on the rooftop within the roof plant and made up of internal and external plant spaces. The hot water plant will utilise heat-pump hot water heaters to charge local storage vessels. Heat-pump technology is recommended over fuel gas heating, because of improved energy efficiency and less CO2 emissions.

It is proposed that where hot water is required to small remote facilities such as the kitchenette on ground level, electrical hot water cylinders can be utilised. It is strongly recommended that these water heaters are provided near the fixtures which they serve as to avoid the need for providing a circulating hot water system.

Flushing Water System

A rainwater harvesting system will be installed to contribute to achieving 6 Green Star rating. This will provide non-potable water to the toilet facilities within

the building and irrigation to the wider precinct.

The rainwater harvesting system will be installed with a sectional steel tank located on the ground floor complete with booster pump and filtration system. The plant size indicated on the drawings is indicative and will be dependent on the raw rainwater collection area and the irrigation requirements which determines the final size of the tank. A check water meter will be installed on the discharge side of the pump set to monitor this major water use.

The flushing water system will make use of cisterns for the flushing of water closets.

Stormwater Drainage System

The development will be provided with a Stormwater Drainage System designed in accordance with the New Zealand Building Code. Where appropriate, the Institute of Plumbing will be consulted.

Stormwater Reuse

It is proposed that the stormwater retained within the sectional steel tank on ground floor be used for flushing of water closets and urinals.

Vertical Transportation

Comparable libraries around New Zealand typically use 1,000kg lifts. Based on discussions with the Tauranga library team we understand the lifts will be used for goods movements and therefore Beca recommends larger 1,275kg lifts are provided.

A lift hoist will also be required between the mezzanine floor and the ground floor for moving books between the archive space and the reading area. The Library team are required to confirm the size of the trolley this hoist would need to accommodate before an exact size can be determined.

Actual car and shaft dimensions will vary between

manufacturers, but most manufacturers can adjust their 'standard' arrangements to suit specific site constraints provided these are advised at the time of tender.

Beca recommends the lifts contract be tendered and awarded early (during the Developed Design stage) so final dimensions that suit the successful supplier's machines can be confirmed and they can give input into the structural design prior to the concrete of the lift pits in the foundations and the cores being planned.

Fire Protection

The building will be provided with an Automatic Fire Sprinkler System. The fire service attendance point has been agreed with FENZ to be on the south side near the Stair 2 entry on Wharf Street, which will contain the sprinkler and hydrant system inlets as well as the Zone Index panel.

Sprinkler protection will be provided throughout all areas of the development unless specifically permitted by either the standard or as noted below for the archive room and workrooms, or the Sprinkler System Certifier (SSC).

A fire alarm control unit will be located within the fire protection plant room on the Ground Level to serve the fire detection and alarm system. The fire alarm control unit will be capable of automatic signalling to a remote receiving centre which will automatically inform the fire service. A fire interfaces control panel will be co-located with the main fire panel to enable the manual control of the interfaced systems (e.g. air handling unit shut down, archives room/workroom HVAC, fire curtains, fire door magnetic holders, etc.) by the fire service as required.

Special Hazard Systems

The Archive and Archive Work Rooms are to be protected by automatic Gaseous Fire Extinguishing Systems (without sprinkler suppression). These

5. LIBRARY & COMMUNITY HUB

ENGINEERING

systems will comply with the requirements of the Code of Practice for Gaseous Fire Protection systems and be total flooding systems.

FIRE ENGINEERING

This section sets out key fire engineering assumptions for the Community Hub building. Full details are available within the supporting 'Beca – Preliminary Design Features Report'.

The building is primarily to be constructed of mass timber elements (e.g. CLT floors and LVL/glulam columns/beams). Mass timber buildings present challenges in terms of structural fire resistance due to exposed burning timber surfaces increasing the fire severity (when compared to traditional non-combustible construction).

Methodology

As recommended by the consultant team, TCC has opted for a design solution which has each floor level as a separate firecell, to avoid substantial fire-rated board encapsulation of the exposed mass timber elements. This enables the C/AS2 prescriptive design process to be used, subject to agreement with TCC building consenting team.

Each of the levels, including the Mezzanine Level will form an individual firecell. Around the main void circulation stair, fire curtains are to be provided around the open stairs on Level 01 and 02.

A minimum 60-minute fire resistance rating (FRR) is to be provided for all fire separations and structural members (except for specific rooms such as the transformer, archive rooms and archive workroom, etc.). The cladding system needs to be fire stopped at the CLT floor edges to maintain the level-by-level fire separations.

In the costing undertaken, we have assumed 50% fire-rated board encapsulation under the CLT floors

is not required by the building consent stakeholders to lock-in C/AS2. This assumption is required to be proved early in the next design phase through discussions with TCC and FENZ. The fire engineering provisions outlined in this preliminary design are expected to be the minimum requirements for compliance.

Fire Spread / Boundary

The Library and Community Hub is contained within a TCC owned city block. The surrounding streets are wide enough that there are no external fire spread issues identified to date requiring special mitigation.

The adjacent buildings on the same site (Baycourt) and the future Museum/Exhibition/Civic Whare Building are similarly far-enough away, without exitways or sleeping in close proximity.

Mechanical

HVAC systems shall be designed to minimise fire and smoke spread, via shut-down interfaces and fire dampers at fire separations. To maintain the archive room and the archive workroom climate controls, their HVAC systems will continue to operate until either of their gas flood system activate.

In-duct smoke detectors will be provided to main AHUs (interfaced to shutdown individual AHUs, not cause evacuation).

TRAFFIC / SERVICING

This section sets out key traffic and servicing assumptions for the Community Hub building that have been provided by Stantec, the traffic engineer engaged on the project.

A city-wide traffic management plan is currently being prepared by TCC which will inform the strategy for the Te Manawataki o Te Papa precinct as a whole. Currently it is assumed that general pick up and drop off related to the

Library and Community Hub will occur on Wharf Street.

There is a service lane on the western side of the building where the loading dock / servicing bay is located. Courier vans and daily deliveries will service the building from this laneway which is shared by the Baycourt building. The current assumption is that rubbish trucks will not be able to turnaround inside this

laneway and therefore the rubbish strategy is for (residential sized) wheely bins to be placed onto the Wharf Street kerbside for pick up.

The laneway is of a suitable width that even while trucks are loading/unloading at the Baycourt service dock, there will be sufficient room for the vehicles to continue servicing the Library and Community Hub.

Internal Timber Staircase



6.
**CIVIC WHARE, EXHIBITION
AND MUSEUM (CWEM)**



WILLIS BOND

6. CWEM

BUILDING
OVERVIEW

The Civic Whare, Exhibition and Museum (CWEM) building aims to achieve a 6 Green Star rating through the use of a hybrid mass timber structure.

The Civic Whare design is flexible to allow for the dual functionality of a formal council chamber and ceremonial marae for welcoming, hosting and facilitating meetings at the heart of the precinct. The Exhibition area is a multi-purpose space that can cater to events ranging from international art exhibitions and large-scale events down to local community exhibitions. The Museum display spaces are located on the first floor and will contain the 'Bay of Plenty Stories' and 'Discovery' Centre.

MUSEUM

The Museum is located at the corner of Hamilton and Willow Streets with entrances off both streets. The ground floor contains the public functions of the Museum and staff workspaces. The active uses and social functions open out onto Willow Street creating interest in the public realms of the lower plaza. The public functions include a museum kai area, serving as a public rehear food area. This will be supported by lounge and café seating. The Museum retail is located close to the entrance with a strong presence on Willow Street to enable it to stand alone and cater to the retail requirements of the art and culture sector in Tauranga. School groups and parents with young children can be accommodated with the BYO self-catering room.

The display spaces are located on the first floor and will contain the 'Bay of Plenty Stories' and 'Discovery' Centre. The space has been designed to maximise flexibility and ease of security with one controlled access point to the public spaces. This space meets high performance requirements with high temperature and humidity control and very limited natural light that can be blacked out with ease. The active spaces and exhibits for younger generations have been positioned to the south of the display space to allow an active connection and views back to the civic heart of the precinct.

EXHIBITION AND EVENTS

The Exhibition space is located on Level 2 and is accessed from the main circulation spine with visual connection and, if needed to operate independentl, an entrance from the Sculpture Garden and Durham

Street. This is a multi-purpose space that can cater to several different events, ranging from international art exhibitions and large-scale events to smaller local community exhibitions. It will complement the adjoining museum and nearby library and art gallery. It has an overall area of circa 800m² split into two key spaces of 500m² and 300m². These spaces can be used as one continuous space, for a single blockbuster show, or can be divided up with the use of operable walls into smaller individual spaces as required.

CIVIC WHARE

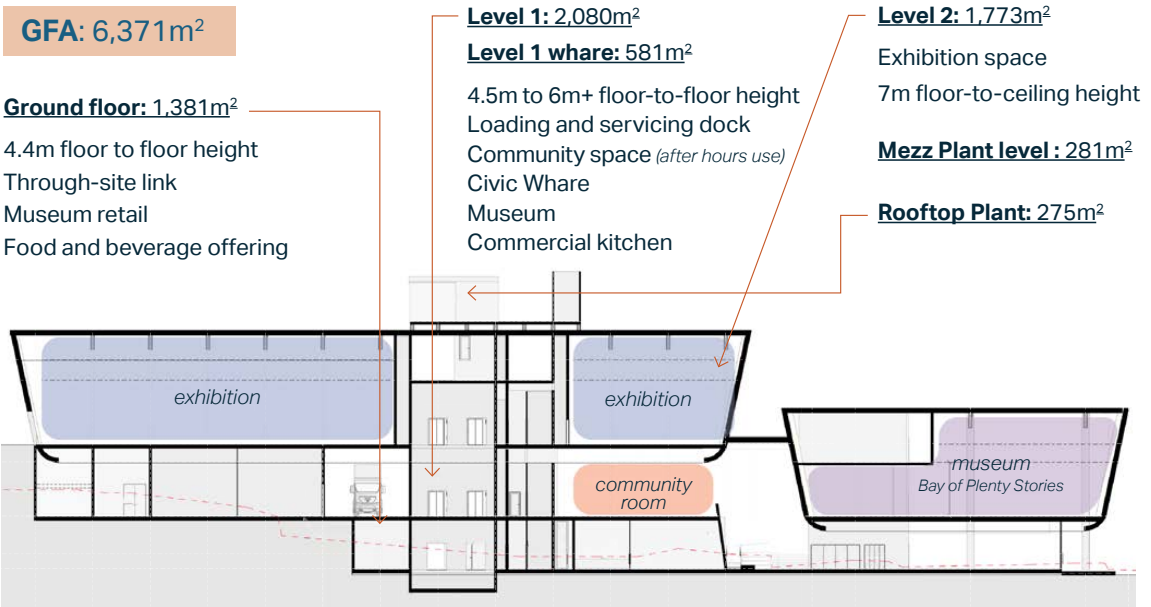
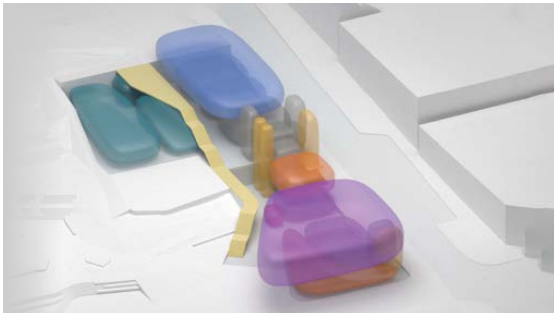
The Civic Whare is located at the heart of the precinct opening directly on to the ātea with views and orientation to the moana. The form is distinctive and reflects a modern interpretation of traditional Māori design principles. The design is flexible to allow for the dual functionality of a formal council chamber and ceremonial marae for welcoming, hosting and facilitating meetings. The internal layout is complemented by a flat floor with moveable partition walls to allow flexibility.

COMMUNITY ROOM

Leading from the main public plaza or ātea space on Level 1 is a 180m² flexible, bookable space which can host events or regular community groups. The space overlooks the central atrium and is accessed off the main circulation of the museum. When not booked privately it can be used for overflow or specific museum exhibits as its prominent location offers a teaser to entice more visitors to the museum display space.

KITCHEN

On Level 1, adjacent to the Back of House (BOH) area is a commercial kitchen with dedicated dry and cold stores to service the events hosted within the building, or potentially across the wider site. Food is stored and prepared in the catering kitchen and distributed via the BOH clean corridor and FOH to kitchenettes before they are served within the main spaces. The exhibition level (Level 2) has a dedicated plating kitchen and staging area to enable multiple full-service banquet events.



6. CWEM

DESIGN

PROGRESSION

WaM, architect for the CWEM building, was appointed mid-2022. The design has been progressed to an early preliminary design level, with input from key stakeholders and subject matter experts. The CWEM building will feature a mass timber hybrid structure and aims to achieve a 6 Green Star rating.

ARCHITECTURE PROGRESSION

WaM has progressed the CWEM into early preliminary design. As the CWEM will be developed after the Library and Community Hub, it is slightly less progressed with preliminary design to be completed in February 2023. During the recent design phases WaM has advanced the building design through:

- Evolution of the general building design, particularly in relation to the width of exhibition spaces to provide improved functionality and flexibility.
- Aspirational and functional briefing workshops with key stakeholders, subject matter experts, and client groups.
- Development of key design principles to guide and inform the project's success factors.
- Simplification of the building general arrangement, particularly in section, to reduce overall number of floors, use of ramps, and consolidating vertical circulation.
- Co-ordination with external landscaping, particularly levels, in response to these simplifications.
- Mana Whenua consultation and co-design for the CWEM building, Civic Whare, and site-wide, to develop the cultural narrative for the project.
- Attendance in the Sydney Precedent Tour 26-29 September, with specific focus on banquet, function, and exhibition spaces and mass timber precedents.

MUSEUM AND EXHIBITION

Museum and Exhibition functional advice, review, and approval has been provided by Neil Anderson, (TCC's external subject matter expert). The design team has worked closely with Neil to present, review, and discuss these key functional spaces - including back of house provisions and flows.

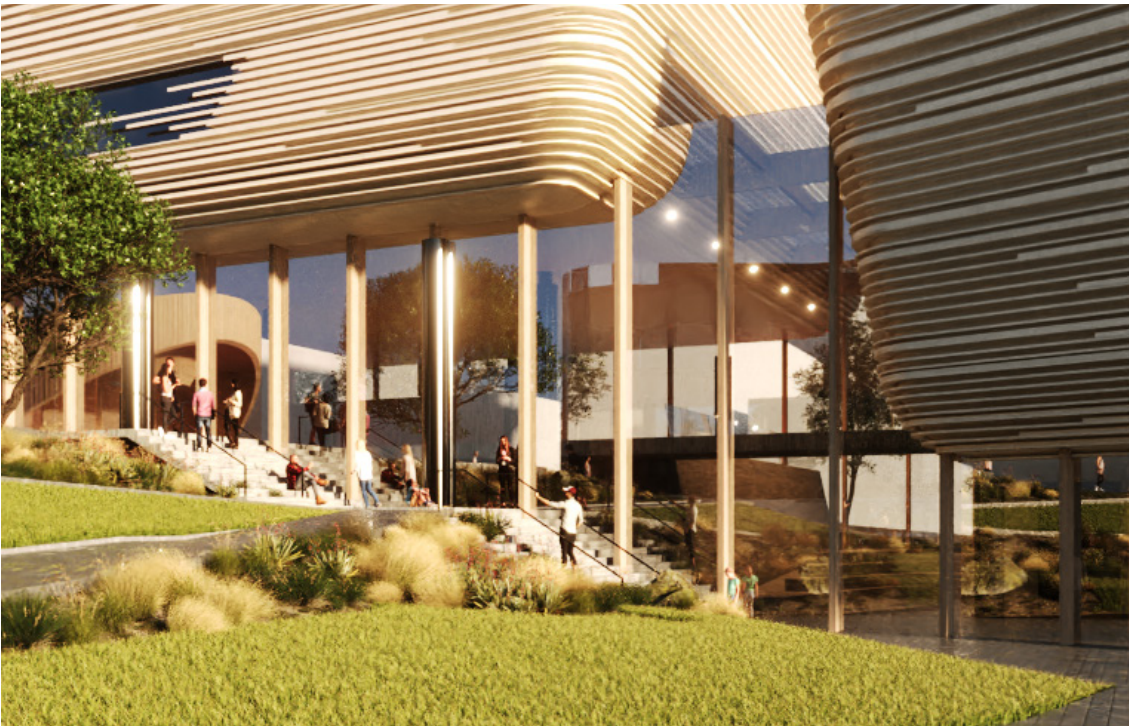
Key design moves:

- The number of floors and level changes reduced, simplifying structure, circulation, and massing. This unlocks clearer expression of Exhibition and Museum masses as 'vessels' housing Tauranga's events and taonga.
- By enlarging the Museum footprint all exhibition space is proposed to be combined into a single floor. This reduces the height of the Eastern wing of the building by one floor, reducing bulk and overshadowing to public outdoor space to the south.
- The external ātea is raised by 500mm to allow a level and barrier-free connection to the CWEM circulation space. The ground level through-site link and overall floor level is lowered by 1,150mm to better relate and connect to the external lower amphitheatre.
- The through-site link to Hamilton St is moved West allowing enlargement of the Museum floor plate, and Key Move 2.
- Introduction of mass timber structure.

CIVIC WHARE

Through the design process WaM investigated three key potential design moves being he tāhuhu, he hue and he waka. Through mana whenua engagement and commissioner feedback a hybrid approach was created that represents a contemporary and natural

form within the precinct. A key design feature of the Civic Whare is the oculus or skylight that provides natural light and the curved form of the structure that opens to the ātea providing a direct line of sight down to the moana.



WILLIS BOND

6. CWEM

FAÇADE

The expression of the façade is inspired by the articulation of Māori vessels that were used to store precious taonga. The traditional vessels are highly decorated, and the articulation on each face of the carved object relayed repetition, rhythm, depth and a play of light. This quality is brought into the articulation of the façades of the vessels and provides a reference for articulation.

CONCEPT

The building vessels open up and taper towards the sky. The vessel forms step with the geometry to respond to the natural topography of the site. The support spaces and circulation are 'of the land' either reading as solid forms or glazed to allow the landscape in.

The continuation of the patterns onto the underside have inspired the curved edges and patterning of the ceilings.

NATURAL MATERIALS

WaM has put forward materials with natural origins, low carbon emissions, or high recycled content, to support the good stewardship of the land the project sits on. Materials considered are of and from the land and speak to the site's connection with nature. Modular or tiled materials are well suited to curves and geometry that reflect the idea of being carved by water, and materials or modules that

provide texture and help to further emphasise this movement while giving grain and breaking up scale on façades that must for functional reasons be largely solid.

The images below are of the Wakahuia (treasure box), a collection piece from the Tauranga Heritage Collection, and a hīnaki (eel / fish trap).

FAÇADE

These qualities are proposed to be expressed using a façade module of terracotta baguettes that vary in spacing along a horizontal grain with the continuation of the patterns on to the underside continuing to form the ceilings. These volumes need controlled levels of natural light and so narrow and long windows are placed to maximise views. The lower level and public spaces are very transparent with a glazing system supported on timber with external timber articulation.



Wakahuia (treasure box) a collection piece from Tauranga Heritage Collection.



Hinaki (traditional eel / fish trap)

South elevation



WILLIS BOND

FLOOR PLANS

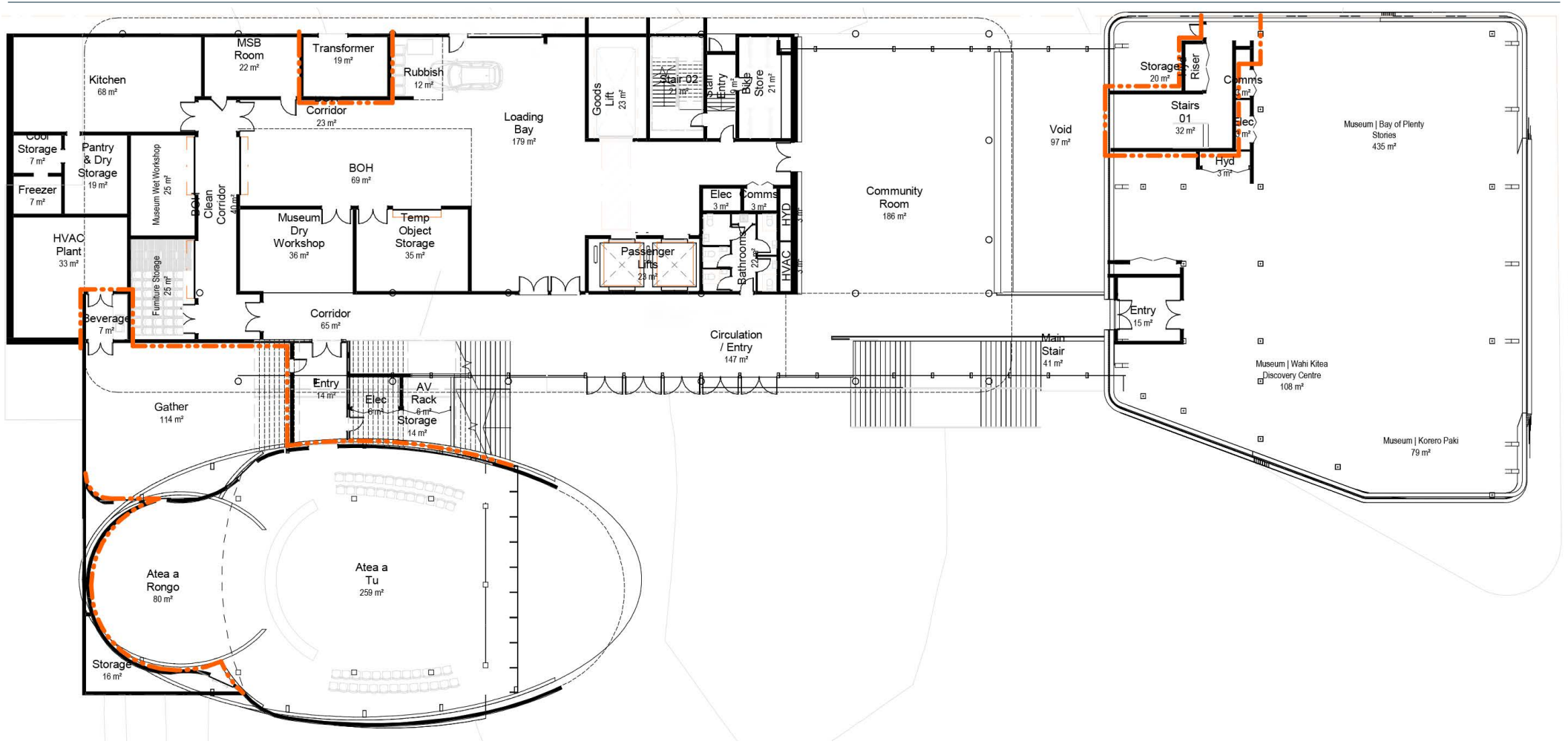
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6. CWEM

FLOOR PLANS

Level 1

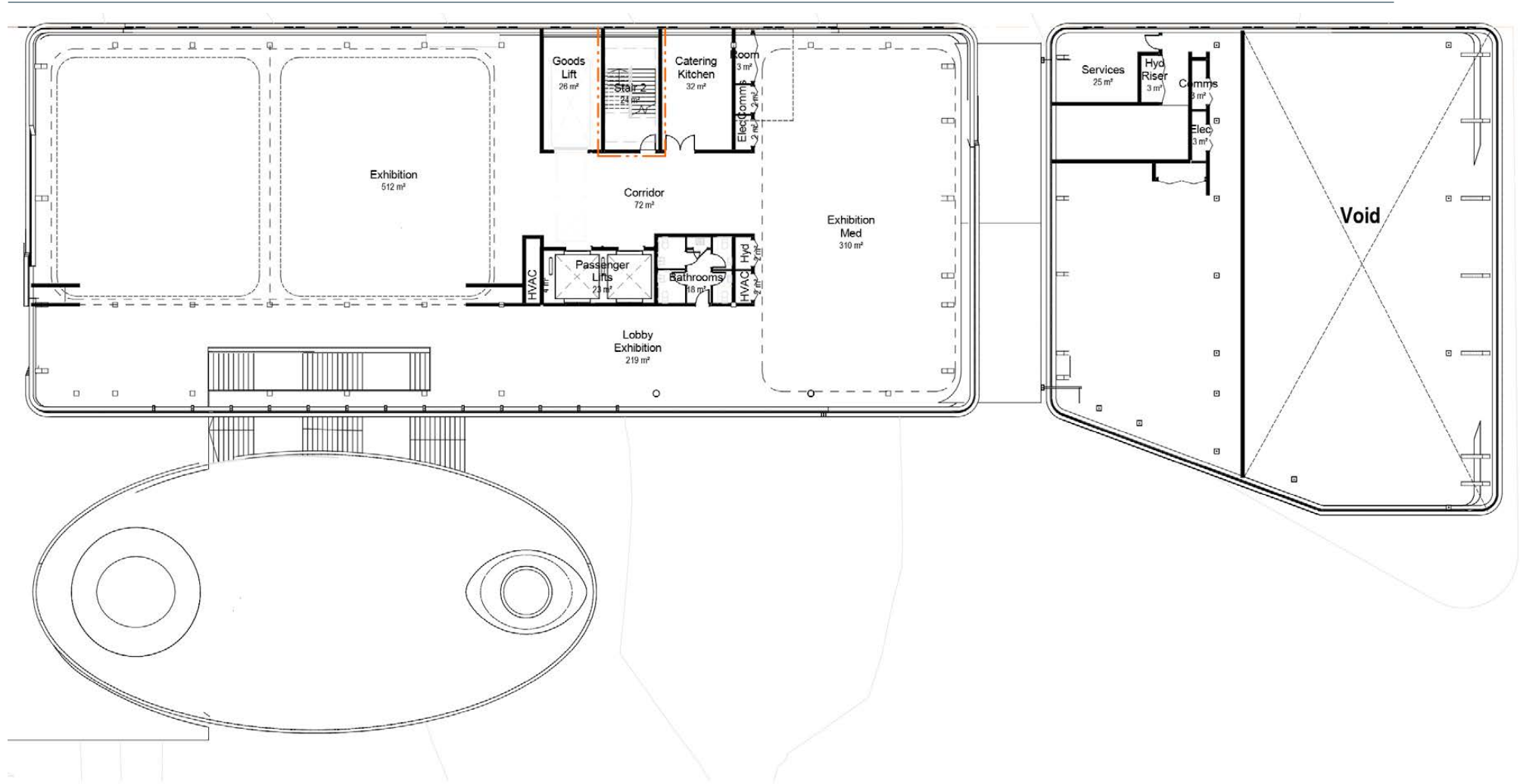


WILLIS BOND

6. CWEM

FLOOR PLANS

Level 2



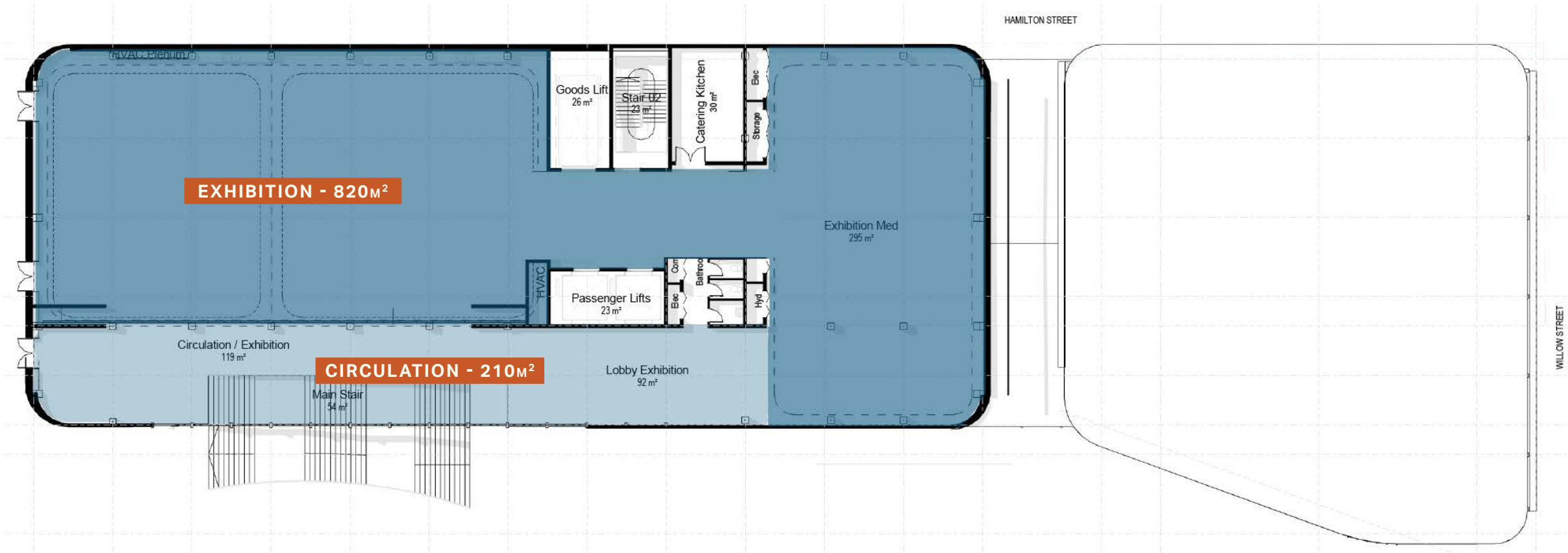
WILLIS BOND

6. CWEM

EXHIBITION
CONFIGURATION

The exhibition space has been developed to allow for a flexible space that can be split into two separate spaces or used as one large 820m² space that features a 5m wide connection.

The exhibition space will be serviced by a goods lift as well as access through the doors on the western side of the building for large events. This floor also includes a 30m² catering kitchen, passenger lifts and toilets.



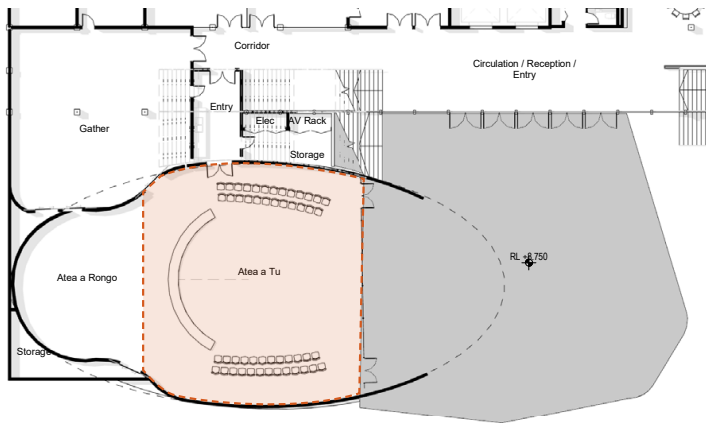


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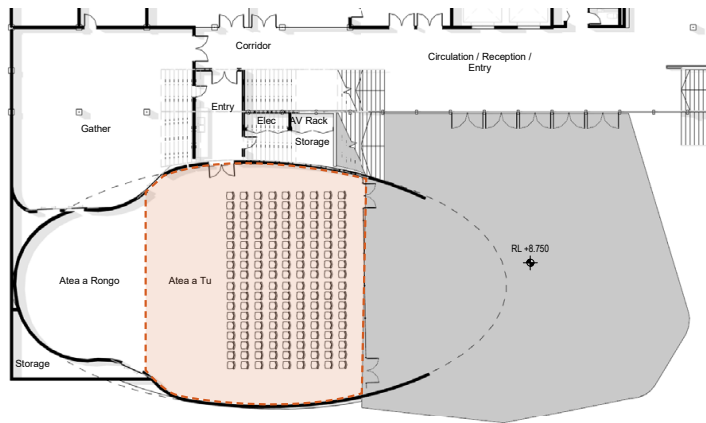
6. CWEM

CIVIC WHARE FORMATS

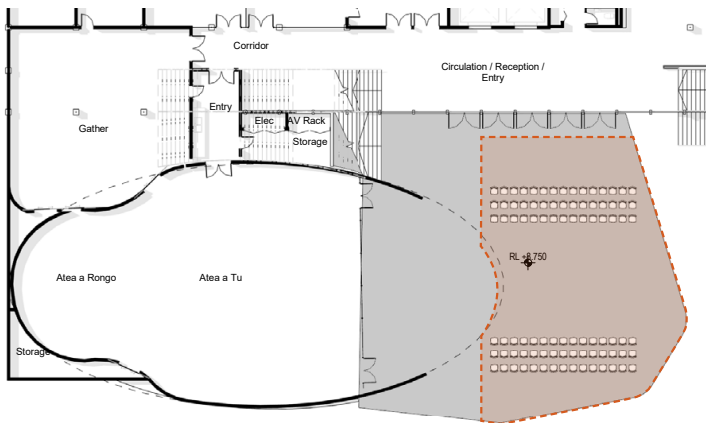
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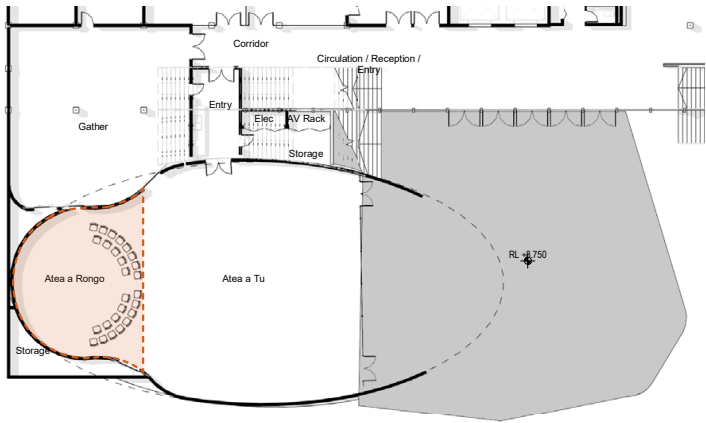
Conference Format | 162 Pax



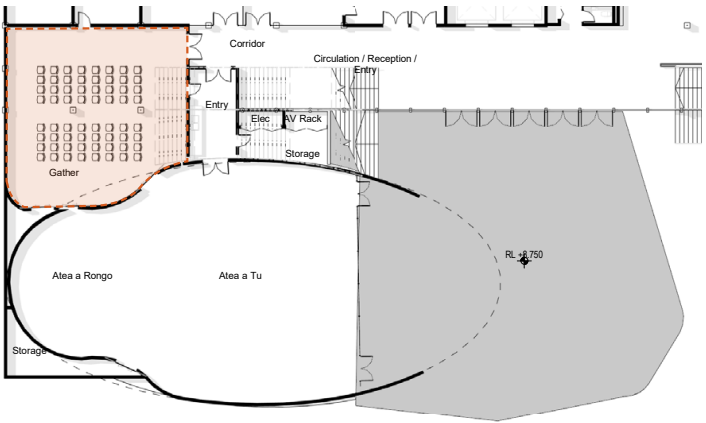
Whaikōrero Format | 90 Pax



Breakout Format | 26 Pax



Gathering Format | 64 Pax



6. CWEM ENGINEERING

CIVIL ENGINEERING

This section sets out key civil engineering assumptions for the CWEM. Full details are available within the supporting ‘Beca – Concept Design Report’.

Earthworks

The earthworks concept has not changed from the feasibility report. The buildings are roughly the same size, however, CWEM is both higher and lower (in different portions). This will increase both the cut and fill requirements.

At this stage it is assumed 80% of the cut is cut to waste. However, Beca will investigate whether the existing site material is suitable under the central plaza area.

Proposed Stormwater Management

A new reticulated system will be provided throughout the new civic spaces (Site A). This will incorporate the stormwater from the CWEM building and the plaza.

Proposed Sanitary Sewer

The connection is proposed to be 150mm in diameter and connection will be made to the existing 150 PVC main in Hamilton Street with a new manhole.

Network capacity assessments have not been undertaken at this stage and will be further investigated during the preliminary design stage.

Proposed Water Supply

Metering will be provided at the boundary and backflow protection will be required for both the fire connection and the potable water connection. The Fire water will have a double check valve in an underground chamber in the footpath. The potable water will require an above ground RPZ in a lockable cage. As preliminary design progresses it will be confirmed if this is housed inside the building, or on the boundary in the footpath.

The existing water supply along Hamilton Street will require relocation to allow for temporary works during construction.

Proposed Power Supply

Power supply will be provided from the existing HV supply in the street with a new transformer located within the building. The transformer room will require a level vehicle access.

Proposed Telecommunications

Comms supply will be taken from existing reticulation in the street. The existing Tauranga Fibre Optic and Chorus cables will require protection or relocation during construction due to temporary works.

STRUCTURAL ENGINEERING

This section sets out key civil engineering assumptions for the CWEM. Full details are available within the supporting Dunning Thornton ‘Revised Concept Report’.

Museum (Importance Level 3)

Timber Hybrid – Timber Gravity system (columns, beams, core walls & flooring), Steel/Reinforced Concrete Bracing system.

Seismic

The reinforced concrete stair core and eccentric Braced Frames (EBF) are used to brace the building for seismic events. These systems are very commonly used for this purpose in New Zealand and internationally. The bracing elements in this building are proposed to be designed for ductility (μ=3). This means that seismic energy is dissipated in the frames. No structural damage in a serviceability limit state event (SLS = 1/25 year). Potential for repairable damage in an ultimate limit state event

(ULS=1/500year). Beca will explore the option to delete the RC core and replace with 2 EBF frames during preliminary design.

Wind

Lateral loads from wind pressures on the building façade are also braced by the EBF system. The bracing system stiffness is sized such that there is a low likelihood of adverse comments from wind movement and no non-structural damage to building fabric.

Floor Vibration

Lightweight floor structures are susceptible to perception of vibration induced by people walking on them. The concept design has been benchmarked against guidance documents to assess the potential vibration against performance standards. As with wind induced movement, the perception of these movements differs per person. The floor (including batten and cradle raised floor) has been designed such that there is a low likelihood of adverse comments.

Structural Fire

The structure is designed to achieve a 60 minute fire rating through the inherent resilience of the wood. In general wood components have been designed to char. This char protects the interior wood allowing this to support the required live loads in the fire condition. CLT floors and core walls need to achieve an integrity rating as well as the structural rating. This is achieved through screw clamping and glue sealing of the joints. All steelwork is to be protected with a plasterboard-based fire rated system.

Foundations

Foundation design is based on site investigations under the supervision of CMW Geoscience. Shallow reinforced concrete ground beams on ground improvements (RAP) are proposed. Where tension capacity is required, a strand reinforced concrete inclusion is proposed.

Exhibition / Civic Whare (Importance Level 3)

Due to the gradient of the site, a large portion of the Exhibition area is buried. The optimal structure is considered to be a combination of a largely conventional steel / concrete structure at ground floor (Reinforced Slab on grade) with composite floor beams and flooring to L2. A timber roof structure with Steel Bracing system is proposed.

Seismic

Reinforced concrete walls and concentric steel bracing frames (CBF) are used for seismic bracing. This system is very commonly used for this purpose in New Zealand and internationally. The walls and braced frames in this building are proposed to be designed for nominal ductility (μ=1.25). No structural damage in a serviceability limit state event (SLS = 1/25 year). Potential for minor repairable damage in an ultimate limit state event (ULS=1/500year). Consideration to be given to inclusion of ductile detailing during Preliminary design.

Wind

Lateral loads from wind pressures on the building façade are also braced by the seismic bracing system. The bracing system stiffness is sized such that there is a low likelihood of adverse comments from wind movement and no non-structural damage to building fabric.

Floor Vibration

Long-span L1 floor structures are susceptible to perception of vibration induced by people walking on them. The concept design has been benchmarked against guidance documents to assess the potential vibration against performance standards. As with wind induced movement, the perception of these movements differs per person. The floor has been designed such that there is a low likelihood of adverse comments.

6. CWEM

ENGINEERING

STRUCTURAL ENGINEERING CONTINUED

Structural Fire

The structure is designed to achieve a 60 minute fire rating through:

- Inherent resilience of steel members / concrete filled tubes.
- Intumescent coatings / plasterboard linings.
- The inherent resilience of the wood.

In general wood components have been designed to char. This char protects the interior wood allowing this to support the required fire loads. CLT floors and core walls need to achieve an integrity rating as well as the structural rating. This is achieved through screw clamping and glue sealing of the joints. Where steel and timber are required to interface all steelwork, these will need to be encapsulated with plasterboard.

Foundations

Foundation design is based on site investigations under the supervision of CMW Geoscience. Shallow reinforced concrete ground beams on ground improvements (RAP) are proposed Where tension capacity is required, a strand reinforced concrete inclusion is proposed.

BUILDING SERVICES

This section sets out key building services assumptions for the CWEM. Full details are available within the supporting ‘Beca – Concept Design Report’.

Ventilation and Air Conditioning

Two to three air cooled chillers/heat pumps will be located on the exhibition roof around the building core to provide chilled / heating hot

water to the exhibition and museum. The heat pumps will utilise lower GWP refrigerants and heat recovery options will be explored.

The portion of the roof supporting this plant should be provisioned as a concrete plant slab to house the air source chillers/heat pumps open to the air above with a provision for louvred walls for aesthetics. All other supplementary systems such as pumps and buffer tanks will be located in an enclosed area of the roof plant.

The main exhibition spaces are divided into three main areas (two large exhibition spaces, one medium space) and circulation areas. From discussions with the Te Papa touring team, exhibition areas (large and medium) will require tight temperature and humidity control, therefore the spaces will be served by a minimum of three ~2,300 l/s variable air volume (VAV) air handling units (AHUs) with chilled water-cooling coils, humidifiers and heat recovery. The AHUs shall be located in an enclosed mezzanine plant room on L2 in the exhibition building. The circulation spaces will either be served via a dedicated AHU or naturally ventilated. This shall be explored during the next design phase.

Similar to the main exhibition spaces, it is recommended that the museum space can provide tight temperature and humidity control. The main museum spaces will be served via a minimum of three ~2,000 l/s AHUs with chilled water-cooling coils, humidifiers and heat recovery. The AHUs shall be located in an enclosed mezzanine plant room on L1 in the museum building.

The Civic Whare space is the only area with external openings on the eastern face. To provide natural/ assisted ventilation, it would require ventilation stacks (celestial vents) integrated into the roof. A mixed mode ventilation solution will be provided for this

space. The vents would include direction motorised louvres to enable release of heat from the “lee” side of the stack via wind effect and buoyancy. This strategy will require further review and consultation in the next design stage.

BMS Control

A Building Management System (BMS) will be provided within the building to control the mechanical systems and to monitor all building services systems (including water and air quality). A metering system will be provided to monitor the various energy and water uses in the building and enable identification and tuning of operational energy.

The standalone BMS will automatically control and monitor the following systems and equipment:

- Monitoring and control of the HVAC system - Chillers, Heat Pumps, AHUs, Fans, Pumps, Valves etc.
- Interface with the lighting control system and monitoring of the plumbing system including water meters.
- BMS will have web-based remote access capability. Tenant access will be limited to read-only.
- After hours BMS control via push buttons or through a web portal.
- Data logging, two years at a 10-minute sampling interval. Fire alarm interface.
- The BMS will have the capability to expand to control and trend tenant equipment.

Wider BMS control to be developed further during preliminary design.

Electricity

Incoming Power Supply

Consultation has been undertaken with the local electrical utility company Powerco and with their nominated high voltage contractor. Through this consultation it has been established that the CWEM building will require a dedicated high voltage room to house the required high voltage transformer, high voltage switches, and low voltage distribution fuses. It is a requirement of Powerco that this room be located on the perimeter of the building and have direct access from the street. This is to aid installation and maintenance of the equipment, to enable unimpeded 24-hour access to the room, and to reduce any required easements for the underground cables that enter the building from the adjacent street.

A high voltage room is currently located on the existing site within the footprint of the proposed CWEM building. Powerco and TCC have approved a temporary site in the nearby road reserve where temporary high voltage equipment can be located, this will enable all equipment located within the existing room to be relocated for the duration of the project. Then at the completion of the project it will be relocated into the CWEM’s high voltage room. The design, staging and planning of the relocation of existing high voltage equipment, the provision of temporary transformers for construction supply, and the relocation of temporary equipment into the finished building are all to undertaken by Powerco in consultation with the wider team.

The new CWEM building transformer may be required to also supply some local buildings and street lighting. This is at Powerco’s discretion and is currently being finalised. The load for the CWEM building is currently estimated at 500kVA, this load figure has been provided to Powerco to calculate any additional loads and finalise the transformer size.

6. CWEM

ENGINEERING

BUILDING SERVICES CONTINUED

Standby Generation

There is currently no provision for a back-up generator for the CWEM building. It is recommended that a plug-in connection point is provided for a mobile containerised generator.

Metering

The electrical metering strategy is to be designed to target Green Star requirements. Generally, this requires metering at the main incoming supply and separate metering of small power and lighting sections of local distribution boards.

Photovoltaic (PV) Provision

PV panels can be located on the roof of the CWEM building, with the estimated cost noted as an enhancement in the costings presented. The extent of the PV panel system array will be assessed during preliminary design. This will assist in offsetting the carbon consumed through the grid and support Green Star certification initiatives for the building.

Lightning Protection

A lightning protection system shall account for direct strikes (onto the structure) and indirect strikes (strikes close to the building) both in relation to direct damage and through the result of electromagnetic pulses and over-voltage transients entering the building through service lines and destroying electronic equipment

Communication and Security

The communications network shall be designed to serve both the council business and public areas of the building. This includes the Main Communications Room (MCR) on the ground floor and Communications Floor Distribution Room (FD) located in appropriately-sized riser cupboard on all levels, serving the museum and exhibition sides

of the building. The communications multi-mode fibre backbone will be provided from the MCR to each FD. Horizontal structured cabling solutions will utilise a Cat6A cabling solution from each FD.

As there is no building back-up generator, each pertinent communications rack will require an in-rack UPS to maintain system operation and controlled power-down of the network. Required uptime to be confirmed.

Outlets will be provided to serve all building systems including: general comms outlets, wireless access points, audio visual systems, museum systems, exhibition systems, security systems, HVAC and other building services control systems

Entry points to the building shall be access controlled with card readers.

The access control system will support multiple site codes and photo ID card functionality. The access control system will be battery backed up for a minimum of 16 hours.

CCTV

The CCTV system shall be an expansion of the existing Geutebruck system, monitored centrally from TTOC and will provide coverage of the following areas:

- Entry/exit points of the building
- Locker area
- Passenger and Goods lift
- Internal and external public area
- Main Communications Room
- Camera resolution shall be minimum HD 720p
- Cameras to be recorded for 30 days at full resolution at an average of 10fps

Plumbing and Drainage

Interface with Network Utility Operator

It is proposed that a single connection be made to the

150mm potable water mains along Hamilton Street. This connection will be complete with appropriate backflow prevention as well as a water meter. The water connection as well as any associated valves and other devices will form part of the civil scope of works. The backflow prevention device will be installed in a lockable enclosure above or below ground, or in a lockable enclosure in the building façade that is accessible by TCC staff members. This is to be finalised during subsequent design stages.

Potable Water Supply

Water taken from the town's main will be boosted by a domestic booster pump set, controlled by a variable speed drive (VSD), and located in a plant room on the ground floor. We recommend an N+1 pumping arrangement is provided to ensure that, should a single pump fail, 100% of the building demand will still be met. The number of pumps will be selected to ensure that the highest demands, as well as the lowest demands, can both be met with the arrangement.

Hot Water Plant

Hot water plant for the toilet/kitchen facilities shall be located within the roof top plant made up of internal and external plant spaces. The hot water plant will utilise heat pump hot water heaters to charge local storage vessels. Heat-pump technology is recommended over fuel gas heating, because of improved energy efficiency and less CO2 emissions. The water supply will be reticulated to the facilities over all floors (including end of trip facility, kitchen and beverage area) and will require a pumped return water loop due to the distance between the hot water production and point of use. Some small remote facilities may utilise local electrical hot water cylinders.

Rainwater Harvesting System

A rainwater harvesting system is proposed to contribute to achieving a 6 Green Star rating. This will

provide non-potable water to the toilet facilities within the exhibition and museum building and irrigation to the wider precinct.

The rainwater harvesting system shall be installed with a sectional steel tank located on L00 complete with booster pump and filtration system. The plant size indicated on the drawings is indicative and will be dependent on the raw rainwater collection area.

Based on the civil review there is no requirement for a stormwater attenuation and detention tank.

Vertical Transportation

Exhibition

Two 1,275kg (17 person) through lifts at 1.6m/s will achieve adequate performance to shift the full exhibition population (assumed 500 people) over an hour period. If one lift failed the performance would be poor.

The recommendation from the Te Papa touring team is for a 2.4m (W) x 5.5m (D) x 3.0m (H) lift. This requires a lift shaft of 6.8m x 3.6m. However, the goods lift size will be dependent on what access is provided from level ground to the exhibition space. Assuming any large items (e.g. cars) could be supplied via level ground it may be viable to use a 2,500kg goods lift with a shaft size of 2.7m (W) 3.0m (D). For concept pricing Beca recommend, the larger lift is allowed for until additional briefing is provided on the goods movements.

For improved user experience we recommend the stairs are designed to be a main route for people movement. If the stairs are not used for this function then Beca would recommend larger lifts to improve user experience.

It is assumed the kitchen on L1 that services the exhibition/catering kitchen will utilise the goods lift to move food/kitchen equipment between the floors.

6. CWEM ENGINEERING

BUILDING SERVICES CONTINUED

Museum

The two lifts within the exhibition space will be shared with the museum. These will provide adequate performance, however, if there is a large function/exhibition with significant people movement from Willow St then there will be a reduction in performance for the museum users.

It is assumed that able-bodied people will use the museum stairs to transfer between the floors. This will further improve the lift performance. If the stairs are not designed to be the main route for people movement then an additional lift may be required.

Fire Protection

Automatic Fire Sprinkler System

The building will be provided with an Automatic Fire Sprinkler System. The fire service attendance point shall be located on Hamilton Street, which will contain the sprinkler and hydrant system inlets as well as the zone index panel. Sprinkler protection will be provided throughout all areas of the development unless specifically permitted by either the standard, or the Sprinkler System Certifier (SSC).

The Building Code does not require fire hose reels or extinguishers for this building and as such, hand operated fire-fighting equipment is not required, however, is recommended adjacent main central plant and risk areas (e.g. for rubbish/waste room, electrical plant rooms, HVAC plant rooms, fire pump rooms, etc.).

Fire Detection and Alarm System

A fire alarm control unit will be provided, located within the fire protection plant room on the ground

level to serve the fire detection and alarm system. The fire alarm control unit will be capable of automatic signaling to a remote receiving centre which will automatically inform the fire service of the status of the fire detection and alarm system.

Transformer Room

Sprinkler protection can be omitted from the transformer room. In lieu of sprinkler protection, the transformer room will be housed within a fire rated enclosure having a Fire Resistance Rating (FRR) of at least 120/120/120. If the transformer is an oil-filled transformer, it is recommended that the room be of masonry construction with suitable provision for bunding and explosion venting. Fire detection within the enclosure will be by linear heat detection.

The above fire protection and alarm provisions are consistent with similar projects of this scale.

FIRE ENGINEERING

This section sets out key fire engineering assumptions for the CWEM. Full details are available within the supporting ‘Beca – Concept Design Report’.

Fire Design Methodology

The CWEM building will be designed using the Verification Method (C/VM2) as this approach is the most suitable design methodology based on experience with similar buildings containing interconnected levels. This involves fire/smoke and evacuation modelling calculations to demonstrate occupants can evacuate safely prior to untenable conditions occurring.

The C/VM2 design framework also involves the Fire Engineering Brief (FEB) process with

consultation from relevant stakeholders from the Prelim/Developed design phases (including FENZ, TCC consenting team and an independent peer reviewer).

The benefits of using the C/VM2 fire design methodology is that interconnected floor and stair voids can be modelled as unenclosed, while escape route locations and sizes are customised to the configuration and space occupancy numbers present. The methodology also reduces the number of fire separations, as well as increasing design and construction flexibility plus reduces costs.

To meet the occupant tenability criteria, with open voids and unenclosed circulation stairs between levels, sprinklers will be required throughout. Smoke detection is also likely to be required throughout the building (except in spaces where they will be susceptible to spurious alarms).

Asset Protection Features

The fire engineering provisions outlined in this concept design are aimed to be the minimum requirements for compliance with the Building Code. No direction has been received to date to provide asset protection features to safeguard exhibitions or artifacts stored within the building. Automatic sprinkler protection and early warning smoke detection are expected to mitigate potential fire risk within the building.

Further consultation with TCC will be required in subsequent design stages on the suitability of fire protection systems within the building, and whether these require enhancement (i.e. using high-sensitivity smoke detection, dry-pipe sprinkler systems, etc.) to protect artifacts and taonga stored within the building. Similarly, it may

be desirable or cost effective to fire or smoke-separate certain areas of the building, such as switchboard rooms, the commercial kitchen, electric bike parking, plant rooms, etc. to reduce potential impacts of a fire on the building's taonga.

Multiple events can occur simultaneously in the building, and it is possible to host an event in one part of the building, while other areas of the building are open to normal day-to-day use. However, when events are hosted, the building operator will need to ensure that the building occupancy does not exceed 1,000 people. This is generally not expected to be restrictive on the building but could restrict the scale of hosting large multi-stage concerts, trade shows or expos.

Museum School Class Sleepovers

The overnight sleeping facility could accommodate up to 40 people sleeping, which is comparable to similar facilities (e.g. Wellington's Zealandia Wildlife Sanctuary). TCC wishes to allow for sleeping in the Civic Whare, which will have the smallest design and cost impact on the space. Sleeping in the Civic Whare would likely take place in within the Atea Gather, however the sleeping group would have access to the complete Civic Whare space, including free access / egress to outside via the Atea a Tu space.

7.
SITE A LANDSCAPING



WILLIS BOND

7. SITE A LANDSCAPING

PROJECT OVERVIEW

Through preliminary design, the Site A Landscaping design, led by Studio Pacific has built upon the language and conceptual approach of the refreshed masterplan. Taking cues from the flow of wai (water) from puna (spring) to moana (sea), this movement shapes spaces to dwell in and move through. The design re-establishes the green corridor from ngahere (forest) to moana (sea) that once existed, nurturing ecosystems and connecting the people of Tauranga with nature.

Nestled within the green are a series of terraces that provide places for recreation and respite. The terraces navigate the slope from Durham St to Willow Street, engaging seamlessly with the buildings to create a campus-like environment where people can move freely through the site. The terraces are connected by a ribbon of paths meandering through the landscape creating an accessible processional route to the Civic Whare. The lower terrace is shaped by terraced steps and lawn creating an amphitheatre focusing on the central stage. The mid-terrace provides a through-site link between the Library and Community Hub and Museum, and is framed by areas for outdoor dining and relaxing. The ātea engages both the Civic Whare and level one of the Exhibition, providing a platform for pōwhiri and events. The sculpture garden sits in the upper terrace, framed by green creating an outdoor room as an extension of the Exhibition spaces. It also provides key connections to Baycourt and Durham Street.

KEY CHANGES SINCE THE APRIL 2022 DESIGN UPDATE ARE:

- Increased sculpture garden extent
- Inclusion of potential permanent stage and shade structure in the amphitheatre (costed as an enhancement)
- Rationalisation of key site levels relative to the new building floor heights
- Combined sequence of 1:12/1:20 grade accessible ramps to transition the terraces (inclusion of strategically placed handrails where necessary)

- Increased extent of green through the site and in turn rationalisation of paving extents
- Inclusion of the waharoa to the ātea
- Relocation of the 'building waharoa' (adj. Willow St) off the buildings and into the landscape
- Inclusion of a mauri stone water feature
- Adjustments to the service lane design to maintain serviceability of Baycourt
- Planting palette as primarily native supplemented with exotic species

SITE LEVELS

The extensive slope of Site A from Durham Street to Willow Street presents challenges to the landscaping design. Creating a civic space that is inviting and accessible to all users has been a key driver for the project. To achieve this, a series of ramps at both 1:12 grade (with handrails) and 1:20 grade have been designed to allow people to get from Willow Street to the Civic Whare level. An external lift then allows access from the Civic Whare to Baycourt and Durham Street where a final ramp provides access to the upper floor of the Exhibition building and sculpture garden.

PAVING STRATEGY

A 'base case' paving option is costed that represents a similar strategy to what was costed in May 2022. This option consists of a 75% to 25% split of concrete to stone pavers. General feedback through the design has been that, if possible from a cost perspective, a higher percentage of pavers should be targeted.

RLB has also costed a below-the-line premium option, representing 67% stone pavers as an enhancement to the base case.

WHARF STREET AND HAMILTON STREET

The footpaths of Wharf Street and Hamilton Street are included within the Site A landscaping scope. Since May 2022, these have been scaled back to largely concrete and some paving at building entrances. The savings that have been made from scaling back the finish of these locations is helping to allow for the premium elements elsewhere in the precinct such as the mass timber hybrid structures and 6 Green Star features.

AMPHITHEATRE

The amphitheatre is the primary civic space within Site A and has a strong relationship with Willow Street and the east-west connection through Masonic Park to the waterfront. The terraced steps and gently sloped lawn frame the central stage area allowing for larger events to take place and provides multiple areas to meet with friends or relax during the day.

SCULPTURE GARDEN

The sculpture garden provides a more contemplative and passive setting. It takes cues from the conceptual theme of ngahere (forest) - creating an outdoor room that is framed by trees. This space is seen as a key educational opportunity for school groups, highlighting plants used for rongoā (medicinal plants), raranga (weaving), kai (food), and their inherent links with maramataka (lunar calendar).

PLANTING

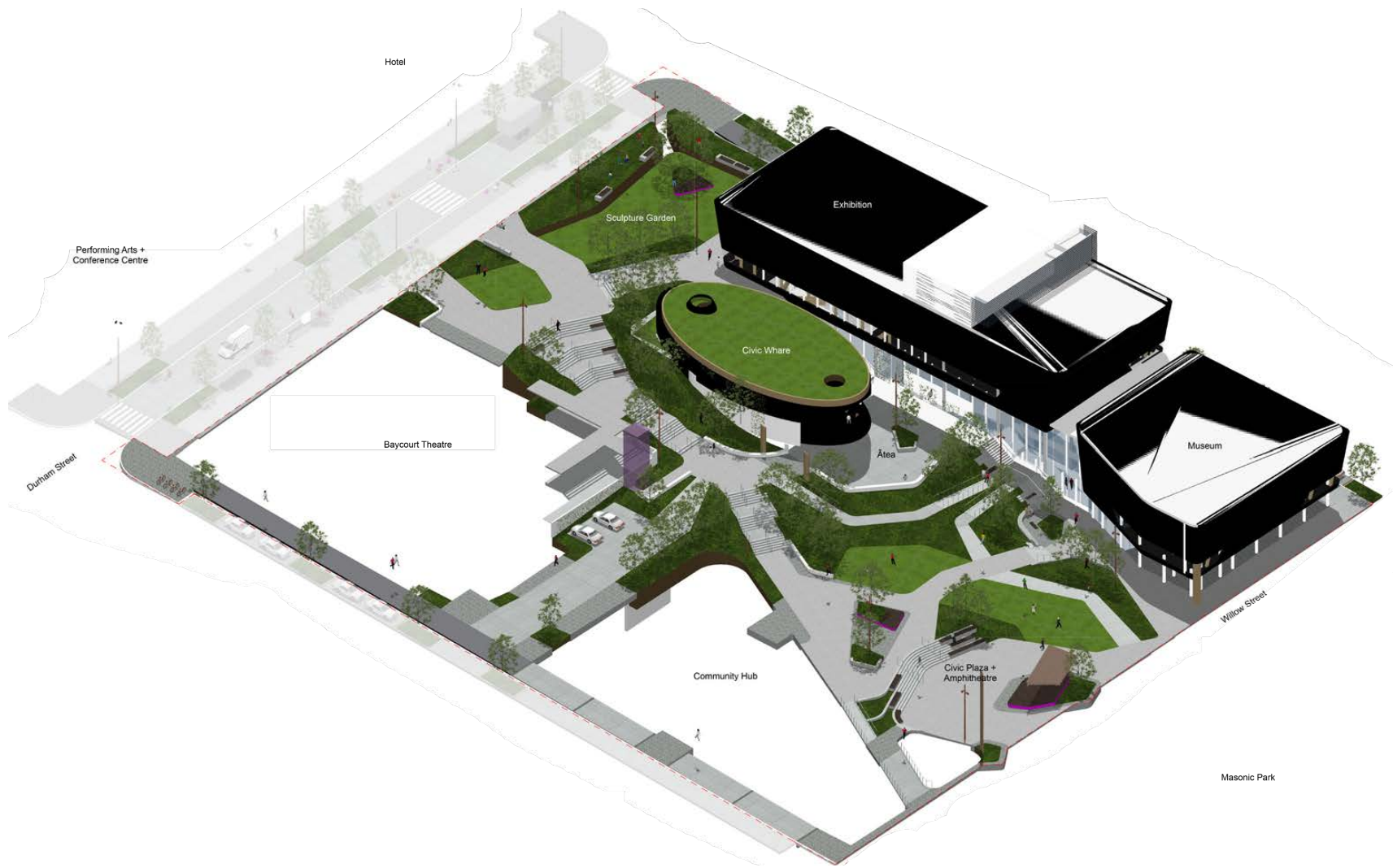
The planting palette will be developed to reflect the transect that once existed within the wider site, from coastal edge to inland coastal forest. The mix will be a range of native and exotic species to provide colour and textural change through the seasons.



THROUGH-SITE LINK

A through-site-link has been created at the mid-level terrace between the CWEM and Library and Community Hub buildings. This link provides north-south connectivity between Hamilton and Wharf Streets, continuing through to Waihirere Lane.

7. SITE A LANDSCAPING



WILLIS BOND

7. SITE A LANDSCAPING
PLANS



Trafficable Zones

- Heavy traffic zones
- Light traffic zones
- Pedestrian and maintenance (unhatched)

Softscape

- Garden bed - GB
- Garden bed on podium - GBP
- Rain garden
- Lawn
- Green roof
- Existing tree
- Proposed tree

Hardscape

- P01 - 300x150 stone pavers
- P02 - 150x150 flamed stone setts
- P03 - 100x100 cropped face stone setts
- P04 - 450x200 @ 45° cut stone pavers
- P05 - 2.4m x 0.7m grid in-situ concrete
- P06 - In-situ concrete sandblast finish
- P07 - Asphalt
- P08 - Hoggin
- Paving on podium

Furniture

- F02 - Platform seat to concrete wall
- F06 - Timber platform (stage)
- F07 - Linear seating element
- L03 - City lightpole

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8.
MASONIC PARK

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8. MASONIC PARK

DESIGN

PROGRESSION

Masonic Park has been developed through preliminary design and into developed design by Landlab. The key design move through this process is an increase in soft landscaping whilst retaining the view shaft from the ātea down to the moana.

SOFT VS HARD LANDSCAPING

Masonic Park has seen changes in soft and hard landscaping proportions with the soft area being increased from 389m² (17%) to 834m² (36%) and the paved area reduced from 1,950m² (83%) to 1,505m² (64%). Two options have been costed, option one being a lower cost base case consisting of 100% aggregate concrete and option two being 100% paved with granite and quartz.

CANOPY

A canopy has been added to Masonic Park since the May costings, running along the southern side of the Masonic Park providing a sheltered walkway that integrates the waterfront with 'Site A' and links up the accessible route through the precinct. This canopy is referred to as an 'arbour', being constructed of steel posts with a timber roof structure featuring a wire system for plants to climb and grow throughout. The canopy is being refined throughout design process

The canopy is stepped to follow the natural ground plane and allow for continued servicing to the Art Gallery building.

WATER FEATURE 'SPRINGS'

Masonic Park will feature a number of small 'springs' that are also articulated across the road on the waterfront site. These springs are being further developed with the concept that they may interact with the surrounding environment in ways such as filling up / emptying of water depending on the current rainfall or tidal pattern.

ARCHAEOLOGICAL SITE

We have engaged with the Heritage NZ team who suggested engagement with an archaeological expert to assess the value of the bakery foundation feature in Masonic Park and determine whether this needs to be protected. Ken Phillips, a well known independent archaeologist is currently engaged and has completed a desktop review of the site. Ken is currently working with Landlab on potential treatments for the site with the aim to prepare a formal recommendation back to Heritage NZ. The design is currently being refined.

UPDATED DESIGN ELEMENTS

- Increase of green area across site
- Canopy / arbor
- Water feature 'springs' design developed
- Archaeological site - addition of bridges and glass viewing panels
- Lineal seating elements now include timber inserts with armrests
- Light poles include luminaires for various activities

Willow Street Plan



WILLIS BOND

9.

WILLOW STREET

Willow Street has been progressed into developed design based on a 'multi-use' concept that allows for authorised vehicle access, parking and loading with automated bollards to control different street 'modes'.

Willow Street, designed by Landlab, will feature automatic bollards at each end of the street to allow for multiple modes while providing for all current servicing to remain and ensure access for emergency vehicles. The street can then be used in street mode (bollards down) or pedestrian mode (bollards up) depending on requirements and can easily be interchanged for certain reasons such as an event in the Site A amphitheatre (modes pictured overleaf).

SOFT VS HARD LANDSCAPING

Willow Street has seen changes in soft and hard landscaping proportions with the soft area being increased from 156m² (7%) to 309m² (13%) and the paved area reduced from 2,161m² (93%) to 2,008m² (87%).

DESIGN ELEMENTS:

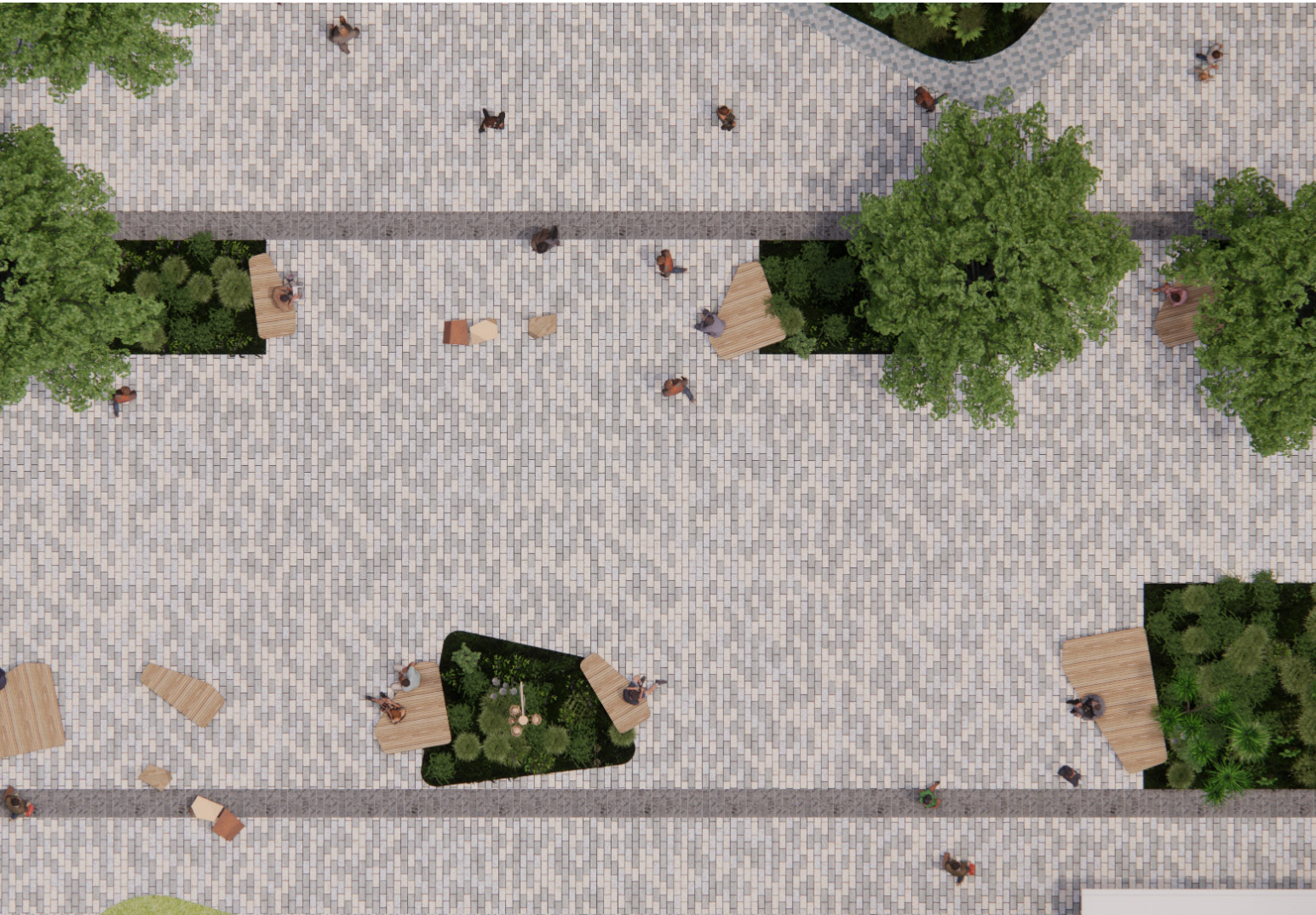
- Carriageway reduced to 5m wide "10km speed zone"
- Automated Bollards added to control traffic and access to Masonic Park
- Large furniture platforms design updated
- Trees moved to western side, gardens on eastern side now function as rain gardens.
- Pedestrian access added to rain gardens
- Light poles include luminaires for various activities

TRAFFIC MANAGEMENT STRATEGY

TCC is working through a city-wide traffic management strategy that currently assumes Willow Street will provide for authorised vehicles only in its 'typical' mode, with the use of automatic bollards that can allow increased traffic movements when required.

The final outcome for Willow Street has not been decided, meaning that the design team is currently assuming site-wide pick up and drop off locations are outside of Willow Street. The exact locations for new bus stops, as part of the future strategy, are also unknown at this stage.

Indictive perspective of Willow Street



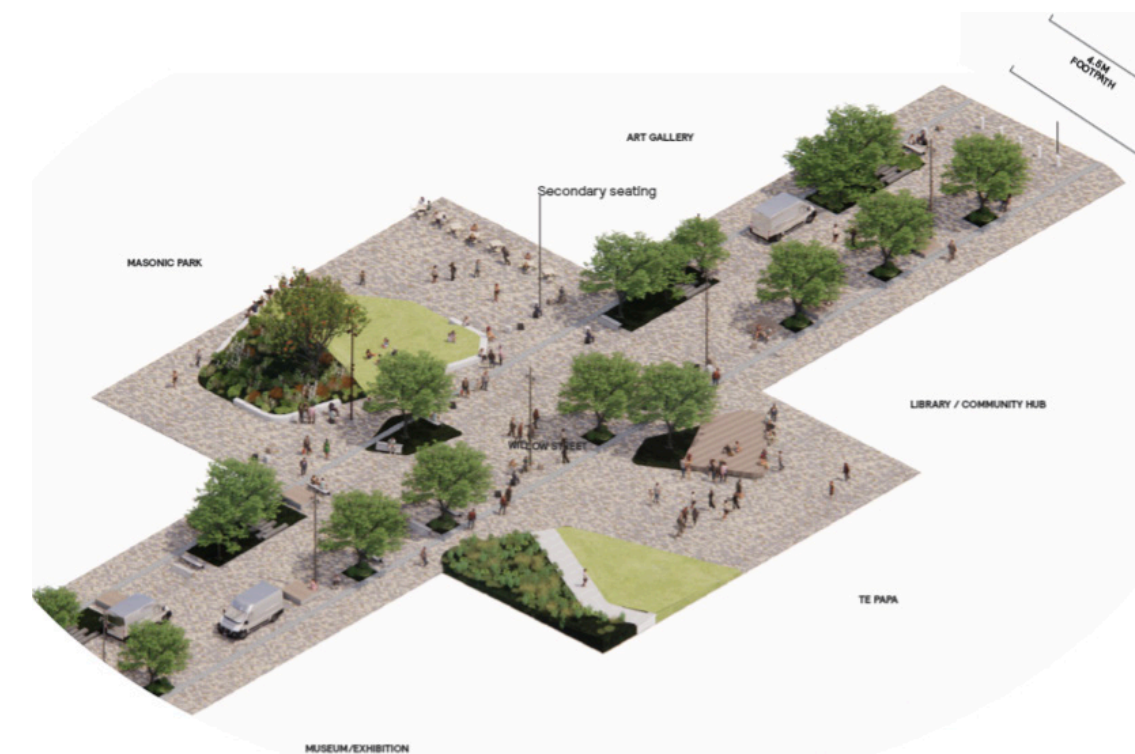
9. WILLOW STREET

PLANS

3D Section - Willow Street



Willow Street Diagram



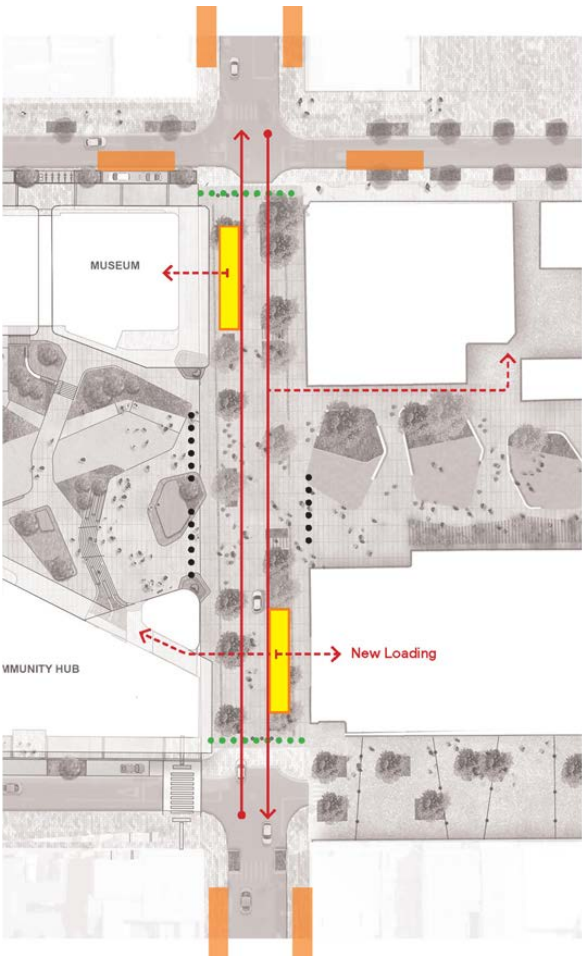
WILLIS BOND

9. WILLOW STREET

SHARED ZONE DESIGN MODES

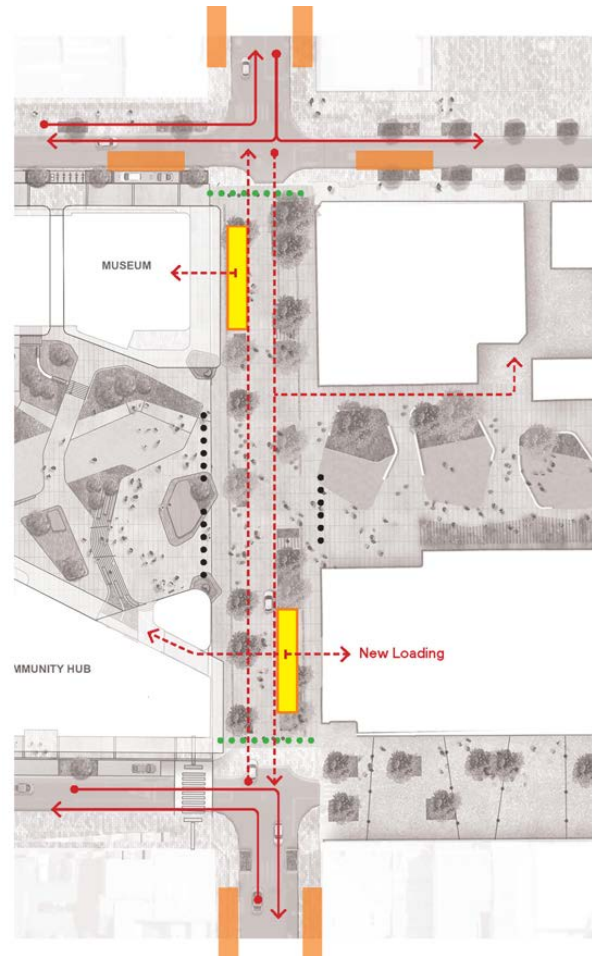
Scenario A - Street Mode

Vehicle Access, Parking + Loading, 10km/ph



Scenario B - Managed Access

Authorised Vehicle Access Only and Parking Loading 10km/ph



Scenario C - Pedestrian Mode

No Vehicle Access, No Parking Loading, Vehicles Diverted to The Strand/Durham Street



10. BAYCOURT

Warren and Mahoney is undertaking early design investigations into a Baycourt refurbishment. The design is being considered alongside Site B, comprising a potential performance venue, convention centre, and hotel.

SCOPE OF WORKS

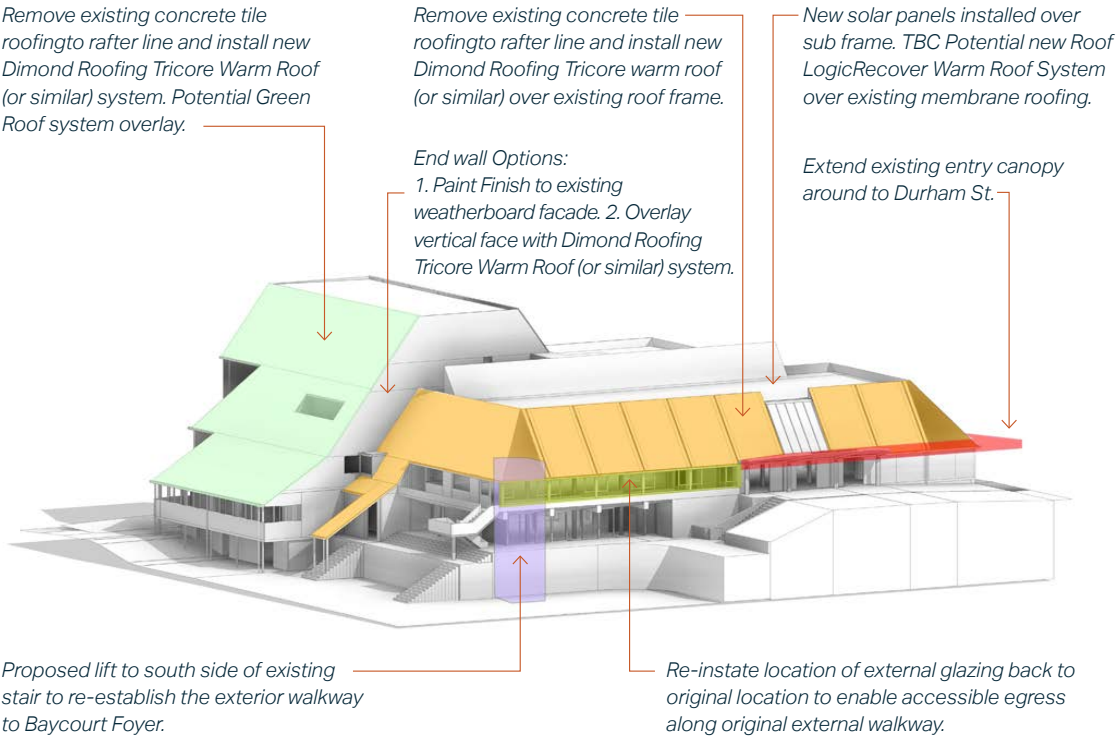
The below diagrams consider potential refurbishment works, however, the scope of works are yet to be confirmed and will be considered alongside Site B design progression. Potential works include:

- A new exterior lift and walkway to provide accessibility up the site. This may involve reinstatement of an external walkway.
- Exterior façade upgrades that are complementary to the future precinct development.

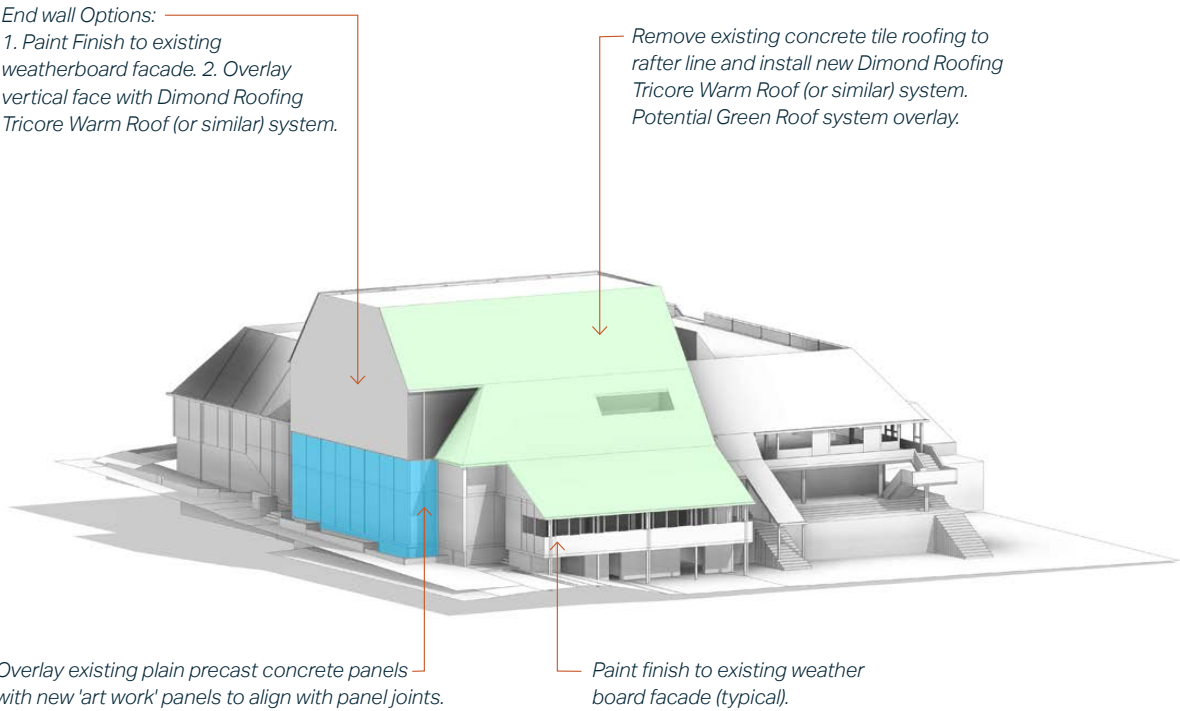
- Potential upgrade to interior lobbies, toilets and acoustic treatments.
- Canopy extension.
- Potential for roofing upgrades and added insulation.

Initial investigations support no structural seismic building upgrades being required. The total budget for Baycourt upgrade works is currently \$11 million.

North elevation - proposed



East elevation - proposed

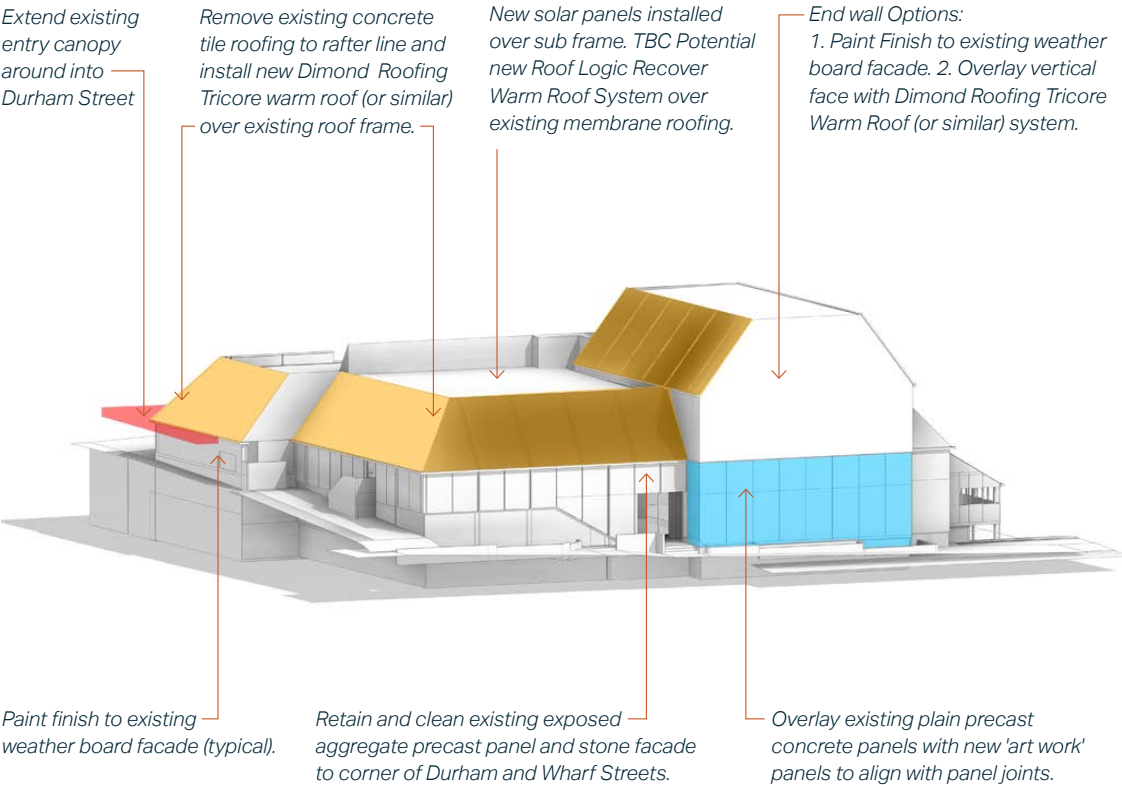


WILLIS BOND

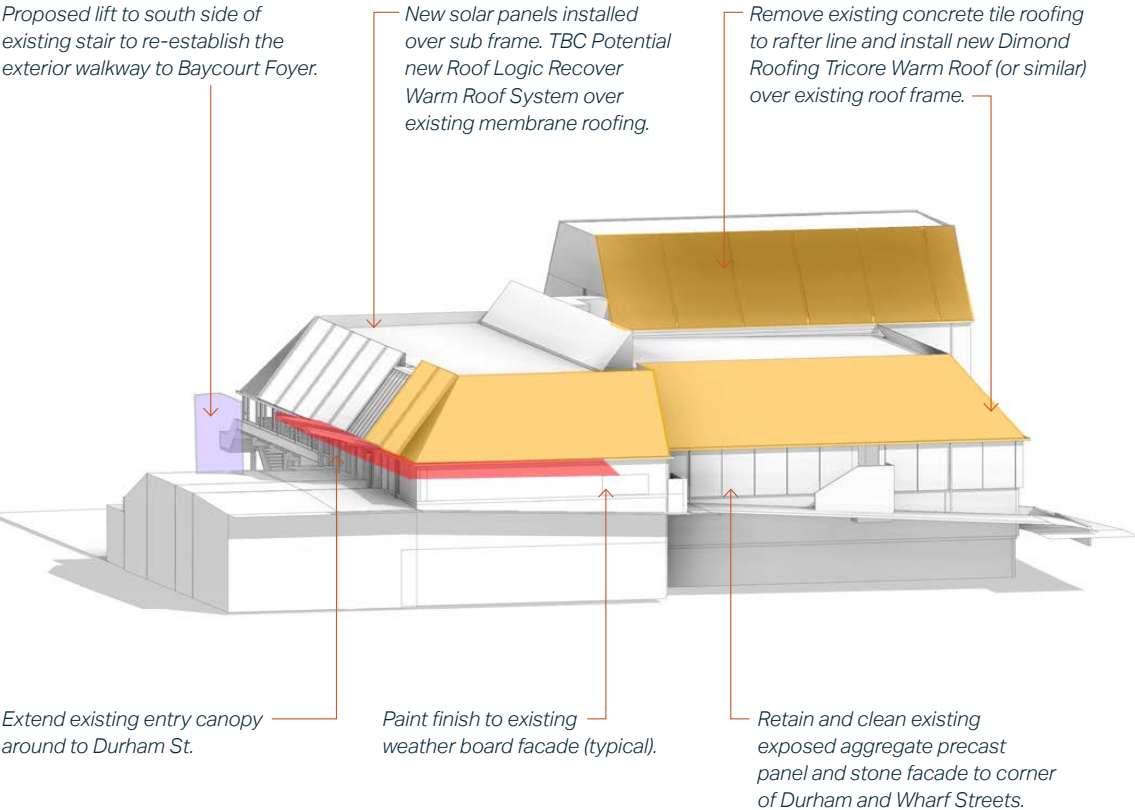
10. BAYCOURT

PROPOSED UPGRADES

South elevation - proposed



West elevation - proposed



11. ART GALLERY

Warren and Mahoney has completed a feasibility report on the Art Gallery, identifying potential (re)development options that could be undertaken. Cost estimates are currently being worked through to understand the level of refurbishment targeted in the \$1.5 million budget allowance.

KEY OBJECTIVES

- Improving the function of the Gallery through the orientation and placement of entries and functions that relate to the building’s façade.
- Integrating the Gallery into the wider Te Manawataki o Te Papa precinct to exploit the marriage value of this community asset contributing to the complete precinct.

Investigations have been undertaken to consider both a base case scheme, where the entrance is repositioned onto Masonic Park, and future development options sitting outside this project scope.

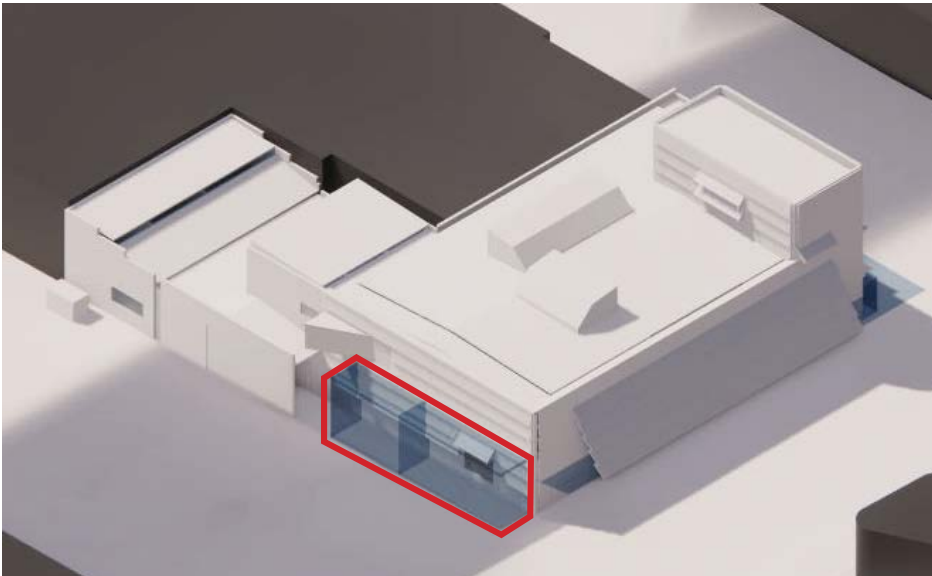
BASE CASE SCHEME

- Key focus is to create a building entrance to engage with Masonic Park and the wider Te Manawataki o Te Papa site.
- Existing feature stair and loading location retained in this scheme.
- Review of internal layout to optimise efficiency and improve adjacencies and flows.
- Enhance the presence, visibility, and identity of the art gallery within the cultural precinct.
- Consideration of storage functions and the ability to move or share off-site facilities.

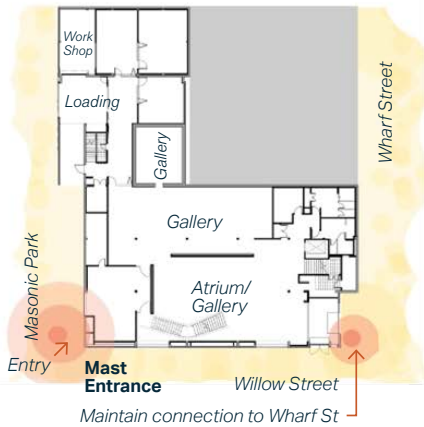
FUTURE DEVELOPMENT OPTIONS

- This exercise looks at future options for the art gallery, supporting feasibility investigations and ensuring base case work does not prejudice further development.
- Opportunities from potential acquisition of adjacent properties explored.
- Potential relocation of current loading access to Wharf St, and activation of additional frontage on Masonic Park.
- Potential increase of ground floor footprint (loading bay access lane and existing entry corner of Willow Street and Wharf Street).
- Additional floor area to Level One to support operations (e.g. upper-level events space and amenity through roof terraces or additional staff or gallery areas).
- Consider façade enhancement (but not replacement).
- Improvements to overall customer journey and experience through more significant ground floor replanning, including removal/ relocation of feature stair in entry gallery.

Baseline Scheme - Building Footprint Expansion 3D Views



Baseline Scheme - Key Moves

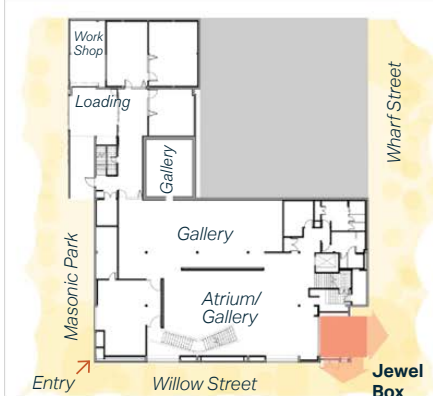


KEY MOVE 1
Move centre of gravity.
Re-orientate building entry to connect to Masonic Park and the civic precinct



KEY MOVE 2
Entrance activates Masonic Park
Blur the threshold

Ground Floor Plans



KEY MOVE 3
Jewel Box
Pop out jewel box amplification

12. SUSTAINABILITY

All buildings within the precinct will feature a hybrid mass timber structure and the aim to achieve a 6 Green Star rating and WELL certification. NDY has been engaged to help achieve the sustainability goals for the site and has registered both buildings with Green Star for Design and As Built.

SUSTAINABILITY CERTIFICATION:

- The project has been registered with Green Star Design and As Built, with two separate registrations for the Library and Community Hub and CWEM buildings.
- The project aspires to target a 6 Green Star rating on both of these buildings which is the highest designation under Green Star in New Zealand, representing world leadership in sustainability.

KEY PROJECT SUSTAINABILITY TARGETS (PRELIMINARY STAGE):

- The use of timber in construction has very low embedded carbon, is in alignment with all 17 of the UN Sustainable Development Goals and has a key role in creating a better built environment for our future.
- 50% increase in outdoor air, to provide high indoor air quality to occupants.
- Highly efficient building envelope and services' design to reduce GHG emission and peak electricity demand.

- Bicycle parking and 'end-of-trip' facilitates to encourage sustainable and active transport.
- Rainwater collection and use along with water efficient fixtures.
- Cultural, community and ecological value improvement of the site. Transformation from low value, primarily hard stand site with dilapidated structures to a flourishing community space with significant landscaping, natural and drought-tolerant species, celebration of people and place.
- Targeting materials with reduced upfront and whole of life carbon impacts. Prioritisation of responsible building materials such as structural steel and timber.
- Construction and demolition waste – aim of 70% diverted from landfill (local capability pending).
- Mitigation of light pollution to night sky and neighbouring buildings.
- Potential rooftop photovoltaic (PV) cells on both buildings, reducing the buildings' overall energy consumption, GHG emissions and maximum electricity demand.

PRELIMINARY STAGE SUSTAINABILITY ACTIVITIES:

- Presentation of sustainability opportunities and an optioneering activity to establish the set objectives for the project.
- Development of the Green Star and WELL pathway and coordination with preliminary stage design credits/features.
- Parametric modelling activities on both buildings to optimise the buildings' form and façade.
- optimisation of a multiple indoor environmental quality metrics.
- Preliminary stage hot spot carbon assessment of building form and structural systems across both buildings.



WILLIS BOND

13.

PROGRAMME UPDATE

DESIGN PROGRAMME

The Te Manawataki o Te Papa design programme has been split into three workstreams:

Library & Community Hub
CWEM and Site A Landscaping
Masonic Park and Willow Street

LIBRARY & COMMUNITY HUB

The Outline Plan of Works submission for the Library and Community Hub is scheduled to be submitted in December 2022.

Following approval of the Preliminary Design cost estimate and engagement of consultants for future design and construction monitoring stages within December 2022, the Developed Design stage will commence January 2023. Design will be completed by November 2023 having allowed five months for Developed Design and six months for Detailed Design.

Main contractor site establishment/site works are to commence November 2023, following PowerCo HV line relocation works, agreement to construction contractor and early pricing approvals by TCC. Construction of the Library and Community Hub building is programmed to commence January 2024 with a completion date of November 2025.

Early Pricing Approval

In order to meet TCC programme aspirations, consent and tender packages will need to be broken up with costs agreed and committed to by TCC ahead of the final full tendered pricing.

These packages would include site-wide earthworks, enabling works, civil, sub-structure and inground services, architecture, building services, superstructure

and façade. Early pricing approval would be required for both the site-wide earthworks and the enabling works, civil, sub-structure and inground services

Four weeks has been allowed for each work package in order for TCC to review pricing, resolve tags/clarifications, agree final value, agree construction contract terms and instruct works. Full tender pricing for complete design will be available in February/March 2024.

COMMUNITY HUB CRITICAL PATH

HV Line Relocation

A HV line intersecting the site needs to be relocated prior to earthworks commencing. This work also includes the supply of builder’s power for use by the main contractor.

Engagement has been undertaken to date with PowerCo to progress this workstream, with PowerCo working to have removed the HV line and provided temporary power by September 2023. This timing is critical to begin site work earthworks on programme.

Earthworks:

The Earthworks sit on critical path as there are a number of design, compliance and commercial considerations and milestones to be met to allow site works to commence November 2023.

Structural Design and Procurement

Given the aspiration for mass timber and tight timeframes, the procurement of timber must run in parallel with design and compliance. This is both to mitigate procurement risk (approx. 12 months lead time required for timber) and price risk. Through early engagement with the market and input from timber suppliers throughout developed and detailed design (sizing of elements, cost considerations, availability of materials etc), we hope to mitigate these risks where possible.

The project team is currently drafting the proposed approach with respect to this early engagement and

how best to ensure competitive tension between prospective suppliers. Without having a final tender price from suppliers to compare given the current design stage, it would be ideal to select the preferred supplier and include them within the design development. This would require tendering the project on a schedule of rates approach to later be applied to final quantities rather than against a completed design.

Any delays to these critical path workstreams would likely result in material programme implications.

CWEM AND SITE A LANDSCAPING

The Outline Plan of Works submission for the CWEM and Site A landscaping is scheduled to be submitted February 2023.

The CWEM building has undertaken a significant redesign since the enhanced costing stage. For this reason, the design programme (including the Site A landscaping) lags the Library and Community Hub. The Preliminary Design milestone for the CWEM building is February 2023 with a final design completion milestone of January 2024. Six months has been allowed for Developed design and six months for Detailed Design.

Following the issuance of the May 2022 Enhanced Costing report, there have been two key updates influencing programme:

- It has been confirmed the previously anticipated settlement period (12 months) for earthworks is not required, removing this critical path item.
- The redesign of the CWEM building is highly integrated. This aligns with a single building construction approach, rather than staggering the Exhibition and Museum construction, resulting in a shorter total construction time.

Taking the above into account, a fast-tracked programme is presented with CWEM commencing in August 2024. Construction of the CWEM building is programmed for 30 months with a completion date

of February 2027. This assumption also accelerates associated landscaping and roading upgrades. A more conservative programme is displayed in the hashed line, with construction commencing 12 months later in August 2025.

The accelerated programme has a significant risk in local market capacity to deliver the two projects concurrently. The earlier commencement date will require some early works packages, however, to a lesser extent than the Library and Community Hub. LT McGuinness will continue to review this programme assumption in relation to market capacity and sequencing with the balance of the precinct.

The Site A landscaping, that spans the plaza between both the Library and Community Hub and CWEM building, will be designed in parallel to the CWEM milestones to allow for coordination and interfacing of final designs. The construction of this work will occur alongside building construction, with the southern side commencing first alongside the Library and Community Hub.

MASONIC PARK

The Resource Consent submission for the CWEM and Site A landscaping is scheduled to be submitted December 2022.

The design for Masonic Park is ahead of the Library and Community Hub and CWEM buildings. We anticipate a design completion April 2023. Masonic Park is subject to a Resource Consent rather than an Outline Plan of Works, we believe more risk is associated with this process given the potential for design changes.

To achieve a mid-2023 commencement date, detailed design for Masonic Park would need to be undertaken in parallel to the Resource Consent process. This is a risk in terms of additional costs for redesign and potential for programme delays should the consenting process require material changes to documentation.

We expect tendered pricing to be available to TCC within June 2023.

UPDATED PROGRAMME

Conservative CWEM programme

[illegible]

13. PROGRAMME UPDATE

PROCESS TO DATE



PROJECT TEAM:

WILLIS BOND

studiopacificarchitecture

WARREN AND MAHONEY

MARSHALL DAY
Acoustics

Beca

Stantec

LT
McGuinness
BUILDING CONTRACTORS

Dunning
Thornton
consultants

LAND
LAB

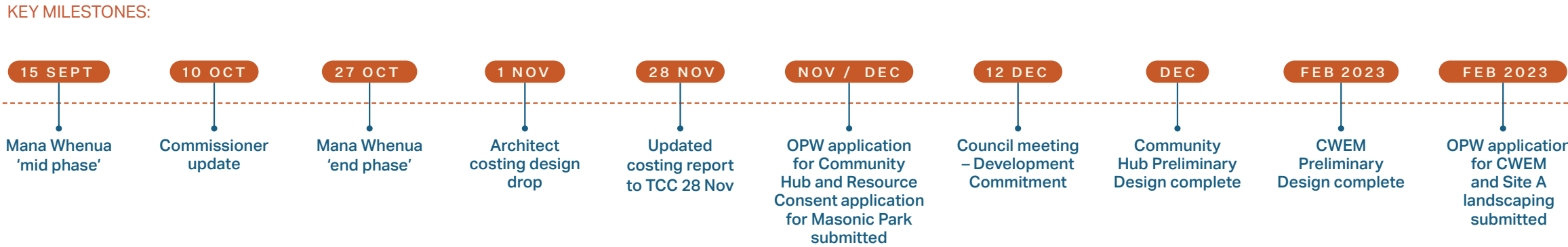
RCP

RLB
Rider
Levett
Bucknall

Norman
Disney &
Young
A TETRA TECH COMPANY

Boffa Miskell

Arbor Care Ltd
TREE SPECIALISTS



14.

COST OVERVIEW

* Note GFA values include plant area is included

NZD in thousands	Site A Civil Establishment	Durham St footpath	Masonic Park	Art Gallery	Library & Community Hub	Wharf St footpath	Baycourt	Willow Street	Site A Lanscaping	Exhibition & Musuem	Civic Whare	Hamilton St footpath	Total
Construction & Infrastructure Cost	4,535	100	5,630	840	59,420	940	6,565	4,810	10,290	70,100	9,410	930	173,570
Escalation	310	10	360	75	6,250	110	810	920	1,630	9,350	1,510	185	21,520
VE savings										-1,750			
Total construction cost	4,845	110	5,990	915	65,670	1,050	7,375	5,730	11,920	77,700	10,920	1,115	195,090
Direct costs	870	25	1,230	230	14,080	192	1,575	1,155	2,380	16,650	2,400	225	41,012
FF&E	-	-	100	100	3,500	-	1,000	-	-	5,800	750	-	11,250
Contingency	1,285	15	1,680	255	8,250	308	1,050	1,415	2,950	10,400	1,430	310	29,348
Total cost	7,000	150	9,000	1,500	91,500	1,550	11,000	8,300	17,250	110,550	15,500	1,650	274,950
GFA*	-	-	-	-	5,613	-	-	-	-	5,790	581	-	
construction cost (\$/m²)	-	-	-	-	10,404	-	-	-	-	11,969	15,852	-	
Estimated completion date	2024	2,024	2024	2024	2025	2025	2025	2026 - 2028	2028	2028	2028	2028	2028
Contingency (%)	22%	10%	10%	20%	10%	10%	10%	23%	10%	10%	10%	10%	12%
Escalation (%)	7%	7%	6.5%	8%	10.5%	11%	12.5%	15 - 23%	16%	16%	16%	20%	12%
May 2022 cost presented	7,000	2,900	9,400	1,500	88,200	3,125	11,000	8,950	15,700	104,200	15,400	3,125	270,500
Variance	-	-2,750	-400	-	3,300	-1,575	-	-650	1,550	6,350	100	-1,475	4,450

14. COST OVERVIEW

OVERVIEW

ENHANCEMENTS

Several below the line enhancement options have been costed but assumed to sit outside of the core precinct requirements. These are presented below for consideration.

Item	Cost premium
PV solar panels across Community Hub and CWEM roofs	\$1.20 m
Accessible terrace and pavilion added to Exhibition roof	\$3.50 m
Museum green roof	\$1.75 m
Replace concrete detail across civic plaza, Willow Street and Masonic Park with granite paving	\$3.15 m

CONTINGENCY AND ESCALATION

A contingency figure of \$29.35 million, or 11% of total cost, is allowed for. This is a conservative allowance to account for future design progression and discoveries. The contingency allowance will decrease as design progresses and key assumptions are firmed.

An escalation allowance of \$21.52 million, or 8% of total cost, is provided. The % allowance per project varies based on estimated construction commencement date and duration.

FF&E

\$11.25 million FF&E allowance is held across the site. This budget has been benchmarked against similar projects including exhibition, conference and university type campus “hub” buildings. All fixed furniture, fixed seating, signage, and site wide waharoa costs are included within the separate construction cost estimates. It is noted the supply of significant artwork, sculptures, or exhibition specific fitout requirements are excluded from cost estimates.

PROGRAMME

The current costs are based on the CWEM and associated landscaping commencing 12 months earlier than previously programmed. During the preliminary design stage, CMW (geotechnical engineer) investigated the prior assumption that the ground underneath CWEM required a 12-month settlement period. Through further information on the ground conditions and the construction approach being adopted, this settlement period is not required. LT McGuinness will continue to review this programme assumption in relation to market capacity and sequencing with the balance of the precinct.

Item	Completion date	Contingency %	Contingency \$	Escalation %	Escalation \$
Site A establishment <i>hoardings, earthworks & HV transformer</i>	2024	22%	\$1.29 m	7%	\$0.31 m
Durham Street footpath	2024	15%	\$0.02 m	7%	\$0.01 m
Masonic Park	2024	10%	\$1.68 m	6.5%	\$0.36 m
Art Gallery	2024	20%	\$0.26 m	8%	\$0.08 m
Community Hub	2025	10%	\$8.25 m	10.5%	\$6.25 m
Wharf Street footpath	2025	10%	\$0.31 m	11%	\$0.11 m
Baycourt	2025	10%	\$1.05 m	12.5%	\$0.81 m
Willow Street	2025	23%	\$1.42 m	14%	\$0.92 m
Site A landscaping	2026-27	10%	\$2.95 m	14%	\$1.63 m
Exhibition + Museum	2027	10%	\$10.40 m	14%	\$9.35 m
Civic Whare	2027	10%	\$1.43 m	14%	\$1.51 m
Hamilton Street Footpath	2027	10%	\$0.31 m	20%	\$0.19 m
Total			\$29.35 m		\$21.52 m

VALUE ENGINEERING (VE) SAVINGS

Within the current cost summary there is a line item for ‘VE savings’ relating to \$1.75m of savings to the CWEM building. The CWEM building design is at an earlier stage than the Library and Community Hub and presents further opportunities to reduce the construction cost of the building and seek efficiencies within the current design without requiring material changes to the structure of the building. The main contractor is confident these savings can be achieved as design progresses.

14. COST OVERVIEW

COST CHANGES

The Enhanced Costing Report delivered in May 2022 presented a precinct wide cost of **\$303.4 million**. Following report issuance, The Strand and waterfront areas have been moved to a separate project. As such, the designs and costings presented reflect the redefined scope from the eastern edge of Masonic Park to the Durham Street eastern curb edge.

The May 2022 report presented several enhancement options in addition to the base design. A number of enhancements were adopted by Tauranga City Council, including mass timber buildings with a targeted 6 Green Star sustainability rating, premium façade finishings and a canopy along the southern edge of Masonic Park.

A journey has been undertaken to step back and reassess the precinct, find targeted cost savings, and reach a design that incorporates mass timber and world leading sustainability aspirations.

A summary of design evolution of each precinct aspect and the cost impact is provided below.

SITE A CIVIL ESTABLISHMENT

Civil establishment fees include hoardings, earthworks and HV transformer costs. The scope remains largely in line with prior design.

LIBRARY & COMMUNITY HUB
\$3.3 million cost increase

The Library and Community Hub building has reduced in size by 311m². The reduction in area has been driven by the removal of the upper floor, offset slightly by an increased floor plate. In addition, the archive area has been reduced, with the cold storage requirements moved off site. The form of the building has reminded the same, with a curved face fronting the civic plaza.

Extensive consultation with the Library, Archive and customer service teams along with key stakeholders has refined the briefing requirements and optimised the internal building layout.

The structure of the building has fundamentally changed, with a shift from traditional steel and concrete construction to a mass timber structure. The façade has been defined across the period, with a unitised curtain wall system proposed comprising of clear and opaque panels.

SITE A LANDSCAPING
\$1.55 million cost increase

The civic plaza is a complex area required to navigate the steep gradient of the site. Design progression has increased the ramping requirements across the site.

Part of the cost increase is the introduction of waharoa across the landscaping. The two contemporary waharoa framing the site entrance from Willow Street were previously affixed to the buildings and therefore within building budgets. These are now proposed to be within the landscaping, resulting in a \$500,000 construction cost moving to the civic plaza budget.

There has also been the addition of a stage and pavilion to the site a landscaping since the Enhanced Costing Report. The stage and pavilion has become a focal point of the amphitheatre in the current landscaping design and incurs a \$450,000 total additional cost.

EXHIBITION AND MUSEUM
\$6.35 million cost increase

The Exhibition and Museum building has reduced in area by 550m². Fundamental changes to prior design include the removal of the Museum upper floor, widening of the Exhibition area, introduction of a flexible community area, increased servicing and loading areas and rationalisation of levels.

The structure of the building has fundamentally changed. The lower floor of the Exhibition space has is buried into the landscaping, which is suited to a traditional steel and concrete construction. The upper floor of the Exhibition and the Museum have been redesigned to a mass timber structure.

The façade has been defined across the period with a horizontal terracotta baguette system being explored.

CIVIC WHARE
\$0.10 million cost increase

The Civic Whare building has reduced in area by 131m². The building design has increased in complexity, with the building shape evolving to a curved form with two oculi proving natural lighting to the building. A green roof has also been introduced. These design enhancements have been largely offset by the area reduction achieved.

WHARF ST HAMILTON ST DURHAM ST& WILLOW ST
\$6.45 million cost saving

The project scope extends to the curb edge of the surrounding footpaths. A review of the scope has enabled a number of savings to be made, including a refinement of landscaping and finishing strategy.

Durham Street will be refurbished as part of Site B works, with an allowance for asphalt make good of any footpath damage.

The base case option for Willow Street is largely similar to the Enhanced Costing Report with further investigation into paving options (base case 100% concrete) and the use of the street being reduced to managed access. The proportion of soft landscaping has increased, reducing total cost.

MASONIC PARK
\$0.40 million cost increase

The greenery in Masonic Park has increased significantly, with soft area increasing from 17% in the prior design to 36% of site coverage. Savings through increased soft areas and reduced escalation from an accelerated start date have been offset by the introduction of a canopy to the southern side of the site (\$1.5 million total cost), which was previously a below the line enhancement item.

ART GALLERY & BAYCOURT

The Art Gallery and Baycourt refurbishment allowances of \$1.5 million and \$11.0 million respectively have remained the same. Work is progressing in parallel to this report to define the scope of these works.

14. COST OVERVIEW

ESCALATION

The construction industry is seeing significant escalation, which is expected to continue in the near term. The escalation forecast used is produced by RLB directors across New Zealand in conjunction with economists from the NZIER (New Zealand Institute for Economic Research). It is important to note that the forecast does not differentiate between regions or building types.

Non-residential construction cost inflation in the September 2022 quarter rose 1.5%, compared to the previous quarterly increase of 3.6%. This brings the annual construction cost inflation to 10.5% for the year to September 2022, slightly below the record high 10.9% increase for the year to June 2022.

RLB forecasts annual cost inflation will remain at its current peak for the September quarter but beyond that, expects an easing in capacity constraints in the construction sector will drive an easing in construction cost inflation. The relaxation of immigration and border restrictions will also help to alleviate labour shortages along with signs that shipping and global supply chain disruptions are lessening. However, these constraints will take time to be resolved and RLB estimates annual non-residential cost inflation to remain elevated at 5.4% at the end of 2023.

Whilst recent escalation has been high, there appear to be signs in the market that this may be slowing down. For example, the world container index has decreased 72% in the year to November 2022 contributing

to significantly cheaper shipping costs (for 40ft containers). The recent inflation coupled with a reduction in property values New Zealand wide may present a situation where supply is able to catch back up to a reducing demand and help to ease the inflationary pressures that developments are facing.

Further supporting a drop in escalation, the Reserve Bank of New Zealand (RBNZ) has forecast the New Zealand economy (like many economies around the world) to enter a recession in 2023.

Considering the above, Willis Bond expects construction costs to stabilise or decrease in the near to medium term. The escalation figures held for this projects are significant, with opportunities to reduce total project cost if escalation is below market expectations.

Non-residential building cost escalation CGPI-NRB index, annual % change

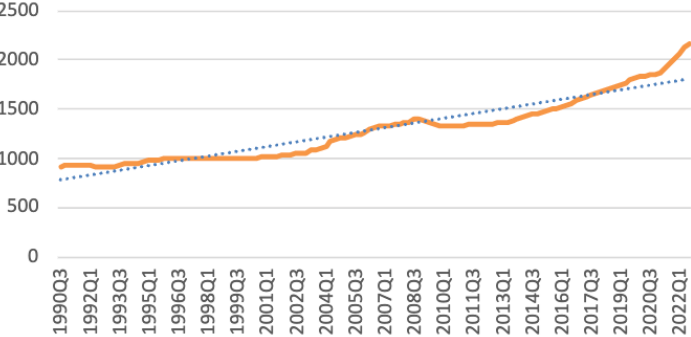


ESCALATION ALLOWANCE

- Escalation is calculated in two parts for each area.
- Escalation from September 2022 to the approximate tender date using quarterly forecasts; plus
 - Escalation from tender date to completion x 40%

Ref: RLB

Construction cost index over time Ref: Stats NZ



UNPRECEDENTED ESCALATION

Recent construction cost escalation has been unprecedented.

This graph shows the historical trendline for non-residential construction cost in New Zealand against actual. In the year to September 2022, costs escalated by 10.5%.

Construction cost index post GFC recovery Ref: Stats NZ



HISTORICAL LEARNINGS

Analysing the post 2008 GFC construction cost data points, construction cost peaked in Q3 2008 and troughed in Q3 2010, -1% down from the peak. The recovery back to the peak level occurred in Q3 2011, 36 months following the peak of costs.

The current circumstances of COVID19, supply chain shortages, the cost of fuel and the war in Ukraine presents a different set of factors to those faced in 2008. This data does, however, suggest that an easing of cost escalation is likely which supports the RLB forecast commentary and a case for reduced escalation assumptions in the costing of current developments.

15. RISKS

COMMERCIAL

- Client scope creep** - potential for cost and programme implications if the scope expands to include items outside of the current scope of work in this report.
- Client briefing changes** - to the current preliminary design and cost update set would be subject to potential cost and time implications to incorporate either via construction costs or consultant variations.
- Funding** – risks around obtaining the required level of funding for the entire Te Manawataki o Te Papa precinct.
- Geotech & building structure requirements**,if sizing and extent of ground improvements differs from geotechnical advice to date this could have significant cost and time implications.
- Façade design & interface with structure** still being worked through and costed on a ‘design intent’ basis. Cost risk should RLB’s estimate not be sufficient.
- Earthworks** – Cut/fill presents a risk should additional quantities be required above those estimated from investigations to date.
- Civil mains / network upgrades** – mains repair / improvement not anticipated as local network considered sufficient.
- H1 compliance** – thermal requirements changing / modelling of thermal comfort may drive changes to façade design.
- Plan provision / sizing** may increase due to the design development or changes in brief / requirements.

- Tenant fitouts (exclusions from current scope)**, additional structure/loading capacity for displays outside of the current preliminary design and cost update documentation.
- Main Contractor Hard Fitout** – any fitout changes / base build modifications as a result of tenant fitout requirements.
- Design development from the enhanced costings milestone** could result in cost over runs that both increase cost and programme risk for value engineering and subsequent TCC approval.
- Deign development from the preliminary design and cost update pricing** could result in additional details or scope and cost implications may arise that were unable to be foreseen or not captured within the initial pricing by RLB.
- Consultant budget allowance** – Consultant fee budget is carried within the RLB pricing estimate benchmarked against other civic projects, however, civic projects are unique and additional consultant input may be required.
- Escalation** has been forecasted but is at risk to market conditions, any potential changes in programme will have an impact on escalation.
- Internal fitout scope** – further work required to understand the internal fitout requirements of these specialist buildings, potential cost risk associated.

DESIGN

- Sustainability** – 6 Greenstar rating was considered for the design and cost update pricing, TCC has since indicated an investigation also into the WELL certification. Any additional initiatives carry potential implications on cost and programme.

PROGRAMME

- PowerCo's HV line relocation** and builders power supply is a programme risk. LT McGuinness requires temporary power prior to September 2023
 - Consultant resource capacity** to design in parallel across the precinct and resource capacity possibly stretched during construction phase leading to slow response to RFI's. Low capacity could result in overall delays to the programme.
 - Sub contractor market** - Significant amount of large-scale projects currently underway within the Tauranga market resulting in subcontractor pressures (cost, time implications).
 - Mana Whenua engagement** - Additional requests and requirements from Mana Whenua being captured within design and cost.
 - Construction durations** have been benchmarked where possible, however, as design progresses more is known with respect to site specific challenges and constraints.
 - Client approvals** – there is no allowance within the programme for ‘pens down’ periods beyond the design and cost update for further design or cost approval milestones.
 - Discovery of soil contamination** (asbestos, metals etc.) would result in programme delays and additional costs to the project beyond current allowances in project cost estimate and programme.
 - Archaeological findings** would result in programme delays and additional costs to the project beyond current allowances in project cost estimate and programme.
- ## COMPLIANCE
- Outline Plan of Works (OPW)** – Community Hub and CWEM buildings are subject to OPW approval.

- Resource Consent** – Masonic Park and Willow Street are subject to a Resource Consent, additional risk of how to approach Willow Street from a traffic perspective.
- ## PROCUREMENT
- Programme** provides tight deadlines for agreeing contracts between stages. Potential for delays should this not be an efficient process.
 - Mass timber** procurement strategy for Community Hub (critical path - with commencement Jan-24) to be agreed to mitigate potential programme implications (long leads / no availability etc).
 - Structure / plant / materials procurement** – delays caused by procurement have programme and cost implications.
 - Early procurement** - TCC would need to approve costs / spend money ahead of full / final pricing being known for the Community Hub building to commence works in 2023. Potential for delays should pricing not be approved in timely manner.
- ## COVID 19
- Global environment** - Covid-19 and ongoing unknown impacts in 2023 and beyond, geo-political impacts on NZ / construction industry / supply chain.
- ## CONSTRUCTION
- Projects in parallel** – potential for surrounding works to impact TMOTP construction through works on the waterfront, traffic network or utilities upgrades.
 - Traffic congestion around site** – neighbour delivery disruption, site loading zone disruptions and potential for complaints from neighbours.



Te Manawataki o Te Papa - Governance Group Report to Council

12 December 2022

Purpose of the Report

Te Manawataki o Te Papa Governance Group (the Governance Group) fully supports and endorses the proposed resolutions set out in the Report to the Council presenting the preliminary designs and updated costings for Te Manawataki o Te Papa, being provided to Council on the 12 December 2022. By way of background, we note that the recommendations to the Council are as follows.

That the Council:

- (a) *Receives the report "Te Manawataki o Te Papa – Preliminary design and cost report".*
- (b) *Notes that at this stage of the design process, the projected cost has increased by \$4.5 million compared to the Long-term Plan Amendment budget.*
- (c) *Notes that the overall cost estimate will be further refined during the detailed design phase of the programme.*
- (d) *Reconfirms that the programme of works is subject to achieving 50% (\$151.5 million) of funding from sources other than rates-funded debt.*
- (e) *Authorises the Chief Executive to enter into a Development Commitment with Willis Bond, to progress the developed and detailed designs at an estimated cost of \$21.3 million.*
- (f) *Notes that the detailed design will be brought back to Council for approval, prior to entering into a Development Agreement, in accordance with the Tauranga City Council / Willis Bond Partnering Agreement.*

A summary of the role and functions carried out by the Governance Group since its establishment in July 2021 are set out below. The report is co-authored by Puhirake Ihaka, Chair - Otamataha Trust Kaumatua and John Brockies, Chair of the Te Manawataki o Te Papa Governance Group.

Governance Structure

The Governance Group convened a two-day Civic Precinct Programme workshop in January 2022. One of the key agenda items at that workshop was in relation to the governance structure to be implemented for the Project. The governance structure subsequently implemented is outlined in Attachment 1 of this report.

The Governance Group confirmed the following Key Performance (KPI's) Indicators for 2022.

- Achieve the intent of the Tauranga City Council and Willis Bond and Company (Tauranga) Ltd. Partnering Agreement (8 July 2018).
- Achieve the approved programme.
- Deliver the projects in accordance specifications and quality to ensure value for money.
- Ensure the performance of the Project Steering Groups.



Te Manawataki o Te Papa Governance Group | Report to Council | 12 December 2022

The Governance Group consists of eight members including an independent chair. The remaining membership consists of three Council executive members; a mana whenua representative; an external property development consultant; a Willis Bond representative; and an independent Tauranga based accountant.

Five Steering Groups support the Governance Group. The four Steering Groups related to Te Manawataki o Te Papa are each chaired by a Commissioner. Other members of the Steering Group include several external specialists, Willis Bond representatives, relevant General Managers, Council's Director of Civic Development, relevant Programme Manager and Council operational staff. The Steering Groups meet monthly.

A Joint Chairs group meet fortnightly and is made up of Commissioners, Council's Chief Executive, General Manager City Development and Partnerships and Council's Director of Civic Development.

Design and Technical Reference Groups support each Steering Group. These each have an independent chair.

The Te Manawataki o Te Papa Cultural Advisory group meet regularly. Members include representatives of the two hapū (Ngai Tamarāwaho and Ngāti Tapu) from Otamataha Trust, a representative from Ngai Tamarāwaho and Council's Cultural Advisor, who is also a member of each of the Steering Groups.

Mana Whenua Engagement in the Design and Governance Process

The cultural significance of this area is very important to Mana Whenua as it provided the land where our ancestors lived and worked and also our connection to the moana e.g. where we moored and launched our waka. Our history and occupation goes back to the 14th century up to the year 1865 when we were substantially expelled from our traditional whenua through land confiscation.

We have always provided this cultural background in referencing our connection to this area to substantiate our "Ahi kaaroa" - (unbroken occupation) until 1865. However, some of our people even refused to move right through to the mid 1900's and continued to retain our Ahi Kaa.

A lot of this history has been provided by Mana Whenua to Council and the Architectural consultants to illustrate the elements for specific design features which have been implemented and used in the design planning process and we believe this meets the standards and requirements of adhering to our cultural design principles. Thus, it protects and enhances the integrity of our partnership with Council by ensuring that Mana Whenua design principles are embedded in the final product and helps to strengthen our relationship.

Input from Mana Whenua has been provided by our team comprising:

1. The Cultural Advisory Group (Governance/consultation body) made up of representatives from Otamataha Trust consisting of members from the two hapū - namely Ngāti Tapu and Ngai Tamarāwaho.
2. Te Kahui Toi (operational) - Our team of design artists and carvers.
3. Council Cultural Advisor - who facilitates and co-ordinates our processes and interaction with Council.

It is through the above Mana Whenua forum that we produce our design elements which reflects our unique cultural history and keeps us focussed and on track.

I wish to acknowledge the work and diligence of our team and in particular the input and advice provided by our kaumatua, particularly the late Peri Kohu.

Work of Governance Group and Endorsement of Recommendations

The Governance Group meet monthly and to date have met nine times this year. The work of the Group comprises a detailed review of project and programme updates, including highlights of the previous month and tracking of project budgets, timing, and emerging issues/risks and mitigating actions. It reviews the progress of Steering Group Meetings, including key actions and discussions arising therefrom and on special projects relevant to the Project.

Usual governance best practice is followed in the conduct of the meetings with all necessary documents enclosed with the notice of meeting and made available in advance of the meeting. The draft minutes of each meeting are sent to all members and then approved at the following meeting. Any action items and/or approvals required are noted and tracked until complete.

These processes, together with the underlying governance structure, has enabled the Governance Group to track and input into the progress of the Project. It has enabled the Governance Group to be assured that robust processes have been followed whilst the projects have progressed from concept to preliminary design. The Governance Group is assured that key stakeholders have been engaged and have had the opportunity to contribute where appropriate and necessary. Whilst there will inevitably be challenges given the nature and scope of the projects, particularly given current market conditions, it is confident that the Project is tracking well.

Overall, the Project has developed steadily and at pace from concept design stage to near completion of preliminary design within a short period of time and despite the lingering effects of COVID-19 and other challenging market conditions This is a credit to the enthusiasm, leadership and sustained work rate of the whole team.

It is on the basis of this work that the Governance Group supports the proposed resolutions set out in the Report.

John Brockies

Chair - Te Manawataki o Te Papa
Governance Group

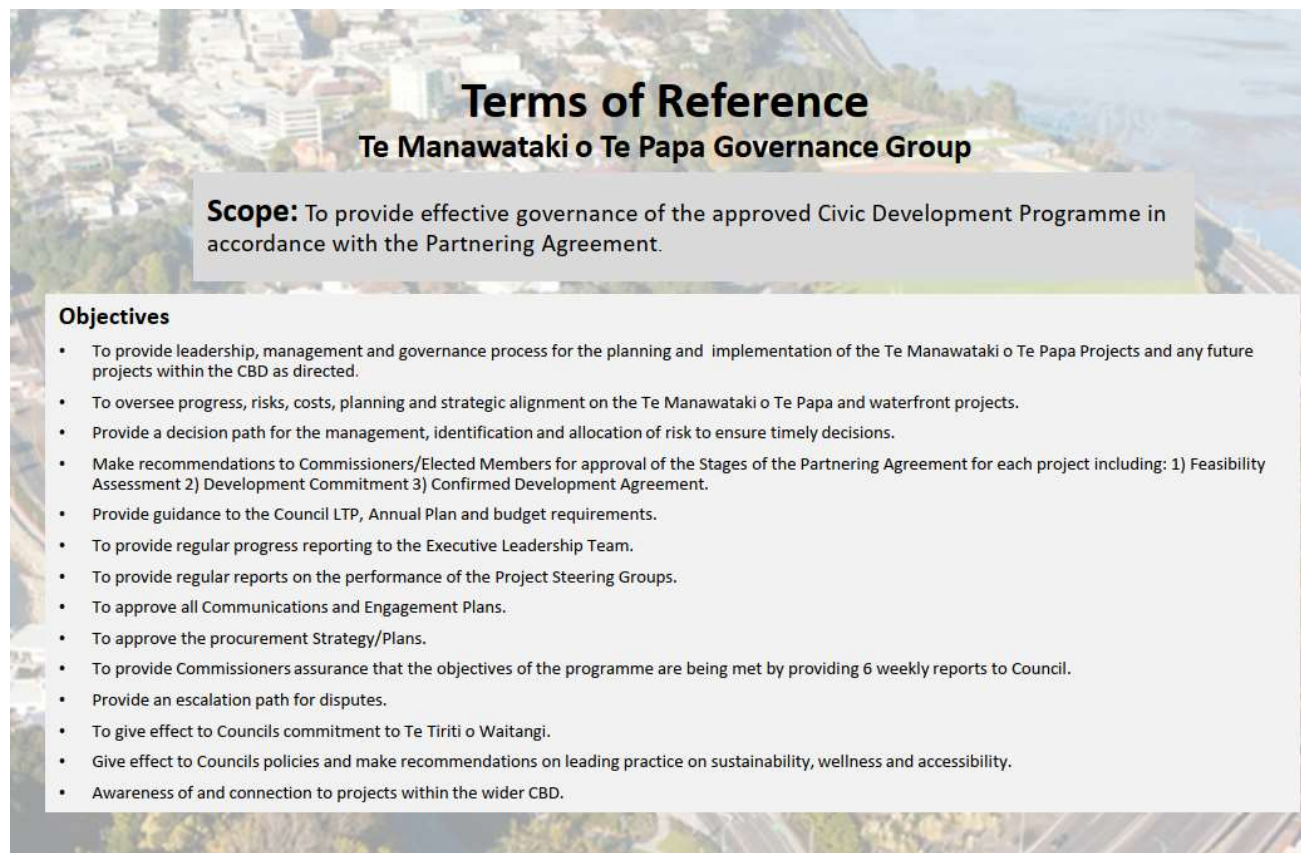
Puhirake Ihaka

Chair - Otamataha Trust Kaumatua

Attachment 1 - Governance Structure diagram



Attachment 2 - Te Manawataki o Te Papa | Civic Development - Terms of Reference



Terms of Reference

Te Manawataki o Te Papa Governance Group

Scope: To provide effective governance of the approved Civic Development Programme in accordance with the Partnering Agreement.

Objectives

- To provide leadership, management and governance process for the planning and implementation of the Te Manawataki o Te Papa Projects and any future projects within the CBD as directed.
- To oversee progress, risks, costs, planning and strategic alignment on the Te Manawataki o Te Papa and waterfront projects.
- Provide a decision path for the management, identification and allocation of risk to ensure timely decisions.
- Make recommendations to Commissioners/Elected Members for approval of the Stages of the Partnering Agreement for each project including: 1) Feasibility Assessment 2) Development Commitment 3) Confirmed Development Agreement.
- Provide guidance to the Council LTP, Annual Plan and budget requirements.
- To provide regular progress reporting to the Executive Leadership Team.
- To provide regular reports on the performance of the Project Steering Groups.
- To approve all Communications and Engagement Plans.
- To approve the procurement Strategy/Plans.
- To provide Commissioners assurance that the objectives of the programme are being met by providing 6 weekly reports to Council.
- Provide an escalation path for disputes.
- To give effect to Council's commitment to Te Tiriti o Waitangi.
- Give effect to Council's policies and make recommendations on leading practice on sustainability, wellness and accessibility.
- Awareness of and connection to projects within the wider CBD.

Te Manawataki o Te Papa Governance Group | Report to Council | 12 December 2022

5

Governance Group Key Performance Indicators (KPI):

- Achieve the intent of the Tauranga City Council and Willis Bond and Company (Tauranga) Ltd. Partnering Agreement (8 July 2018)
- Achieve the approved programme.
- Deliver the projects in accordance specifications and quality to ensure value for money.
- Ensure the performance of the Project Steering Groups

Membership:

Independent Chair - John Brockies

Chief Executive - Marty Grenfell

Client Representative – Barbara Dempsey

Te Tiriti o Waitangi Advisor - Puhirake Ihaka

Commercial Lead - David Lambie

Development Lead – Wayne Silver

Financial Lead – Mohan De Mel

Gareth Wallis, Alistair McNeil, Mike Naude, Graeme Frith, Kerri Jones

Review:

- Governance Group participants will be reviewed 6 monthly by the TCC Executive to ensure relevance and effectiveness.
- A meeting quorum will be no less than 4 nominated members.

Reporting and delegations:

- All decision made will work within the limits of authority of the Chief Executive as approved by the Council or otherwise directed by the Council
- Project Progress Reports will be submitted to Governance Group at scheduled meetings.
- 6-Weekly Project Progress Reports will be submitted to Council Meeting

Frequency of Meetings:

- Meetings will be held monthly.
- Additional meetings may be convened to approve urgent approvals to maintain project continuity if deemed essential by the Chief Executive.
- 6-Weekly project update reports presented to Council

Administration:

- An agenda will be circulated 3 working days prior to the meeting.
- Project updates and other agenda items will be made available prior to the meeting to allow membership time for preparation.
- All significant projects will be supported by a Project Progress Report.
- Decisions, key advice and directions will be recorded and circulated by the Administrator.
- The PM's presenting will be responsible for providing notes of the discussion and decisions/actions to the Administrator.
- Agendas and minutes will be filed in <https://objective-prod.tauranga.govt.nz/documents/qA570392/details>.

11.2 Establishment of a council-controlled organisation to lead the delivery of Te Manawataki o Te Papa projects

File Number: A14241174

Author: Alastair McNeil, **General Manager: Corporate Services**

Authoriser: Marty Grenfell, **Chief Executive**

PURPOSE OF THE REPORT

1. To consider submissions received and recommend the adoption of a Council-controlled organisation to deliver the Te Manawataki o Te Papa development project.

RECOMMENDATIONS

That the Council:

- (a) Receives the report "Establishment of a council-controlled organisation to lead the delivery of Te Manawataki o Te Papa projects".
 - (i) Considers the issues raised by the submitters when determining the scope and terms of reference of the CCO.
- (b) Adopts the proposal to create a Council-controlled organisation to deliver the Te Manawataki o Te Papa development project, subject to funding decisions in sections (c) (i) and (ii) in the 14 November report.

EXECUTIVE SUMMARY

2. On 14 November 2022, a report titled "Establishment of a council-controlled organisation to lead the delivery of Te Manawataki o Te Papa projects" was submitted to Council.
3. The purpose of this report was to consider the establishment of a council-controlled organisation ("CCO") to lead delivery of Te Manawataki o Te Papa projects.
4. Consultation ran from 21 November to 2 December, with 24 submissions were received. A summary of the feedback provided is included in this report.

BACKGROUND

5. As a masterplan, Te Manawataki o Te Papa strongly or partially helps to advance each of council's community outcomes:
 - An inclusive city
 - A well-planned city
 - A city that supports business and education
 - A city that values, protects and enhances our environment
 - A city we can move around easily.
6. However, until the masterplan is delivered, and delivered well, the strategic benefits will not be realised.
7. The proposed establishment of a CCO to drive the project implementation is intended to ensure that delivery of the Te Manawataki o Te Papa projects is exemplary and maximises the benefits for Tauranga residents and visitors.

8. The November 2022 Pedersen report² made a clear recommendation – that a governance-only CCO leads the delivery of the civic development projects (option 1 per that report). Paragraph 27 of that report provides extensive reasoning behind that recommendation.

COMMUNITY FEEDBACK

9. The community was asked for its views on the proposal to establish a new Council Controlled Organisation.
10. In the consultation process, the Council proposed to establish a new Council Controlled Organisation (CCO) to ensure that the redevelopment of the civic precinct provides the best community outcomes possible.
11. The redevelopment of the civic precinct in Tauranga's city centre is a once-in-a-generation project that will see this area transformed into a vibrant community space over the coming years, breathing new life into what will become a key cultural, heritage and economic driver for the region.
12. Community feedback was sought on a proposal to establish a new CCO that will govern and lead the delivery of the civic precinct redevelopment, Te Manawataki o Te Papa - the heartbeat of Te Papa.
13. Having considered potential governance approaches, Council indicated that it believes a CCO model offers significant advantages which will help ensure the best possible project outcomes can be achieved for everyone involved. This formal governance structure would include a Board and at least one employee with experience in delivering similar large-scale projects.
14. The following tables outline the key themes and rationale provided by submitters for and against the proposal.
15. A Summary of Submissions in Favour of a CCO

Appoint appropriate qualified experienced professionals with civic experience. No council staff. Don't believe there is experienced locals. Need to seek specialists from outside Tauranga. Must get references showing successful examples of engaging waterfront/ city projects.
Many locals with great experience that don't work for TCC but can lend their experience.
Great idea and right step to take.
When Commissioners leave the CCO is an excellent option to protect the progress and completion of the project without interference. Too many U-turns by previous elected councils.
Transparent & financial accountability and will meet project deadlines on time within budget. A board of expertise and a staff member to oversee the project is absolute and appropriate.
Specialists in delivery of large projects in a city are very important.
Significant funding input from funding sources outside council will add to the stability of the project to have control with an entity somewhat separate from TCC. If CCO works well can be used for other upcoming projects. High and continuing engagement with Mana Whenua required. Gives specific focus to the project and removes it partially from the politics of local government. These can be uncertain to say the least as the history of the Museum will attest.
Allows for separation between a project that requires expertise and daily council tasks that both demand different structural cognisance. I'm interested in how mana whenua vs tangata whenua interests will be determined? Ensure the most skill collaborations with respect to visual competency and embeds excellence of expedience.

² [November 2022 Max Pedersen Report](#)

Specialist team representing Māori architecture, environmental and landscape design, public art, curatorship and project management should drive the participation of hapū and iwi to be represented. To not do so would be divisive in nature.

16. A Summary Submissions Against CCO

Too many decisions being made by old boys' club. Those who want to spend money because they have money themselves. Tauranga needs sprucing up but money is being spent wrongly.
No! More rich people getting ratepayers money. Budget will blowout. If you can't manage the project internally then why propose the CCO in the first place.
Waste of money, are there not people already employed by the council that it is their job to do this type of work?
Stop wasting ratepayer money. Stop projects and let us all catch up from Covid.
Not until we have an elected council so we can have the right to vote on these and other matters.
No. Enough spending money you don't have when ratepayers are being asked to front up more money each year. We don't need this too Times are tough and inflation is biting into what one can spend money on. We cannot afford rates increases especially on a project like this.
Commissioners are government appointments and don't represent the wishes of Tauranga ratepayers. Cost of living is increasing. Now is not the time to be building unnecessary nice to haves.
Wellington City Council's new exhibition centre is being built under the supervision of a council in-house business with no overspends but Christchurch Council has used a CCO for their multi-use stadium and it is overbudget and delayed.
The Papamoa Residents and Ratepayers Association is against the establishment of a CCO. Should be kept in-house by creating a project team with the right skills to allow control, supervision and guided by elected councillors. Looks like your removing public input and locking the build to a small group of vested interests appointed with their own agenda. High ratepayer costs and removes accountability for council.
Council employees should project manage the proposed civic centre and be held accountable for mistakes and cost overruns.

Summary of Feedback

17. We received a total of 24 submissions. Three submissions did not directly comment on the CCO proposal, two submissions used the channel to comment more generally about city improvement opportunities, while one submission contained no text.
18. Of the remaining 21 submissions, 10 (48%) support the proposal to establish a CCO. And 11 (52%) did not support the proposal.

Hearings

19. No hearings have been scheduled.

STRATEGIC / STATUTORY CONTEXT

20. The use of a CCO as a structure requires compliance with the Local Government Act 2002 ("LGA"). This includes preparation of a Statement of Intent (SOI). Further details are outlined in Appendix 3.

OPTIONS ANALYSIS

21. Two options are available to the Council:
- (a) either set-up the CCO in accordance with the LGA and the details outlined across the various reports; or
 - (b) decline to establish a CCO and rely on existing governance capabilities.

FINANCIAL CONSIDERATIONS

22. As previously reported, the estimated cost of establishing this CCO is \$100k. This will include costs of establishment, board set-up and recruitment, and legal costs. Given that there is no asset ownership within the proposed CCO, minimum equity will be used for its establishment.
23. Annual costs of the proposed CCO have not been fully-evaluated, but are expected to be approximately \$600k, predominately relating to remuneration and related costs for the board and senior executive.
24. It is recommended that these costs be met by a loan-funded grant from Council to the CCO, given both the nature of the CCO and its sole focus on governance of the delivery of long-term capital expenditure. This has not been included in the overall budget of Te Manawataki o Te Papa and would therefore be additional budget, which would be funded through a ratepayer funded charge over a maximum ten-year time period.
25. Existing governance costs are approximately \$130k per annum, plus internal staff costs, which would not be incurred once this CCO is established and operating.
26. Any current year costs are estimated to fall within the Chief Executive's delegated authority, consistent with the funding methodology proposed above.

LEGAL IMPLICATIONS / RISKS

27. The establishment and operation of a CCO is subject to a number of provisions in the LGA. These provisions primarily relate to the governance of the CCO and its accountability back to council, and ultimately to the community.
28. Key among the provisions in the Act are that:
- (a) directors of the CCO need to be appointed in accordance with council's Appointment of Directors to Council Organisations policy³
 - (b) council may prepare a 'statement of expectations' outlining its expectations of the CCO
 - (c) the CCO must prepare and adopt an annual statement of intent (following council input)
 - (d) the CCO must prepare, and provide to council, six-monthly and annual reports on its operations.

CONSULTATION / ENGAGEMENT

29. In accordance with the Act, an online feedback form was used to consult on the draft establishment of a CCO, the results of which are appended to this report.

SIGNIFICANCE

30. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals, and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

³ https://www.tauranga.govt.nz/appointment_directors_council_organisations.pdf

31. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
 - (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
32. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the proposal is of medium significance.

ENGAGEMENT

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

NEXT STEPS

34. If, following consultation, Council determines not to proceed with the creation of a CCO, then existing governance processes will remain in place.
35. If, following consultation, Council determines to proceed with the creation of a CCO, a project plan is included in Appendix 3, including the following steps:
 - (a) incorporate the CCO company and adopt a constitution (this may have one initial director for the purposes of establishment)
 - (b) identify the skills required for the Board and prepare an information pack for potential directors, including a briefing on the objectives and status of the project, the role of the CCO and its relationship with Council, other parties and organisations involved, funding streams, time commitment, remuneration, directors' and officers' insurance cover, etc.
 - (c) seek and engage directors in accordance with Council's Appointment of Directors to Council Organisations policy
 - (d) issue a Statement of Expectations to the CCO
 - (e) delegate powers and functions to the CCO and identify reporting requirements of the CCO back to Council
 - (f) receive and consider the draft Statement of Intent produced by the CCO.

ATTACHMENTS

1. **Appendix 1 - Proposal to establish a new Council Controlled Organisation Feedback - A14263587** [!\[\]\(e492b5d52ab457a7a3c2826c4091dfee_img.jpg\)](#) 
2. **Appendix 2 - Timeline - Te Manawataki o Te Papa Preliminary Design & Cost Report - 28 November 2022 - A14263583** [!\[\]\(6be2e1cb461308cfbb51376f893366b1_img.jpg\)](#) 
3. **Appendix 3 - Draft Project Plan for CCO Establishment - A14268350** [!\[\]\(638c4e65afbf8f3994df6311f702c5cb_img.jpg\)](#) 

11/28/22, 8:29 AM

Proposal to establish a new Council Controlled Organisation



Proposal to establish a new Council Controlled Organisation

We believe establishing a new CCO to govern and lead the delivery of Tauranga's civic precinct redevelopment is the right thing to do.

* indicates a mandatory field

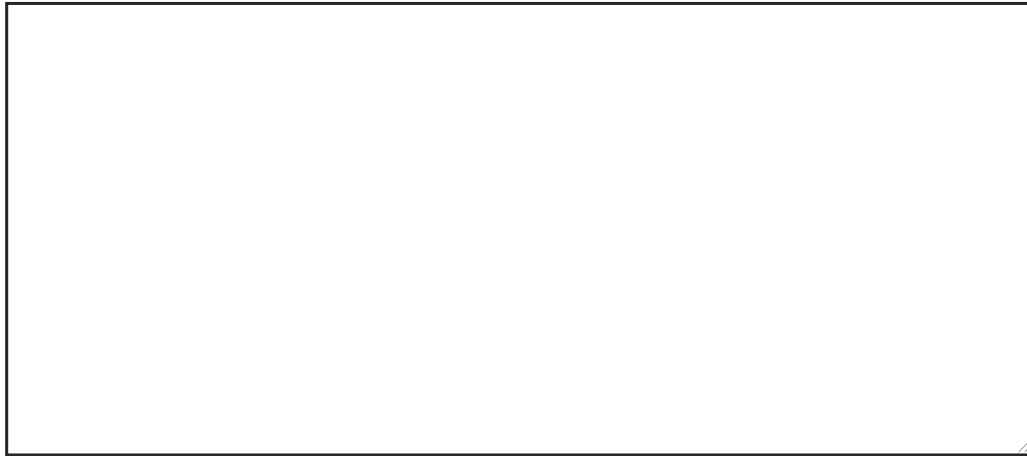
Tell us what you think

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11/28/22, 8:29 AM

Proposal to establish a new Council Controlled Organisation

Tell us why you think that



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https://tauranga.syd1.qualtrics.com/jfe/form/SV_efDXeyDYVBmMPsy?utm_source=webpage&utm_medium=blue-button&utm_campaign=govern... 2/2

Tell us what you think	Tell us why you think that	First name: *	Surname: *	Organisation name (if applicable):
You must appoint appropriately qualified and experienced professionals- architects and planners with civic experience not just a council body of unqualified.	Being in the architecture industry, I don't believe we have the experienced local specialists. We need to seek specialist groups from outside tauranga and seek reference to successful examples of engaging the waterfront and city from around the world.	Peta	Cummings	
Is this a truly selected group by whom? We seem to be getting to many decisions made what I call the old boys club, eg those who wanna see money spent because they themselves have money. Tauranga is in need of sprucing up but money being g spent wrongly	As longtime resident we did see Tauranga developing steadily then all of a suddenly we had wannabe things to happen.	Noel	Wylie	
No! more rich people getting more of ratepayers money. No doubt the budget will blow out and you will pay your rich mates even more money to sit around. If you can't manage this project then why did you propose it in the first place to include this cost?	No! more rich people getting more of ratepayers money. No doubt the budget will blow out and you will pay your rich mates even more money to sit around. If you can't manage this project then why did you propose it in the first place to include this cost?	Elizabeth	Blankenaar	
Waste of money, are there not people already employed by the council that it is their job to do this type of work??	As above, plus the Commissioners should not be making these decisions as they were not voted in. Undemocratic.	Melissa	Hodgson	
How about we stop wasting our rates and just do maintenance for a couple of years. STOP PROJECTS and just let us all catch up from COVID, price increases and war !!!		Sheryll	Hunt	
It sounds like a good idea to have industry experts come in and sit on the board of this project. There are many local people with great experience in private development projects of shopping centres, marae, schools, public spaces that don't work for council but could lend their expertise	It sounds like a good idea to have industry experts come in and sit on the board of this project. There are many local people with great experience in private development projects of shopping centres, marae, schools, public spaces that don't work for council but could lend their expertise	Charlotte	Clarke	
Not until we have a elected council then we have the right to vote on these and other matters.	Because I believe as a ratepayer we should have the right to vote on these and other matters. While we are in statutory management these decisions should not be made.	Donna	Johnson	Ratepayer
I like the idea of a development in the CBD, and using a CCO will be fine, I still don't think that the project will be met with positivity.	I think the design is a pretty though ugly, the choice of diarrhea brown for the colour of the big roof and high rise puts me off, distracts from the positives too much. I think a classic style that won't date is a better way to go, that way the investment pays off for longer and the city won't be pressured to update the design anywhere near as often as with the current design. This will look dated and cheap before it is even finished.	Sean	Cordery	
I agree that this is a great idea and the right step to take.	I understand this will be a complex project, and the city will be best served by an experienced / qualified / impartial and non-political entity to deliver the project.	Tyler	Buckley	
To ensure that the redevelopment of Tauranga City Centre is completed in a timely professional manner the set up of a CCO is a good idea.				
My question is when the development is completed will the CCO set up be reviewed as it is not the right set up for the ongoing management of the complete Tauranga City Centre, maybe once development is complete a CCO should be set up for the Museum, theatre and exhibition centre to hopefully increase the commercial viability of these facilities	I think a CCO is necessary, as Tauranga has had a disfunctional Council for many years which has hindered the development of our City, and left us with its current state! Once the Commissioners leave this is an excellent option to protect the progress and completion of the projects without interference. We have had too many u turns by the old Councillors in previous years.	Jeanette	Warnes	
We believe it is prudent and necessary to establish a new CCO to govern and lead the delivery of a civic precinct redevelopment for Tauranga.	Transparent. Financial accountability. Meeting project deadlines on time and within budget. A board with expertise and a staff member to oversee the wider picture/ project is absolute and appropriate.	Shirley-Marie	Whata-Coffin	
CCO is the best mechanism for the activity described. Section 27. Preferred CCO option describes the reasons why.	Highly paid professionals within the sphere required is critical. TCC does not have the qualified staff as determined by Pedersen's report. Critical though to have one or even more, two Council staff though as part of the board and steering committee. This is similar to what we had at The Vines, a \$200M development with outstanding operators such as Pete Cooney and Matt Lagerberg as Directors, specialists in design and planning, two board members, and GM, all contributing. Specialists in delivering such a huge project for the city are so very important.	Tony	Arlidge	
No,no,no,no and no. Enough spending money you don't have and when we ratepayers are being asked to front up with more money each year we do not need this too.	Do you realise times are tough and inflation is biting into what one can spend money on, having to decide what to cut out to survive? My wife and I are superannuants and we just cannot afford more rate increases, especially on a project like this. We pay enough now to you to make decisions not to have it farmed out to a CCO. I am ropeable with this.	Dean	Stewart	
I think that the preferred proposal is the best vehicle for delivering what is quite a complex proposal successfully over time. There will be significant funding input from funding sources outside Council so it will add to the stability of the project to have significant control with an entity that is somewhat separated from TCC. If the arrangement works well then it may be appropriate for the CCO to be engaged in the delivery of other high cost projects of particular community interest in due course. Given the nature of the sites I would expect a high and continuing level of engagement with Mana Whenua.	The proposed CCO gives a quite specific focus to the project being undertaken and removes it at least partially from the politics of Local Government. These can be uncertain to say the least as the history of the Museum will attest.	Mary	Dillon	
There should be no need for a new CCO.	Because the Commissioners should not be undertaking the Heart of the city development. Especially when the commissioners are government appointees and in no way represent the wishes of Tauranga ratepayers. Citizens are having to tighten their belts and many cannot afford the basic necessities of food and shelter. Commissioners enjoy high salaries and standards of living and are unaware of the realities of life for everyday people. Now is not the time to be building grandiose unnecessary nice to haves.	Vicki	Coe	
I think it's a sensible business centred initiative to achieve the outcomes of the build given that the council will need to be managing day to day business. It allows for separation between what is a substantial project with requisite expertise and an agency (council) tasked with everyday business and both demand different structural cognisance. The key is how the CCO is mandated. I'm particularly interested in its function with respect to how mana whenua linterests are determined versus representing all tangata whenua who fall in the district boundaries. I'm interesting in processes that ensure the most skilled collaborations with respect to the visual competency of the builds. That the CCO embeds excellence over expediency.	It is counterintuitive for the council to involve itself with the daily rituals of a build when the district requires their attention to the growing complexity of their job rather than the very distinctive skill set that city building requires. I also think that a specialist team representing Maori architecture, environmental and landscape design, public art, curatorship and project management should drive the participation of the hapu and iwi of Tauranga Moana to be represented in the city. To not do so would be divisive in nature.	Julie	Paama-Pengelly	Te Tuhi Mareikura Trust

<p>1. Considering what has gone before, this is, on the surface, a relatively harmless proposal. By gone before I mean, of course, the commissioners' decision to snatch the civic precinct away from resident and ratepayer ownership and dispose of it for \$1 to satisfy the political conscience of the powers behind Tauranga's local government and settle historically inaccurate claims for compensation, claims that it is not Tauranga's duty to settle anyway.</p> <p>2. My opinion has not changed. I view TCC's plan to build the civic precinct as ill-considered. The site has already-identified stability and liquefaction problems and the cost is inevitably going to soar well beyond the budgeted \$ 303.4 million. Wayne Silver of Willis Bond was reported in a BOP Times piece on the 25th of May 2022 as saying that, "... parts of the project would need a 12-month settlement period because of the type of land." Imagine what that delay could do to the cost. Willis Bond also said in its report to TCC that the costs "...remain subject to a vast number of assumptions..." Not just a few but a "vast number". Plenty of warning signs there!</p> <p>3. I also view TCC's consultation process as falling short of the standard required by the LGA. The current consultation process - which starts off by being called feedback - is sloppy and inadequate. That's hardly surprising, given that at its 14th November meeting TCC set the standard by saying that there would be "a small consultation process closing in mid-December."</p> <p>4. From the beginning, TCC has been guilty of aggressive overreach and its consultation process contains more obfuscation and confusion than clear-cut information. I hate to mix metaphors, but I have to say that this project may well turn out to be a Pandora's Box instead of the pot of gold that is being promised, and I wonder if TCC really knows what it is getting into.</p> <p>5. If I thought it would do any good I would respond to the survey by asking TCC to abandon the project altogether or at least put it on hold until better research has been done, especially research into the stability of the site and the financial feasibility. But, I know that would be a waste of time. So, I'll make a suggestion about an improvement to the consultation process.</p> <p>6. In his August report (para 6) Max Pedersen states that great care will need to be taken in the design of the CCO and the structure of the relationship between it and the council. I assume that Max is talking about a CCO to control the building operation and that that is what this present survey is about. But, isn't there another CCO to be created as well: one for the ownership of the land? On the 3rd of October TCC approved "a new Council Controlled Organisation (CCO) Charitable Trust that will own the land referred to as Site A." How many CCOs will play a part in this project? Well, whatever the number and purpose care will need to be taken in their set up. It's going to be full of complexities and it is crucial that it be done in an open and democratic manner.</p> <p>7. My suggestion is that TCC should set up a community panel (the Panel) to:</p> <p>(a) act as a direct link between TCC and the community and consult with the community about all the CCOs,</p> <p>(b) peruse all relevant documents, including all the CCO documents, the charitable trust document, and the lease between TCC and the land owner, and make recommendations to TCC on behalf of the community about the content of such documents and the effect they will have on the community.</p> <p>(c) whatever else I have overlooked.</p> <p>8. The Panel would be, but in a much larger way, like the Links Avenue community consultation group.</p> <p>9. TCC would provide the Panel with whatever information it was necessary for it to have to be able to carry out its job properly.</p> <p>10. TCC would meet the running costs of the Panel and would pay a meeting fee to its members. TCC would also engage and pay the costs of an independent specialist lawyer to advise the Panel. I recognise that the legal costs would amount to a large sum.</p> <p>11. The Panel would not be part of any CCO, nor would it have any binding decision-making power.</p> <p>12. Obviously, there are other matters to be considered, but I believe that my suggestion is worthy of serious consideration by the council. It would not replace TCC's obligation to consult but it would go some way towards helping with it.</p> <p>13. I do not agree that there is a need for a CCO to be created to handle the design and building process. Wellington City Council is getting its new exhibition centre built under the supervision of a council in-house business unit and so far as I am aware that project is going ahead on time and within budget. Willis Bond is the contractor on that project. On the other hand, the Christchurch City Council has used a CCO in the development of its multi-use stadium and it is well known that that project is \$150million over budget and a year late. Perhaps TCC should re-think its decision to set up a CCO to manage the civic precinct project.</p>		Barry	Scott	
<p>The Papamoa Residents and Ratepayers Association is against the establishment of a CCO.</p>	<p>We do not support the establishment of a Council Controlled Organisation CCO to control the civic precinct redevelopment. It is also questionable if there are sufficient funds to build the design which will work on the ground conditions of the site. Even considering to create a CCO before this is sorted and costed is way ahead of reality. The reasons are ..</p> <p>1. The supervision and control of the redevelopment should be kept inhouse by creating a project team with the necessary skills (if required) as part of the council staff. This will allow control, supervision and community guidance by elected councillors and by the residents and ratepayers who are paying for any redevelopment costs. Are the council staff inadequately trained to do this?</p> <p>2. The ploy of creating a CCO looks to be a method of removing any public input and comment and locking up the redevelopment to a small group of vested interests and political lackeys who will be appointed, each with their own agenda. This will assuredly not be representative of the views of the ratepayers.</p> <p>3. Committing the ratepayers to the cost of running a "forever" CCO shows again how out of touch the commissioners are with the ratepayers and the commissioners disregard of the costs of their decisions.</p> <p>4. The appointees will be the right combination of political lackeys and as usual many of the appointees will lack any suitable skills other than political acumen.</p> <p>5. The cost of a new (another) CCO will be large, top dollar wages for each appointment. This is not needed in the current time of austerity. How many layers of management do the commissioners want to lock in this redevelopment, currently there is Willis and Bond, consultants, TCC staff and now another layer, a CCO.</p> <p>6. The redevelopment plans that have been shown to the public are not the final drawings and agreed layouts. Public feedback must be further sought, locking it all up behind a CCO means secrecy will endure and put another layer or barricade against any public feedback on the project.</p> <p>7. Why give away control of potentially Tauranga's largest civic expense?</p> <p>8. "There would be a new Board and at least one employee" Just employ the employee, there is no need for a Board.</p> <p>In summary, a CCO is an ill-conceived idea, designed only to remove any responsibility from the council staff and commissioners and to hinder/stop any further community/ratepayer consultation or engagement on the redevelopment and leave the redevelopment in the hands of politically appointed members. The council and commissioners currently do not engage with the community, the creation of a CCO will be another layer of "non engagement" at a very high ongoing debt cost to the ratepayers. As usual, the ratepayers will be paying the tab.</p>	Philip	Brown	Papamoa Residents and Ratepayers Association
<p>Council employees should project manage the proposed civic center, and be held to account, for mistakes, and any cost over runs.</p>	<p>You have enough managers, and team leaders, are you not willing to take ownership?</p> <p>If this is the case, don't proceed.</p> <p>Regarding the proposed museum, a recent council referendum, for a new museum, got a resounding NO</p>	Peter Douglas	Stanley	
<p>Priority One is the economic development agency for Tauranga and the western Bay of Plenty. We strongly support the proposal for Council to establish a new CCO to govern and lead delivery of Te Manawataki o Te Papa.</p>	<p>Significant private sector investment is going into the CBD over the next 5-8 years (refer to the Priority One CBD Blueprint for details) and it is important that Council plays its role in supporting a vibrant CBD where the community wants to work, live and play.</p> <p>Te Manawataki o Te Papa is a significant, once-in-a-generation project to ensure best practice place-making in the CBD and will play a critical role in ensuring the future of not only the CBD, but the city from an attraction and retention perspective. Investment in public amenity in the CBD also supports the significant private sector investment into commercial office, student accommodation and residential apartments in the CBD.</p> <p>In our view a CCO model provides the best approach to ensuring robust, effective governance focused on delivery of such an important, large-scale project.</p>	Greg	Simmonds	Priority One
<p>Refer to attached</p>	<p>Refer to attached</p>	Rob & Sally	Paterson	

2nd December 2022

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

The Chief Executive Officer
Tauranga City Council
Private Bag 12022
TAURANGA 3143

Attn: Gareth Wallis (Facilitator)
General Manager Community Services

Re: PROPOSAL TO ESTABLISH TCC COUNCIL CONTROLLED ORGANISATION – FEEDBACK

Please find enclosed our Feedback submission on the above proposal, along with annexures viz. copies of our submissions dated 5th and 30th September 2022 and the submission by Barry Scott, dated 5th September 2022

Please acknowledge receipt and confirm our feedback has been placed before Commissioners.

Yours faithfully,



Rob Paterson for self & Citizens Advocacy Tauranga



2 DECEMBER 2022

PROPOSAL TO ESTABLISH A TCC COUNCIL CONTROLLED ORGANISATION regarding the Redevelopment of Civic Precinct 'Site A' Tauranga.

Rob Paterson, Tauranga, Retired, wish to submit feedback to the above proposal on which Council is calling for Community feedback between 21st November 2022 to 2nd December 2022 (only 11 days). In our view, full public consultation in terms of the Local Govt. Act 2002 is required and we do not believe that criteria has been met here –because of inadequate consultation and the pathetic time frame allowed for feedback. Following on from our previous submissions filed in September 2022 on the whole Civic Precinct Project dealing with the Trust Deed and the Transfer of the 'Site A' to the resultant Trust entity with lease back to Council we note the steps to implement and achieve that are now in train.

Flowing on from that initiative, we now have this current CCO proposal to run the Civic Precinct projects involved with the site development when in our view, Council itself on behalf of all TCC ratepayers (who are after all meeting the entire cost), should be capable of organising this function in house.

Our previous submissions confirm that we oppose the whole ill-conceived Civic Precinct exercise and attached are our submissions of 5 September and 30 September 2022 (including annexures), confirming our strong opposition and the reasons therefore. Also attached is the previous submission of 5th September 2022 in opposition made by Barry Scott the contents of which we fully endorse.

It is assumed from what is said that this proposed new CCO will be 100% Council owned and operated however it should be borne in mind that the major existing CCO namely Bay Venues limited has been a financial disaster so much so that Council was seriously looking at bringing it back in house prior to the inexplicable appointment of Commissioners by Ms. Mahuta. All that CCO's achieve in our view are to create another layer of expensive and inefficient bureaucracy with little accountability.

It looks to us from the Council minutes of 14th November, 2022 that the Commissioners do not really appreciate the implications of what they are doing here and to a large degree are being led by the assessments of the situation made by TCC staff, Max Pederson and Willis Bond.

The worst feature is that the whole exercise from woe to go should never have been entertained, as it results in the dissipation and loss of ratepayer's assets and puts those assets and future assets valued at hundreds of millions of dollars at serious risk.

It is said in the public report on the TCC website that ('we' whoever that might be) think 'this is the right thing to do to set our city centre up for success'. This is a trite cliché taken from

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current race-based slogans (spin/propaganda) when' ***in fact it is the wrong thing to do***' as inevitably in our view time will prove this option to be a disaster.

The real problem here is alluded to by one eminent commentator who has observed "*it is hard to imagine a more stupid or dangerous way of making decisions than by putting those decisions in the hands of those people who bear no responsibility or personal cost for being wrong*".

It follows from what we have said previously, that we oppose the whole charade including this current CCO nonsense. Clearly administration of the Civic Precinct projects should remain under direct control of Council. There seems to be a suggestion however that Council staff, even with access to consultants, are not up to the task and having regard to past performances, we could not argue with that conclusion. The CCO documents including the constitution will be complicated and getting proper governance of the CCO by exactly whom is of extreme concern.

Perhaps a Ratepayers Community Group comprising architects, planners, accountants and lawyers etc should be set up to critique the proposals.

This next stage seems to be simply to draft/approve the CCO documents including a constitution and the composition of the CCO. We trust it is not envisaged to implement any form of shared control. Regarding the land lease in the final analysis, we ask who actually will be the lessee and we note Council staff advice it will not be this proposed CCO nor will it be the owner of the lands

From everything we have seen in the past in our view is this so called CCO feedback is simply paying lip service to public consultancy as the outcome has clearly already been pre-determined and it is a fait accompli.

The TCC website as usual is unsatisfactory messy short on detail with no provision to submit feedback and views with no public hearing date being allocated. CCO governance of course excludes TCC ratepayers' input and there is no advantage demonstrated as to why this vehicle is even being proposed. It looks like a Board of up to 6 and a CEO will be appointed with estimated costs of \$600,000 p.a. - frankly we do not believe that amount is even close to the real spend up. Surely the TCC/ Willis Bond partnership should have been able to take care of the business. In a recent report to Council Willis Bond said "***it is important to note that the costs presented (\$303.40m) are based on early concept level designs and remain subject to a vast number of assumptions and are exposed to the risks of costs escalating faster than forecast***" - it is fair to ask who would build in the face of such risks. This is an insane project. In addition, of course, there is no guarantee that with the likelihood of liquefaction being encountered that any substantial building can take place on the lower Willow Street levels.

Consultancy under S56 and meeting the principles of Consultation under s82 Local Govt Act 2002 leaves plenty to be desired in this case.

The solutions previously floated by us as to the way this project should have been approached had considerable merit but Council have simply ignored that.

Finally, we are seriously concerned that although we tried to contact TCC staff regarding this matter and left messages earlier in the week no one got back to us until yesterday and not returning calls promptly hinders public getting info' from staff in a timely manner.

Relevant staff contact info' details should also be mandatory on the Council website itself so please ensure in future this appears there.

It has become obvious that many matters are being pushed through at short notice with limited time frames for the public to respond and this seems to be a deliberate ploy in line with the current Labour Govt policy which has drawn damning criticism from all quarters. This Council policy should cease and matters dealt with in a balanced and rational way.

Turning to TCC Council minutes of 14 Nov 2022 consultation other than with vested interests has not been extensive and it is of concern that in item 36 of the Agenda Messrs Grenfell and McNeill seem to infer that the consultation here needs to be relatively brief- why is that so?

It is of concern where Commissioners can choose to sign off hugely expensive growth and other major projects without valid business cases and when staff are reported to talk openly about the need to 'get stuff signed off while the Commissioners are still here'.

The result seems to be an increasing number of rushed projects and flawed consultation processes at record debt levels with adverse practical and financial implications. There is little sign of well-informed properly considered evidence-based outcomes being made in consultation with the whole Tauranga community. It follows the decision-making processes and outcomes to date have have been appalling which is clearly evidenced by everything that is happening around Tauranga currently. With respect may we suggest Council review its whole modus operandi forthwith

CONCLUSION

This proposed CCO is an expensive time-consuming complicated exercise. It is totally unnecessary and any project supervision should be able to be attended to in house by existing Council staff with assistance from qualified consultants if required.

For these reasons we request that the Commissioners do not proceed with this proposal.



ROB PATERSON for self
and CITIZENS ADVOCACY TAURANGA
2 December 2022

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**PROPOSAL TO ESTABLISH A NEW TCC COUNCIL
CONTROLLED ORGANISATION
In respect of Site A of the Tauranga Civic Precinct**

Feedback /Submissions – Rob Paterson, 5th September 2022

At the outset let me say I am appalled by this race-based proposal and totally oppose this plan in its entirety. I make the following points

1. Nothing relating to this proposal was even hinted at or raised when the inane Civic Precinct CBD proposals estimated to cost between \$300-400million were floated earlier this year – this new CCO proposal has come out of left-field! I ask where did this proposal suddenly originate from and who initiated this nonsense. It certainly did not appear in the Annual Plan 2022/2023 nor the Long-Term Plan. The lack of transparency surrounding this scheme is appalling.
2. There have clearly recently been meetings and discussions on this proposal between the Commissioners and Council staff with some part maori vested interests and other vested interests who will bear no cost in implementing or maintaining this aberration. The full cost and future costs of this will fall back on TCC ratepayers and residents.
3. As a result of the discussions, it seems COUNCIL have come up with this inane CCO or Charitable Trust nonsense which involves the whole block (Site A), bounded by Willow, Wharf, Durham & Hamilton Streets including the Baycourt facility. Setting this up will be a very costly exercise, it will in my opinion be unworkable and why would any Council ever contemplate it. All that simply needs to happen is to retain the status quo namely Council would continue to own all the land on behalf of TCC Residents and Ratepayers i.e the Tauranga Community.
4. Disposing of these TCC ratepayers very valuable assets estimated to be worth at least \$16 million without proper ratepayers' consultation and without obtaining ratepayers fully informed approval is unconscionable and wrong, especially when actioned by the Commissioners who are unelected administrators. (refer to Auditor-General).

5. Any representations made by the likes of Messrs Mikaere and Reese and others need to be independently critiqued as some of the assertions made on the history of the land involved are in my view misleading. This looks like self-serving twaddle promoted by some vested maori interests and the Anglican Church to get the result they want.
(Read Myth 5 of Gate Pa book p 121 to 126 see annexed) which dispels the myths.
6. In addition, as I understand it this site was probably initially reclaimed land anyway and the following should be noted
 - *No confiscation of Te Papa land was possible as sale was pre-1840
 - *Te Papa Block was sold by Maori owners to CMS in 1838
 - *The Land sale to CMS was subsequently approved by Land Claims Commissioner William Spain in 1840s after the Treaty was signed.
7. What is the predilection Council have with giving away land: -
 - Ex Gate Pa Bowling Club leased land -for Gate Pa cultural centre
 - 11 Mission Street, The Elms (7 Mission Street was affected also)
 - Dive Crescent reclaimed land -split 50/50 with maori interests
 - 60 Chapel Street (Mobil station)
 - Current Civic Precinct
8. Giving away ratepayers' assets, on fatuous grounds none of which have ever even met the criteria for Waitangi Tribunal claims is scandalous.
9. In the end analysis,
 - * Essentially who will in practical terms own any buildings on land?
 - What will the lease and administration payments be?
 - What other payments are there relating to CCO that we do not know anything about.
 - Where are details of proposed Charitable Trust Deed and Lease back to Council
 - Will there be constraints on further improvements on the land
 - By the look of it none of the above passes the sniff test.
10. COUNCIL have made sure there will be very limited public feedback on this proposal by allowing only 13 days from 24 August to 6 September

2022 for submissions . Is this proper consultation? -the answer is no way and a referendum would have been the best solution even if this thing had any merit which it doesn't.

11. As usual, the TCC website containing the feedback documents is hard to access, difficult to follow and in a nutshell a mishmash.

12. The photoshot fronting the open consultations section for this matter prominently displays one Kohu, who was convicted of criminal offences in relation to the Tauranga Town Hall occupation in 1988 including attempted arson and was sentenced to 2 1/2 years imprisonment - Kohu is quite unsuitable to be portrayed as a role model for this proposal.

13. In my opinion the overall summary provided by Council attempting to justify this proposal is puffery inaccurate in most respects, misleading and untruthful. I also believe the proposal is unlawful

OUTCOME I ask that Council do not proceed with this misguided ill -informed CCO /Charitable Trust proposal based primarily on mistruths and false premises. By attempting to use these grounds as a means to justify the ends Council are trying to achieve then if Council goes ahead it will in my opinion be complicit in the deception.

Annexures/References

Gate Pa and Te Ranga -The Full Story- McLean and Robinson (p121 -126) 2018

A Centennial History of Tauranga -Gifford and Williams 1940
(Chapter xxviii Missionary Land Transactions p188 -205)

NZ Confiscation Schedule and commentary.

ROB PATERSON SUBMITTER
5 September 2022

30th September 2022

COPY

The Commissioners
Tauranga City Council
Private Bag12022
Tauranga

Email:

Attn: Anne Tolley

URGENT

Good afternoon Commissioners,

RE: TAURANGA CITY COUNCIL – PROPOSAL TO ESTABLISH A NEW TCC COUNCIL-CONTROLLED ORGANISATION in respect of "Site A" Tauranga Civic Precinct in CBD

We wrote to Council on 6th September 2022 and delivered the feedback documents to Council offices on that date. We have not received any acknowledgement of our letter etc and although I chased this up earlier today no one dealing with the matter has responded to me.

We therefore have no idea whether the Commissioners have received and perused our feedback submissions and annexures or the submission filed by Barry Scott which we fully support. Therefore please find annexed further copies of these for your information and attention .

The issue is that the Tauranga City Council operating with Local Govt. Commissioners appointed (the Council) are effectively proposing to give away a major ratepayer asset, namely the Council Civic Precinct site (marked Site 'A' on the annexed plan), an area that we would estimate to be about 2 hectares (20,000 m2) located in Tauranga Central CBD.

Many TCC ratepayers take issue with this proposal as it divests a large and very valuable asset out of the direct control of TCC ratepayers. The land is said to have an estimated value of \$17million but some estimates have put the value as high as \$100million – remember that is for the bare land only but on top of that, Council then intend to spend \$300-400million with new on-site improvements viz Museum, Whare, Library and so forth which will then be erected on leasehold land, not on freehold land owned and controlled by TCC ratepayers which is the current position. Furthermore, there will remain on the land a substantial building namely Baycourt Performing Arts and Events complex currently being a Council asset.

In effect, Council and TCC ratepayers will lose full control of the entire Civic Precinct property when there is no good or valid reason to take this approach, and which in our opinion is based on false assertions misconceptions and mistruths the veracity of which have never been

robustly checked or verified. The 3 annexures duly referenced annexed to the initial feedback form put paid to the myths and mistruths regarding the land in question and confiscations.

The attached feedback submissions lodged by Rob Paterson & Citizens Advocacy Tauranga and Barry Scott clearly spell out the position (there will of course be other similar feedback submissions lodged against the proposal) and we maintain Council should not be proceeding with this aberration.

It is noted that Council intend to finally deal with the inane proposal with indecent haste on Monday 3rd October 2022. We find this quite incongruous as there is no urgency. To date, there has been no proper public consultation as required by Local Govt. Act, simply a feedback option between 24th August 2022 and 6th September 2022 (13 days) which is not public consultation at all and the very short notice even for feedback is ludicrous. Let us reiterate and make it quite clear feedback is not public consultation and there has been no opportunity given for a full public hearing of submissions.

Possible Solution

Separate the land on the lower level with Willow Street frontage being part of Site "A" from the land on the Upper level which accommodates Baycourt, the adjacent lawns and the bank in front of it.

Do not proceed with any proposed museum which the Tauranga public have consistently maintained they do not want, do not proceed with a new library as the existing set up in Goddards Arcade seems to be working very well and on the question of the Whare (meeting house) this could be erected on the lower land (possibly dedicated as a park) with the cost of constructing any whare and associated development to be met by local maori interests and not TCC ratepayers.

It would give the CBD much needed recreational greenspace. This also addresses the fact Council's present proposal is based largely on misconceptions and mistruths. The possible solution being floated would save ratepayers \$300 to \$400 million plus give a green space in the middle of the CBD along with a maori whare presence. It also gets over the problem with what to do with the low-lying land which has already been flagged as having Geotech issues and alarmingly developers will not put a price on addressing this issue. Essentially there would be no real cost to ratepayers so it is a win win situation.

Outcome Requested

We confirm that we strenuously oppose the proposal in its present form in its entirety and the Commissioners (Council) are requested not to proceed with this ill-conceived proposal.

Regards,

Rob Paterson for self & Citizens Advocacy Tauranga

P.S Late this afternoon finally received email confirmation from TCC indicating that the feedback submission was received.

D. Gone forever. So far as I can tell from the proposal that has been presented, the transfer of the land to the CCO will be absolute; it will not be subject to any provisions or conditions that might allow it to be transferred back to the city. This valuable and strategically crucial piece of city land will be gone forever. If circumstances change and it becomes necessary for the city to retake ownership and control of the land it is inevitable that that will only be able to be done at a huge cost! A cost that residents and ratepayers will end up paying through their rates.

E. No exit or variation strategy. It is inevitable that future fluctuations and changes in the circumstances of the city, the council and OT, even NZ as a whole, will bring about problems that cannot be planned and engineered for today. But, so far as I can tell, the proposal does not include any provision for either the form of ownership to be changed or the lease to be varied or cancelled. There is no exit or variation strategy. That is not commercially sound.

F. Treaty claims. TCC has arbitrarily and without proper research into OT's claims, decided to give away an important and valuable piece of city land to satisfy those claims. Along with that, it has given OT the right to share equally in the governance of the land. Even the Waitangi Tribunal, when it dealt with the claims and grievances, was not prepared to go that far! I wonder if other hapu and Iwi feel that they have claims and grievances with regard to the same piece of land. Has TCC investigated that possibility?

The step that TCC is proposing to take is ultra vires and not legally valid in other ways and the council could well find itself bogged down in a morass of legal challenges in the future. Legal challenges that the ratepayers will have to pay for.

G. Uproar! At present most residents and ratepayers are not aware of the implications of the proposal, and that is because they do not understand what it means. Eventually they will understand and when that happens there will be an uproar. I am not talking about uproar along the lines of cultural divisions, although that is bound to happen. The major uproar is going to be about the huge give-away of assets that belong to the residents and ratepayers of the city and future part control of those assets to an entity that is outside the council and the community. Future councils could be handicapped for years by this council's grossly wrong decision.

H. Referendum. TCC should initiate a referendum to test the true feelings of the community about the proposal.

I. A dangerous precedent. If this proposal is carried through to reality by TCC it could create a dangerous precedent. Could there be a similar claim made, for example, against the Gate Pa site?

J. Consultation. TCC minutes reveal that there has already been considerable discussion between the possible partners in the CCO about the arrangements that are embodied in the proposal; and that's alright, things have to start somewhere. It's consultation from now on that has to be done properly.

This may well be the biggest decision that the Tauranga community has ever had to make and it must be treated accordingly when it comes to consultation! The funding of legal representation for the community and the creation of a community panel must be part of that process.

Most importantly the consultation process mustn't be conducted so that residents and ratepayers become no more than spectators or bystanders. They must be given time to consider and make submissions about the proposal; they must be given abundant information about the details, they must be told everything about every meeting on the subject, there must be no "confidential" meetings with

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Proposal to establish a new Council Controlled Organisation (CCO)

Submission from Barry Scott

1. I have already completed and returned the council's online form, but the form was inadequate for the length of my submissions. So, I am sending a separate submission.

2. As I understand the proposal; TCC intends to sell the land to a yet to be created CCO for \$1 - make a gift of it, in other words - and then lease it back at a peppercorn rental. The proposal says that the CCO "would own the land and be jointly governed by the Council and the Otamataha Trust." This looks somewhat like the co-governance scheme put forward as the part of the Three Waters proposal.

3. My submissions are:

A. Satisfying the Otamataha Trusts' (OT) demands is not our city's problem. The proposal refers to "...long-standing (mana whenua) grievances associated with the ownership of the land..." TCC says that gifting the land to the CCO and giving OT a joint share in governance is "...the right thing to do..." Really!

TCC's proposal is an attempt to solve a problem that in the opinion of a large majority of Tauranga's residents and ratepayers isn't our city's problem. The commissioners, are appointees of the Minister and central government, not elected representatives of the citizens of our city, and whilst they may be concerned to grant a form of compensation that will satisfy OT's demands, they do not have the right to do that by giving away valuable Tauranga city assets - assets that belong to our residents and ratepayers, not central government. If the commissioners and central government see OT's demands as being a serious problem that must be satisfied or made to go away, let central government do that from its own funds and resources. Don't touch our city's assets!

B. Control. The use of the term "Council Controlled" is either naive or is deliberately meant to be misleading. If TCC thinks it is going to be able to control this co-governed Behemoth, this Chaos-Monster, it is dreaming!

A question with regard to the CCO that will have to be considered is how deadlocks between the trustees are going to be broken. And, given that TCC and OT are each going to appoint the same number of trustees to the CCO, and that the interests of the two groups of trustees will at times differ, it is inevitable that deadlocks will come about. The method prescribed for breaking such deadlocks will have to be undeniably fair and beyond bias and corruption.

C. Legal representation and Panel. The CCO documents and the lease back to TCC will be legally complex; well beyond a layman's comprehension. Nevertheless TCC will present them to our citizens and expect a majority to make sense out of them. That's not possible. I submit that TCC should act for the wellbeing of the community (Section 10 LGA) by funding the services of an appointed single legal representative to act on behalf of the community in advising its members about the meaning of the documents and the effect that their adoption will have on the city and its citizens, and also to find any legal proceedings that may reasonably become necessary with regard to such documents. It is only fair that the community should not be denied proper legal representation because of the cost. Furthermore, TCC should appoint a community panel to represent the community in discussions with itself and OT and should fund its reasonable costs.

UPDATED PROGRAMME

Conservative CWEM programme

[illegible]

Appendix 3 - CCO Establishment: Progress Checker

Task	Proposed governance of delivery CCO	
General Manager Lead	Alastair McNeil	
	Lead	Timeframe
Public consultation:		
Prepare consultation document		Completed
Report on consultation outcomes		12 Dec 2022
Establish CCO:		
Establishment of CCO structure (e.g. Trust Deed/Company Constitution etc.)	Ben J	
Determine ownership structure (i.e. TCC 100% or other partners)	N/A	
Confirm charitable status	N/A	
Divest Lot 45 reserve w/ DOC	N/A	
Development of Enduring Statement of Expectations	TBC (Anne/Ben J)	
Appointment of Trustees/ Directors	Marty/Alastair/Anne	
Establish management structure i.e. internal TCC or employees	Board/Marty to appoint CEO only*	
Establish operating activities:		
Land ownership or Lease	N/A	
Complete sale/lease documentation		
Other asset ownership or lease	N/A	
Complete sale lease documentation		
Implications of asset valuations: e.g. market value vs peppercorn etc.	N/A	
IRD registration for Income Tax & GST	Marin	
Determine accounting treatment for individual entity and TCC consolidation purposes	Marin	
Obtain tax/ legal advice on setup to ensure no fishhooks	Marin/Ben J	
Set up systems required including accounting etc. (or setup within TCC's systems)	Rebecca	
Complete accounting entries to establish entity (e.g. sales, transfers etc.)	Marin	
Ongoing operating activities:		
Complete Statement of Intent	Anne/Sanjana/Ben J	Annually
Monitor results: financial & non-financial	CCO Chief Executive	Annually
Annual Reporting	CCO Chief Executive	Annually
Annual Audit	Marin	Annually

* While contractors and employees will be directly engaged by TCC, an agreement may be needed as to the interaction with the CEO.

11.3 Smiths Farm - Disposal Classification and Hapu Engagement

File Number: A14222001

Author: Jo Stone, Senior Strategic Advisor

Authoriser: Christine Jones, General Manager: Strategy, Growth & Governance

PURPOSE OF THE REPORT

Disposal Classification and Mana Whenua Engagement

1. To inform Council of engagement activities with Mana Whenua on the divestment of the Smiths Farm SHA site ("The Property").
2. To seek a Council decision on:
 - (a) The **disposal classification** for the properties under the *Property Acquisition and Disposals Policy*; and
 - (b) Progressing the **method of disposal** following Mana Whenua engagement

RECOMMENDATIONS

That the Council:

- (c) Receives the report "Smiths Farm - Disposal Classification and Hapu Engagement".
- (d) Considers the requirements of the Property Acquisitions and Disposal Policy have been satisfied insofar as it relates to Mana Whenua Engagement.
- (e) Classifies the divestment of the Smiths Farm SHA site as a **Strategic Disposal** under the Property Acquisitions and Disposal Policy, with the strategic objectives of:
 - (i) Enabling housing development at the earliest opportunity
 - (ii) Delivering medium density residential development with a mix of housing typologies, and a mix of affordable and market housing
 - (iii) Providing a range of housing tenure and ownership arrangements.
 - (iv) Maximising the financial return from the market housing to enable reinvestment into affordable housing outcomes.
- (f) Progresses the disposal of the Smiths Farm site via an open market process. Advises Ngāi Tamarawaho Hapū that Council will not enter into a direct exclusive negotiation with the Hapū and that the Hapū can participate in the open market process.

EXECUTIVE SUMMARY

3. This report follows an earlier confidential report presented to Council on 3 October 2022, with regards to potential sale and / or redevelopment of the Smiths Farm Property. At this time Council confirmed the Strategic Objectives and resolved a preliminary disposal classification of **Strategic Disposal** in accordance with the *Strategic Disposals and Acquisitions Policy* (the A&D Policy), subject to completion of Mana Whenua engagement.
4. The Council resolution included:
 - (b) Approves the strategic divestment objectives/outcomes with respect to the disposal of the Smiths Farm property of:
 - (i) Enabling housing development at the earliest opportunity

- (ii) *Delivering medium density residential development with a mix of housing typologies, and a mix of affordable and market housing*
- (iii) *Providing a range of housing tenure and ownership arrangements.*
- (iv) *Maximising the financial return from the market housing to enable reinvestment into affordable housing outcomes.*
- (c) *Agrees that the divestment of the Property will likely be classified as Strategic Disposal under the Property Acquisitions and Disposal Policy, **noting that the appropriate classification can only be confirmed upon completion of Mana Whenua Engagement.***
- (d) *Endorses staff continuing, in parallel with engagement with Tangata Whenua, to develop a divestment strategy (including identification of how the strategic divestment objectives can be achieved), to be reported back to Council for decision making.*

5. With respect to the resolution above:

- (a) In accordance with resolution (c), and as per *the A&D Policy*, notice of Councils intention to dispose of the Property was sent on 12 October 22 to Mana Whenua associated with the area, Ngāi Tamarawaho Hapū.
- (b) Ngāi Tamarawaho provided Council with a document outlining Ngai Tamarawaho Cultural links with the land and property 14 November 22, and a hui was held on 15 November 22 to discuss this information. Further detail outlining these links is discussed in the following section 'Tangata Whenua Engagement'.
- (c) In accordance with resolution (d), staff have continued with the planning for disposal, and this is addressed in a separate report on this agenda. If Council does not resolve that the disposal is a strategic disposal, then the Right of Refusal to Mana Whenua will apply and the separate report would not be relevant.

6. This report asks Council to:

- Confirm the requirements of the Property Acquisitions and Disposal Policy have been satisfied insofar as it relates to Mana Whenua Engagement,
- Confirm the Disposal Classification as a **Strategic Disposal**
- Respond to the hapu request for a direct exclusive negotiation for the disposal of the land.

KEY ISSUES

Disposal Classification

- 7. Council has reached a preliminary position that this divestment be classified as a *Strategic Disposal* under the *Property Acquisitions and Disposal Policy* ("the Policy"). That preliminary position is subject to the outcome of Mana Whenua engagement, which is required by the Policy when Council is making a decision of the disposal classification for a particular divestment. The Policy asks Mana Whenua to provide information on "Cultural Matters" relating to the divestment.
- 8. Council needs to be satisfied that the requirements of the Policy have been met insofar as it relates to Mana Whenua Engagement. The requirements are:

Step 2: Engagement with Mana Whenua on cultural matters

- 5.6.3.2 *Council staff will notify Mana Whenua of the details of the property being considered and a summary of the assessment undertaken in 5.6.3.1 above.*
- 5.6.3.3 *If a property is not subject to pre-existing statutory or other legal obligations, council staff will meet with Mana Whenua within **30 days** of giving notice as*

per 5.6.3.2 and engage in good faith to ensure any cultural matters have been appropriately identified and considered in the assessment.

Method of Disposal

9. The request from the hapu for direct negotiation via a **non-open market** process is not a relevant consideration in the context of the “*disposal classification*” decisions sought by this report.
10. The direct negotiation is however relevant to the “*method of disposal*”. The direct negotiation process would be a **non-open market** process.
11. Section 5.6.5 of the Policy provides Council with full discretion over the method of disposal (refer to Section 5.6.5 of the Policy) *and informed by property market conditions and the characteristics of the property being disposed of.*

TANGATA WHENUA ENGAGEMENT

12. With respect to the Mana Whenua engagement, staff consider sufficient notice and opportunity to engage has been provided for the following reasons:
 - Mana Whenua as noted in Council’s contact database include Ngāi Tamarawaho Hapū;
 - On advice from the Takawaenga Māori Unit, notice of the divestment was provided to Ngāi Tamarawaho Hapū.
 - In accordance with *the Property Acquisitions and Disposal Policy* (Section 5.6, Step 2), Policy, formal Notice of Councils intention to dispose of the Property was sent to Mana Whenua associated with the area, Ngāi Tamarawaho Hapū following Council meeting on the 3 October 22.
 - Within the notice being provided to Mana Whenua, Council provided information on the property and Council’s decision on strategic objectives associated with the divestment;
 - The notice further requested Mana Whenua confirm whether there were any “cultural matters” that may require consideration in this divestment.
 - In accordance with Section 5.6, Step 2 of the Policy the notice also proposed to meet with Mana Whenua within 30 days of the notice. Meeting times were reserved for the 15, 22 and 28 November 2022.
 - A meeting was held on 15 November with mana whenua and Council.
 - Regular communications by staff to Hapū contacts has occurred via email, and discussions outside of the pre-arranged dates/times. A record of engagement outcomes identifying cultural and other issues is included within **Appendix 1**.
13. Through verbal discussions and correspondence, Mana Whenua have signalled to staff that there is a strong desire to acquire the land via direct negotiation (or a **non-open market** process) and have previously provided Council with offers to purchase this property. There are various reasons for this interest, but key points include reference to historical land confiscations, utilising the land for housing opportunities (incl. social) and related outcomes, a desire to establish a physical presence in the Valley of Te Auetu and the Kopurererua Valley, a desire to create a commercially viable asset.
14. In reply, staff have verbally advised:
 - Council is signalling this divestment will likely be classified as a **Strategic Disposal** and an **open market** method of disposal is looking preferable.
 - If Council confirmed the divestment as a strategic disposal subject to the outcome of Council meeting 12th Dec 2022, no Right of First Refusal applies

- It is at the discretion of Council as to whether Council considers any proposal including considering using a non-open market process.

Ngāi Tamarawaho Report - Cultural Links

15. Ngāi Tamarawaho provided Council with a document outlining Ngai Tamarawaho Cultural links with the land and property on 14 November 22; '*Ngāi Tamarawaho Report - Cultural Links*', *Buddy Mikaere*, Nov 22, and a hui was held on 15 November 22 to discuss this information. At the hui the Hapu representative advised that previous correspondence also outlined the hapu position.
16. A summary of key points include:
 - Outline of the history of the site including descendants, important access routes, look out points, a pa site and food gathering / gardens, confirmation that the land is within Ngāi Tamarawaho Rohe
 - References to historical discussions on Route K project and aspirations relating to a cultural centre and utilisation of Council sites, that hapū had given up aspirations for Smiths Farm Cultural Centre and Well-being Centre at Councils request
 - Notes iwi interest in purchasing this land on commercial terms / market value.
17. Ngai Tamarawaho has also drawn our attention to a Submission to Council in 2015 which outlined the following:
 - An offer to purchase Smiths Farm for housing development on agreed commercial terms, development in conjunction with hapū housing developer partners.
 - Proposal that hapū's share of income from the development be used for the development of a cultural centre
 - Proposal that there be a provision for Kaumatua and whanau housing on the site
 - Proposal that a share will fund the cultural centre relative to finding a suitable site; this would include jobs and training and a site for continuation of traditional arts

Hui / Discussion 15 November 22

18. On the 15 November, a meeting was held with Council staff and Buddy Mikaere representative of Ngāi Tamarawaho. This discussion occurred in accordance with Section 5.6 mana whenua engagement. Key points raised included;
 - Notes broader cultural significance and Ngai Tamawaraho aspirations for the future of the site.
 - Buddy Mikaere confirmed there are no cultural sites of significance on this land (that would affect the land being used for housing).
 - Mana Whenua support housing on this site.
 - Any future development of the site to include cultural monitoring.
 - Notes iwi interest in purchasing this land on commercial terms.

Plan Change 33

19. In addition, Iwi engagement has also occurred as part of Council Plan Change 33 (PC33), this is addressed within the PC 33 - Section 32 report, 7. Site Specific Rezoning (Smiths Farm), pg 26:

Item 7.6.3 - Ngai Tamarawaho

Ngai Tamarawaho have previously been consulted on the SHA and resource consent applications for this site. Council staff met with Ngai Tamarawaho on 27 May 2022 to discuss the proposed rezoning of the site. There were no specific concerns raised during that meeting regarding the proposal.

HASHA Resource Consent RC25595/6*01

20. A review of Cultural and Archaeological Effects was made under HASHA land use consent in 2016, amended 2021. The NZ Archaeological database and Council records confirmed at this time there are no intact archaeological or heritage sites on the land. In addition, the Tauranga City Plan does not identify any significant Māori areas or significant archaeological areas as being recorded on the site.

OTHER MATTERSPukehinahina Cultural Centre

21. Of note, an obligation on Council was established in 1999 via a Memorandum of Understanding (**MOU**) between Transit NZ, Council and Ngai Tamarāwaho regarding the State Highway 2, Route J Expressway, Route K and the PJ Link. The purpose of the MOU was to record the understandings between Council, Transit NZ and Ngai Tamarāwaho about the measures to avoid, remedy or mitigate the potential adverse effects of the project on the ancestral landscape and interests of Ngai Tamarāwaho.
22. The MOU created an obligation on Council to investigate opportunities to enable Ngai Tamarāwaho to establish a physical presence in the Valley of Te Auetu and the Kopurererua Valley (**K Valley**).
23. Discussions have continued between Council and Ngai Tamarāwaho on possible alternative sites for a Cultural and Historic Centre, as such, at Council meeting 25 July 22, Council confirmed in principle a proposal to establish a Cultural and Historic Centre on part of the Gate Pa Recreation Reserve. Subsequently, it is considered (subject to reclassification of the Reserve), that Council will have met its obligation to investigate options pursuant to the MOU entered into in 1999 and has delivered on the commitment to provide Ngai Tamarāwaho a place for a Cultural and Historic Centre, refer Resolution **CO14/22/4**. Council has recently resolved to proceed with the reclassification of the reserve.

OPTIONS AND RECOMMENDATIONSMana Whenua Engagement

24. Council needs to be satisfied sufficient engagement opportunity has been provided to Mana Whenua. The options available to Council include:

Mana Whenua Engagement Options

Option 1	Defers any disposal classification decision on the basis that while the requirements of the Property Acquisitions and Disposal Policy have been satisfied insofar as it relates to Mana Whenua Engagement, response from Mana Whenua has been received and directs staff to continue further engagement with Mana Whenua.
Option 2	Considers the requirements of the Property Acquisitions and Disposal Policy have been satisfied insofar as it relates to Mana Whenua Engagement with hapū feedback having been received.
Recommendation	Option 2

Disposal Classification

25. The below **disposal classification** options have been previously reported to Council within the 3 October report. Council considered **Option 2** to be the most appropriate. Following engagement, it is considered the classification remains appropriate.

Property - Classification Options

OPTION 1.	Classify the disposal of the Property as Atypical , on the basis that the property is unique and there is a lack of similar and reliable sales data to inform market value.
OPTION 2.	Classify the disposal of the Property as a Strategic Disposal , based on strategic objective of at least medium density redevelopment and seeking to secure a market premium to maximise available funds for reinvestment into housing outcomes (including social, public and affordable housing).
Recommendation	Option 2

Method of Disposal

26. It is requested Council provide direction on the hapū request to directly negotiate with the hapū for the disposal of the land. Options available:

OPTION 1.	Progresses an open market approach to achieve the strategic objectives.
Pros	<ul style="list-style-type: none"> • <i>Market approach will test viability in the current market to deliver on the identified strategic objectives.</i> • <i>Likely to result in a broader range of options to enable Council to achieve the desired strategic objectives, including innovative and partnership approaches.</i> • <i>Ability to partner with reliable delivery partners who hold development expertise.</i> • <i>Land value will be influenced by the state of the property market and future market expectations. If the council was able to bring the land to market in positive market conditions, it is likely to secure a premium.</i> • <i>Consistent with application of the Acquisitions and Disposal policy process.</i> • <i>Hapū may be able to participate in the process (although will not have any exclusivity).</i>
Cons	<ul style="list-style-type: none"> • <i>May compromise relationship with hapū.</i> • <i>Current financial conditions of the market may impact on breadth/range of market response.</i>

OPTION 2.	Acknowledge and agree to the request from the hapū for a direct exclusive negotiation at market value.
Pros	<ul style="list-style-type: none"> • <i>Positive impact on relationship with iwi.</i> • <i>Addresses long standing requests by hapū to procure/develop land.</i>
Cons	<ul style="list-style-type: none"> • <i>Ability to deliver Council Strategic Objectives likely to be reduced.</i> • <i>Potential to alienate other development partnerships in future.</i> • <i>Basis to engage in direct negotiation wholly with hapū not consistent with Acquisitions and Disposal Policy i.e., RFR does not apply.</i>
Recommendation	Option 2 (Hapū can participate in a market process).

Summary

27. Cultural information to consider has been outlined in the section 'Tangata Whenua Engagement' and **Engagement, Option 2** - '*Requirements of the Property Acquisitions and Disposal Policy have been satisfied insofar as it relates to Mana Whenua Engagement*' is recommended, and no changes to the earlier strategic objectives appear necessary.
28. Council may therefore continue to rely on the identified strategic objectives in their decisions and confirm its preliminary position that the most appropriate **Disposal Classification** for this divestment is **Strategic Disposal, Option 2**.
29. It is considered the Policy requirements have been satisfied.
30. Regarding the **Method of Disposal, Option 2** – '*Progresses an open market approach to achieve the strategic objectives*' is recommended, noting that hapū can participate in a market process.

NEXT STEPS

31. Communicate decision of Council to the hapū representatives.

ATTACHMENTS

1. **Smiths Farm Cultural Issues Engagement Record - A14116002** [↓](#) 

Smith's Farm – Cultural Issues Engagement Record

Date	Engagement	Cultural Issues	Land Disposal and Development Issues
29/03/22	Letter from Hapū to Anne Tolley (AT)	<ul style="list-style-type: none"> Notes limited land historically for housing which is a concern to Ngai Tamarawaho Hapū 	<ul style="list-style-type: none"> Requests Offer to purchase be revisited Notes deep interest in housing development, that there are other options for active reserves Notes urgency in addressing housing shortages Proposes that Hapū partners have ability to provide suitable, affordable housing to meet current and medium term needs of Hapū, at a reasonable cost; that Hapū housing proposal will meet broader needs of the community and is in line with the intent of the SHA designation (consent) Notes access constraints
28/04/22	Email Letter TCC to Buddy Mikaere, Liam Dickson		<ul style="list-style-type: none"> Commissioner response to BM letter (29 March 22) for affordable housing development <ul style="list-style-type: none"> Advised Council resolutions 4 October 2021 Update on investigation work Advised NPS housing supply requirements
26/05/22	Email Letter Buddy Mikaere to Anne Tolley	<ul style="list-style-type: none"> Notes advisors' failure to take into account the historical background out of which Mana Whenua offer to purchase Smiths Farm for housing purposes came. Discussion on Ngai Tamarawaho's history associated with the land & contribution to City Discussion on Treaty Principles and land confiscation The land was taken apart to allow for construction the SH29 motorway Broadly throughout Tauranga Moana there is inadequate housing for whanau 	<ul style="list-style-type: none"> Discussion on current situation relating to land throughout Tauranga Moana and the withdrawal of promise relating to the proposed cultural centre Notes timing of land development and future access Requests reconsideration of the Westridge buffer Suggests that an alternative location for sports field is an option. Concludes Ngai Tamarawaho and partners seek fiscally neutral agreement with Council over the land, outlines intention to deliver housing development to address lack of housing in city Seek reconsideration of Mana Whenua proposal

		<ul style="list-style-type: none"> The promise to realign the Kopurererua stream as mitigation for Route K – however now being addressed by Waka Kotahi. 	
28/07/22 & 27/07/22	Email Letter TCC to Buddy Mikaere, Ngāi Tamarawaho Hapū – Mel Tata, Chris Nepia, Peri Kohu		<ul style="list-style-type: none"> Response to BM letter (26 May 22) Included Commissioner letter (27 July 22) attached to email and covering response to key issues: <ul style="list-style-type: none"> Kopurererua Valley Cultural Centre, Smith's Farm offer of purchase, 60 chapel St, Lot 45 Notes next steps
27/09/22	TCC email letter to Buddy Mikaere, Ngāi Tamarawaho Hapū	<ul style="list-style-type: none"> Advised process regarding final disposal classification and engagement on cultural issues. 	<ul style="list-style-type: none"> Further response to Buddy M letter (26 May 22) Advised construction access and associated infrastructure delivery Advised likely disposal to be determined strategic or atypical ie no RFR would apply, as such competitive market process may be adopted. Advised Council resolution 25 July 22 Advised PC33 Advised 3 Oct 22 Council meeting will seek consideration of strategic outcomes for divestment Advised technical work underway for feasibility of housing development occurring from Westridge Drive access
29/09/22	TCC email letter to Buddy Mikaere (BM) / Liam Dickson)		<ul style="list-style-type: none"> Notes interest of Ngai Tamawaraho and development proposal submitted to Council Outlines Council considerations likely to be taken into account with respect to future utilisation of Smiths Farm property, including: <ul style="list-style-type: none"> Adoption of A&D policy – 4 October Objective for development of Council owned land for housing and urban development referencing the 'Use of Council Land' report

			<ul style="list-style-type: none"> ○ Advising no decision has been made on the future use or disposal of Smiths Farm and retains multiple options such as Active Reserve purposes, Housing under the SHA Resource Consent and compliance with NPS – Urban Development ○ No RFR applies should Council proceed with housing in Smiths Farm • Likely to be a competitive market process should Council enter into arrangements with non-public sector entity to develop land • Reconfirms Councils previous correspondence with Buddy Mikaere • Notes Proposal relies on Richards Way for access/services which from a safety perspective would not work • Confirms Council is not in a position to make a decision on utilisation of the Property • Notes overall Ngai Tamarawaho's interest in the land and will include in the 'consideration mix' when Council has decision on how it will proceed with the site.
12/10/22	TCC Email letter to Ngāi Tamarawaho Hapū	<ul style="list-style-type: none"> • Initial notice of divestment preliminary classification as Strategic Disposal. • Engagement with Hapu on cultural issues associated with Smiths Farm site. • Hui placeholders for 15,22,28 November 2022 	
12/10/22	Email Trail	<ul style="list-style-type: none"> • Buddy Mikaere response, intention to provide Cultural Assessment Paper 	
13/10/22	Ngāi Tamarawaho Hapū Email	<ul style="list-style-type: none"> • Council confirms receipt of response 	
14/11/22	Email & document from Hapū to Council	<ul style="list-style-type: none"> • Summary document of association with the land: 'Ngai Tamarawaho and Smiths Farm – Cultural Links', and copy of BM letter to TCC (26 May 22) 	<ul style="list-style-type: none"> • Mana Whenua support housing on this site • Notes iwi interest in purchasing this land on commercial terms / market value.

	<i>Email & document</i>	<ul style="list-style-type: none"> • An outline of the history of the site including access routes, a pa site and food gathering / gardens, confirms land is within Rohe • Discussion on historic land confiscations • Puketomiro Pa site was cut through for Route K construction. • Buddy Mikaere confirmed there are no cultural sites of significance on this land. • Any future development of the site to include cultural monitoring 	<ul style="list-style-type: none"> • Iwi have run out of land to house people affordability including elderly and homeless • References to historical discussions on Route K project and aspirations relating to a cultural centre and utilisation of Council sites, given up Hapu aspirations for Smiths Farm Cultural Centre at Councils request; and also Well-being Centre aspirations • Proposes hapū development share will fund the cultural centre relative to finding a suitable site; this would include jobs and training and a site for continuation of traditional arts
15/11/22	Buddy Mikaere, Ngāi Tamarawaho Hapū <i>Email</i>	<ul style="list-style-type: none"> • Council confirms receipt of summary document of mana whenua association with the land 	
15/11/22	Hui - Buddy Mikaere, Council - Christine Jones, Curtis Bones, Carlos Ellis	<ul style="list-style-type: none"> • Council decision that Smiths Farm considered to be a strategic disposal, therefore part of the process is to engage with Hapu. • Correspondence from Buddy Mikaere to be collated and provided to Buddy for review and confirmation; will be presented to Commissioners and included in the Council report • Advised area has been identified for housing; Buddy confirmed comfortable that site is suitable for housing and don't see any issues from a cultural perspective. • Water pipeline excavation noted and cultural monitoring report for this work to confirm no cultural issues sighted. 	<ul style="list-style-type: none"> • Commissioners are considering the strategic disposal and what outcomes they want to achieve should they dispose of the land • Advised next step is for staff to prepare report to Commissioner to include views and position of hapu, with aim of presenting to December Council meeting • Council staff advised if it is a strategic disposal, RFR does not apply

		<ul style="list-style-type: none"> • Buddy advised he will be speaking to report at Council meeting • Council noted interest by Ngai Tamarawaho, the broader cultural significance and their aspiration for the future of the site • Reference Council resolution regarding Pukehinahina site 	
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11.4 Adoption of Council's Strategic Framework

File Number: A14063156

Author: Anne Payne, Principal Strategic Advisor

Authoriser: Christine Jones, General Manager: Strategy, Growth & Governance

PURPOSE OF THE REPORT

1. This report presents *Our Direction – Tauranga 2050*, which summarises Council's strategic framework and high-level direction, for adoption.

RECOMMENDATIONS

That the Council:

- (a) Receives the report "Adoption of Council's Strategic Framework".
- (b) Adopts *Our Direction – Tauranga 2050* (Attachment 1), summarising Council's strategic framework and high-level direction which guide Council's decision-making on future investment and delivery for our communities.
- (c) Delegates the General Manager: Strategy, Growth & Governance to approve minor amendments if required prior to publication.
- (d) Notes the proposed next steps for the strategic framework refresh project.

EXECUTIVE SUMMARY

2. *Our Direction – Tauranga 2050* was adopted as a draft for consultation in June 2022, and community feedback was provided to the Council on 5 September.
3. This report provides an updated version of *Our Direction – Tauranga 2050* for adoption (Attachment 1) and notes the key changes proposed.
4. Most of the feedback is to be reflected in the two new strategies and / or the action and investment plans currently under development.
5. Council will provide input to the new action and investment plans through the Strategy, Finance and Risk Committee early in the New Year, as outlined in the next steps section of this report.
6. Development is underway for the online framework, which will be part of Council's website, and for the monitoring, reporting and review processes that will ensure Council delivers on its strategic direction over time.
7. A summary of the *Our Direction – Tauranga 2050* will be prepared and placed on the website. This will be a short reference document which encapsulates the key elements in easy to understand language.

BACKGROUND

8. The strategic framework refresh project aligns Council's strategies and plans so that Council's strategic direction is clear, coherent, and has a visible pathway to delivery.
9. *Our Direction – Tauranga 2050* was adopted as a draft for public consultation on 27 June. Consultation feedback was provided to Council on 5 September 2022, with no decisions being sought at that time. Council requested that staff report back with the revised strategic framework, incorporating changes arising from submissions received, for adoption this calendar year.

10. The framework itself is not anticipated to require further amendment during this project, other than to include the diagram currently under development. However, minor changes to the narrative describing Council's high-level direction may be required to ensure consistency with Council's new action and investment plans as they are finalised.
11. *Our Direction – Tauranga 2050* is envisaged as a point-in-time document, to be reviewed and updated at least every three years to reflect progress towards Council's goals and to clarify direction for each upcoming long-term planning process.
12. Council's strategic framework, including its strategies and action and investment plans, is intended to be primarily navigated online. The draft framework is under construction and will be available on Council's website early in the New Year.
13. Strategy and plan monitoring, reporting and review processes will also be put in place as part of this project. These will include clear timeframes, accountabilities, and responsibilities.

STRATEGIC / STATUTORY CONTEXT

14. Tauranga City Council's strategic framework provides a framework of strategies, and action and investment plans to support Council's contribution to the vision for Tauranga.
15. The strategic framework comprises Council's five community outcomes interwoven with Council's three approaches to Te Ao Māori, sustainability, and working beyond Tauranga. Together these eight 'strands' of the framework articulate Council's current and future contribution to the vision for Tauranga.
16. Council's strategies, and action and investment plans are aligned within this strategic framework. They clearly articulate Council's strategic goals and the actions required to deliver on them. These are Council's roadmaps for future delivery, providing key actions for prioritisation during each long-term planning round.
17. A number of new or updated action and investment plans are currently being developed to fill identified gaps in the new framework. The plans include a mix of Council-led actions and actions that others can deliver. Council and others will not be able to fully fund all action and investment plans right away, but the plans identify the best pathway to our longer-term goals. The plans will be reviewed for effectiveness at least every three years, to inform each long-term planning process.
18. Council's strategic framework and high-level direction are summarised in *Our Direction – Tauranga 2050*, included at Attachment 1 to this report.

PROPOSED UPDATES TO OUR DIRECTION – TAURANGA 2050

19. Community feedback has been considered for inclusion in *Our Direction – Tauranga 2050*. Key points are:
 - (a) Most of the specific feedback will be more relevantly incorporated into the strategies, and new action and investment plans. This is underway and we will check that the matters raised are suitably addressed as these plans are developed.
 - (b) Complexity – to better show how things fit together, the strategic priorities are now shown in text boxes (refer pages 8 – 11). This is to clarify that these are specific focus areas for delivery at this time, and that they contribute across the enduring framework.
 - (c) Equity and diversity – Council was asked to consider equity and diversity when delivering, recognising that Tauranga's diverse population is increasingly diverse and doesn't have the same opportunities and advantages. This is a major focus for the framework and the strategies and plans within it and is firstly evidenced through how we have defined an inclusive city ('where people of all ages, beliefs, abilities, and backgrounds are included and feel safe, connected and healthy', ref pages 6 and 15). Then, applying our framework principle that all eight 'strands' of the framework impact each other, an inclusive city lens (or equity lens) is being applied across all strategies,

plans and actions within them. This drives through to improving our internal processes so that an inclusive city lens is applied to all our projects and activities. This is an example of where the framework will drive improvement within our organisation, to improved delivery for our communities.

- (d) Monitoring – with many strategies, plans and outcomes to achieve, it was suggested that a monitoring advisory group that included community members from outside of the council might be beneficial. This aligns with staff thinking and is in the mix as we turn our minds to monitoring, reporting and review processes.
20. Some edits have also been made to reflect progress on Council's priority projects since June. These are not specifically identified in this report, but can be provided if required.
21. The diagram identifying the eight elements of the framework (page 6) will be replaced with our framework diagram which will shortly be completed. This diagram will better show that these eight elements are inter-related and must work together for Council to successfully contribute to the vision for Tauranga.

OPTIONS ANALYSIS

22. The option analysis below considers the adoption of *Our Direction – Tauranga 2050*, which summarises Council's strategic framework and high-level direction.

Option 1 (RECOMMENDED)

23. Council adopts *Our Direction – Tauranga 2050*.
24. **Key risk:** The high-level direction summarised in this document may need to be amended slightly for consistency with the action and investments plans and two new strategies currently under development. Version control and clearly dating the document, as well as clear communication should mitigate this risk to some extent.

Advantages	Disadvantages
<ul style="list-style-type: none"> The framework is adopted, providing clarity and certainty for planning and delivery – for both Council and its partners in delivery. This is particularly relevant for the action and investment plans underway, and the upcoming annual and long-term plan processes. Council's high-level direction is clearly and succinctly articulated, providing clarity for Council staff, our delivery partners, and our communities. The framework is given meaning and greater clarity through the high-level direction provided within this document, they most logically sit together. 	<ul style="list-style-type: none"> Potential for confusion if the document is subsequently amended to better reflect action and investment plans, mitigation as outlined above.

Option 2 (NOT RECOMMENDED)

25. Council does not adopt *Our Direction – Tauranga 2050*.
26. **Key risk:** Lack of certainty of and clarity about the council's strategic direction, for our communities, delivery partners, and for our staff. Potentially resulting in unclear priorities for future funding and delivery through our annual and long-term plans, and reputational damage with our communities and delivery partners.

Advantages	Disadvantages
<ul style="list-style-type: none"> If the document is adopted at a later time, with the action and investment plans and two new strategies, then 	<ul style="list-style-type: none"> Continued lack of clarity and certainty for planning and delivery, for our staff, delivery partners, and wider communities.

consistency across the documents would be ensured at the outset.	<ul style="list-style-type: none"> • Greater potential for ad-hoc prioritisation of Council's limited funding. • No 'one source of truth' for Council's high-level direction, including how the council contributes to the vision for Tauranga.
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FINANCIAL CONSIDERATIONS

27. The direct costs of adopting *Our Direction – Tauranga 2050* are minimal and have been anticipated within the project budget. The potential costs of implementing the strategies, and action and investment plans will be addressed at a project level for each action and investment plan, and during the development of subsequent long-term plans and annual plans.

LEGAL IMPLICATIONS / RISKS

28. *Our Direction – Tauranga 2050* provides clarity about Council's strategic direction and priorities, and how Council is delivering, and intends in the future to deliver, on them.
29. This clarity provides a platform for ongoing discussion with our communities, including our partners and those we work together with to achieve the vision for Tauranga – reducing Council's potential risk of being out of step with our communities.
30. There are no known legal implications from this report or its recommendations.

CONSULTATION / ENGAGEMENT

31. Following approval of the strategic framework concept in June 2021, the community outcome and approach summaries included in *Our Direction – Tauranga 2050* were drafted by council staff. In late 2021 and early 2022, these draft 'At A Glance' summaries were then tested with groups of people working in or with knowledge about each area and updated accordingly.
32. Community feedback about the vision for Tauranga was incorporated as it became available, to ensure the 'At A Glance' summaries align with what our communities have told us is important to them.
33. Council's proposed new strategic framework and high-level direction was consolidated into the draft *Our Direction – Tauranga 2050* document, reported to Council in June. This was open for public consultation for four weeks 11 June to 5 August, along with our two new draft strategies. The feedback received was provided to Council on 5 September, along with a summary of key feedback themes and initial responses.
34. The feedback has been considered for inclusion in *Our Direction – Tauranga 2050*, and key points are noted in the 'Proposed updates to *Our Direction – Tauranga 2050*' section of this report.
35. Further engagement is outlined in the 'Next Steps' section below.

SIGNIFICANCE

36. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.
37. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region

- (b) any persons who are likely to be particularly affected by, or interested in, the decision.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
38. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter (of Council's strategic framework and high level direction) is of medium significance, however the decision (to adopt *Our Direction – Tauranga 2050*) is of low significance.

ENGAGEMENT

39. Taking into consideration the above assessment, that the decision is of medium significance and that public consultation has already occurred on the draft, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

- 40. The adopted *Our Direction – Tauranga 2050* will be made available on the council's website, and communicated with the people, groups and organisations that have been involved to date, as well as with our wider communities.
- 41. Staff will also prepare a summary of the *Our Direction – Tauranga 2050* which will be placed on the website. This will be a short reference document which encapsulates the key elements in easy to understand language.
- 42. The Strategy, Finance and Risk Committee will review the proposed set of prioritised actions for each action and investment plan under development in the New Year. This is currently scheduled for 31 January, 14 February, and 21 February.
- 43. Committee feedback will be worked through with the internal and external people involved to date, including Te Rangapū Mana Whenua o Tauranga Moana, and the draft plans updated accordingly.
- 44. The process for wider community engagement/consultation on the draft plans is still being developed, but may take the form of a series of LTP preparation workshops and/or online engagements in 2023.
- 45. During this time, the online framework and monitoring, reporting and review processes will continue to be developed.

ATTACHMENTS

1. **'Our Direction - Tauranga 2050' - updated Dec 2022 Word version - Changes - A14262929** [!\[\]\(49aa2e1da5fe39294864e9598c593810_img.jpg\)](#) 

TAURANGA CITY COUNCIL

Our Direction – Tauranga 2050



Tauranga City



Credit: photographer Sam Harrett

What this document is about

***Our Direction – Tauranga 2050* outlines Tauranga City Council's strategic direction.**

Guided by our vision and community outcomes, our strategies and our action and investment plans drive into our long-term and annual planning processes.

This provides Council and our communities with a clear line of sight between what we do and what we are aiming to achieve, and signals how we will work with mana whenua partners and our communities to create a better Tauranga, now and in the future.

We will monitor and report to Council on our progress and share the results with our communities regularly.

An annual review will ensure we're adapting and responding to any unforeseen or emerging issues, or changes nationally and internationally.

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A vision for Tauranga

Tauranga, together we can

Prioritise nature

Tauranga is a city where . . . we celebrate, protect and enhance our natural environment, integrating it into the city for all to enjoy

Lift each other up

Tauranga is a city where . . . we foster and grow our communities, celebrate our differences, and lift-up those who are vulnerable

Fuel possibility

Tauranga is a city where . . . we foster creativity and innovation, celebrate our arts and culture, and empower our changemakers to create a vibrant city into the future

With everyone playing their part

Together we can create the change our city needs

Kei a tātou te pae tawhiti

The future is all of ours

Because Tauranga, together we can.

Tauranga, together we can is founded in the concept of Hoki whakamuri, haere whakamua (Walking backwards into the future). This acknowledges our past through the values of our kaumatua and focuses on the future through the hearts and minds of our rangatahi, as it is their voices that will shape the city they are set to inherit.

This vision for Tauranga aims to:

- acknowledge where we have come from and the challenges of today
- create a foundation of shared identity for everyone in the city
- bring our communities together and inspire meaningful change.

We have been listening to our communities and have heard from over 10,000 people through various methods. Three key themes were clearly expressed by our communities as being important for a future Tauranga – environment, community and inclusivity, and vibrancy. As such, they form the basis of the vision statement:

1. Environment – prioritising nature
2. Community and inclusivity – lifting each other up
3. Vibrancy – fuelling possibility

A call to action to individuals, communities, and organisations to both individually and collectively work towards creating the change our city needs. We hope that community groups, organisations and businesses will support the vision for Tauranga and consider how they can best take action to work towards the three key pillars of the vision – **Because Tauranga, together we can.**

Our strategic direction

Our strategic direction is Tauranga City Council's response to the vision for Tauranga and sets out our pathway to delivery.

The strategic direction is developed around eight 'strands' woven to form a framework.

Our five community outcomes (what we are focused on delivering):



An inclusive city
Tauranga Mātaraunui



A city that values, protects and enhances our environment
Tauranga Taurikura



A well planned city
Tauranga - Tātai Whenua



A city that we can move around easily
Tauranga Ara Rau



A city that supports business and education
Tauranga a te kura

and our three approaches (how we do things):



Te Ao Māori



Sustainability



Working beyond Tauranga

Council's community outcomes were adopted in March 2021 as part of the 2021-2031 Long-term Plan development. We have grouped our strategies and action plans around the community outcomes – creating a clear line of sight between what we do and what we're aiming to achieve for our city and communities, now and in the future.

Council has also identified three key approaches that need to be considered when we deliver our community outcomes, strategies, projects and services. These approaches are about how we work and are principles-based.

Together these approaches are embedded in our community outcomes, consistently running through and supporting everything we do. To enable this, they will be integrated into our planning, process and delivery.

New initiatives identified through our strategies and action and investment plans will begin to be implemented through the 2023/24 Annual Plan.

The diagrams on the following two pages show how Council is contributing to our vision and community outcomes, which is explained for fully in the remainder of this document.

Vision : Tauranga, together we can...
Prioritise nature, lift each other up, and fuel possibility

Community Outcomes



An inclusive city – Tauranga Mātaraunui

Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.



A city that values, protects and enhances our environment – Tauranga Taurikura

Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.



A well-planned city – Tauranga - Tātai Whenua

Tauranga is a city that is well planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.



A city we can move around easily – Tauranga Ara Rau

Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.



A city that supports business and education – Tauranga a te kura

Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.



Te Ao Māori

Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.



Sustainability

Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities.



Working beyond Tauranga

Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation.

Approaches





Strategic Six Priorities

The vision for Tauranga clearly identifies three key pillars that our communities want our future city to become. A city where we prioritise nature, lift each other up and fuel possibility.

Our Council response to the three key pillars can be found in our strategic direction – the five adopted community outcomes and the three approaches.

As part of Council's response, we have identified six priority areas where we seek to make significant change. These six priorities are:

1. Environmental leadership
2. Land review of the port and industrial land
3. Addressing housing needs, including affordability
4. City centre refresh
5. Moving around our city easily
6. A delivery focused organisation.

Examples of these six priorities in action are outlined in the blue boxes on the following pages

The three pillars of the vision:

Natural environment – prioritising nature

Our communities have told us that protecting and enhancing the natural environment is the first priority for our future Tauranga. More accessible green spaces, bringing nature back into our city and looking after our own backyard are crucially important for our communities.

As a result, Council is committed to demonstrating **environmental leadership**. There is a lot of work needed to address some of the issues facing our natural environment. We need to act now to address climate change, alleviate the pressure on our natural resources and halt the loss of biodiversity.

Tauranga Taurikura is the primary strategy to realise the community outcome that we are 'a city that values, protects and enhances the environment'. The strategy has five goals.

1. Thriving nature and biodiversity at the heart of our communities
2. Tauranga is a low emissions and climate resilient city
3. Tauranga is a water sensitive city
4. Tauranga values resources in a circular economy
5. Our built environment supports the wellbeing of our natural environment.

Tauranga Taurikura will be implemented through a range of new or refreshed action plans, including a Climate Action Plan that is planned to be developed in mid-late 2022.

Priority 1 & 2 ... environmental leadership and review of the Mount Maunganui industrial area

Heavy industry has lowered the air and water quality in the Mount Maunganui industrial area, as well as increased the presence of toxic substances. This is causing health concerns for the Whareroa and Mount Maunganui communities.

The key challenge to managing environmental impacts in this area, particularly air pollution, is the proximity of industrial zoned land to residential zoned land. Council acknowledges that this is a complex situation with many stakeholders involved, including Whareroa Marae and Mount Maunganui communities, the Port of Tauranga, business communities and heavy industry.

Council is committed to working with sub-regional stakeholders to investigate land use options, including options to prevent more heavy emitting activities establishing in this area in the future, to address environmental and health concerns.

Community and inclusivity – lifting each other up

Tauranga has many different communities, all with their own needs, strengths, and aspirations. As the city grows and changes, we want to improve the lives of everyone in our community. Currently there is significant inequity evident across the city. Some of us struggle to meet basic needs such as food, clothing, housing, and medical care. Lack of access to essentials can result in exclusion, mental health issues, and other social issues.

Tauranga's population is diverse and includes Iwi and hapū of Tauranga Moana as well as those from other areas living here. Over the coming years our communities will look different to what they are now, including greater ethnic diversity and changing age profiles.

With an increasingly diverse community coupled with a widening socio-economic gap, it might be easy to think that the future for our city looks divided. On the contrary, our communities have told us that a more inclusive Tauranga, a city where social cohesion is a priority and where we lift-up those more vulnerable is of utmost importance to them.

Council's initial response to our communities' aspirations is the development of our Inclusive City

Strategy – **Tauranga Mātaraunui**, which sits under the community outcome 'An Inclusive City'.

The strategy has five goals.

1. Wellbeing – contribute to people's personal, whānau and community sense of wellbeing, in every part of their lives.
2. Access – create a city that works for all, where no-one experiences physical barriers or is unable to access information that enables them to live their best life.
3. Inclusion and diversity – ensure that everyone can truly be who they are and feel a sense of belonging in our city.
4. Safe communities – make Tauranga a safe city to live, work, learn and play.
5. Strong neighbourhoods – build a city of connected and liveable neighbourhoods.

As part of improving wellbeing, we need to address housing needs. Our city is projected to grow by around 78,500 residents by 2063 and will need approximately 34,400 new homes to be built. Although this growth creates many benefits for our city, it also creates challenges for the housing market, including higher house prices, a lack of rental options and limited housing choice. This results in many lower income households struggling to find suitable homes at a price they can afford.

We have been working for many years to enable enough suitable housing for our fast-growing city, including all the infrastructure and amenities needed to support our 'Well Planned City' community outcome, through our Connected Centres Programme. We are now being more deliberate about how we incorporate our inclusive city focus into delivery of our Connected Centres Programme.

Priority 3 ... addressing housing needs, including affordability

Central Government has given us the job of enabling growth across Tauranga and our communities have told us housing is an important issue.

We are responding by looking ahead to make sure we have enough homes, suitable ways to get around and community spaces to support the wellbeing of everyone who lives here. This includes enabling more housing to be built at greater densities (number of homes per hectare) and heights within our existing urban areas such as the city centre, Te Papa and the Ōtūmoetai Peninsulas.

Te Papa Peninsula (the area of land from Greerton to the City Centre) is expected to accommodate homes for another 14,400 people in the next 30 years. The Te Papa Peninsula Spatial Plan provides for greater housing choice, safe and efficient transport options and the local amenities and infrastructure needed to support our growing communities.

We have also planned new greenfield growth areas, but further progress depends on delivering more infrastructure in greenfield areas. The inability to invest in infrastructure means that there is a shortage of land available for housing and as a result, land prices have increased. This creates a huge challenge for building the homes we need at an affordable price point in such a fast growing area.

Delivery of homes at an affordable price point is a key challenge given the costs of land acquisition, land development, infrastructure and house construction.

With development capacity still some years away, we plan to:

- identify how council can best influence housing across our city
- investigate options for reinvestment of proceeds
- from the sale of elder housing villages to deliver housing outcomes for the city, this may include supporting the delivery of a range of housing options such as affordable housing, public housing, and housing support targeted at high need groups.
- support papakāinga housing and registered community housing providers
- continue to use city planning tools to encourage more housing density and greater housing types and price points across the city
- work in partnership with other key agencies such as Kāinga Ora – Homes and Communities, local community housing trusts and Māori land trusts.
- explore opportunities for capturing the increase in value from rezoning and urban infrastructure investment and reinvesting this into more affordable housing supply.

Vibrancy – fueling possibility

Our communities have told us that they desire a future that is full of energy, possibility, and personality. The need for vibrancy in our city was a key theme captured through the city vision work. People want more events and activities, and increased opportunities for young people.

Other clear messages we have heard include that:

- we have underinvested in our city for too long and we do not have the infrastructure and community facilities we need
- our city needs and deserves a heart we can all be proud of.

Actions that sit under the 'Well planned city' and 'Supporting business and education' community outcomes will help enhance our city through providing successful and thriving compact centres that attract and support a range of businesses and educational opportunities adding to the vibrancy of our city.

Priority 4 ... city centre

Our community has told us loud and clear that they want a vibrant, well-planned city centre that is inclusive, accessible and diverse, with more activities and events for all to enjoy. Together with our city partners, we're on our way to making this a reality.

After years of indecision, we have an opportunity to put Tauranga on the map as a place that provides the experiences you would expect in a modern city, created in a way that reflects our unique culture and history. A place that is vibrant and attracts people from near and far, providing opportunities for more jobs, gigs and concerts, and better places to spend time with friends and whanau, right in the heart of our city.

Council has already committed \$303m of investment in the city centre over the next six years. This includes the Te Manawataki o Te Papa – the heartbeat of Te Papa (Civic Precinct) redevelopment*, ongoing waterfront improvements, movement projects and public space and facilities upgrades. Our partners are also committing to grow our city centre. The University of Waikato is continuing to invest in their city centre campus and Priority One's CBD Blueprint anticipates \$1.5b of private investment in residential, commercial and retail development by 2030.

The coming years will bring significant investment and transformation to the city centre, and with this will come challenges. We will help the city centre flourish through what will be significant periods of construction and change.

* Key features of Te Manawataki o Te Papa (Civic Centre) redevelopment include:

- a library and community hub
- civic whare (a venue for council and community meetings)
- museum and exhibition/events space for telling important stories – past and present – of Tauranga Moana
- upgrading Baycourt and Durham Street
- landscaping of open spaces and the development of the waterfront reserve, between Hamilton and Wharf Streets, linking the harbour with the civic precinct via Masonic Park; streetscape upgrades on adjacent streets would also be included.

Other strategic priorities in action...

Moving around our city easily is a community outcome and a strategic priority for Council that we will continue to work towards as our city continues to experience transport and mobility challenges.

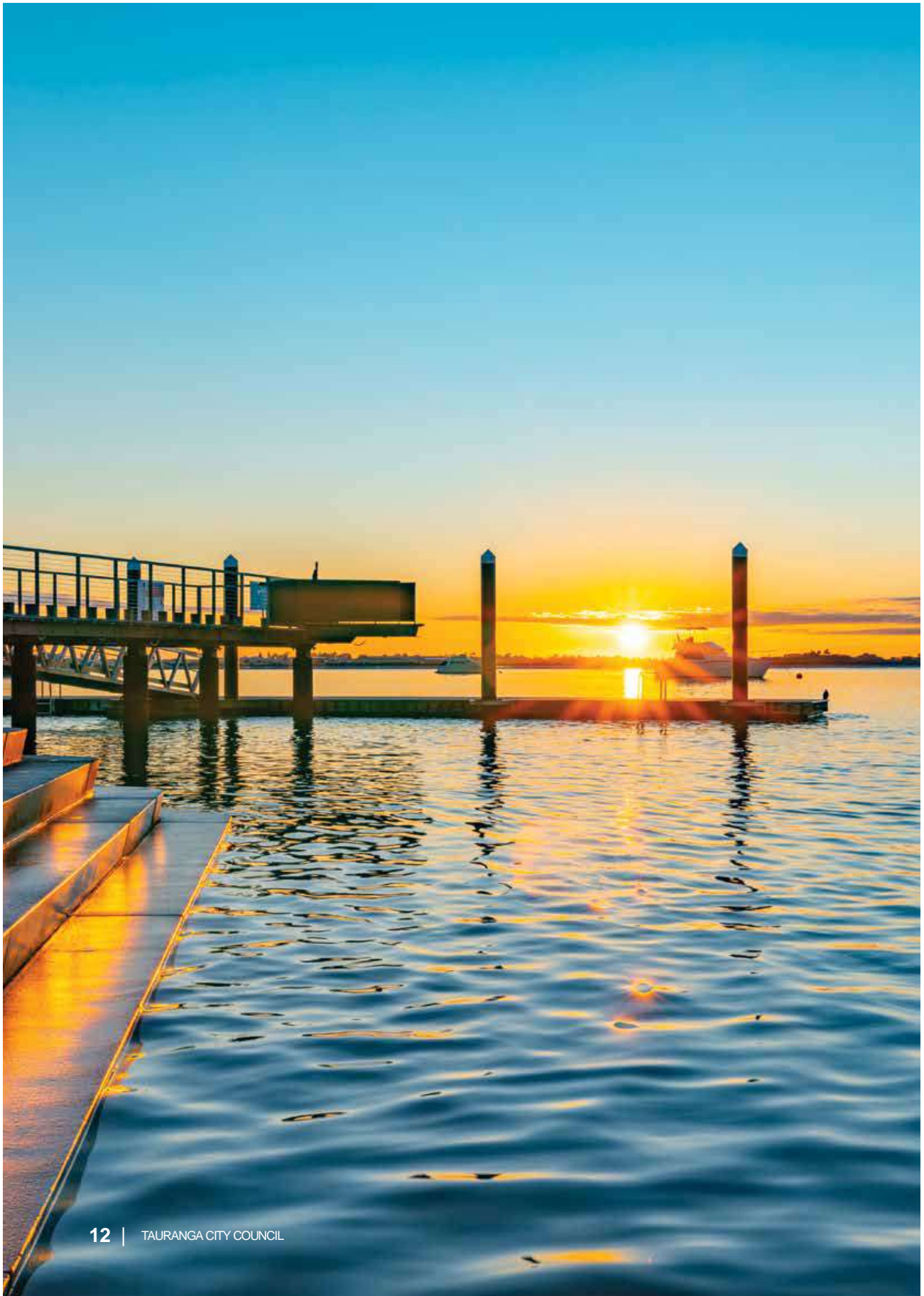
We will focus on working with our SmartGrowth partners to deliver on the commitments we have made in the Urban Form and Transport Initiative (UFTI, which developed the Connected Centres Programme) and the Transport System Plan (TSP).

Delivering the Connected Centres Programme transport and movement focus and the TSP will result in infrastructure, policy and land use change. This will in turn generate a noticeable shift from cars to public transport, improved safety, reliable travel times (including for freight journeys and commercial traffic), and better walking and cycling connections.

It will also transform existing urban areas such as the City Centre and Te Papa Peninsula and support expansion into Te Tumu and Tauriko growth areas. To support this expansion Council will seek to:

- accelerate decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic which would see the full package of works start by 2025, rather than being staged over multiple decades
- actively progress Hewletts Road/Hull Road/Totara Street improvements to accommodate and speed-up traffic flows across the city and to the Port.

As our Council moves into the next phase of governance with Commissioners, we are transitioning to **a delivery focused organisation**. We have done a lot of planning over the years and now it is time to put our plans into action.



Community outcomes

Our community outcomes are...



An inclusive city
Tauranga Matarauui



A city that values, protects and enhances our environment
Tauranga Taurikura



A well planned city
Tauranga - Tātai Whenua



A city that we can move around easily
Tauranga Ara Rau



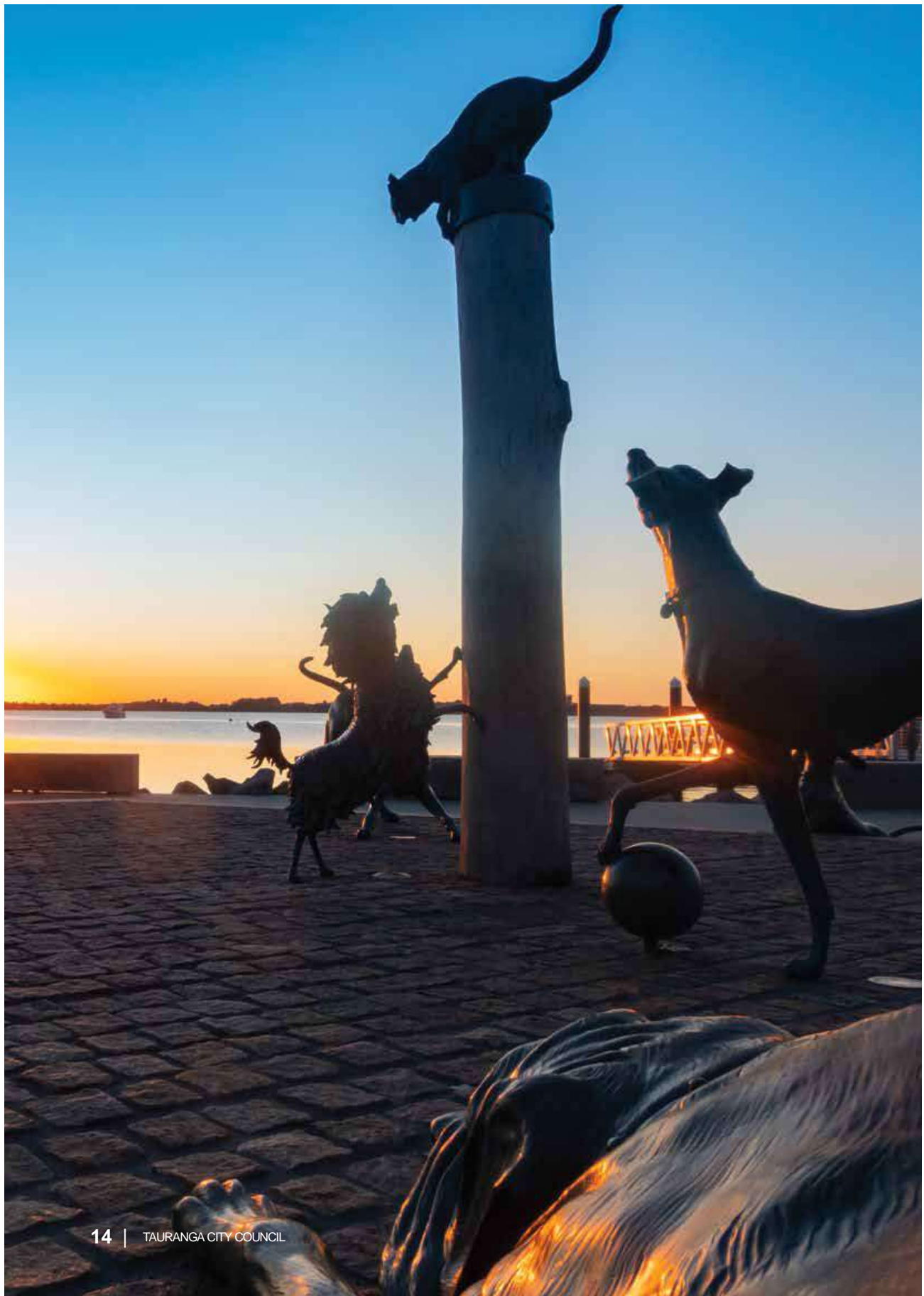
A city that supports business and education
Tauranga a te kura

A summary of Tauranga City Council's strategic direction for each community outcome follows.



This symbol identifies actions to progress our strategic priorities.

Many of our actions contribute to more than one community outcome and have been shown as such. These do not signal duplicated projects or budgets.





An inclusive city Tauranga Matarauui

Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.

Success looks like...

- We have connected, engaged and resilient communities that thrive.
- Our city centre is full of energy, possibility and opportunity.
- Our unique history and culture is well known and highly valued.
- Our city is accessible and enables healthy living and recreation to support improved wellbeing.
- Our city is equitable where resources are prioritised so that everyone has the chance to flourish.
- Communities are connected within neighbourhoods and have a sense of belonging to the city as a whole.
- People feel safe in their communities and when moving around the city.



Council will contribute by...

- Addressing housing needs, including affordability, and supporting healthy communities.
- Transforming the city centre into a place where people want to live, work, learn, do business and visit.
- Reinforcing the cultural foundations provided by mana whenua, recognising and celebrating diversity, and providing equitable access to involvement and participation in city life.
- Delivering and facilitating cultural experiences that showcase our history and heritage.
- Eliminating barriers in the physical environments of our city, providing accessible information, and increasing people's city-wide accessibility.
- Building a city of connected and liveable neighbourhoods by providing local solutions in places of need and working with others to do the same.
- Collaborating widely to create safer communities, strengthening community resilience in times of emergency, and supporting water safety messages and responses.
- Prioritise Council investment, informed by diverse local communities, in high deprivation areas to better support and encourage connections and wellbeing and reduce levels of inequity.

Council's key moves now to 2031...

In the next 2-3 years

- Investing in solutions that enable our community to connect, explore and engage in valued experiences including the accessible recreation programme, investing in boardwalks, park furniture, shade and sports facilities, \$400k each year.
- Funding contestable community grants fund for community organisations delivering valuable support and services to our community, \$1.8m.
- Supporting the role of arts and culture in adding to our vitality and uniqueness, \$750k.
- Assessing the needs of roller sports, upgrading skatepark facilities, developing the design of a destination skatepark facility and contributing funds towards construction, \$900k.
- Supporting and promoting community pride and belonging, wellbeing and participation, events and activation, community relationships, safety, resilience and social equity.

In the next 10 years

-  Revitalising the city centre as a regional hub and the 'heart of the city', \$303m.
-  Creating more liveable places and laying the groundwork for future homes and businesses in Te Papa, Te Tumu and Tauriko, \$2.6b.
- Community facilities and open spaces investment, including aquatics, sports halls, sports fields and libraries, \$689m, then ongoing after 2031.



Te Ao Māori

Te Tiriti o Waitangi, and the principles of participation, protection and partnership, provide a positive and distinctive foundation for building an inclusive Tauranga. Our commitment to Te Tiriti o Waitangi means to achieve community wellbeing we prioritise tangata whenua as key partners. To action this, a focus on inclusive communication, relationships of integrity and reciprocity to ensure we gain equitable outcomes is vital.



Sustainability

Realising the benefits of diversity and striving for an inclusive society improves health, economic and justice outcomes – all leading towards the creation of sustainable communities. Council works with providers to lead and facilitate sustainable community-led solutions across a broad set of programmes. There is room to harness the potential of community knowledge and goodwill and work alongside all our communities in pursuit of shared sustainability goals to improve community wellbeing and social equity.



Working beyond Tauranga

Failing to address social inclusion comes at a cost not just to the excluded individual themselves but their families and whānau; their communities, hāpu and iwi; organisations; and the nation as a whole. As leaders of one of New Zealand's major cities we are committed to fostering common values and inclusive social norms.

Success measures include the following...

Improving trends in our communities' perceptions over time, such as:

- diminishing numbers of housing-deprived in the city – addressing housing need
- increasing numbers of events and initiatives, places and spaces that celebrate culture, diversity and Tauranga's history – increasing vibrancy
- increasing community preparedness for major emergencies.

Improving Council-related measures, such as:

- increasing engagement of our communities that tend to be harder to reach.
- increasing voter turnout in local elections and evidence of increased/broader community engagement in Council decision making processes.

For more information

Our *Tauranga Mātaraunui – Inclusive City Strategy 2022-2032* spells out what needs to happen to ensure Tauranga becomes an inclusive city, for all. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Valued, protected and enhanced environment

Tauranga Taurikura

Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it

**Toitū te marae a Tāne, toitū te marae a Tangaroa,
toitū te tangata.**

If the land and sea are sustained so too will the people.

Success looks like...

- Thriving nature and biodiversity at the heart of our communities.
- We are a low emissions and climate resilient city.
- We are a water sensitive city.
- Our city's built environment supports the wellbeing of our natural environment.
- Our communities value resources in a circular economy.



Council will contribute by...

- Increasing the range/diversity of indigenous flora and fauna across the city and protecting their natural habitats; greening our city by increasing tree canopy cover and urban forest across the city; and finding the right 'fit' for nature and biodiversity in our urban context.
- Driving ongoing reductions in greenhouse gas emissions (particularly in transport); identifying and addressing key climate risks to the city; and implementing climate resilient development that integrates emissions reduction and resilience.
- Embracing the principles of Te Mana o Te Wai to protect and restore the health and wellbeing of our streams, rivers, wetlands and harbour, be efficient in our use of freshwater, and take an integrated approach to water management.
- Showing environmental leadership by considering the tensions between the goals for the built and natural environment in our decision-making processes to achieve positive outcomes for our natural environment in the design, development, and management of our built environment.
- Valuing our resources as taonga, promoting and supporting sustainable waste management, and driving actions to transition Tauranga to a circular economy.
- Valuing our resources as taonga, promoting and supporting sustainable waste management, and driving actions to transition Tauranga to a circular economy.

Council's key moves now to 2031...

In the next 2-3 years

- Managing reduction of greenhouse gas emissions through implementing a Climate action and investment plan.
- Developing and implementing an action and investment plans for Nature and Biodiversity.
- Delivering on our 30-year water supply strategy and 10-year water supply plan to investigate future supply opportunities and mitigate expected water shortages.
 - Implementing the 2022-2028 Waste Management and Minimisation Plan.
- Encouraging a more consistent approach to waste education and behaviour change programmes based around a circular economy.

In the next 10 years

- Improving walking and cycling facilities through the Accessible Streets programme, and improving public transport facilities and upgrades to core transport corridors across the City, \$2b.
- Strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise, \$296m.
- Supporting development of iwi and hapū management plans.

Beyond 2031

- Continuing to implement the 315 projects identified to improve our city's resilience to natural hazards via the Infrastructure Resilience Project, \$550-650m.



Te Ao Māori

Mātauranga Māori provides a foundation of knowledge that includes important principles and values for kaitiakitanga of the environment.

Understanding mātauranga Māori supports a holistic and connected approach to the wellbeing of nature and people. It is a vital store of knowledge, against which environmental change can be understood, measured and enhanced. We will always take mātauranga Māori into account when considering our environment strategy delivery.



Sustainability

This Environment Strategy and its action plans will be a key contributor to TCC making sustainability an integral part of everything that we do. A city cannot be sustainable if it does not look after its natural environment. Weaving sustainability into the way we deliver this strategy will ensure we think holistically and long-term, seeking and managing interconnections and relationships.



Working beyond Tauranga

The natural environment is not restricted to our city boundaries, and what we do within them has far reaching consequences (positive and negative), locally, sub-regionally, regionally, nationally and globally. It is essential that we work collaboratively with others beyond Tauranga to reach our goals and to look outwards for emerging issues and trends in the areas of evolving national legislation.

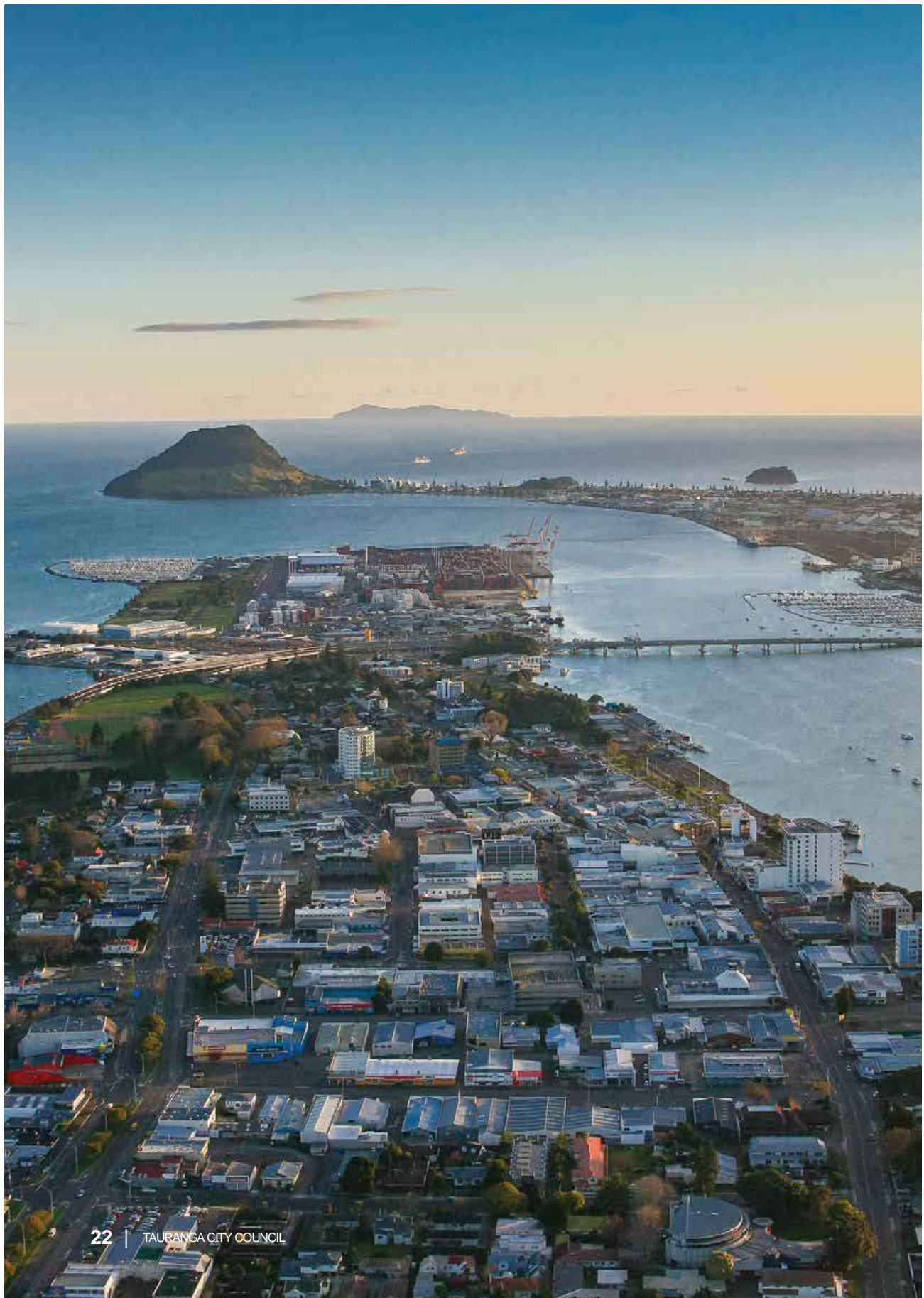
Success measures include the following...

Improving trends over time:

- increasing quality and quantity of nature and indigenous biodiversity
- increasing tree canopy cover/urban forest, both native and non-native
- greenhouse gas emissions are reducing per capita, and we are showing progress towards reducing emissions in line with New Zealand's goals
- greater community understanding of risks relevant to them because of climate change, and greater awareness of what they can do to lessen those risks.
- greater evidence of climate resilient development that integrates emissions reduction and resilience
- increasing health of our streams, wetlands and harbour
- greater efficiency in the use of freshwater within the city – business, industry and residential.
- Council infrastructure is increasingly designed to be sensitive to the natural environment.

For more information

Our *Tauranga Taurikura – Environment Strategy 2022-2032* spells out what needs to happen to ensure Tauranga becomes a city that values, protects and enhances our environment, now and in the future. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





A well-planned city Tauranga - Tātai Whenua

Tauranga is a city that is well planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.

Success looks like...

- We have enough housing with a variety of types, tenures, and prices points, together with development ready land, to meet the needs of our communities, now and in the future.
- Our city centre is vibrant and welcoming, and we have neighbourhoods that are liveable, unique, and connected, with urban form and design that facilitates safe, healthy, and active lifestyles.
- We have easy access to a variety of open spaces, suitable for a range of uses and quality, fit-for-purpose community facilities.
- We have quality public spaces that provide opportunities for us to relax and connect.
- We use land efficiently around centres, providing easy access to services, employment, and leisure opportunities in a city we can move around easily.
- Our unique Māori and Pakeha history is embodied in the design of our city, with Tangata Whenua partnerships an integral part of this process.
- Our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards.

Council will contribute by...

- Planning to ensure there is sufficient zoned and serviced land for housing, business, and social infrastructure.
- Enabling intensification of our existing urban and new growth areas, including Te Papa, Te Tumu, and Tauriko.
- Investing with strategic partners in infrastructure that enables higher-density residential and high value commercial development.
- Driving delivery of the City Centre Masterplan – Te Manawataki o Te Papa (the heartbeat of Te Papa), the broader City Centre Action and Investment plan, and the Te Papa Peninsula Spatial Plan to revitalise the Te Papa Peninsula (from Greerton to the city centre) and reactivate the heart of the city.
- Providing a well-planned network of active and passive reserves, public spaces, libraries, community centres, indoor courts and aquatics centres that provide quality experiences and meet growing demands.
- Promoting good quality urban design that meets the access, mobility, recreational and living requirements of the communities they serve.

Council's key moves now to 2031...

In the next 2-3 years

- Developing City Centre community spaces and a central library, and re-development of the Memorial Park aquatics facility, \$118.2m.
- Undertaking spatial planning for the Otumoetai / Brookfield peninsula and the Mount / Arataki Coastal Strip.
- Investigating land-use options at the Mount Maunganui industrial area that balance the needs and aspirations of the commercial sector and residential communities, including the Whareroa Marae community.
- Advancing development of Poteriwahi (Parau Farms), in partnership with and Ngati Kahu, by securing access to this land parcel and by undertaking community consultation on the use of part of this land for housing.
- Completing Stage 1 of the Waiāri Water Treatment Plant to boost the supply of drinking water for Tauranga City, \$168m.
- Preliminary work and design on the Papamoa East Interchange which will connect the eastern parts of the city to the Tauranga Eastern Link (TEL) Highway to be brought forward, \$12m.

In the next 10 years

- Revitalising the city centre including the delivery of a library, museum, event and exhibition space, and a civic whare, \$303m.
- Creating more liveable places and laying the groundwork for future homes and businesses (Te Papa, Te Tumu, Tauriko), \$2.6b.
- Community facilities and open spaces investment, including aquatics, sports halls, sports fields and libraries, \$689m.
- Upgrading the Te Maunga Wastewater Treatment Plant to increase treatment capacity, \$197m.
- Strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise, \$296m.

Beyond 2031

- Ongoing investment to support growth and intensification in Te Papa, the Otumoetai / Brookfield peninsula, and the Mount / Arataki Coastal Strip.
- Building the network of reserves and community facilities in Tauriko and Te Tumu.
- Ongoing investment to improve our city's resilience to natural hazards.



Te Ao Māori

The history, culture, and values of tangata whenua are part of what makes Tauranga Moana a special part of New Zealand. As such we work in partnership to support tangata whenua aspirations and recognise cultural values in projects.



Sustainability

When we plan, we now seek to ensure our new areas provide transport choice and are well serviced by public transport, and that we protect our significant natural features and landscapes; we manage our water resources now and for the future, we create opportunities for different types of housing in the right locations, and we plan to ensure we are resilient to natural hazards.



Working beyond Tauranga

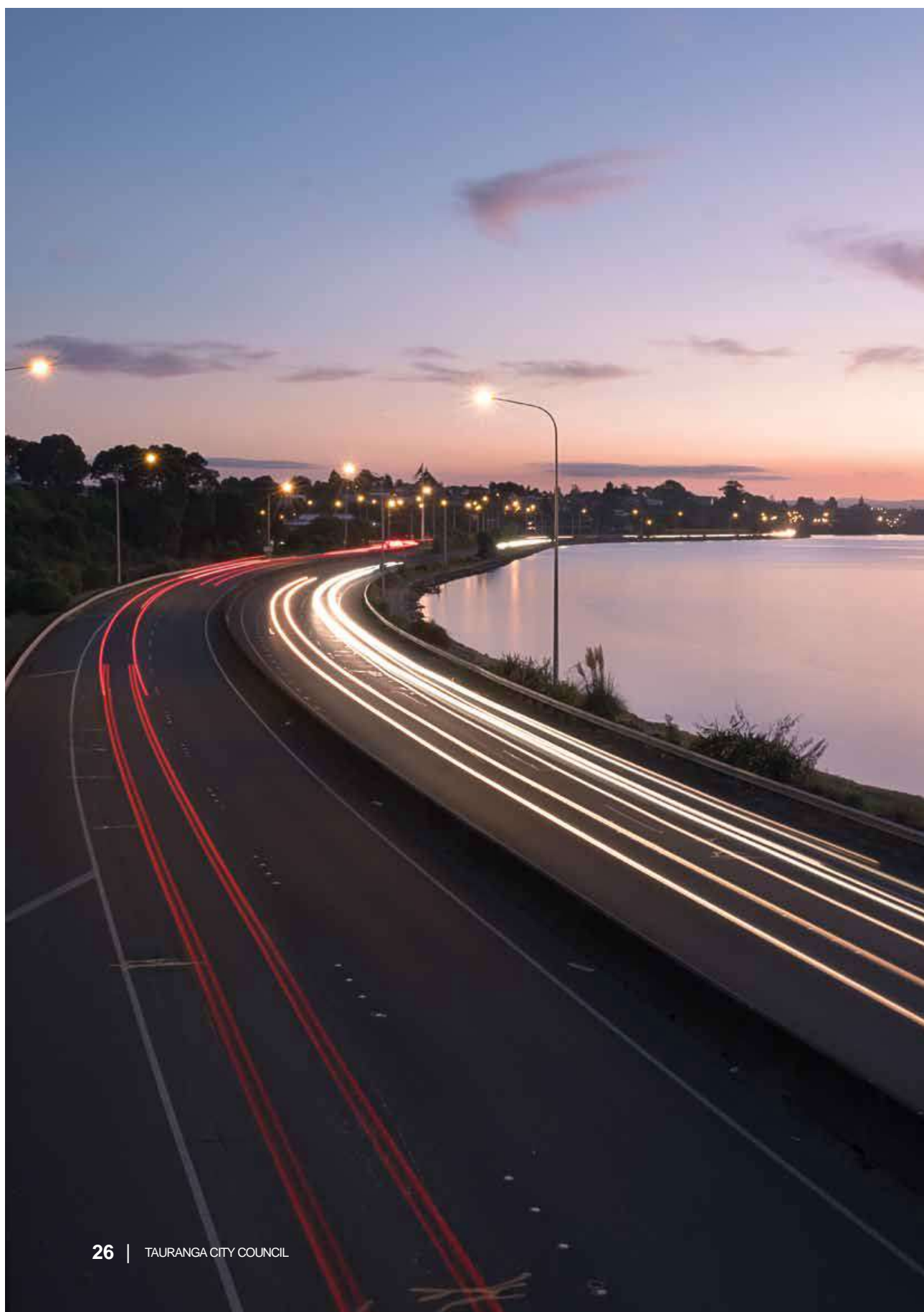
To play its part in contributing to the prosperity of the golden triangle (Auckland, Hamilton and Tauranga), we need to forge even stronger links with our regional partners and align strategic planning to unlock investment in infrastructure to ensure greater and more efficient movement of people, goods and services.

Success measures include the following...

- Improving Vital Signs survey perceptions on a range of issues including:
 - » affordable housing
 - » vibrancy of the city centre
 - » better public transport.
- Median house price is no higher than the national average.
- Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.

For more information

Our *Connected Centres Programme 2020 (urban development focus)*, developed through UFTI, spells out what needs to happen to ensure Tauranga becomes a well-planned city that meets the needs of all our current and future communities. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Moving around our city easily Tauranga Ara Rau

Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.

Success looks like...

- All of our communities have reliable, safe and efficient access to services, jobs, education and recreation.
- All of our communities are well-served by a range of transport options, with sustainable options such as public transport, walkways, cycleways and low-emission vehicle use being prioritised.
- Low carbon transport modes and alternative energy sources have dramatically reduced transport emissions and the use of fossil fuels.
- Commercial sectors (including the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight.

Council will contribute by...

- Ensuring our transport infrastructure and services help towards reducing our road toll, both deaths and serious injuries (aligned to the national 'Road to Zero' targets).
- Supporting our communities and businesses to move to public transport, cycling and walking, to manage congestion and greenhouse gas emissions ('mode shift').
- Delivering transport options that provide our communities with local services within a 15-minute journey time, and sub-regional services within 30–45 minutes.
- Maintaining or improving travel time consistency for freight and general/light commercial movements on important routes during the day.
- Progressing funding packages that are required to deliver on the agreed transport programme, which includes priorities such as: accelerating decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic; and progressing Hewletts Road/Hull Road/ Totara Street improvements to accommodate and speed-up traffic flows across the city and to the Port.

Council's key moves now to 2031...

\$2 billion is being invested over the next 10 years. In

the next 2-3 years

- ⬇ Preliminary work and design on the Papamoa East Interchange that will connect the eastern parts of the city to the Tauranga Eastern Link (TEL), \$12m.
- ⬇ Improved cycleways and walkways in Ōtūmoetai, Bellevue, and Judea, \$24m.
- ⬇ Maunganui Road safety improvements, \$12m.
- ⬇ Cameron Road stage 1 (City Centre to 17th Ave) programme delivering improved public transport, walking and cycling, \$39m.
- ⬇ A harbourside walkway between the CBD and Memorial Park, \$19m.
- Working with Waka Kotahi to investigate how dynamic road pricing could be used in the Bay of Plenty to better manage traffic volumes and congestion, influence behaviour change, as well as providing additional revenue to deliver the Connected Centres programme
- Developing parking management plans for key areas, such as the city centre, to implement the Parking Strategy.

In the next 10 years

- ⬇ Improving safety, access to the Port and multi-modal improvements in the Hewletts Road area, \$137m.
- ⬇ Developing the local Ōtūmoetai transport network to accommodate the planned increase in housing density, \$46m.

- ⬇ Public transport, walking and cycling improvements as part of the Cameron Road stage 2 project (17th Avenue to Barkes Corner), \$153m.
- ⬇ Cycleways and walkways across the city, \$126m.
- ⬇ Park and ride facilities in Papamoa East and Tauriko, \$40m.
- ⬇ Accelerate decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic which would see the full package of works start by 2025, rather than being staged over multiple decades.
- Improving the Welcome Bay Rd, Turret Rd, and 15th Ave transport corridor, \$66m.

Long term (2031 and beyond)

- ⬇ Construction of Arataki to Pāpāmoa multi-modal improvements.
- ⬇ Construction of Te Tumu urban growth area multi-modal transport network and facilities.
- ⬇ Complete construction of SH29 Tauriko long-term infrastructure and multi-modal facilities.
- SH2 travel time reliability improvement at Elizabeth St (construction) to support strategic freight journey from Port of Tauranga.
- Construction of Western Corridor Ring Route (SH36 to Oropi Road/SH29A).



Te Ao Māori

We will work closely with tangata whenua in the planning and delivery of transport projects.



Sustainability

We will enable a transport system that is sustainable by reducing the emissions associated with transport activities and providing more environmentally friendly and accessible transport options. This includes creating a more compact urban environment where people live, work, play and learn in the same community.



Working beyond Tauranga

Given the strategic importance of the Port of Tauranga, the city's freight network is vital for the regional, upper North Island, and New Zealand economies. Our actions and delivery of transport options will ensure that this network is accommodated.

Success measures include the following...

Jobs accessible within a 15-30 minute morning commute by public transport.

Improving trends over time:

- decreasing rates of death and injury from vehicle collisions and to people using active transport modes (such as cyclists and pedestrians)
- increasing number of trips on and access to public transport
- increasing use of active travel modes (such as walking and cycling), and decreasing use of private vehicles
- decreasing per capita transport-related carbon emissions.

For more information

Our *Connected Centres Programme 2020 (Transport and Movement Focus)*, developed through UFTI, spells out what needs to happen to ensure Tauranga becomes a city that we can move around safely and easily for work, play, learning and living. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Supporting business and education Tauranga a te kura

Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.

Success looks like...

- Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region.
- We are known as a university city, with strong links between tertiary education, research and development, new business, and employment opportunities.
- We plan for the land use needs of our commercial and industrial sectors.
- We have a high wage economy with quality locally-based jobs and easily accessible employment centres.
- We have a sustainable visitor economy, which celebrates our history and culture and attracts visitors year-round.
- Our infrastructure provides sustainable connections to national and international markets for our key sectors.
- Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori.



Council will contribute by...

- Working collaboratively with our strategic partners to invest in the infrastructure that will enable high value commercial and high-density residential development.
- Planning to ensure there is sufficient zoned and serviced land for business and education.
- Working with the Bay of Plenty Tertiary Partnership to grow Tauranga's reputation as a distinctive tertiary study destination of choice that leads into quality employment opportunities.
- Providing services that deliver life-long learning opportunities for everyone in the community.
- Investing via Priority One in support of economic development partnerships, including growing a strong Māori economy, targeted investment and talent attraction, local skills development and regional innovation capability – including growing commercial, marine and horticultural sectors so they can add value to our local communities.
- Investing via Tourism Bay of Plenty in the development of a vibrant, resilient tourism industry.

Council's key moves now to 2031...

In the next three years

- Co-investing and incentivising affordable residential and student accommodation in the city centre, \$500k.
- In partnership with Priority One and the private sector, leveraging the city centre blueprint to encourage commercial investment and prioritise public realm spending within the city centre.
- Developing a new wharf to provide additional berthage and access for the commercial marine sector, \$5m (as part of a total \$25m within 10 years).
- Supporting Tourism Bay of Plenty to deliver its Te Ha Tapoi destination management strategy.
- Establishing a fund for the film and media sector, to be administered by Priority One. This will be used to attract and support a range of businesses and educators across film and media creating both new jobs and a more skilled workforce, \$100k.

In the next 10 years

- Revitalising the city centre including the delivery of a library, museum, event and exhibition space, and a civic wharf, \$303m.
- Creating more liveable places and laying the groundwork for future homes and businesses in Te Papa, Te Tumu and Tauriko, \$2.6b.
- Continued support for Priority One and its delivery partners through Council's partnership agreement, and for Tourism Bay of Plenty, and development of business cases for strategic visitor economy facilities, \$31m in 2022 (plus \$3m increase each subsequent year).

Long term (2031 and beyond)

- SH2 travel time reliability improvement at Elizabeth St (construction) to support strategic freight journey from Port of Tauranga.



Te Ao Māori

Council champions and supports iwi and hapū aspirations as strengthening players in the economy. Through Priority One we support Ara Rau – the skills and employment hub which provides connections between job seekers and employment / training pathways, especially for those most disadvantaged such as Māori and youth. We also support Toi Kai Rawa a 'by Māori, for Māori' economic development trust which is developing Māori businesses and has a focus on improving educational and vocational pathways for rangatahi, especially towards STEM-based careers. Through Tourism Bay of Plenty we support the development of tangata whenua tourism products that align with Te Ao Māori.



Sustainability

We are enabling and investing in a higher-density, lower environmental impact urban form and supporting our partner agencies to lead the evolution towards a sustainable, low carbon economy.



Working beyond Tauranga

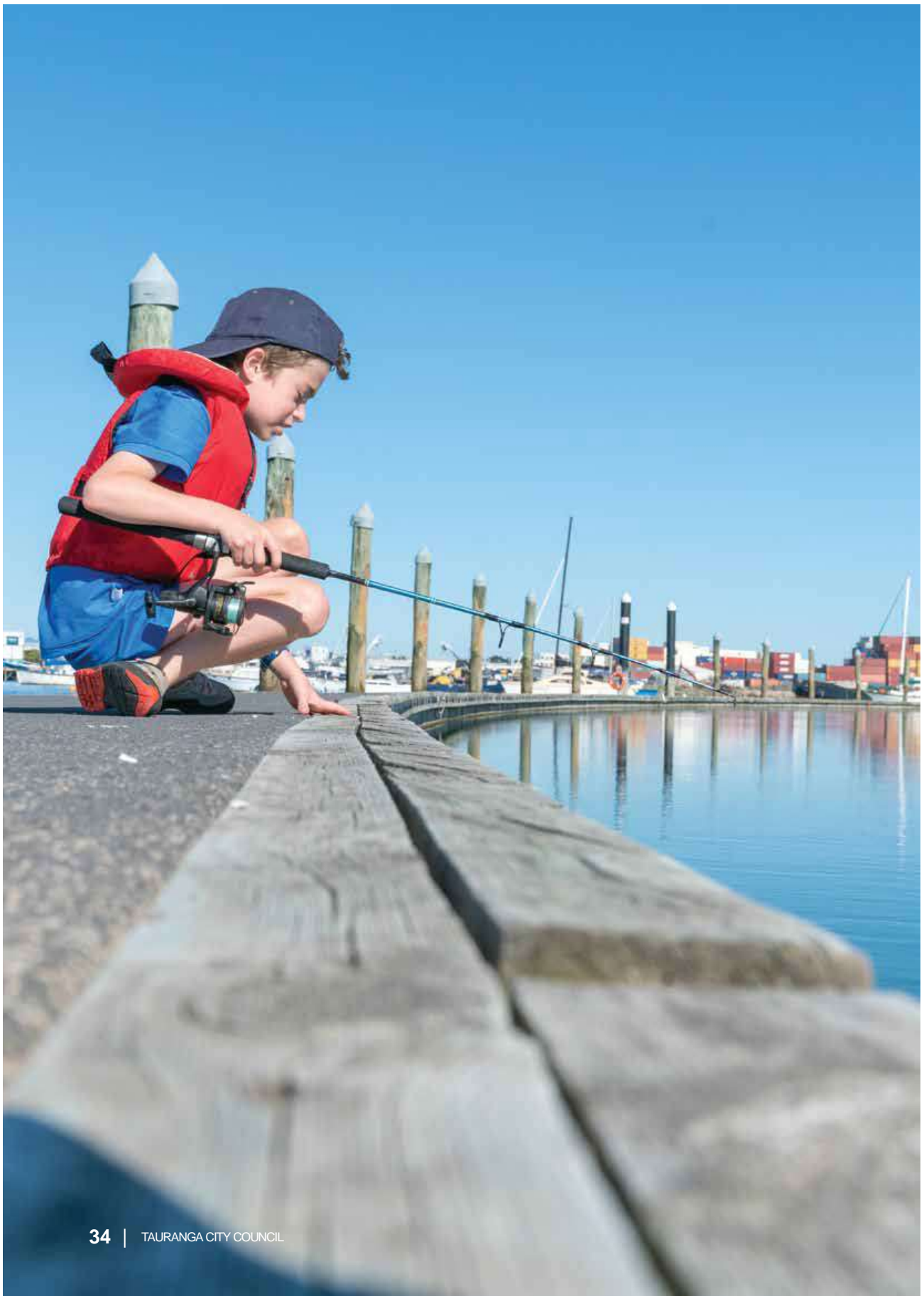
Our economic connections across the Bay of Plenty and the Upper North Island are integral to economic wellbeing and sustainable development. We foster these through strategic partnerships and joint spatial planning. Links through to logistics and infrastructure development in the Upper North Island (particularly Waikato) are important for the Port of Tauranga and the flow of import / export trade for the country in general. Trade and logistic links between Tauranga, Rotorua (forestry, tourism), and the Eastern Bay (aquaculture, exports) are also key. The importance of these connections is expected to continue to grow in future years, alongside a shared need for talent availability. Alignment between central and local government and industry players is essential. Planning at a regional level is undertaken between Economic Development Agencies and through the Regional Skills Leadership Group.

Success measures include the following...

- There is a sufficient supply of appropriately zoned land to meet business and commercial need.
- Mean annual earnings rises to the New Zealand average by 2035.
- Unemployment is at, or below, the New Zealand average.
- Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.
- Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities.
- Visitor-spend per visitor increases and is distributed more evenly across the year.

For more information

The *Western Bay Economic Strategy 2021*, led by Priority One, spells out what needs to happen to ensure Tauranga becomes a city that supports business and education. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.



Our approaches

Council's approaches are about *how we work* and together are embedded in our community outcomes, consistently running through and supporting everything we do.

These are our commitments to



Te Ao Māori:

We commit to integrating key Māori concepts into how we work, to work in partnership with mana whenua and to strengthen relationships with tangata whenua of Tauranga Moana. This includes the principles of manaakitanga, rangatiratanga, kaitiakitanga, whanaungatanga, wairuatanga, tūmanako and Te Reo Māori.



Sustainability:

We commit to delivering our projects and services in a holistic manner, protecting and enhancing our city for the future and considering the environmental, social, cultural and economic impacts of everything we do.



Working Beyond Tauranga:

We commit to working collaboratively, building constructive partnerships with our key stakeholders and considering the impacts of what we do, and don't do, on not just our city but also our region and country. We acknowledge our role as the largest city in the Bay of Plenty region and the connections we have beyond the city boundaries.

Overall, these approaches will commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes. The three approaches are interlinked and complementary, each with its own specific focus area.

More information about each approach follows.



FOCUS:

Te Ao Māori

Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.

Te Ao Māori is the Māori world, where the world is perceived holistically, acknowledging the interconnectedness and interrelationships of all living and non-living things. When in balance, this supports healthy environments and healthy communities.

Ngā Whanonga Pono o Te Ao Māori

(understanding Te Ao Māori principles)

To determine a framework that enables Council to understand and incorporate Te Ao Māori into our work, we need to identify the mātāpuna (the source of its wellbeing), its core values which contribute to holistic health. These life-giving principles are acknowledged and underpin all aspects of Māori society.

Manaakitanga	➤ ahurutanga/haumarutanga – a strong duty of care and safety for our people
	➤ mana motuhake – self determination
Rangatiratanga	➤ tikanga – best practice
	➤ tāuutuutu – reciprocity
Kaitiakitanga	➤ stewardship of the natural environment
Whanaungatanga	➤ relationships and network support systems
Wairuatanga	➤ mana atua & whakapono – a well-grounded belief system that supports instinct and intuition in line with whāia te tika – the pursuit of the right way forward
Tūmanako	➤ the objectives and aspirations of the community
	➤ whai rawa/ōhanga – financial sustainability, economic health and business strategy
Te Reo Māori	➤ active commitment to protect and promote this taonga, the Māori language, for future generations of all New Zealanders

Why do we need to change the way we work?

1. The spirit of partnership between the council, tangata whenua and the community is lacking.
2. Council processes and systems do not prioritise or value Te Ao Māori principles and therefore the consideration of tangata whenua as partners in projects and work programmes across the organisation is inconsistent.
3. Iwi and hapū are under resourced and therefore are unable to participate adequately in the many council projects and processes that impact tangata whenua.

What success looks like

- A spirit of partnership is created between the council, Māori and the community and we work together to restore trust and confidence.
- Noho rangapū (partnership) is achieved between Council and mana whenua and is evident through Māori participation in decision-making practices.
- Tauranga's culture and history are well understood, embraced and celebrated.
- Taonga are protected, including:
 - » mātauranga - knowledge systems and intellectual property
 - » taiao – natural environment
 - » ngā taonga tuku iho nō ngā tūpuna – heritage
 - » Te Reo Māori – Māori language.
- Māori exercise rangatiratanga of knowledge systems, kaitiakitanga of our natural environment, and mātauranga Māori.
- A set of shared outcomes and actions that benefit both parties and effectively add value to Tauranga Moana are developed and implemented.
- Partnerships and projects are advanced through resource and capacity building so that Māori can participate fully as Treaty partners in the growth and reinvigoration of Tauranga Moana.

¹ Treasures handed down by our ancestors



FOCUS:

Sustainability

Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities.

Sustainability is about considering the interactions and balance points between social, economic, cultural and environmental wellbeing.

Social sustainability	Involves individuals, their families, whanau, hapū, iwi, and communities and includes goal setting relating to education, health, community networks, financial and personal security, equity of opportunity, and rights and freedoms.
Cultural sustainability	Shared beliefs, values, customs, behaviours and identity are protected through language, stories, visual and performing arts, ceremonies and heritage.
Economic sustainability	The economy can generate the employment and wealth necessary to provide for a range of lifestyles, financial security, and equity of opportunity.
Environmental sustainability	The natural environment supports the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.

Why do we need to change the way we work?

1. Council needs to create an environment that empowers and enables our communities to undertake, support and participate in initiatives for the benefit of the city and the communities that live in it, now and in the future.
2. The resources we use to grow, live, work and play in our city are finite. We therefore cannot continue to function as we do unless more sustainable choices are made.
3. We are missing social, cultural, economic and environmental opportunities to make our city more sustainable for future generations.
4. Council processes and systems do not prioritise or value sustainability and therefore it is not considered adequately in decision making processes.

What success looks like

- Our communities own and actively participate in achieving the vision and community outcomes.
- A future-focused city that meets the needs of the present without compromising the ability of future generations to meet their needs. We have learned to live within the boundaries established by ecological limits.
- Our city fosters and enhances community wellbeing, (cultural, environmental, economic and social).
- Our city continuously works to harmonise economic growth, social and cultural inclusion, and environmental protection so we can provide a sustainable and resilient city. We have reformed or abolished practices which impose excessive burdens on the environment.
- Our city takes a regenerative approach² to design for a thriving interconnection of ecosystems. Our economy is an enabler of social, cultural and environmental value, that supports the laws of physics, biology and chemistry.
- Our city ensures it focusses on the opportunities and risks to our community via proactively considering holistic community well-being. We have changed systems of governance and decision making, procurement, investment, and consumption to support sustainable lifestyles, and we have empowered our community to own and achieve sustainable lifestyles.

² A regenerative approach is based on a holistic worldview and aims for thriving whole living systems. (Sustainability 2020, 12, 5483; doi:10.3390/su12135483, <http://www.mdpi.com/journal/sustainability>, retrieved 11 April 2022).



FOCUS: Working beyond Tauranga

Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation.

Tauranga is the fifth largest city in New Zealand and located strategically close to two of New Zealand's other largest cities, Auckland and Hamilton, forming what is known as the 'golden triangle'.

Our city's success is integrally connected to the success of the wider Bay of Plenty region, upper North Island and New Zealand. To respond effectively to our communities' needs and to deliver on our community outcome areas, we need to work effectively with our partners, regionally and nationally. We need to consider how the services we deliver connect with the wider region, and how our mana whenua work with neighbouring iwi and hapū. This requires building strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs. We also need to consider how we contribute to the success of our neighbours and wider New Zealand, by ensuring the decisions we make (or do not make) result in sustainable outcomes both within and beyond our borders.

The way we work beyond our boundaries

- We work in partnership with other governing entities, at a local, regional and national level, both informally and via formal mechanisms such as SmartGrowth and Local Government New Zealand, to ensure we plan and deliver initiatives collaboratively.
- We listen to and connect with our communities, working with them to achieve the best possible outcomes for Tauranga and the region.
- We work in partnership with our mana whenua, recognising that city boundaries differ from those of our iwi and hapū
- We actively advocate for Tauranga's needs, providing feedback on proposed legislation, policies and plans.
- We consider the impacts of what we decide to do and not to do, in terms of how it affects Tauranga, our regional neighbours, the upper North Island and wider New Zealand.
- We actively consider how our wider environment, regionally, nationally and globally, impacts on Tauranga, factoring external forces into our decision making.

What success looks like

- Tauranga plays its role as a regional hub for the Bay of Plenty, attracting people and businesses to its growing educational institutions, dynamic and thriving city centre, commercial and industrial offerings, import and export opportunities offered by the Port of Tauranga, and world class national and international events.
- Services, land use, facilities and infrastructure are planned and delivered within the context of sub-regional, regional and national networks and connections.
- The city's location and resources, including its port, harbour, the wider sub-region's horticultural economy and its climate and attractions, are protected, enhanced, and leveraged for the long-term success and health of our communities.
- Emerging trends, potential legislative shifts, and other local, regional, national, and global forces are identified early and managed proactively. This ensures Tauranga is well placed to respond to external challenges and rapid changes and benefits from a holistic, long term approach to delivering benefits for the city and sub-region.



How our vision, strategies and plans work together

Our framework

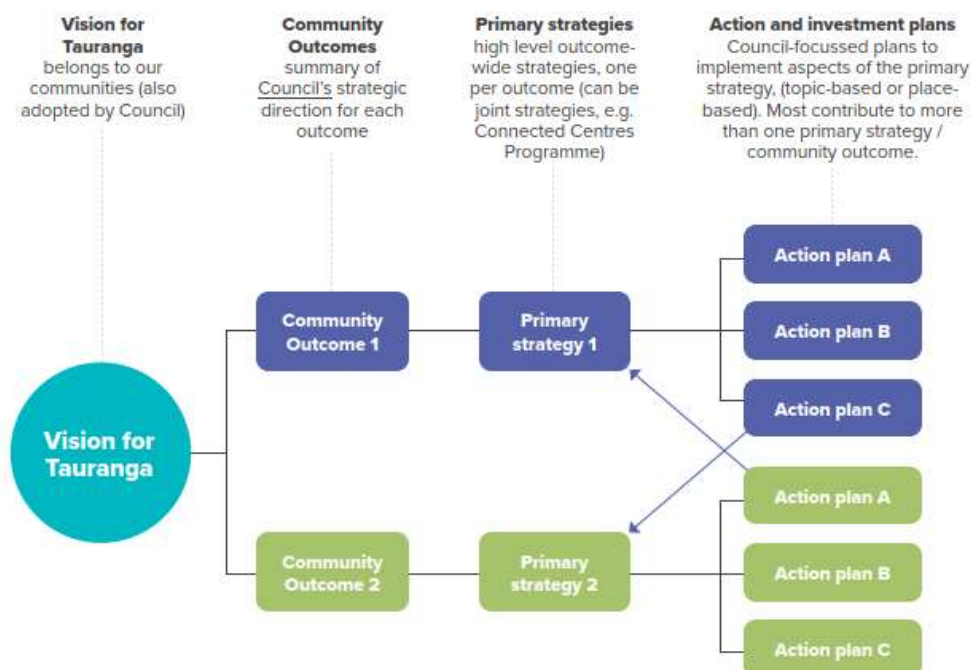
To make our strategies and plans more accessible, we are streamlining them and including information about how they work together. We have developed a very simple hierarchy and some clear guidance for what a strategy or action plan should include. All strategies and action and investment plans will be succinct, action-focused documents that support Council to deliver at pace and with purpose for our communities.

Each primary strategy identifies and considers the strategic context for the community outcome it supports. This includes the national/regional (in some cases international) legislative and policy

drivers, and consideration of any other factors driving change in that area.

The concept for our strategic framework hierarchy is shown in the diagram below. This is to describe the levels in our framework, moving from strategy to action as we move down each level, so does not include all community outcomes, strategies or action plans.

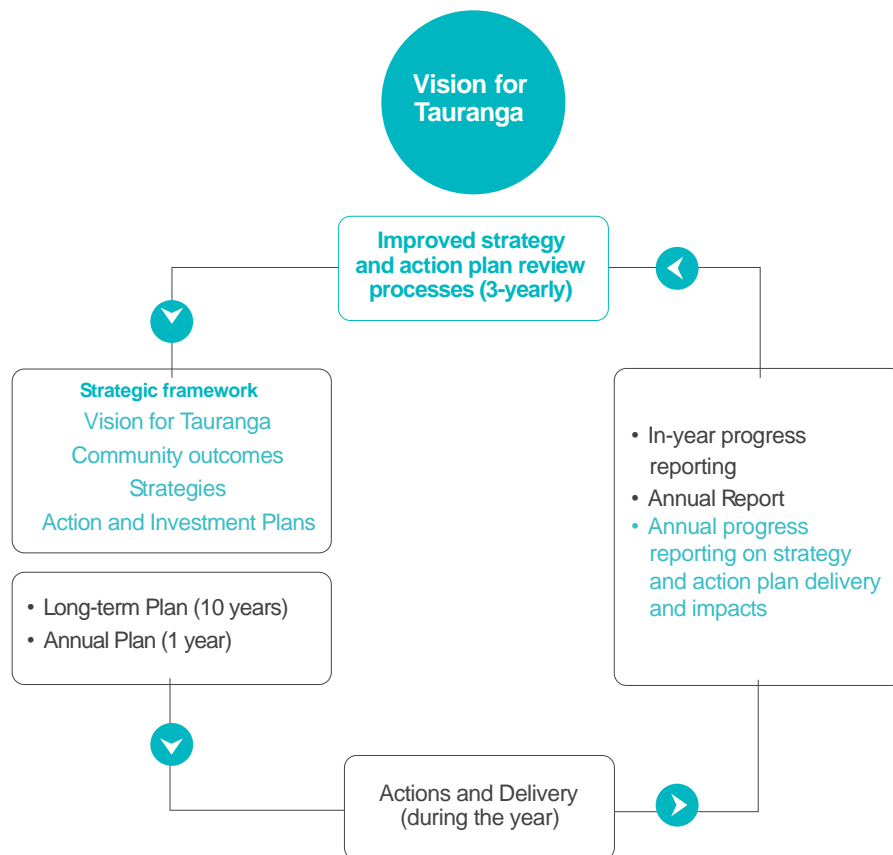
As referenced earlier, our three approaches (to Te Ao Māori, Sustainability and Working beyond Tauranga) are embedded in everything we do so are not shown separately in this conceptual diagram.



Contributing documents are other council documents that contribute to the strategies or action plans. Not formally part of the strategic framework, but contribute to any number of plans, may be joint or Council-specific, and any level or type of document, e.g. Tauranga City Council design guidelines, Tauranga City Council Reserves Management Plan etc

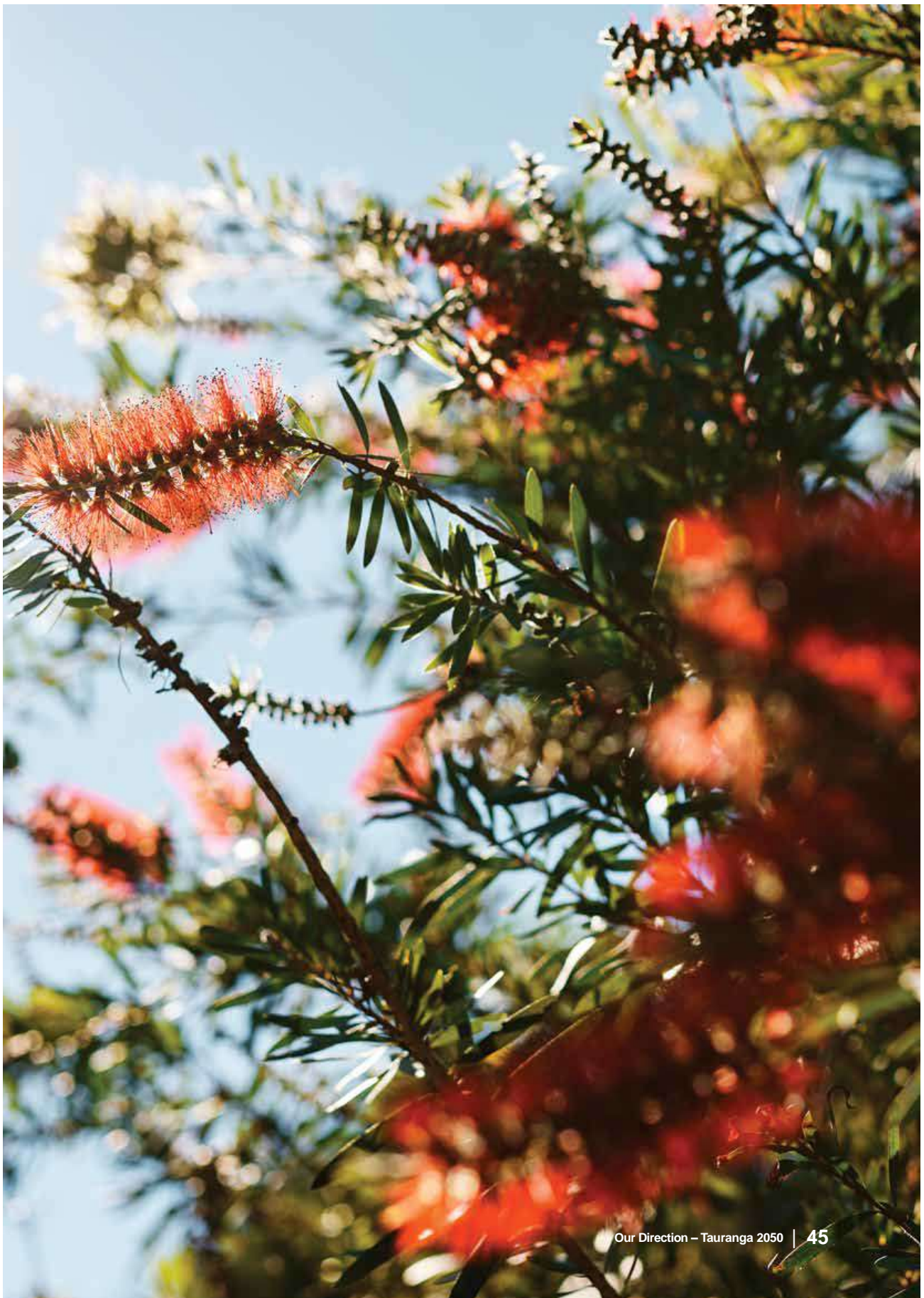
Where our framework fits

Council's refreshed strategic framework is shown in the context of the planning cycle below, with the elements in blue text identifying changes or improvements made through the strategic framework project during 2021-2022.



You can find more information about Council's strategic direction on our website: www.tauranga.govt.nz

Our Direction – Tauranga 2050.



Our Direction – Tauranga 2050 | 45



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11.5 Executive Report

File Number: A14174210

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PURPOSE OF THE REPORT

1. To provide updates on key projects and activities.

RECOMMENDATIONS

That the Council:

- (a) Receives the "Executive Report".

INFRASTRUCTURE GROUP

Corporate Sustainability Plan progress

2. We are developing a Corporate Sustainability Plan which will assist Tauranga City Council's efforts to become a more sustainable organisation and align with the work we are doing with our communities.
3. The Corporate Sustainability Plan will be finalised by late-2023, with priority work completed for inclusion in the draft LTP early next year and updates brought to the commission quarterly through the Strategy Finance and Risk Committee.
4. Members of the Corporate Sustainability Team and Finance Team attended a three-day practical course on Climate-Related Disclosures for Corporates. This was a valuable exercise ahead of reporting to XRB (the External Reporting Board, tasked with developing climate reporting standards for New Zealand corporates). Managing and publicly disclosing climate-related risk is a priority area of the Corporate Sustainability Plan and will provide important information to meet future Local Government Funding Agency reporting requirements.

Summer Waste Campaign

5. We have launched a Summer Waste campaign that aims to keep our kerbside collections running smoothly over the summer months by targeting holiday makers with 'kerbside 101' information, making it easier for them to understand how to use the council bins and when to put them out. The influx of tourists in our community over the summer holidays is great for our city, but does pose a challenge for kerbside collections, with more cross-contamination from items being put in the incorrect bins; bins being placed incorrectly or put out on the wrong days; and issues with broken glass.
6. The campaign will also target existing residents to let them know what to do with excess rubbish and recycling this summer. It will let residents know they can get an extra glass recycling bin if they would find this useful.

7. The Summer Waste campaign will run primarily on TCC websites, email lists and social media, but will be supported with print, radio and digital advertising in local media. A flyer will also be going into 18,000 letterboxes in Mount Maunganui and Papamoa, where the highest number of tourists will be located.
8. We have increased our public bin collections during the peak period and will use the Summer Campaign to ask residents to help fight litter in Tauranga by reporting any full or overflowing bins.



Te Maunga Transfer Station redevelopment design update

9. The preliminary design stage of the Te Maunga redevelopment project has been completed and this project is now entering the detailed design stage. The procurement plan for a main contractor has also been completed and a registration of Interest (ROI) will go out in December. We will be looking for companies that have a track record of delivering this type of project.

New waste options at the Te Maunga Transfer Station

10. In May, we introduced recycling of batteries, e-waste and timber at the Te Maunga Transfer Station. Previously, all this material would have gone to landfill. From May to September, we have diverted:
 - (a) 14.79 tonnes of batteries
 - (b) 34.78 tonnes of e-waste
 - (c) 757.89 tonnes of treated and untreated wood.

Water Supply

11. Commissioning of all the individual process elements at the Waiāri Water Treatment Plant is complete and we are now moving to whole-of-system commissioning. System testing is essential to ensure that the end-to-end processes are functioning as intended. We are looking to have a blessing for the site prior to summer production.
12. The Water Safety Plan has been submitted to Taumata Arowai. The safety plan is a requirement of the new regulations, and our submission is one of the first in NZ. The plan provides the framework for how we operate: regulatory compliance, detailed operational

procedures, incident response, and any corrective actions that the regulator will audit us against.

Drainage Services

13. The Te Maunga outfall upgrade is almost complete. All the new pipe has been laid up to Maranui Street and the final section, from Maranui Street to the beach manhole, will be completed in February (weather dependent).
14. Core samples have been taken from the piles at the Te Maunga bioreactor works site, to check that the completed structure will survive an earthquake. We are awaiting analysis of the results.
15. Wairakei waterway planting in the Palm Beach area has been completed and planting will soon progress to eastern Papamoa. Letters are going to residents in eastern Papamoa in the next two weeks, providing information about the planting programme.



Central corridor water supply study

16. This project covers five large, interconnected water supply network upgrade projects linking Oropi treatment plant with Te Papa, the western corridor (Kennedy Road water reservoir), and Tauranga West (Cambridge Road water reservoir). The aim of the study is to upgrade the system to enable intensification and ensure that water can more easily be directed to various parts of the city in the event of a disruption of one of our water supply sources.
17. Planning for this project is progressing well and results of the feasibility study will be incorporated in the upcoming draft Long-term Plan.

Te Papa and Tauranga West Stormwater Management Plans

18. Stormwater Management Plans are currently being developed for our intensification areas in Te Papa and Tauranga West. These plans are complementary to the Spatial Plans developed for these areas and will focus on stormwater improvement projects to reduce the extent of flooding; and increase pipe capacities to enable intensification, in line with the amended city plan provisions for medium- and high-density zoning. Water quality improvement opportunities are also being identified to address known contaminant issues. The projects identified through these plans will form the basis of the budgets set aside for stormwater network upgrades and stormwater improvement projects from the 2021-2031 LTP. These budgets will be refined as part of the draft LTP update next year. A report on this matter is going to Strategy Finance and Risk Committee in December.

COMMUNITY SERVICES

Community Development

19. Fluro Fest (a celebration of Mental Health Awareness week) was held on Sunday 9 October at Jordan Field Memorial Park and was delivered collaboratively by the Tauranga Youth

Development Team, Te Whatu Ora (Health New Zealand) and the Community Development team. The event was well-attended by over 1,300 community members, a considerable increase from the previous year.

This community-based event was an afternoon of free, family-friendly activities, live entertainment, local community performances and wellbeing workshops. Its aim is to encourage people to improve their own mental health and wellbeing through connection with the wider community and encouraging the 5 Ways to Wellbeing - Be Active, Connect, Take Notice, Keep Learning and Give.

20. The Western Bay of Plenty Homelessness and Housing Dashboards launched on 24 November and represent a significant milestone which will allow access to key data and insights across the full housing spectrum. Following the launch, training opportunities will be provided to help users engage effectively with the dashboards.
21. Most of our eligible schools participate in the nationally funded and recognised Swim for Life and Water Safety programmes for students between years 0-8. These programmes provide essential foundational skills to ensure our kids are safe, and are able to swim and thrive in the water. Unfortunately, some of our kura Māori have not participated due to significant access issues and the inability of current providers to deliver these programmes in Te Reo Māori, with a Mātauranga Māori lens. With Whakawhanaungatanga as the vehicle, we are successfully collaborating with Water Safety NZ, the primary facilitators, and five kura to train teachers (and sponsored rangatahi), to deliver these services to their tamariki. Water Safety NZ has agreed to compensate teachers for their time and effort in the delivering the service, which is a great outcome. The hope is that this kaupapa will bridge the gaping hole in this space and provide a culturally inclusive pathway for our tamariki (who have never had access to these programmes) to thrive in the water, safely.
22. Our Connected Communities advisor supported a community-led activation event at Anzac Park which saw around 300 Gate Pā residents attend. The experience of emerging from isolation after a pandemic is new to some people, and some are coping better than others. With support from Good Neighbour, Envirohub, Sport BOP, NZ Police, Neighbourhood Support, Accessible Properties, and our local community champions, we were able to deliver an event where neighbours, families and friends could begin to reconnect. The event featured lawn games, face painting, a sausage sizzle and live DJ.
23. The Community Development team spent a day supporting Special Olympics New Zealand at their regional event at Wharepai Domain. Hundreds of students from schools across the region came together to compete in track and field events and showcase their skills and talents. Despite the events being fiercely competitive at times, we saw plenty of smiles, good sportsmanship and camaraderie.



24. Our Inclusive Cities advisor worked alongside the Sustainability team to consult with the Disability Special Interest Group on climate change risks and impacts on the disabled community. The group identified that during heatwaves and severe storms, disabled people are more likely to suffer health problems or be vulnerable to power outages that disrupt life-supporting equipment. People with physical disabilities and limited mobility will also need

accessible housing and facilities if a community needs to evacuate. Climate-related events and changes can also disrupt vital social networks and support services. The conversations from this engagement will help shape the Tauranga Climate Action & Investment Plan.



25. Our Rangatahi advisor has been re-elected to Korowai Tupu Ropu (Youth Work Professional Association Governance) as co-chair. He (along with Tauranga City Council's Natural Environment Advisor and Team Leader of Design) went to visit year 11 graphic design students at Ōtūmoetai College to see some of the work they have done based on a project brief of Kopurererua Valley. This was a great opportunity for students to share their work and hear about career pathways at Tauranga City Council.
26. Welcoming Planting Day - New kiwis receiving their citizenship in Tauranga now receive a voucher for a native plant and an invitation to join a planting day at Gordon Carmichael Reserve in Bethlehem. Our 2nd planting day was held on Friday, 28 October with around 70 new kiwis from a diverse range of cultures, faiths and backgrounds attending. Following is feedback from two of the new citizens who participated:

"Trees and caring for the environment are close to our hearts and this ceremony just embraced our values and therefore holds a deep symbolic significance for us."

"We very much enjoyed the event, especially as we missed out on the Citizenship Ceremony due to COVID. We had been disappointed not to have celebrated what we felt was a pretty important milestone in our lives, and the tree planting more than made up for it. It felt like a very appropriate way to mark the change in our status in New Zealand."



This project is a successful collaboration between Tauranga City Council teams (Community Development/ Spaces and Places) and Envirohub.

27. Migrant Pōhiri event - The Community Development team supported the 2nd Migrant Pōhiri, held at Whareroa Marae on Saturday 12 November, which approximately 200 people attended, including NZ Race Relations Commissioner Meng Foon. The event was led by Multicultural Tauranga and Ngāi Te Rangi iwi, with the goal of this welcoming event being to support and build stronger bonds and understanding between the indigenous people of Aotearoa and newcomers to Tauranga. For some newcomers, this was their first experience visiting a marae, and the opportunity to share their own cultures and be formally welcomed through a pōhiri was a very significant and powerful occasion.



Emergency Management

28. Shake Out 2022 – Working closely with our Health & Safety team, we were all encouraged to participate in the annual Shake Out Exercise. There were some great levels of engagement and participation across the business, with the Infrastructure Administration team taking out best team photo, while Deborah Flowers was the individual winner, taking this delightful photo with her pet dog.



29. Community feedback on the Civil Defence Emergency Management Group Plan Review closed on 20 November, with the next stage being to review and update the Region's Risk Profile and help establish the core work to be delivered by each local authority within the region.

Libraries

30. Libraries is continuing to expand their World Languages Collection, with the addition of a children's picture book collection. Picture books in a range of languages, including Samoan and Tongan, will be made available at all branches. The languages included in this collection were selected in conjunction with the Community Development team, with other languages added, based on customer feedback.
31. Libraries is celebrating 10 years of its 'Stories at Your Place' programme - a library outreach programme for junior school students. A celebration, complete with giant birthday cake to mark the occasion, was held at Welcome Bay School. Stories at Your Place is designed to promote both the library and a love of books. Up to 17 schools are visited each year. In 2021-22, there were 91 sessions, with books read to 1,689 children.
32. Over the last few months the libraries team has been working to connect with Tauranga's LGBTTIQA+ community. This included "Out on the Shelves", a New Zealand-wide initiative that aims to highlight LGBT literary voices and stories; a Rainbow Reads book club; and participation in two community events - You be You and Trans Pride Picnic. The result of these engagements has been more use of the wide range of LGBTTIQA+ resources in the Library collection.

33. The Elms Foundation Archives Collection has now moved to the Tauranga City Libraries Archives. This partnership means over 1,000 historical items, including the Alfred Nesbit Brown diaries, Maxwell family diaries, rare books and rare photos, are now physically accessible. Some digitised items are already available to be viewed on Pae Korokī. This was recently featured in the media: <https://www.tauranga.govt.nz/council/council-news-and-updates/latest-news/artmid/456/articleid/8300>
34. Thanks to a recent collaboration with Ngā Taonga Sound & Vision, a number of 16mm and 8mm video reels from our collection have been digitised. The majority of these are now online and have already garnered some attention. The footage ranges from a major upgrade to Cameron Road in 1950, the 100th Commemoration of the Battle at Pukehinahina in 1964, and the launching of Te Awanui in 1972. The Cameron Road footage of the road workers highlights the lack of health and safety precautions compared to today's work practices. <https://paekoroki.tauranga.govt.nz/nodes/view/77112>

Space and Places

35. Eden Crescent Connection - The bridge and boardwalk structure installation, as part of the Eden Crescent Connection project, will be completed in December. Finishing touches are being completed onsite, with reinstatement and final installation of the cultural art elements also expected to be completed this month. An Iwi blessing is planned for early-2023, with a small opening ceremony to acknowledge the contribution some of the surrounding schools have made to the cultural artworks.



36. Fire Station (The Historic Village) - The Fire Station building has been extensively renewed, including a new roof and flashings, new internal wall linings, new lighting, refurbished entrance doors and improved external drainage. The improvements provide a much better working environment for the tenant and extend the asset life for one of the Village's iconic buildings. The building is currently being used as an artist's studio.



37. Coronation Park Toilets - The toilets from Masonic Park in Tauranga were uplifted and transported to Coronation Park. The toilets were then refurbished and connected to local infrastructure to replace the existing Coronation Park toilets, which were damaged in a fire in January. A collective effort from the property, project and parks operational teams saw this work completed in time for the arrival of the first cruise ships of the summer season.

38. Marine Parade Walkway - A significant milestone was reached for the Marine Parade Walkway project with a blessing held at Te Ngaio Reserve on Tuesday, 15 November. Local mana whenua Ngāi Tūkairangi and Ngāti Kuku met commissioners, council staff, contractors, and key stakeholders to bless the commencement of the delivery phase of the project. The first works will be the installation of a small play area, which is anticipated to be completed before Christmas. The construction of the path will commence in January, with completion envisaged in the middle of 2023.



39. New Accessibility Changing Facility at Mount Drury – The city's first accessibility changing facility was opened at Mount Drury recently. The facility is equipped with a hot shower, a height-adjustable sink, toilet, an adult changing table, and a hoist to help with lifting. The facility doors are automated, with voice guidance to inform users of doors opening and closing. Special attention was given to the design of the decals incorporating the fauna and flora of the area.



New trees planted at Maunganui Road – Fifteen new trees have been planted along Maunganui Road, as part of the road upgrade. Successfully transplanting trees of this size, then having them establish themselves in their new environment, does pose a number of challenges. A further eight trees will be planted in the next stages of the Maunganui Road project.

40. Pine felling Omanawa Falls - Contractors working on the Omanawa Falls project identified a high-risk pine tree sitting precariously on the edge of a cliff-face. The tree was highly likely to fail, placing significant infrastructure at risk, including the Omanawa power station. Removing the tree posed quite a few challenges due to the unstable nature of the cliff-face and normal removal methods such as rigging or sectional felling were ruled out. Paul Kenny Contracting had to use abseil access methods to reach the tree and then expertly felled it in a way that avoided all of the infrastructure below.



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Positive Feedback

- (a) After receiving feedback on concerns about damage along sections of Papamoa Beach Road, as well as drug dealing, fly-tipping, and general anti-social behaviour, two sections of Papamoa Beach Reserve have been fenced off and had turf renovations carried out. These areas are recovering well and are now functioning as vehicle-free areas for users. Feedback from neighbours and the wider community has been positive. We will look to add furniture and other reserve amenities in the future.
 - (b) Mowing of the Rangataua and Judea Sports Clubs fields has started. The feedback thus far has been positive, and it is good to be building stronger relationships with these long-standing clubs.
41. Mount Beachside Holiday Park - The kerb and channelling project at the park is almost complete, with just site spray mark numbering to be finished. The photo below shows two of the five ensuite cabins that have been in use since June. In the period 24 June-20 November, 1,408 guests have stayed in the cabins. Occupancy is 82.6% for that period and the next available weekend booking is in March 2023.

**Venues and Events**

42. Stage one of Baycourt's exterior paint renewal project was completed in September and stage two (the remaining 30% of the exterior façade) is scheduled for February 2023.
43. Baycourt recently partnered with Opus Orchestra to present the orchestra's first sign language interpreted performance, as part of their 'Storytime' concert on 8 October. This was a positive step for the organisation in making its events more inclusive. Baycourt is also investigating supporting Opus with the design and production of a 'large print' programme for visually impaired patrons – the first of its kind for both organisations. Baycourt is motivated to grow and expand its accessibility services portfolio (e.g. audio-described performances, touch tours, relaxed performances) and will continue to find ways to collaborate with local and national groups to achieve this goal.
44. Baycourt is on a journey to embrace and integrate Te Ao Māori into its kaupapa, to make it a more inclusive space for both staff and the community. One of the first positive steps is the introduction of bilingual signage across the venue. Mr Ngairo Eruera was engaged to undertake the translation mahi, which was informed by the outcomes of a values-based wānanga facilitated by Te Pou Takawaenga in April. The design and installation of the bilingual signage is scheduled to be completed by the end of March 2023.
45. Radio and paid digital ads are currently promoting Historic Village visitation and venues for hire. A customised google map was launched on The Village website to improve visitor experience and lessen disruption to The Village management office. The Historic Village Facebook page reach is up 48% and new likes are up 54% since the start of 2022.

46. A contract has been awarded to upgrade the interiors for The Historic Village Complex 2 project. Works commenced on 24 November and are expected to finish in July 2023.
- (a) The first stage of the project is the construction of a temporary kitchen facility behind The Village Cinema for The Whipped Baker to operate from throughout the works.
 - (b) The project will result in a new 60pax café, commercial kitchen, upstairs kitchenette, and a bookable 120pax venue space and bar. The Whipped Baker will move into the new café space once works are complete.
 - (c) The Historic Village team acknowledges the huge amount of work the Spaces and Places team, with support Frequency Projects, has done over the last four years to get to this important milestone.



Figure 1 Complex 2, The Historic Village



Figure 2 Drawings of the new Complex 2 café space

47. A new licenced hospitality tenant has been secured for Building 18 at The Historic Village. A new South African restaurant, called “A’si’dle” (which means ‘let’s eat’ in Zulu) will be established. The restaurant is currently being setup ready for the summer trade and is expected to become a destination restaurant.
48. The Event Facilitation team has facilitated 52 events and bookings on public open spaces in the first quarter of 2022/23, compared with 37 in the same quarter of 2021/22. This increase reflects the return to post-COVID 19 levels for our events in our public open spaces. Quarter two event bookings are also tracking ahead of expectations.
49. From 3-13 November, Tauranga hosted the inaugural New Zealand Festival of Squash, a major new event comprised of the Nations Cup and the NZ Squash Open, at Trustpower Baypark Arena. The event highlighted New Zealand’s prominence in world squash, with Joelle King and Paul Coll both reaching the finals of the NZ Open. Council collaborated with Bay Venues Limited to create greeting cards to welcome the international athletes to our city and provide free Mount Hot Pool vouchers. Council also supported a programme to introduce squash to schools.
50. On Saturday 19 November, a pōhiri took place at Bay Oval to welcome visitors to Tauranga Moana for the BLACKCAPS v India T20 cricket match the following day. Performed by kapa haka roopu, Tūtara Kauika, the pōhiri marked the start of an ongoing partnership between the Takawaenga Māori Unit, Venues and Events team and mana whenua to enhance manaakitanga at events. This feeds into Goal 5 of the Tauranga Events Action and Investment Plan - to become the best host city in Aotearoa. Images captured at the pōhiri were shared across social media, with over 57,000 people ‘liking’ the content on the Indian Cricket Team’s page alone. The Venues and Events team had also planned a Blackcaps promotional beach cricket activation with NZ Cricket, but this had to be cancelled due to team flight delays.
51. Planning is in its final stages for Tauranga City Council’s New Year’s Eve Community Celebrations and fireworks across the city. The Event Facilitation team is looking forward to delivering this event for the community again, after the cancelled of the 2021 event.
52. The delivery of the City Centre Events and Activation plan is tracking well, with lots of activity planned in the coming summer months. To date, the outdoor movie nights, sunrise yoga and light installations have been well-received by the public and more activities, such as a

'bombing competition' and music events, are in the pipeline. Led by City Development & Partnerships, with support from the Venues and Events team, the marketing campaign launched on 28 November with a bold graphic approach promoting the summer events schedule across the city.

53. The collaborative Tauranga Western Bay Community Events Fund (TWBCEF) was launched in July with our partners the Acorn Foundation, BayTrust, TECT and Western Bay of Plenty District Council. The fund's second funding round, which closed last month, has seen 23 events granted funding. Since opening earlier this year, the TWBCEF has funded 50 community events, with a total of \$529,446 being allocated. The third funding round closed on Sunday, 20 November for events taking place from 1 January – 30 June 2023.
54. The Tauranga Events Action and Investment Plan publicly launched on 18 October at a Venues and Events team industry workshop. Work has commenced on reviewing the Event Funding Framework and developing the Major Events Framework, as part of the Tauranga Events Action and Investment Plan.

Customer Services

55. The Local Government Official Information and Meetings Amendment Bill has recently been introduced to parliament. The intention of the bill is to amend the Act to introduce:
 - (a) clearer requirements to provide natural hazard information in LIMs (including the impacts of climate change);
 - (b) a statutory responsibility for regional councils to provide natural hazard information (including the impacts of climate change) and support to territorial authorities;
 - (c) provisions to develop regulations for providing natural hazard information in LIMs; and
 - (d) limitation of legal liability for local authorities when disclosing natural hazard information in good faith.

The upcoming changes regarding LIMs are primarily to improve consistency (across all territorial authorities) of natural hazard information disclosure on LIMs and when and how it is presented. It is not intended that these changes will impact hazard modelling, change the type of modelling, or how that is done within councils. There will be an opportunity to submit on the Bill through the select committee process, likely early next year.

Arts & Culture

56. The Escape Festival, presented by the Tauranga Arts Festival Trust, took place in October, the first festival event to be delivered since the beginning of the pandemic. The festival enjoyed strong support, with over 3,500 ticketed attendances at events held at Baycourt, the University of Waikato and Tauranga Art Gallery. The festival team has worked hard to grow audiences for the event, with 65% of participants attending the festival for the first time. Escape also enjoyed significant growth in audience diversity, with 15% of attendees identifying as Māori, as well as an increase in other ethnic groups. The programmed events supported diversity, with 15 speakers identifying as people of colour, including 11 tangata whenua, and three Pasifika speakers. The festival has a strong commitment to inclusion and access, with 12 of the 16 ticketed events offered to the community at \$20 or less, alongside four free events and five school workshops. Programming for young people featured prominently at the festival, with a highlight being *News, News, News*, a live theatre show where students from Mount Maunganui Primary School created a streaming news channel, exploring breaking news across Tauranga Moana. A full report on the festival can be read [here](#), and the *News, News, News* show can be viewed online [here](#).
57. The Summer lighting activation has recently opened on The Strand Reserve, attracting a wide range of positive feedback through social media. The programme, called Shapes of Summer, runs along the length of The Strand Reserve and includes light sculptures and interactive installations. The sculptures are lit up from dusk until midnight, with the activation running through the summer until Waitangi weekend.

58. Applications have just closed for the first round of the Creative Communities funding programme, a community arts funding scheme delivered in partnership with Creative New Zealand. This is the first time that the funding programme has been delivered 'in house', with the programme previously delivered on behalf of Council by Creative Bay of Plenty. The move to bring the programme in house has meant that all applicants are now using the Council's "SmartyGrants" platform, which enables consistency and clarity across all community funding. We will deliver three rounds of Creative Communities funding per calendar year (November, March and July) distributing \$85k in grants to 'grassroots' arts projects. The Creative Communities programme supports 30-40 projects annually, with average grants ranging from \$2-4k.
59. The Heritage Collection team has continued to reach new audiences, with the "Hands On" collection taking items from the Heritage Collection out to dementia patients in Tauranga rest homes. Our Programme Specialist has developed resources to support discussions about history and memories, using selected items from the collection that are suitable for handling. The outreach programme has been warmly received by rest home residents, who are keen to share stories of Tauranga from days gone by. Radius Althorp asked to follow up its "Hands On" session with a guided tour of the Heritage Collection facility at Newton Street and the team was delighted to share the 'behind the scenes' story of the collection.

CHIEF FINANCIAL OFFICER

Tauranga Airport

60. Air New Zealand's flight schedule is very close to pre-COVID levels, with strong international and domestic bookings. Over September and October, 91,680 passengers travelled through the Airport, which is 102% of the same months pre-COVID.
61. The terminal precinct development has commenced, which includes further public carparking, a new Rescue Fire Station, relocation of general aviation taxiways, relocation of Z fuel pumps and storage tank, and acquisition of runway lighting and controls, along with visual navigation aids and standby power supply.

A condition assessment of the existing runway lighting and associated equipment has been completed, which shows that most of the equipment is either obsolete or in poor condition. Negotiations with Airways NZ have commenced, along with the procurement of fit-for-purpose replacement equipment and planning for the replacement of most of the airfield lighting cabling.

The first general aviation taxiway relocation has commenced and will be complete prior to Christmas, as an enabler of further work on the project in 2023.

Marine Park Reclassification

62. During May and June, Council engaged with the community on the proposed reclassification of part of Marine Park, with the purpose of eventually leasing it for a Marine Research and Education Facility. The reclassification has now been confirmed by Council, as the administering body, and approved by the Minister of Conservation's delegate. Council is now required to run a lease tender process and appoint a preferred applicant.
63. The Community Relations team will send out communications on the next steps, which will be to run a public lease tender process under the Public Bodies Lease Act, to stakeholders and submitters and update the website. This is expected to occur during December or January.
64. This proposal offers numerous benefits, including job creation, increased educational opportunities and increased activation of an under-utilised area. There is also an opportunity to integrate the design proposals with the wider Sulphur Point Master Plan workstream.

STRATEGY GROWTH AND GOVERNANCE

Rowesdale Drive

65. Negotiations have been completed with the residents of Rowesdale Drive for compensation for the removal of a covenant from their property titles. This enables transport and waters infrastructure access through the end of Rowesdale Drive, to open up land adjoining the end of Rowesdale Drive for housing development. The developers of this land have yet to finalise their plans, but it is estimated that circa. 300 homes can be built on this site.

Democracy & Governance Services

Voter turnout, electoral reviews, and legislation

66. Voter turnout for the 2022 election was 40.44%, not significantly different from other elections, although slightly down on the 42.2% in 2019. Metro councils average was 40.82%, with provincial councils at 44.01% and rural councils at 49.31%. Final election results are on the [Vote Local website](#). The graph below from the website shows the turnout trend for local government elections since 1962 when voter turnout was 44%.



67. Local Government New Zealand (LGNZ) stated that low voter turnout requires an overhaul of the entire local government voting process. LGNZ want to work with central government to review the 2022 elections to develop practical recommendations on how to make voting much more accessible in the next local elections. A post-election debrief will be held in early December 2022.
68. Local Government Minister Nanaia Mahuta has said that central and local government would review the processes around the election, as they did every three years, to make voting more accessible and encourage people to participate. The Minister has said there was potential for the existing Future for Local Government and parliamentary electoral law reviews to address some of the concerns. She said greater diversity among mayors and councillors was a bright spot in the elections, including 66 new Māori councillors and a slight increase in the number of women elected as mayors.
69. He Arotake Pōtitanga Motuhake – the Independent Electoral Review (IER) has been appointed by the Minister of Local Government to review central government electoral law. The IER [released a consultation document](#) which closed to public submissions on 14 November 2022, setting out the areas they will be looking at relating to central government elections, including topics such as the voting age and the parliamentary term. Outside of the scope of the review are local government electoral law and online voting. The IER will go back out for further public feedback before making their final recommendations to the

Minister of Justice by the end of 2023. The Government has proposed some changes to electoral law before the 2023 General Election including changes to the Māori Electoral Option, the rules for political donations and loans, and temporary changes to overseas voter eligibility.

70. The [Electoral \(Strengthening Democracy\) Amendment Bill](#), a Private Members Bill in the name of Golriz Ghahraman, that proposed to lower the voting age to 16, make the Māori Electoral option continuous and allows prisoners to vote was defeated at its first reading on 21 September 2022. These matters will be considered through the election reform process and the **Electoral (Māori Option) Legislation Government Bill** that will allow Māori voters to switch between the Māori and general electoral rolls at any time and as many times as they wish, with some exceptions relating to a general election period and a local government election period (both 3 months before polling day) and a parliamentary by-election period (from date of notice of vacancy to polling day). The Justice Select Committee considered 121 submissions and reported [back on 1 November 2022](#) that they recommend the Bill be passed with amendments largely relating to the exceptions when the Māori option may not be exercised. The Bill received Royal Assent on 18 November and comes into force on 31 March 2023.
71. Submissions on the [Local Government Electoral Legislation Bill](#) closed on 14 September 2022 and will be considered by the Governance and Administration Committee with the report due on 2 February 2023. The Council submitted on this Bill.

Epidemic Preparedness Notice

72. The Epidemic Preparedness Notice expired on 20 October 2022. This means that the current provisions under Clause 25A(4) of Schedule 7 of the Local Government Act 2002 and Standing Orders apply and a person attending remotely is not counted towards the quorum, but they are able to vote.

Greerton Maarawaewae Study

73. The Greerton Maarawaewae Study (GMS) was launched in October 2021 to identify opportunities to support wellbeing as the city continues to grow. Consultation on three options was undertaken during August, with 897 submissions received:
- a) Option A: Health and Recreation – 201 submissions in support
 - b) Option B: Central Park – 128 submissions
 - c) Option C: Enhanced Status Quo – 548 submissions
 - d) No option selected / other – 20 submissions
74. Following the submission period, it was agreed to defer the hearing of submissions and deliberations until early-2023. The reason for this delay is that there are a number of outstanding issues Council needs some clarity on to assist in making a fair and robust recommendation to the Crown around the future use of the reserve land. Existing users, mana whenua, submitters and those on Council's study database have been informed of the decision to defer the hearings and deliberations.
75. In line with matters raised as part of the submissions, we will continue work on the following workstreams to inform the project: sites for a potential relocation of the racecourse (as part of the broader Racing Working Group's work, led by Thoroughbred Racing New Zealand) and equestrian activities; further understanding opportunities for public access to the golf course and Kopurererua Valley; and further understanding the health provision needs within wider Bay of Plenty strategic context. An update on progress will be provided early in the new year, including proposed dates for the rescheduling of hearings and deliberations.

Takawaenga Māori Unit

Te Manawataki o Te Papa

76. We were pleased to host the Prime Minister at the signing of the joint agreement between Otamataha Trust and Tauranga City Council to underpin the development of the Civic Precinct. Key observations from a Takawaenga point of view were the full turnout of mana whenua, the quality of the speakers and waiata in support, and the authenticity reflected in the location, attendance and proceedings.

Change of Leadership – Ngāti Ranginui

77. We note that Ngāti Ranginui held its AGM in November and elected a new Chair, Charlie Rahiri, and a new Deputy Chair, Suaree Borell.

Cultural Competency Training

78. Over the past few years, we have seen an increasing requirement for tangata whenua input into projects and this has only accelerated with the work programme currently in place. With pace comes pressure on us and tangata whenua alike, but the ultimate objective is high-quality input that leads to enhanced community outcomes. Te Pou Takawaenga is seeing increasing demand for very basic advice from staff members who have been recruited and placed into projects with multiple iwi and hapu involved. Work is underway internally on developing guidelines for cultural competency training in high-risk positions (e.g. all project managers).

Pōteriwahi Memorandum of Understanding Signed

79. We are pleased to note that after nearly two years of discussions, a Memorandum of Understanding with Ngāti Kahu has now been signed, providing a foundation for discussions on how the Pōteriwahi site might be utilised in a culturally appropriate manner.

CORPORATE SERVICES**Community Relations**

80. The general TCC Media Impact Score (MIS) for October was 1.5, largely due to a rise in neutral local election-focused reporting and higher levels of negative coverage, mainly on transport themes. Recreation & environment remained the most positive major theme of reporting. Reports on the stained-glass panels recovered from the Willow Street library, proactive coverage of plans to upgrade the three major reserves and the Events Action and Investment Plan all featured positively too. The city centre again had a very positive month with the MIS on this theme going up to 4.7.
81. There was extensive positive media coverage, across mainstream and Māori media, following the Prime Minister's visit to observe the signing of Te Manawataki o Te Papa Charitable Trust Deed. A video depicting the Civic Centre transformation was also shown for the first time.

Digital Services

82. The Digital Services satisfaction survey went out to the organisation in September, with an overall survey completion rate of 30%. The survey was last carried out in 2020. It was pleasing to see that our high standard of satisfaction (78%) has remained consistent and that overall, we have a 9% higher level of satisfaction than other local authorities. There was a good amount of feedback in the survey that we can use to make further improvements.
83. The team attended a workshop run by the Department of Internal Affairs focusing on proposed changes to three waters services. The workshop covered the high-level timeline before changes are effective on 1 July 2024. The team is now working closely with the transition manager for our area to understand the requirements and the subsequent resourcing model that will be required to support this.

84. Digital Services continued its engagement on shaping the technology element of Local Government reform through a number of workshops across Aotearoa, and meetings with the Association of Local Government Information Management, Department of Internal Affairs and NZTech. The goal of these efforts is to champion proactive changes in the technology domain ahead of reform.
85. The International Digital in Local Government conference was held in Christchurch this week. Tauranga's leadership role in the sector was on show, with our Chief Digital Officer presenting on how digital can enable Local Government Reform and Enterprise Resource Planning Implementation Best Practice, and our Information Manager presenting on Records Management Best Practice. The Chief Financial Officer was also the New Zealand representative on the International CIO panel.
86. Global supply chain issues continue to be a challenge. Lead times are even more unpredictable, with issues easing in some spaces and worsening in others. Leveraging relationships with our vendors has been key to securing stock in a timely manner, however forecasting needs 6-12 months in advance is what most suppliers are recommending. We are also seeing cost increases, predominantly in the software space, with an average of 15-30% across the board.
87. The digital team continues to work on the Enterprise Resource Planning (ERP) Programme with the wider organisation, to move from our legacy technology environment to a modern environment that better supports our needs.

Over the last month, a number of new initiatives have been launched within the programme including:

- TCC property team leveraging the leasing capability of SAP to manage our property portfolio and move away from spreadsheets.
- Human Resources Information Systems. This initiative will modernise our HR Information Systems, moving to a centralised platform to support our workforce, our managers and our HR Team.
- Customer Data Migration, which will see our Customer records migrated to SAP and provide a key foundation to the ERP environment to support our business processes.

These initiatives will support the modernisation of our ERP environment, ensuring we have fit-for-purpose technology to support our business processes.

The team has also continued its strong collaboration with Auckland and Christchurch councils to share and reuse technology investments.

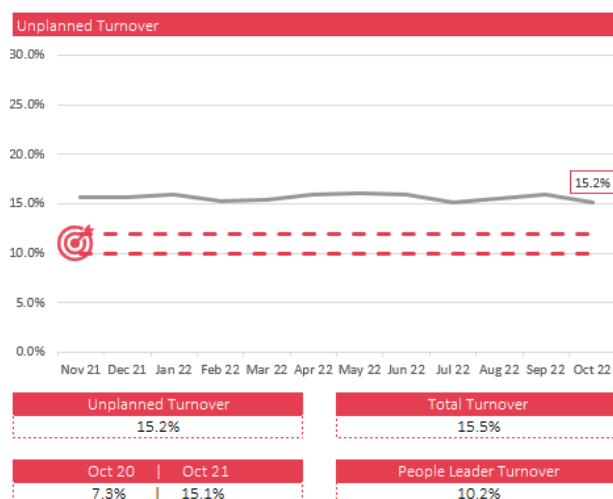
88. The digital team is investigating the use of augmented reality technology to help tell some of our stories. This has the potential to bring artifacts we have located around the city to life by enabling their story to be told using mobile devices as people walk past. We are currently working with the Takawaenga Unit to identify stories suitable for a small-scale trial.
89. We are currently investigating the use of digital playgrounds for Tauranga. Digital playgrounds utilise augmented reality gaming technology through mobile devices, in geo-fenced open spaces, to provide a safe virtual playground for children. A range of environmentally themed games are available. This type of technology has been deployed by several councils around the country. Community events can be created around these playgrounds, providing a fantastic way to encourage kids to 'get off the couch'.
90. Most major cities have a degree of free Wi-Fi available for the public. Free Wi-Fi contributes to a connected community and is an enabler for interactions between businesses, organisations and events with the community and our visitors.

Digital services ran a successful free Wi-Fi trial along the Mount main beach in 2019/20, utilising our council-owned fibre network. We are investigating whether a similar approach could work for providing free Wi-Fi in the central city.

91. The Digital GIS, City Planning and Strategic Māori Engagement (Te Pou Takawaenga) teams have been collaborating to support a stakeholder on options for additional housing within a Rural Zone. Leveraging our mapping systems and latest aerial photography, we were able to show options for both 800m2 and 2000m2 lots and the associated impact on density, giving stakeholders a good understanding of impacts of the options.

Human Resources

92. Staff Turnover is calculated on a 12-month rolling basis. The employment market remains challenging, so it is positive that our turnover is remaining steady. For context, the current public sector average is 15.3% (Lawson & Williams Turnover report). Our aspirational staff turnover range is 10-12%.



93. Tauranga City Council has launched a new Cadet programme, in partnership with the Ministry of Social Development. The programme - known as Piki Ake (to ascend) – commenced with four cadets and aims to reduce local youth unemployment and improve social and economic wellbeing in our communities.
94. Tauranga Moana Futures is a new programme, partnering with University of Waikato and Priority One, to invest in our workforce of the future. Tauranga City Council is offering scholarships for students studying in defined programmes of study, helping with the practical application of studies as well as developing and building the skills that Tauranga needs in the future.
95. Recruitment remains a strong focus for the Council and is critical to our ability to deliver the community outcomes in the Long-term Plan. We have adopted a more flexible recruitment approach to meet the current labour market, which is showing positive results.
96. MyTeamPulse is a new employee engagement survey which will be rolled-out over the coming months. This survey is an important part of listening to our employees and ensuring that the Council is a great place to work.

Health & Safety

97. The Health & Safety Representative programme continues to build, with all groups having had their initial meetings and offered “How to facilitate effective meetings” training. This is a training module run internally that will help representative in their roles, while maintaining business as usual. The general feedback and engagement from the working groups has been extremely positive and most representatives are progressing well on their training pathway.
98. The Health, Safety & Wellbeing (HSW) team had a successful planning day recently, with a new Strategy and HSW Pathway established. The HSW strategy is aligned with the International Standard ISO45001, which is a reliable standard that can help reduce work-

related risks, such as occupational accidents and diseases, when properly implemented and maintained. It also provides a clear pathway, with progress and compliance very auditable.

99. A wellbeing strategy has also been created, which will encompass all wellbeing initiatives within TCC. A portal is available that will provide a one-stop shop for all wellbeing information available, including our employee assistance programme, health and nutritional information, physical and mental well-being promotions and activities, a wellbeing calendar that highlights specific focus points throughout the year, and much more.

Procurement

100. The Low-Cost Low Risk panel proposal which was presented to Waka Kotahi has now been approved. The Request for Proposal (RFP) for the panel is now being constructed and will go out to the market prior to Christmas, with a closing date in early-February, to allow a good response time for suitable suppliers.
101. Training sessions have started for introducing the new Procurement Manual and the team is planning monthly sessions over the next six months for new and existing staff.

REGULATORY AND COMPLIANCE

Key Account Management

102. Our Key Account Manager is now well-embedded in the business and is supporting the delivery of good regulatory outcomes. We are receiving excellent feedback on the service and value being delivered to customers involved in complex, or multiple regulatory processes.
103. The role primarily operates across the Environmental Planning and Building Services teams, while working closely with Infrastructure, providing a single point of contact for engagement and communication. This has supported resolution of some long-standing issues.
104. Key projects include the Civic Centre redevelopment, 2 Devonport Road, Haumoana private hospital, Bethlehem Shores, MetlifeCare, Northern Quarter, Kainga Ora, Ministry of Education, Bluehaven developments, and Group Home Builders.

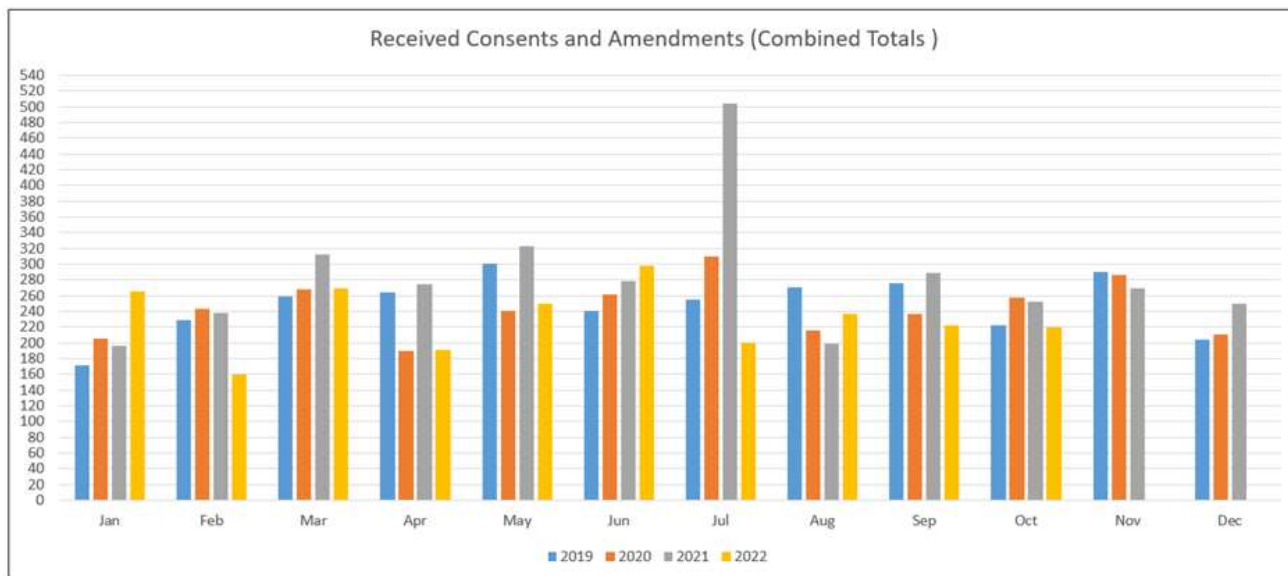
Regulatory Events

105. A total of 22 events have been hosted in 2022 by Regulatory and Compliance, with a focus on engaging and educating through information sessions, networking and collaborating, celebrating industries and sharing information with our community. These have included the Canvas Careers Expo, Tauranga Home Show, Tessa's Treasure Hunt and Bark in the Park.
106. These events allow us to build relationships with the community and are an opportunity for people to ask questions and raise concerns directly with teams. We receive great feedback, with common themes being that it is great to have a public presence; that enjoyable community events were needed; that connection and feeling seen/heard by Council is valued. Looking ahead to 2023, we will focus on increasing the number of events hosted and creating opportunities to collaborate more across Council.

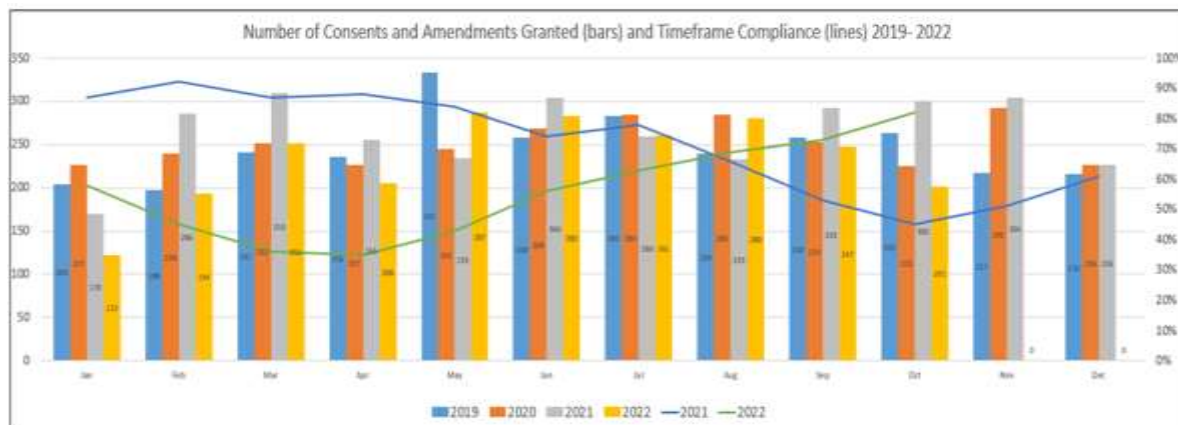


Building Services

107. We received 222 Building Consent and Amendment applications in September and 219 in October. This continues to be lower than previous years. While the first half of the calendar year was roughly on par with 2019 and 2020, application numbers have been lower since mid-year. For the four months from July to October, volumes are down 15% compared with 2019 and 2020.



108. We granted 247 consents and amendments in September and 201 in October. The tapering off of numbers mirrors the reduced number of applications received and also the reduction in use of external contractors now that we have got through our backlog of consents. Applications continued to be allocated for processing within a week of lodgement.



109. Compliance with statutory timeframes has continued to increase, with 73% of consents and amendments being issued within 20 working days in September and 82% in October. Resourcing challenges in the Environmental Planning team, coupled with additional complexity as a result of PC33, has affected some timeframes. We are working to juggle some of this work around, to minimise the impact on both building and resource consent timeframes.
110. Inspection wait times for standard (45 minute) inspections have remained low, generally around 1-2 days. The wait time for our most complex inspection types has risen slightly and is now sitting at an average of 15 days. We typically see an increase in requests for final inspections in the lead up to Christmas, as owners push to get into their new (or newly renovated) house before the holidays. Final inspections, particularly those in the more complex areas, take longer than a standard inspection and also include the review of documentation and issuing of a Code of Compliance Certificate.

111. While there is no statutory timeframe for inspection wait times, these are significantly better than they have been in the past and appear to be much more workable for the industry. One side effect of reduced inspection wait times is that the uptake of our inspection alternatives (such as remote inspections and self-certification) has reduced. This suggests that the industry prefers a standard inspection, provided they can book them in a reasonable timeframe.
112. Our next cohort of seven Trainee Building Consent Officers have just finished their six-week course at the Auckland Council Building Control Training School. Our previous cohort, which started in February, are on track to complete competency assessments late this year or early next year. We are starting the process to advertise for another cohort to start early in the new year.
113. While the number of vacancies is comparatively low at the moment, we are still heavily reliant on external contractors (roughly half of our consents are being processed by external contractors), which brings challenges in quality control and staff management. As such, we are still on the lookout for experienced staff and will continue to grow and develop our team internally.

Environmental Regulation

Regulation Monitoring

114. Work is underway in preparation for 1 December, when paid parking returns to the CBD. A warning system will be implemented to educate drivers who are unaware of the payment requirement and also the introduction of new 'no parking behind the kerb' restrictions. Infringements will then be issued for further offences, both manually and using the Licence Plate Recognition (LPR) vehicle.

We have successfully secured \$25,000 funding from MBIE to support the transition from the existing freedom camping system to the new freedom camping rules. This funding will support additional education and enforcement patrols and a communication campaign targeting visitors and event attendees.

Animal Services

115. The inaugural Bark in the Park event was held at Memorial Park on Saturday, 15 October. It was a great success with an estimated 400 people and their dogs attending. There were many free give-aways, thanks to some very generous donors, together with free face painting, a dog agility course and food trucks. Stands were staffed by the Animal Services team, together with a few volunteers. The SPCA and Emergency Management team also attended. Many of those who attended also commented on our Facebook page in the following days, thanking us for the wonderful event and saying how much fun they had. We are looking to hold this event again in 2023.



116. Tessa's Treasure Hunt event/campaign was held during the October school holidays. TESSA also known as - Tauranga Education Services Safety Ambassador - was created to have a recognisable brand for Animal Services. The treasure hunt involved 17 TESSA signs distributed around various Tauranga parks and reserves, with dog owners able to win prizes by finding the signs and scanning a QR code. This resulted in 474 entries, which was a great response to a new event. Out of all the locations, the most popular was The Strand/Waterfront. Again, many of our Facebook followers commented and messaged us, thanking us for putting on a fun campaign. We are also looking at holding this event in 2023.
117. Due to our Bark in the Park and Tessa's Treasure Hunt events, Facebook page visits and reach are continuing to grow. We are currently reaching over 20,000 people each month and rapidly approaching 2,000 followers, five months after the page went live. The page is used to promote dogs up for adoption, discussion forums about points of interest or contention, and to promote our events.
118. A total of 107 infringements were issued in October, with the majority (75%) being for failing to register a dog and the remainder relating to failing to microchip dogs, and/or failing to keep a dog under control. At the end of October, there were still nearly 1400 dogs (out of 15,470 'known dogs') unregistered, and we continue to make it a priority to locate and infringe the dog owners. 41 dogs were impounded for various reasons (roaming, seized, etc). A total of 413 complaints were assigned to us, of which 359 (87%) were completed, and the remainder were still under investigation.

Environmental Health

119. The Environmental Health team processed the following applications in the last six weeks:
- Approximately 22 new food businesses registered in the last six weeks, with half being new operators and half businesses changing hands
 - Approximately 24 renewals of food registrations
 - Approximately 169 renewals of health registrations, (the bulk of all of these are due for re-registration in October).
120. The team conducted approximately 50 verifications of food businesses.

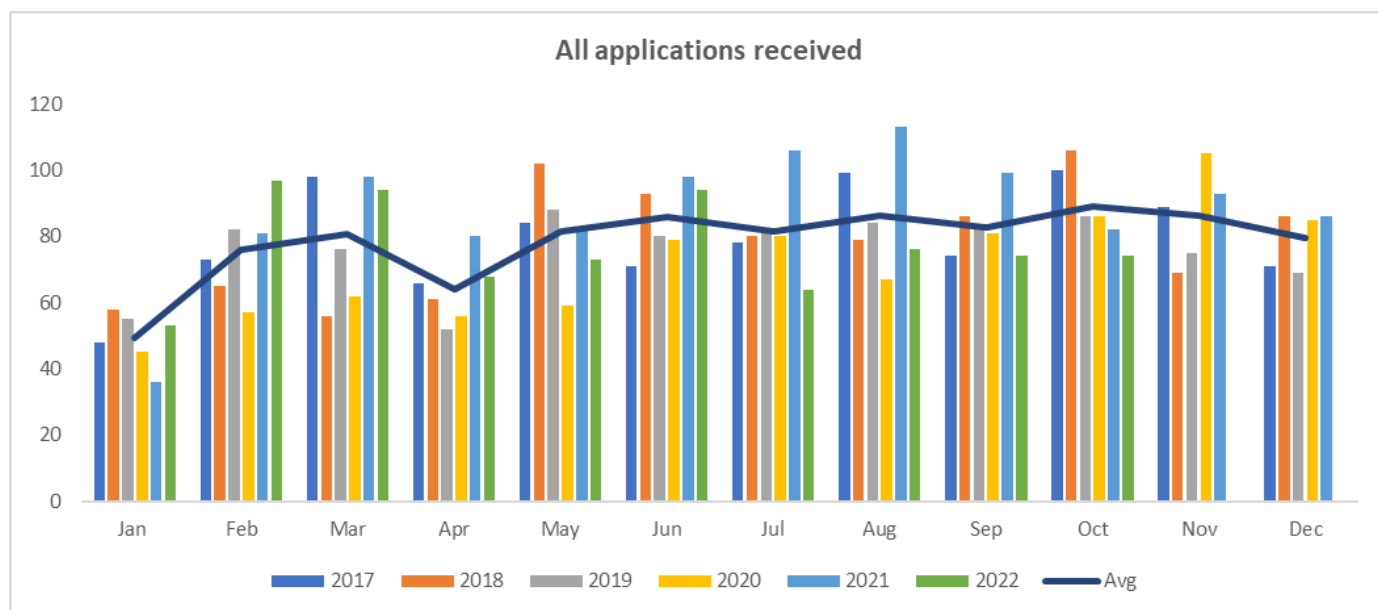
Alcohol Licensing

121. The team has experienced the normal increase in applications for special events prior to the Christmas/New Year break. With covid restrictions no longer having an impact on larger events, Tauranga is set to have a very busy summer concert season. The alcohol licensing team and external agencies (Police and Medical Officer of Health) will closely monitor these events to ensure they are managed correctly and there are no incidents of alcohol-related harm.
122. The team received 48 special licence applications in the last month, and more are expected prior to Christmas, even though the cut-off date for processing these applications has passed. Messaging has gone out to these customers that their licences may not be granted in time for their event, as a result of them submitting their application outside our cut-off date.
123. We conducted 37 alcohol licensing premises inspections. Of those, seven premises were either new premises or current licensed premises changing hands. The balance were current licensed premises renewing alcohol licences.
124. In conjunction with Police and representatives of the Medical Officer of Health, alcohol licensing inspectors visited seven licensed premises in one evening, checking on food availability during their trading hours and also ensuring licensees were complying with the conditions of their licences. With Police assistance, our inspectors issued three infringement notices to two premises in the Mount Maunganui area - one infringement notice for not having food available and two infringement notices to a second premise for duty manager breaches.

125. There were no hearings held in this latest period, but there are likely to be at least four scheduled for the beginning of next year.

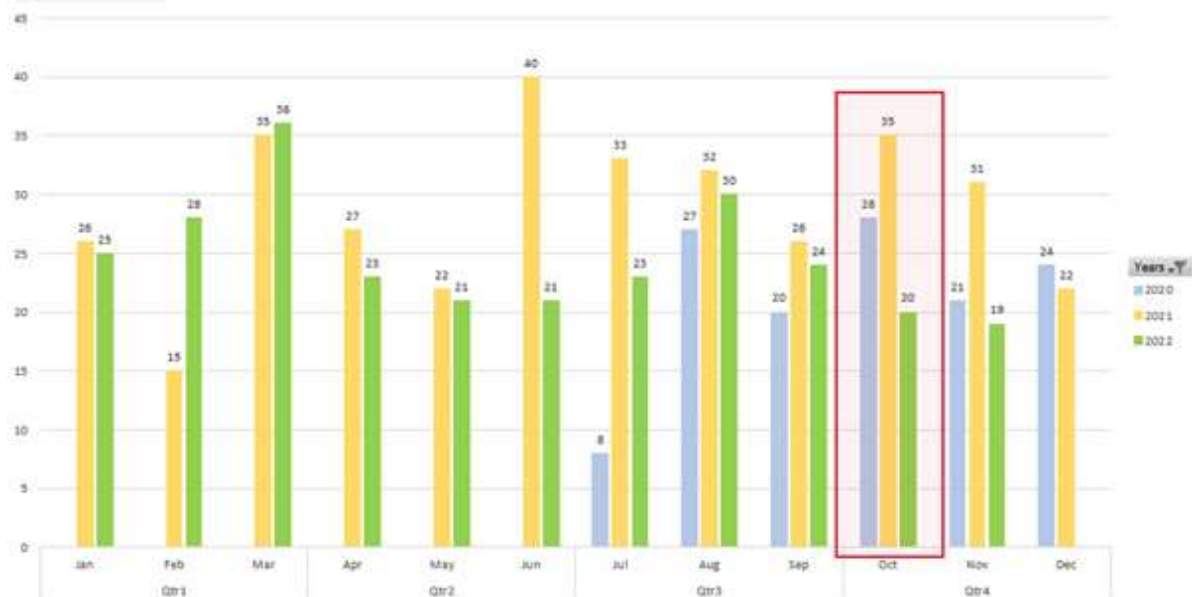
Environmental Planning

126. The Environmental Planning team recently completed the Making Good Decisions Commissioner training. To support the capacity of local Iwi and hapu engaged in resource management issues, the attendance cost of the Ngati Rangatihi representative was covered, an approach we intend to continue in the future.
127. The last period has been challenging. While the number of resource consent applications has remained steady (a slight dip near the end of the quarter), implementation issues associated with Plan Change 33 have been complex, together with staff turnover have meant affected our ability to continue to improve timeliness, with overall timeframes compliance dropping to 68%. In response to high staff turnover, additional consultant and commissioner support has been brought-in, along with several graduates.



128. There were 27 general incidents received in October by the Environmental Monitoring team. The team resolved 18 incidents during the month, including some outstanding incidents. There are currently 17 incidents still open and undergoing investigation. The team is now fully resourced, with three new members coming onboard in the last month.
129. Most complaints received were about businesses in rural and residential zones, continuing the upward trend the team has seen in this area, closely followed by reports of breaches of resource consent conditions and sediment control issues. Earthworks, setbacks, and temporary accommodation also featured.
130. A total of 17 individual resource consents were monitored in October. This is lower than in previous months, due to a change in data reporting, with the number now reflecting resource consents that have been actively visited and monitored.
131. Noise incidents had a big increased in October, with 26 incidents reported. This is double the number in September. Residential noise and construction noise remain the biggest issue.
132. The team has been involved in the construction sites associated with the Tauranga Northern Link (TNL). While dealing with a number of complaints, they have been instrumental in resolving these and ensure compliance with relevant conditions. Below some of the team at the piling site as part of their regular monitoring of the TNL-related construction work.
133. The expert panel undertaking three waters and transport reviews on behalf of asset managers is now up and running. Most of the consultants on the panel have reviewed multiple consents, with positive feedback received. Reviews have been completed within five days, which greatly assists the processing of consents.

134. October saw the Development Engineering team receive 20 resource consent referrals and 13 s223/s224 applications for review. This is a drop from last year and slightly below average. The team is continuing to utilise consultant support to assist with reviews while resourcing is an issue.



Resource Consent Referrals



s223/s224 applications for review

135. The Development Contributions team completed 154 development contribution assessments across building consents in October, with an assessment value of approx. \$2.2million. They also undertook assessments across 53 resource consents in the same month. The Team has also commenced some minor policy review changes aimed at improving clarity for customers.

CITY DEVELOPMENT AND PARTNERSHIPS

City Partnerships

136. We have developed our funding strategy for Te Manawataki o Te Papa civic precinct project, which identifies three distinct workstreams, along with dedicated resourcing to raise the required \$150m+ funding, other than by rating. This includes developing a donor framework that aligns with the main spaces in Te Manawataki o Te Papa, with three categories of

sponsorship. Noting that a successful donor programme requires a relationship building phase with potential sponsors, which will take time.

137. Tauranga Energy Consumer Trust (TECT) has very generously granted \$1.023m to help fund the construction of our Destination Skatepark project at 1 Hull Road, Mount Maunganui. This is in addition to the \$459,370 we recently received from New Zealand Community Trust for the same project. The TECT trustees particularly liked the project's collaborative community co-design approach, which has involved the local skating and roller sport community and mana whenua, to ensure that this facility delivers the best possible experience for our community.
138. We have continued to explore opportunities to collaborate and provide shared services with our three council-controlled organisations, Bay Venues, Tourism BOP and Tauranga Art Gallery, focusing on finance, digital and human resources. This will provide better alignment and enable the council-controlled organisations to focus on their core services and activities. Some small wins have already been achieved and the 'go live' date for implementing other collaborative actions is 29 November.
139. We continue to support initiatives around mana whenua appointments on our council-controlled organisation boards, with a paper coming to Council on 28 November for a mana whenua appointment to the board of Tourism Bay of Plenty.
140. Letters of Expectation will go out to our council-controlled organisations following Council approval on 28 November, which will help inform the development of their Statements of Intent for 2023-24.
141. We have caught up with the council-controlled organisations' Aspiring Board Directors (board interns) and their board mentors to gauge the programme's success and determine next steps for the new year.
142. Bay Venues has advised that Baywave will close for maintenance from 16 January 2023 and is due to re-open in April, prior to Easter. Clubfit gym and massage services will close for four weeks, re-opening in mid-February. The work programme includes water pipe and skylight replacements, a new accessible changing room fit-out, plus privacy and health and safety improvements. While Baywave is closed, the public can access one of Bay Venues' four other aquatic facilities in the city, including Memorial Pool, which will be operating with extended hours during the closure. Staff and regular customers will be notified from this week and the general public will be notified in January.
143. The City Partnerships Specialist is providing support to the mainstreet organisations (which are undertaking their Annual General Meetings in November), including helping to set proposed budgets for the next Long-term Plan. Conversations continue with various stakeholders regarding data that can be utilised by mainstreets, both to tell their stories and provide quantifiable results of activities undertaken. There is now a mainstreets page on the Tauranga City Council website, outlining information on each of the four mainstreets, alongside documentation including six-monthly reports, annual plans, and financial information.
144. The Commissioners have been invited to attend the first Board meeting of the new Downtown Tauranga Board on Wednesday, 14 December. In the meantime, a review has been undertaken by the Board of the current organisational structure, with the result that they are going out to tender for the management contract on Thursday, 1 December.
145. A member survey was distributed on 23 November to all businesses within the remit of the four mainstreet organisations, seeking feedback on awareness of the mainstreets and what they do, as well as on their current performance. Our City Partnerships Specialist has also started work on developing an updated policy for the four mainstreets, which will support greater accountability and higher levels of performance.

146. We continue to meet with University of Waikato representatives regarding 12 different projects underway with different TCC departments. They are happy with the relationship and level of collaboration as they continue to develop their footprint in the 'Knowledge Precinct' of the city centre.
147. We have also met with the Ministry of Justice on their new High Court project, with the outcome of their Covid Fastrack funding application expected in February 2023. Construction will start shortly afterwards, with completion anticipated at the end of 2026, or early-2027.
148. A City Partners event is planned for 12 December, where Willis Bond will share the latest Civic Precinct designs with key stakeholders.

Te Manawataki o Te Papa – Civic Precinct

149. Artwork promoting the changes planned for Te Manawataki o Te Papa, and the wider city centre, has been installed onto the hoardings surrounding the Willow Street site.



150. The site-wide preliminary designs for Te Manawataki o Te Papa, together with revised costings, will be presented to Council on 12 December 2022.
151. Greenstar registrations have been submitted for both the Library/Community Hub and Civic Whare, Exhibition and Museum buildings.
152. On 3 November 2022, Prime Minister Jacinda Ardern attended the historical signing of the council-controlled organisation (CCO) Charitable Trust Deed between Council and Otamataha Trust. The Trust represents mana whenua from Ngai Tamarāwaho, Ngāti Tapu and Te Materāwaho. As part of the arrangement, the CCO will purchase the land that has recently been referred to as 'Site A' of the Civic Precinct from Council for a nominal amount. Council will lease the land back from the CCO on a 'peppercorn lease' basis. Council will continue to own and be responsible for any improvements made to the existing buildings on the land, the construction and ownership of any new buildings and structures, as well as the day-to-day operation of the activities on the site.
153. PowerCo is currently undertaking design work for the relocation of the existing high voltage transformer and cabling for the site, and physical works are anticipated to begin in June 2023.

Tauranga Moana Waterfront

The Strand North

154. The Landscape Architect is currently preparing the developed design for The Strand North Reserve.

155. A Registration of Interest for design of the waterfront playground closed on 22 November, with seven submissions received. The submissions are currently being reviewed and assessed.
156. Concept designs for the new Whare Waka, new public conveniences, and the renewal of the seawall with living sea walls, are currently being developed. The concept designs for the Whare Waka and public conveniences will be further developed by an architectural practice.

The Strand South – Te Hononga ki Te Awanui

157. The rail underpass project is progressing well, with the main culvert and adjoining wing walls (pictured below) under construction.



158. The boardwalk has progressed to the developed design stage, with a preferred option for timber supporting piles. The decking timber for the boardwalk has been ordered to ensure material availability for construction in mid-2023, with completion scheduled for October 2023.
159. In-person landowner engagement has commenced in relation to the Memorial Link between Tunks Reserve and Memorial Park, prior to the development of a concept design, which is expected in the first quarter of 2023.

Tunks Reserve/Elizabeth Street East

160. Final construction designs are completed and a request for proposal for the construction works is scheduled to be released in December.

Masonic Park

161. The landscape architect is currently preparing the developed design, with construction scheduled to commence by mid-2023. This forms part of the Te Manawataki o Te Papa masterplan being presented by Willis Bond at the 12 December 2022 Council meeting.

Dive Crescent Carpark

162. The detailed design work for the carpark is now complete and tender documents for construction have been released to the market. The tender period closed on 2 December 2022. Attempts to bring early contractor involvement into the process did not generate any interest from the first-tier contractors that council approached.
163. A project communications plan is in place. Lessees of existing parks in the southern carpark, and users of the northern carpark, will be notified shortly of the pending works programme.
164. City Water's work programme replacing the existing water main along Dive Crescent was due for completion by the end of November.

Beacon Services Wharf

165. Several concept options and cost estimates for the replacement of the structure has been prepared by Tonkin + Taylor engineers.
166. The preferred design includes: a new pedestrian ramp from Dive Crescent leading to an existing concrete platform. Fixed to this structure will be a new viewing platform that has an aluminium gangway attached to it, connecting to a large concrete pontoon. A new paved/decked viewing area will be created at the top of the existing wharf. The preferred design also sees the entire area being landscaped and the existing seawall treated to mirror the balance of the development along the waterfront.
167. Contractors are currently undertaking cone penetration tests (CPT) along Dive Crescent in the vicinity of the Wharf, to provide confidence about the nature of the harbour floor substrates. In December, a CPT programme encompassing the marine zone running along the waterfront is also planned. The programme will focus on those areas where the proposed wharf developments are located.
168. Work with the University of Waikato Coastal Science Group is occurring on how best to protect the rare blue sponge located in the vicinity of the wharf, as the development takes shape.

Cargo Shed

169. Work at the Cargo Shed is progressing well. Scaffolding has been erected on the harbour side of the building and recladding of the wall has commenced.
170. Internal wall linings are complete with plastering and painting underway.
171. The completion date for these works is expected to be in early December 2022.

Elizabeth Street Carpark Seismic Strengthening

172. Naylor Love have completed the seismic strengthening works and a Certificate of Practical Completion has been requested.
173. These works have been completed within budget and with only a minor change to the targeted completion date.
174. Handover to the council Property team is planned for this month, including additional compliance elements to be incorporated into the building maintenance schedule.
175. The Code Compliance inspection is scheduled for early-December.

Spring Street Carpark Seismic Strengthening

176. Structural elements ordered from overseas have now arrived in Tauranga. This provides certainty to the construction programme which, with some earlier re-sequencing of other works within the building, will maintain the targeted completion date at the end of May 2023.
177. With the carpark remaining open, there has been significant rigour around how Health and Safety is implemented and managed. To date, there have been no incidents reported and regular monitoring occurs is continuing.

90 Devonport Road (Civic Administration Building Fitout)

178. Warren & Mahoney presented the 100% preliminary design package to the Project Steering Group earlier this month.
179. Notices have been installed to advise carpark users of the pending closure of the 90 Devonport carpark in mid-December.
180. Willis Bond has applied for the Stage 1 Foundation Building Consent.
181. Site hoardings and graphics are being developed for installation early in the new year.
182. A pre-construction karakia is planned to take place early-December.

Memorial Park

- 183. The project scope, as defined within the completed feasibility study, includes development of new aquatic facilities and an upgrade to the existing indoor court facilities. A delivery plan for the design and construction phases of work is in development.
- 184. A procurement approach for the designers and construction partner is being planned. This will consider the scale and complexity of the project, along with the challenges currently faced by the construction industry. Early market testing indicates a reasonable level of interest in the project.
- 185. At this stage, we anticipate commencing the procurement of the design team early in the new year. There is an opportunity to bring in construction expertise as part of the design process and this is currently being considered.

Communications and Engagement

- 186. Proactive internal and external communications and engagement plans are being implemented for each of the city centre projects.
- 187. These plans will continue to evolve as each project reaches key milestones, and more details and timelines are confirmed.
- 188. We continue to implement and explore efficient and effective ways of communicating with different groups in our community, so they are made aware of and feel part of the journey and, at the appropriate time, are engaged in relevant stages of each project.
- 189. Timelapse cameras are in the process of being set up at key sites so we can capture the historical transformation of the city centre taking place and share that progress with our community.

ATTACHMENTS

Nil

11.6 Draft Annual Plan 2023/24**File Number: A14091425****Author: Tracey Hughes, Financial Insights & Reporting Manager
Kathryn Sharplin, Manager: Finance****Authoriser: Paul Davidson, Chief Financial Officer****PURPOSE OF THE REPORT**

1. In accordance with the Local Government Act 2002, Council is required to produce and adopt an annual plan, by 30 June 2023.
2. This report seeks approval of the indicative Annual Plan 2023/24 budget identified in this report.

RECOMMENDATIONS

That the Council:

- (a) Receives the report "Draft Annual Plan 2023/24".
- (b) Endorses the Annual Plan draft budget for capital and operations as summarised in Attachment A – Operational, and Attachment B – capital, including new areas of capital expenditure.
- (c) Notes the draft annual plan indicates an overall total rates increase (including water charges) of 7.1%, that equates to a median residential rates increase (excluding water) of 8.7% and a median commercial rates increase of 17%.
- (d) Notes the draft annual plan leads to a revised closing net debt figure of \$1.1b
- (e) Agrees to loan funding of the following identified operational expenditure based on this expenditure providing a benefit across multiple years, accompanied by debt retirement commencing in the following year and recovered over a period of ten years:
 - (i) Civic project operational costs \$1.5m
 - (ii) Increase in expenditure to bring road marking up to level of service standard \$1.4m
- (f) Agrees to the extension of debt retirement of existing loan funded opex to be recovered over ten years for existing structure and other planning.
- (g) Confirms the second phase of the increase in commercial differential as proposed in the 2022-23 Annual plan to move the commercial differential to 2.1 times for general rates, stormwater, resilience and community targeted rates between the commercial/industrial sector and the residential sector.
- (h) Confirms the second phase of the increase in commercial differential on transportation targeted rate as proposed in the 2022-23 Annual plan to move the commercial differential to 5 times the residential sector rate
- (i) Agrees to move the city's rating revaluation into 2023-24 year to apply from July 2023, from the currently programmed 2024-25 financial year.
- (j) Notes that local authorities need only consult on annual plans that include significant or material differences from the content of the long-term plan.
- (k) Decides not to undergo consultation for the Annual Plan 2023-24.

EXECUTIVE SUMMARY

3. This report provides a draft budget for the 2023-24 Annual plan which is year 3 of the 2021-31 Long term plan (LTP). The draft budget includes matters outlined at Strategy, Finance and Risk Committee on 14 November 2022 in report 9.3 Draft Annual Plan 2023/24 Approach and Key Financials.
4. The overall financials remain broadly consistent with year 3 of the LTP and the draft revenue and expenditure budget is outlined with variances explained in Attachment A.
5. In order to keep rates increases down, during these challenging economic times of high interest rates and inflation, the draft budget includes loan funding of certain expenditure where it is of a one-off nature to support new areas of planning, design and engagement associated with the capital programme and one-off new initiatives.
6. The ambitious external funding proposals of the LTP are on track, with Infrastructure Funding and Financing (IFF) payments to be received for transportation projects, along with developer contributions and Infrastructure Acceleration Fund (IAF) contributions now funding Tauriko West instead of IFF. The first tranche of three waters better off funding has been approved to contribute to the costs of Civic work.
7. Some new capital projects and increased cost estimates associated with existing capital have been included bringing the total council-delivered capital programme to \$352m, and net debt to \$1.1b. The capital programme, including variances from the LTP, is outlined in Attachment B.

BACKGROUND

8. The key financials for the 2023-24 draft annual plan were presented to Strategy Finance and Risk Committee on 14 November 2022 (Report 9.3 – Draft Annual plan 2023/24 – Approach and Key Financials). In the report it was noted that the rates increase would be higher than budgeted in the LTPA due to substantial interest rates increases and inflationary pressures across capital and operational areas of the business as well as specific areas of increased costs across the business.
9. Key financials and variance from year three of the LTP are detailed below:

Key Financials for Annual Plan 2023-2024

	AP 2023	LTPA 2024	AP 2024	2024 Variance to LTPA
	\$m	\$m	\$m	\$m
Debt Summary				
Capital Programme	301	434	352	(82)
Other capital ¹	34	0	55	55
Net Debt ²	853	1,038	1,066	28
Debt to revenue ratio (inc BVL Revenue)	180%	196%	210%	14%
Financial Limit on Borrowing (debt to revenue ratio)	295%	290%	290%	0%
Operational Summary				
Total Rates ³	270	288	293	5
Other operating revenue ⁴	74	72	104	32
Subsidies and grants received for capital ⁵	105	144	86	(58)
Total operating revenue including grants	449	504	483	(21)
Operating Expenditure	386	369	445	76
Operating surplus / (deficit)	62	136	38	(97)
Total Rates Increase average incl metered water and after growth⁶	14%	6%	7.1%	1.5%

¹ Net land sales and capital delivered by others (developers including vested assets, WBoP, BoPRC, BVL and Waka Kotahi Tauriko West payments).

² Approximately 43% of debt is funded through rates. The remainder is funded by development contributions or user fees.

³ Includes metered water income of \$37m

⁴ Includes IFF funding for TSP

⁵ Best estimate based on expected delivery of NZTA approved business cases

⁶ This is a gross average across all rating classes and properties.

Operational Budgets

10. Draft revenue and expenditure are summarised as Attachment A with explanations of key movements from the current year.
11. Overall significant movements in expenditure are from:
 - (a) higher employee costs from an increase in FTE particularly across transportation and spaces and places, which includes in-housing of some maintenance contracts
 - (b) finance cost increases where interest rate increases account for approx. \$11.5m of the total increase in expenditure flowing through into rates.
 - (c) maintenance budgets in transportation and spaces and places to achieve agreed levels of service, where existing budgets had been set too low.
12. In addition, Tauriko West projects, now delivered by Waka Kotahi (NZTA) have increased operating expenditure by \$29m and operating income by \$24m in 2024. These projects were formerly disclosed and funded as capital projects, when delivery by council was assumed.
13. To keep rates increases down, during these challenging economic times of high interest rates and inflation, the draft budget includes loan funding of certain expenditure where it is of a one-off nature to support new areas of planning, design and engagement associated with the capital programme and one-off new initiatives which provide benefit over a number of years. This loan funding is proposed to be accompanied by debt retirement commencing in the following year and recovered over a period of ten years.

14. Areas of additional loan funding of operating costs for which council agreement is sought are:
- (i) Civic project operational costs \$1.5m
 - (ii) Increase in expenditure to bring road marking up to level of service standard \$1.4m
15. Further initiatives to keep rates down have included phasing in of rate funding of additional depreciation arising from asset revaluations across transportation and buildings, and reducing the proposed rate funding of debt retirement. This reduction is enabled by the receipt of IFF funding and the IAF funding (in later years) in the case of Tauriko West. A further approach has been to extend debt retirement on other loan funded opex to ten years where it had previously been agreed to as five years.

Capital Budgets

16. The Capital programme for 2023-24 and key variances from the LTP are included in Attachment B. Overall the council-delivered capital programme totals \$352m, after including a capital portfolio adjustment of \$50m.
17. Since the November report four projects have included additional budget which is requested to be approved by Council as part of this report approval of Attachment B the capital programme:
- (a) Cameron Road Stage 1 an additional \$7.7m based on additional costs arising from time delays. Project escalations and other productivity impacts (\$7m) and scope enhancements to allow for amenities (\$0.7m). Ongoing efforts will be made to reduce this amount if requested. No change to target project completion in late 2023 at this stage.
 - (b) An additional cremator to be purchased to meet city demand at a budget of \$755k
 - (c) An additional \$6m for 90 Devonport Road fitout project (\$4.5m in 2024 and \$1.5m in 2025), above standard cost inflation adjustment, to reflect revised QS costing of the proposal and the additional 500m2 of floor area for fit out above budgeted area and inclusion of the internal stairwell.

Commercial Differential

18. As part of the review of rating prior to the 2022-23 annual plan, council decided to further increase the commercial differential to 2.1 times the residential rate for general and targeted rates, except transportation targeted rate. For the transportation targeted rate an increase in differential to 5:2 was agreed based on the relative benefits of transportation expenditure to the commercial industrial sector. This rate was to be phased in over two years with the first year increase occurring in 2022-23. For the 2023-24 draft annual plan, the rates movements are based on the second year increases in the commercial differential. The impact is included in the rates tables in Attachment A.

Rating Revaluation Timing

19. The rates distribution is based on the capital value of all rateable properties. The last rating revaluation has applied from the 2022-23 year and in normal circumstances would continue for three years. However, council staff are in discussions with the Valuer General and our valuers Opteon to move Tauranga's next revaluation forward a year so that the revaluation would be undertaken in the 2023-24 year. This proposal would address a number of issues:
- (a) The lack of available revaluation resource as Auckland has adjusted its revaluation year and now clashes with Tauranga's giving rise to a significant resource shortage with respect to both valuers and auditors
 - (b) Moving revaluation a year will provide more up to date valuations on which to base the LTP rates
 - (c) Council is implementing a new SAP rating system in 2023-24 and it would be beneficial to have the revaluation loaded prior to go live on a new system.

20. Annual plan budgets for data maintenance and consultancy will be reprioritised to cover this revaluation as a priority project so no additional operating budget is sought for this change.

The Current Economic Situation

21. Inflation continues to remain high globally, accompanied by continued central bank increases in the official cash rate of respective countries. In NZ the RBNZ has indicated an expectation that the OCR will continue to rise through the next year to 5.5%, in an effort to bring down demand driven inflation and avoid a locked in wage price spiral. This means mortgage interest rates are likely to be over 8-9% which will affect mortgage holders and borrowers.
22. As demand is reduced there will be a negative impact also on business. Anecdotally, we have been told from various financial commentators that the commercial sector is already pulling back on planned investments, noting the cost of capital and also the expectation of ongoing reduction in demand globally. There is a countercyclical opportunity for councils to invest when the private sector is not. This could be helpful to local businesses, but it also comes at a cost to ratepayers being called on to fund this investment at a difficult economic time. It also may contribute to the inflationary cycle we are currently in.

Impact of Budget Recommendations

23. The budget has arisen from decisions around investment and levels of service. The options for these have been considered through separate council decisions and during the LTP. The recommendations for the budget are based around the decisions of SFR committee on 14 November.
24. The recommendations in this report have the following impacts:

Advantages	Disadvantages
Meets council's level of service requirements and assessment of deliverability of priority capital programme	The increase will impact the community already facing similarly large increases in other costs
Results in an overall rates increase including waters that is close to CPI (currently 7.2%, expected to rise before declining in 2024) and a median residential rates increase that at 8.7% is less than CPI plus 2%, a relatively low increase above CPI noting the costs that come with substantial required infrastructure investment	The movement in commercial differential will provide a significant increase for commercial activities above CPI, with the benefit from council's capital investment to be experienced in later years

OPTIONS ANALYSIS – ANNUAL PLAN CONSULTATION APPROACH

25. Option (i): Do not consult (Recommended)

- (a) Council does not consult on AP 2023/2024
- (b) Key risk: Council's assessment of significance and/or materiality, and the resulting decision not to consult, is challenged via the annual report audit process and/or by the community.

Advantages	Disadvantages
<ul style="list-style-type: none"> Improved organisational capacity to focus on LTP 2024-2034. Reduced workload for corporate teams and activity and project managers, as there is no requirement to manage and respond to AP submissions. 	<ul style="list-style-type: none"> Reduced ability to bundle together issues for community engagement. Risk of community criticism for a lack of consultation on the AP. Loss of opportunity for community input into the AP.

<ul style="list-style-type: none"> • Eliminates costs of AP consultation. • Reduced risk of community engagement fatigue. 	
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26. Option (ii) – Consultation ‘lite’ (Not recommended)

- (a) Council conducts a streamlined or abridged AP consultation process without the need for hearings or deliberations.
- (b) Key risk: those that choose to provide a submission feel their views aren’t adequately heard, considered, or responded to.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Council can consult via the issuance of a consultation document but without the requirement for full special consultative procedure (SCP) requirements. • No requirement for hearings and potentially a shorter consultation period. • Council can bundle together issues ready for consultation. 	<ul style="list-style-type: none"> • Moderate risk of community engagement fatigue as LTP consultations will follow very closely on the back of the AP consultation period. • Cost of AP consultation (approx. \$20k-\$40k). • Increased organisational burden as submissions are received, processed and responded to by corporate teams and activity and project managers.

27. Option (iii) – Consultation standard approach (Not recommended)

- (a) Council follows the current AP consultation approach and conduct a full special consultative procedure (SCP) AP consultation
- (b) Key risk: community engagement fatigue and organisational capacity.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Community perceives Council as conducting robust and transparent consultation. • Council can bundle together issues ready for consultation. 	<ul style="list-style-type: none"> • High risk of community engagement fatigue • Cost of AP consultation (approx. \$20k - \$40k). • Additional time required for Council meetings to hold hearings. • Increased organisational burden as submissions are received, processed and responded to by corporate teams and activity and project managers.

STRATEGIC / STATUTORY CONTEXT

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

FINANCIAL CONSIDERATIONS

29. This report forms part of the process of preparing a draft budget for the 2023/24 financial year. This draft will be refined and adopted in April-May 2023.

LEGAL IMPLICATIONS / RISKS

30. There are no specific legal implications arising from the development of an Annual Plan that is compliant with the relevant legislation.

CONSULTATION /ENGAGEMENT

31. Consultation on the annual plan will be in accordance with the requirements of the Local Government Act.
32. The last three years have placed increased pressure on Council and the community we engage with. Council prepared and consulted on two annual plans in 2020 (one pre and one post COVID), a long-term plan in 2021, a long-term plan amendment and an annual plan in 2022. Staff have already commenced preparing LTP 2024-2034, as this LTP will be consulted on in late 2023 for adoption mid-April 2024. This accelerated timeframe allows for the LTP to be completed prior to the 2024 Tauranga City Council election. However, bringing forward the LTP development means that work on the AP 2023/2024 and the LTP are occurring concurrently, increasing workloads and potentially community engagement fatigue.
33. The Local Government Act 2002 (LGA) was amended in 2014 with the intent of streamlining consultation requirements for annual plans. As a result, councils are only required to consult when there are *significant or material differences* between the proposed content of the annual plan and the content of the long term plan for the financial year to which the AP relates (s95(2A), LGA). The changes from Year 3 of the long term plan are primarily driven by external factors: inflation increasing the costs of goods and services, especially for capital projects, and by interest rates increasing the cost of Council's borrowings. The changes in the annual plan are not a significant or material departure from the long term plan.
34. Taking into consideration the above assessment, officers are of the opinion that no further engagement is required prior to Council deciding and that the Annual Plan be considered by Council for adoption without consultation.

SIGNIFICANCE

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

NEXT STEPS

38. Further issues and options papers will be presented in February 2023 which may affect the draft budgets. Any decisions would be included in the budgets before presented the final budget for adoption in April-May 2023.

ATTACHMENTS

1. **Attachment A - Operating Income and Expenditure - A14277157**  
2. **Attachment B - Capital Programme - A14277321**  

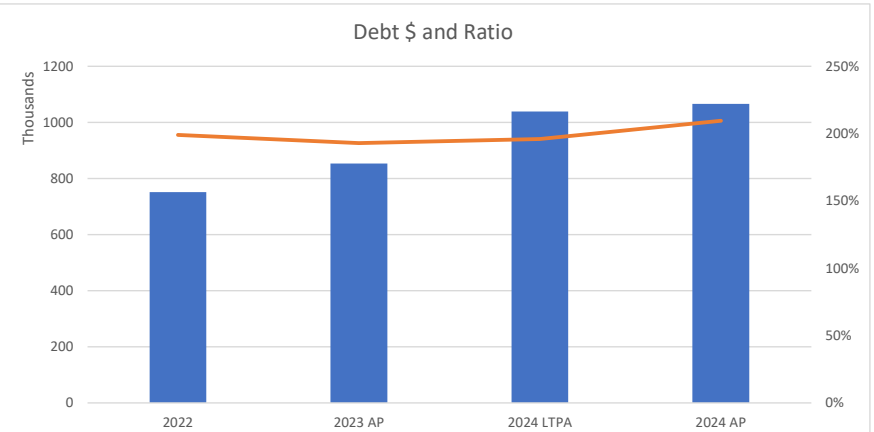
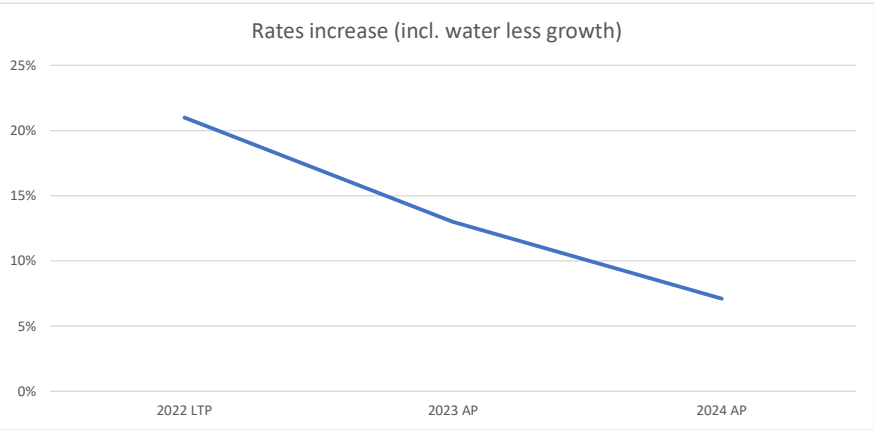
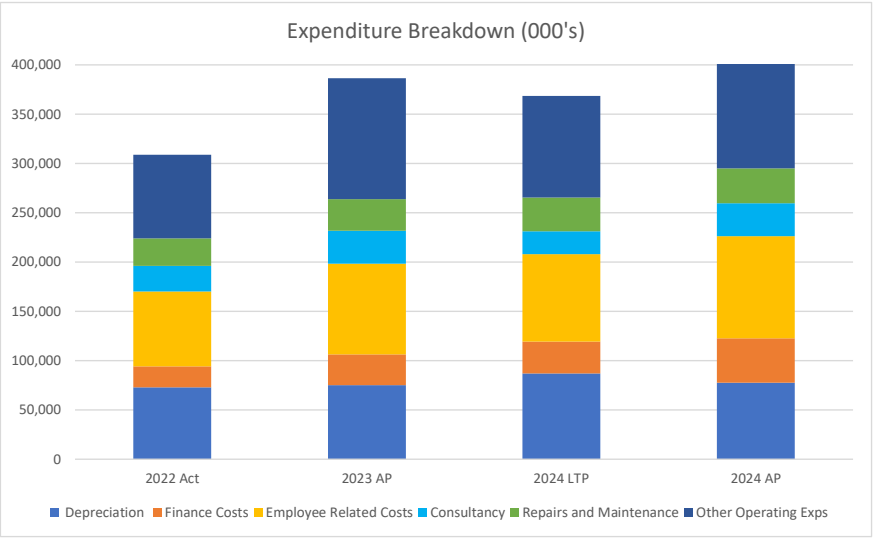
Attachment A: Operating Income and Expenditure

Draft Revenue and Expenditure

Income ('000s)	2022 Act	2023 AP	2024 LTP	2024 AP	Variance 2024 AP to 2023 AP
External Revenue	55,655	61,374	59,499	59,242	Reduction in BCA levies and subdivision consents in line with forecast activity offset by increase in forecast parking revenue.
Grants and Subsidies	11,286	9,153	10,028	38,018	Increase in expected NZTA subsidies and IFF revenue related to Tauriko West projects (delivered by Waka Kotahi). Increased central government subsidies related to 3 Waters transition costs.
Other Income	2,245	3,604	2,615	6,468	Increase in interest rates on deposits
Rates incl water by meter	234,259	269,883	287,787	293,255	Funding required after reducing rates funded debt retirement and addressing loan-funded opex where appropriate.
TOTAL OPEX INCOME	303,445	344,014	359,929	396,983	

Expenditure ('000s)	2022 Act	2023 AP	2024 LTP	2024 AP	Variance 2024 AP to 2023 AP
Depreciation	72,787	75,213	87,239	77,585	Impact of 2022 revaluation phased in.
Finance Costs	21,509	31,225	32,000	45,174	Steep rise in interest rates affecting new debt, floating debt, and refinancing of fixed debt.
Employee Related Costs	75,773	91,828	88,993	103,307	Increase in FTE particularly across Transport and Spaces and Places (which includes in-housing of some maintenance contracts).
Consultancy	25,957	33,270	22,962	33,650	No significant change.
Repairs and Maintenance	28,074	32,436	34,134	35,214	Increase in Transport and Spaces and Places budgets to deliver agreed levels of service where existing budgets had been set too low; removal of spaces and places contracts replaced by in-housing
Other Operating Exps	84,593	122,241	103,221	149,827	Includes expenditure related to Tauriko West projects (delivered by Waka Kotahi, \$29m)
TOTAL OPEX EXPENDITURE	308,693	386,213	368,549	444,757	

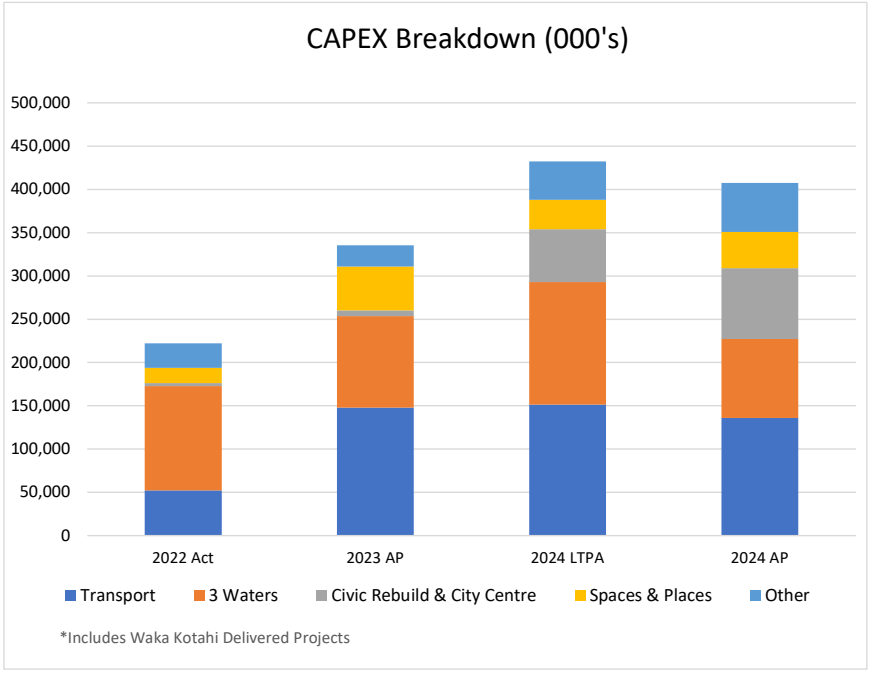
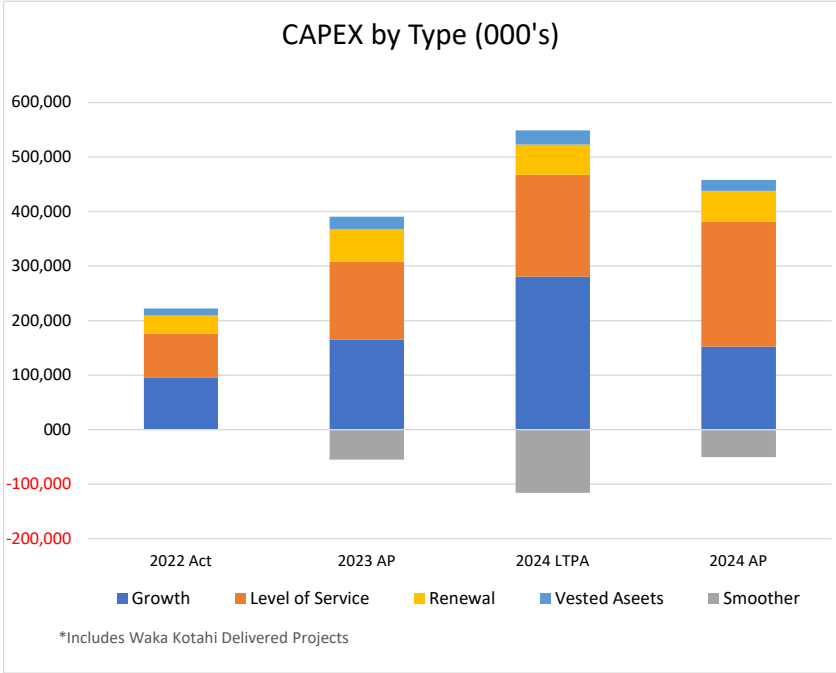
Indicative property rates (single occupancy, residential one toilet, commercial two toilets)													
your proposed rates breakdown for 2023/2024													
	Capital Value 2021	waste water	Waste Collection Standard	Resilience	Storm water	Transport	Community	UAGC	General rates	2023/2024 proposed	2022/2023 rates	Increase %	Increase \$/pw
Residential													
Low Residential (1%)	\$495,000	\$670	\$235	\$6	\$7	\$27	\$56	\$277	\$942	\$2,219	\$2,025	9.6%	\$3.74
Lower Quartile (25%)	\$790,000	\$670	\$235	\$10	\$10.54	\$42	\$90	\$277	\$1,503	\$2,838	\$2,604	9.0%	\$4.48
Median (50%)	\$980,000	\$670	\$235	\$12	\$13.08	\$52	\$112	\$277	\$1,865	\$3,236	\$2,978	8.7%	\$4.96
Upper Quartile (75%)	\$1,210,000	\$670	\$235	\$15	\$16.14	\$65	\$138	\$277	\$2,303	\$3,718	\$3,430	8.4%	\$5.54
High residential (99%)	\$3,510,000	\$670	\$235	\$43	\$46.83	\$188	\$399	\$277	\$6,680	\$8,538	\$7,950	7.4%	\$11.31
		waste water	Economic Development	Resilience	Storm water	Transport	Community	UAGC	General rates	2022/2023 proposed	2021/2022 rates	Increase %	Increase \$/pw
Commercial													
Lower Quartile (25%)	\$865,000	\$1,340	\$324	\$17	\$18	\$241	\$157	\$277	\$3,457	\$5,832	\$4,983	17%	\$16.32
Median (50%)	\$1,630,000	\$1,340	\$611	\$32	\$35	\$454	\$297	\$277	\$6,514	\$9,559	\$8,141	17%	\$27.28
Upper Quartile (75%)	\$3,320,000	\$1,340	\$1,245	\$64	\$71	\$925	\$604	\$277	\$13,268	\$17,794	\$15,117	18%	\$51.48
High commercial (99%)	\$41,783,000	\$1,340	\$15,669	\$811	\$892	\$11,636	\$7,607	\$277	\$166,983	\$205,214	\$173,886	18%	\$602.46



Attachment B: Capital Programme

Breakdown of total capital programme compared with TCC delivered:

Project Type (000's)	2024 AP
Captial Expenditure	352,186
TCC Delivered	388,593
Land Purchase	14,022
Capital Smoother	-50,429
Other Expenditure	55,358
Land Sales	-21
Operational (Waka Kotahi Delivered)	28,545
Reimburse - Developer	5,308
Reimburse - Third Party	1,737
Vested Assets	19,788
Total	407,544



Activity Area (000's)	2022 Act	2023 AP	2024 LTPA	2024 AP	Variance 2024 AP to LTPA	Commentary
Transport	52,234	147,940	151,467	135,887	-15,580	Timing adjustment as programmes rephased, \$7.7m extra budget for Cameron Road Stage 1
3 Waters	120,546	105,683	141,502	91,275	-50,227	Reflecting timing updates, moved out to reflect deliverability & a review of project business cases against revised costings. Of note: Awaiti SW upgrade;Opal Dr WW Pump Stn;Western Corridor Stage 1 WS
Civic Rebuild & City Centre	3,250	6,585	61,193	81,996	20,803	\$6m increase devonport office fitout. Net bring forward/carry forward existing LTPA budgets \$14m
Spaces & Places	17,748	50,542	33,967	41,785	7,818	Additional costs for sports field upgrades, including artificial turf (\$12m), community centres (\$3m), skatepark facilities (\$2m) and maintenance contract in-housing vehicles/equipment (\$3m). Rephasing of community centres and other shared facilities budgets (\$7m). Partly offset by land purchase and development budget deferrals in Western Corridor & Ohauiti (\$9m) and S&P smoother to cover deliverability timing uncertainties (\$12m).
Other	28,481	24,606	44,428	56,601	12,173	\$2m increase for Strategic Property, \$8m Airport redevelopment & \$1.5m Digital . Te Maunga Redevelopment increase \$11.5m due to delays.
TOTAL CAPEX	222,259	335,357	432,556	407,544	-25,013	

11.7 Traffic & Parking Bylaw Amendment 41

File Number: A14258822

Author: Will Hyde, Senior Transportation Engineer

Authoriser: Nic Johansson, General Manager: Infrastructure

PURPOSE OF THE REPORT

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

RECOMMENDATIONS

That the Council:

- (a) Receives the report "Traffic & Parking Bylaw Amendment 41".
- (b) Adopts the proposed amendments to the Traffic and Parking Bylaw (2012) Attachments as per Appendix A, relating to minor changes for general safety, operational or amenity purposes, to become effective on or after 13 December 2022 subject to appropriate signs and road markings being implemented.

EXECUTIVE SUMMARY

2. The Traffic and Parking Bylaw 2012 includes Attachments each of which lists various traffic and parking restrictions.
3. Council can amend the Attachments by Council Resolution.
4. This report sets out amendments to the following:
 - (a) Attachment 4.1: Special Vehicle Lanes – Passenger Service Vehicle Lanes (Including Bus Lanes)
 - (b) Attachment 7.1: No Parking Behind Kerb
 - (c) Attachment 7.11: Parking Areas (Leased Zones)
 - (d) Attachment 7.12: Pay Areas
5. These amendments are proposed for the following reasons:
 - (a) To amend the hours of operation of the Links Avenue bus lanes following recommendations from the Links Avenue Community Panel;
 - (b) To prohibit berm parking during school peak hours in the immediate vicinity of Arataki School, following safety concerns raised by the school; and
 - (c) To temporarily accommodate leased parking displaced by the Dive Crescent improvement works commencing in early 2023.
6. These amendments are detailed in Appendix A.

BACKGROUND

Links Avenue Bus Lanes:

7. After an initial period of the bus lanes operating 24 hours per day the Community Panel, in conjunction with council staff, has recommended that the hours of operation be reduced.
8. The proposed hours of operation are 7am to 10am and 2pm to 6pm, Monday to Sunday.

Arataki School Berm Parking:

9. As with many schools, parents parking on grass berms around the school is causing safety concerns which have been noted by parents, the school and council staff. In particular, accessing the berm to park often results in vehicles being driven across or along footpaths.
10. It is proposed to prohibit parking behind the kerb in the immediate vicinity of the school.
11. The proposal is supported by the school, and consultation with the residents of the affected roads has returned only supportive responses.

Dive Crescent Leased Parking

12. Council leases parking spaces to the public in its car park at No.4 Dive Crescent. The car park is due to close for several months from January 2023 as part of the Dive Crescent improvement package.
13. It is proposed to temporarily relocate the leased spaces to the former Council office and city library car park on Hamilton Street for the duration of the closure of the Dive Crescent car park.
14. This is possible as the Hamilton St car park was expected to be closed prior to 2023 as part of the civic redevelopment programme, but that closure has been postponed.
15. Lessees are being notified of the temporary change of location to facilitate the upgrade.
16. The balance of the parking spaces in the Hamilton Street car park will become paid spaces in line with the reintroduced parking charges from 1st December 2022.

STRATEGIC / STATUTORY CONTEXT

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

FINANCIAL CONSIDERATIONS

18. Negligible – the associated signs and markings costs can be accommodated within existing project or operational budgets.

LEGAL IMPLICATIONS / RISKS

19. The bylaw amendment is needed to allow enforcement of changes deemed necessary for safety and amenity purposes.

CONSULTATION / ENGAGEMENT

20. Consultation or notification for these amendments has been undertaken or is underway and is described in the background section above.

SIGNIFICANCE

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

- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance.

ENGAGEMENT

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

ATTACHMENTS

1. **Appendix A - T&P Bylaw Amendment 41 - A14260295** [↓](#) 

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012**Attachment 4.1: Special Vehicle Lanes – Passenger Service Vehicle Lanes (Including Bus Lanes)**

Pursuant to clause 6.1 of the Traffic and Parking Bylaw 2012 the following portions of road are declared to be bus lanes:

Road Name	Road Portion	Direction
Links Avenue East Side	Solway Place to Concord Avenue Monday to Sunday 7AM-10AM and 2PM-6PM	Southbound
Links Avenue West side	Solway Place to Concord Avenue Monday to Sunday 7AM-10AM and 2PM-6PM	Northbound

Note: This amendment adds time restrictions to the existing bus lanes.

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012**Attachment 7.1: No Parking Behind Kerb**

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

Other Locations

Location	Details
Grenada Street North-east side	From Kaimanawa Street to the common boundary of Nos 35 and 37 Grenada Street. Monday to Friday 8.20am – 8.50am and 2.15pm – 3.15pm
Kaimanawa Street Both sides	Between Grenada Street and Hawea Street. Monday to Friday 8.20am – 8.50am and 2.15pm – 3.15pm
Kaniere Street Boths sides	All of Kaniere Street Monday to Friday 8.20am – 8.50am and 2.15pm – 3.15pm

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012**Attachment 7.11: Parking Areas (Leased Zones)**

Pursuant to Clause 12.1 and Clause 12.2(h) of the Traffic and Parking Bylaw 2012 the following parking spaces are leased zones.

Parking Areas (Leased Zones)	
27. No4 Dive Crescent	Pt Lot 4 DPS 18377 22 carparks Temporarily closed for redevelopment.
18. City Council Administration Car Park)	31 parking spaces as indicated with signs and/or markings. Note: this is a temporary arrangement for the duration of the redevelopment of the leased car park at No4 Dive Crescent.

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012**Attachment 7.12: Pay Areas**

Pursuant to Clause 13.1 of the Traffic and Parking Bylaw 2012 the following areas of road, land or buildings are declared to be Pay Areas:

The location and maximum parking time allowed for each parking area within the Pay Areas below are displayed on signs or parking machines.

Pay Areas	
18. City Council Administration Car Park	Part Allotment 45 & Lots 38-44 Section 1 Town of Tauranga. The spaces on the western half of the car park All parking spaces not marked or signed as leased spaces.

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012

Table A	
Pay Area Time Designation	
All other Time Restricted Areas – On-Street	
Area Description	Hours of Operation
15 Minute Maximum Parking Period	8.00 am – 4.00 pm – Monday – Saturday
30 Minute Maximum Parking Period	
60 Minute Maximum Parking Period	

Table B	
Pay Area Time Designation	
Pay Area – Non Time Restricted – All Day Parking	
Area Description	Hours of Operation
1. The Strand Reclamation Northern Car Park	9.00 am – 3.00 pm – Monday – Friday
6. Harington Street Car Park	9.00 am – 3.00 pm – Monday – Friday
23. Dive Crescent Car Park	9.00 am – 3.00 pm – Monday – Friday
24. Dive Crescent Car Park	9.00 am – 3.00 pm – Monday – Friday
25. Cliff Road Car Park No.1	9.00 am – 3.00 pm – Monday – Friday
27. Cliff Road Car Park No.2	9.00 am – 3.00 pm – Monday – Friday
29. Ex TV3 Car Park Rooftop	9.00 am – 3.00 pm – Monday – Friday

Parking Fees: Off-Street Fees	
(i) Pay Area:	
Non-Time Restricted	Monday to Friday – 7.00 am – 3.00 pm
Time Restricted	Monday to Saturday 8.00 am – 6.00 pm
	Monday to Friday – 9.00 am – 3.00 pm
	Monday to Saturday 8.00 am – 6.00 pm
(ii) Car Park Buildings:	
Spring Street Car Park Building “Pay on Exit”	
Elizabeth Street Car Park Building “Pay on Exit”	

APPENDIX B: Proposed Amendment No.41 to the Traffic and Parking Bylaw 2012

As per advertised operating hours

As per advertised operating hours

11.8 2021/22 Annual Report Adoption

File Number: A13689650

Author: Sheree Covell, Treasury & Financial Compliance Manager
Marin Gabric, Senior Financial Accountant (Compliance & External Reporting)
Kathryn Sharplin, Manager: Finance

Authoriser: Paul Davidson, Chief Financial Officer

PURPOSE OF THE REPORT

1. The purpose of this report is to adopt the Tauranga City Council Annual Report 2021/22 for the year ended 30 June 2022.

RECOMMENDATIONS

That the Council:

- (a) Receives the report – 2021/22 Annual Report Adoption
- (b) Receives the Audit NZ report on Tauranga City Council's Annual Report 2021/22
- (c) Adopts the Audited Tauranga City Council Annual Report 2021/22 pursuant to the provisions of the Local Government Act 2002
- (d) Authorises the Chief Executive to make any necessary minor numerical, drafting or presentation amendments to the Annual Report 2021/22 prior to final printing.
- (e) Notes the audited summary Annual Report will be published using summarised material from the approved annual report.

EXECUTIVE SUMMARY

This report has been submitted on the assumption that audit will be finished and cleared by 12 December.

2. The Annual Report is presented for adoption by Council.
3. Audit New Zealand have audited the 2021/22 Annual Report and will present its report to this meeting after which it is recommended that Council adopt the audited Annual Report for the year ended 30 June 2022.
4. The draft Annual Report was presented to the Strategy, Finance and Risk Committee on 12 September and update provided on 17 November 2022. The final version presented today has not changed significantly from 17 November other than some financial reclassifications required by audit (section 07), the inclusion of additional information regarding Spaces & Places projects (Section 02) and an update to consent graphs to include the number of code of compliance issued (section 02).
5. The financial results for Tauranga Council and Group are as follows:

	Tauranga City Council	Tauranga City Group
Surplus before tax	\$136m	\$130m
Net Debt	\$701m	\$701m
Debt to Revenue Ratio	204%	196%

6. We have measured and reported on 97 of the 100 non-financial performance measures, 60 (60%) are achieved and 37 (37%) are not achieved; 3% were not measured.

BACKGROUND

7. The Annual Report (Attachment 1) is presented for adoption by Council.
8. The Summary Annual Report has been completed using sections from the full document.
9. The draft Annual Report was presented to the Strategy, Finance and Risk Committee on 12 September 2022 and an updated provided on 17 November 2022 with key themes for the year discussed.
10. Audit NZ have completed the audit and the Audit Director will provide the audit opinion at the meeting.
11. Once Audit NZ has presented the audit opinion, Council will adopt the audited Annual Report and the audited Annual Report and Summary will be made publicly available. The Summary report is audited but does not need to be formally adopted by Council.

STRATEGIC / STATUTORY CONTEXT

12. The Annual Report must be prepared each year in accordance with generally accepted accounting practise in New Zealand and compliant with the requirements section 98 of the Local Government Act 2002. The Annual Report must be completed, and the audited Annual Report adopted by Council. As per section 98(3), usually the adoption must occur within four months of the financial year.
13. However, there has been an amendment to section 98 for the 2020/21 and 2021/22 financial years which extends the timeframe for adoption of Annual Reports to 31 December 2022.
14. Council must also make publicly available within one month of adoption of the Annual report, both the report and a summary prepared under section 98 (4)(b) of the Local Government Act 2002.

OPTIONS ANALYSIS

15. There are no options presented

FINANCIAL CONSIDERATIONS

16. The Annual Report provides a report to the community of Council's performance against the proposed services and capital investment set out in the Annual Plan and Long Term Plan.

CONSULTATION / ENGAGEMENT

17. Within one month of adoption, Council must make publicly available the Annual Report and a summary of the information contained in the Annual Report.

SIGNIFICANCE

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

- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

- 20. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of medium significance.

ENGAGEMENT

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

NEXT STEPS

- 22. The adopted report will be loaded to the Tauranga City Council website and copies of the summary Annual Report will be distributed.

ATTACHMENTS

Nil

12 DISCUSSION OF LATE ITEMS**13 PUBLIC EXCLUDED SESSION****RESOLUTION TO EXCLUDE THE PUBLIC****RECOMMENDATIONS**

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
13.1 - Public Excluded Minutes of the Council meeting held on 28 November 2022	<p>s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons</p> <p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(c)(i) - The withholding of the information is necessary to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>
13.2 - Smith's Farm Land - Disposal Strategy	<p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations</p>	<p>s48(1)(a) - the public conduct of the relevant part of the proceedings of</p>

	(including commercial and industrial negotiations)	the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.3 - CBD - Strategic Property Purchase	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.4 - Approval to enter into Wairakei Development Agreement	s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
13.5 - Trial of a new pavement construction method for a roundabout at Tauriko	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

14 CLOSING KARAKIA