



AGENDA

Strategy, Finance and Risk Committee meeting Monday, 27 March 2023

I hereby give notice that a Strategy, Finance and Risk Committee meeting will be held on:

Date: Monday, 27 March 2023

Time: 9.30am

**Location: Bay of Plenty 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 – Strategy, Finance & Risk Committee

Membership

| | |
|---------------------------|---|
| Chairperson | Commission Chair Anne Tolley |
| Deputy chairperson | Dr Wayne Beilby – Tangata Whenua representative |
| Members | Commissioner Shadrach Rolleston Commissioner Stephen Selwood Commissioner Bill Wasley Matire Duncan, Te Rangapū Mana Whenua o Tauranga Moana Chairperson Te Pio Kawe – Tangata Whenua representative Rohario Murray – Tangata Whenua representative Bruce Robertson – External appointee with finance and risk experience |
| Quorum | Five (5) members must be physically present, and at least three (3) commissioners and two (2) externally appointed members must be present. |
| Meeting frequency | Six weekly |

Role

The role of the Strategy, Finance and Risk Committee (the Committee) is:

- (a) to assist and advise the Council in discharging its responsibility and ownership of health and safety, risk management, internal control, financial management practices, frameworks and processes to ensure these are robust and appropriate to safeguard the Council's staff and its financial and non-financial assets;
- (b) to consider strategic issues facing the city and develop a pathway for the future;
- (c) to monitor progress on achievement of desired strategic outcomes;
- (d) to review and determine the policy and bylaw framework that will assist in achieving the strategic priorities and outcomes for the Tauranga City Council.

Membership

The Committee will consist of:

- four commissioners with the Commission Chair appointed as the Chairperson of the Committee
- the Chairperson of Te Rangapū Mana Whenua o Tauranga Moana
- three tangata whenua representatives (recommended by Te Rangapū Mana Whenua o Tauranga Moana and appointed by Council)
- an independent external person with finance and risk experience appointed by the Council.

Voting Rights

The tangata whenua representatives and the independent external person have voting rights as do the Commissioners.

The Chairperson of Te Rangapu Mana Whenua o Tauranga Moana is an advisory position, without voting rights, designed to ensure mana whenua discussions are connected to the committee.

Committee's Scope and Responsibilities

A. STRATEGIC ISSUES

The Committee will consider strategic issues, options, community impact and explore opportunities for achieving outcomes through a partnership approach.

A1 – Strategic Issues

The Committee's responsibilities with regard to Strategic Issues are:

- Adopt an annual work programme of significant strategic issues and projects to be addressed. The work programme will be reviewed on a six-monthly basis.
- In respect of each issue/project on the work programme, and any additional matters as determined by the Committee:
 - Consider existing and future strategic context
 - Consider opportunities and possible options
 - Determine preferred direction and pathway forward and recommend to Council for inclusion into strategies, statutory documents (including City Plan) and plans.
- Consider and approve changes to service delivery arrangements arising from the service delivery reviews required under Local Government Act 2002 that are referred to the Committee by the Chief Executive.
- To take appropriate account of the principles of the Treaty of Waitangi.

A2 – Policy and Bylaws

The Committee's responsibilities with regard to Policy and Bylaws are:

- Develop, review and approve bylaws to be publicly consulted on, hear and deliberate on any submissions and recommend to Council the adoption of the final bylaw. (The Committee will recommend the adoption of a bylaw to the Council as the Council cannot delegate to a Committee the adoption of a bylaw.)
- Develop, review and approve policies including the ability to publicly consult, hear and deliberate on and adopt policies.

A3 – Monitoring of Strategic Outcomes and Long Term Plan and Annual Plan

The Committee's responsibilities with regard to monitoring of strategic outcomes and Long Term Plan and Annual Plan are:

- Reviewing and reporting on outcomes and action progress against the approved strategic direction. Determine any required review / refresh of strategic direction or action pathway.
- Reviewing and assessing progress in each of the six (6) key investment proposal areas within the 2021-2031 Long Term Plan.
- Reviewing the achievement of financial and non-financial performance measures against the approved Long Term Plan and Annual Plans.

B. FINANCE AND RISK

The Committee will review the effectiveness of the following to ensure these are robust and appropriate to safeguard the Council's financial and non-financial assets:

- Health and safety.
- Risk management.
- Significant projects and programmes of work focussing on the appropriate management of risk.
- Internal and external audit and assurance.
- Fraud, integrity and investigations.
- Monitoring of compliance with laws and regulations.
- Oversight of preparation of the Annual Report and other external financial reports required by statute.
- Oversee the relationship with the Council's Investment Advisors and Fund Managers.
- Oversee the relationship between the Council and its external auditor.
- Review the quarterly financial and non-financial reports to the Council.

B1 - Health and Safety

The Committee's responsibilities through regard to health and safety are:

- Reviewing the effectiveness of the health and safety policies and processes to ensure a healthy and safe workspace for representatives, staff, contractors, visitors and the public.
- Assisting the Commissioners to discharge their statutory roles as "Officers" in terms of the Health and Safety at Work Act 2015.

B2 - Risk Management

The Committee's responsibilities with regard to risk management are:

- Review, approve and monitor the implementation of the Risk Management Policy, including the Corporate Risk Register.
- Review and approve the Council's "risk appetite" statement.
- Review the effectiveness of risk management and internal control systems including all material financial, operational, compliance and other material controls. This includes legislative compliance, significant projects and programmes of work, and significant procurement.
- Review risk management reports identifying new and/or emerging risks and any subsequent changes to the "Tier One" register.

B3 - Internal Audit

The Committee's responsibilities with regard to the Internal Audit are:

- Review and approve the Internal Audit Charter to confirm the authority, independence and scope of the Internal Audit function. The Internal Audit Charter may be reviewed at other times and as required.
- Review and approve annually and monitor the implementation of the Internal Audit Plan.
- Review the co-ordination between the risk and internal audit functions, including the integration of the Council's risk profile with the Internal Audit programme. This includes assurance over all material financial, operational, compliance and other material controls.

This includes legislative compliance (including Health and Safety), significant projects and programmes of work and significant procurement.

- Review the reports of the Internal Audit functions dealing with findings, conclusions and recommendations.
- Review and monitor management's responsiveness to the findings and recommendations and enquire into the reasons that any recommendation is not acted upon.

B4 - External Audit

The Committee's responsibilities with regard to the External Audit are:

- Review with the external auditor, before the audit commences, the areas of audit focus and audit plan.
- Review with the external auditors, representations required by commissioners and senior management, including representations as to the fraud and integrity control environment.
- Recommend adoption of external accountability documents (LTP and annual report) to the Council.
- Review the external auditors, management letter and management responses and inquire into reasons for any recommendations not acted upon.
- Where required, the Chair may ask a senior representative of the Office of the Auditor General (OAG) to attend the Committee meetings to discuss the OAG's plans, findings and other matters of mutual interest.
- Recommend to the Office of the Auditor General the decision either to publicly tender the external audit or to continue with the existing provider for a further three-year term.

B5 - Fraud and Integrity

The Committee's responsibilities with regard to Fraud and Integrity are:

- Review and provide advice on the Fraud Prevention and Management Policy.
- Review, adopt and monitor the Protected Disclosures Policy.
- Review and monitor policy and process to manage conflicts of interest amongst commissioners, tangata whenua representatives, external representatives appointed to council committees or advisory boards, management, staff, consultants and contractors.
- Review reports from Internal Audit, external audit and management related to protected disclosures, ethics, bribery and fraud related incidents.
- Review and monitor policy and processes to manage responsibilities under the Local Government Official Information and Meetings Act 1987 and the Privacy Act 2020 and any actions from the Office of the Ombudsman's report.

B6 - Statutory Reporting

The Committee's responsibilities with regard to Statutory Reporting relate to reviewing and monitoring the integrity of the Annual Report and recommending to the Council for adoption the statutory financial statements and any other formal announcements relating to the Council's financial performance, focusing particularly on:

- Compliance with, and the appropriate application of, relevant accounting policies, practices and accounting standards.
- Compliance with applicable legal requirements relevant to statutory reporting.
- The consistency of application of accounting policies, across reporting periods.
- Changes to accounting policies and practices that may affect the way that accounts are presented.

- Any decisions involving significant judgement, estimation or uncertainty.
- The extent to which financial statements are affected by any unusual transactions and the manner in which they are disclosed.
- The disclosure of contingent liabilities and contingent assets.
- The basis for the adoption of the going concern assumption.
- Significant adjustments resulting from the audit.

Power to Act

- To make all decisions necessary to fulfil the role, scope and responsibilities of the Committee subject to the limitations imposed.
- To establish sub-committees, working parties and forums as required.
- This Committee has **not** been delegated any responsibilities, duties or powers that the Local Government Act 2002, or any other Act, expressly provides the Council may not delegate. For the avoidance of doubt, this Committee has **not** been delegated the power to:
 - o make a rate;
 - o make a bylaw;
 - o borrow money, or purchase or dispose of assets, other than in accordance with the Long-Term Plan (LTP);
 - o adopt the LTP or Annual Plan;
 - o adopt the Annual Report;
 - o adopt any policies required to be adopted and consulted on in association with the LTP or developed for the purpose of the local governance statement;
 - o adopt a remuneration and employment policy;
 - o appoint a chief executive.

Power to Recommend

To Council and/or any standing committee as it deems appropriate.

Order of Business

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| 4 | Acceptance of late items | 11 |
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| 12 | Closing karakia | 217 |

- 1 OPENING KARAKIA**
- 2 APOLOGIES**
- 3 PUBLIC FORUM**
- 4 ACCEPTANCE OF LATE ITEMS**
- 5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**
- 6 CHANGE TO ORDER OF BUSINESS**

7 CONFIRMATION OF MINUTES

7.1 Minutes of the Strategy, Finance and Risk Committee meeting held on 13 February 2023

File Number: A14490942

Author: Anahera Dinsdale, Governance Advisor

Authoriser: Robyn Garrett, Team Leader: Governance Services

RECOMMENDATIONS

That the Minutes of the Strategy, Finance and Risk Committee meeting held on 13 February 2023 be confirmed as a true and correct record.

ATTACHMENTS

- 1. Minutes of the Strategy, Finance and Risk Committee meeting held on 13 February 2023**



MINUTES

**Strategy, Finance and Risk Committee
meeting**

Monday, 13 February 2023

Order of Business

| | | |
|-----------|---|-----------|
| 1 | Opening karakia | 4 |
| 2 | Apologies | 4 |
| 3 | Public forum | 4 |
| 4 | Acceptance of late items | 4 |
| 5 | Confidential business to be transferred into the open | 5 |
| 6 | Change to order of business | 5 |
| 7 | Confirmation of minutes | 5 |
| 7.1 | Minutes of the Strategy, Finance and Risk Committee meeting held on 5 December 2022..... | 5 |
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| 10 | Discussion of late items | 12 |
| 11 | Public excluded session | 12 |
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| 12 | Closing karakia | 14 |
| | Resolutions transferred into the open section of the meeting after discussion | 15 |

Unconfirmed

MINUTES OF TAURANGA CITY COUNCIL
STRATEGY, FINANCE AND RISK COMMITTEE MEETING
HELD AT THE BOP REGIONAL COUNCIL CHAMBERS, REGIONAL HOUSE, 1 ELIZABETH
STREET, TAURANGA
ON MONDAY, 13 FEBRUARY 2023 AT 9.30AM

PRESENT: Commission Chair Anne Tolley, Commissioner Shadrach Rolleston, Commissioner Bill Wasley, Ms Matire Duncan, Commissioner Stephen Selwood, Mr Te Pio Kawe, Mr Bruce Robertson, Ms Rohario Murray

IN ATTENDANCE: Marty Grenfell (Chief Executive), Paul Davidson (Chief Financial Officer), Nic Johansson (General Manager: Infrastructure), Christine Jones (General Manager: Strategy, Growth & Governance), Alastair McNeill (General Manager: Corporate Services), Sarah Omundsen (General Manager: Regulatory and Compliance), Gareth Wallis (General Manager: City Development & Partnerships), Marin Gabric (Senior Financial Accountant (Compliance & External Reporting)), Tracey Hughes (Financial Insights & Reporting Manager), Stephanie Keller-Busque (Circular Economy & WMMP Lead), Coral Hair (Manager: Democracy & Governance Services), Robyn Garrett (Team Leader: Governance Services), Sarah Drummond (Governance Advisor), Anahera Dinsdale (Governance Advisor), Sandy Lee (Policy Analyst), Richard Butler (Community Partnerships Funding Specialist), Dianne Bussey (Contractor – Three Water Reforms), Chris Quest (Team Leader: Risk), Heather Burden (Risk Advisor)

Anton Labuschagne and Leon Pieterse (Audit NZ)

1 OPENING KARAKIA

Commissioner Shadrach Rolleston opened the meeting with a karakia.

2 APOLOGIES

COMMITTEE RESOLUTION SFR1/23/1

Moved: Commissioner Bill Wasley

Seconded: Ms Rohario Murray

That apologies from Dr Wayne Beilby for absence and Mr Bruce Robertson for a short absence then return to meeting be received and accepted.

CARRIED

3 PUBLIC FORUM

Nil

4 ACCEPTANCE OF LATE ITEMS

Nil

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

COMMITTEE RESOLUTION SFR1/23/2

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That item 11.2 Public excluded business – Re-purposing the City Centre Development Incentive Fund - be transferred into open.

CARRIED

6 CHANGE TO ORDER OF BUSINESS

Nil

7 CONFIRMATION OF MINUTES

7.1 Minutes of the Strategy, Finance and Risk Committee meeting held on 5 December 2022

COMMITTEE RESOLUTION SFR1/23/3

Moved: Commissioner Bill Wasley

Seconded: Ms Rohario Murray

That the Minutes of the Strategy, Finance and Risk Committee meeting held on 5 December 2022 be confirmed as a true and correct record

CARRIED

7.2 Minutes of the Strategy, Finance and Risk Committee meeting held on 17 November 2022

COMMITTEE RESOLUTION SFR1/23/4

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Minutes of the Strategy, Finance and Risk Committee meeting held on 17 November 2022 be confirmed as a true and correct record.

CARRIED

8 DECLARATION OF CONFLICTS OF INTEREST

Ms Rohario Murray declared a conflict of interest in relation to matters regarding the Resource Management Act, and that she was a member of the Trust referred to in item 9.3.

9 BUSINESS

9.1 Audit New Zealand Report on the audit of Tauranga City Council for the year ended 30 June 2022.

Staff Christine Jones, General Manager: Strategy & Growth
Marin Gabric, Senior Financial Accountant (Compliance and External Reporting)

External Anton Labuschagne and Leon Pieterse (Audit NZ)

Key points

- Audit NZ provided feedback that Tauranga City Council was well prepared, and had committed staff who provided timely and accurate work.
- Audit NZ was in general happy with the internal controls and noted that recommended minor improvements had been made. The open work queue had continued to have items closed and many were in process of being closed or completed.
- The areas of focus on revaluation and on uplift accounting were well covered and timely accurate work.
- The consolidation of journals was well done and no areas of management oversight showed any evidence of fraud.

In response to questions

- Staff to provide the Committee with a six-monthly progress update tracking closed line items.
- The Committee endorsed previous positive comments on reporting and accuracy.
- The Committee sought clarification from staff that they were in agreement on the recommendation of page 81 of the agenda, that pay roll master files were an area that would be a more significant project in future; staff confirmed that was the intention, moving forward.
- There would be further work on the master rolls and, should the project be a large venture, Audit would work with council to make sure vesting numbers were correct.
- The Committee noted their thanks to staff and Audit for the work completing the report.

COMMITTEE RESOLUTION SFR1/23/5

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Audit New Zealand Report on the audit of Tauranga City Council for the year ended 30 June 2022."

CARRIED

9.2 Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022

Staff Christine Jones, General Manager: Strategy & Growth
Tracey Hughes, Financial Insights & Reporting Manager
Josh Logan, Team Leader: Corporate Planning

Discussion points raised

- Large issues, including cost increases, staff retention and project management, were considered and looked into in the report and it was noted that these affected year end forecasts and had the potential for large flow on effects.
- The Committee sought to hold a workshop regarding internal KPIs, accounting treatments,

- previous forecasts and whether these had a large impact on the current capital programme.
- The Committee saw this as a chance for robust discussions on issues such as implications of cost being carried forward.
- Noted the indicative timeframe for the uplift of Ministry For the Environment funding for Tauriko West.
- The Committee sought further staff commentary around the previous residents' survey to provide an understanding of what good looked like and to identify actions moving forward and how this was reflected in the narrative of the report.

COMMITTEE RESOLUTION SFR1/23/6

Moved: Mr Bruce Robertson

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Leaves the report "Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022" to lie on the table until the next Committee meeting, with the report content to be workshopped with Committee members.
- (b) Notes that accounting treatment requires preliminary costs of Te Manawataki o Te Papa to be expensed in the current financial year.
- (c) Recommends to Council to loan fund in 2022/23 the expenditure for the Te Manawataki o Te Papa project that is unable to be capitalised, to be repaid over 10 years.

CARRIED

9.3 Community Funding Policy Review - Issues & Options Report

Staff Sandy Lee, Policy Analyst
Richard Butler, Community Partnerships Funding Specialist

Key points

- The Committee, while noting that they did not intend to be overly prescriptive, wanted to make the best and widest distribution of funding based on their understanding of how this funding was determined.
- The Elms should have a level of service agreement as with "the neighbourhood report" which set standards for the surrounding area.
- The Committee appreciated the detail of the report and would advise staff any other areas such as sport and recreation that they would like to receive information on.
- The Committee would provide information to staff on partnerships they wished to receive updates and information on, including ownership, delivery and possible advisory roles council could play.
- Staff would provide further feedback to the Committee on risk factors around agreements with Māori providers and non-legally bound or other umbrella groups, and what advice Council could provide to them.
- The wording of the resolution was amended to read 'strategic priorities' in resolution (vii).

COMMITTEE RESOLUTION SFR1/23/7

Moved: Commissioner Bill Wasley

Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee:

(a) Receives the report "Community Funding Policy Review - Issues & Options Report".

(b) Provides the following direction for the purpose of revising the current policy:

Issue 1: More Balanced Funding Across the Sectors

(i) Agree to identify priorities for community grant funding that help balance council's support of different sectors.

Issue 2: Robust Accountability for All Community Funding Streams

(ii) Agree to requiring all forms of community funding to have formal agreements in place with specific accountability, reporting and monitoring requirements commensurate with the value of the funding received.

Issue 3: Clarity and Consistency in Community Organisations' Eligibility for Multiple Sources of Council Funding

(iii) Agree to make explicit that decisions on community grant funding applications will take into consideration any other funding (in-kind and cash) the applicant has received in the last financial year, or currently, and that preference will be given to those who do not already receive some other form of support from council.

(iv) Agree to specifying that any community organisation can only receive one type of community grant (excluding the Development Match Fund Grant) from council for a specific project and/or initiative.

Issue 4: Size and Structure of the Community Grants

(v) Agree to increase the Match Fund Small Grant to \$5,000 max., remove the Match Fund Medium Grant and incorporate the remaining value into the Community Grant Fund (from \$10,001 min. to \$5,001 min.) with the details provided in Table 4, option 4a.

Issue 5: Options to Clarify the Purpose of Partnership Agreements

(vi) Agree to separate partnership agreement funding into two distinct funds: 'Partnership Agreements' and 'Multi-Year Funding' as per the details provided in Table 5, option 5a.

Issue 6: Options for More Specific Purpose and Priorities for Community Funding

(vii) Agree to align the purpose of community funding with the approved strategic vision and the strategic priorities within the approved Action and Investment Plans.

Issue 7: Legal Status Requirement Limiting Kaupapa Māori Groups

(viii) Agree to keeping the status quo, requiring Kaupapa Māori groups without legal status to work with other entities so they provide a legal umbrella for them when making funding applications.

Issue 8: Inconsistent Community Funding Boundaries

- (ix) Agree to include exceptions to the boundary restrictions only for community-led projects that are located on TCC co-managed and/or co-owned sites that are outside TCC boundaries.

CARRIED

Mr Bruce Robertson left the meeting at 10.31am

9.4 Q2 Report 2022/23 LGOIMA and Privacy Requests

Staff Christine Jones, General Manager: Strategy, Growth and Governance
Coral Hair, (Manager: Democracy & Governance Services),

Key points

- The report was taken as read.

COMMITTEE RESOLUTION SFR1/23/8

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report Q2 2022/23 LGOIMA and Privacy Requests.

CARRIED**9.5 Local Alcohol Policy Review**

Staff Sarah Omundsen, General Manager: Regulatory and Compliance

Key points

- Staff provided a brief introduction that noted the recommendation to delay further work until legislation had been passed by central government. A correction was noted that paragraph 5 at point 4 should read *do not support*.

Discussion points raised

- The Committee noted the correction and supported the recommendation.

COMMITTEE RESOLUTION SFR1/23/9

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Local Alcohol Policy Review".
- (b) Approve delaying decisions on the revised Local Alcohol Policy until the Sale and Supply of Alcohol (Community Participation) Amendment Act comes into force.

CARRIED

9.6 Three Waters Reform Update

Staff Nic Johansson, General Manager: Infrastructure Services
Steve Burton, Interface Lead: Three Waters Transition

Key points

- There were two work streams under submission. The Committee noted the work required on staff transition and retention, and that the general public was not aware of how far legislation had progressed.
- The Committee acknowledged staff for the work already underway.
- Staff retention and opportunities were of concern to both the Committee and executive leadership.
- The cost of Council's asset base and how Entity B would ultimately be run were of concern, with Three Waters legislative reform far more advanced than was realised by the general public. There was uncertainty within local government on how the transition would be run.
- Te Rangapū and wider iwi groups were appreciative that consultation was underway, wide ranging and giving a voice in the transition.

COMMITTEE RESOLUTION SFR1/23/10

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Three Waters Reform Update".
- (b) Endorses the Three Waters Project Team to continue with the next steps as documented.

CARRIED

9.7 2022 - 2028 Waste Management and Minimisation Plan - Action Plan Progress Report

Staff Nic Johansson, General Manager: Infrastructure Services
Stephanie Keller-Busque, Circular Economy & WMMP Lead
Dan Smith, Manager: Sustainability and Waste

Key points

- Staff provided the Committee with an overview update on projects in progress and future work as per the action plan.

In response to questions

- Staff would include information on business-as-usual vs uptake, bin size reduction, better collection over the holiday period and what current statistics provided information. Information from around the region on household vs commercial waste stream sizes, and work programmes from other territorial authorities and where these could benefit from cooperation would be useful.

COMMITTEE RESOLUTION SFR1/23/11

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "2022 - 2028 Waste Management and Minimisation Plan - Action Plan Progress Report".

CARRIED

9.8 2022 Q2 Oct-Dec Health and Safety Report

Staff Alastair McNeil, General Manager: Corporate Services
Darren West, Team Leader: Health, Safety & Wellbeing

Discussion points raised

- Staff provided the Committee an overview of the report noting that the incident at Fergusson Park on New Year's Eve was under investigation by both Worksafe and Tauranga City Council.
- While accident and incident reported data trends continued downwards from October 2022, a programme of upskilling and work safety and risk awareness was being rolled out to contractors.
- This would also flow through to providing more information and guidance at an executive and committee level. Anti-social behaviour at libraries and other council community facilities was noted as increasing and the reasons for this increase were being investigated. These issues had existed at past facilities, particularly libraries, and a balance was needed to be welcoming for our community yet providing a safe environment for staff. The development of Te Manawataki o Te Papa would consider this and other security issues in its design.
- A recent example of success was the installation at the pound of a grated window to allow staff to feel more secure when dealing with the public in fraught or potentially dangerous situations. The window had not received negative feedback from the public or increased tensions.

COMMITTEE RESOLUTION SFR1/23/12

Moved: Commissioner Bill Wasley

Seconded: Ms Rohario Murray

That the Strategy, Finance and Risk Committee:

- (a) Receives the 2022 Q2 Oct-Dec Health and Safety Report.
- (b) Receives the 2022 Q2 Mental Health and Wellbeing Report

CARRIED

9.9 Risk Management Policy

Staff Alastair McNeil, General Manager: Corporate Services
Chris Quest, Team Leader: Risk
Heather Burden, Risk Advisor

Key points

- The report was taken as read.

COMMITTEE RESOLUTION SFR1/23/13

Moved: Commissioner Shadrach Rolleston

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Risk Management Policy".
- (b) Note changes made to the Risk Management Policy post discussion with the Committee as indicated in **Attachment 1**.

CARRIED

11.2 Re-purposing the City Centre Development Incentive Fund

Staff Gareth Wallis, General Manager: Central City Development
Nick Chester, Principal Strategic Advisor

Key points

- Staff provided a brief summary of the report noting that the aim was to allow broader use of existing funding and that staff would bring a full report to a Council meeting in the near future. The purpose was to provide more flexibility for use of the fund around existing and critical projects to maintain current impetus in the city. Provision of student accommodation would still be a focus.
- The importance of partnering with Downtown Tauranga was noted.

COMMITTEE RESOLUTION SFR1/23/14

Moved: Commissioner Bill Wasley

Seconded: Commissioner Shadrach Rolleston

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Re-purposing the City Centre Development Incentive Fund".
- (b) Endorses broadening the scope of the City Centre Development Incentive Fund to enable a wider range of initiatives that will support the ongoing growth and development of the city centre.
- (c) Notes staff will update the framework for the City Centre Development Incentive Fund and report back to Council for final approval.

CARRIED

10 DISCUSSION OF LATE ITEMS

Nil

11 PUBLIC EXCLUDED SESSION

Resolution to exclude the public

COMMITTEE RESOLUTION SFR1/23/15

Moved: Ms Rohario Murray

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 |
|---|--|---|
| 11.1 - Update on Reserves Projects Funded from Collected Development Contributions | s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege | 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 |
| 11.2 - Re-purposing the City Centre Development Incentive Fund | s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege | 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 |
| 11.3 - Internal Audit & Assurance - Quarterly Update | s6(b) - The making available of the information would be likely to endanger the safety of any person s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons s7(2)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege s7(2)(j) - The withholding of the information is necessary to prevent the disclosure or use of official information for improper gain or improper advantage | 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>11.4 - Corporate Risk Register - Quarterly Update</p> | <p>s7(2)(b)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</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)(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>11.5 - Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 5 December 2022</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)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</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>11.6 - Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 17 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>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> |

CARRIED

At 11.23am the meeting adjourned.

12 CLOSING KARAKIA

Commissioner Shadrach Rolleston closed the meeting with a karakia.

Resolutions transferred into the open section of the meeting after discussion

Item 11.2 was transferred and heard in the open meeting and items 11.3 and 11.4 were transferred to the open after discussion.

11.3 Internal Audit & Assurance - Quarterly Update

COMMITTEE RESOLUTION SFR1/23/17

Moved: Mr Bruce Robertson

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- a) Receives the Audit & Assurance quarterly update report.
- b) Approves the Audit & Assurance plan for the next 3 years.
- c) Transfers this report to open at the conclusion of this meeting.

11.4 Corporate Risk Register - Quarterly Update

COMMITTEE RESOLUTION SFR1/23/18

Moved: Mr Bruce Robertson

Seconded: Commissioner Bill Wasley

That the Strategy, Finance and Risk Committee:

- (a) Receives the Corporate Risk Register - Quarterly Update report.
- (b) Transfers this report and attachments to open at the conclusion of this meeting.

The meeting closed at 12.16pm.

The minutes of this meeting were confirmed as a true and correct record at the Strategy, Finance and Risk Committee meeting held on 27 March 2023.

.....
CHAIRPERSON

8 DECLARATION OF CONFLICTS OF INTEREST

9 BUSINESS

9.1 Western Bay of Plenty International Strategy 2023-2025

File Number: A14251021

Author: Lisa Gilmour, City Partnership Specialist

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

PURPOSE OF THE REPORT

1. To provide an update from Priority One on the Western Bay of Plenty international strategy activity, as well as an updated strategy framework for 2023 to 2025.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the “Western Bay of Plenty International Strategy 2023-2025” report.
- (b) Endorses the updated Western Bay of Plenty International Strategy 2023-2025 (Attachment 1).

EXECUTIVE SUMMARY

2. Priority One is the Western Bay of Plenty’s economic development organisation, established in 2001 by the business community in partnership with the sub-region’s local authorities. Priority One’s role is to grow the economy of the region. They work with local authorities to ensure local government, and business needs and aspirations are aligned.
3. The Western Bay of Plenty International Strategy, administered by Priority One, helps underpin the sub-region’s sustainable prosperity by supporting a collaborative approach with respect to international relations and activity, whether this happens on- or off-shore.
4. This report and the updated strategy framework, provided at Attachment 1, set out the goals and actions by which the economic development agency works in partnership with councils and sub-regional agencies in supporting trade, investment, tourism, and skills attraction, as well as fostering civic and cultural relationships.
5. This report and the updated strategy framework have been provided by Priority One to Council as part of its role to ensure the economic development agency’s performance is consistent with Council’s partnership agreement with them.

BACKGROUND

6. The Western Bay of Plenty International Strategy was developed as one of New Zealand’s first place-based international strategies in 2015. The place-based approach supports an integrated sub-regional plan to further the region’s civic and economic goals through international activities that leverage migration categories, tourism, arts and investment activities, trade, and international education. The strategy provides a framework that helps coordinate, leverage and support partner agency activity, not to replace existing strategies of partner organisations.
7. The Western Bay of Plenty International Strategy is administered by our economic development agency, Priority One, with support from strategy partners, including:
 - Tauranga City Council
 - Western Bay of Plenty District Council

- Priority One
 - Tourism Bay of Plenty
 - Employers and Manufacturers Association (EMA)
 - Creative Bay of Plenty
 - Toi Kai Rawa
 - Immigration New Zealand (Ministry Business, Innovation and Employment)
 - Education Tauranga
8. A review and refresh of the Western Bay of Plenty International Strategy was undertaken in 2022 and the following two goals were added:
- (i) Strengthen and develop international connections to attract the best people, talent, and opportunities to Tauranga Moana
 - (ii) Enrich the social, cultural, economic, and environmental wellbeing of our people and communities through greater diversity, new ideas, and a sustainable economy.
9. In addition, the updated strategy:
- Recognises the mana whenua status of local Iwi/Māori and supports meaningful engagement between mana whenua and newcomers to the sub-region
 - Supports the identification and delivery of initiatives that increase targeted trade, investment, tourism, skilled people, and international students to the sub-region
 - Supports implementation of the Western Bay's Welcoming Communities Plan
 - Provides a framework for strategy partners to identify, communicate and monitor prioritised actions and outcomes within an international context.
10. Strategy actions, outlined in this report and in more detail in the framework provided at Attachment 1, are based around three themes:
- **People and talent attraction**
Lead agencies: Priority One, Tourism Bay of Plenty, Education Tauranga
 - The western Bay of Plenty needs to attract and retain skilled migrants, and international students, and support temporary flows of migrant workers in key regional industries, such as horticulture and aged care
 - High-value tourism plays an important role in supporting sustainable prosperity within the sub-region.
 - **Trade development and investment attraction**
Lead agencies: Priority One and EMA
 - Developing the export capability of local firms
 - Attracting targeted foreign direct investment to support high-value job creation, build a more diverse industry base, and grow business, governance, and export skills.
 - **International city partnerships**
Lead agencies: Tauranga City Council
 - Sister City and Friendly City arrangements – Tauranga City Council has three active international city partnerships. These relationships have a high degree of collaboration, including partnership activities amongst city agencies:
 - i) Sister City agreement with Yantai, China (established 1986)
 - ii) Sister City agreement with Hitachi, Japan (established 1987)
 - iii) Friendly City agreement with Ansan, South Korea (established 2014).
 - Industry City Partnerships – these involve city-to-city collaboration agreements in specific sectors

- Community Partnerships – generally, these community relationships do not require involvement from a city agency, and therefore sit outside the scope of this strategy.

11. Lead actions for Tauranga City Council in 2023:

Within the area of 'international city partnerships', TCC (supported by Priority One) are leading two initiatives in 2023. Both relate to this year being the 35th anniversary of our sister city relationship with Hitachi, Japan.

1. **Thursday 30th March (2-4pm at University of Waikato Tauranga Campus)** – an afternoon tea with invited local guests who have contributed to the sister city relationship over the last 35 years. Japan's Ambassador to New Zealand, Mr Koichi Ito, has confirmed his attendance.
2. **Early October** – Tauranga City delegation to Hitachi City and Tokyo. This is part of our three-yearly reciprocal visit programme (we were due to visit in April 2020, but unable to do so due to COVID-19). We intend to use this opportunity to strengthen Tauranga's reputation as a destination for international education, tourism and investment attraction.

STRATEGIC / STATUTORY CONTEXT

12. In terms of TCC's community outcomes that are in [Our Direction – Tauranga 2050](#), Council's partnership with Priority One in the Western Bay of Plenty International Strategy helps us deliver our community outcomes and contribute to a city that attracts and supports business and education, creating jobs, and a skilled workforce.
13. It also helps us be an inclusive city – one 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.
14. A successful economic development organisation, and TCC's partnership in the Western Bay of Plenty International Strategy, both play a key role in making a significant contribution to the social, economic, cultural, and environmental wellbeing of the region.
15. The Western Bay of Plenty International Strategy is aligned with the Western Bay of Plenty Welcoming Communities Plan, Priority One's Sustainable Economic Development Strategy, and Tourism Bay of Plenty's Te Hā Tāpoi Destination Management Strategy.

FINANCIAL CONSIDERATIONS

16. Financial implications for TCC of partnering in the Western Bay of Plenty International Strategy are relatively low, and will include hosting and visiting sister cities.
17. The Western Bay of Plenty International Strategy helps underpin the sub-region's sustainable prosperity by supporting a collaborative approach concerning international relations and activity, whether this happens on, or offshore.

LEGAL IMPLICATIONS / RISKS

18. The report meets the legislative requirements for the economic development agency to provide Council with an overview of performance.
19. An annual performance report will be completed by Priority One at the end of each calendar year and provided to Council.

CONSULTATION / ENGAGEMENT

20. No consultation or engagement is required or planned.

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 matter; and
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
23. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

ENGAGEMENT

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

NEXT STEPS

25. Priority One will have an opportunity to present their Western Bay of Plenty International Strategy Report and answer any questions during the Strategy, Finance and Risk Committee's consideration of this paper on 27 March.
26. Next steps are outlined in paragraph 6, *Lead actions for Tauranga City Council in 2023*.

ATTACHMENTS

1. **Western Bay of Plenty International Strategy 2023-2025 - A14490286** [↓](#) 
2. **Update report P1 - Western Bay of Plenty international strategy - A14474366** [↓](#) 

Western Bay of Plenty International Strategy 2023-2025

Vision

Te pai me te whai rawa o Tauranga Moana ki ta ao.

The prosperity and splendour of Tauranga Moana to the world.



Goals

- Strengthen and develop international connections to attract the best people, talent, and opportunities to Tauranga Moana.
- Enrich the social, cultural, economic, and environmental wellbeing of our people and communities through greater diversity, new ideas and a sustainable economy.



Underlying Principles

- The Western Bay of Plenty International Strategy recognises the mana whenua status of local Iwi.
- Strategy actions benefit both those who arrive in the Western Bay of Plenty and those who already live here.
- A collaborative sub-regional approach, with an emphasis on achieving positive outcomes across all four well-beings, will ensure we make the most of limited resources, and that the activities of individual organisations are effectively leveraged to maximise the benefit to our community.



Relevant Strategies

Western Bay of Plenty Welcoming Communities Plan



Priority One Sustainable Economic Development strategy



Tourism Bay of Plenty Te Hā Tāpoi Destination Management strategy





Context

The Western Bay of Plenty (WBOP) sub-region comprises Tauranga City and the Western Bay of Plenty District. The two councils work together with tangata whenua, the Bay of Plenty Regional Council and central government through the SmartGrowth urban growth partnership to realise a vision to see the WBOP as a great place to live, learn, work and play.

This WBOP International Strategy helps underpin the sub-region's sustainable prosperity by supporting a collaborative approach concerning international relations and activity, whether this happens on or offshore.

For the purposes of this Strategy, international activity includes the role of councils and sub-regional agencies in supporting trade, investment, tourism, and skills attraction, as well as fostering civic and cultural relationships.

The WBOP is small on the world stage, and strategy partners work together to leverage the impact of their respective international activities, ensure alignment with central government direction, and deliver outcomes that contribute to the social, cultural, environmental, and economic wellbeing of the sub-region.

Specifically, this strategy:

1. Recognises the mana whenua status of local Iwi/Māori and supports meaningful engagement between Iwi/Māori and newcomers to the sub-region.
2. Supports the identification and coordinated delivery of initiatives that increase targeted trade, investment, tourism, skilled people, and international students to the WBOP.
3. Supports implementation of the Western Bay of Plenty's Welcoming Communities Plan, including diversity and inclusion outcomes, so that as a community, the WBOP is ready to welcome growing numbers of newcomers (migrants, students, tourists, temporary workers, and businesses).
4. Provides a framework for strategy partners to identify, communicate and monitor priority actions and outcomes within an international context.

Strategic Themes

Strategy actions are based around three themes:

1. People & talent attraction

- Skill shortages and an overall ageing workforce are a challenge throughout Aotearoa New Zealand. The WBOP needs to attract and retain skilled migrants, and international students, and support temporary flows of migrant workers in key regional industries, such as horticulture and aged care.
- High-value tourism plays an important role in supporting sustainable prosperity within the sub-region.

LEAD ORGANISATIONS:

- Priority One (skilled and investor migrant attraction)
- Tourism Bay of Plenty (destination management)
- Education Tauranga (international student attraction)

2. Trade & investment attraction

- Developing the export capability of local firms.
- Attracting targeted foreign direct investment to support high-value job creation, build a more diverse industry base, and grow business, governance, and export skills.

LEAD ORGANISATIONS:

- EMA (exporter capability)
- Priority One (investment attraction)

3. Targeted international partnerships

3.1 Sister City & Friendly City arrangements

Currently, Tauranga City Council has three active international city partnerships:

- Sister City agreement with Yantai, China (established 1986).
- Sister City agreement with Hitachi, Japan (established 1987).
- Friendly City agreement with Ansan, South Korea (established 2014).

These relationships have a high degree of collaboration, including partnership activities amongst city agencies.

LEAD ORGANISATION:

- Tauranga City Council (supported by Priority One)



Heads of Mission visit to Tauranga (June 2022) outside Huriā Marae.

3.2 Industry sector partnerships

These involve city-to-city collaboration agreements in specific sectors.

Current sector partnerships include:

- International education between Education Tauranga and:
 - i. Hitachi Education Board, Japan (part of wider city partnership agreement).
 - ii. Yantai Foreign Affairs, China (part of wider city partnership agreement).
 - iii. Yantai University, Waikato University and Toi Ohomai Institute of Technology (2019).
 - iv. Yantai rugby/education agreement with Bay of Plenty Rugby (2019).
 - v. Ansan, South Korea (part of wider city partnership agreement).
 - vi. Tangshan Education Bureau, China (2019).
 - vii. Suzhou Industrial Park, China (2018).
 - viii. Tokyo Waseda Exchange, Japan (2019). Note that this contract sits with Education NZ, not Education Tauranga.

3.3 Community partnerships

Examples of current community partnerships include:

- i. A relationship between Tauranga and Hitachi Girl Guides.
- ii. A relationship between the Tauranga branch of the New Zealand China Friendship Society and Nanchung, Jiangxi Province, China.

Generally, these community relationships do not require involvement from a city agency, and therefore sit outside the scope of this strategy.



Strategy Actions

People and Talent Attraction

| | | |
|--|-----------------------------|---|
| <p>Undertake targeted skills attraction to meet local employer needs by:</p> <ul style="list-style-type: none"> - Lifting the region's talent attraction initiatives, including rebranding and developing the region's talent attraction portal; profiling skilled migrants and key employers/sectors from a talent perspective - Leveraging the via! brand for regional talent attraction - Undertaking targeted skilled and investor migrant attraction in key markets (in partnership with local businesses) | Lead: Priority One | Priority One Sustainable economic development strategy and regional talent plan |
| <ul style="list-style-type: none"> - Attracting tourism businesses, people, and visitors - Growing the tourism industry and increasing visitor spend - Attracting visitors and new investment creating employment opportunities and contributing to a higher standard of living for all - Supporting the development of tourism in Te Moana nui ā Toi the Coastal Bay of Plenty and enabling investment | Lead: Tourism Bay of Plenty | Te Hā Tāpoi Destination Management strategy |
| <p>Build back Tauranga's reputation as a quality education destination for international students by:</p> <ul style="list-style-type: none"> - Developing a pathway plan for international students to support regional retention and links to employment - Establishing a Global Ambassadors youth programme within local secondary schools to improve cultural competency and support diversity and inclusion outcomes within school communities - Updating destination marketing collateral for international student attraction - Supporting offshore agent fairs in key markets such as Korea - Facilitating onshore agent visits to Tauranga to grow awareness of education options | Lead: Education Tauranga | Education Tauranga International Education strategy |

Strategy Actions

Trade and Investment Attraction

| | | |
|--|------------------------------------|---|
| <p>Support regional export capability by:</p> <ul style="list-style-type: none"> - Delivering exporter capability programmes to upskill local export businesses about offshore markets, opportunities, cultural protocols, and best practice - Capturing data and insights into exporting businesses in the region - Providing 2-4 local exporters with scholarships to participate in the EMA Export Accelerator Mentoring programme - Inviting NZTE to become a strategy partner | <p>Lead: EMA/ Priority One</p> | <p>EMA Export capability contract with Priority One</p> |
| <ul style="list-style-type: none"> - Developing a targeted FDI strategy that supports the region's sustainable economic development transformation plan to create high-value jobs and a value-driven economy | <p>Lead: Priority One</p> | <p>Priority One sustainable economic development strategy</p> |

International Partnerships

| | | |
|--|--|--|
| <p>Maintain and grow mutual value from existing sister city and friendly city partnership agreements by:</p> <ul style="list-style-type: none"> - Maintaining proactive online communication while travel is restricted with a focus on re-starting face-to-face visits from 2023 - Delivering a Commissioner-led delegation to Hitachi City in 2023 in recognition of 35 years of sister city relations - Identifying opportunities to meet face-to-face with sister cities on the back of other international delegations (e.g., Education Tauranga Korean Fair delegation) - Reviewing existing activities and identifying opportunities to enhance mutually beneficial outcomes that support community wellbeing outcomes - Developing a set of criteria for assessing any future city partnership requests (e.g., sister city relationships) | <p>Lead: Tauranga City Council/ Priority One</p> | <p>Sister City Partnership Agreements</p> |
| <ul style="list-style-type: none"> - Recruiting a new Assistant Language Teacher for Hitachi | <p>Lead: Education Tauranga</p> | <p>Education Tauranga and Hitachi Board of Education partnership agreement</p> |

Reporting and Monitoring

An annual performance report will be completed at the end of each calendar year covering:

- International strategy activities undertaken during the reporting period
- Outcomes achieved
- Opportunities or recommendations for strategy partners

The following metrics will also be collected and reported on:

- **People and talent**
 - a) International tourist arrivals/spend
 - b) Investor and skilled migrants attracted
 - c) International student numbers
- **Trade and investment attraction**
 - a) Number of local exporters participating in capability development offerings
 - b) Investment attraction
- **International partnerships**
 - a) New partnerships signed
 - b) Outcomes achieved through existing relationships

Strategy Partners

The WBOP International Strategy is supported by the following partners.

- Tauranga City Council
- Western Bay of Plenty District Council
- Priority One
- Tourism Bay of Plenty
- EMA
- Creative Bay of Plenty
- Toi Kai Rawa
- MBIE (Immigration New Zealand)
- Education Tauranga

A strategy working group meets at least three times per year to help plan, coordinate and monitor strategic activities and outcomes.

Vision

Te pai me te whai rawa o Tauranga Moana ki ta ao.

The prosperity and splendour of Tauranga Moana to the world.



| | |
|----------------------|---|
| To: | TCC Commissioners |
| Meeting Date: | Monday 27 th March, 2023 |
| From: | Greg Simmonds, Priority One |
| Purpose: | To provide an update on WBOP international strategy activity, including updated strategy framework. |

Background:

The Western Bay of Plenty International Strategy (WBOPIS) was developed as one of New Zealand's first place-based international strategies in 2015. The place-based approach supports an integrated sub-regional plan to further the region's civic and economic goals through international activities that leverage migration categories, tourism, arts and investment activities, trade and international education. The strategy provides a framework that helps coordinate, leverage and support partner agency activity, not to replace existing strategies of partner organisations.

The WBOPIS is administered by Priority One with support from strategy partners, including: Tauranga City Council, Western Bay of Plenty District Council, Tourism Bay of Plenty, Creative Bay of Plenty, Education Tauranga, Toi Kai Rawa, EMA and Immigration New Zealand (MBIE).

Strategy refresh:

A review and refresh of the WBOPIS was undertaken in 2022. The following two goals have been added:

1. Strengthen and develop international connections to attract the best people, talent, and opportunities to Tauranga Moana.
2. Enrich the social, cultural, economic, and environmental wellbeing of our people and communities through greater diversity, new ideas and a sustainable economy.

In addition, the updated strategy:

- Recognises the mana whenua status of local Iwi/Māori and supports meaningful engagement between mana whenua and newcomers to the sub-region.
- Supports the identification and delivery of initiatives that increase targeted trade, investment, tourism, skilled people, and international students to the sub-region.
- Supports implementation of the Western Bay's Welcoming Communities Plan.
- Provides a framework for strategy partners to identify, communicate and monitor prioritised actions and outcomes within an international context.

Strategy actions are based around three themes:

1. People and talent attraction. *Lead agencies: Priority One, Tourism Bay of Plenty, Education Tauranga.*
2. Trade development and investment attraction. *Lead agencies: Priority One and EMA.*
3. International city partnerships. *Lead agencies: Tauranga City Council.*

Lead actions for TCC in 2023:

Within the area of 'international city partnerships' TCC (supported by Priority One) are leading two initiatives in 2023. Both relate to this year being the 35th anniversary of our sister city relationship with Hitachi, Japan.

- Thursday 30th March (2-4pm at University of Waikato Tauranga Campus). An afternoon tea with invited local guests who have contributed to the sister city relationship over the last 35 years. Japan's Ambassador to New Zealand, Mr Koichi Ito, has confirmed his attendance.
- Early October – Tauranga City delegation to Hitachi City and Tokyo. This is part of our 3 yearly reciprocal visit program (we were due to visit in April 2020 but unable to do so due to Covid-19). We intend to use this opportunity to strengthen Tauranga's reputation as a destination for international education, tourism and investment attraction.

Recommendations:

- That the updated WBOPIS be received and endorsed.

9.2 Mainstreets' Monitoring Reports for the period 1 July to 31 December 2022

File Number: A14392079

Author: Kendyl Sullivan, City Partnerships Specialist

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

PURPOSE OF THE REPORT

1. For mainstreet organisations to report to Council on their activities for the period 1 July to 31 December 2022, to highlight issues, to provide a financial update, and to outline plans for upcoming activities.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Mainstreets' Monitoring Reports for the period 1 July to 31 December 2022".
- (b) Receives the Mainstreet Tauranga Report to 31 December 2022
- (c) Receives the Papamoa Unlimited Report to 31 December 2022
- (d) Receives the Greerton Village Community Association Report to 31 December 2022
- (e) Receives the Mount Business Association Report to 31 December 2022

EXECUTIVE SUMMARY

2. Mainstreet organisations receive a targeted rate through Council.
3. As part of Council's agreement with the four mainstreet organisations, they are required to report every six months on activities achieved, activities planned, and any issues they want to bring to the attention of Council. They are expected to provide a financial update for each reporting period, and audited financials after the end of the financial year.
4. This report reflects the period 1 July 2022 to 31 December 2022.
5. A summary of performance, both financial and non-financial, is provided for Mainstreet Tauranga, Papamoa Unlimited, Greerton Village Community Association, and Mount Business Association.

BACKGROUND

6. There are agreements in place between Tauranga City Council (TCC) and the four mainstreet organisations for the delivery of services. The intent of the agreements is to the effect that:
 - (a) The mainstreet organisations will contribute to the achievement of a strong and vibrant city and town centres, by promoting the appeal of their respective areas to residents and visitors through events, promotions, and other means.
 - (b) That TCC will provide funding for these mainstreet services by way of a targeted rate on commercial property within each of the respective mainstreet business areas.
 - (c) The mainstreet organisations are incorporated societies and all business operators within their respective targeted rates areas are regarded by the mainstreet organisations as being their members.
 - (d) A summary of the mainstreet reports, including issues to present to Council, is provided at Attachment 1.

DISCUSSION

7. All four mainstreet organisations have successfully held their Annual General Meeting (AGM) during this reporting period, and audited financial accounts for the year ending 30 June 2022 have been received. Audited accounts and AGM minutes are available to view on the [Council website](#).
 8. Papamoa Unlimited have requested an increase of \$10,000 to their targeted rate for the next financial year. The motion to request the increase from \$50,000 to \$60,000 was approved at their AGM and they are obtaining letters of support for the increased rate from targeted ratepayers, as this is a change from what was indicated/approved in the Long-term Plan.
 9. Mount Business Association and Papamoa Unlimited have both expressed interest in the feasibility of a boundary expansion for their areas. Council staff are working with these organisations to undertake this process.
 10. The profit and loss statement provided by Mainstreet Tauranga shows a net loss of \$22,795, which is taken out of reserves left over from previous years. They are operating within budget.
 11. Financial statements from Papamoa Unlimited show a net loss of \$16,523 over the last six months. This was taken out of reserves left over from previous years' underspend.
 12. The profit and loss statement provided by Greerton Village indicates they are in good financial health, showing a six-monthly operating surplus.
 13. The profit and loss statement from Mount Business Association shows a net loss of \$8,330 over this period. This is taken out of reserves left over from previous years' underspend. The allocated spend of the built-up funding is clearly referenced in the profit and loss statement.
- 14. Mainstreet Tauranga**
- a) The Mainstreet Tauranga Monitoring Report and Profit and Loss Statement to 31 December 2022 are provided at Attachment 2.
 - b) The current agreement for the delivery of mainstreet services has been in place since 1 July 2009. Funding of \$364,552 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2023.
 - c) Mainstreet Tauranga contracts Tuskany Agency for the day-to-day management and delivery of the mainstreet programme in downtown Tauranga. The Tuskany Agency Manager reports to the Board of Mainstreet Tauranga.
 - d) The current management and marketing contract for the provision of services to Mainstreet Tauranga with Tuskany Agency expires on 30 June 2023. A tender for those services went to market on 1 December 2022 requesting proposals from interested parties. Final submissions for proposals closed on 17 March 2023 with a final decision to be made on 21 April 2023, and the announcement of this decision is expected on 1 May 2023.
 - e) Mainstreet Tauranga has set three Key Performance Indicators (KPIs), to be monitored and reported on through the six-monthly reports to Council:
 - Consistent reach, engagement, and growth across digital marketing channels
 - Outcome focused member engagement
 - Audited financials.
 - f) Highlights from the last six months include the harbour ferry service and ancillary promotions including sail to lunch, Christmas in the city domes, Christmas voucher giveaways, school holiday programmes, rediscover your city centre campaign, advocacy, and member support.
 - g) Key issues for Mainstreet Tauranga are:
 - Safety and security
 - Timing of information from Council

- City centre parking
 - Attracting cruise ship passengers to the CBD in greater numbers
 - City centre parking data collection
 - Increase in graffiti.
- h) Mainstreet Tauranga are looking forward to continuing the growth of the 'Rediscover your city centre' campaign, photographic exhibition on The Strand, Flavours of Plenty, the Tauranga National Jazz Festival, supporting city centre activations and the civic development programme, and school holiday programmes.

15. Pāpāmoa Unlimited

- a) The Pāpāmoa Unlimited Monitoring Report and Financial Statements to 31 December 2022 are provided at Attachment 3.
- b) The current agreement for the delivery of mainstreet services has been in place since 1 July 2014. Funding of \$50,000 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2023.
- c) Pāpāmoa Unlimited is managed by a volunteer chair who engages a contractor to assist with the running of events. The sole focus of Pāpāmoa Unlimited is to hold three or four community events each year. An element of each event occurs within the Pāpāmoa business area and, as such, attracts people to that location and in doing so, promotes the business area as well as the vibrancy of Papamoia generally.
- d) Pāpāmoa has set three KPIs for this financial year, which they will report on at the completion of the financial year:
- To deliver three to four events annually to promote Pāpāmoa as a destination for locals and tourists alike
 - To build on turnout from previous events
 - To further promote Pāpāmoa Unlimited to ensure transparency of information for all eligible members and the Pāpāmoa community.
- e) Highlights over this period include a successful AGM and delivering the Santa Parade. The Santa Parade was very well attended with an estimate of over 30,000 people in attendance.
- f) Unfortunately, weather impacted on their Pedal and Pump event, which had to be cancelled.
- g) Pāpāmoa raised two issues in their report:
- The first issue relates to their request for an increase of \$10,000 to their targeted rate for the next financial year. The motion to request the increase from \$50,000 to \$60,000 was approved at their AGM and they are also obtaining letters of support for the increased rate from targeted ratepayers
 - The second issue, also approved at the AGM, is to investigate expansion of the boundary to build member engagement, giving more businesses the opportunity to join the association. Pāpāmoa Unlimited is working with the TCC City Partnerships Specialist on the process for this.
- h) Pāpāmoa are looking forward to their Pedal and Pump Easter event and working towards their Matariki event to be held in July.

16. Greerton Village Community Association

- a) The Greerton Village Community Association Monitoring Report and Profit and Loss Statement is provided at Attachment 4.
- b) The current agreement for the delivery of mainstreet services has been in place since 1 July 2011. Funding of \$141,406 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2023.

- c) Greerton Village Mainstreet employs a manager who is responsible to the organisation's Board for the day-to-day delivery of the mainstreet programme in Greerton, including a range of events and promotions designed to attract people to the Greerton business area. *Note: there has been a change in Manager post-reporting period.*
- d) Greerton Village has set five KPIs to be monitored on and reported on through the six-monthly reports to Council:
 - Reporting on estimated crowd attendance at events
 - Increasing business participation in promotions
 - Confirming that the correct processes are in place to ensure our membership databases are kept up to date
 - Foster and support growth in art and culture via annual yarn bombing activities
 - To create and deliver a "Welcome Pack" to all new businesses.
- e) Highlights from this reporting period include the return of the Cherry Blossom Festival, the new Random Acts of Christmas promotion, and the biggest ever Mid-Winter Madness promotion.
- f) There continue to be issues with cleaning relating to pavements, annual deep cleans, and streetlights.
- g) Greerton is looking forward to the completion of their welcome packs for new businesses, "Julio the Latin Lover" for Valentine's Day, and preparation for the annual yarn bombing and mid-winter madness promotions.

17. Mount Business Association:

- a) The Mount Business Association Monitoring Report and Profit and Loss Statement is provided at Attachment 5.
- b) The current agreement for the delivery of mainstreet services has been in place since 1 July 2011. Funding of \$188,550 from targeted rates is provided by TCC under the agreement for the year ending 30 June 2023.
- c) Mount Business Association contracts a marketing manager for 25 hours per week, responsible for implementing the strategy of the Board, an operations manager working 4-6 hours per week in a support and oversight role, and a new digital marketing manager dealing mainly with social media.
- d) Mount Business Association has set three KPIs for this financial year, which they will report on at the completion of the financial year:
 - Increase member engagement and satisfaction with the Association
 - Effectively govern our organisation in line with our constitution and ensure a balanced board
 - Create a vibrant and inviting environment down the street to drive an economic return.
- e) Highlights over this period include the new website going live, installation of the multi-modal cameras, Christmas Movie in the Park, and increasing member engagement.
- f) Issues were raised around street and laneway safety including vehicle speeds, graffiti, overflowing rubbish bins, and engagement over the Mount Spatial Plan. *Note: Mount Business Association has subsequently had stakeholder meetings with the Spatial Planning Team.*
- g) Mount Mainstreet is looking forward to driving website promotion, completing the member database update, continuing the feasibility of a boundary expansion, updating association processes, developing a strategic plan with their members, engaging in the Mount Spatial Plan, and delivering a range of events and activations.
- h) Mount Mainstreet include in their report an opportunity around use of the premise at 249 Maunganui Road as an events venue, art and community space. They include letters of support for this opportunity and a request for Council to consider this space for this purpose.

STRATEGIC / STATUTORY CONTEXT

18. Mainstreet organisations are considered key strategic stakeholders in Council's Plans. They provide a valuable link between businesses and Council, and are involved in a number of projects including Tauranga City Council's City Centre Action and Investment Plan, which outlines an overarching plan for the city centre and the programmes of work required to bring it to life, the Mount Spatial Plan, Cameron Road Upgrades in Greerton, and numerous action and investment strategies.
19. In terms of TCC's community outcomes that are in [Our Direction – Tauranga 2050](#), well-run mainstreet programmes make a worthwhile contribution to city centre vibrancy and to "a well-planned city with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities."
20. Well-run mainstreet programmes also have a key role in making a significant contribution "to the social, economic, cultural and environmental well-being of the region."

FINANCIAL CONSIDERATIONS

21. Mainstreet organisations receive a targeted rate through Council, as detailed above, totalling \$744,508 per annum across the four organisations.
22. It is difficult to measure the outcomes achieved by the mainstreet programmes in economic terms. However, informal measures, such as pedestrian counters, EFTPOS data, and estimated numbers of people at events can be useful to ascertain the effectiveness of mainstreet events and promotions.
23. City Development and Partnerships staff have been working with the TCC Digital team and external stakeholders to look at available data collection in the city centre to enable measurability of outcomes. Multi-modal camera reports and Eftpos spend data have been supplied to mainstreets' subsequent to this reporting period, with further data to be supplied when available.

LEGAL IMPLICATIONS / RISKS

24. Each of the mainstreet organisations has met their funding agreement requirements by providing Council with their half yearly reports for 1 July 2022 to 31 December 2022, and audited financials for the financial year 2021/2022.
25. Mainstreets were asked to consider their organisational risks and how those risks may impact on their relationship with Council, with any risks being raised with the City Partnerships Specialist and/or included in TCC's Risk Register.

CONSULTATION / ENGAGEMENT

26. It is not required or expected to consult on mainstreet organisation half yearly reports under the Local Government Act 2002.

SIGNIFICANCE

27. 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.
28. 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; and

- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

29. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of low significance as the receipt of the half yearly reports and activities of the mainstreet organisations would have an impact on a subgroup of people within the city, and it is likely these documents will be of moderate public interest.

ENGAGEMENT

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

NEXT STEPS

- 31. Feedback will be provided to the mainstreet organisations at the Strategy, Finance and Risk Committee meeting on 27 March 2023, when representatives from the four mainstreets will briefly speak to their reports.
- 32. Results of an independent survey of businesses within the mainstreet areas are currently being collated, with relevant themes and feedback to be shared with mainstreets and Council.
- 33. A new policy for mainstreets has been drafted and will be circulated to mainstreets for their information and feedback. The Policy is intended to provide clarity around accountability between the mainstreet organisations and Council.

ATTACHMENTS

- 1. **Mainstreet monitoring Summary - 1 July to 31 December 2022 - A14474311** [↓](#) 
- 2. **Mainstreet Tauranga - Monitoring Report to 31 December 2022 - A14465936** [↓](#) 
- 3. **Papamoa Unlimited - Monitoring Report to 31 December 2022 - A14473851** [↓](#) 
- 4. **Greerton Village Community Association - Monitoring Report to 31 December 2022 - A14465934** [↓](#) 
- 5. **Mount Business Association - Monitoring Report to 31 December 2022 - A14465937** [↓](#) 

Appendix 1: Mainstreet Monitoring Report Summary to the Strategy, Finance, and Risk Committee, 27 March 2023

For period 1 July to 31 December 2022

| Organisation | Issues for Council Attention | Summary of Activities | Looking forward |
|---------------------|--|--|--|
| Mainstreet Tauranga | <ul style="list-style-type: none"> • Safety and Security • Timing of information from Council • City Centre Parking • Attracting cruise ship passengers to the CBD in greater numbers • City Centre Parking Data Collection • Increase in graffiti | <ul style="list-style-type: none"> • Event and initiative facilitation: Harbour ferry service, Cruise ship visitor experience scoping, Christmas in the City Domes, Christmas Voucher giveaway, Carols on the waterfront (cancelled due to weather), School holiday programmes (July and October) • Marketing of the City Centre: Rediscover your city campaign, Marketing events in the CBD • Marketing to Tourists: Discover Tauranga City Centre brochure, Ferry and cruise ship offers, Stakeholder support promotion, Sail to lunch flyer, Ambassador and ferry signage • Smart digital strategy: Social media campaigns, PR campaigns, Website • Collaborative Partnerships: Trustpower Christmas Domes, Shapes of Summer, Summer in the City, Public transport facilities meetings • Member Support: Email updates, new member meetings, events and initiatives, regular engagement, advocacy, feedback • Occupancy: Scoping opportunities • Monitoring: Analysis of data | <ul style="list-style-type: none"> • Continuation of Rediscover your City Centre Campaign • Large scale outdoor Photographic Exhibition on the Strand • Flavours of Plenty Festival events in CBD • Jazz festival • Championing the new Civic Development • Collaborative work on City Centre Activations • School Holiday Programmes |
| Papamoa Unlimited | <ul style="list-style-type: none"> • Targeted business rate increase request • Expansion to Targeted business rate area | <ul style="list-style-type: none"> • Santa Parade – Community based activity with approximately 30,000 people in attendance • AGM – Successfully held and completed with audited financials • Pedal and Pump – Cancelled due to weather | <ul style="list-style-type: none"> • Pedal and Pump Easter • Matariki • Pedal and Pump Halloween • Santa Parade – 10 December |

| | | | |
|-------------------------|--|--|--|
| <p>Greerton Village</p> | <ul style="list-style-type: none"> • Cleaning contracts, annual pavement cleans • Streetlamps in need of cleaning and LEDs installed | <ul style="list-style-type: none"> • Julio the Latin Lover –chocolate hearts on valentine’s day • Easter Egg Window Trail and Easter bunny street entertainer • Yarn bombing event • Cherry Blossom festival – return after two years • Christmas around the tree • Mid-Winter madness promotion – biggest ever • Advertising and media • Random Acts of Kindness – new Christmas promotion • Member Communication: Member emails, closed facebook group, BA5 networking, one-on-one business visits • Advocacy: Cameron Road, meeting with City Partnerships specialist, Greerton Maarawaewae study • AGM | <ul style="list-style-type: none"> • Yarn Bombing Event • Welcome Pack for Businesses • Completion of welcome pack for new businesses • ‘Julio the Latin lover’ - valentine’s day • Planning for Yarn Bombing • Planning for mid-winter madness promotion |
| <p>Mount Mainstreet</p> | <ul style="list-style-type: none"> • Street Safety – break-ins, gang presence, increase in theft and property damage • Laneway safety • Cars travelling at speed through round-a-bouts • Graffiti increase • Overflowing rubbish bins during peak season • Mount Spatial Plan – issues with engagement | <ul style="list-style-type: none"> • Events and Activations: Aims Games outdoor cinema, Ice Skate down the Mount, Cruise ships – window dressing and musicians, Christmas movie in the park, Christmas tree community project, charity vinyl fundraiser, Mount Mainstreet urban market, new website, Christmas stocking giveaway through social media, new digital marketing manager, Te Wiki o te Reo Maori, STUFF mainstreet collaboration • Member Focus: Member email, AGM, member events, member handbook, member onboarding survey, WhatsApp for members for safety, advocacy • Placemaking: Wooden bench seating replacement, Shadelands Lane mural project • Data: Foot Count Data, Spend Data • Opportunity: Multi-purpose events venue, art, community space | <ul style="list-style-type: none"> • Drive website promotion • Complete member database survey update • Working with Kendyl on the feasibility of a boundary extension • Continue to update Associations processes • Develop strategic plan in consultation with members • Engagement in the Mount Spatial Plan • Deliver a range of events and activations |

MAINSTREET TAURANGA SIX MONTH REPORT TO TAURANGA CITY COUNCIL

PERIOD: **JULY – DECEMBER 2022**

Executive Summary

The city centre continues to track through challenging times. The primary focus for Mainstreet Tauranga and our members, over the reporting period, and still currently continues to be on three key areas:

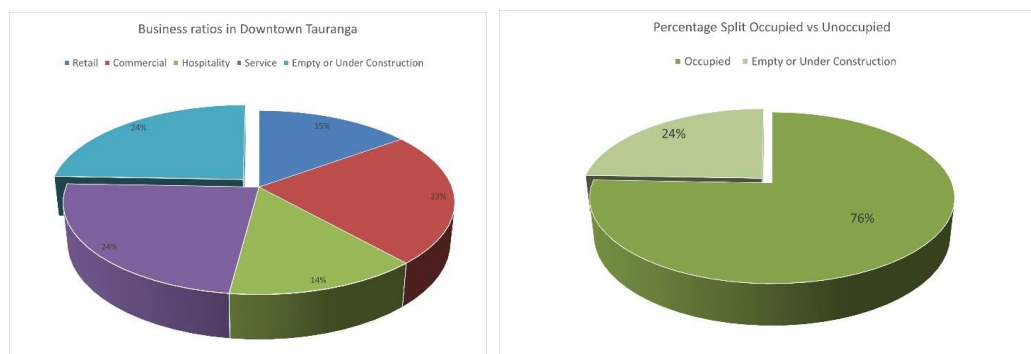
- Safety and Security
- Access
- Communication

This report details our activity over the reporting period and very much speaks to these three areas b.

Membership Review:

Mainstreet Tauranga is a membership organisation spanning the area bounded by the Tauranga Harbour to the east, Cameron Road to the west, 1st Avenue to the south, Harington Street, and part of McLean Street to the north. Mainstreet Tauranga takes a broad view of membership in their day-to-day operations. We interface with and represent the property owners, business owners and operators and staff across the CBD.

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



Occupancy

There are currently 680 occupiable sites in the city centre with 514 of them currently occupied and 166 either empty or under development.

For a comprehensive view of Mainstreet Tauranga please see our Business Plan. This plan details our purpose, mission, aspiration vision, strategic focus and core roles.
The July 1, 2022 – June 30th, 2023, is attached alongside this report for ease of reference.

Mainstreet Downtown Tauranga Monitoring Report

July – December 2022

DELIVERING ON OUR PRIMARY STRATEGIC ROLES – Six Months in Review**MEMBER ENGAGEMENT**

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

How we have delivered on this role in the last six months:

- Distributed weekly newsletter communications to members with additional sector specific emailers
- Facilitated a July school holiday programme
- Facilitated an October school holiday programme
- Collaborated with members to curate offers for cruise ship passengers
- Developed and delivered a cruise ship/ferry brochure with member offerings
- Collaborated with other Mainstreets to secure a major marketing campaign through Stuff that will profile the CBD to the extensive Stuff audience throughout 2023
- Compiled an 8-page Annual Report for circulation to members covering 2021/22 financial year and Chairmans report
- Staged the Mainstreet Tauranga AGM in November
- Staged regular meetings with member to support their business ventures and seek ways to profile their offerings
- Regular and extensive email, phone and in person contact with members initiating opportunities for members, responding to queries, providing information, resources and support

ADVOCACY

Pivotal to our work is the role Mainstreet Tauranga takes in supporting our membership by advocating on their behalf and on the behalf of the city centre. We work closely with members to identify challenges and opportunities, providing support and advocating to stakeholders on their behalf.

How we have delivered on this role in the last six months:

- Attended TCC Workshop – Stakeholder Brainstorm – Activating CBD in Summer 2022/23
- Submitted to the Revised Draft Local Alcohol Policy
- Updated TCC on member concerns around parking as they arose and sought to unpack solutions
- Attended the Flavours of Plenty Food Forum and encouraged our members to be involved
- Facilitated a Safety & Security meeting for our members on December 19th with attendance also by Paul Mason (TCC Safe & Resilient Communities Advisor), Constable Jenna Southon (NZ Police outgoing community constable), Constable Jason Arnel (NZ Police incoming community constable) and Kendyl (TCC City Partnerships Specialist). This meeting was in response to escalating safety and security concerns for our members and the public.
- Attended a meeting with Ably to provide feedback prior to the Public Transport Facilities workshop
- Collaborated with Nourish Magazine to scope a degustation event as part of the upcoming Flavours A Plenty Festival to include a number of our members from the hospitality sector

PROMOTING THE CITY CENTRE

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

How we have delivered on this role in the last six months:

- Launched Stage 2 of the Rediscover Your City Centre marketing campaign profiling curated experiences, packages and offers on multimedia platforms.
- Launched a 'Meet the People' series on social media platforms.

Mainstreet Downtown Tauranga Monitoring Report

July – December 2022

- Launched digital ad campaigns in the region and in other territories (Coromandel, Rotorua, Eastern Bay of Plenty) to broaden the audience reach for our members and their offerings
- Conducted updated photo shoots of the CBD events, experiences, our members and their offerings.
- Produced a new Discover Tauranga City Centre Brochure
- Produced a Cruise Ship Ferry brochure
- Developed a double page feature placement for the 'Summers Good Stuff' publication that was distributed to 27,000 homes
- Developed and delivered the Christmas in the City campaign featuring installations, events and full marketing campaign to support and drive foot traffic

SUPPORTING THE GROWTH OF ARTS AND CULTURE

Arts and culture contribute to a vibrant city centre. Our role at Mainstreet Tauranga is to initiate, facilitate and support the growth of diverse arts and culture offerings. Mainstreet actively works alongside stakeholder organisations, event managers, cultural groups, artists, performers, and entrepreneurs to facilitate this through placemaking initiatives, events and activations.

How we have delivered on this role in the last six months:

- Facilitated the set-up of Carols on the Waterfront with the combined churches of Tauranga.
- Facilitated a stakeholder workshop to discuss key art and culture sights in the CBD for promotion to cruise ship passengers
- Actively supported the promotion of the TCC Shapes of Summer installation
- Facilitated the inclusion of art and culture offerings in school holiday programmes
- Assisted artists and cultural groups with advice on where to source funding for their projects with Activate Vacant Spaces no longer being funded to support them

STAKEHOLDER ENGAGEMENT

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

How we have delivered on this role in the last six months:

- Partnered with Tourism Bay of Plenty on the Downtown Tauranga Harbour Ferry
- Scoped alternative opportunities with Tourism BOP to access cruise ship passengers
- Facilitated a collaborative meeting with Mount Mainstreet, Historic Village, Classic Flyers, The Elms, Tauranga City Council, Bethlehem Coachlines and Tourism BOP with the intention of further enhancing the patronage of the Hop on Hop Off service run by Bethlehem Coachlines
- Attended quarterly Mainstreets collective meetings to share ideas, collaborate and problem solve
- Contacted Priority One to seek city centre metric sharing for turnover/spend data in the city centre
- Presented the January 2022 to June 2022 six-month report to Commissioners in September
- Hosted Commissioners at a board governance meeting

OCCUPANCY LEVELS

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

How we have delivered on this role in the last six months:

- Connected art and culture enquiries with potential vacant spaces for utilisation
- Welcomed the new businesses to the city centre including The Redoubt Bar & Grill replaced Brooklyn (The Strand), Station 83 replaced Norris & Bell (The Strand), Hashtag Street Food (Grey St), ATR (Devonport Rd), Card Merchant Tauranga (Devonport Rd), Nest Home Loans (Grey St), and Digital Pie (Grey St)

KEY ACTIVITIES & OUTCOMES – Six Months in Review

Outcomes define the success of Mainstreet Tauranga in supporting our members and promoting the city centre. Mainstreet Tauranga ensures a robust approach to all events, activities and initiatives to measure outcomes.

The following details our success criteria across a range of activities:


| ACTIVITY AREA: EVENT AND INITIATIVE FACILITATION | | |
|---|---|---|
| Success Criteria: New events and initiatives in the annual calendar, diversity of event offerings, feedback from attendees/the public, synergy with TCC and other CBD stakeholders | | |
| ACTIVITY | ACTION | OUTCOME |
| DOWNTOWN TAURANGA HARBOUR FERRY SERVICE | <p>Following the launch of the Wednesday Challenge Ferry trial on Tauranga Harbour, Mainstreet Tauranga collaborated with the Wednesday Challenge to take over and broaden the ferry service.</p> <p>We partnered with Tauranga Water Transport and Tourism Bay of Plenty to develop and deliver a ferry service, between Tauranga waterfront and Salisbury Wharf at the Mount, catering to cruise ship passengers and locals.</p> <p>We employed a ferry Ambassador who is stationed at Salisbury Wharf to engage with cruise ship passengers and create a memorable experience for all ferry passengers.</p> <p>Tourism BOP asked us to launch the service in just 5 days to coincide with the cruise ship season launch. It was a logistics mission to get the trial ready for launch once we had the booking platform and all elements in place, we had just 2.5 days to promote the ferry service to locals. With a mix of solid PR and digital marketing we were able to get good awareness and by the Saturday morning had 235 local bookings, which was a positive outcome.</p> | <ul style="list-style-type: none"> ▪ With a solid mix of solid PR and digital marketing we were able to get great awareness for the launch of the ferry to coincide with the first cruise ship of the season. By the Saturday morning had 235 local bookings – a great outcome given the timelines ▪ Since launch, despite bad weather impacting our schedule Tauranga Water Transport have noted good numbers on the ferry – a mix of locals and cruise ship passengers ▪ The initiative is underwritten by Tauranga Water Transport. Mainstreet Tauranga’s role is to actively promote the service to help create a viable initiative that could continue indefinitely and more regularly than just the cruise ship season ▪ We are now working with Tourism BOP to seek ways to ensure the sustainability of the ferry service beyond the cruise ship season ▪ The ferry allows us to develop and promote a transport mode that can assist with parking and access issues in the CBD ▪ The service allows us some access to the lucrative cruise ship market ▪ The service was an alternative to our previous shuttle bus initiative that ran in season’s prior but was not an option for this season, due to no access within the port gates |

| | | |
|---|---|---|
| <p>CRUISE SHIP VISITOR EXPERIENCE SCOPING</p> | <p>Prior to the launch of the Ferry service and before the commencement of the cruise ship season Mainstreet Tauranga called and facilitated a meeting with CBD stakeholders to scope the development of curated tourist offerings.</p> <p>To ensure a collaborative approach we had initial preliminary discussions with Tourism BOP. We then invited a stakeholder group together for a brainstorm session to scope potential experiences and develop the overarching approach. In attendance were James Wilson - Tauranga City Council, Sonya Korohina - Supercut Projects, Ellie Smith - Echoes Tauranga and Supercut Projects, Megan Cleverly - Tauranga Art Gallery, Jessica Mackenzie - Volare, Nectar, The Crown and Badger. Hospitality representative, Debbie McCauley - Mauao Publishing - involved in mapping historic buildings in the city centre, Millie Pidwell - Mainstreet Tauranga</p> | <ul style="list-style-type: none"> ▪ Mainstreet Tauranga suggested the development of a joint new visitors guide with QR codes that led to videos and curated content to profile the key offerings in the city across art, culture, entertainment and unique experiences. ▪ Due to restricted budgets of the other parties Mainstreet Tauranga initiated the Discover Tauranga city centre brochure based on the scope and concept discussed. |
| <p>CHRISTMAS IN THE CITY – TRUSTPOWER TOI TAURANGA CHRISTMAS DOMES</p> | <p>This year's unique installation featured four Christmas Domes, one in Red Square and three in Masonic Park. Each dome was themed and included dynamic lighting to create installations that were attractions during the day and key light/art attractions at night.</p> <p>The larger Red Square dome acted as the main Santa's Grotto for the CBD.</p> <p>The domes were installed late November.</p> <p>A full marketing programme was conducted to promote the attraction and Santa's appearance times.</p> | <ul style="list-style-type: none"> ▪ Excellent public feedback ▪ Excellent public interaction with many families bringing their children in to see and experience the Domes and to meet Santa ▪ The Domes added a unique attraction to the CBD ▪ The Domes worked in synergy with the Shapes of Summer (TCC art/light installations). ▪ The installations continued our valued partnership with Trustpower and TCC for Christmas events/installations/attractions ▪ Unfortunately, the Domes were significantly targeted by vandals. ▪ The vandalism reached such a scale we were unable to complete the full calendar for the installation and the domes were removed. (*See note later in the report under challenges section) |

| | | |
|--|--|---|
| <p>CHRISTMAS VOUCHERS GIVEAWAY</p> | <p>We gave away a significant number of vouchers at Christmas to support our members and encourage shopping/dining while the public were in the CBD enjoying installations and events.</p> <p>These vouchers are purchased from our retail and hospitality businesses by Mainstreet, from our marketing fund.</p> <p>We gave away \$7,500 of \$50 vouchers in the weekends leading up to Christmas.</p> | <ul style="list-style-type: none"> ▪ Our members appreciate the support of Mainstreet Tauranga through this initiative ▪ The giveaways work as a great driver to encourage people to stay longer and spend more and allow us to profile the range of businesses here ▪ Public feedback is overwhelming, both on the streets and on our social media channels where we promote the giveaways |
| <p>CAROLS ON THE WATERFRONT</p> | <p>Annually we partner with the combined churches of Tauranga to foster and facilitate the delivery of this Christmas event.</p> <p>We attended the committee meetings, assisted writing their funding applications and wrote their full health and safety and operations plan documentation.</p> | <ul style="list-style-type: none"> ▪ Unfortunately, this event was cancelled due to bad weather |
| <p>SCHOOL HOLIDAY PROGRAMMES – JULY & OCTOBER</p> | <p>Mainstreet Tauranga collaborated with members to coordinate a programme of offerings.</p> <p>The July offerings included Wacky Waffles at But First Dessert, the Rainbow Tea Party at Craniums and But First Dessert, Candle Making at The Boho Store, and Essential Oils Workshop at the Boho Store.</p> <p>October offerings included Wacky Waffles at But First Dessert, Make Your Own Pizza at Station 83, Pottery Workshops at The Pottery Studio, Workshops at The Boho Store, imaginative storytelling and role-playing games at Diced, Martial Arts Academy school holiday program and Believe It or Not school holiday quiz at Crown and Badger.</p> | <ul style="list-style-type: none"> ▪ All July events sold out and October patronage was also extremely strong. ▪ We received great feedback from members involved including: <p><i>"We always look forward to busy school holidays, and what makes it even better is being able to host events for the kids through Downtown Tauranga! They give fantastic support, organise ticket sales and advertising our Wacky Waffles event- it makes it so easy! Every Wacky Waffles class we've done has sold out, and we'll continue to offer these events through Downtown Tauranga every school holidays. I really encourage other businesses to think outside the box on activities they can offer and take advantage of the support that Downtown Tauranga can offer!" Adele De'Arth – But First Dessert</i></p> <p><i>"At The Boho Store we love being involved in the school holiday program. We couldn't do these classes without the support and organisation of the Downtown Tauranga team and really appreciate all the help they provide in taking care of all the practicalities of running the program." Jess – Boho Store</i></p> |

ACTIVITY AREA: MARKETING OF THE CITY CENTRE

Success Criteria: Comprehensive and robust plan developed and delivered, ALL CBD sectors proactively profiled, Member feedback reflects support for the programme and acknowledges their business profiling, media partnerships deliver significant value-added advertising and exposure, public feedback at events and on digital channels reflects awareness and appeal of marketing messages delivered,

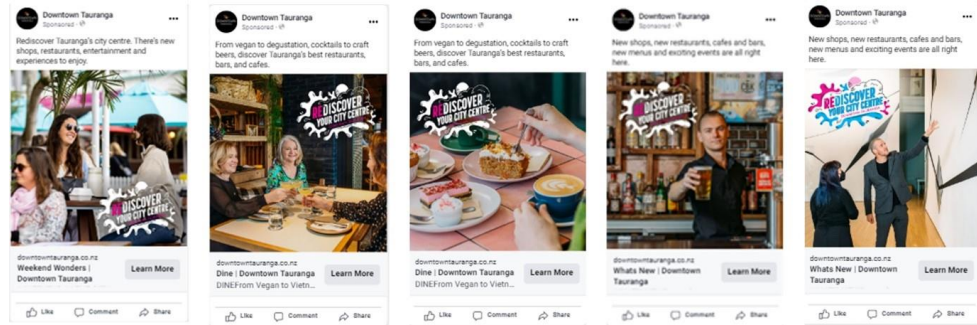
| ACTIVITY | ACTION | OUTCOME |
|--|---|---|
| <p>REDISCOVER YOUR CITY CENTRE CAMPAIGN</p> <p>As our city centre continues to track through transformational change, and with this the many challenges around empty stores, access restrictions due to closed roads and redevelopments, this campaign uses <i>curated and packaged content</i> to profile retail, hospitality and service offerings alongside unique experiences in the city centre.</p> <p>Rediscover has two core goals:</p> <ul style="list-style-type: none"> - Change the way people perceive the city centre by showcasing curated experiences and unique places of interest - Attract people into the CBD to attend events, enjoy experiences, shop and dine at our member businesses  | <p>Campaign Level 1 – Experiences - The curated experiences that we launched with that profiled the CBD and the diverse experiences on offer – packaged together</p> <p>Campaign Level 2 – Packages & offers – New packages to add to the mix that have a strong and direct call to action to drive customers directly into specific businesses</p> <p>Core marketing across digital channels, website, eDM marketing, print, press, radio and PR platforms.</p> <p>Through partnership marketing we also accessed larger audiences including:</p> <ul style="list-style-type: none"> ▪ More FM - FB audience in excess of 19,600 ▪ Tourism BOP – FB audience in excess of 20,500 ▪ Nourish – FB audience in excess of 7,000 ▪ Our Place FB audience in excess of 2,500 ▪ Uno – FB audience in excess of 8,000 | <ul style="list-style-type: none"> ▪ Robust campaign strategy ▪ Unique, creative brand identity ▪ Curated and packaged content ▪ Comprehensive marketing and advertising plan ▪ Niche marketing tactics to key target markets ▪ Solid member feedback – e.g.: <p>Picnicka: “We really like your article; we believe you really capture what we want to achieve with Picnicka!”</p> <p>Tacos Tocayo “Hey thanks Millie, everything is great thank you so much, absolutely loved it 😊”.</p> <p>Miss Gee’s “Thanks so much, made me cry”.</p> <p>Purple Patch “We’ve had people coming in and commenting on the article. A lady even purchased the jacket and the dress that were pictured! Thank you so much!”</p> <p>Busters Tattoo and Barbershop “Thank you so much Millie! Appreciate the support 😊”</p> |

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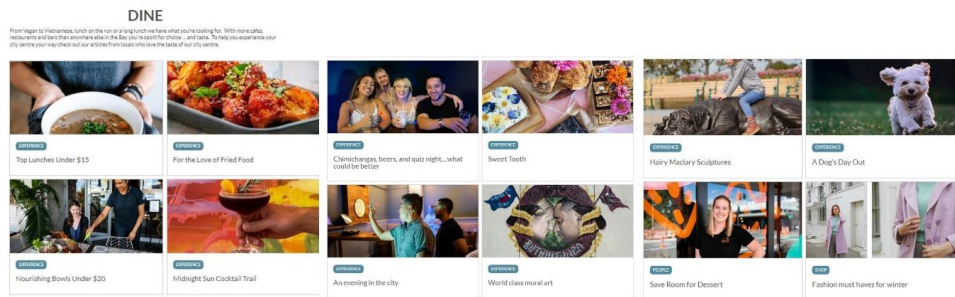
July – December 2022

OUR REDISCOVER MARKETING CAMPAIGN DURING THE REPORTING PERIOD INCLUDED:

Ad Campaigns:

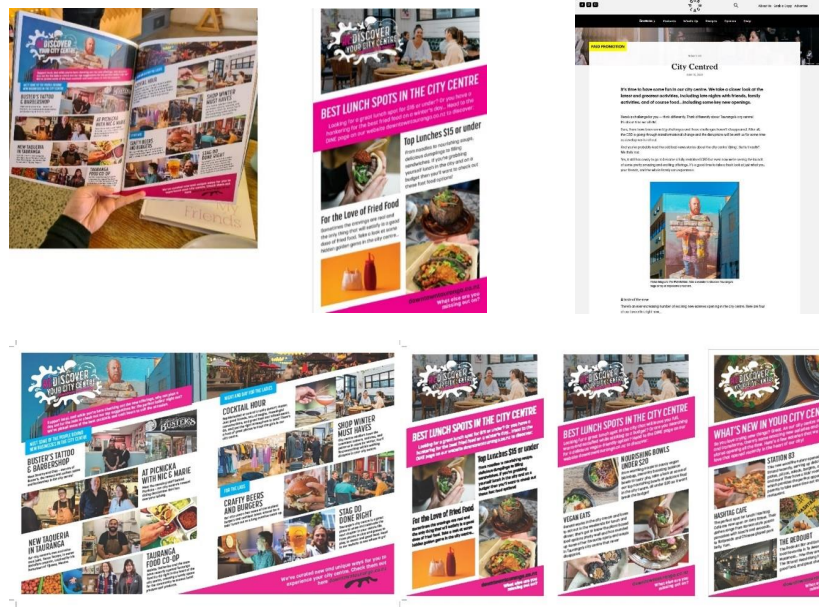


Curated, packaged offers:



Print and Press Advertising:

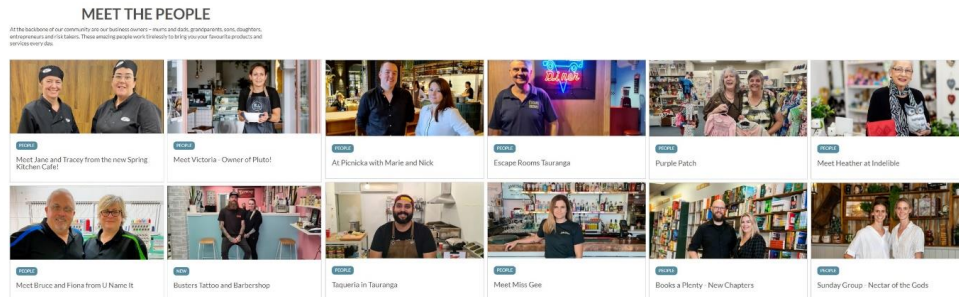
Partnership PR with other media platforms:



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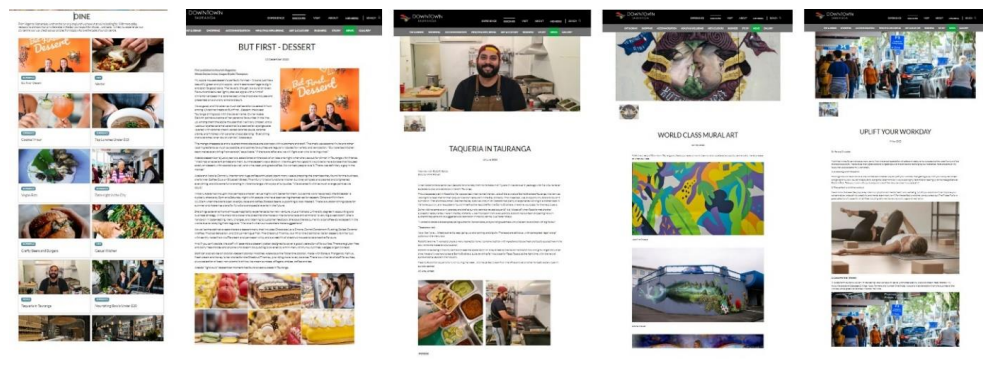
Meet the People Interview series:



Seasonal Advertising campaigns – Fathers Day

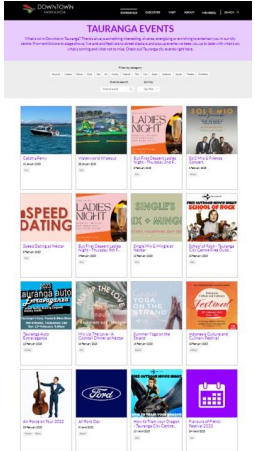


Website blogs across our membership



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| | | |
|---|--|---|
| <p>MARKETING EVENTS IN THE CBD</p>  | <p>By keeping our website events page up to date with events across the CBD we ensure we are a reliable source for residents, visitors and tourists wanting to know what's on and when</p> | <ul style="list-style-type: none"> As reported, our website attracts a strong audience (see stats later) |
|---|--|---|

ACTIVITY AREA: MARKETING TO TOURISTS




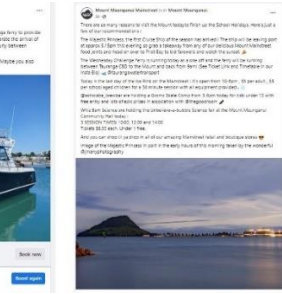
Success Criteria: Deliver city centre tourist brochure, reach and engagement on marketing campaigns to tourists and visitors, Feedback from Tourism BOP on Mainstreet Tauranga's tourism initiatives

| ACTIVITY | ACTION | OUTCOME |
|---|--|--|
| <p>DISCOVER TAURANGA CITY CENTRE BROCHURE</p> <p>Following a facilitated meeting with city centre stakeholders we strategically developed a list of key points of interest and experiences tailored to the tourist market.</p> | <p>Mainstreet Tauranga created a new brochure which included QR codes linking to larger website profiles including the Tauranga Art Gallery, City Art Walk, Footprints On Te Papa, shopping and dining points of interest. A QR code also links directly to the Priority One Blueprint video to showcase the transforming city centre.</p> | <ul style="list-style-type: none"> Brochures printed and distributed at iSite, iPort, on the ferry and through VisitorPoint in Tauranga and Rotorua |



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| <p>FERRY & CRUISE SHIP OFFERS FLYER</p>  <p>DISCOVER OUR CITY CENTRE</p> <p>CATCH A FERRY TO OUR CITY CENTRE</p> <p>MOUNT MAUNGAROA - TAURANGA RETURN</p> <table border="1"> <thead> <tr> <th>Mount Maungaroa</th> <th>Tauranga Return</th> </tr> </thead> <tbody> <tr> <td>9:00AM</td> <td>9:30AM</td> </tr> <tr> <td>10:00AM</td> <td>10:30AM</td> </tr> <tr> <td>11:00AM</td> <td>11:30AM</td> </tr> <tr> <td>12:00PM</td> <td>12:30PM</td> </tr> <tr> <td>13:00PM</td> <td>13:30PM</td> </tr> <tr> <td>14:00PM</td> <td>15:00PM</td> </tr> <tr> <td>18:30PM</td> <td></td> </tr> </tbody> </table> | Mount Maungaroa | Tauranga Return | 9:00AM | 9:30AM | 10:00AM | 10:30AM | 11:00AM | 11:30AM | 12:00PM | 12:30PM | 13:00PM | 13:30PM | 14:00PM | 15:00PM | 18:30PM | | <p>We also developed a flyer promoting the ferry service and some speciality offers for cruise ship passengers from our hospitality and retail members.</p> | <ul style="list-style-type: none"> ▪ Brochures printed and distributed at iSite, iPort and on the ferry |
|---|--|--|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|---|--|
| Mount Maungaroa | Tauranga Return | | | | | | | | | | | | | | | | | |
| 9:00AM | 9:30AM | | | | | | | | | | | | | | | | | |
| 10:00AM | 10:30AM | | | | | | | | | | | | | | | | | |
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| 12:00PM | 12:30PM | | | | | | | | | | | | | | | | | |
| 13:00PM | 13:30PM | | | | | | | | | | | | | | | | | |
| 14:00PM | 15:00PM | | | | | | | | | | | | | | | | | |
| 18:30PM | | | | | | | | | | | | | | | | | | |
| <p>STAKEHOLDER SUPPORT PROMOTION</p> | <p>We collaborated with CBD stakeholders to increase our audience reach to promote the ferry service</p> | <p>Excellent support coverage across stakeholder digital platforms</p> | | | | | | | | | | | | | | | | |
|  |  |  | | | | | | | | | | | | | | | | |
| <p>SAIL TO LUNCH FLYER</p> <p>A packaged offer to build local patronage of the ferry service and to support our hospitality members</p> | <p>As part of the ferry service running over the cruise season, we introduced Sail to Lunch offers. An experience of catching the ferry across Tauranga Moana and enjoying an offer at some of our eateries by showing your same day ferry ticket.</p> | <ul style="list-style-type: none"> ▪ Digital flyer distributed through our social media and EDM platforms to the public | | | | | | | | | | | | | | | | |
| <p>AMBASSADOR AND FERRY SIGNAGE - TAURANGA AND MOUNT</p> | <p>We have employed an ambassador as part of the ferry service and, in collaboration with Tourism Bay of Plenty, produced directional signage at the Tauranga waterfront and Salisbury Wharf to promote the ferry location and service</p> | <ul style="list-style-type: none"> ▪ Excellent feedback from Tourism Bay of Plenty on the work of our Ambassador and the signage that makes passenger location of the ferry easier. | | | | | | | | | | | | | | | | |

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| ACTIVITY AREA: SMART DIGITAL STRATEGY | | |
|--|---|---|
| Success Criteria: Audience growth year-on-year across digital platforms, audience engagement growth year-on-year, open rates on emails, likes on social media, website visits | | |
| ACTIVITY | ACTION | OUTCOME |
| <p>SOCIAL MEDIA CAMPAIGNS</p> <p>Our strategic and extensive social media campaigns ensure we are a strong and consistent voice for what's on offer in the CBD.</p> <p>We act as a strong support to promote all CBD activities and are often the go to for exposure, given our large and engaged audiences and active social media presence.</p> | <p>Throughout the reporting period we conducted posts, stories and reels, profiled our members and their offers, promoted events and socialised CBD experiences.</p> <p>We also conducted an extensive social media ad campaign both within the region and to markets in the Coromandel, Eastern Bay of Plenty, Rotorua and Hamilton to entice weekend visitors to the CBD.</p> | <ul style="list-style-type: none"> A 77% growth in Facebook likes and a 196% growth in Instagram followers during the reporting period Significantly increased our reach and page visits over the reporting period <p>See snapshot view of key stats below:</p> |
| | | |
| <p>PR Campaigns</p> <p>A key part of our marketing strategy for Mainstreet Tauranga and the CBD.</p> | <p>Changing city centre perceptions takes time. PR plays a critical role in this and is actively used by Mainstreet Tauranga.</p> | <ul style="list-style-type: none"> Greater media exposure Factual positive stories Influencer marketing Regular news stories |

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| | | |
|--|--|--|
| <p>WEBSITE</p> <p>Our website plays a key role in profiling the CBD to residents, visitors and tourists</p> | <p>Constant updates with fresh content to profile our members and promote city centre events and initiatives</p> | <p>Key website stats include: July - December</p> <ul style="list-style-type: none"> ▪ Page views: 118,568 = an increase of 32.9% on the previous 6 months ▪ New users: 53,468 = an increase of 28.4% on the previous 6 months |
|--|--|--|

ACTIVITY AREA: COLLABORATIVE PARTNERSHIPS

Success Criteria: Delivery of co-partner events and initiatives, feedback from stakeholders partners on Mainstreet work, diverse events and initiatives delivered that Mainstreet Tauranga has demonstratively contributed to

| ACTIVITY | ACTION | OUTCOME |
|--|--|--|
| <p>TRUSTPOWER CHRISTMAS DOMES</p> <p>Our Christmas installation in the CBD to support and enhance the TCC Christmas installations</p> | <p>Mainstreet Tauranga enjoys an excellent partnership annually with Trustpower to create an attraction and community engagement in the CBD. This partnership is further enhanced with TCC support, enabling Mainstreet Tauranga to deliver a unique offering for the public.</p> | <p>Feedback from Trustpower and TCC around our partnership continues to be excellent. Without this partnership we could not deliver to the scale or calibre that we do for Christmas</p> |
| <p>SHAPES OF SUMMER</p> <p>Supporting TCC</p> | <p>Mainstreet Tauranga plays a key role in actively supporting TCC initiatives. For this one we actively promoted the Shapes of Summer in all our marketing collateral and on our digital, social and mainstream media platforms including paid digital advertising.</p> | <p>Our support promotion of the Shapes of Summer extended the audience reach for this TCC initiative and increased the awareness and impact of the initiative.</p> |
| <p>SUMMER IN THE CITY</p> <p>Supporting TCC</p> | <p>TCC approached us to be co-promoters of this initiative. We actively promoted the initiative in all our marketing collateral and on our digital, social and mainstream media platforms including paid digital advertising.</p> | <p>Our support promotion extended the audience reach for this TCC initiative and increased the awareness and impact of the initiative.</p> |
| <p>PUBLIC TRANSPORT FACILITIES MEETINGS</p> | <p>With Council now investigating a permanent public transport facility in the CBD the Mainstreet management team met with representatives from Aply to hear the background to the decisions to date. Mainstreet also advocated on behalf of members voicing concerns on aspects including safety and security, supporting infrastructure needed for vehicle stopping to pick up/drop off, public facilities around stops (toilets etc), initiatives to encourage those working in the CBD to utilise the PT options more.</p> | <p>Advocacy on behalf of our members.</p> |

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| ACTIVITY AREA: MEMBER SUPPORT | | |
|---|--|--|
| Success Criteria: Member feedback shows strength of relationship and tactile support delivered by Mainstreet, advocacy measures deliver solutions for members, member feedback on business growth, proactive stance by Mainstreet to support members | | |
| ACTIVITY | ACTION | OUTCOME |
| <p>EMAIL UPDATES TO MEMBERS</p> <p>To keep our members informed and up to date on city centre happenings, events and opportunities.</p> | <p>1-2 emails per week with news, event and initiative updates and information for members, including available foot traffic data. Our key stakeholders also use this communication channel, within our newsletters, to update members on their initiatives and events. We now receive regular inclusions for the business and customer newsletter from Tauranga City Council.</p> | <p>Maintaining relevant and consistent information and resource updates to our members.</p> |
| <p>NEW MEMBER MEETINGS</p> <p>To inform members of the services, profiling, and networking opportunities available to them through Downtown Tauranga.</p> | <p>Delivery of our 'Welcome Pack', adding members to our database, identifying areas where they need support or resources and scoping opportunities for profiling of their business and offerings.</p> | <p>Relationship building to leverage opportunities for business growth and CBD vitality.</p> |
| <p>EVENTS AND INITIATIVES</p> | <p>To engage our members and where possible seek collaborative ways to integrate our members into initiatives and events to build the city centre offerings and events to attract more people and achieve stronger outcomes.</p> | <p>Adding vibrancy to our city centre and building a stronger community.</p> |
| <p>REGULAR MEMBER ENGAGEMENT</p> <p>Meetings, workshops, planning sessions and brainstorms allowing Mainstreet Tauranga/Downtown Tauranga to continue to develop and grow a strong, collaborative network across our membership.</p> | <p>Through daily visits, event management and facilitation we work with members to develop new ideas, promotions, and events to drive foot traffic and promote their business offerings through the myriad of communication channels that Downtown Tauranga either drives or collaborates with others on.</p> | <p>Consistent relationship building and support with and to our members.</p> |
| <p>MEMBER ADVOCACY</p> <p>A pivotal role for Mainstreet Tauranga to understand our member's needs and views on city centre developments, initiatives, and happenings and to then advocate on their behalf to TCC and other stakeholders.</p> | <p>We maintain strong relationships and open communication with our members through regular contact, phone, and email communications. We regularly attend meetings, online forums and represent the city centre, to provide feedback, and to garner information that is pertinent to our members. We facilitate regular meetings, mediation and resolution of issues for our members, as required.</p> | <p>Meetings & Workshops - As detailed in our Strategic Roles section earlier in this report.</p> |
| <p>MEMBER FEEDBACK</p> | <p>Alyssa Reed (Remaker). "At Remaker, we have found working with Tuskany and Mainstreet Tauranga to be really useful. They've helped to promote our workshops and events in their newsletter and are always</p> | |

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|--|---|
| | <p>keen to discuss ways we can work together to activate downtown. We've received a lot of support from Millie in particular, she makes herself quite accessible and is very responsive in working through collaborations or offering advice."</p> <p>Kelly Shepherd (Craniums). 'From the moment Craniums decided to bring our business into Tauranga's CBD we have appreciated the help and support Tuskany and Mainstreet have given us. Before we even opened our doors in 2018 the team from Tuskany met with us to welcome us to the CBD and update us on the current promotions and events. This relationship has continued, and we have enjoyed being part of the creative, innovative events and promotions within Downtown Tauranga. The practical support they have given us and other business during the COVID pandemic has also been greatly appreciated.'</p> <p>Adele DeArth (But First Dessert) "I have been loving my experience so far with Downtown Tauranga, and I've noticed a big increase in the support for local businesses. I've really appreciated the push for businesses to come up with ideas for special events and collaborations. As a business owner sometimes it's easy to forget what holidays are coming up so it's handy being reminded in advance to come up with some sort of idea/promotion."</p> <p>Penny Jackson (The Pottery Studio)" We really appreciate your support and totally notice a difference in bookings when you promote our activities."</p> |
|--|---|

| | | |
|--|--|---|
| ACTIVITY AREA: OCCUPANCY | | |
| Success Criteria: Contribute to a growth in occupancy levels, diverse offerings in the CBD, reduced vacancy levels | | |
| ACTIVITY | ACTION | OUTCOME |
| Scoping opportunities for new business in the CBD is restricted currently due to the culmination of CBD challenges, global retail trends, the continuing impact of COVID and impending concerns over the indications of a recession. | <p>We continue to work with art and culture sectors to encourage new initiatives into the CBD.</p> <p>We act as a conduit between new business enquiries for space and landlords/property owners/real estate agents.</p> | We provide wrap around support and promotion to new businesses coming into the CBD. |

ACTIVITY AREA: MANAGEMENT & DELIVERY

Success Criteria: New concepts, ideas, events, initiatives, unique CBD identity, maintaining membership database, onboarding new members efficiently, stakeholder feedback transparent reporting, strong brand presence for Downtown Tauranga, digital stats reflect audience growth, member surveys reflect support for Mainstreet

| ACTIVITY | ACTION | OUTCOME |
|---|---|---|
| <p>REDISCOVER MARKETING CAMPAIGN, TAURANGA HARBOUR FERRY, TOURIST BROCHURES, ADVOCACY, MEMBER ENGAGEMENT, STAKEHOLDER ENGAGEMENT, EVENTS CALENDAR, SURVEYS AND REPORTING</p> | <p>As detailed in the above sections of this report.</p> <p>Outside of the detail included in this report the management team donates a significant amount of time, outside of the contracted hours, in support of the city centre.</p> | <ul style="list-style-type: none"> ▪ As detailed in the above sections of this report. ▪ We have continued to provide uninterrupted and proactive management, while our Mainstreet Manager has been on maternity leave, with the appointment of a highly skilled maternity cover person |

ACTIVITY AREA: MONITORING

| ACTIVITY | OBSERVATIONS & QUERIES |
|--|---|
| <p>We have finally received the first data set from the foot traffic counters, installed over a year ago. We received this data 4 working days prior to our six-month report deadline, therefore our analysis of the data is more in the form of observations and queries detailed here...</p> | <ul style="list-style-type: none"> ▪ We would like to understand how the locations were chosen for the foot traffic cameras. <ul style="list-style-type: none"> ○ We note there are none on some of the key CBD streets (e.g., Spring Street, Red Square, the waterfront, the Library etc). The positioning of the camera's directly influences their ability to provide informed data around event attendance, or business patronage. Considering the now restricted access through Piccadilly Arcade and the repurposing of the Goddards Centre into the Library, we see these as areas of interest for data capture. ○ Given that TCC are set to remove further parking from the waterfront to convert into greenspace, we would like data collected on how the existing area is currently being used to provide insightful benchmark data. ▪ Are or will the TCC events team be using this data to evaluate ROI on events and initiatives in the CBD? We need to understand what TCC teams will be analysing this data to avoid duplication of data analysis ▪ Given that the cameras were in place over some of our COVID lock down and restriction periods we will need 12 months outside of restrictions to get an accurate trend on foot traffic. Therefore, we view the current data capture for the foreseeable months as benchmarking data. Once we have a full 12 months free of COVID restrictions to compare, we will be able to see comparable changes and trends. |

KEY ISSUES & UPDATES

Several of the following issues have been apparent for some time. The following details the initial time they were raised by Mainstreet, then any subsequent updates, up to the current reporting period.

ISSUE: SAFETY & SECURITY
TIMELINE: Current

In our previous 6-month report to council we raised the issue of the increase in criminal activity in the CBD. In the current reporting period, there has been a significant increase in the number of reported incidents of intimidation, vandalism, increased gang presence, break-ins, thefts, aggression and anti-social behaviour.

Mainstreet Tauranga facilitated a meeting for our members, in December, with council and police representatives in attendance because concerns from businesses about their own safety and security and that of their staff has continued to escalate. These issues are affecting our members in a number of ways:

- Their very ability to conduct their daily business operations
- Their ability to attract and retain staff
- Their mental health and well-being and that of their staff
- Customer attraction and retention

Mainstreet Tauranga has introduced a new Incident Reporting Platform for members to log all incidents and our members have established a WatsAPP platform. These are in addition to them logging incidents with the Police (105 and 111) and TCC's Call Centre.

This is a critical issue and one that Mainstreet Tauranga seeks some immediate solutions to. The very safety and security of our members and of the public is of critical importance. We see it as a duty of care for our city centre stakeholders to address. Our concerns are also shared by the other Mainstreets and we are taking a collective / collaborative approach on our appeal for immediate attention to this critical issue.

In line with TCC's Safer Communities Programme we seek urgent attention to this matter. Our Mainstreet Tauranga CBD is also a community and it is a community that is openly vocalising that it is feeling unsafe. Mainstreet Tauranga therefore seeks greater civic care for our members, their staff, suppliers and the public.

On behalf of our members, directly following the discussions at the Mainstreet Safety and Security meeting, we advocate for:

- Acknowledgment of the issues being experienced by both business owners, their staff, and the public with regular updates and follow up meetings. This is something that is important to our members.
- Council to negotiate and pay for, on behalf of all the Mainstreet organisations, a joint contract that will allow all businesses to use the Auror – Retail Crime Intelligence and Loss Prevention Platform. This platform provides timely intel to proactively reduce the impacts of crime in retail stores. It is used by stores, security teams, and police to identify and prosecute the people driving theft related loss and harm). It would also provide data of value for consideration in the TCC Safety and Investment Plan. This will benefit council in supporting a safer city, lead to more prosecutions and free up police to deal with the serious intimidation and wanton vandalism.
- The reintroduction of Māori wardens on our streets
- The introduction of security guards, on the streets, daily and in the evenings (not drive by) to deter the current escalation in intimidation, vandalism, increased gang presence, break-ins, thefts, aggression and anti-social behaviour and, primarily, to allow our members to feel safer

Medium term measures sought:

- A commitment from Council, in the Annual Plan, for the funding of the Māori wardens and security guards on the streets to continue

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ISSUE: TIMING OF INFORMATION FROM COUNCIL
TIMELINE: Current- New

There is partnering between Council and Mainstreet which is appreciated and imperative as we all take the city centre through this next phase of change. However, our ability to get information from Council in a timely manner is still an issue at times and hinders our work on ensuring our members are informed in a timely manner.

There have been some examples, during the reporting period, where this has occurred:

- Parking concerns raised by Mainstreet on behalf of our members, on July 6th, 2022, with TCC advisement in August that we would receive updated information to dispatch to members with recommended alternative parking options. We have still not received this
- Foot Traffic Data Collection – 14 months after the installation of the cameras we have only just received the first data set
- The closure date for Dive Crescent off street parking – advised to us a couple of days prior to the Christmas break, which left no reasonable time to assist with the flow of comms to our members or the public, many of whom had already commenced their Christmas break or were significantly distracted in the final days before their break
- The TCC Summer in the City Campaign – we were advised of this campaign in November and only received the campaign dates and collateral on December 1st. We already had our Downtown Tauranga “Rediscover Your City Centre” campaign in full swing and the Christmas in the City Campaign. Had we known in advance of the campaign, it’s key dates and the content for the campaign we could have achieved a more holistic and impactful collaborative campaign for the city centre and we could possibly have saved Mainstreet and TCC significant advertising spend.
- PMP - Mainstreet Tauranga was assured on consultation through various correspondence, however this never took place prior to the decision-making process.

Getting this information in a timely manner would have assisted us significantly in ensuring our members are informed well in advance. This allows them to plan, consider alternatives and, importantly, to feel they are a part of a well-connected, supported and informed CBD community.

Mainstreet Tauranga plays a strong conduit role between our members and TCC. Whilst we currently enjoy a good working relationship with many members of the TCC team we still see opportunities for an even closer partnership to avert communication breakdowns.

ISSUE: CITY CENTRE PARKING
TIMELINE: Current

With the introduction of parking charges in December we emailed the following concerns to TCC on behalf of our members:

- The lack of signage around the CBD advising the public that new charges were in place. Our observation around the marketing campaign to advise of the new charges was that it was minimal, and most people were not aware of the changes, we suggested that even a simple flyer on car windscreens in the lead up to the changes would have assisted.
- The timing – right at the start of the busiest period for our retailers and hospitality sector. This acted as a significant deterrent to shoppers and diners, and members are telling us people are saying ‘they won’t be back’ on numerous occasions, once they discover the new parking regime in place.
- The immediate increase in parking wardens chalking tyres – the members also vocalised that this seemed unfair, given the public’s lack of awareness around the new charges. We suggested a grace period when wardens popped a message on cars indicating they were waiving the charge for the first few weeks as people became aware of the new change

Subsequent to this we were then advised, on December 22nd, of the Dive Crescent carpark closure occurring on January 8th. This left little to no time to advise our members, especially the commercial sector, or to support the publicity and PR around the closure to the public prior to Christmas.

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We emailed TCC with the following suggestions:

- Can TCC arrange with Regional Council for free bus passes for all workers in the CBD? We have raised this before as a proposal and this will immensely assist our members and their staff and alleviate some of the additional all day parking constraints that our members face
- What significant signage will be in place prior to January 8th, on and around Dive Crescent to advise of the closure and ensure the public and Mainstreet members are well informed prior to the closure? Can you send examples of the signs and plans for this?
- Has further exploratory work been done on park and ride options for the CBD? This has been discussed many times over the years and is ever more valid for scoping now with the continued loss of all day parking spaces.

Mainstreet Tauranga advocates for:

- Free bus travel for workers coming into the city centre daily.
- An education program implemented for workers that would see Council working directly with the business community to encourage and formulate travel plans for their teams. This would educate on alternatives/solutions for workers and at the same time provide invaluable information to council on the roadblocks to some workers choosing alternative modes and how these could be mitigated. The city centre is the only place that has been impacted to date, through charged parking and rapidly decreasing parking supply. However, commuters are left to fend for themselves to work out what alternatives will work for them, in most cases just parking further out, exacerbating the problem. The city centre is being used as a catalyst for changing modal habits, but the education and assistance for workers to make that change is lacking.

It should be noted that we are also concerned that the Dive Crescent closure coincided with the closure of the IRD car park resulting in a net loss of 215 commuter and visitor carpark spaces for returning workers in the New Year.

ISSUE: **ATTRACTING CRUISE SHIP PASSENGERS TO THE CBD IN GREATER NUMBERS**
TIMELINE: **Current**

A key focus for Mainstreet Tauranga, we continue to advocate for and work on initiatives to attract and deliver more passengers to the CBD. With the advisement that we could not operate the shuttle bus from inside the iPort gates for the start of the cruise ship season, we instead initiated the cruise ship ferry service. However, we continue to be actively engaged in exploring all options around this, to support and benefit our members.

ISSUE: **CITY CENTRE PARKING DATA COLLECTION**
TIMELINE: **(Carried forward from December 2021 six-month report)**

Mainstreet Tauranga has, for many years, advocated for accurate data collection on parking supply and use in the city centre. We see this as an integral part of short, medium, and long-term decision making on parking management.

We acknowledge and support that the introduction of digital information on the number of available spaces in the parking buildings has been beneficial to commuters, customers, and visitors alike, but we would also like to see technology used to gain a better understanding of how on-street parking spaces are being used and the introduction of space availability shown for on-street parking.

With the upcoming consultation work on the City Centre Parking Management Plan (as advised by Peter Siemensma, Senior Transport Planner) Mainstreet is concerned that this has still not been addressed. The PMP needs to ensure that businesses can be economically viable, visitors and customers have ready access to parking spaces and, for any PMP to be effective, it needs to be planned rather than reactive, something that has consistently fallen short in the CBD to date, mainly due to no up-to-date and relevant data collection. For full details on this please refer to our submission to the Draft Tauranga Parking Strategy.

Mainstreet Downtown Tauranga Monitoring Report

July – December 2022

UPDATE June 2022:

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

No changes to the status of parking until February 2022

An opportunity to participate in consultation regarding the city-wide parking strategy. Details regarding the opportunity to be involved in this consultation will be available soon

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

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

UPDATE December 2022:

Contrary to previous advice from Council no further consultation took place with Mainstreet or our members. A report went directly to Commissioners and was voted on at the same meeting, resulting in the reinstatement of paid parking. Several facets included to support the reintroduction of paid parking are still to be put in place which has resulted in disillusionment among many members. The pay and display machines were removed and replaced with some taking cash and some only card transactions which confused customers. There was no period of education with only mainstream advertising letting people know the changes had taken place. This meant those who were not aware of the change did not pay for parking, received a ticket, and vowed never to return.

A further erosion of car park spaces continues to be a source of contention for businesses, especially when suggested alternative options purported are not yet fully integrated. Extensive roadworks in and around the city centre does not lend itself to cycling, the current bus service still on Saturday timetables and park and ride solutions not available.

The frustration is that there has been a number of workshops, discussions and reports over the years on alternatives to driving and parking in the city centre and yet no advancements have been made in preparing or providing alternatives. The timing of the reintroduction of paid parking on December 1st right on the much-needed Christmas retail spend was seen by many as insensitive, especially on the back of those trying to recover from covid lockdowns and restrictions, construction, and road works. The further announcement of the loss of the 215 off-street parking spaces from January, with no real alternatives, reignited the work from home debate – a workforce that our members rely on to survive through challenging times.

ISSUE: INCREASE IN GRAFFITI
TIMELINE: (Carried forward from June 2022 six-month report)

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

UPDATE December 2022:

The graffiti has not abated and in fact is worse as more demolition/construction progresses. It is difficult to keep on top of it with printed hoardings also being targeted, which is harder to remove. We appreciate that this is a city-wide issue and not just related to the city centre, however it makes the city look shabby, run down and uncared for. Is it possible to have a weekly sweep of the city centre done to remove any graffiti especially in pedestrian areas?

EVENTS & ACTIVITIES COMING UP – THE NEXT SIX MONTHS

- **Rediscover Your City Centre** – campaign continues to grow
- **Large scale outdoor Photographic Exhibition on the Strand**
- **Flavours of Plenty Festival events in CBD**
- **Jazz Festival**
- **Championing the new Civic Development** – a campaign to proactively support and showcase
- **City Centre Activations** – working collaboratively with TCC to revitalise spaces across the CBD
- **School holiday programmes**

FINANCIALS

Profit and Loss

Mainstreet Tauranga Incorporated For the 6 months ended 31 December 2022

| | YTD | BUDGET FULL YR |
|------------------------------------|-----------------|-----------------|
| Income | | |
| Council Levies | 182,276 | 364,552 |
| Interest Received | 338 | 30 |
| Total Income | 182,614 | 364,582 |
| Operating Expenses | | |
| Operational Costs | | |
| Promotions and Management Contract | 161,478 | 285,232 |
| Sponsorship | - | 16,000 |
| Total Operational Costs | 161,478 | 301,232 |
| Administration Costs | | |
| Accountancy Fees | 3,000 | 3,000 |
| Annual General Meeting | 1,350 | 1,500 |
| Annual Report | 1,547 | 1,800 |
| Audit Fees | 5,900 | 6,000 |
| Bank Fees & Charges | 25 | 50 |
| Consultancy Fees | 1,200 | 2,400 |
| Depreciation | - | 940 |
| General Expenses | - | 500 |
| Insurance | 2,852 | 3,000 |
| Legal Fees | 2,076 | 6,000 |
| Rent | 2,333 | 4,670 |
| Storage Fees | 3,730 | 7,464 |
| Xero Fees | 384 | 744 |
| Total Administration Costs | 24,397 | 38,068 |
| Events | | |
| Christmas Installation | 70,000 | - |
| Christmas Installation Expense | (87,497) | (15,000) |
| City Centre Activations Expense | (2,036) | (30,000) |
| Vouchers Expense | - | (250) |
| Total Events | (19,534) | (45,250) |
| Total Operating Expenses | 205,409 | 384,550 |
| Net Profit | (22,795) | (19,968) |

Operating within budget

Timing difference with Events with Christmas income and expenses which will correct in January. Awaiting security costs from Tauranga City Council.

Mainstreet Downtown Tauranga Monitoring Report

July – December 2022

For more information

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

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

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



Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 July 2022 – 31 December 2022

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

Vision:

Core Purpose / Focus areas of Mainstreet Business Plan:

Membership overview:

Summary of highlights:

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

Key Activity and Achievements (previous 6 months):

Additional tables can be added if needed

| Activity Area: for example: events | | |
|---|---|--|
| Activity | Explanation | Results / Status / Outcome |
| <i>Pedal and Pump</i> | <i>Deliver a community-based activity as a way for Papamoa Retailers to give back to the community.</i> | <i>Cancelled due to wet weather</i> |
| <i>Santa Parade</i> | <i>Deliver a community-based activity as a way for Papamoa Retailers to give back to the community.</i> | <i>Successfully held with approx. 30,000 people in attendance.</i> |
| <i>AGM</i> | <i>Annual requirement</i> | <i>Successfully held and completed with audited financials.</i> |

Key issues:

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

| Issue | Explanation | Status |
|---|---|--|
| <i>Targeted business rate</i> | <i>Increase of \$10,000 sought at AGM with further increases to be sought in following budget years.</i> | <i>Letters of support for increased rate to be provided from business within targeted rate area.</i> |
| <i>Expansion to Targeted business rate area</i> | <i>Resolution at AGM to investigate the expansion of the Papamoa Unlimited targeted business rate area.</i> | <i>Early stages of investigation, working with City Partnership Specialist on procedure for expansion.</i> |

Objective ID: A6750689

Mainstreet Monitoring Report – Papamoa Unlimited

Reporting Period: 1 July 2022 – 31 December 2022

Future activities (coming 6 months):

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

Pedal & Pump Easter – Sunday 9th April 2023

Matariki, Light Up the Waterway – Friday 14th July 2023

Pedal & Pump Halloween – Sunday 29th October 2023

Santa Parade – Sunday 10th December 2023

Financials:

Six Monthly Financial Statements provided to Kendyl Sullivan

Objective ID: A6750689



Financial Statements

Papamoa Unlimited Incorporated
For the 6 months ended 31 December 2022

Prepared by Bennetts Proactive Accountants Limited



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- 6 Statement of Changes in Equity
- 7 Balance Sheet
- 8 Notes to the Financial Statements



Compilation Report

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2022

Compilation Report to the Directors of Papamoa Unlimited Incorporated

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Papamoa Unlimited Incorporated for the year ended 31 December 2022.

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

Responsibilities

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

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

No Audit or Review Engagement Undertaken

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

Independence

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

Disclaimer

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

A handwritten signature in blue ink, appearing to read 'James Eames', written over a horizontal line.

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Dated: 17 January 2023



Directory

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2022

Nature of Business

Non-Profit Community Group

Address

7 Gravatt Road
Papamoa Beach
Papamoa

Incorporated Society Registration Number

2613906

Members

Chairperson: Leah Sutton
Deputy Chairperson: Neville Butler

Chartered Accountant

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Auditor

Absolute Auditing Limited
Tauranga

Bankers

ANZ



Statement of Profit or Loss

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2022

| | DEC 2022 | JUN 2022 |
|---|-----------------|-----------------|
| Income | | |
| Business Income | | |
| Targeted Rate Levy Income | 25,000 | 50,000 |
| Total Business Income | 25,000 | 50,000 |
| Total Income | 25,000 | 50,000 |
| Expenses | | |
| Operating Expenses | | |
| Advertising | - | 120 |
| Event Management Fees | 22,500 | 35,424 |
| Event Costs | 14,608 | 25,931 |
| Total Operating Expenses | 37,108 | 61,475 |
| Administration Expenses | | |
| Accountancy Fees | 3,570 | 3,007 |
| Audit Fees | - | 2,500 |
| Bank Charges | 65 | 65 |
| Computer Expenses | 240 | 426 |
| Total Administration Expenses | 3,875 | 5,998 |
| Standing Charges | | |
| Insurance | 830 | 830 |
| Total Standing Charges | 830 | 830 |
| Total Expenses | 41,813 | 68,303 |
| Net Profit (Loss) Before Adjustments | (16,813) | (18,303) |
| Business Net Profit (Loss) | (16,813) | (18,303) |
| Other Income | | |
| Interest | | |
| ANZ | 290 | 46 |
| Total Interest | 290 | 46 |
| Total Other Income | 290 | 46 |
| Net Profit (Loss) for the Year | (16,523) | (18,258) |

These financial statements should be read in conjunction with the accompanying notes to the financial statements



Statement of Changes in Equity

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2022

| | DEC 2022 | JUNE 2022 |
|--|-----------------|-----------------|
| Equity | | |
| Opening Balance | 38,758 | 57,036 |
| Plus Revenues and Contributions | | |
| Profit (Loss) for the Period | (16,523) | (18,258) |
| Total Plus Revenues and Contributions | (16,523) | (18,258) |
| Less Distributions | | |
| Resident Withholding Tax | 25 | 21 |
| Total Less Distributions | 25 | 21 |
| Total Equity | 22,210 | 38,758 |

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



Balance Sheet

Papamoa Unlimited Incorporated As at 31 December 2022

| | NOTES | 31 DEC 2022 | 30 JUN 2022 |
|----------------------------------|-------|---------------|---------------|
| Assets | | | |
| Current Assets | | | |
| Cash and Bank | | | |
| ANZ (00) | | 19,714 | 57,635 |
| Total Cash and Bank | | 19,714 | 57,635 |
| GST Receivable | | 5,371 | 3,641 |
| Total Current Assets | | 25,085 | 61,276 |
| Total Assets | | 25,085 | 61,276 |
| Liabilities | | | |
| Current Liabilities | | | |
| Accounts Payable | | 2,875 | 22,518 |
| Total Current Liabilities | | 2,875 | 22,518 |
| Total Liabilities | | 2,875 | 22,518 |
| Net Assets | | 22,210 | 38,758 |
| Equity | | | |
| As per Schedule | | 22,210 | 38,758 |
| Total Equity | | 22,210 | 38,758 |

The Financial Statements have been approved by the Executive Committee

Chairperson

Deputy Chairperson

Date

Date

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



Notes to the Financial Statements

Papamoa Unlimited Incorporated For the 6 months ended 31 December 2022

1. Reporting Entity

Papamoa Unlimited Incorporated is an Incorporated Society established by a certificate of incorporation dated 6th of October 2014. Papamoa Unlimited Incorporated is engaged in the business of Non-Profit Community Group.

2. Statement of Accounting Policies

Accounting policies are as detailed below:

Basis of Preparation

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

The financial statements have been prepared for the Executive Committee of Papamoa Unlimited Incorporated for funding purposes.

Historical Cost

These financial statements have been prepared on a historical cost basis, (except for certain assets which have been revalued as identified in specific accounting policies below). The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Changes in Accounting Policies

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

Going Concern

These financial statements have been prepared on the basis that this society is a going concern.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured.

Interest income is recognised as it is received, gross of refundable tax credits received, unless interest recognised as it accrues would give a significantly different result, in which case interest will be accrued.

Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant. Government grants requiring specified future conditions to be met are recognised as a liability on receipt. The grants are recognised as income over the period that the specified conditions are complete and the associated costs are recognised.

General Income Risk

The entity is exposed to annual grants approval risk in that the on-going requirements of Papamoa Unlimited Incorporated are dependent upon grant approvals from the Tauranga District Council. This financial report has been prepared on a going concern basis, the validity of which depends on the renewal and continuation of the contract with the Tauranga District Council.

Income Tax

Papamoa Unlimited Incorporated is exempt from Income Tax as per the letter from Inland Revenue dated 19 October 2018.

Notes to the Financial Statements



Goods and Services Tax

All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

3. Contingent Liabilities

The entity does not have any known contingent liabilities at balance date that have not been disclosed (Last Year: \$nil)

4. Subsequent Events

There have been no significant events occurring after balance date (Last year: \$nil)

5. Name Change

Papamoa Incorporated has changed their name to Papamoa Unlimited Incorporated on the 2nd of June 2021.

Mainstreet Monitoring Report – Greerton Village MAINSTREET NAME

Reporting Period: 1 July 2022 – 31 December 2022

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


Core Purpose / Focus areas of Mainstreet Business Plan:

Membership overview: 110 approx.

Summary of highlights:

- Fantastic Cherry Blossom Festival, back after 2 yrs
- Mid Winter Madness Promotion – biggest ever
- Random acts of Christmas – new promotion


Key Activity and Achievements (previous 6 months):

| Activity Area: Events | | |
|--|---|--|
| Activity | Explanation | Results / Status / Outcome |
| <p>“Love our Earth”, “Aroha ki Papatuanuku” July/August 2022</p> | <p>Annual Tree Yarn Bombing</p>  | <p>Same amount of trees Yarn Bombed, however of the 37, 20 were new and rest were reused. Tricky year (as started in Dec 2021) with schools closed and kids working from home, many retirement homes not on board, all covid related. Good voting from the public and gave away \$2500 dollars to charities and knitters, \$2000 of that sponsored</p> |
| <p>Cherry Blossom Festival September 2022</p> | <p>Annual flagship event back after 2 yr hiatus due to covid.</p> | <p>Held in conjunction with Greerton Village School Gala and included a Street Cars show. I was away but understand a crowd of around 5,000, which is usual for this event on a fine day. Very good feedback from public. The school raised a considerable sum in their fund raising efforts so were delighted. The car club had 83</p> |

Mainstreet Monitoring Report – Greerton Village MAINSTREET NAME

Reporting Period: 1 July 2022 – 31 December 2022

| | | |
|---|---|--|
|  | | <p>registered cars and again very happy. Retailers as usual, some love it and some do not like the road being closed!</p> |
| <p>Christmas around the tree December 2022</p> | <p>Annual event in Village Square celebrating Christmas. Local this year – alternates with a bigger “act” alternate year. This year local school groups, roving ents. Santa, Face Painting, singers, dancers, and The Whittakers Band</p> | <p>Crowd of around 300-400 early on, thinned out soon after kids finished performing. Santa and Face Painter very popular. Public enjoyed free local entertainment. Really just a “feel good” for Greerton Village</p> |

| Activity Area: initiatives, marketing | | |
|--|---|--|
| Activity | Purpose | Results / Status / Outcome |
| <p>Mid Winter Madness Promotion. June/July 2022</p>  | <p>A Shop n Win. 3 prizes \$2500, \$1500, \$1000 – all to be spent back with participating businesses</p> | <p>Achieved 64 businesses this year, up from 51 in 2019. Not run in 2020/21 due to covid restrictions. Good feedback. Marketing campaign included press, window posters, Website and Face Book</p> |
| <p>Weekend Sun full page Feature. 17 June</p> | <p>An opportunity to have editorial content as well as half page advert. Promoted Yarn bombing and MWM this month</p> | <p>No identifiable results to report</p> |

Mainstreet Monitoring Report – Greerton Village MAINSTREET NAME

Reporting Period: 1 July 2022 – 31 December 2022

| | | |
|---|---|--|
| <p>Media Placement: July, August September, November. Press, radio, social media, website, window posters, Event finder, What’s on</p> | <p>To promote: Mid-Winter Madness, Yarn Bomb installations, Cherry Blossom Festival, Random acts of Christmas and Christmas show</p> | <p>Excellent response to marketing for Cherry Blossom – enquiries from far and wide</p> |
| <p>Random Acts of Christmas. December</p>  | <p>A brand-new initiative replacing Christmas Hamper promotion. This was an initiative to encourage shoppers to keep shopping locally with the opportunity to receive a free gift from any of the 50 participating stores</p> | <p>We felt 60 businesses was a good buy in for something new. Most businesses “got it” and embraced it. We had many telling us that they loved being able to reward their customers with a gift – and some were amazing gifts. Our Face book likes and views took quite a leap with the images posted of the winners daily</p> |

| Activity Area: member communication | | |
|---|---|---|
| Activity | Purpose | Results / Status / Outcome |
| <p>Regular e newsletters to our business community</p> | <p>To inform our members of any upcoming events, promotions, council press releases, TCC works that may affect Greerton, feedback to our events and promotions and give the opportunity for our businesses to publicise their news through this channel</p> | <p>Feedback and comments still hard to achieve – they will rather call the office or wait until they see one of us to pass on feedback! Appreciated especially by new business owners</p> |
| <p>Face Book closed Group Page</p> | <p>To enable the businesses to post without fear of negative commentary from the public</p> | <p>This page by nature goes through periods of robust comments, posted images and quiet times, however many users value the opportunity to post here</p> |
| <p>BA5 Network evenings</p> | <p>To foster good relations between ourselves and our members as well as an opportunity to network and socialise with other Greerton businesses</p> | <p>This period we hosted only two with the Manager being away for 8 weeks. The Red Cross hosted with very good attendance and Simply Law hosted in October – again good numbers. We had a</p> |

Mainstreet Monitoring Report – Greerton Village**MAINSTREET NAME****Reporting Period: 1 July 2022 – 31 December 2022**

| | | |
|--|--|--|
| | | cancellation for November and don't usually run one in December |
| Cameron Road Stage 2 with Lucy Brake from TCC and Priscilla and Nic | To keep up to date with plans, consultations etc so that our businesses can be fully informed and have the opportunity to have their say | Have attended meetings with Lucy, the team and remotely with Priscilla and Nick from GHD. Next meeting 31 Jan 2023 |
| One on One Business visits | To ensure ongoing connection with the business owners | A considerable amount of work has been completed on updating the Business Directory on our web site and ensuring new businesses are added promptly to receive our communications |
| The Greerton Maarawaewae Study | To ensure we have up to date information to pass to our members | I have not received a great deal of info. On this in this period. I believe the final decisions were deferred, pending further work from TCC and other Stakeholders |
| Regular meetings with Kendyl Sullivan from TCC | To further establish processes and procedures between the Main streets and TCC | This period this has included discussion about the contracts, street cleaning in Greerton, installation of Multi Modal cameras for data collection of foot counts, a survey to our members, |
| AGM November | To report on our year of events and financials and to vote in a new board | Good attendance for us of 16. Only one member did not re stand. Officers elected for year remained the same. Financials distributed and carried and 5% levy increase carried commencing September 2023 |
| | | |
| | | |
| | | |
| | | |
| | | |

Mainstreet Monitoring Report – Greerton Village

MAINSTREET NAME

Reporting Period: 1 July 2022 – 31 December 2022

Key issues:

| Issue | Explanation | Status |
|-----------------|--|--|
| Street Cleaning | Cleaning contract, annual pavement cleans etc. Still ongoing from 2019 | I have been advised by Kendyl via Garry Oaks that this work has started – I have requested before and after pics, not yet received |
| Lights | Street Lamps to be fitted with LEDS | I believe this work has now been carried out – not sure what’s happening with the cleaning and refurb of the poles |

Future activities (coming 6 months):

- The completion of our “Welcome Pack” for new Businesses
- “Julio the Latin Lover” – in Greerton on Valentine’s Day to hand out chocolate hearts
- Seeking of registrations for this year’s Yarm Bombing installations
- With the late cancellation of the planned Vintage, Retro & Steampunk Faye in February, we need to concentrate of another event in this period.
- Selling the Mid-Winter Madness promotion in April/May to run in June/July

In alignment with our Annual Business Plan, we were asked to create three KPI’s by which we can be measured and the following KPI’s are detailed here:

- We have reported crowd attendance – as much as we can for our events earlier in this report
- We have increased business participation in our Mid-Winter Madness Promotion by 28%
- We have initiated a new promotion – Random acts of Christmas and attained above 50% buy in of all Greerton Village Businesses
- We now have a robust system in place to ensure our membership databases are correct and up to date.

Mainstreet Monitoring Report – Greerton Village MAINSTREET NAME

Reporting Period: 1 July 2022 – 31 December 2022

- With a new Yarn Bombing Coordinator on board this year, we will be endeavouring to foster and support growth in art and culture, introducing more sustainable methods of yarn usage – re using and embellishing pre used sleeves, reaching out to more organisations to introduce a multi-cultural flavour. This year’s theme “Waterways of the World” / “Nga Wai Ara o Te Ao”
- We have almost completed our “Welcome Pack” for new businesses – 95% done

Financials:

Attached are our half yearly Financials.

Profit and Loss
Greerton Village Community Association
For the 6 months ended 31 December 2022

| | Actual | Budget | Var NZD | Var % | YTD Actual | YTD Budget | Var NZD | Var % |
|---------------------------------|--------------------|--------------------|--------------------|-----------------|--------------------|--------------------|--------------------|-----------------|
| Income | | | | | | | | |
| Income For Promotions | -\$750.00 | \$0.00 | -\$750.00 | | -\$750.00 | \$0.00 | -\$750.00 | |
| Levy Income | \$70,702.82 | \$70,703.00 | -\$0.18 | -0.0003% | \$70,702.82 | \$70,703.00 | -\$0.18 | -0.0003% |
| Total Income | \$69,952.82 | \$70,703.00 | -\$750.18 | -1.1% | \$69,952.82 | \$70,703.00 | -\$750.18 | -1.1% |
| Gross Profit | \$69,952.82 | \$70,703.00 | -\$750.18 | -1.061% | \$69,952.82 | \$70,703.00 | -\$750.18 | -1.061% |
| Plus Other Income | | | | | | | | |
| Interest Received | \$370.86 | \$0.00 | \$370.86 | | \$370.86 | \$0.00 | \$370.86 | |
| Total Other Income | \$370.86 | \$0.00 | \$370.86 | | \$370.86 | \$0.00 | \$370.86 | |
| Less Operating Expenses | | | | | | | | |
| Accident Compensation Levy | \$0.00 | \$254.00 | -\$254.00 | -100.0% | \$0.00 | \$254.00 | -\$254.00 | -100.0% |
| Accountancy Fees | \$1,200.00 | \$1,353.00 | -\$153.00 | -11.3082% | \$1,200.00 | \$1,353.00 | -\$153.00 | -11.3082% |
| Advertising | \$3,961.50 | \$2,000.00 | \$1,961.50 | 98.075% | \$3,961.50 | \$2,000.00 | \$1,961.50 | 98.075% |
| AGM Expenses | \$368.27 | \$300.00 | \$68.27 | 22.7567% | \$368.27 | \$300.00 | \$68.27 | 22.7567% |
| Audit Fees | \$95.86 | \$2,244.00 | -\$2,148.14 | -95.7282% | \$95.86 | \$2,244.00 | -\$2,148.14 | -95.7282% |
| Bank Charges | \$10.00 | \$20.00 | -\$10.00 | -50.0% | \$10.00 | \$20.00 | -\$10.00 | -50.0% |
| Computer Expenses | \$578.50 | \$690.00 | -\$111.50 | -16.1594% | \$578.50 | \$690.00 | -\$111.50 | -16.1594% |
| Consultancy | \$0.00 | \$300.00 | -\$300.00 | -100.0% | \$0.00 | \$300.00 | -\$300.00 | -100.0% |
| Depreciation | \$0.00 | \$600.00 | -\$600.00 | -100.0% | \$0.00 | \$600.00 | -\$600.00 | -100.0% |
| Donations Paid | \$200.00 | \$0.00 | \$200.00 | | \$200.00 | \$0.00 | \$200.00 | |
| Entertainment | \$608.00 | \$0.00 | \$608.00 | | \$608.00 | \$0.00 | \$608.00 | |
| General Expenses | \$53.41 | \$75.00 | -\$21.59 | -28.7867% | \$53.41 | \$75.00 | -\$21.59 | -28.7867% |
| General Prizes | \$0.00 | \$40.00 | -\$40.00 | -100.0% | \$0.00 | \$40.00 | -\$40.00 | -100.0% |
| Insurance | \$765.00 | \$790.00 | -\$25.00 | -3.1646% | \$765.00 | \$790.00 | -\$25.00 | -3.1646% |
| Legal Expenses | \$657.50 | \$0.00 | \$657.50 | | \$657.50 | \$0.00 | \$657.50 | |
| Meeting Expenses | \$0.00 | \$90.00 | -\$90.00 | -100.0% | \$0.00 | \$90.00 | -\$90.00 | -100.0% |
| Minor Assets | \$0.00 | \$120.00 | -\$120.00 | -100.0% | \$0.00 | \$120.00 | -\$120.00 | -100.0% |
| Office Expense | \$233.62 | \$160.00 | \$73.62 | 46.0125% | \$233.62 | \$160.00 | \$73.62 | 46.0125% |
| Printing, Stamps & Stationery | \$605.79 | \$0.00 | \$605.79 | | \$605.79 | \$0.00 | \$605.79 | |
| Promotional Expenses | \$21,996.52 | \$22,000.00 | -\$3.48 | -0.0158% | \$21,996.52 | \$22,000.00 | -\$3.48 | -0.0158% |
| Rent | \$1,613.76 | \$1,705.00 | -\$91.24 | -5.3513% | \$1,613.76 | \$1,705.00 | -\$91.24 | -5.3513% |
| Repairs & Maintenance | \$0.00 | \$60.00 | -\$60.00 | -100.0% | \$0.00 | \$60.00 | -\$60.00 | -100.0% |
| Staff Expenses | \$173.91 | \$36.00 | \$137.91 | 383.0833% | \$173.91 | \$36.00 | \$137.91 | 383.0833% |
| Staff Training | \$0.00 | \$75.00 | -\$75.00 | -100.0% | \$0.00 | \$75.00 | -\$75.00 | -100.0% |
| Storage | \$991.32 | \$1,092.00 | -\$100.68 | -9.2198% | \$991.32 | \$1,092.00 | -\$100.68 | -9.2198% |
| Subscriptions | \$313.95 | \$150.00 | \$163.95 | 109.3% | \$313.95 | \$150.00 | \$163.95 | 109.3% |
| Telephone, Tolls & Internet | \$739.29 | \$900.00 | -\$160.71 | -17.8567% | \$739.29 | \$900.00 | -\$160.71 | -17.8567% |
| Tools & Equipment | \$1,326.00 | \$120.00 | \$1,206.00 | 1005.0% | \$1,326.00 | \$120.00 | \$1,206.00 | 1005.0% |
| Travel Local | \$131.93 | \$110.00 | \$21.93 | 19.9364% | \$131.93 | \$110.00 | \$21.93 | 19.9364% |
| Wages & Salaries | \$30,169.23 | \$32,758.00 | -\$2,588.77 | -7.9027% | \$30,169.23 | \$32,758.00 | -\$2,588.77 | -7.9027% |
| Website Expenses | \$270.00 | \$330.00 | -\$60.00 | -18.1818% | \$270.00 | \$330.00 | -\$60.00 | -18.1818% |
| XERO Subscription | \$214.00 | \$156.00 | \$58.00 | 37.1795% | \$214.00 | \$156.00 | \$58.00 | 37.1795% |
| Total Operating Expenses | \$67,277.36 | \$68,528.00 | -\$1,250.64 | -1.8% | \$67,277.36 | \$68,528.00 | -\$1,250.64 | -1.8% |
| Net Profit | \$3,046.32 | \$2,175.00 | \$871.32 | 40.0607% | \$3,046.32 | \$2,175.00 | \$871.32 | 40.0607% |



Mainstreet Monitoring Report

Mount Business Association

Reporting Period

July 2022 to December 2022

Vision

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

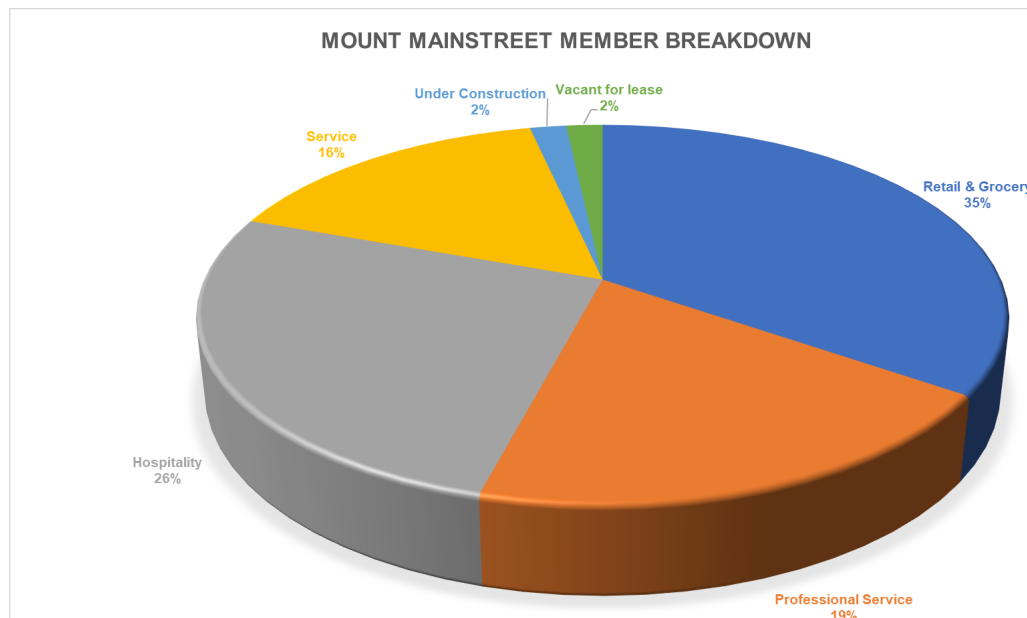
Mission

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

Membership Overview

Our membership is a mix of retail, hospitality, services and professional service businesses along Maunganui Road from Pacific Avenue to Tawa Street. We also include landlords in our membership, but they are not represented in the below graph.

We currently have 231 businesses operating within our boundaries.





Highlights

- New website go live
- Installation of multi-model cameras in December
- Christmas Movie in the Park event
- Increasing member engagement

In Review


Key Events & Activations

| Activity | Purpose / Details | Result / Status / Outcome |
|--|---|--|
| <p>Aims Games Outdoor Cinema</p> | <p>Teaming up with AIMS Games to provide a free event to bring teams down the Mount Mainstreet.</p> <p>Event delivered on Tuesday 6th September.</p> <p>A poll was done on the AIMS Games Facebook page with 4 movies to choose from. People could vote on the movie they wanted to see.</p> <p>We screened Space Jam: A New Legacy.</p> | <p>The event was pushed out through AIMS Games channels as part of their social programme (Website, app, EDM)</p> <p>Promoted through Mount Mainstreet Facebook & Instagram.</p> <p>No paid promotion was done around this event, given the number of kids involved with AIMS, we weren't sure how many would turn up.</p> <p>Due to poor weather, we had 250 attendees.</p> |
| <p>Ice Skate Down the Mount School holiday activation</p>  | <p>Cheap family friendly school holiday event, to activate our Mainstreet.</p> <p>Open from 11 – 15th October, the second week of school holidays.</p> <p>Admission was \$5 for adults and \$3 for kids, for a 30min skate session.</p> <p>Open 10am to 6pm.</p> | <p>Event was promoted via Facebook and Instagram the event reached 25K people.</p> <p>A social media promotion was also run alongside the event, giving away 2 x family passes and \$100 voucher each.</p> <p>We had 1044 people skate across the 5 days.</p> <p>Feedback from public was that it is a fun, affordable event for families. Some returning multiple days.</p> |
| <p>Return of Cruise Ships:</p> <p>Window dressing competition</p> | <p>To welcome the first cruise ship of the season we partnered with Princess Cruises and ran a window dressing competition for members.</p> | <p>We had 20 businesses participate in the competition.</p> <p>The winner received \$500 of vouchers from the Mainstreet.</p> |

| | | |
|---|---|--|
| <p>Musicians playing down the street.</p> | <p>We also had 4 musicians playing down the street to add to the vibrant atmosphere.</p> | <p>The day gained press on TVNZ 6pm News and across other national media outlets.</p> <p>The streets were alive with people and business members saw the benefit.</p> |
| <p>Christmas Movie in the Park</p>  | <p>We hosted a free family friendly Christmas event to attract people down the Mainstreet.</p> <p>The event also raised donations for food bank.</p> <p>We had planned to run a Christmas movie ourselves, then was approached by The Hits BOP with their event concept. So, MBA sponsored the event, alongside others.</p> <p>We had same investment for greater return, particularly with the promotion of the event via The Hits channels.</p> <p>Delivered on Sunday 18th December in Coronation Park.</p> | <p>Mount Mainstreet social media reach was 20k</p> <p>Social media promotion from The Hits reached 40k+ people, with 5k + engagement.</p> <p>The Hits event website had 1698 page views.</p> <p>Event was featured in BOP Times.</p> <p>The Hits on-air promotion trailers over 3 weeks prior to the event.</p> <p>5 half page print ads</p> <p>With a great turnout of approx. 500 people in attendance at the event when the weather was touch and go.</p> <p>366 food items were collected and donated.</p> |

| | | |
|--|---|---|
| <p>Christmas Tree Community Project</p>  | <p>The aim was to connect with local schools and organisations to support our Christmas Tree Project as a way to increase Mount Mainstreet’s profile.</p> <p>We then wanted to attract participants to the street to find their trees and decorations.</p> <p>Installed early December and removed early January.</p> <p>Trees were staggered up the street, and retailers wheeled them in and out each day.</p> <p>They helped bring a Christmas feel to the footpath.</p> | <p>We had 15 trees in total, and worked with:</p> <ul style="list-style-type: none"> Omanu School Mount Primary School St Thomas More School Bambinos Early childcare Biggles early childcare Twinkle Twinkle early childcare Mount Art Group Gender Dynamix Te Puna i Rangiriri Trust Mount Community Hall Mount Play Centre Turning Point Trust <p>A photo of each group’s tree and its location was posted to Facebook and Instagram, with a thank you message.</p> <p>Kids and groups from the schools came down to find their tree.</p> <p>Organic post reach: 6215 people</p> |
| <p>Charity vinyl fundraiser</p> | <p>Managed by one of our business members and supported by MBA, we hosted a pop-up vinyl charity sale for a local elderly couple who were moving into retirement home and needed to rehome their collection.</p> | <p>Saturday 11th & Sunday 12th December.</p> <p>Popped up in Porotakataka.</p> <p>Facebook event reached 10k</p> <p>The event raised \$3k + for the couple.</p> |
| <p>Mount Mainstreet Urban Market</p> <p>Weekly Sunday produce market</p> | <p>This event brings a vibrancy to our Mainstreet on a Sunday morning.</p> <p>It provides a connection to the local community.</p> <p>We offer this to our members to pop up with clearance items.</p> | <p>The market is popular among Mount locals. It is always a way to connect with other community organisations to cross promote. Eg Tauranga Multicultural Group attended to promote their event, with performance and rangoli art.</p> <p>We also hosted a Christmas themed market, with free Santa photos, face painting and a choir singing carols.</p> |

Key Marketing Initiatives

| Activity | Purpose | Result / Status / Outcome |
|---|---|--|
| <p>New website is now live</p> | <p>Revamp our online profile to showcase our members and offering down the street.</p> <p>https://mountmaunganui.org.nz/</p> | <p>We're excited to finally have our website live. Next step is to push the promotion of it to increase web traffic, and get members utilising the member portal to promote their events and promotions.</p> <p>December page views: 2510</p> <p>Key page views were made up of: Homepage 30% Business directory 15% Events 7%</p> |
| <p>Christmas stocking giveaway through social media reel</p> | <p>As a Christmas promotion, we created a stocking full of amazing prizes from our Mainstreet businesses.</p> <p>We created a social media reel to share the content as reels have proved to be more effective.</p> | <p>Featured giveaways from 14 Mainstreet members.</p> <p>Social media reach was 63k (paid and organic)</p> <p>We received 350 comments on our Instagram post.</p> |
| <p>New contractor on board – Digital Marketing Manager</p> | <p>5 hours per week. Take control of digital marketing presence, mainly social media.</p> | <p>This is going really well, with more space to push this role into 2023.</p> |
| <p>Te Wiki o te Reo Māori weekly social media posts of iconic landmarks around Mount Maunganui</p>  | <p>Pointing out key Mount Maunganui landmarks and sharing their meaning in te Reo Māori and a bit of history of these places, to help locals connect with our place.</p> | <p>New location posted daily featuring:</p> <p>Mauao Moturiki (Leisure Island) Hopukiore (Mt Drury) Waikorire (Pilot Bay) Te Papa o Ngā Manu Porotakataka</p> <p>Across the posts, we organically reached 12k with 300 interactions with the posts.</p> |

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| <p>STUFF Mainstreet Collab</p> | <p>All Tauranga Mainstreet's have joined together with STUFF for a media partnership package, with the support of TCC.</p> | <p>To date we have delivered a double page spread in a summer print publication, with 27k copies distributed across the BOP.</p> <p>Next, we will focus on online promotions.</p> |
|---------------------------------------|--|---|


STUFF Double Page Spread:



Member Focus

Member events and communications

| Activity | Purpose | Result / Status / Outcome |
|-----------------------|--|--|
| Member EDM newsletter | Keep members up to date with news and events | 6 emails have been sent, with an average of 52.95% open rate |
| AGM | <p>Approve annual plan, financials, vote on board members.</p> <p>Huge achievement to get two years' worth of financials audited and signed off.</p> | <p>We got our quorum of 20 full members.</p> <p>Everyone was positive with progress and engagement from the group discussion was beneficial.</p> <p>We managed to fill all seats on the board except one, with 1 x professional service seat remaining vacant.</p> |

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| <p>Member events</p> | <p>Networking and upskilling opportunities for members.</p> | <p>Four events have been held: Mind & Business Wellness, with guest speaker Bob Weir, breathing techniques, and talk from business member how they manage stress. Guided meditation and journal session - 10 attended. AGM – quorum of 20 achieved. 25 attended. Return of Cruise Ship session with TBOP – 21 attended. November networking event– great attendance with over 30 members, and some new faces.</p> |
| <p>Member Handbook</p>  <p>Member onboarding survey</p> | <p>Handbook: To provide an overview of who the Association is, how it works, and what we do for our members in a printed booklet.</p> <p>Survey: To capture key information, update database.</p> | <p>We are setting up meetings with owners / managers, providing the handbook as an overview of the Association and also getting them to fill in a survey with all their updated details, landlord details, key holder information, security measures for their building / business.</p> <p>Slow process, but key in ensuring database is updated and getting time in front of the right person.</p> <p>Key focus for February / March 2023.</p> |
| <p>WhatsApp Group Chat for Members on Street Safety & Security.</p> | <p>We have created a group chat for members to join. They are instantly able to share any street safety or security issues they have or seen. This has been used to share images of shoplifters, damage to property, any heightened issues down the street to be aware of.</p> | <p>We currently have 44 members in the group. Engagement is led by businesses, and they are supporting each other. With businesses asking to be part of it, who have historically not engaged with the Association prior.</p> <p>This is a free and successful tool with sharing information in real time.</p> |

| | | |
|-----------------|--|--|
| <p>Advocacy</p> | | <p>Meetings:</p> <ul style="list-style-type: none"> - Mount Parking Review - MR Cagney - Coronation Park Development project – initial consultation to form brief – TCC. <p>Submissions:</p> <ul style="list-style-type: none"> - Plan Change 33 |
|-----------------|--|--|

Placemaking

New wooden bench seating

After conversations with the Asset Manager of the street furniture down the Mainstreet, the wooden slats are all being upgraded, and they are looking much tidier. Businesses are pleased to see some investment taking shape down the street.

Shadelands Lane Mural Project

Working with the TCC Parks Team, we lobbied get a mural on this wall to brighten the space. We are happy with the result and keen to pursue more opportunities like this.

Before

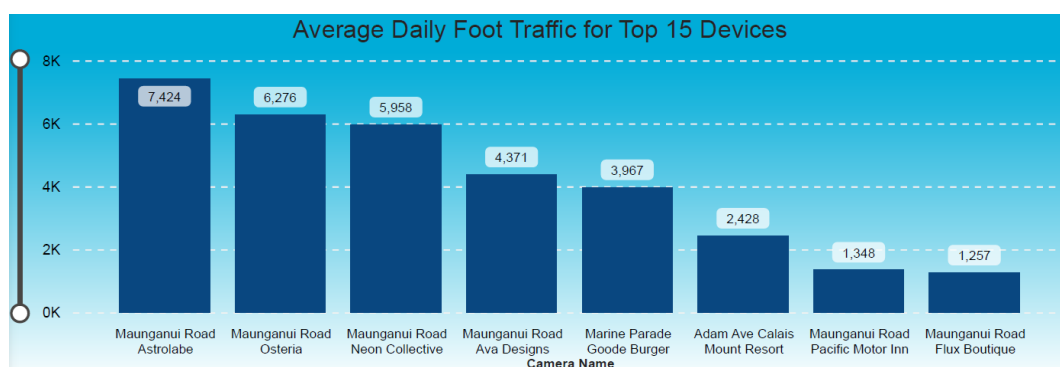


After



Key Foot Count Data (15th Dec 22 to 22nd Jan 23)

- 8 devices are install in Mount Maunganui as per map.
- Maunganui Road – Astrolabe has the most detections with 7,424 daily.
- Foot count from 15th Dec 2022 to 22nd Jan 2023, the average daily traffic is 29,609
- 2nd Jan 2023 is the day with the highest foot traffic count with 60,290
- Monday has been the busiest day of the week with 34,765 daily average. This is interesting to see as a number of hospitality venues are closed on a Monday. Likely to see busiest day change with seasons.
- Busiest time is between 12pm and 2pm with 10,217 daily average.
- Weekly average is 192, 460



Spend Data

We are excited to have received the spend data which Kendyl has worked very hard to get. We have not had enough time to review and digest this data to include in this report, therefore we will present our findings in person when we speak to our report.

Financials

We are pleased to be up to date with our financials, with our 2020 and 2021 audited accounts being signed off at our AGM in October. This was a major undertaking, so it is good to be up to date.

We are within budget for the current year and tracking nicely.

Profit and Loss

The Mount Business Association Incorporated T/A Mount Mainstreet

For the 6 months ended 31 December 2022

| Account | YTD | 2023 Overall Budget |
|--|-------------------|---------------------|
| Events/Funding | 3,088.26 | 0.00 |
| Farmers Market stallholder fees | 9,519.80 | 19,560.00 |
| Interest Income | 96.15 | 0.00 |
| Other Revenue | 565.22 | 0.00 |
| Targeted Rate | 94,275.00 | 188,556.00 |
| Total Trading Income | 107,544.43 | 208,116.00 |
| Christmas Decorations | 5,179.15 | 5,500.00 |
| Cleaning/event expenses | 30.35 | 0.00 |
| Events - Christmas Festival | 950.00 | 0.00 |
| Events - Cinema | 6,734.82 | 9,000.00 |
| Events - Farmers Market Musicians | 3,226.10 | 5,100.00 |
| Events - Farmers market site manager | 4,316.00 | 10,200.00 |
| Events - Farmers Market Site Rental | 2,260.88 | 4,440.00 |
| Events - Jazz Festival | 0.00 | 10,000.00 |
| Events - Member Events | 1,473.43 | 1,272.00 |
| Events - micro-activations | 2,584.91 | 10,000.00 |
| Events - school holiday activations | 10,866.53 | 15,000.00 |
| Total Cost of Sales | 37,622.17 | 70,512.00 |
| Gross Profit | 69,922.26 | 137,604.00 |
| Accounting | 3,945.60 | 3,600.00 |
| Advertising - generic | 169.00 | 0.00 |
| Advertising - Social Media | 1,713.31 | 8,500.00 |
| Advertising/Marketing - Visitor guide | 0.00 | 2,100.00 |
| Advertising/Marketing Targeted campaign | 2,634.06 | 6,000.00 |
| Audit Fees | 9,400.00 | 9,200.00 |
| Bank Fees | 148.76 | 240.00 |
| Built up Funds: Flavours of Plenty | 0.00 | 10,000.00 |
| Built up Funds: Advertising & Promotions | 0.00 | 5,500.00 |
| Built up Funds: Christmas Decorations | 3,881.33 | 4,500.00 |
| Built up Funds: Christmas Festival | 0.00 | 4,000.00 |
| Built up Funds: H&S + Street Safety | 5,119.84 | 15,000.00 |
| Built up Funds: Member Upskilling | 1,210.59 | 6,000.00 |
| Built up Funds: Placemaking - Furniture | 0.00 | 15,000.00 |
| Built up Funds: Placemaking - Litter reduction | 0.00 | 3,000.00 |
| Built up Funds: Placemaking - Signage | 0.00 | 10,000.00 |
| Built up Funds: Policy Review (H&S, HR) | 0.00 | 1,200.00 |
| Built up Funds: Strategic Plan | 0.00 | 7,000.00 |
| Built up funds: Website | 0.00 | 2,500.00 |
| Computer & Office Equipment Expenses | 146.70 | 0.00 |
| Consulting | 1,496.00 | 5,496.00 |
| Contractor - Destination Marketing Manager | 34,000.00 | 72,000.00 |
| Contractor - governance/operations | 6,182.18 | 8,400.00 |
| Entertainment | 7.54 | 0.00 |
| General Expenses | 8.68 | 0.00 |
| Insurance | 0.00 | 2,508.00 |
| KiwiSaver Employer Contributions | 26.24 | 120.00 |
| Office Expenses | 40.00 | 600.00 |
| Printing & Stationery | 240.30 | 600.00 |
| Rent | 3,391.32 | 6,780.00 |
| Repairs and Maintenance | 60.00 | 2,040.00 |
| Salaries & Wages | 1,749.60 | 1,200.00 |
| Software & Subscriptions | 331.31 | 1,680.00 |
| Storage Containers | 2,211.76 | 6,300.00 |
| Telephone & Internet | 139.04 | 180.00 |
| Total Operating Expenses | 78,253.16 | 221,244.00 |
| Net Profit | (8,330.90) | (83,640.00) |

Areas of Concern

| Issue | Explanation | Status |
|---|---|---|
| <p>Street safety</p> <ul style="list-style-type: none"> - Break-ins down the street are continuing, with one store owner losing all his stock from his chiller freezer. - Increase in gang presence down the street, intimidating businesses, street fights. - Tourist accommodation in the heart of the Mainstreet being used for permanent social housing, which doesn't seem to have their own security or willing to engage. - Apparent related increase in theft, graffiti, and property damage. | <p>There is a general unease and stress for members due to crime and safety.</p> <p>Members are feeling threatened in their place of business and on the street.</p> <p>This is not isolated to the Mount Mainstreet, it is something that is happening city wide.</p> <p>Police are also under resourced, and businesses are not feeling they have a strong enough presence down the Mainstreet.</p> <p>We are trying to do our best with our limited resources but would like to know if there is support available from Council in security measures.</p> <ul style="list-style-type: none"> - Additional CCTV cameras with a safety lens rather than a traffic lens, more visibility in laneways as these become a popular pathway for pedestrians, cyclist as well as cars. - Nightly security patrols - Late night security support for bar staff - Māori wardens | <p>Met with Paul Mason, TCC Safer Communities and Nicholas Bartlett, Mount Maunganui Constable to discuss issues.</p> <p>We are encouraging members to call 111 or 105 if they are having any issues.</p> <p>Continue to work with First Security who are conducting 3 x nightly patrols of the street – really checking on buildings and noting any suspicious activity.</p> <p>MBA have engaged additional security, required alongside major events / festivals. Support from Council with this type of coverage for our streets would be beneficial.</p> <p>Created our WhatsApp group chat to share happenings and to alert other members.</p> <p>Have engaged with a private company to investigate doing a street safety review.</p> <p>Have requested a CPTED review of our Mainstreet, something which would benefit all Mainstreet's right now.</p> |

| | | |
|---|---|---|
| Safety on laneways | <p>Our laneways are a popular bypass used by pedestrians, cyclist, scooters as well as still acting as services lanes to businesses.</p> <p>We would like to see an investment in road improvements to convert them to shared spaces / pathways.</p> <p>These laneways also require better CCTV coverage.</p> | <p>After raising the issue, we have since seen the road markings on Shadelands Lane repainted, which is a good start, but we'd like to see more done to the lane ways to ensure non-vehicle users are safe when accessing the laneways.</p> <p>EG: the services lanes in and around the University of Waikato in the Tauranga CBD.</p> |
| Cars travelling at speed through round-a-bouts. | <p>Banks Avenue round-a-bout is still an area of concern as cars are travelling through there at speed with two incidences of cars driving over the round-a-bout causing damage to the gardens and signage.</p> <p>We have also had another car drive over the Prince Ave / Maunganui Road round-a-bout causing damage to the garden and water pipes.</p> | <p>We have raised this issue with TCC, and it was discussed in a round table Mount Safety meeting.</p> <p>We would like to investigate the option of having raised speed tables at the pedestrian crossings entering the round-a-bouts to slow traffic down.</p> <p>It will only be a matter of time before someone is seriously injured.</p> |
| Graffiti | <p>We have seen an increase in graffiti down the street. We are trying to get on top of it as soon as it appears.</p> | <p>Logging as many jobs on Antenno app as possible, had great response from TCC contractor who manages this, normally gone the next after job logged.</p> |
| Overflowing rubbish bins during peak season | <p>This has always been an issue during summer.</p> | <p>In discussions with TCC contact that manages Intergroup Contract, would like to see "peak" period extended. Not just over the few days at New Years, this starts in December and runs through to February annually.</p> |

| | | |
|--------------------|---|---|
| Mount Spatial Plan | There has been a lack of engagement to date over Mount spatial plan and anticipation this will occur over 2023. | Awaiting to hear an update as to when stakeholder consultation is starting. |
|--------------------|---|---|

Opportunity: Multi-purpose events venue, art, community space



The old Event Cinema’s site is up for lease, and we have taken a number of key stakeholders through, from Creative Bay of Plenty, Tauranga Arts Festival, Tauranga Jazz Festival, Zespri International, Tauranga City Council (various departments), along with Totorā Performing Arts Centre.

All have had very positive feedback and agreed that this building could be an asset to our community as a multi-purpose events venue, art, community space.

Creative Bay of Plenty recently conducted a survey of the “Start of the Arts” and they found one of the key challenges that the sector faces is a lack of opportunities to showcase creative work. Here’s what they said:

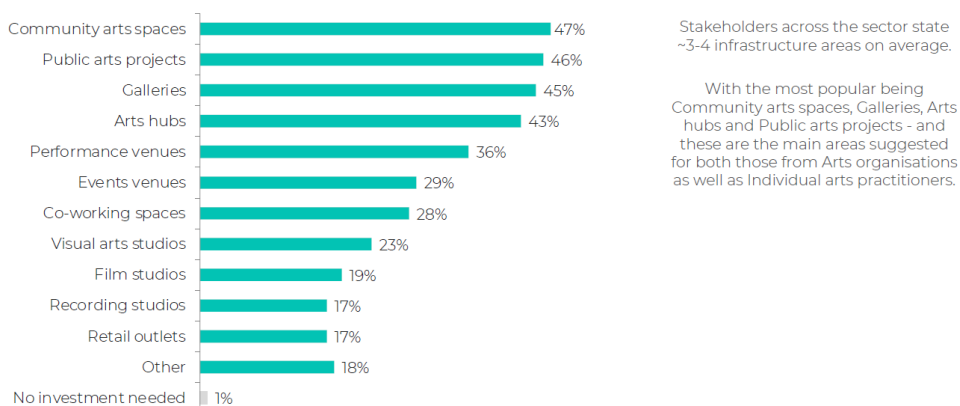
Key sector challenge #3: - A lack of opportunities to showcase creative work

| A lack of spaces / venues in general | Affordability of spaces | Optimising use of current spaces |
|--|--|---|
| <i>"Lack of good venues to sell art."</i> | <i>"A lack of affordable exhibition spaces."</i> | <i>"Tauranga Art Gallery - needs more exhibitions, needs to have local artists exhibiting."</i> |
| <i>"Lack of galleries that people would notice on the main streets."</i> | <i>"Probably the high rents for display areas are the biggest problem."</i> | |
| <i>"Lack of capacity for major indoor events / performances."</i> | <i>"There is nowhere to exhibit / sell work in a professional environment that doesn't cost too much."</i> | |
| <i>"Not enough exhibition spaces for hosting your own small shows."</i> | | |
| <i>"No gallery at the mount."</i> | | |

Results from Creative Bay of Plenty, State of the Arts Survey 2022

Stakeholders in the sector feel there are multiple areas within the arts that required investment, as seen below:

Stakeholders in the sector feel there are multiple arts infrastructure areas that require investment



Results from Creative Bay of Plenty, State of the Arts Survey 2022

We understand that the City Civic Development will potentially provide spaces for the arts industry, but this is a number of years in the making. This community art space could bridge these gaps now, with a building that is already purpose built as a venue.

Little to no investment has been made in the Mount in the arts space, and we are asking Council to consider this opportunity and the positive impact a space like this could have on our wider community. This type of venue is not only attractive locally but could be sort after on a national level.

The ideas for the space are endless and the appetite is there:

- Space for artist in residence, with exhibition space
- Workshops / school holiday programmes

- Space for a potential recording studio
- 4 theatres to showcase documentaries, performing arts, musicians, poetry slams, comedy festival, regional cultural stories for cruise ship passengers.
- Bar / café
- Host conferences & meetings
- Private event hire
- Destination venue for national artists
- Venue for hire to local events; Jazz Festival, Garden and Arts
- Possible iSite location for Tourism Bay of Plenty

There are many different spaces available, which would lend itself to a multi-use space.

Area Breakdown

| Area | Size* |
|----------------------|---------------------------|
| Cinema 1 | 220m ² |
| Cinema 2 | 165m ² |
| Cinema 3 | 176m ² |
| Cinema 4 | 140m ² |
| Entrance 1 & 2 | 28m ² |
| Lobby | 199m ² |
| Office Ground | 30m ² |
| Café Front | 15m ² |
| Café rear | 14m ² |
| Store café Rear | 36m ² |
| Lobby up Stairs | 16m ² |
| First Floor Lobby | 85m ² |
| Lunch Room | 12m ² |
| Projector Room 1 | 25m ² |
| Projector Room 2 | 13m ² |
| Project Room Top | 85m ² |
| Store room | 6.5m ² |
| Laundry Room | 8m ² |
| Utility Room | 30m ² |
| Loading Bay | 100m ² |
| Float Retail Tenancy | 143m ² |
| TOTAL | 1,546m² |



Here's some feedback from those who have visited the space:

"There is a great opportunity for the old cinema to be turned into a multi-use conference and events space in the heart of Mount Maunganui, which is seriously lacking in sizable venues. Within walking distance to lots of accommodation, restaurants, beaches and Mauao I would imagine it would be a highly utilised events space."

Wendy Taylor - Tours and Events Manager
Zespri International Ltd



27 January 2023

To Whom it May Concern

ART & CULTURE HUB AT EVENT CINEMA SITE, MOUNT MAUNGANUI

Creative Bay of Plenty is the arts and culture umbrella organisation covering Tauranga and the Western Bay of Plenty. We support the growth of arts and culture due to their significant contribution to the vibrancy and wellbeing of communities, as well as their positive impact on economic growth and prosperity. We are writing this letter in support of a proposal from Mount Mainstreet to develop an arts and culture hub on the site of the previous Event Cinema complex on Maunganui Road, Mount Maunganui.

Mount Mainstreet's investment proposal provides a unique chance to create a step change in the arts and culture sector in Tauranga to increase vibrancy and develop a destination for a wide range of arts practices and opportunities. The size of the cinema complex has huge scope and capacity to become a melting pot for innovation, experimentation, and collaboration. It is also a highly visible site and perfectly positioned to leverage the tourism sector, in particular the cruise ship market.

We believe the breadth of creative expression across all the arts, music, performance, poetry, literature, and visual arts can be accommodated in the hub, as well as having the potential to develop artist residencies and complement these activities (and generate revenue) through retail and hospitality offers. In a recent survey we undertook of the arts sector, the greatest challenge for local artists was to get their work in front of audiences. A creative hub such as this would be able to host exhibitions, workshops and performances, and develop outreach programmes for schools and the wider community. It would also provide an easily realisable solution to the lack of performance infrastructure that will be created in the city when Baycourt Arts & Community Centre is closed for refurbishment over the next few years.

In summary, Creative Bay of Plenty strongly supports this proposal and believes it will significantly enhance the arts and culture sector in the city, providing much needed arts infrastructure and becoming a destination for a wide range of the community that benefit from such a facility.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Rose Treadwell', is written over a light blue horizontal line.

Rose Treadwell
COMMS & MARKETING LEAD

CREATIVE BAY OF PLENTY CHARITABLE TRUST INCORPORATED

The Collective, 145 Seventeenth Ave, Tauranga, 3112, NZ

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27 January 2023

To whom it may concern,

This letter is to endorse the redevelopment of the Mount Cinema complex into a multi-purpose venue.

Tauranga Arts Festival is a biennial festival that that been delivered in and around Tauranga since 1999. We bring artists at the peak of their practise to Tauranga along with 1000's from around our community to experience the arts. As an organisation we have always struggled to find unique venues around Tauranga to host our performances, and in 2017 saw us invest in a large Spiegel Tent to provide just that.

The coming years sees significant change to Tauranga's CBD as Te Manawataki o Te Papa is completed, and we know it will impact our existing venues around our festival time while construction is completed.

Being able to have another offering to support us during this time of change, as well as into the future will provide us with another venue option when sourcing work for our festival programme.

Kind regards

Nikki Hansen
General Manager
Tauranga Arts Festival
0211645372

Tauranga Arts Festival Trust, PO Box 13-011, Tauranga 3141
info@taurangafestival.co.nz
taurangafestival.co.nz

Looking Ahead

- Driving website promotion
- Complete member database survey update
- Working with Kendyl on the feasibility of a boundary extension for our membership.
- Continue to update Associations processes.
- Develop strategic plan in consultation with members.
- Engagement in the Mount Spatial Plan
- Deliver a range of events and activations.

9.3 Adoption of Public Art Framework

File Number: A14127609

Author: James Wilson, **Manager:** Arts & Culture

Authoriser: Barbara Dempsey, **General Manager:** Community Services

PURPOSE OF THE REPORT

1. To provide an overview of the draft public art framework.
2. To provide detail on the establishment of a public art fund and an independent public art advisory panel

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Adoption of Public Art Framework".
- (b) Adopts the draft public art framework (Appendix 1)
- (c) Establishes a proposed public art fund ("1% for art"), for inclusion in the Long Term Plan as follows:
 - (i) Year 1: 0.25% of total eligible capital spend
 - (ii) Year 2: 0.5% of total eligible capital spend
 - (iii) Year 3: 0.75% of total eligible capital spend
 - (iv) Year 4-10: 1% of total eligible capital spend

EXECUTIVE SUMMARY

3. At the August 5th 2022 meeting of the Strategy, Finance and Risk Committee the Public Art Policy (2015) was rescinded.
4. The Committee adopted in principle a new Public Art Framework, to include:
 - (a) *An independent public art advisory panel*
 - (b) *A Public Art Fund, enabled by a "percent for art" mechanism whereby all council-led above ground capital projects are required to allocate 1% of budget towards public art*
 - (c) *Public art guidelines and assessment process for funding.*
5. Staff have developed a draft public art framework, informed by a range of sector feedback and guidance, including input from artists, arts organisations, mana whenua and relevant CCO's. A sector steering group was informed to develop the key focus areas of the framework, ensuring that a range of community and sector voices have been included in the planning and design of the framework.

BACKGROUND

6. Staff propose a Public Art Framework be adopted to enable and encourage better public art outcomes, applying structure and consistency to Tauranga City Council's involvement with public art. The framework is intended to cover council led projects, and community led projects where council funds are involved, including where the artwork becomes a council asset.

7. The Framework comprises:
 - (a) A **masterplan** identifying suitable sites for a collection of public art.
 - (b) An **action plan** to deliver public art activity- commissions, activations, marketing
 - (c) **Public art fund** to enable commissioning and maintenance of public art
 - (d) **Assessment criteria** and guidelines for public art proposals.
 - (e) Independent public art advisory panel to assess proposals.
 - (f) Capacity building **toolkits** for artists and the community.
8. The framework proposes a bold and aspirational vision for public art across the city:

“Tauranga is renowned for its world-leading public art, an exceptional collection that is accessible to, and developed for, everyone”
9. At the August meeting, the committee members requested further information on the structure and process of two key pieces of the framework; **1. The Public Art Fund; and 2. The Independent Public Art Panel**. This report therefore focuses on these two elements.

PUBLIC ART FUND

10. Staff are proposing that a “**percent for art**” model is introduced to establish a public art fund. This model is well established as a way for local authorities to invest in public art, with the model originating in Philadelphia in the late 1960’s. Several New Zealand cities successfully use this model, staff have looked in detail at the public art funding model currently used in Auckland and Rotorua.
11. The proposed public art fund would see a public art budget established in the LTP, set at 1% of council’s total eligible capital expenditure. Eligible capital expenditure is defined as above-ground capital spend; and excludes capital renewals.
12. The Public Art Fund would have three intentions:
 - (a) To provide a budget for commissioning of public art
 - (b) To create momentum, attracting additional funding from external funders, commercial organisations and private donors.
 - (c) To drive a shift in how Tauranga City Council plans for public art, encouraging the consideration of public art at the outset of a project, rather than as an ‘add on’ late in the day.
13. Activity supported by the public art fund will include:
 - (i) Commissioning of new public art.
 - (ii) Supporting the integration of public art within infrastructure and place-making developments.
 - (iii) Renewal of existing public art.
 - (iv) Re-siting or removal of public art where necessary.
 - (v) Repair and maintenance of the public art collection.
 - (vi) Partnership projects with external organisations including iwi and hapu, arts organisations and trusts, and Council controlled organisations.
14. The activity enabled by the fund would be supported by the arts and culture team, utilising existing operational funding to support the delivery of a city-wide programme connecting the community with Council’s public art collection. This will include:
 - (i) Planning for public art across the city.
 - (ii) The provision of public art expertise and support to staff throughout council.

- (iii) Communication with the community about the public art programme and collection.
- (iv) Work with external organisations and funders (including public and private funding) to secure partnership investment into Tauranga public art.

Allocation of the public art fund

15. The fund will enable three funding pathways, with flexibility to allocate budget to each pathway on an annual basis, in response to key projects or proposals:
- (i) **Pathway 1: Internal Allocation** – Tauranga City Council led capital asset projects. To include standalone public art commissions and integrated artworks. *Examples- Artworks commissioned as part of the Cameron Road redevelopment, artworks integrated into new council buildings such as Te Manawataki o Te Papa.*
 - (ii) **Pathway 2: External Allocation-** A contestable fund to consider projects of significance (commissions of \$50k upwards) proposed by the community (artists, curators, arts organisations, community organisations), which on completion will become Tauranga City Council assets *Example- Park 2 Park Sculpture Trust; Sara Hughes work “Midnight Sun” on Willow Street.*
 - (iii) **Pathway 3: Community projects-** A contestable fund to consider community projects at a grassroots and emerging artist level. Most likely to be temporary installations and activations such as murals. (Projects of up to \$50k). *Example- After Dark light festival, Community mural projects)*
16. Public art projects seeking funding support will be assessed against a matrix, giving robust process for decision making. The matrix has been developed using Creative New Zealand’s guidance for assessing art, considering factors such as strength of idea, viability, and strategic fit with Tauranga City Council’s public art objectives.

INDEPENDENT PUBLIC ART PANEL

17. An independent public art panel will be established to provide expert advice on proposed public art projects at all stages of development and implementation. The panel will provide an independent review of public art proposals and make recommendations to staff for the allocation of the fund.
18. The panel will consist of up to seven members, serving a term of three years. Appointments to the panel are made by council by way of a report from staff, following expressions of interest, and an in-person interview. The panel will be remunerated for attendance at meetings, and will meet on a quarterly basis.
19. Panel will have expertise in commissioning and / delivery of public art. The panel will include at least two members with ngā toi Māori expertise and one member nominated from the urban design panel. The Panel will be guided by terms of reference.

How will the public art fund be budgeted for?

OPTIONS ANALYSIS

20. OPTION 1: (recommended option)

- (a) Forecast capital expenditure guides the setting of a ‘bulk fund’ public art budget.
 - (i) A public art budget line will be established in the arts and culture activity in the Long-Term Plan from 2024 onwards.
 - (ii) Annual public art budget will be set at the level of forecast eligible capital expenditure for each year of the 2024-34 Long Term Plan
 - (iii) Eligible capital expenditure is defined as above Ground capital expenditure, excluding renewals.

- (b) A phased approach is taken to build towards a 'one percent' budget for public art over the first four years of the 2024-34 Long Term Plan. This would mean that the public art budget would be set at the following levels:
- (i) Year 1: 0.25% of total eligible capital spend
 - (ii) Year 2: 0.5% of total eligible capital spend
 - (iii) Year 3: 0.75% of total eligible capital spend
 - (iv) Year 4-10: 1% of total eligible capital spend

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Enables robust planning for public art, with flexibility to enable significant projects which may require additional investment from external funders. • Demonstrates confidence in artists and in the local arts sector, sending a clear message about Council's commitment public art • Provides resourcing and support to council project managers, without the need for individual project budgets to be increased • Ensures that a range of public art objectives can be met, as funding is not automatically tagged to infrastructure projects, where there is no viable public art opportunity. | <ul style="list-style-type: none"> • Variable impact on rates, depending on forecast annual capital spend. • Potentially less ability to require council led projects to consider public art at the outset of a project |

Budget – Capex: Variable depending on forecast capital spend.

Recommended? **Yes**

Option 2: Project managers are required to allocate 1% of eligible capital project budgets to public art.

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> • Encourages council project managers to consider public art at the outset of project planning. | <ul style="list-style-type: none"> • Variable impact on rates, depending on forecast annual capital spend. • Potentially leads project managers to increase project costs to accommodate public art component, rather than factoring public art into existing budgets. • Risks compromising the ability of the public art panel to support proposals that are led by the community, as focus is placed on council-led commissions. |

Budget – Capex: Variable depending on forecast capital spend.

Recommended? **No**

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 proposal.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
23. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the proposal is of low significance.

ENGAGEMENT

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

NEXT STEPS

25. If adopted, the public art framework would be implemented from April 2023 onwards. Council staff are already engaged in a range of public art projects. The intention is that the framework would support these existing projects, with the public art team providing support such as curatorial advice and project guidance.
26. Staff will seek expressions of interest for the public art panel between April-June 2023. Once the panel is established, staff will begin seeking proposals for the public art fund, to be considered from 1st July 2024, when the public art fund commences.
27. If adopted, the public art fund would be budgeted as part of the 2024-34 Long Term Plan process.
28. This phasing will enable projects to be developed, assessed and selected so that there is a clear pipeline of projects ready to commence once funds become available.

ATTACHMENTS

1. **Public Art Framework_Plan on a page - A14479245** [↓](#) 


Public Art Framework – Overview // March 2023

Public Art Framework

| | |
|--|---|
| <p style="text-align: center;">Public Art Vision</p> <p style="text-align: center;">To create Aotearoa’s best programme of public art; accessible to, and developed for, everyone.</p> <p style="text-align: center;">What is the Public Art Framework?</p> <p>The Public Art Framework is Council’s commitment to public art, recognising the role of art in creating economic, social and cultural wellbeing. The intention of the framework is to enable and encourage better public art outcomes, applying structure and consistency to Council’s involvement with public art. The framework is intended to support council-led projects, and community-led projects seeking council support, including where the artwork becomes a council asset.</p> <p>The Public Art Framework comprises:</p> <ul style="list-style-type: none"> • A set of strategic actions to achieve the public art vision. • A public art fund to enable commissions with assessment criteria for public art proposals. • An independent Public Art Panel advisory panel • Capacity building toolkits for artists and the community to support public art activity. | <p style="text-align: center;">Key focus areas</p> <p>Identity: Public art showcases the diverse stories and strengthens the identities of our community and region. Māori whakapapa, concepts and practices are celebrated.</p> <p>Creativity: An inclusive, diverse, bold and innovative programme of public art is created. Works of artistic excellence will be created throughout the city.</p> <p>Sustainability: Council’s Public Art Fund, in partnership with funders and the private sector, enables the creation of a programme of artworks and activity. Investment in Council and sector capability builds development and high-quality artistic outcomes.</p> <p>Connection: Public art enriches the everyday lives of our community. A promotional and engagement programme, supported by public programming, wayfinding experiences and interpretation, activates the public art collection, attracting and engaging both locals and visitors.</p> |
|--|---|

| Strategic Outcomes | | |
|--|--|--|
| <p>Tauranga’s public art contributes to a sense of place: A public art collection which reflects the diversity and richness of the environment, cultures and histories of our city. Tauranga will be a public art destination, showcasing our city and our artists</p> | <p>Infrastructure projects integrate art and design from the outset: Our natural and built environments make art accessible for everyone, every day. We encourage the integration of art concepts, features and works into infrastructure projects.</p> | <p>A programme of interpretation and promotion enriches the public art experience Public art attracts locals and visitors alike to explore the city. Continuous programming and activations encourage discovery and deeper engagement with public art and the city.</p> |
| <p>Māori whakapapa and Māori concepts are expressed throughout the city: Public art gives mana whenua agency and ownership of their narratives in this place. Tauranga City Council encourages the creation of ngā toi Māori which express the intellectual and cultural stories of tangata whenua.</p> | <p>A diverse collection with an inclusive programme for everyone: Public art is accessible to the whole community, with a range of opportunities available to engage with arts and culture experiences.</p> | <p>Community and temporary public art brings vibrancy to the city: Temporary public art encourages locals and visitors to experience our city centre and its precincts in new and unexpected ways.</p> |
| <p>A rigorous and intentional approach to commissioning is implemented: A curated programme of public art commissioning to flourish in step with city development. Opportunities for artists and arts organisations will be promoted, with best-practice approaches to the development of public art.</p> | <p>A Public Art Fund and partnerships enable an ongoing programme of public art activity: Public art requires partnership. Multiple project and funding partners enable stronger creative outcomes. Council will encourage projects that demonstrate partnership, collaboration, and community support.</p> | <p>Tauranga Moana artists are developed and supported: Capacity and capability-building of our local artists is central to developing Tauranga as a distinct cultural destination.</p> |

| Process for the Commissioning and development of Public Art | | |
|---|---|---|
| Public Art Fund | Assessment criteria for public art | Public Art Advisory Panel |
| <p>An annual fund to support public art, set at 1% of forecast eligible capital expenditure (Above-ground capital expenditure, excluding renewals)</p> <p>Activity supported by the fund will include:</p> <ul style="list-style-type: none"> Commissioning of new public art through a contestable process Integration of public art within infrastructure and place-making developments. Maintenance, renewal, re-siting or de-accessioning of the public art collection. Partnership projects with external organisations including iwi and hapu, arts organisations and Council controlled organisations. <p>Three funding pathways:</p> <ol style="list-style-type: none"> Internal allocation: Council-led capital asset projects, to include standalone commissions and integrated works. External allocation (\$50k and above): Contestable fund to consider projects of significance, proposed by the community, which on completion will become council assets. External allocation (under \$50k): Contestable fund for community focused projects at a grassroots level. Likely to include temporary installations and murals. | <p>Projects assessed against a matrix, giving robust process for decision making. Projects will be scored against the following criteria:</p> <ul style="list-style-type: none"> Artistic aims: the project goals are fully developed, clearly expressed and of high calibre Strength of idea: the concept is compelling and clearly articulated Quality of outcome: the public art outcomes are likely to be of high quality. Viability: the process to achieve the idea is realistic and well-planned, with a detailed timeline project plan to achieve the idea, Budget: the budget is thorough and accurate; and considers fair remuneration for practitioners. Partnerships: the applicant can demonstrate secured partnerships either through cash or in-kind support, to support the delivery of the project. People: the people involved have sufficient experience to deliver the project. | <p>An independent public art advisory panel comprised of industry-leading professionals will be convened. The panel will:</p> <ul style="list-style-type: none"> Provide expert advice on proposed public art projects at all stages of development and implementation: Consist of up to seven members, serving a term of three years. The panel will meet quarterly to consider proposals and make recommendations for the allocation of the public art fund. Include at least two members with ngā toi Māori expertise and one member nominated from the urban design panel. Support and promote high-quality public art outcomes in Tauranga, maintaining a curatorial overview of the city's public art collection. Provide advice to council on the acquisition, bequest, donation, loan of art for public spaces. Make recommendations on works that should be de-accessioned and / or re-sited. |

| Implementation timeframe | Supporting Documents | Key stakeholders |
|---|---|--|
| <p>April – June 2023: Public art panel recruitment Public art community toolkit published Capacity and capability building workshops delivered</p> <p>July 2023 – March 2024: Delivery of identified pilot public art projects Submissions sought for year one of public art fund</p> <p>July 2024 onwards: Public art fund goes live for projects commencing from late 2024.</p> <p>April 2025: Review of activity delivered in first two years of public art framework.</p> | <p>Public art toolkit: a community 'how to' guide to support the development public art.</p> <p>Templates to support public art commissioning:</p> <ul style="list-style-type: none"> Artist Brief template Commissioning contract Maintenance manual <p>Relevant Council documentation:</p> <ul style="list-style-type: none"> Our Direction: Tauranga 2050 Tauranga Matarauui: Inclusive city strategy Arts, Culture and Heritage Action and Investment Plan Tauranga Moana Design Principles | <p>Public art relies on partnership and collaboration. We acknowledge the wide range of artists, practitioners and arts organisations who have contributed to the development of the public art framework, including:</p> <p>Tauranga Art Gallery, Tauranga Arts Festival, The Incubator Creative Hub, Supercut Projects, Park 2 Park Sculpture Trust, Te Kahui Toi, Creative Bay of Plenty, Tourism Bay of Plenty, Te Tuhi Mareikura Trust, SCAPE Public Art, Wellington, Public Art Heritage NZ.</p>  |

9.4 Mount Planning and Delivery Programme Update

File Number: A14495383

Author: Carl Lucca, Team Leader: Urban Communities

Authoriser: Sarah Omundsen, General Manager: Regulatory and Compliance

PURPOSE OF THE REPORT

1. The purpose of this report is to provide an update on the Mount Planning and Delivery Programme.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Mount Planning and Delivery Programme Update".
- (b) Notes the coordination underway and proposed across significant projects in the Mount to Arataki area including tangata whenua, stakeholder and community engagement related matters.

EXECUTIVE SUMMARY

2. The proposed Mount Planning and Delivery Programme (the Mount Programme) was presented to the Strategy, Risk and Finance Committee on 5 December 2022. This report provides an update on key areas of progress in relation to the Programme in the past three months, including:
 - (a) Relevant project updates, particularly where there is targeted coordination occurring between projects and/or milestones of interest. Of note is the ongoing delivery and integration between the Mount to Arataki Spatial Plan, Mount Industrial Planning Study and Connecting Mount Maunganui projects.
 - (b) Update on working with tangata whenua, including further integration of engagement between projects where possible.
 - (c) Outline of the communications and engagement approach for the wider Mount Programme, including key messages, the Tauranga City Council Mount Collab Space and websites.
 - (d) Other updates, including on the Mount Air Quality Working Party and legal advice on Mount Maunganui Industrial Area Existing Use Rights.
3. A summary of next steps is provided, including:
 - (a) Ongoing community engagement on the MSP (commenced on 13 March) until 10 April. Feedback received will assist to inform the MSP and Mount Industrial Planning Study, as well as providing input into wider projects such as Connecting Mount Maunganui and Accessible Streets.
 - (b) The Tauranga City Council Mount Collab Space is expected to be open to the public from May onwards, with staff resourcing, project and general collateral and engagement events continuing to be planned.
 - (c) Council will work with tangata whenua to identify how we can more effectively engage with them in a coordinated approach across all work within the area.

- (d) A 'stocktake' of previous projects directly involving Whareroa is currently underway, with outstanding actions being identified (including input required by other partners and key stakeholders).

INTRODUCTION

4. As outlined in the Mount Planning and Delivery Programme report presented to the Strategy, Risk and Finance Committee on 5 December 2022, there are currently over thirty Tauranga City Council (TCC) projects of varying scale planned or underway for the Mount Maunganui to Arataki area (including Bayfair, Omanu, Whareroa and the Mount industrial area) over the next 12 months and beyond.
5. The **key objectives** for the Mount Programme are to:
 - (a) Provide a coordinated and aligned approach to the management and implementation of TCC projects planned or underway within the area
 - (b) Provide a cohesive communications and engagement approach internally and externally (including with tangata whenua, key stakeholders and the community) of TCC projects planned or underway within the area
 - (c) Provide internal awareness of significant projects being led by external partners and stakeholders (e.g., Waka Kotahi and Bay of Plenty Regional Council Toi Moana) within the area
 - (d) Provide an ongoing framework that assists to facilitate the outcomes of the Mount to Arataki Spatial Plan.
6. This report provides an update on the Mount Programme in relation to the above objectives.

PROJECT UPDATES

7. There are currently over thirty Council-led projects of varying scale planned or underway for the Mount Maunganui to Arataki area over the next 12 months and beyond, and additional projects being delivered by other agencies. This section provides an update on a number of the significant projects underway where there is targeted coordination occurring and/or notable milestones of interest.

Mount to Arataki Spatial Plan (MSP)

8. The MSP seeks to deliver a 30-year blueprint that provides strategic direction for existing and future growth needs of the area, forming the basis for the coordination of decision making within and across multiple agencies in a growth context. The project is in initial stages of preparation, with community engagement currently underway.
9. Initial engagement with tangata whenua and key stakeholders occurred during the first quarter of this year, including:
 - (a) Individual and combined hui with tangata whenua to agree the partnership approach to involvement throughout the process, including participation in the project Reference Group, a series of hui and wānanga to provide input into the project, and involvement in design workshops.
 - (b) Project Reference Group workshops with project partners and key stakeholders were held in February. A draft set of problem statements summarising the issues and opportunities for the Mount to Arataki area was produced from these workshops, which will form part of wider outcomes from stakeholder and community engagement.
 - (c) A wider stakeholder workshop was held on Thursday 9 March at Club Mount Maunganui to inform stakeholders of the project and identify the issues and opportunities for the Mount to Arataki area from a stakeholder perspective. Individual one-on-one stakeholder meetings have also occurred through March.
10. Community engagement commenced on 13 March and will close on 10 April. This includes a comprehensive campaign to encourage people to give feedback through resident mail drop,

advertising, press, social media and through community networks. Methods for feedback include:

- (a) An online survey
- (b) Online webinars
- (c) Drop-in sessions throughout the study area
- (d) Pop-ups throughout at Bayfair, Markets, outdoor locations.

11. Outcomes of the engagement will be reported back to Council in May and will inform a series of design sprint workshops starting at that time, to prepare options to respond to the key issues identified. Engagement outcomes will also be used to inform related projects such as the Mount Industrial Planning Project, Connecting Mount Maunganui, and Accessible Streets.

Mount Industrial Planning Project

12. The Mount Industrial Planning Project is being prepared at the same time as the MSP. The purpose of the industrial study is looking to plan for the future of the industrial area and identify a programme of actions, which considers current issues and the needs of all stakeholders. Those issues include future land use, cultural and social impacts, natural hazards, air quality, transportation and economic growth. An integrated approach is being taken to the two projects, particularly in relation to engagement with tangata whenua and key stakeholders, and proposed design sprint workshops.
13. A stakeholder workshop was held on Tuesday 7 March at Club Mount Maunganui to inform stakeholders of the project and identify the issues and opportunities for the Mount Industrial area from a stakeholder perspective.
14. Stakeholders were also asked what their vision is for the area in 2053 and what is required to achieve that vision. Alongside relevant outcomes of the MSP community engagement, this information will inform the subsequent design sprint workshops.
15. The Mount Industrial Planning Project will explore a range of scenarios together with possible interventions / actions to better manage future industrial land use. That work will include consideration on what can be done to achieve the aspirations of Whareroa marae hau kainga, tangata whenua within the context of future land use. (With respect to existing activities refer to report on the 27 February 2023 Council agenda "Existing Use Rights in the Mount Maunganui Industrial Area").
16. It is noted that Priority One are preparing a 'blueprint' for the Mount industrial area, similar to the one they prepared for the Tauranga CBD last year. An online survey was sent to over 850 business in the industrial area in December with more than 150 responses received. The questions included whether businesses are likely to stay in their current location, whether a business has an environmental management plan and whether a business is looking to grow or expand. The information from the survey and blueprint will inform the Mount Industrial Planning Study.

Connecting Mount Maunganui Business Case

17. Waka Kotahi, tangata whenua (Ngāti Kuku and Ngāi Tukairangi), Tauranga City Council and Bay of Plenty Regional Council are working together towards solutions to boost more travel choices, improve safety and travel time reliability and improve environmental outcomes for the Mount Maunganui transport system including State Highway 2/Hewletts Road, Totara Street and Maunganui Road.
18. The MSP, Mount Industrial Planning Study and Connecting Mount Maunganui teams are liaising closely and integrating where possible. This includes involvement in Reference Group workshops, stakeholder workshops, tangata whenua engagement and communications and engagement.

Plan Change 33

19. Plan Change 33 implements the Resource Management (Enabling Housing Supply and other Matters) Amendment Act to apply the Medium Density Residential Standards to residential zones and gives effect to Policy 3 in the National Policy Statement on Urban Development which requires Council to provide height and density around identified commercial centres to enable residential intensification.
20. Submissions and further submissions on the plan change have been received and the planning team is currently preparing the Section 42aA hearings report. The hearing is planned for July 2023. The MSP team is working closely with the planning team to understand the level of growth likely to be enabled through Plan Change 33, noting that decisions on submissions will be subject to the outcomes of the hearings process.

Regional Plan Change (PC) 13 (Air Quality)

21. The Environment Court issued an interim decision in January 2023 for PC13 to the Regional Natural Resources Plan in relation to the rule which seeks to require resource consent for handling of bulk solid material and logs. Previously, these were permitted activities and as such they have not held a resource consent and are therefore considered new activities. In summary:
 - (a) Bulk solid material handling and log handling will be permitted activities for a three-year interim period – managed according to an interim permitted activity rule (IPAR)
 - (b) Following the IPAR period, the activities will become restricted discretionary activities and will require resource consent. Prior to this, if parties apply for and are granted a Certificate of Compliance, Regulation 17 will not apply
 - (c) The Court will direct the Regional Council to introduce provisions to manage unsealed yards in the MMA using the section 293 process of the Resource Management Act.
22. The Court requested parties to the appeal to submit comments on specific matters and these are due to be filed with the Court at the end of March 2023.

Accessible Streets Area A

23. Accessible Streets Area A includes the primary cycle network on three distinct transport corridors: Tauranga CBD to Bayfair; Mount Maunganui to Bayfair; and Papamoa to Bayfair. Additionally, the primary and secondary bus network will be included in the project where they are planned for the same corridor. This project is a vital part of the overall aspiration of creating a multimodal transport system for the city and sub-region.
24. A Point of Entry is being prepared by TCC in partnership with Waka Kotahi for lodgement by the end of March for the funding of the business case. The scope of the business case has been revised to better align with the Transport Choice Grenada Street Project.
25. The Accessible Streets team will be involved in the MSP design sprint workshops and will be provided outcomes of the MSP engagement.

Marine Parade Coastal Path

26. Fulton Hogan, the main contractor for the project, commenced construction onsite on 13 March starting in the vicinity of the Cenotaph. Work will proceed towards Papamoa in the first instance, to avoid ANZAC Day events around the Cenotaph itself. The two existing sets of barbecues between Pacific and Banks Avenues along with the shower facilities will be reconstructed in the initial works.
27. Construction within the natural dune areas will not commence until later in autumn. Vegetation removal will be carefully managed to ensure habitat for native lizards is protected as much as possible. Similarly, earthworks will be minimised and restoration planting on exposed embankments will be carried out as soon as the main path has been completed. The path is programmed to be open for full use late in 2023 although aspects of the project

such as supplementary planting; pest plant and animal management; information signage and mahi toi (art) is planned to be implemented over subsequent years.

Destination Skatepark

28. The enabling works have begun on 13 March in preparation for the destination skatepark build with GT Civil as the main contractor and AMC as skatepark contractor. This work includes installing fencing and drainage, connecting water supply, and starting earth and tree works. The skatepark contractor will be on site in April/May and is expected to take approximately 1 year to complete.
29. The skatepark will have amenities such as toilets, lighting, barbeque, drinking fountains and seats. A key dependency for the skatepark opening is the completion of the Maunganui Rd Safety Improvements project to ensure safe passage for pedestrians across Maunganui and Hull Rds.

Transport projects

30. Tay St/Marine Parade: Consultants have been engaged to design a roundabout at this intersection. The installation works are expected to be completed in mid-2024. This will further support outcomes of the Marine Parade Coastal Path.
31. Marine Parade/Te Ngaio Reserve: A raised pedestrian crossing is being installed and should be completed by the end of May 2023.

WORKING WITH TANGATA WHENUA

32. Council is committed to working in partnership with tangata whenua.
33. Council does not determine who holds tangata whenua or mana whenua in Tauranga Moana. Engagement is identified in accordance with 17 iwi and hapū protocol agreements between Council and Tauranga's iwi and hapū and, where appropriate, Te Rangapū Mana Whenua o Tauranga Moana.
34. We are currently working in partnership with tangata whenua on the MSP, Mount Industrial Planning Study and Connecting Mount Maunganui projects with the support of Council's Takawaenga team. Where possible, an integrated approach is being taken to communications and engagement across these projects, including through joint hui and wānanga.
35. Moving forward, we will work with tangata whenua to identify how we can more effectively engage with them in a coordinated approach across all within the area, in order to more efficiently make the most of their time and resources (which are currently stretched across many of the projects in the area).
36. A 'stocktake' of previous projects directly involving Whareroa is currently underway, with outstanding actions being identified (including input likely required by other partners and key stakeholders).

MOUNT AIR QUALITY WORKING PARTY UPDATE

37. The Mount Air Quality Working Party facilitated by BOPRC continue to meet quarterly and report to the Tauranga Moana Advisory Group. The most recent working party meeting was held on 22 February where presentations were received on the Priority One industrial area survey, an update on the Connecting Mount Maunganui project and the key findings of the interim decision of the Environment Court on Plan Change 13 to the Regional Natural Resources Plan. It is expected that a health impact study commissioned by Toi Te Ora will be available at the next meeting on 17 May.

LEGAL ADVICE ON MOUNT MAUNGANUI INDUSTRIAL AREA EXISTING USE RIGHTS

38. As part of the work for the both the MSP and the Mount Industrial Planning Project TCC sought legal advice to understand the rights and ability to change existing land use activities. The legal advice was presented to the Council meeting on 27 February 2023.

ENGAGEMENT

Tauranga City Council Mount Collab Space

39. To assist in communications and engagement with the community, particularly in relation to projects and other matters within the Mount to Arataki area, a Tauranga City Council Collaboration Space is being set up in the Mount area at Prince Street.
40. The purpose of this space is to provide a local premise where:
 - (a) The community have access to speak with Council staff (face to face), enabling quicker access to information about local projects and other matters
 - (b) Engagement and related events for projects in the area can be undertaken (e.g., MSP engagement)
 - (c) Information on projects and other matters of interest to the community can be displayed (e.g., current and future projects, local culture and history)
 - (d) Local project workshops can be held.
41. The Collaboration Space is expected to be open to the public from May onwards.

Key messages

42. Overarching initial key messages have been developed to support an integrated approach and better community understanding of wider outcomes being sought for the Mount to Arataki area. These key messages will assist to inform any Mount Programme specific communications and will also be adapted and utilised as a base layer in individual project communication plans to tell the overarching Mount story when talking with the community/media about their various projects.
43. The key messages recognise:
 - (a) The importance of history, culture and community identity
 - (b) That the area is getting busier and there are a lot of projects underway or planned
 - (c) The need to work closely with the community as we move ahead and plan for the future
 - (d) Recognising that some projects will cause disruptions
 - (e) Working alongside our partners, including tangata whenua and partner organisations.

Mount to Arataki Spatial Plan and Mount Projects Websites

44. Two webpages have been created and are now live to support communications and engagement with the community:
 - (a) **Mount to Arataki Spatial Plan webpage:** this is a specific website to the project, outlining the purpose of the project, background information, next steps and engagement resources, including a link to the online survey.
<https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/aips-current-and-under-development/mount-to-arataki-spatial-plan>
 - (b) **Mount Projects webpage:** this webpage provides an overview of the various project currently underway within the Mount to Arataki area, including the overarching key messages outlined above and links to specific project webpages where available. TCC will continue to build the content of this page as the Mount Programme and specific projects progress.
<https://www.tauranga.govt.nz/our-future/mount-projects>

NEXT STEPS

45. Ongoing community engagement on the MSP (having commenced on 13 March) until 10 April. Feedback received will assist to inform the MSP and Mount Industrial Planning Study, as well as providing input into wider projects such as Connecting Mount Maunganui and Accessible Streets. A series of design of MSP and Mount Industrial Planning Study will follow in May / June.
46. The Tauranga City Council Mount Collab Space is expected to be open to the public from May onwards, with staff resourcing, project and general collateral and engagement events continuing to be planned.
47. Council will work with tangata whenua to identify how we can more effectively engage with them in a coordinated approach across all within the area.
48. A 'stocktake' of previous projects directly involving Whareroa is currently underway, with outstanding actions and required resourcing being identified (including input required by other partners and key stakeholders).

ATTACHMENTS

Nil

9.5 Refreshed outline plan of Committee's upcoming work programme

File Number: A14380363

Author: Jeremy Boase, **Manager:** Strategy and Corporate Planning

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

PURPOSE OF THE REPORT

1. To present an update on the Committee's outline work programme that was last considered at the Strategy, Finance and Risk Committee meeting of 12 September 2022.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Refreshed outline plan of Committee's upcoming work programme".
- (b) Notes the updated outline work programme for the Committee per Attachment 1.

BACKGROUND

2. One of the responsibilities of the Committee, noted in the scope section of its terms of reference, is to 'adopt an annual work programme of significant strategic issues and projects to be addressed'. The scope also notes that this programme should be reviewed on a six-monthly basis.
3. On 20 September 2021, the Committee resolved to adopt such a work programme. Updates to the work programme have subsequently been considered by the Committee at its meetings of 13 December 2021, 16 May 2022 and 12 September 2022.
4. An updated version of the adopted outline work programme is now included as **Attachment 1** to this report.
5. Changes made to the outline work programme since it was last updated in September include:

Structure

- (a) Removal of reference to now-passed meetings from September 2022 through February 2023.
- (b) Inclusion of the July-September 2023 and October-December 2023 quarters to maintain a four-quarters perspective.

Strategy framework, development and reviews

- (c) The Committee considered each of the new action and investment plans at workshops on 31 January, 14 February and 21 February 2023. The next steps for most of the action and investment plans is to undertake community engagement in the middle of the year. The Tauranga Climate Action & Investment Plan will be further considered at a Committee workshop following its meeting of 27 March (today).
- (d) Following the public engagement phase, the action and investment plans and the two new strategies which were consulted on in 2022 will be formally adopted by Council.
- (e) The Committee will receive an update once the engagement phase has been completed as part of a close-out report on the wider project.

Growth management

- (f) The Otumoetai Spatial Plan project has been removed as it is now intended that the final document will be approved by Council at its 1 May 2023 meeting.
- (g) The Infrastructure Acceleration Fund line-item has been removed and any further updates will be incorporated into the regular Executive Report to Council.
- (h) The Mount Maunganui projects have been split into the specific Mount Maunganui spatial plan, and the more general 'Mount Maunganui Programme' for which a quarterly update of the various sub-projects will be provided.

Long-term Plan

- (i) A new heading has been created with two elements: the six-monthly update on progress made on resolutions made by Council during deliberations on the 2021-2031 Long-term Plan in mid-2021; and a number of initiatives that Council will consider for inclusion in the 2024-2034 Long-term Plan.

Policy & bylaw development

- (j) Removal of the use of Council land policy item as the revised policy was adopted by the Committee at its 5 December 2022 meeting.
 - (k) Removal of the risk management policy item, the fraud prevention and management policy item, and the protected disclosures policy item as all three revised policies were adopted by the Committee at its 5 December 2022 meeting (as part of the Integrity Framework agenda item).
 - (l) Removal of the open space policy item as the revised policy was adopted by the Committee at its 5 December 2022 meeting.
 - (m) Removal of the Easter Sunday shop trading policy item as this was considered by the Committee at its meeting of 12 September 2022 and then adopted by Council at its meeting of 3 October 2022.
 - (n) Deferral of deliberations on submissions on the draft local alcohol policy as determined by the Committee at its 13 February 2023 meeting due to the passage through parliament of the Sale and Supply of Alcohol (Community Participation) Amendment Bill.
 - (o) Deferral of the reviews of the two policies relating to grants for development contributions due to other work priorities within the relevant teams.
 - (p) Introduction of a review of the property acquisitions and disposals policy, consistent with a commitment made when the policy was adopted by Council in October 2021.
 - (q) Introduction of reviews of several policies related to codifying council's levels of service and, separately, related to the museum and civic art collections (with a view to simplifying and merging those policies).
6. In reading the outline work programme it should be noted that for many projects the timing of 'next steps' will be determined by feedback on, and decisions about, earlier stages in the project. This makes timing of latter stages difficult to determine. This difficulty is recognised in Attachment 1 by the annotation "(?)" as part of various elements of the work programme.
7. As projects and initiatives are reported to the Committee, each report will have a better indication of the timing of subsequent steps than can be provided by this report.

STRATEGIC / STATUTORY CONTEXT

8. Many of the priority projects on the outline work programme relate to refresh of council's strategy documents. Others relate to the management of growth or the government's reform programme. Each of these matters are of high strategic importance to the city.

SIGNIFICANCE

9. 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.
10. 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.
11. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter of the Committee's work programme is of high significance. However, the decisions to receive this report and to note the updated outline work programme are of low significance as this report is an update on a previous decision and simply collates existing work programmes into one place.

ENGAGEMENT

12. 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.
13. Note that for many of the projects listed on the outline work programme specific engagement plans and approaches will be prepared that are suitable to that project.

NEXT STEPS

14. Work will continue on each of the projects listed on the outline work programme. A further updated outline work programme will be brought to the Committee in late 2023.

ATTACHMENTS

1. **Outline of topics to SFR Committee 2023 (March 2023) - A14379208** [↓](#) 

Outline work programme for the Strategy, Finance Risk Committee for 2023 (as at March 2023)

| | Jan-March 2023 | April-June 2023 | July-Sept 2023 | Oct-Dec 2023 |
|---|----------------|--|--|--|
| | 27 March | 15 May 26 June | 7 August 18 September | 30 October 4 December |
| Strategic framework | | | | |
| Council's strategic framework | | | Project close-out report | |
| Primary strategies and strategic approaches | | | | |
| Tauranga Taurikura - Environment Strategy development | | | Project close-out | |
| Tauranga Matarauui - Inclusive City Strategy development | | | Project close-out | |
| Sustainability strategic approach development | | Progress update | Project close-out | |
| Te Ao Māori strategic approach development | | Progress update | Project close-out | |
| Action and investment plans (also includes Otumoetai and Mount spatial plans listed further below) | | | | |
| Accessible Tauranga AIP | | Community engagement | Project close-out | |
| Safer Communities AIP | | Community engagement (major focus) | Project close-out | |
| Arts, Culture & Heritage AIP | | Community engagement | Project close-out | |
| Climate AIP | workshop | Community engagement (major focus) | Project close-out | |
| Nature and Biodiversity AIP | | Community engagement | Project close-out | |
| Wairoa River Valley Strategy - review | Project update | | | |
| Our Public Places Strategic Plan | | Community engagement | Project close-out | |
| Community Centres AIP | | Community engagement (major focus) | Project close-out | |
| Play, Active Recreation & Sport AIP | | Community engagement | Project close-out | |
| Reserves & Open Spaces AIP | | Community engagement | Project close-out | |
| Urban Design AIP | | Project update | Adopt draft for consultation | |
| Growth management | | | | |
| Growth, land use and transport strategy projects progress report | | Quarterly report | Quarterly report | Quarterly report |
| Housing Infrastructure Fund | | Progress update (as part of Growth and land use projects quarterly report) | | |
| Greenfield growth - planning pathways - Te Tumu, Tauriko West | | Progress update (as part of Growth and land use projects quarterly report) | Progress update (as part of Growth and land use projects quarterly report) | Progress update (as part of Growth and land use projects quarterly report) |
| Dynamic road pricing study | | Report findings of proof of concept investigation | | |
| Mount Maunganui Programme | Project update | Project update | Project update | Project update |

Obj ID: A14379208

Outline work programme for the Strategy, Finance Risk Committee for 2023 (as at March 2023)

| | Jan-March 2023 27 March | April-June 2023 15 May 26 June | July-Sept 2023 7 August 18 September | Oct-Dec 2023 30 October 4 December |
|--|----------------------------|--|---|--|
| Mount Spatial Plan | | Engagement update | Review final plan for endorsement (?) | |
| Resource management issues and options - City Plan | | | | Plan Change work programme for 2023 |
| Long-term Plan | | | | |
| Actions tracker (2021 LTP) | Update on action progress | | Update on action progress | |
| Stadium | | Project update and consideration | | |
| Conference centre / performance venue | | Project update and consideration | | |
| Arterial road network upgrades | | Project update and consideration | | |
| Coronation Park - community hub / visitor welcome facility | | Project update and consideration | | |
| Resilient infrastructure | | Options paper | | |
| Rating structure | | Project update and consideration | | |
| Policy & bylaw development | | | | |
| Local Alcohol Policy - statutory review | | Deliberations on hold until there is greater certainty on the proposed new legislation | | |
| Consultation with Tangata Whenua on Resource Consents Policy - review | | Review draft policy, consider issues and options, adopt for consultation | Adopt for consultation | Deliberations and adoption (?) |
| Alcohol Control Bylaw - minor review | | Adopt draft bylaw for public consultation | | |
| Public art framework | Consider for adoption | | | |
| Community funding policy | | Adopt draft policy for public consultation | Hearings, deliberations, and adoption (?) | |
| Traffic & parking bylaw | | Review bylaw and consider issues and options | Adopt draft bylaw for public consultation | Hearings, deliberations |
| Grants for development contributions on papakainga housing policy - review | | | | Review draft policy, consider issues and options |
| Grants for development contributions on community housing policy - review | | | | Review draft policy, consider issues and options |
| Property acquisitions and disposals policy - review | | Review draft policy, consider issues and options | Adopt draft policy for public consultation | Hearings, deliberations, and adoption (?) |
| Levels of service policies | | | Review to investigate whether policies can be rationalised and consolidated | |
| Museum collection policy / Civic art collection policy | | | Review to investigate whether policies can be rationalised and consolidated | |

Obj ID: A14379208

Outline work programme for the Strategy, Finance Risk Committee for 2023 (as at March 2023)

| | Jan-March 2023 27 March | April-June 2023 15 May 26 June | July-Sept 2023 7 August 18 September | Oct-Dec 2023 30 October 4 December |
|--|----------------------------|--|--|--|
| Annual report | | Audit arrangements letter - 30 June 2023 attest audit | Review draft 2022/23 annual report | |
| Government reform programme | | Watching brief and, as required, contribution to submissions to central government | Watching brief and, as required, contribution to submissions to central government | Watching brief and, as required, contribution to submissions to central government |
| Risk deep dives | | Emergency management response arrangements | Topic to be determined | Topic to be determined |
| Financial and non-financial reporting | | Qtr 3, 2022/23 monitoring report | | Qtr 1, 2023/24 monitoring report |
| Other quarterly and six-monthly reporting | | | | |
| Health & safety | | Quarterly report | Quarterly report | Quarterly report |
| Risk | | Quarterly report (confidential) | Quarterly report (confidential) | Quarterly report (confidential) |
| Internal audit | | Quarterly report (confidential) | Quarterly report (confidential) | Quarterly report (confidential) |
| Legal & litigation | | Quarterly report (confidential) | Quarterly report (confidential) | Quarterly report (confidential) |
| Cyber maturity update | | Quarterly report (confidential) | Quarterly report (confidential) | Quarterly report (confidential) |
| LGOIMA and Privacy Act requests | | Quarterly report | Quarterly report | Quarterly report |
| Mainstreet monitoring reports | Six-monthly reports | | Annual reports | |

Obj ID: A14379208

9.6 Long-term Plan 2021-31 actions tracker

File Number: A14426888

Author: Raj Naidu, Corporate Planner

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

PURPOSE OF THE REPORT

1. The purpose of this report is to report back and inform Council and the public of the status of progress on the actions list that arose from the deliberations of the Long-term Plan 2021-2031 (LTP) and the Annual Plan 2022/23 (incorporating the Long-term Plan Amendment 2021-31).

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- Receives the Long-term Plan 2021 – Actions Report.
- Notes the progress to date as reported in **Attachment 1**.

BACKGROUND

2. In order for Council to improve transparency and also be able to track the actioning of decisions made during the course of the Long-term Plan (“LTP”), this actions report is presented to the Strategy, Finance and Risk Committee (SFRC) providing an update as of February 2023.
3. As requested in SFRC meeting on 12 September 2022, a risk indicator has been added to the LTP Actions Tracker.
4. For the period September 2022 to February 2023 (six months), the progress on the remaining actions are as follows:

| | On Track | Off Track | Not Started | Completed |
|---------|----------|-----------|-------------|-----------|
| LTP | 10 | 5 | 0 | 29 |
| LTPA/AP | 15 | 2 | 0 | 16 |

5. The progress report (**Attachment 1**) provides detailed information on which activity is responsible for the action and provides the status, expected delivery date where possible, the level of risk, the completed actions to date, and supporting commentary.
6. Attachment 1 has been separated into four parts.
 - Part A (LTP) encompasses progress on actions from the 2021 LTP that were incomplete as at February 2023.
 - Part B (LTPA/AP) includes the Long-term Plan Amendment/Annual Plan 2022/23 process actions.
 - Part C lists completed actions from the LTP up until August 2022.
 - Part D lists completed actions the LTPA/AP up until August 2022.

STRATEGIC / STATUTORY CONTEXT

7. Monitoring performance of the LTP is a key function of the committee.

SIGNIFICANCE

8. 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.
9. 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.
10. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of medium significance, though the decision (to receive the report) is of low significance.

ENGAGEMENT

11. 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

12. The actions of the past 12 months' work will be formally reported in the Annual Report 2022/23.
13. This is an ongoing six-monthly report to the Strategy, Finance and Risk Committee. The next report will be prepared in September 2023.

ATTACHMENTS

1. **LTP Actions Tracker (September 2022 to February 2023) - A14491767** [↓](#) 

Actions Progress Report for Long-term Plan and Long-term Plan Amendment 2021-31, and Annual Plan 2022-23

September 2022 to February 2023

Sections in this report:

- Part A: Long term Plan 2021-31 actions
- Part B: LTPA and Annual Plan 2022-23 actions
- Part C: Part C: LTP 2021-31 completed actions up until August 2022
- Part D: LTPA & Annual Plan 2022/23 completed actions up until August 2022

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
|--|---|--|---|------------------------------|--|------------------------------|-----------|---|
| | | | | | | 10 | 5 | 29 |
| | | | | | | Comments as at February 2023 | | |
| 11.2 Rating structure proposals | | | | | | | | |
| | (d) Agrees to a further \$150,000 budget to undertake further work on possible rating categories that reflect different affordability and benefit profiles within the community, including, but not limited to, the Central Business District, Port and related industries, a wider industry grouping, Airbnb, wastewater charging and location-based groups. This would also include future changes to differential levels across these categories and is likely to lead to proposals for higher commercial rates in future years. | Chief Financial Office - <i>Finance</i> | | 31 December 2022 | | | | Results of this work will form part of the LTP later this year – to note this is however focusing on the industrial rating category. |
| | (e) Agrees to undertake further work on possible amendment to rates postponement involving both a review of Tauranga’s rates postponement policy including financial implications, and support for the development of a national rates postponement scheme or other third party schemes before February 2022. | Chief Financial Office Strategy, Growth & Governance - <i>Finance</i> - <i>Policy</i> | | 31 December 2023 | | | | Continued involvement with national working group, however, no significant progress is expected prior to the national election. Work with the national steering group is continuing with the potential of Tauranga being a pilot to test such a scheme as part of the upcoming LTP. This will be dependent on progress at a national level as there may be a requirement for future legislative change to support this initiative. |
| 11.3 Rating structure proposals | | | | | | | | |
| | (a) Resolves that Pitau Road village and Hinau Street village are separated from the elder housing portfolio and sold for private redevelopment | Chief Financial Office - <i>Strategic Investment</i> | | 31 December 2023 | | | | Transactions for Hinau Street and Pitau Street properties are now underway. |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
|---|---|--|---|------------------------|---|------------------------------|-----------|--|
| | | | | | | 10 | 5 | 29 |
| | | | | | | Comments as at February 2023 | | |
| | (b) Resolves that the net proceeds from the sale of Pitau Road village and Hinau Street village are retained, together with the net proceeds from the sale of the elder housing portfolio, in an elder housing and social/public housing reserve, until such time as Council confirms its application | Chief Financial Office - <i>Finance</i> | | March / April 2023 | | | | A report will be presented in Council on 1 May 2023, with Consultation planned later in May. A subsequent report seeking a decision on will be present to Commissioners on 3 July 2023. |
| 11.5 Location of civic administration building | | | | | | | | |
| | (c) Delegates to the Chief Executive the authority to negotiate: development agreement regarding the fit-out of the office space for Council's purposes, with the developer, Willis Bond | City Development & Partnerships - <i>Civic Development</i> | | October 2022 | | | | The transfer of titles, and caveat and amended Deed of Assignment of Agreement to Lease (ATL) were signed by the Chief Executive in December 2022. |
| 11.6 Papamoa East Interchange – options for acceleration | | | | | | | | |
| | (b) Provides in the LTP for the delivery of the PEI by 2024 (accelerated timing) and continues to actively explore alternative funding and financing options with central government partners (noting that Staff will report back to Council with funding and financing options for decision before proceeding past the preloading and design stage) as outlined in Option 4 (c) Approves \$4 million to be brought forward in the LTP to cover Pāpāmoa East Interchange preloading and design costs in the 2021/22 financial year to allow for delivery in 2024 if appropriate funding and financing is determined. | Strategy, Growth & Governance - <i>City Planning and Growth</i> | | Quarter 2 - 2023 | | | | Funding for Papamoa East Interchange confirmed subject to tender costs being acceptable in conjunction with Bluehaven developer agreement for Wairakei Town Centre which is now agreed in principle between both parties with final drafting underway. |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
|--|---|---|---|------------------------|---|------------------------------|-----------|--|
| | | | | | | 10 | 5 | 29 |
| | | | | | | Comments as at February 2023 | | |
| 11.8 Economic development and growth management issues and options papers | | | | | | | | |
| | <u>Lakes Community Association</u> Working group (g) Continues to work with The Lakes Community Association on projects, which may include the establishment of a Council-Residents working group (Option 1) | Corporate Services - <i>Community Relations</i> | | | | | | The Lakes Association no longer exists. Projects teams will continue to engage with Lakes residents on projects in their area. |
| | <u>Wairakei Community Centre Trust</u> (h) Undertakes a planned review of community centre provision, services and models, and engages with the Wairakei Community Centre Trust through that process (Option 1) | Community Services - <i>Spaces & Places</i> | | | | | | Community Centres Actions and Investment Plan complete. LTP will go into implementation, this action is considered to be complete. |
| | <u>Pukehinahina / Gate Pa Community Centre</u> (i) Undertakes a planned review of community centre provision, services and models, and engages with the Accessible Properties' Limited through that process (Option 2) | Community Services - <i>Spaces & Places</i> - <i>Strategy</i> | | | | | | Community Centre in detailed design phase. This is considered complete. |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <p><u>Tauriko Playcentre</u> (k) Undertakes a two-stage investigation and reporting process b) Commits to working with the Tauriko Playcentre & Tauriko Playcentre Association to investigate options for the continuation of the Playcentre in its current location, relocation of the Playcentre to another Council-owned property, or land provided by another entity or new site (either inside Tauriko West or in proximity), commencing following the adoption of the Long Term Plan. Stage 2: Report back to Council and seek direction on findings of investigations in regard to a), b) & c) a) The outcomes roading improvements/State Highway 29 alignments and options being progressed by Council and Waka Kotahi NZTA. b) The pros/cons of those options, including consideration of whether Council funds (in part/whole) any of the options, and whether other funding opportunities are available (if required). c) This occur within the 2021/22 financial year, ready for decision by Council on the outcomes through the 2022/23 Annual Plan development.</p> | <p>Community Services - <i>Spaces & Places</i> Strategy, Growth & Governance - <i>City & Infrastructure Planning</i></p> | | | | <p>Waka Kotahi have agreed to enable the Playcentre to continue until 2027. Options for relocation to Tauriko West being undertaken through structure planning and landowner agreement process. Tauriko Hall to be demolished in 2024/25 as very under-used and at end of useful life.</p> | | |
| | <p><u>City centre parking trial</u> (a) Retains the two-hour free parking until February 2022 when the parking strategy is implemented (Option 2)</p> | <p>Infrastructure - <i>Transport</i></p> | | December 2022 | | <p>The first stage of the parking stages was implemented in December 2022.</p> | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Gloucester Road link</u> (b) Approves the request to bring forward funding for the Gloucester Road link, subject to land transfer and with revised conditions for funding contributions (Option 2) | Infrastructure - <i>Transport</i> - <i>Strategic Investment</i> | | December 2024 | | | | Multi-party funding package agreed subject to outcome of tender process to determine affordability. Waka Kotahi have advised that it is unlikely to be funded through the National Land Transport Programme due to a lack of new funding availability |
| | <u>Lakes Community Association</u> Funding request (f) Does not add \$2.5 million funding to deliver dispersed smaller recreational facilities in The Lakes but instead, utilises existing budgets, where possible, to support the delivery of recreational facilities (Option 1) | Community Services Spaces & Places | | | | | | Pump track and basketball court have been completed, plus a number of other improvements (BBQs, shade sails, BBQs, picnic tables) installed. Amenity improvement work in the Lakes is now complete. |
| | <u>Te Reti B&C Residue Trust</u> (o) Agrees to fund \$84,790 in year 1 of the LTP to construct the widening of the entrance to papakāinga housing between Cambridge Road and Waihi Road (Option 1) | Infrastructure - <i>Transport</i> | | December 2023 | | | | Funding is available and we are waiting for the group to approach Council. |
| | <u>Crown-owned land in Greerton</u> (m) Engages with the Tauranga community, existing users, mana whenua, government partners and key stakeholders to undertake an options study to explore the most appropriate and efficient use of the Recreation Reserve – Tauranga Racecourse land in the short, medium and long term (Option 1) | Community Services - <i>Spaces & Places</i> Strategy, Growth & Governance - <i>City & Infrastructure Planning</i> | | May 2023 | | | | Consultation on the three refined options occurred in August 2022. The consultation raised questions that required further technical work be undertaken to enable the hearings and deliberations processes to be undertaken. The technical work on the concurrent workstreams (Racing Working Group, Equestrian strategies and health futures) is underway with the hearings to be held in early 2023 and the deliberations to follow. |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | Corporate Services - <i>Community Relations</i> | | | | | | |
| 11.9 Community Partnerships issues and options papers | | | | | | | | |
| | <u>Citizens Advice Bureau</u> (e) Acknowledges the need to work with the Citizens Advice Bureau Tauranga to find a suitable location for their operation, once the civic precinct development commences | Community Services - <i>Community Development</i> - <i>Emergency Management</i> City Development & Partnerships | | | | | | A one-off funding agreement has been signed and provides a small funding package to support the Bureau to transition to a new site. The existing buildings will be tendered by the City Development Team by December 2022, with any proceeds to be gifted to the Citizens Advice Bureau (CAB). The CAB Board have entered into a new lease on Cameron Road and staff will continue to support the Bureau to identify satellite stations in other community facilities to broaden their reach. |
| | <u>Age Concern – Tauranga Wellness Centre</u> (c) Undertakes a planned review of community centre provision, services and models, and engages with Age Concern Tauranga and others through that process regarding the development of a Wellness Centre | Community Services - <i>Spaces & Places</i> | | | | | | Community Centres Action and Investment Plans complete. This action is considered complete. |
| | <u>Arataki Community Liaison Group</u> (g) Continues to support the Arataki Community Liaison Group and the associated short- and medium-term work noted in the attachment that is underway | Infrastructure - <i>Transport</i> Strategy, Growth & Governance | | December 2023 | | | | Regional Council are reviewing bus services after meeting with the Arataki Community Liaison Group. The project needs to be delayed until the Regional Council confirms if Farm Street is still to be a bus stop location |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | - <i>Strategy</i> - <i>Community Relations</i> | | | | | | |
| | <u>Kāinga Tupu – resilience</u> Tauranga City Food Security Hub (g) Revisits the decision to provide an in-principle commitment to financially support the Tauranga Food Security Hub project, once the current feasibility study is completed (Option 2) | Community Services - <i>Community Development</i> | | Ongoing | | The newly employed Kai Resilience Coordinator working out of Poutiri Trust is tasked with the coordination and implementation of the Western Bay of Plenty (WBoP) Mana Kai Mana Ora Food Sovereignty and Security Plan. The coordinator is currently engaging with community providers and stakeholders to identify new timelines for this project and will be coordinating the drafting of a new business case. | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | <p><u>Kāinga Tupu – resilience</u> Tauranga Community Wellbeing Hub (i) Revisits the decision to provide an in-principle financial commitment to the Kāinga Ora Community Wellbeing Hub project, once the commercial and financial feasibility tests are completed (Option 2)</p> | <p>Community Services - Community Development - Emergency Management</p> | | Ongoing | | | | <p>The Te Whatu Ora leased building at 100 First Ave is being explored as an option for a Wellbeing hub by the Kāinga Tupu Advisor working alongside a Taskforce working group in response to the original feasibility study. Governance changes at Te Whatu Ora have delayed any final decision and discussions begin again in February 2023 with newly appointed staff members. Health and safety of Te Whatu Ora staff working in adjacent location may be a key issue to resolve and therefore the Kāinga Tupu Advisor is also working across TCC and with Bay Venues to explore the feasibility of a council owned building at Memorial Park. The Kāinga Tupu Advisor is also in discussions with Kāinga Ora and Te Whatu Ora to identify whether the initial proposal for a new build on the hospital campus remains on hold or can be progressed to undertaking a business case.</p> |
| 11.10 Spaces and Places: sport issues and options papers | | | | | | | | |
| | <p><u>Bay of Plenty Sport Climbing Association</u> (a) Works with the club to investigate options to provide a location for a climbing facility to be constructed for bouldering training and competitions, in parallel to completing a review of the Sport and Active Living Strategy (Option 1)</p> | <p>Community Services - Spaces & Places</p> | | | | | | <p>Provisional identification of space for a climbing wall as part of Baypark masterplan. Further engagement with Association as masterplan implementation develops. Action is marked as complete as it now forms</p> |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | part of the Active Reserves Master Planning. | | |
| | <u>Bay of Plenty Sport Climbing Association</u> (b) Requests staff undertake an active reserve study and review of Sport and Active Living Strategy to inform future investments opportunities: i. within the active reserve network, including Waipuna Park, and ii. for skateparks, pump tracks, mountain bike facilities and outdoor basketball facilities across the City, including Welcome Bay; | Community Services - <i>Spaces & Places</i> | | | | Play Action and Investment Plan developed, which identifies options for a full range of sports and recreational interests. For Commissioner workshop on 14 February 2023. Short-term opportunities for skate and pump track facilities being implemented. Action is considered complete. | | |
| | <u>Roller sports facilities</u> (d) Adds \$50,000 per annum into the first three years of the LTP to support the community to undertake short-term upgrades to existing skatepark facilities, subject to the demonstration of need for the upgrades | Community Services - <i>Spaces & Places</i> | | | | Completed Memorial Park upgrades and in planning for Gordon Spratt Reserve. We consider this to be closed. | | |
| | <u>Roller sports facilities</u> (e) Add \$75,000 into year 1 of the LTP to develop the design for a destination skatepark facility for the city, with a further \$670k provision in year 2 for construction (assumed 50% externally funded) | Community Services - <i>Spaces & Places</i> | | | | \$75,000 has been added and is now added to CAPEX reporting. This action is considered complete as we are building a skate park. | | |
| | <u>Roller sports facilities</u> (f) Through implementation of the Community Facility Investment Plan (CFIP) for indoor sports centres, engage with roller sports representatives/ stakeholders to ensure their aspirations are reflected in the CFIP and future LTPs (all Option 1) | Community Services - <i>Spaces & Places</i> | | | | This action is considered complete as the groups have been engaged through skate park project and development of the play action plan. | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | <u>Arataki Park sports, cultural and wellbeing facility</u> (g) Requests staff commence a Sport and Active Living Strategy review and Community Facilities Funding Policy review, with urgency, and delay project commitment via a letter of support pending the review outcomes (Option 2) | Community Services - <i>Spaces & Places</i> Strategy, Growth & Governance - <i>Strategy</i> - <i>Policy</i> | | | | | | Play Actions and Investment Plan developed. Contribution to feasibility of clubrooms/hauora facility made to Tatai Ora - to be undertaken in 2023. Site masterplan of Arataki Park planned for 2023. This action is considered to be complete. |
| | <u>Arataki Park sports, cultural and wellbeing facility</u> (h) Requests staff work alongside the Arataki Community Liaison Group, Tatai Ora Charitable Trust, Tauranga Whalers Sports Club and Bay Venues Limited to investigate options to enhance/develop the current community centre to meet the aspirations of all current and potential future user groups (Option 3) | Community Services - <i>Spaces & Places</i> | | | | | | Community Centres Actions and Investment Plan complete. Masterplan for Arataki Park to be undertaken in 2023. This action is considered to be complete. |
| | <u>Tauranga City Basketball</u> (i) Continues to engage with Tauranga City Basketball and other key stakeholders as Council develops plans for the indoor courts network across the city (Option 2) | Community Services - <i>Spaces & Places</i> | | | | | | Options for short-term opportunities to increase indoor court capacity underway, in light of proposed demolition of Mount Sports Hall and Queen Elizabeth Youth Centre. New courts will be made available as part of the Memorial Park project. This action is considered to be closed. |
| | <u>Tauranga City Basketball</u> (j) Agrees to co-fund a feasibility assessment of indoor courts at the Toi Ohomai Windermere campus to a value of up to \$35,000 | Community Services - <i>Spaces & Places</i> | | | | | | Initial discussions with Toi Ohomai; opportunities currently constrained by a Toi Ohomai restructure. Not considered a preferred site for new courts in that area, but remains a long-term option. |

| Part (A) | Resolutions (struck through = no further action required) | Group - Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Welcome Bay reserves investment, including Waipuna Park</u> (k) Requests staff undertake an active reserve study and review of Sport and Active Living Strategy to inform future investments opportunities: i. within the active reserve network, including Waipuna Park, and ii. for skateparks, pump tracks, mountain bike facilities and outdoor basketball facilities across the City, including Welcome Bay; | Community Services - Spaces & Places | | | | | | Play Actions and Investment Plan developed for Commissioner workshop February 2023. Supported by other workstreams including neighbourhood-based planning at Welcome Bay and Lakes, Otumoetai and the skate park upgrades project. Waipuna Park investments underway. Sports Field planning complete; implementation to commence 2022/2023. Action is complete. |
| | <u>Welcome Bay reserves investment, including Waipuna Park</u> (l) Requests staff work with the Welcome Bay community and key stakeholders to give effect to the objectives and management statements in the Tauranga Reserve Management Plan, including Forrester Drive; | Community Services - Spaces & Places Corporate Services - Community Relations | | | | | | Engagement complete, quick wins under construction and more comprehensive upgrades programmed as identified by the Community. Action is complete |
| | <u>Gordon Spratt Reserve Buildings</u> (p) Commences the Sport and Active Living Strategy review, Gordon Spratt and Alice Johnson Reserve future state project, and Community Facilities Funding Policy review. Slightly delay commitment to both the cricket pavilion and shared club facility projects, pending the outcome of the reviews (Option 1); and | Community Services - Spaces & Places Strategy, Growth & Governance - Strategy - Policy | | | | | | Play Actions and Investment Plan complete. Gordon Spratt Masterplan complete. Papamoa Cricket Pavilion detailed design and consenting underway. Club seeking external funding. Action is complete. |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | <u>Gordon Spratt Reserve</u> Pump track public facilities (q) Retains funding of \$235,000 in year 1 to install pump track public facilities, as per the draft LTP (Option 1); | Community Services - <i>Spaces & Places</i> | | | | Pump track installation complete. Action is complete. | | |
| | <u>Blake Park</u> (s) Requests staff commence the future state co-design project for Blake Park, the Sport and Active Living Strategy review and Community Facilities Funding Policy review | Community Services - <i>Spaces & Places</i> | | | | Outline Masterplan complete. Implementation planning underway. Action is complete. | | |
| | <u>Blake Park</u> (t) Confirms approval for BOP Badminton to use the full site at Tatua Reserve for the development of a multi-use sports facility (including but not limited to use for badminton and table tennis), subject to Council agreement on the multi-use nature of the facility, and brings forward funding of \$321,552 from FY 23 to FY 22, to contribute towards Tatua Reserve development costs | Community Services - <i>Spaces & Places</i> | | | | Business case complete. Council supporting detailed design and development options. Club seeking external funding contributions. Action is complete. | | |
| | <u>Memorial Park Aquatics and Recreation Hub</u> (b) Retains the current proposed capital expenditure programme and assess opportunities to bring forward the indoor courts project, as the development of the aquatics project progresses (Option 2) | City Development & Partnerships - <i>Civic Development</i> | | April 2023 | | Delivery of the project is progressing well. Procurement of a Design Team and Early Contractor Involvement (ECI) contractor is programmed to commence in early March and April respectively. Design planned to commence this year and early enabling works will be considered to accelerate the delivery. The existing sports courts will require a seismic upgrade, the extent of this is being assessed. The option to upgrade the courts or replace them will be tested as an option in the Concept Design and | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | presented as part of the Business Case with a preferred option. Site wide master planning of Memorial Park will commence later this year and tie in with the design work on the Aquatics Centre and Indoors Courts. | | |
| 11.11 Spaces and Places: other issues and options papers | | | | | | | | |
| | <u>Public amenity in reserves and/or open space network</u> (b) Retain the drinking fountain budget in the LTP and increase it by \$290,000 in year 1 only to include an allocated amount for the installation of additional public amenity/facilities (Option 2) | Community Services - Spaces & Places | | Ila Park - March 2023 Waterford Downs - End of April 2023 | | Ila Park toilets installed – waiting for amendments to lighting and wrap to be applied prior to opening for public use in approx. three to four weeks. Waterford Downs toilet install will be starting on site in two weeks (approx., just finalising at the moment with contractor), has a five to six week installation timeframe, will need to arrange toilet wrap after this | | |
| | <u>Te Ranga Reserve</u> (e) Increases and brings forward budget to support the enhancement of Te Ranga Reserve (Option 1) | Community Services - Spaces & Places | | June 2023 | | The carpark construction will be done this financial year and the bund has been constructed with planting. | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - Activity | Status | Expected Delivery Date | Risk Indicator | On Track | Off Track | Complete |
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| | | | <ul style="list-style-type: none"> ● Complete ● On Track ● Off Track | | <ul style="list-style-type: none"> ● High ● Medium ● Low | 10 | 5 | 29 |
| | Comments as at February 2023 | | | | | | | |
| 11.12 Other topics issues and options papers | | | | | | | | |
| | <u>Western Bay Museum</u> (b) Declines the proposal from the Western Bay Museum to develop an exhibition of taonga from the Heritage Collection in Katikati, however, provide a contribution of \$100,000 in year 1 of the LTP to the Heritage Collection to enable temporary exhibition of parts of the collection in Tauranga (Option 3) | Community Services - Arts & Culture | | | | The Heritage Collection is now resourced to deliver a year-round programme of engagement and outreach, with the "Hands On" programme designed to connect the collection to the community. This includes the object lending service, which now extends to rest homes as well as schools; and an ongoing series of pop-up heritage displays in collaboration with the Libraries team. Funding for engagement and outreach has been included in the Heritage Collection budget for Financial Year 2024 and in the upcoming LTP. | | |
| | <u>Cultural centre at Gate Pa Reserve</u> (o) Allocates new operating expenditure of \$125,000, subject to a briefing and further report to Council, and to a satisfactory funding agreement (Option 1) | Community Services - Spaces & Places Chief Financial Office - Strategic Property | | | | Discussions held with mana whenua on opportunity. Report will be presented to upcoming Council meeting for decision on utilisation of the Gate Pa Reserve for a cultural centre. | | |
| | <u>Marine strategy</u> (i) Continues with the development of the Marine Strategy project as agreed by Council at its 6 October 2020 meeting (Option 1) | Community Services Spaces & Places | | | | The marine master planning has begun, and a project team has been stood up. The stakeholders have been identified. The next meeting takes place on 16 February 2023. | | |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Cultural centre at Gate Pa Reserve</u> (o) Allocates new operating expenditure of \$125,000, subject to a briefing and further report to Council, and to a satisfactory funding agreement (Option 1) | Community Services - <i>Spaces & Places</i> Chief Financial Office - <i>Strategic Property</i> | | | | | | Discussions held with mana whenua on opportunity. Report will be presented to upcoming Council meeting for decision on utilisation of the Gate Pa Reserve for a cultural centre. |
| | <u>The Incubator</u> (d) Confirms support for the Incubator at the level currently included in year 1 of the draft LTP (\$250k) then, subject to achieving a set of community and arts and culture-focused deliverables/KPIs, increases funding by \$110K per annum for years 2 and 3 of the LTP (Option 4) | Community Services - <i>Arts & Culture</i> | | Ongoing | | | | The Incubator have successfully opened several new spaces at the Historic Village, as identified in their three-year partnership funding agreement. This includes the Village Community Cinema, a ceramic hub ("The Pot House") and a gallery profiling the work of local artists ("The Artist's Window"). The Incubator have recently been successful in securing Department of Internal Affairs funding to purchase the Montessori building at the Historic Village, which will be operated as "The Creative Campus", an education and workshop space for community arts. The Incubator is tracking well against their KPIs under the partnership funding agreement, and is currently in year two of a three year partnership funding agreement established in LTP 2021-31 |

| Part (A) | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Papamoa Residents & Ratepayers Association</u> (g) Declines the funding request but seeks to establish a more robust structure for greater communication and engagement with the submitter and other community groups (Option 3) | Corporate Services <i>Community Relations</i> | | Ongoing | | Staff continue to connect with the Papamoa Residents & Ratepayers Association on issues of interest. Most recently on Papamoa Shared Pathway and playgrounds. | | |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| 11.3 Long-term Plan Amendment Deliberations - Civic Precinct Issues and Options Report | | | | | | | | |
| | e) Reconfirms that the Civic Precinct project is required to have appropriate governance arrangements, business cases, funding mix, and decision gateways for each key facility. Specific consideration before gateway approval is to be given to the following matters raised by the community through the Long-term Plan Amendment submissions process: <ul style="list-style-type: none"> • Size and scale of the individual facilities. • Opportunities to deliver facilities which are exemplar in terms of sustainability; and • Less concrete and softer, greener design elements. | City Development & Partnerships - Civic Development | | July 2023 | | | | Appropriate Governance arrangements for Te Manawataki o Te Papa are in place. Preparation of the Better Business Case is well underway and scheduled to be completed in second quarter 2023. The Preliminary Designs for all facilities and public realm for Te Manawataki O Te Papa were approved by Council 12 December 2022, which also included authority to proceed to developed and detailed design. We have a detailed funding strategy in place, which includes approaching our central government, community funding and corporate partners, as well as investigating asset utilisation/disposal and sub-regional funding opportunities. |
| 11.5 Tauriko West – Infrastructure Funding and Financing Proposal | | | | | | | | |
| | b) Approves a levy proposal being prepared to introduce an Infrastructure Funding and Financing levy at Tauriko West. c) Continues to engage in the finance process to identify a preferred financier and to confirm the cost of finance. | Strategy, Growth & Governance - City & Infrastructure Planning | | | | | | Commissioners resolved to adopt alternative developer funding approach rather than Infrastructure Funding and Financing levy. Funding agreement with developers being drafted. |
| | d) Continues to engage with relevant stakeholders, including landowners and developers in Tauriko West, to understand their views on the acceptability, or otherwise, of the proposed finance package; and | Strategy, Growth & Governance - City & Infrastructure Planning | | | | | | Multi-party funding package agreed subject to outcome of tender process to determine affordability. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | e) Receives a further report on completion of the finance process with a final levy proposal for Council's consideration including details of the proposed levy model, the cost to levy payers over the levy period, and outcome of the landowner/developer engagement. | Strategy, Growth & Governance - City & Infrastructure Planning | | | | | | Tauriko Infrastructure Funding and Financing not proceeding, separate developer funding approach agreed (as above) |
| | f) Supports the drafting of a Levy Proposal and associated documentation in preparation for seeking Ministerial approvals should the IFF levy be fully endorsed. | Strategy, Growth & Governance - City & Infrastructure Planning | | | | | | Tauriko Infrastructure Funding and Financing not proceeding, separate developer funding approach agreed (as above) |
| 11.6 Tsunami Sirens | | | | | | | | |
| | a) Continues investing in tsunami education, awareness and supporting community networks including targeted focus on more isolated or vulnerable members of the community. | Community Services - Community Development - Emergency Management | | | | | | This action is now part of business-as-usual work programmes for the Emergency Management team. There is focussed work on vulnerable communities, e.g. schools, retirement villages, coastal communities, ethnic communities and on-going review of tsunami modelling, evacuation routes and safe locations. The pilot of the tsunami planning resources for schools has been completed and shared across the Bay. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
|---|--|--|---|------------------------|---|------------------------------|-----------|---|
| | | | | | | 15 | 2 | 16 |
| | | | | | | Comments as at February 2023 | | |
| 11.7 Executive Report to the Annual Plan | | | | | | | | |
| | c) Agrees to loan fund the following operational expenditure which provides long-term benefits greater than one year: i. a grant to Gordon Spratt Tennis Club of \$118,750 as part share of the costs of installing lights, with the loan to be retired over 10 years through the spaces and places activity ii. note that previously agreed loan funded opex does not require additional approval | Chief Financial Office - Finance | | 31 December 2022 | | | | Once a Council resolution has been passed on funding it is incorporated into funding models. Any grant funded in this way will be included this way. |
| 11.8 Annual Plan 2022/23 Deliberations - Issues and Options - Other feedback and suggestions | | | | | | | | |
| | <u>Dive Crescent and the Tauranga Waterfront</u> iv. \$350K for the Cargo Shed interior fitout (Option 1). | City Development & Partnerships - Civic Development | | | | | | The Cargo Shed seismic upgrade and refurbishment was completed in December 2022 and will open for public use in first quarter 2023. |
| | <u>Tauranga Art Gallery Funding</u> e) Approves a one-off increase to the operating grant of Tauranga Art Gallery of \$68,000 in the Annual Plan 2022/23 to come out of the Airport activity, contributing to programme and exhibition costs to activate the CBD and tourism opportunities. (Option 4). | Community Services - Arts & Culture | | | | | | Programming at the Gallery has continued to deliver high quality arts experiences to the Tauranga community and to visitors to the city. A strong pipeline of new exhibitions is planned for 2023, including major commissions for local artists, as well as exhibitions featuring established artists from across Australasia and the United States; Public programming activity has increased, with a focus on bringing new audiences into the Gallery. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Community Grant Fund – Partnership Agreements</u> f) Approves additional opex of \$340,000 to be included in the Annual Plan 2022/23 to fund the following five partnership agreements (Option 1): I. Good Neighbour Aotearoa Trust \$50,000 II. Here to Help U \$80,000 III. Tauranga Community Food Bank \$60,000 IV. Envirohub \$100,000 V. Socialink \$50,000 | Community Services - Community Development - Emergency Management | | | | | | All partnership agreements now signed, and relationship managers are meeting with the respective partners on a regular basis. |
| | <u>Merivale Community Centre</u> h) Approves the proposed budget adjustments to enable delivery of key community centre projects (Option 1): i. Approves additional \$3.9m (incl. \$2m external funding) to 2023/24 to enable completion of the Merivale Community Centre and add \$100k per annum to a community centre operational budget from 2024/25, pending agreement of a sustainable governance and management model. ii. Endorses a new Council-led delivery model for the build, ownership and ongoing maintenance of Merivale Community Centre, with the Merivale Community Incorporated trust continuing to manage the centre. | Community Services - Spaces & Places | | | | | | In detailed design phase. On track for completion in early 2024. This action is considered to be complete. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <p><u>Active reserves – Links, Gordon Spratt, Blake</u></p> <p>i) Reallocates Long-term Plan budgets in later years to enable delivery of active reserve improvement projects (Option 1):</p> <p>I. Reallocates Long-term Plan budgets from later years to 2022/23 to provide an additional \$6.2m towards active reserve improvement projects and note that \$12.6m will be required in the 2023/24 and \$22.7m in 2024/25.</p> <p>II. Agrees to loan fund \$1.7m opex in 2022/23 for warm season grasses over a 10-year period with associated rates funded debt retirement. Note that opex of \$576k in 2023/24 and \$2.8m in 2024/25 will also be required to be loan-funded over a 10-year period.</p> <p>III. Allocates \$51k opex in 2022/23 towards for Blake Park mowing and note that ongoing opex will be required in future years to be confirmed through future Annual Plan and LTP processes.</p> | Community Services - Spaces & Places | | | | | Sportsfield improvement programme underway. Active reserve masterplans complete and in implementation planning phase. | |
| | <p><u>The Bay Oval Trust</u></p> <p>j) Funds the shortfall request for the Stage 2 Pavilion (additional \$1,934,240 grant in 2022/23) to, with other funders, enable the project to proceed</p> | Community Services - Spaces & Places | | | | | | Grant funding has been provided |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>The Bay Oval Trust</u> k) Supports in principle Council fund one-third (\$2m) of the indoor training centre as part of a future Long-term Plan process if/when the Bay Oval Trust demonstrate funds have been secured for the remaining two-thirds and Council receives an annual update report on progress as part of the Annual Plan process (Option 3). | Community Services - Spaces & Places | | | | | | Capital grant expected to be signed in early March 2022, with works expected to begin mid-2023. |
| | <u>Carlton Street reserve playground</u> l) Delivers improvements to Carlton Street Reserve playground and skate park (including accessibility, shade and skatepark improvements in 2022/23 utilising existing budgets.) (Option 1). | Community Services - Spaces & Places | | July 2023 | | | | This work is being completed this financial year, and will be delivered by the end of the financial year. Work has been programmed and scheduled. We consider this action to be complete. |
| | <u>Sub-Regional Equine Racing Working Group and Relocation Study</u> m) Supports investigations of a potential racecourse relocation a site in the Bay of Plenty by providing \$80,000 funding for Stage 1 of the proposed Working Group and Relocation Study within the 2022/23 Annual Plan budget (Option 1). | Strategy, Growth & Governance - City & Infrastructure Planning | | April 2023 | | | | The Racing Working Group is on track, next meeting end of February 2023. The potential sites have been taken through a multi criteria assessment (MCA) process to go from a long list to a short list options. Further analysis and due diligence are being undertaken on the short list options. |
| | <u>Equestrian strategy funding</u> q) Better outcomes can be achieved for the Bay of Plenty region if the National Equestrian Strategy work and BOP regional facilities work is undertaken prior to a Tauranga Equestrian Strategy being developed. Rather the relocation site options study for day-to-day equestrian activities will feed into these processes (Option 1). | Strategy, Growth & Governance - City & Infrastructure Planning | | National Strategy expected by mid-2023 | | | | The National Strategy and Bay of Plenty regional subset strategy is progressing well and is on track. Engagement with local clubs occurred over the end of 2022 and beginning of 2023. A survey is currently being released to gather data from users of facilities to inform strategic decision making. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Kingswood Road Traffic Calming</u> t) Undertakes design and installation of speed management devices on Kingswood Road (Option 1). | Infrastructure - <i>Transport</i> | | May 2023 | | | | Seeking prices from contractors in March for construction in April/May. Project delayed by need to upgrade the lighting in advance of the construction of the road humps |
| | <u>Dive Crescent and the Tauranga Waterfront</u> a) Approves the inclusion of the following budgets in the 2022/23 financial year: i. \$1.45m for the Dive Crescent at-grade carpark project | City Development & Partnerships - <i>Civic Development</i> | | April 2023 | | | | Construction of the Dive Crescent carpark is underway and scheduled for completion in April 2023. |
| | <u>Tourism Funding from the Airport Activity</u> d) The remaining balance of \$379,000 would go towards funding beautification projects across key tourism hotspots/gateway and tourism activation, e.g. Mount North and Tauranga CBD, including \$68,000 to be allocated to the Tauranga Art Gallery to contribute towards programme and exhibition costs for 2022/2023 (see Issues and Options – Tauranga Art Gallery Funding.) (Option 1). | City Development & Partnerships - <i>City Partnerships</i> | | June 2023 | | | | In Financial Year 2023, \$68,000 was allocated to the Art Gallery towards programming and \$621,000 to Tourism Bay of Plenty to go towards implementation of the destination management strategy. The remaining \$311,000 is being utilised by Spaces and Places, who have recently employed a Horticultural specialist to identify a number of improvements to Tauranga and Mount city centres. Pricing is currently underway, and works will begin in the next few months. |
| | <u>Dive Crescent and the Tauranga Waterfront</u> ii. \$2.6m for the Beacon Wharf remediation and upgrade project | City Development & Partnerships - <i>Civic Development</i> | | 2025 | | | | Detailed design for the preferred option (e.g. viewing deck, gantry and floating pontoon) is underway. Targeted stakeholder engagement is scheduled for February 2023. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Dive Crescent and the Tauranga Waterfront</u> iii. \$5m for the Waterfront Reserve development project, noting the balance of funds needed to complete the project (\$7m) need to be added to the 2023/24 financial year. | City Development & Partnerships - <i>Civic Development</i> | | 2025 | | | | Registration of Interest for a Waterfront playground designer is underway. Developed design and cost estimates for the entire Waterfront upgrade is scheduled to be completed in March to inform the next Long-term Plan. |
| | <u>Equestrian strategy funding</u> n) Continues to work with the TESA group to complete a concurrent relocation site options study for day-to-day equestrian activities. | Strategy, Growth & Governance - <i>City & infrastructure Planning</i> | | May 2023 | | | | Consultation on the three refined options occurred in August 2022. The consultation raised questions that required further technical work be undertaken to enable the hearings and deliberations processes to be undertaken. The technical work on the concurrent workstreams is underway (Racing Working Group, Equestrian strategies and health futures). Part of the technical work is to allow the national equestrian strategy work and regional strategy work to progress to a point in early 2023 where it can assist with informing the future needs of equestrian sport in the Bay of Plenty. The hearings are to be held in early 2023 and the deliberations to follow. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | <u>Sustainability Projects</u> r) Approves additional funding of \$250,000 for sustainability initiatives: I. Energy Audits at Airport and Historic Village | Infrastructure - Sustainability & Waste | | May 2023 | | | | Audit Site visit for airport was initially scheduled in January. Airport has pulled themselves out of this audit as they are in a joint programme with regional airports and Air New Zealand that will address energy audits as a part of their sustainability initiatives. So we have included Greerton Library, Papamoa Library and Mount Library into the audits instead of Airport. Three libraries are being audited in the next week (14, 16 and 17 February); Historic Village audit is scheduled in March. All the audit reports will be available by the end of April 2023. |
| | <u>Sustainability Projects</u> II. Transition Beachside Holiday Park from natural gas to electricity for hot water usage | Infrastructure - Sustainability & Waste | | May 2023 | | | | This project has been dropped, after reaching to the market for quotations the approach to this project has been changed. Considering the age of the cylinders and the existing heat pumps at the site, contractors suggested installing brand new heat pumps which can be used for space heating along with hot water purposes. Hence the quotations have turned out more expensive than our budget. However, extending the solar capacity at the site was a next idea on the list. Guild & Spence has provided a proposal for adding 33 new solar panels which costs around \$37,000 for the project. This is with the procurement team right now as there are contractual obligations in the terms and conditions |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | Comments as at February 2023 | | |
| | | | | | | | | of the proposal. Once these are sorted the proposal will be accepted within next 30 days. |
| | <u>Sustainability Projects</u> III. Tauranga Moana Sustainability Fund | Infrastructure - Sustainability & Waste | | June 2023 | | | | No action to date, decision to be made whether to shift to later part of the year. There has been a large focus on the creation of the Climate Action & Investment Plan and now the Corporate Sustainability Plan. The direction set in these will allow for the commencement in the Sustainability Fund. |
| | <u>Sustainability Projects</u> IV. Household and school rainwater collection tank programme | Infrastructure - Sustainability & Waste | | June 2023 | | | | Free Rainwater harvesting education workshops will start being delivered late March 2023 with supporting educational collateral. Once workshops have launched, they will be offered to the community quarterly. |
| | <u>Sustainability Projects</u> V. Support TCC Transition to a low emission fleet | Infrastructure - Sustainability & Waste | | Ongoing | | | | Optifleet solutions has divided this project into two deliverables. A composition study has been conducted on our fleet and the report was submitted to the procurement team in December 2022. The optimization review report was submitted in January 2023 along with a dashboard, this report also included a few changes within the composition study received earlier. Procurement has the complete reports and dashboard access for this project. |
| | <u>Sustainability Projects</u> VI. Integrating sustainability into the way we work | Infrastructure - Sustainability & Waste | | May 2023 | | | | Development of the plan is ongoing. Targets and actions will be delivered during second half of 2023. |

| Part (B) | Resolutions (struck through = no further action required) | Group Activity | Status ● Complete ● On Track ● Off Track | Expected Delivery Date | Risk Indicator ● High ● Medium ● Low | On Track | Off Track | Complete |
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| | | | | | | 15 | 2 | 16 |
| | | | | | | Comments as at February 2023 | | |
| | Te Maunga Redevelopment s) Approves the increased scope and increased Council contribution of \$6m, with a report on a funding plan to follow if MfE funding to bridge the funding gap is not secured (Option 1). | Infrastructure - Sustainability & Waste | | December 2025 | | | | Tauranga City Council (TCC) to appoint developers for construction in March/April 2023. Construction to begin after winter, mid or late 2023. Council to revise agreement with ESL (NZ) Ltd. as the project moves from design to construction to mitigate risks with contractor agreements and hold more control over construction phases. New TCC Project Manager to be appointed in March 2023. Funding gap closed without further funding from the Ministry for the Environment. Deed variation with MfE to be ready in March 2023. |
| 11.9 Rating Policy Proposals | | | | | | | | |
| | c) Approves a phase-in period of two years for changes to the differentials: III. Includes a second increase in the commercial and industrial general rate differential to 2.13 in the 2023/24 Annual Plan process; | Chief Financial Office - Finance | | 31 December 2022 | | | | Work has been completed and will be implemented in the 2023/24 Annual Plan. Final action will be in rating resolution scheduled for June 2023. |
| | c) Approves a phase-in period of two years for changes to the differentials: IV. Includes a second increase in the transportation targeted rate differential for commercial and industrial ratepayers to 5 in the 2023/24 Annual Plan process. | Chief Financial Office - Finance | | 31 December 2022 | | | | Work has been completed and will be implemented in the 2023/24 Annual Plan. Final action will be in rating resolution scheduled for June 2023. |
| | d) Requests staff to continue to look at further options for the appropriate rating of the commercial and industrial sectors. | Chief Financial Office - Finance | | 30 November 2023 | | | | A project team has been established and work is underway to be incorporated in the upcoming LTP. We expect to bring draft information to Commissioners towards June 2023 |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|---|---|--|--------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status |
| 11.1 Options for the level of investment and implications on rates and debt | | | |
| | a) Receives the Deliberations Report - Options for the Level of Investment and Implications for Rates and Debt b) Agrees to the proposed level of capital investment for the LTP proposed in Option 1 and detailed in Attachment A, with the associated level of rates and debt in Attachment C. c) Notes that the proposed level of rates and debt in later years of the LTP may be reduced as a result of reforms or alternative funding arrangements and that any such impact would be incorporated in subsequent Annual and Long-Term Plans. d) Agrees to the proposed capital delivery adjustments in Option 1 that have been increased and adjusted to reflect revised assumptions or uncertainty of timing of funding agreements with partners including Waka Kotahi NZTA (Waka Kotahi) and challenges around project readiness regarding resilience projects identified within the bulk fund. e) Agrees that the level of maintenance and renewals to be delivered in the first three years of the LTP will be less than budgeted in the draft LTP based on the lower Waka Kotahi funding. f) Agrees to the list of projects in Attachment B that may be brought forward into 2022 from 2023 and later years to manage deliverability of the overall capital programme and support delivery of key outcomes. g) Notes the reduction from the draft in rates-funded operational costs of \$1.7m from lower opening debt position in July 2021 that resulted from slower capital delivery in 2021, and lower salary market movement than assumed in the draft. h) Notes other deliberations reports recommend additional operational budgets to be added to 2022 and later years, which offsets the reduction in rates requirement noted in (g). | Corporate Services - <i>Finance</i> | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|--|---|---------------------------------|---------------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | <p>i) Notes that deliberation decisions have also increased the economic development rate in 2022 and for the subsequent three years by \$350,000 per annum, and costs in the water activity to be covered by water rates and user charges of \$500,000 increasing in later years, which will be reflected in user charges in later years.</p> <p>j) Agrees that the proposed budget includes areas of operating costs to be loan funded including:</p> <p>i. Keenan Road and Tauriko Business Estate structure planning and</p> <p>ii. Transport System Plan (TSP) programme management and stakeholder engagement and</p> <p>iii. A portion of the community grants fund that may relate to capital items purchased through the grant</p> <p>k) Agree to debt retirement associated with these items over a period of five years to be rate-funded consistent with rate-funding for the appropriate activity</p> <p>l) Approves a delegation to the Chief Executive to make minor financial and non-financial amendments to the Long-Term Plan to be presented to Audit New Zealand; any significant changes will be reported to Council</p> <p>m) Approves a delegation to the Chief Executive to utilise both operational and capital expenditure budgets provided for in the draft Long-Term Plan, adjusted for decisions through deliberations, for the period 1 July to 26 July 2021 until the final Long Term Plan is adopted. Any adjustments to the final plan reflected through the audit process will be reported back to Council and/or adjusted through the remainder of the 2021/22 financial year, or subsequent years, if required. A borrowing resolution has previously been obtained for \$30m for the month of July 2021</p> | Corporate Services - Finance | |
| 11.2 Rating structure proposals | | | |
| | <p>(a) Receives the Deliberations Report – Rating Structure Proposals for the 2021-31 Long-term Plan</p> <p>(b) Agrees to targeted rates to ring-fence specific investment areas of council vs general rates - option 1</p> <p>(c) Agrees to commercial differential to be applied during the period of the LTP – option 1</p> <p>(f) Agrees to contribute \$50,000 from existing finance budget to the design of the national rates postponement scheme referred to in resolution (e).</p> | Corporate Services - Finance | |
| 11.4 Community funding policy and community grants fund | | | |
| | <p>(a) Approves the inclusion of a contestable community grants fund in the Long-term Plan 2021-2031</p> <p>(b) Confirms the amount of the contestable community grant funding that will be included in each year of the Long-term Plan 2021-2031 as \$1.81m of which \$500k is loan-funded (with rates funded amount increasing and loan-funded amount decreasing by \$100k per annum from year 2 onwards) (option 1.2.2)</p> <p>(c) Revokes the Community Investment Policy</p> | Corporate Services - Finance | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|---|--|---|--------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| 11.5 Location of civic administration building | | | |
| | (a) Receives the Deliberations Report – Location of Civic Administration Premises (b) Approves the selection of 90 Devonport Road as the preferred location for Council's administration premises for the medium term, with updated capital budget of \$16.7m over years 2022-2024 of the Long-Term Plan (c) Delegates to the Chief Executive the authority to negotiate: <ul style="list-style-type: none"> • an agreement to lease, and | Corporate Services - Finance | |
| 11.6 Papamoa East Interchange – options for acceleration | | | |
| | (a) Approves that the 2021/22 citywide development contribution increases be implemented as per Options 3 and 4 being: <ul style="list-style-type: none"> i. From 1 August 2021 based on an increase of \$7,500, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and ii. From 1 February 2022 based on a further increase of the lower of \$10,500 or approved development contributions for 2021/22, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and (b) Delegate authority to the Chief Executive or his sub-delegate to consider and where appropriate approve on a case-by-case basis further exemptions or reductions in situations where there are warranted by exceptional circumstances (as determined at the discretion of CE or his sub-delegate). (c) Approves the reduction in the funding allocation of Waiāri Water Supply Scheme including associated trunk watermain projects from 100% development contribution funded to 90% development contribution funded. | Strategy, Growth & Governance - City Planning & Growth | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|---|---|--|--------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| 11.7 Development contributions policy | | | |
| | <p>(a) Approves that the 2021/22 citywide development contribution increases be implemented as per Options 3 and 4 being:</p> <p>i. From 1 August 2021 based on an increase of \$7,500, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and</p> <p>ii. From 1 February 2022 based on a further increase of the lower of \$10,500 or approved development contributions for 2021/22, for a 3+ bedroom dwelling (and adjusted accordingly for smaller dwellings and non-residential development); and</p> <p>(b) Delegate authority to the Chief Executive or his sub-delegate to consider and where appropriate approve on a case-by-case basis further exemptions or reductions in situations where there are warranted by exceptional circumstances (as determined at the discretion of CE or his sub-delegate).</p> <p>(c) Approves the reduction in the funding allocation of Waiāri Water Supply Scheme including associated trunk watermain projects from 100% development contribution funded to 90% development contribution funded.</p> <p>(d) Notes that where applicable the draft Development Contributions Policy will be amended to reflect other resolutions made through the Long-Term Plan and that changes to Capital Expenditure budgets for growth projects will have an impact on the development contribution levies.</p> <p>(e) Signals to the development, building and general community that there may be further increases to city-wide or local development contributions from 1 July 2022 including (but not limited to) the growth share of new community facilities, transport projects and Te Papa investment planned for within the 2021 – 2031 Long Term Plan.</p> | <p>Strategy, Growth & Governance - City & Infrastructure Planning</p> | |
| 11.8 Economic development and growth management issues and options papers | | | |
| | <p>(a) Provides Priority One with \$100,000 per annum to provide industry co-ordination and distribution to the film and media sector against an agreed set of criteria (Option 3)</p> <p>(b) Creates a \$500,000 City Centre Development Incentive Fund with a range of criteria that can target the costs of development, especially promoting affordable residential development, covering the likes of development contributions, consenting fees, parking fees during development and public amenity in the vicinity of developments (Option 6) Community centre timing</p> <p>(c) Does not bring forward development of a community centre in the Western Corridor, at this time (Option 1) Funding request</p> <p>(d) Does not add \$2.5 million funding to deliver dispersed smaller recreational facilities in The Lakes but instead, utilises existing budgets, where possible, to support the delivery of recreational facilities</p> | <p>Strategy, Growth & Governance - City & Infrastructure Planning Strategy - Policy</p> <p>Community Services - Spaces & Places - Arts & Culture</p> | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
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| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | (Option 1) (k) Undertakes a two-stage investigation and reporting process Stage one: a) Confirms the current Tauriko Playcentre land lease expires in 2024 and that the Playcentre is permitted by that lease remain on site until end of the lease term. c) Notes that the Tauranga Reserve Management Plan requirement for a business case to demonstrate need for and ongoing viability of a facility has been addressed through the LTP submission process (and accepted by the Council as being met). d) Ensures that the issue of land provision and funding of Playcentres is specifically addressed within the review of the "Community, Private and Commercial Use." (l) Agrees to double the two grant funds to \$500,000 per annum each for three years (total of \$3 million in years 1-3) (Option 2) (n) Includes within the 2021/22 financial year \$100,000 to fund engagement with mana whenua, community and key stakeholders and undertaking of an options study for Greerton racecourse, noting that there is a possibility of co-funding with central government | | |
| | (j) Supports the development of a pop-up park/play space (P3) at 899 Cameron Road, by providing a \$20,000 one-off funding grant (Option 3) | Community Services - Spaces & Places | |
| 11.9 Community Partnerships issues and options papers | | | |
| | (b) Refers the request from Age Concern Tauranga for an assisted community shopping service to the new Community Grant Fund (Option 1) (d) Supports the request for partnership funding from the Citizens Advice Bureau Tauranga for ongoing operational funding to the new Community Grant Fund (Option 3) (f) Supports the request for partnership funding from Water Safety Bay of Plenty for \$25,000 to the new Community Grant Fund (Option 3) (n) Supports the request for partnership funding from He Kaupapa Kotahitanga Trust for funding support to the new Community Grant Fund (Option 1) | Community Services - Community Partnerships | |
| | <u>Sydenham Botanical Park</u> (a) Approves the request from Sydenham Botanical Park for investment in Park development, and Council to complete spatial planning to help guide the future development of the Park once the Trust is formally wound up (Option 2) | Community Services - Spaces & Places | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|--|--|--|---------------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | <p><u>Kāinga Tupu – community spaces and places</u> Paid personnel at destination parks (g) Requests staff source existing funding to undertake a feasibility study of activation personnel/organisations at key destinations across Tauranga City, to support active play and mitigate safety concerns (Option 2) People sleeping in private motor vehicles (j) Refers the request to support mobile wellbeing checks for people residing in private motor vehicles, in partnership with central government agencies, to the Community Grant Fund. Increased access to basic amenities (k) Requests staff review existing public amenity to look for opportunities to support broader community access, and update Council’s website to provide better information about public access to 24/7 showers, toilets and drinking water (Option 1) (m) Confirms a full-time equivalent role (included in the draft LTP) for the ongoing coordination of Kāinga Tupu (Option 1)</p> | <p>Community Services - Spaces & Places - Community Development</p> | |
| 11.10 Spaces and Places: sport issues and options papers | | | |
| | <p>(m) Adds \$309,000 in 2023 FY towards the development of reserves in Welcome Bay, in accordance with the development proposals identified (as per (l) above); and (n) Makes the Forrester Drive encroachment budget of \$443,000 in FY22 available to support outcomes of the engagement (as per (l) above) with the Welcome Bay community (o) Requests staff identify further development proposals (as per (k) above) for consideration for funding through the 2024-2034 LTP (Option 1). Supply and demand analysis (r) Brings forward to year 1 of the LTP, an operational budget of \$45,000 for a citywide supply and demand review, including investigating the potential for an artificial turf (Option 1). (v) Confirms an annual Council contribution for Tauranga Hockey Association turf renewals, as included in the draft LTP</p> | <p>Community Services - Community Partnerships</p> <p>Strategy, Growth & Governance - Spaces & Places - Strategy</p> | |
| | <p><u>Roller sports facilities</u> (c) Adds \$25,000 into year 1 of the LTP to undertake an assessment of the specific needs of outdoor roller sports, which will inform future strategic investment to be delivered through a combination of existing spaces and places projects in the draft LTP, and/or potential new projects in the 2024-34 LTP</p> | <p>Community Services - Spaces & Places</p> | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|---|---|---|--------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | <u>Gordon Spratt Reserve</u> Lights and shelter Adds \$375,000 capex funding into year 1 of the LTP to reflect the full replacement cost of the lights at the Gordon Spratt tennis and netball courts, recognising a 75% club contribution, and delays investment in the shelter structure by one year (Option 1); and | Community Services - Spaces & Places | |
| | <u>Blake Park</u> (u) Investigates the viability of Mount Maunganui Playcentre using Golf Road Reserve for the location of their activities, and brings forward funding of \$144,310 from FY 23 to FY 22, to contribute to the potential relocation costs (w) Confirms a capital grant to the Bay Oval Trust (with the debt to be retired over a period of up to 11 years) as a third contribution to the Stage 2 Pavilion, event-day toilets, generator shelter and broadcast tower projects, as detailed below: | Community Services - Spaces & Places | |
| 11.11 Spaces and Places: other issues and options papers | | | |
| | (f) Provides operational funding to Predator Free Bay of Plenty for a three-year period, to be reviewed at the next LTP (Option 1) (g) Refers the request from Envirohub BOP for support for Waiariki Park Region to the new Community Grant Fund (Option 1) (h) Place the project on hold to re-engage with the Welcome Bay community, including Forrester Drive residents, to identify future development opportunities for community amenity in Welcome Bay; using funds allocated per recommendations 11.10 (l) to (n) (i) Does not agree to co-fund a feasibility assessment for a natural burial cemetery in Tauranga (Option 1) (j) Agrees to work with the developer to agree a plan for development of Te Atea, however, do not directly fund the development (Option 1) | Community Services - Spaces & Places | |
| | <u>Neighbourhood reserve provision in The Lakes</u> (c) Engages with Taumata School to investigate innovative opportunities for Council and the school to work together on the delivery of community infrastructure in the surrounding area, including the purchase of Neighbourhood Reserve #6. | Community Services - Spaces & Places | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|--|--|---|---------------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | <u>Shade provision in open space</u> (d) Retains the existing project in the LTP to enable shade audits and the installation of artificial shade coverage, but also adds an operational budget of \$60,000 for planting more natural shade via larger trees (Option 1) | Community Services - <i>Spaces & Places</i> | |
| 11.12 Other topics issues and options papers | | | |
| | (a) Declines the request for funds from the New Zealand War Memorial Museum Trust for the development of a museum in Le Quesnoy, France (Option 2) (e) Declines the request for funding from Mainstreet Tauranga for the continuation of the Activate Vacant Spaces programme (Option 4) (f) Does not provide for any additional capital budget in the LTP specifically for the Mount Maunganui downtown area, at this time (Option 1) (i) Notes that funding is contingent on partnership contributions from Waka Kotahi and BOPRC (j) Confirms the 'fit for purpose' level of surface for road resealing (Option 1) (k) Defers the siren project for one year to allow the Commissioners and council staff to engage with the community on all issues and resolutions around tsunami sirens and evacuation, and to continue with education and the public awareness programme (Option 1) (l) Supports the request for partnership funding from Envirohub BOP for ongoing operational funding to the new Community Grant Fund (Option 3) (p) Refers the Remaker Space funding request to the Community Grant Fund. | Infrastructure - <i>Transport</i> Regulatory & Compliance - <i>Emergency Management</i> Community Services - <i>Community Partnerships</i> | |
| | <u>Taonga Tu / Heritage Bay of Plenty</u> (c) Establishes a heritage fund of \$150k for the first year of the LTP, to be managed by Arts and Culture, for the purpose of working with 3rd party organisations to scope and support business case development, for the establishment of a heritage and taonga collection, and display facility (Option 3) | Community Services - <i>Arts & Culture</i> | |
| | <u>Wednesday Challenge</u> (h) Approves funding of \$146,250 for the Wednesday Challenge subject to the duplication with existing Travel Safe programmes being removed from the proposal, and that data from the Wednesday Challenge app is made available to Council (Option 1) | Infrastructure - <i>Transport</i> | |

| For completeness, this table presents the completed LTP 2021-31 actions previously presented to Council, up to and including August 2022. | | | |
|---|---|---|--------|
| Part C: LTP 2021-31 Completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| | <p><u>Gondola feasibility study</u> (n) Includes \$100,000 in the LTP (split \$50,000 in 2021/22 and \$50,000 in 2022/23) to enable innovative opportunities for transport movement solutions to be explored including risk assessment and, where appropriate, working with other transport partners</p> | <p>Infrastructure - <i>Transport</i></p> <p>Strategy, Growth & Governance - <i>City Planning & Growth</i></p> | |
| 11.13 User fees and charges, revenue & financing policy, KPIs | | | |
| | <p>(a) In relation to the following matters released for consultation concurrently with the Long-term Plan, resolves the following preferred options:</p> <p>i. Schedule of Fees and Charges 2021/22: Option 1 - Amend the Sustainability and Waste user fees and charges for additional bins charges as proposed in the body of the report at point 19 and approve the draft User Fees and Charges schedule for 2021/22.</p> <p>ii. Revenue and Financing Policy: Option 1 - Amend the draft Revenue and Finance Policy with one minor wording change as proposed in the body of the report at point 25.</p> <p>iii. Groups of Activities: Option 1: Amend the Groups of Activities to reflect the changes proposed to the descriptions and targets for the key performance indicators for the Stormwater, Wastewater, Water Supply and Environmental Planning activities at point 30 and 32 of this report.</p> <p>(b) Directs staff to present the final Groups of Activities, Policies and User Fees and Charges 2021/22 documents (as amended by resolution a) for adoption to Council at its meeting on 26 July 2021.</p> | <p>Strategy, Growth & Governance - <i>Corporate Planning</i></p> | |

| For completeness, this table presents the completed actions from LTPA and AP 2022/23 previously presented to Council, up to and including August 2022. | | | |
|--|---|--|--------|
| Part D LTPA & Annual Plan 2022/23 completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| 11.1 Long-term Plan Amendment/Annual Plan 2022/23 Deliberations | | | |
| | a) Receives the report. b) Includes in the final drafting of the Annual Plan 2022/23 the resolutions relating to the following reports: <ul style="list-style-type: none"> i) Executive Report to the Annual Plan ii) Annual Plan 2022/23 Deliberations - Issues and Options other feedback and suggestions iii) Rating Policy Proposals iv) Tsunami Sirens c) Includes in the final drafting of the Long-term Plan Amendment the resolutions relating to the following reports <ul style="list-style-type: none"> i) Long-term Plan Amendment Deliberations - Civic Precinct Issues and Options Report ii) Transport System Plan - Infrastructure Funding and Financing Proposal iii) Tauriko West - Infrastructure Funding and Financing Proposal d) Notes staff comments on submissions relating to user fees and charges in Attachment 2. e) Notes that the final User Fees and Charges 2022/23 document will be reported for adoption to Council at its meeting on 27 June 2022. | Chief Financial Office - Finance | |
| 11.2 Long-term Plan Amendment Deliberations - Engagement Insights | | | |
| | a) Receives the report Long-term Plan Amendment Deliberations – Engagement Insights | | |
| 11.3 Long-term Plan Amendment Deliberations - Civic Precinct Issues and Options Report | | | |
| | a) Receives the report Long-term Plan Amendment Deliberations – Civic Precinct Issues and Options Report. b) Approves Option 1 – Te Manawataki O Te Papa (Civic Precinct) Masterplan (Refreshed 2021) at a capital cost of \$303.4 million, for inclusion in the Long-term Plan Amendment 2021-31. c) Notes that whilst the total project cost is the same as the draft budget consulted on, there are a number of changes outlined in this report, including the addition of a temperature-controlled archive within the library and community hub (not previously budgeted within the programme), and the removal of \$8 million for a waterfront playground, which is now budgeted as part of a separate Dive Crescent and Waterfront Reserve upgrade project. d) Notes that the programme of works is subject to achieving 50% of the required funding from sources other than rates-funded debt, with an estimated net cost to ratepayers of \$151.5 million. Each project will be subject to gateways recognised in resolution (e), prior to proceeding. | City Development & Partnerships - Civic Development | |

| For completeness, this table presents the completed actions from LTPA and AP 2022/23 previously presented to Council, up to and including August 2022. | | | |
|--|---|---|--------|
| Part D LTPA & Annual Plan 2022/23 completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| 11.4 Transport System Plan – Infrastructure Funding and Financing Proposal | | | |
| | a) Approve the Long-Term Plan Amendment reflecting Infrastructure Funding and Financing Levy (IFF) as a means of funding for Transport System Plan (TSP) Projects. b) Approves the addition of the following projects to the TSP IFF project schedule: c) Receives a further report on the outcome of finance proposals and further advice on the status of Waka Kotahi Funding to enable a final decision to be made on whether to proceed with a IFF Levy to finance and fund the 14 identified TSP projects. d) Supports the drafting of a Levy Proposal and associated documentation in preparation for seeking Ministerial approvals should the IFF Levy be fully endorsed. | Strategy, Growth & Governance - City & Infrastructure Planning | |
| 11.5 Tauriko West – Infrastructure Funding and Financing Proposal | | | |
| | a) Approves the Long-Term Plan Amendment reflecting an IFF Levy as a means of financing and funding for the Tauriko West growth area infrastructure | Strategy, Growth & Governance - City & Infrastructure Planning | |
| 11.6 Tsunami Sirens | | | |
| | b) Does not install a tsunami siren network. | Community Services - Community Development - Emergency Management | |

| For completeness, this table presents the completed actions from LTPA and AP 2022/23 previously presented to Council, up to and including August 2022. | | | |
|--|---|---|--------|
| Part D LTPA & Annual Plan 2022/23 completed actions | Resolutions (struck through = no further action required) | Group - Activity | Status |
| 11.7 Executive Report to the Annual Plan | | | |
| | <ul style="list-style-type: none"> a) Receives the Executive report to the Annual Plan b) Approves the amendments to the draft annual plan budget as proposed in this report d) Agrees to transfer rates surplus from 2022 of \$7.1m to fund carried forward expenditure and additional costs of interest, revisions to Waka Kotahi revenue and the risks around expenditure budgets e) Agrees to the carry forward of loan or reserve-funded expenditure of \$4.9m from 2021-22 to cover grants and infrastructure planning work and completion of minor projects. f) Agrees to the revised capital programme (for TCC delivery and reimbursement) of \$298m after a capital programme adjustment of \$55m g) Notes the capital figure above does not include \$54m of costs for Tauriko West projects that were sitting in the LTP. This cost along with land sales and vested assets brings the total capital programme to \$320m. h) Delegates to the CE the ability to bring forward projects approved as per the LTPA 2021-31 to manage deliverability across the capital programme subject to consistency with borrowing limits and the borrowing resolution. i) Notes, only \$250K of the \$750k budget is allocated to 2023. The remainder including funding external funding is recommended to be budgeted in 2024. | | |
| 11.8 Annual Plan 2022/23 Deliberations - Issues and Options - Other feedback and suggestions | | | |
| | <u>Tourism Funding from the Airport Activity</u> b) Establishes a tourism fund of \$1 million to come out of the Airport reserves in the 2022/2023 financial year. c) \$621,000 of the fund would be allocated towards continued funding for the implementation/delivery of Tourism Bay of Plenty's destination management strategy, with some clearly measurable deliverables. | City Development & Partnerships - City Partnerships Chief Financial Office - Finance | |
| | <u>Creative Bay of Plenty</u> g) Declines the funding request from Creative Bay of Plenty (Option 2). | Community Services - Arts & Culture | |

| For completeness, this table presents the completed actions from LTPA and AP 2022/23 previously presented to Council, up to and including August 2022. | | | |
|--|---|--|--------|
| Part D LTPA & Annual Plan 2022/23 completed actions | Resolutions (struck through = no further action required) | Group - <i>Activity</i> | Status |
| | Equestrian strategy funding o) Continues to work with the TESA group to complete a concurrent relocation site options study for day-to-day equestrian activities. p) Agrees not to fund the Tauranga Equestrian Strategy at this time | Strategy, Growth & Governance - <i>City & infrastructure Planning</i> | |
| 11.9 Rating Policy Proposals | | | |
| | a) Receives the Deliberations Report – Rating Policy Proposals. b) Approves the commercial and industrial sector contributing a larger share of the rate funding for the transportation activity. c) Approves a phase-in period of two years for changes to the differentials: I. Commercial and industrial general rate differential to move to 1.9 in 2022/23; II. Transportation targeted rate differential for commercial and industrial ratepayers to move to 3.33 in 2022/23; | Chief Financial Office - <i>Finance</i> | |
| 11.10 Submissions on the 2022/23 Development Contributions Policy | | | |
| | a) Approve the responses to external submissions received on the draft 2022/23 Development Contributions Policy as set out in Attachment A and any consequential amendments required to the 2022/23 Development Contributions Policy and Annual Plan. | Strategy, Growth & Governance - <i>City & infrastructure Planning</i> | |

9.7 Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022**File Number:** A14525906**Author:** Kathryn Sharplin, Manager: Finance
Tracey Hughes, Financial Insights & Reporting Manager
Josh Logan, Team Leader: Corporate Planning**Authoriser:** Christine Jones, General Manager: Strategy, Growth & Governance**PURPOSE OF THE REPORT**





1. To return the report, left on the table at the previous meeting of 13 February 2023, to the Committee for receipt.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022".

ATTACHMENTS

1. **Appendix 1 - Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022 - A14529250** [↓](#) 
2. **Appendix 2 - December 2023 Financial Report - A14380321** [↓](#) 
3. **Appendix 3 - Q2 (Oct-Dec2022) - Non-Financial Performance Off Track Measures Report - A14379421** [↓](#) 
4. **Appendix 4 - Annual Residents Survey 2022/23 - Wave 2 Performance Report - A14379436** [↓](#) 

9.2 Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022**File Number: A14338037****Author: Kathryn Sharplin, Manager: Finance
Tracey Hughes, Financial Insights & Reporting Manager
Josh Logan, Team Leader: Corporate Planning****Authoriser: Christine Jones, General Manager: Strategy, Growth & Governance****PURPOSE OF THE REPORT**

1. The purpose of this report is to provide information of council's performance for the first two quarters of the 2022/23 financial year and identify key variances risks and implications for the performance for the year. This report also provides an overview of the results from the Annual Residents Survey for the second quarter.

RECOMMENDATIONS

That the Strategy, Finance and Risk Committee:

- (a) Receives the report "Second Quarter Financial and Non-Financial Monitoring report to 31 December 2022".
- (b) Notes that accounting treatment requires preliminary costs of Te Manawataki o Te Papa to be expensed in the current financial year.
- (c) Recommends to Council to loan fund in 2022/23 the expenditure for the Te Manawataki o Te Papa project that is unable to be capitalised, to be repaid over 10 years.

EXECUTIVE SUMMARY

2. The financial results for the first half of the financial year are presented in **Attachment 1**. The results are favourable to budget overall with a year-to-date positive variance for operational expenditure, primarily because of slower than budgeted expenditure across a number of activities. The operating surplus (including Asset Development Revenue) is \$51m year to date, \$2.8m favourable to budget.
3. Full year forecasts for operating income and expenditure have been completed and are reflected in Attachment 1. The operating surplus (including Asset Development Revenue) is forecast to be less than budget by \$45.4m at year end reflecting a significant change to the accounting treatment of the Tauriko West programme, along with impacts of asset revaluation in 2022, increased costs of refinancing and new borrowing and other updates.
4. Subsidies and grants are an area of increasing focus as we strive to identify sources of funding other than the ratepayer. Attachment 1 also provides an overview of how we are tracking against budgets for both operating and capital subsidies.
5. Capital Expenditure is currently tracking under budget, however expenditure has been increasing over the first half of the year, with the second quarter expenditure of \$74.4m close to the \$73.7m budgeted. The forecast year end expenditure is currently forecasting \$337mm just over budget, however it is likely the forecast will be revised down as the year progresses.
6. **Attachment 2** presents how Council, and the community are tracking towards achieving Council's non-financial performance measures and levels of service in Quarter two.

7. Of the 100 non-financial performance measures, 17 measures (17%) have achieved the annual target, 53 measures (53%) are on track and 21 measures (21%) are off track. Data is not yet available for nine (9%) of measures.
8. **Attachment 3** presents a high-level summary of the wave two results of the Annual Residents Survey.

BACKGROUND

9. This report is for monitoring and reporting purposes showing Council's financial and non-financial quarterly performance in delivering services to the community.
10. The operational budgets were set during the annual plan process with some changes to year two of the Long-term Plan (LTP) to deliver on agreed service levels and capital investment. In an LTP, the level of service that the council will deliver along with operational budgets and capital investment programme are agreed upon by the council in consultation with the public. Rates and user charges are set based on these budgets.
11. The Local Government Act 2002 stipulates that local authorities are required to report on how well they are performing in delivering these levels of service to their communities as measured by the non-financial performance indicators.
12. In the 2021-31 LTPA there were 100 KPIs that were agreed upon, 23 of which are mandatory measures as per section 261B of the Local Government Act.

STRATEGIC / STATUTORY CONTEXT

13. Maintaining expenditure within budget ensures delivery of services in a financially sustainable way.
14. Monitoring non-financial performance is a key function of the committee.

DISCUSSION

Part 1: Financial Performance

15. There was a substantial increase in budgets and rates requirements in 2023 with a focus on these key issues:
 - (a) Infrastructure planning
 - (b) Grants and support for community initiatives
 - (c) Core services and contracts
 - (d) Civic centre and 90 Devonport Road

This report along with the material in attachment one outlines council's financial performance against budget for the first six months.
16. Attachment 1 shows that the financial result for the first six months is favourable to budget overall with a smaller than budget net deficit for operational budgets (\$9.6m).
17. This is impacted by the change to accounting treatment of the portion of the Tauriko West Programme that is State Highway rather than local road (operating income and expenditure replacing budgeted capital, resulting in \$5.1m of unbudgeted operating deficit year to date). The deficit created by this treatment is not intended to be rate funded and a further report on this matter will be brought to Council.

Revenue Variance

18. Operating revenue has a positive variance year to date of \$6.6m. Outside of the impact of Tauriko West (\$3.7m) this reflects the other Waka Kotahi subsidies above budget by \$3.1m due to seasonality and claims on the (upwardly) revised maintenance contract. Forecast for operating subsidies and grants for the full year is \$11m ahead of budget, \$8.7m of which is Tauriko West.

19. Rates revenue is under budget year to date and forecast to be \$3.6m under budget for the full year. This reflects lower than expected water by meter revenue due to reduced consumption.
20. As we focus on identifying non-rates avenues of funding, our funding arrangements become more complex. Included in attachment 1 is a breakdown of both operating and capital subsidies including full year forecast.

Expenditure Variance

21. Personnel expenses are slightly over budget year to date and are forecast to be \$3.1m over budget for the full year. Salaries are under budget year to date by \$4.5m reflecting vacancies particularly in Transport and Digital. However, offsetting this, capitalised salaries (which reduce the reported expenditure) are considerably behind budget and further work is underway to ensure the correct level of capitalisation occurs. Even so, capitalisation is expected to be under budget at year end, generating the forecast negative variance in Personnel expenses. The forecast will be further refined as the year progresses.
22. Consultants are \$6.2m over budget year to date. \$8.8m expenditure in this category is where Tauriko West expenditure is categorised, therefore a \$2.6m underspend better reflects the position. This is largely in the City & Infrastructure Planning activity which has forecast \$600k under budget for the full year.
23. Depreciation is over budget due to the very large roading revaluation in 2022.
24. Other operational expenditure is underspent particularly in community contributions and grants (timing of grants particularly for Community Partnerships, BVL and Bay Oval) and operational costs (slower expenditure for biosolids disposal, software licenses and general operational costs). Attachment 1 details these variances by activity.
25. Deliberations on the 2022/23 Annual Plan approved carry forward of operational expenditure budgets for specific items, along with associated funding where applicable. The following table summarises progress in these areas:

| Item | Budget carried forward \$000 | Expenditure year to date \$000 | Comment |
|--------------------------------------|------------------------------|--------------------------------|---|
| Community Partnerships grants | 900 | 137 | Any unspent balance of Community Housing grants and Papakainga grants for development contribution charges will be carried forward to 2023/24. Timing of applications is uncertain. |
| Bay venues renewal grant | 2,850 | 409 | Forecast is to spend total by year end. Greerton and Baywave renewals both underway. |
| Bay Oval Trust capital grant | 1,489 | 0 | Construction to start this financial year but majority likely to be carried forward to 2023/24. |
| Mt Maunganui Parking Management Plan | 500 | 120 | Underway and forecast to be fully spent by year end. |
| City Events | 426 | 367 | Forecast to be fully spent by year end. |
| City & Infrastructure Planning | 965 | 0 | Planning and design consultancy expense YTD \$2m behind budget |

| | | | |
|--------------|--------------|--------------|--|
| Other minor | 116 | 36 | Underway and forecast to be fully spent by year end. |
| Total | 7,246 | 1,069 | |

Full Year Forecasts

26. Full year forecasts have now been assessed for both capital and operational costs and reflect the ongoing impacts of Tauriko West, increased interest rates, the 2022 asset revaluation and salaries capitalisation.
27. Overall, the forecast indicates an increase to the budgeted total deficit (including Asset Development revenue) of \$45m. The increase in operating deficit is largely due to the Tauriko West accounting and it is proposed that the operating impact (forecast to be \$8.3m for the year) is loan funded initially and will be recovered over time from third parties.
- Overall the biggest drivers of the deficit increase are:
- Tauriko West change in accounting treatment and programme timing \$23.9m
 - Borrowing costs \$5.6m
 - Depreciation \$7m
 - Transport costs \$7m including maintenance contract, consultants and mowing level of service increase
 - Grants and subsidies paid -\$2.9m
 - Other revenue reductions (including asset development revenue and other gains) \$4.1m, other expenditure increases \$0.7m
28. Project costs for Te Manawataki o Te Papa were budgeted initially as capital and loan funded as such. This includes engagement, preliminary design and options analysis and was planned as part of the programme of works, however accounting treatment requires that it is reported as operating expenditure rather than being capitalised into the eventual asset. This expenditure is currently forecast to be \$1.4m for the year. A recommendation has been proposed to loan fund this expenditure with repayment over 10 years as the benefit of this work will be received over the longer timeframe. This is in line with the proposed treatment of similar expenditure in the 2023/24 Annual Pan. Loan funding this expenditure will mean that overall the funding impact of the programme is substantially the same as planned.

Capital

29. The total capital programme is forecasting to be very close to budget, however there are some variances within projects referenced as part of Attachment 1. Results from previous years may suggest that this projection is optimistic, however spend on the TCC delivered programme in the last quarter has averaged \$28m per month which is has increased from \$23m per month for the first quarter of the year. To meet forecast, monthly expenditure would need to average \$33.5m over the next six months.
30. Attachment 1 also includes the High Strategic Programmes and Projects for 2022/23, these make up 75% of this year's total capital programme, representing high profile and significant projects in this year's capital programme.

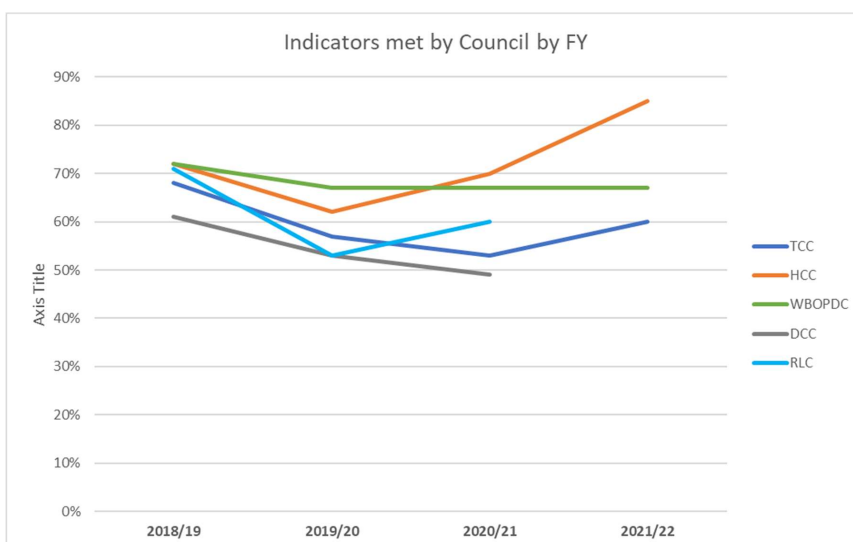
Part 2: Non-Financial Performance Achieved Indicators Comparison by Council

31. At the adoption of the Annual Report at its meeting of 12 December 2022 Council requested to see some comparisons of indicators achieved percentage against similar Councils.
32. Staff have completed a high-level investigation to provide this information to the Committee.
33. The same five Councils have been used for this comparison (Western Bay of Plenty District Council, Hamilton City Council, Dunedin City Council and Rotorua Lakes Council) that were

in the Strategy Finance and Risk Committee Report titled “Draft Annual Plan 2023/24 - Approach and Key Financials”, that went to the Committee on 14 November 2022.

34. It should be noted that the graph in figure one below compares at a high-level percentage achieved only as this was the measure referred to in the discussion at the meeting to adopt the 2021/22 Annual Report.
35. Noting also that Councils used in the comparison, other than the indicators set by the Department of Internal Affairs set their own indicators against their own levels of service. All Councils also set their own targets, so there may be instances where a Council may have lower targets and therefore potentially a greater level of achievement.
36. What the comparison in figure one below does provide is that over the last four years all Councils seemed to have decreased levels of achievement performance from 2018/19 (largely due to the impacts of the COVID-19).
37. In the last 12 months for those Councils where results were available¹, we can see improvements back to almost pre-COVID levels.
38. Tauranga City Council also followed this trend.
39. If we project the results below for the period July to December 2022 and assume that all those indicators currently on track will be achieved Council would likely achieve 70% or more for 2022/23 (as there are also currently nine annual measures that are reported as not available that could also be added).

Figure 1:



Part 3: Non-Financial Performance to December 2022

40. At Strategy Finance and Risk Committee on 14 November 2022 during the discussion there was a request for staff to do some work and develop a “top 25” measures that could be reported on quarterly. Work has commenced on development of this ‘top 25’ list and staff will bring a suggested list of top 25 measures to Strategy Finance and Risk Committee no later than May 2023.

¹ At the time of writing the 2021/22 results for Dunedin City Council and Rotorua Lakes Council were not publicly available.

41. **Attachment 2** presents how Council, and the community are tracking towards achieving Council's non-financial performance measures and levels of service.
42. Of the 100 non-financial performance measures, 17 measures (17%) have achieved the annual target, 53 measures (53%) are on track and 21 measures (21%) are off track. Data is not yet available for nine (9%) measures.
43. Where data is not available, the majority relate to annual measures which are only surveyed at one point through the year.
44. 21 measures, across eight groups of activities are off-track. In detail, these are:
 - Regulatory and Compliance – nine off-track from 17 measures
 - Community Services – four off-track from 20 measures
 - Community, People and Relationships – two off-track from six measures
 - Transportation – two off-track from nine measures
 - Water Supply – one off-track from 11 measures
 - Infrastructure Planning – one off-track from three measures
 - Emergency Management – one off-track from three measures
 - Spaces and Places – one off-track from three measures
45. We will continue monitoring any measures that are off track and report on the likelihood of these achieving target over the next two quarters.

Part 4: Annual Residents Survey

46. The Annual Residents' Survey supports non-financial reporting by measuring the perceptions of residents regarding various aspects of services that Council provides.
47. The survey is conducted in four waves across the year. Each wave's mail out quotas are applied according to age, gender and ward, to ensure that a representative sample of Tauranga City's population is achieved. The data is weighted to account for variances in the achieved quotas and to ensure that the sample reflects the population profile achieved.
48. The overall results have an anticipated margin of error of +/- 4.6% at the 95% confidence level. Scores for the reporting periods exclude 'Don't know' responses.
49. A summary of the highlights is attached at **Attachment 3**. The summary helps provide an insight into how different elements of Council's core service deliverables, reputation and the perception of value for money contribute to respondents' perception of Council's overall performance.
50. Overall performance, the year-to-date result is 36% of respondents are satisfied or very satisfied with Tauranga City Council in general, which is up from the 32% result from 2021/22.
51. Reputation measures the community's perception of four key areas – leadership, faith and trust, financial management and quality of services/facilities. Under reputation, the year-to-date result is that 29% of respondents are satisfied or very satisfied, up from the full year result for 2021/22 which was 23%.
52. Within reputation, there is the measure in terms of respondent's trust in Council, the year-to-date result is that 30% of respondents are satisfied or very satisfied, up from the full year result for 2021/22 which was 24%.
53. A summary of the rest of the high-level survey results of the 2021/22 full year compared to the year-to-date result for 2022/23, and their trend is summarised in the table below:

| Measure | 2021/22 result | 2022/23 YTD | Trend |
|------------------------------------|----------------|-------------|-------|
| Overall performance | 32% | 36% | ▲ |
| Overall image and reputation | 23% | 29% | ▲ |
| Overall value for money | 36% | 34% | ▼ |
| Overall core services deliverables | 56% | 59% | ▲ |
| Overall water management | 55% | 54% | ▼ |
| Overall road and footpaths | 44% | 31% | ▼ |
| Overall waste management | 63% | 72% | ▲ |
| Overall outdoor spaces | 73% | 65% | ▼ |
| Overall public facilities | 70% | 73% | ▲ |

54. The next wave is due to be collected predominantly during February to March with the results scheduled to be reported to this committee in May 2023.

OPTIONS ANALYSIS

55. There are no options associated with this report. The report is provided as information only.

FINANCIAL CONSIDERATIONS

56. This report monitors performance to budget to ensure council delivers on proposed expenditure within allocated budgets to ensure financial sustainability and accountability.

LEGAL IMPLICATIONS / RISKS

57. This monitoring report has no specific legal implications or risks.

CONSULTATION / ENGAGEMENT

58. This report is made public.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

63. This report ensures monitoring of Council performance to ensure compliance with Council's budgets, policies and delegations. The non-financial monitoring report summary will be presented on the Council website.

ATTACHMENTS

1. **December 2023 Financial Report - A14380321**
2. **Q2 (Oct-Dec2022) - Non-Financial Performance Off Track Measures Report - A14379421**
3. **Annual Residents Survey 2022/23 - Wave 2 Performance Report - A14379436**

Financial Statements

Year to 31 December 2022

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Favourable
(Unfavourable)

FULL YEAR

| | \$'000 | Actual YTD | Budget YTD | Variance | Variance % | Forecast | Total Budget | Variance |
|--|--------|-----------------|-----------------|----------------|-------------|-----------------|-----------------|-----------------|
| OPERATING REVENUE | | | | | | | | |
| Rates | | 132,685 | 134,534 | (1,849) | -1% | 266,311 | 269,883 | (3,572) |
| Subsidies & Grants | | 12,766 | 4,608 | 8,159 | 177% | 20,147 | 9,153 | 10,994 |
| Other Revenue | | 29,819 | 30,826 | (1,007) | -3% | 57,378 | 61,374 | (3,996) |
| Finance Revenue | | 3,059 | 1,802 | 1,258 | 70% | 5,500 | 3,604 | 1,896 |
| Total Operating Revenue | | 178,330 | 171,770 | 6,560 | 4% | 349,336 | 344,014 | 5,322 |
| ASSET DEVELOPMENT REVENUE & OTHER GAINS | | | | | | | | |
| Development Contributions | | 21,748 | 17,497 | 4,251 | 24% | 34,993 | 34,993 | 0 |
| Other Gains/(Losses) | | 2,609 | 690 | 1,919 | 278% | 4,380 | 1,380 | 3,000 |
| Subsidies & Grants Capital Expenditure Contributions | | 27,370 | 38,869 | (11,498) | -30% | 85,301 | 104,668 | (19,367) |
| Assets vested to Tauranga City Council | | 10,356 | 11,898 | (1,542) | -13% | 23,795 | 23,795 | 0 |
| Total Asset Development Revenue & Other Gains | | 62,083 | 68,953 | (6,870) | -10% | 148,469 | 164,837 | (16,367) |
| TOTAL REVENUE | | 240,413 | 240,723 | (310) | 0% | 497,806 | 508,851 | (11,045) |
| OPERATING EXPENDITURE | | | | | | | | |
| Personnel Expense | | 45,894 | 45,307 | (587) | -1% | 93,805 | 90,667 | (3,138) |
| Depreciation & Amortisation Expense | | 40,189 | 37,607 | (2,582) | -7% | 82,213 | 75,213 | (7,000) |
| Finance Expense | | 15,313 | 15,613 | 300 | 2% | 36,800 | 31,225 | (5,575) |
| Consultants & Contractors | | 23,456 | 17,272 | (6,183) | -36% | 53,999 | 34,431 | (19,568) |
| Other Expenses: | | 64,585 | 76,705 | 12,120 | 16% | 153,711 | 154,677 | 966 |
| R&M | | 14,209 | 14,889 | 680 | 5% | 33,215 | 32,436 | (779) |
| Community contributions & grants | | 8,690 | 15,673 | 6,983 | 45% | 28,530 | 31,457 | 2,927 |
| Operational costs | | 17,144 | 21,488 | 4,344 | 20% | 45,379 | 42,807 | (2,572) |
| Power & rates | | 8,146 | 7,591 | (555) | -7% | 14,312 | 14,944 | 632 |
| Administration | | 16,397 | 17,064 | 667 | 4% | 32,275 | 33,033 | 758 |
| Total Operating Expenditure | | 189,437 | 192,504 | 3,067 | 2% | 420,528 | 386,213 | (34,315) |
| OTHER EXPENSES | | | | | | | | |
| Total Other Expenses | | 0 | 0 | (0) | 0% | 1,200 | 1,200 | 0 |
| TOTAL EXPENDITURE | | 189,437 | 192,504 | 3,067 | 2% | 421,728 | 387,413 | (34,315) |
| SURPLUS/(DEFICIT) | | 50,976 | 48,219 | 2,757 | 6% | 76,078 | 121,437 | (45,359) |
| OPERATING SURPLUS/(DEFICIT) | | (11,107) | (20,734) | 9,627 | 46% | (71,192) | (42,199) | (28,992) |

Overall Comments on Year to Date Balances

Rates revenue is behind budget, reflecting lower water by meter revenue due to reduced water consumption.

Subsidies & Grants revenue mainly comprises the Waka Kotahi subsidy, but includes other grants (including government grants for waters reforms) and donations for this period. Tauriko West project subsidies are now accounted for as operating subsidies, generating the positive variance. Full year forecast includes \$8.7m for Tauriko West.

Other Revenue, primarily user fees, is tracking below budget. Details of variances can be found in the user fees and expenditure variance by activity report, attached.

Finance Revenue includes interest on deposits and dividends, which have both exceeded budgets due to additional funds on deposit (slower capital programme), higher interest rates and higher dividend payments. The forecast reflects the increase in interest rates.

Development Contributions are primarily from city-wide development contributions, Papamoa East and Tauriko Business Estate development contributions.

Other Gains and Losses includes non-cash accounting entries in relation to:

- an unbudgeted gain recognised from the Housing Infrastructure Fund loan (\$131m loan for Waiari and Te Maunga), which recognises a zero percent interest rate as a gain over market, and
- a budgeted gain relating to the Totara Farm (Te Tumu) land transaction.

Subsidies & Grants Capital Expenditure Contributions are primarily related to Waka Kotahi funding and Crown Infrastructure Partnership (CIP) subsidies for the Cameron Road upgrade project. Revenue is claimed as works are undertaken. The budget shortfall is mainly for Waka Kotahi capital project funding, relating to the slower capital programme delivery. Tauriko West project subsidies are now accounted for as operating subsidies (budgeted as capital subsidies), exacerbating the negative variance. We are not currently claiming Waka Kotahi funding for PEI as final approval is reliant on HIF funding approval (which we do not expect until later on in the FY).

Assets vested to Tauranga City Council - revenue recognition is dependent on the timing of project completion of infrastructure projects by developers.

Personnel Expense variance comprises an underspend on employment costs due to a significant number of unfilled positions, which is offset by low budget capitalisation credits.

Depreciation is above budget due to a significant increase in asset values following the recent revaluation of infrastructure assets (mainly roads).

Finance Expense costs will increase as loans are renegotiated at the higher prevailing interest rates and debt levels increase due to the ramp up in capital expenditure. A significant full year overspend is forecast, with a projected official cash rate (OCR) at 1.65% above the budgeted OCR average of 3.5%.

Consultants and Contractors costs are tracking over budget due to Tauriko West design costs being reclassified from Capex to Opex (because of the funding arrangements for Tauriko West, rates will not be affected).

Other Expenditure is below budget across a number of activities. Details of variances can be found in the revenue and expenditure variance by activity report, attached.

Revenue and Expense Variance - December 2022

| USER FEES | | | | | | EXPENDITURE | | | |
|--------------------------------------|--|--|-----------------|---------------------|-------------------------|--|------------------|-------------------|-------------------|
| Activity | Main Revenue Stream | YTD Variance | Full Budget | Full Forecast | YTD Variance Commentary | YTD Variance | Full Budget | Full Forecast | |
| Chief Financial Officer | | | | | | | | | |
| 101 | Corporate Treasury | Rates and water penalties | 73,622 | (823,200) | (823,200) | Revenue: Rates penalties timing variance. Expenditure: Timing variances. | (34,778) | 1,014,902 | 1,014,902 |
| 102 | Head Office - TCC | | | | | Expenditure: Minor variance. | 2,061 | 7,628 | 7,628 |
| 104 | Strategic Properties | | | | | Expense: Rates expense on strategic properties above budget. | (42,918) | 56,934 | 140,000 |
| 10 | Finance | Payments/contributions from Regional Council | (30,786) | (166,698) | (166,698) | Revenue: Timing variances with valuation data recoveries. Expenditure: Timing variances for consultants, operational project expenses, training and travel. | 368,628 | 6,825,706 | 6,825,706 |
| 12 | Executive Team | | 6,000 | | | Expenditure: Over budget on administration and consultants costs. | (35,841) | 7,121 | 50,000 |
| 19 | Insurance | Insurance recovery | 52,246 | | (53,000) | Revenue: Unbudgeted recoveries - offsetting expense variance. Expenditure: Unbudgeted expense - offsetting revenue variance. | (52,220) | 50 | 53,000 |
| 57 | Marine Precinct | Leasing & Berthage | 418,533 | (1,337,874) | (2,087,874) | Revenue: Includes unbudgeted revenue for vessel demolition cost recoveries from BOPRC, which is partially offset by lower hardstand revenue due to shorter boat stays. Forecast increased to include demolition expense recoveries. Expenditure: Minor variance. Forecast increased to include additional costs for removal and demolition of abandoned vessels (offset by an increased revenue forecast for BOPRC cost recoveries). | 1,529 | 2,581,199 | 3,231,000 |
| 81 | Airport | Landing & parking fees / Leasing | (47,833) | (9,800,605) | (9,870,605) | Revenue: Below budget as passenger numbers are not yet back to budgeted levels and some rents have not been increased as soon as expected. Expenditure: Above budget as a result of additional ytd costs for Fire Rescue and Safety Management. R&M is also above budget due to the change to contracted services for grounds maintenance. This is partly offset by an underspend in employee costs due to a lesser number of staff. | (247,399) | 3,530,418 | 3,710,418 |
| 95 | Strategic Investment & Commercial Facilitation | Rates | | | | Expenditure: Lower than budget across employment costs (unfilled vacancies) and consultants (timing variance). | 195,684 | 1,290,516 | 1,200,000 |
| TOTAL CHIEF FINANCIAL OFFICER | | | 471,781 | (12,128,377) | (13,001,377) | | 154,746 | 15,314,474 | 16,232,654 |
| Corporate Services | | | | | | | | | |
| 11 | Human Resources | | 2,938 | | | Revenue: No material variance. Expenditure: A variety of recruitment tools are required in this tight labour market. The leveraging of technology and consultants along with international talent searching has led to increased costs in recruitment, consultancy and travel. | (71,077) | 2,657,925 | 2,657,925 |
| 13 | Digital Services | Metro network lease | (14,664) | (165,084) | (165,084) | Revenue: Slightly lower than budgeted due to lower recoveries from metro fibre network leases. Expenditure: The computer license budget is running behind due to an extended procurement process delaying timing. Operational project expenses are behind budget, with the expectation that full budget will be expensed by year end. | 2,195,898 | 20,698,754 | 20,698,754 |
| 20 | Communications & Engagement | | | | | Expenditure: Underspend in public information and engagement expenses (as business is incurring these costs directly on specific projects). Expected to be in line with budget at year end as specific projects come online. | 327,671 | 3,455,447 | 3,455,447 |
| 55 | Legal & Risk | | | | | Expenditure: Credits from capitalisation of salaries are below budget as less work than was assumed in Legal meets requirements for capitalisation. Recoveries from the rest of the business are lower than budgeted due to business continuity consultancy costs being lower than expected. | (113,143) | 2,758,599 | 2,758,599 |
| 83 | Fleet Management | | | | | Expenditure: No material variance. | 814 | (10,224) | (10,224) |
| TOTAL CORPORATE SERVICES | | | (11,726) | (165,084) | (165,084) | | 2,340,163 | 29,560,501 | 29,560,501 |
| Community Services | | | | | | | | | |
| 15 | Civic Complex | Leasing | 7,107 | (10,290) | (10,290) | Revenue: Minor variance. Expenditure: Lower than budget consultancy costs (re new civic administration building) and reduced cleaning costs . | 160,548 | 5,233,231 | 5,233,231 |

| USER FEES | | | | | | EXPENDITURE | | |
|-----------|----------------------------------|--------------|-------------|---------------|--|--------------|-------------|---------------|
| Activity | Main Revenue Stream | YTD Variance | Full Budget | Full Forecast | YTD Variance Commentary | YTD Variance | Full Budget | Full Forecast |
| 44 | Emergency Management | | | | Expenditure: Tracking behind budget due to underspend on employee related costs, consultancy, education and other operating expenses, but expected to be on budget at year end. | 256,259 | 1,326,252 | 1,326,252 |
| 54 | City Events | 7,904 | | | Expenditure: Tracking behind budget due to timing of sponsorship and costs associated with New Year's Eve events, but expected to be fully spent by year end. | 174,943 | 3,586,552 | 3,586,552 |
| 56 | Community Partnerships | 2,499 | | | Revenue: Minor Variance Expenditure: Expenditure across community funding portfolios tracking behind budget but expected to be fully expended by year end. Timing of the community housing grant payments also tracking behind budget (\$1m budget this FY and an additional \$500k next FY, total grant \$1.5m to administer over a 3 year period). \$860k may be requested to be carried forward at year end as part of the FY24 annual plan process, as we are not expecting any further community housing grant payments to be made this year. Expected to be \$860k under budget at year end. | 755,351 | 4,984,992 | 4,124,992 |
| 59 | Spaces & Places | 37,494 | (445,813) | (445,813) | Revenue: Tracking slightly ahead of budget due to a successful start of the summer period at McLaren falls. Expenditure: Tracking behind budget due to timing of Bay Oval grant funding to construct the Stage 2 Pavilion (\$3.4m). Building is due to commence in April/ May and \$2.4m may be requested to be carry forward at year end as part of the FY24 annual plan process. Vegetation control and planting, as well as grounds repairs and maintenance on reserves is tracking behind budget but expected to fully expended by year end, including the grassing components of the sports fields upgrade project. Partly offset by \$300k of consultancy over spend as the project delivery team has been gearing up for successful capital delivery in the second half of the year. Capitalisation of salaries tracking behind budget , approx. \$750k overspend by year end due to uncapitalisable design work, and vacancies in the project management space. Overall expecting to be \$1.7m under budget at year end. | 3,435,889 | 29,910,259 | 28,260,259 |
| 64 | Baycourt Community & Arts Centre | 164,736 | (671,247) | (700,000) | Revenue: Tracking ahead of budget due to back to back events YTD. Expected to achieve approx. \$30k above budget by year end as a result. Expenditure: Tracking behind budget due to the timing of planning and artist fees for Baycourt birthday celebrations. Full year forecast above budget as a result of the restructure. | 97,478 | 1,949,229 | 2,049,229 |
| 65 | Arts & Culture | | | | Expenditure: Tracking ahead of budget due to timing of community contract payments. Full year forecast reflective of unbudgeted public art consultancy costs and new unbudgeted roles to support Te Manawataki o Te Papa developments, fully offset by reduction in Creative BOP contract costs. Additional operational grant funding of \$50k to be paid out this FY to Art Gallery in response to living wage remuneration decisions. | (237,983) | 3,567,571 | 3,817,571 |
| 67 | Marine Facilities | 33,432 | (625,934) | (625,934) | Revenue: Increased commercial rents and operating expense recoveries. Expenditure: Lower than budget consultancy fees on the Marine Facilities Strategy and internal charges, partially offset by additional waterfront Repairs and maintenance. | 112,353 | 1,251,669 | 1,251,669 |
| 68 | Beachside | 15,914 | (2,461,586) | (2,461,586) | Revenue: Tracking slightly ahead of budget, expected to land on budget at year end. Expenditure: Tracking slightly under budget in other operating expenses but expected to be on budget at year end. | 23,110 | 1,606,473 | 1,606,473 |
| 75 | Customer Services | (101,784) | (1,350,330) | (1,200,330) | Revenue: Lower than expected volumes for LIMs and property files. Market indications are that this trend will continue. Expecting to be \$150k behind budget at year end. Expenditure: Employee costs tracking ahead of budget but overall expecting to be on budget at year end. | (77,003) | 3,531,411 | 3,531,411 |
| 77 | Libraries | (28,454) | (259,653) | (259,653) | Revenue: Minor variance. Expenditure: Tracking ahead of budget due to timing of temporary central library lease and overhead costs, partly offset by timing of engagement costs for the new central library development (being coordinated as part of the wider Te Manawataki o Te Papa engagement work). Library building maintenance costs incorrectly budgeted as renewals works, resulting in minor overspend for full year forecast. | (212,628) | 8,215,764 | 8,245,764 |

| USER FEES | | | | | | EXPENDITURE | | | |
|---------------------------------|--|---|----------------|---------------------|-------------------------|--|------------------|-------------------|-------------------|
| Activity | Main Revenue Stream | YTD Variance | Full Budget | Full Forecast | YTD Variance Commentary | YTD Variance | Full Budget | Full Forecast | |
| 84 | Cemeteries | Product sales | 205,150 | (1,257,116) | (1,657,116) | Revenue: Income from cremations tracking above budget as a result of the competitors cremator breaking (not expected to be replaced for 12-18 months if at all). Expected to be \$400k ahead of budget at year end. Expenditure: Employee expenses and variable costs associated with cremations volumes are tracking slightly above budget. Expected to be \$100k over budget at year end. | (53,557) | 709,746 | 809,746 |
| 90 | Property Management | Leasing Income | 299,905 | (5,007,893) | (5,150,000) | Revenue: Increased commercial rental income, operating expense recoveries and commissions. Expenditure: Additional costs for repairs and maintenance, utilities and rates, partly offset by reduced consultants fees and less investigation activity (seismic and asbestos surveys). | (79,535) | 5,577,451 | 5,577,451 |
| 92 | Historic Village | Leasing Income | 47,364 | (865,314) | (970,314) | Revenue: Tracking ahead of budget due to partial receipt of unbudgeted insurance monies from building fire. Full year forecast reflective of total \$105k insurance claim expected this financial year. Expenditure: Behind budget due to timing of consultancy costs and overheads, but expected to be fully spent by year end. Full year forecast reflective of \$70k fire remediation works. | 80,328 | 1,500,507 | 1,570,507 |
| 94 | Elder Housing | Rental Income | (145,245) | (720,000) | (580,000) | Revenue: Sale of villages in November (budget assumed December). Expenditure: Sale of villages in November (budget assumed December). | 84,621 | 713,962 | 713,962 |
| TOTAL COMMUNITY SERVICES | | | 546,021 | (13,675,176) | (14,061,036) | | 4,520,173 | 73,665,069 | 71,705,069 |
| Infrastructure Services | | | | | | | | | |
| 26 | Stormwater | Leasing, Operational cost recovery | (5,412) | (10,830) | (10,830) | Revenue: Minor Variance. Expenditure: Internal allocation, interest and depreciation charges running behind due to timing differences in capex delivery and reduced corporate overhead allocations. Consultancy expenses are running behind budget due to timing differences relating to recruitment of planners, thereby pushing some of the budgeted modelling work back. | 1,047,745 | 11,236,567 | 11,236,567 |
| 27 | Wastewater | Trade Waste and Omokoroa metered income | (153,416) | (2,088,822) | (2,088,822) | Revenue: External recoveries slightly behind budget due to timing difference, resulting in less income against budget. Expenditure: Mainly driven by underspend in Bio solids; spend under budget due to Asbestos found the ponds resulting in delays in the project. Year end forecast has been adjusted to reflect the revised programme. | 1,530,708 | 24,818,164 | 23,718,164 |
| 29 | Water Supply | Water operation fees/forestry | (219,533) | (868,500) | (207,000) | Revenue: Extended engagement with stakeholders, along with widely reported international supply chain issues means that the forestry income (\$660k) budgeted this year, is postponed until next year. Expenditure: Related variable forestry costs will be delayed (\$490k). Consulting costs in waters planning is behind budget year to date, with projects picking up later in the financial year. | 1,609,948 | 20,502,752 | 20,012,752 |
| 30 | City Waters (Support Services) | Laboratory fees | 460,016 | (822,772) | (822,772) | Revenue: External recoveries running slightly higher than budget in laboratories and 3 Waters collaboration (unbudgeted transition funding). Expenditure: External operating costs running on budgeted levels. Salary capitalisations are running behind budget year to date, and internal recoveries are also behind budget due to expenditure charged to the 3 Waters project and recovered from DIA. | (1,150,066) | 780,377 | 780,377 |
| 32 | Sustainability & Waste | User Fees - from operations & contract | 25,481 | (377,978) | (377,978) | Revenue: Minor Variance. Expenditure: Waste minimisation operational project expense under budget \$328k due to project delays. Waste disposal charges for waste levy and ETS under by \$200k. | 547,849 | 13,077,807 | 12,777,807 |
| 38 | Transportation | Road Zones & Other Fees | 121,930 | (639,646) | (639,646) | Revenue: Favourable variance due to fines relating to the new traffic system implemented for Links Avenue. Expenditure: Majority of variance relates to expensing of Tauriko West design costs (\$8.8m) which were originally budgeted against capex (note that this expense is not rate funded). The remainder of the variance relates to the under capitalisation of salaries in part resulting from capital project delays and maintenance contract expense variations have arisen due to the budget being prepared prior to the road maintenance contracts being awarded. Forecast includes unbudgeted \$17m Tauriko West project costs (budget is under capex), \$2m for additional vegetation control and \$3m additional for the road maintenance contract. | (12,597,467) | 19,255,982 | 43,255,982 |
| 47 | Infrastructure Delivery (Asset Delivery) | | | | | Expenditure: Variance due to resourcing challenges leaving unfilled positions filled by consultants. | (68,850) | 130,534 | 130,534 |

| USER FEES | | | | | | EXPENDITURE | | | |
|--|---------------------------------|--|--------------------|---------------------|-------------------------|---|--------------------|-------------------|--------------------|
| Activity | Main Revenue Stream | YTD Variance | Full Budget | Full Forecast | YTD Variance Commentary | YTD Variance | Full Budget | Full Forecast | |
| 69 | Asset & Infrastructure Planning | Consent & Planning Fees | 153,485 | (847,200) | (847,200) | Revenue: Mainly due to increased market demand for engineering plan approvals. Expenditure: Resourcing challenges have resulted in underspends in both employee costs and consultancy costs. Counter to that, internal recoveries are less than budget due to additional revenue received. | (157,180) | 1,002,819 | 1,002,819 |
| 85 | Parking Management | Parking Fees | (715,190) | (5,324,774) | (4,324,774) | Revenue: On street parking revenue behind budget as it was assumed free parking trial would end on 30 June 2022 (rather than 30 Nov). Full year forecast less than budget as a result. Expenditure: Behind budget due to timing of Mount Maunganui Parking Management Plan but expected to be fully spent by year end. | 356,265 | 3,460,396 | 3,460,396 |
| TOTAL INFRASTRUCTURE SERVICES | | | (332,639) | (10,980,522) | (9,319,022) | | (8,881,049) | 94,265,398 | 116,375,398 |
| City Development & Partnerships | | | | | | | | | |
| 58 | Bay Venues Limited & CCO's | Depreciation - trsfr to TCC Depreciation Reserve / External Recoveries | (123,009) | (865,592) | (865,592) | Revenue: Tracking behind budget due to timing of depreciation transfer on new capital from Bay Venues. Expenditure: Renewals claim in the first two quarters tracking behind budget due to timing of the Greerton pool project, however planning to be fully paid out by year end. Additional operational grant funding of \$320k to be paid out this FY in response to living wage remuneration decisions. | 4,460,468 | 16,297,410 | 16,617,410 |
| 61 | Civic Precinct Support | | | | | Expenditure: Tracking ahead of budget due to undercapitalised salaries, partly offset by delayed timing of business case costs. Full year forecast reflective of \$1m net salaries overspend as a result of uncapitalisable staff time spent on projects at concept design stage. Council resolution required to loan fund any overspend in this area, in line with future decision to loan fund this activity area from 24FY onwards over a ten year period. | (621,622) | 3,169,963 | 4,347,963 |
| 76 | Economic Development | Targeted Rate Funding | | | | Expenditure: Tracking ahead of budget due to timing of community contract payments. Additional operational grant funding of \$50k to be paid out this Financial Year to Tourism BOP in response to living wage remuneration decisions. | (155,234) | 5,696,825 | 5,746,825 |
| TOTAL City Development & Partnerships | | | (123,009) | (865,592) | (865,592) | | 3,683,613 | 25,164,198 | 26,712,198 |
| Regulatory and Compliance | | | | | | | | | |
| 46 | Environmental Planning | Consent fees | (971,342) | (4,282,468) | (2,339,783) | Revenue: Resource consents revenue is under budget. Volumes forecast were higher than actuals due to expected growth not occurring. Revenue for the six months is below last year. Expenditure: Salaries under budget due to unfilled positions, offset by additional consultancy costs. | 6,516 | 5,263,971 | 5,263,971 |
| 48 | Environmental Regulation | Monitoring Fees | (33,195) | (1,012,552) | (1,012,552) | Revenue: Variance not material. Expenditure: Variance not material. | 27,154 | 1,712,077 | 1,657,769 |
| 50 | Animal Services | Dog Registration Fees/ court recoveries/ impounding | 16,942 | (1,524,189) | (1,558,074) | Revenue: Variance not material. Expenditure: Variance not material. | 25,318 | 1,260,026 | 1,209,390 |
| 52 | Building Services | Consenting & Inspection Fees | (854,990) | (15,251,299) | (13,541,319) | Revenue: BCA levy is under due to budget error, partly offset by higher consents revenue and other user charges. Building services revenue is \$600k below last year. Expenditure: Consultancy expense over budget \$840k due to a shortage of competent staff to complete the work. Significantly, greater number of consultants were used to get through a backlog. The high volume allocated to consultants is not going to continue. | (218,706) | 11,244,257 | 11,462,963 |
| 74 | Regulatory Services | Permit Fees, Premises registrations | (35,692) | (114,637) | (114,637) | Revenue: Revenue under budget resulting from the cold seasons, but expected to increase when freedom camping fines increase over summer. Expenditure: Salary costs over budget due to the two new parking officers approved this year. | (16,069) | (64,003) | (64,003) |
| TOTAL REGULATORY & COMPLIANCE | | | (1,878,277) | (22,185,145) | (18,566,365) | | (175,788) | 19,416,328 | 19,530,091 |
| Strategy and Growth | | | | | | | | | |
| 16 | Democracy Services | | 10,830 | | (15,000) | Revenue: Unbudgeted citizenship revenue. Expenditure: Remuneration costs for the commissioners is less than budget due to less activity in September and October 2022. Tangata whenua collective expenses (Te Rangapu Manu Whenua o Tauranga Moana), and those costs for developing election campaigns to attract quality candidates, and subscriptions are lower than budget. Expecting to be \$200k under budget at year end. | 304,965 | 2,986,984 | 2,786,984 |

| USER FEES | | | | | | EXPENDITURE | | | |
|----------------------------------|--------------------------------|--------------------------------------|--------------------|---------------------|--|---|--------------------|--------------------|-----------|
| Activity | Main Revenue Stream | YTD Variance | Full Budget | Full Forecast | YTD Variance Commentary | YTD Variance | Full Budget | Full Forecast | |
| 18 | Strategy & Corporate Planning | | | | Expenditure: Employee costs (vacancies) and other expenses tracking under budget, partly offset by higher consultancy spend than budget. Expected to be \$190k under budget at year end. | 190,151 | 2,769,954 | 2,579,954 | |
| 21 | Te Pou Takawaenga Maori Unit | | | | Expenditure: Underspend relates to timing of payments for the Papakainga grant \$1M this financial year, and a further \$500k next financial year to administer \$1.5m in total over a 3 year period. A carry forward at year end will likely be requested as part of the FY24 annual plan process, although there are many housing initiatives currently in the pipeline, we can not anticipate when the requests for the grant funds will eventuate. Employee costs are also tracking behind budget, offset by Operational project expenditure. | 427,394 | 1,846,811 | 1,846,811 | |
| 51 | City & Infrastructure Planning | Recoveries (external) | 7,901 | (10,000) | Revenue: Minor variance. Expenditure: Consultancy expenses tracking behind budget due to a combination of more work being done in-house than originally anticipated, an inability to progress some projects as much as originally intended due to delays in the release of government guidance, and some projects not going ahead as originally anticipated due to changes in legislation. A paper is being put up in February to provide options to broaden the use of the city centre incentive fund which is currently tracking behind budget but expected to be fully spent at year end if the fund use can be broadened. Full year forecast is \$600k under budget. | 2,790,885 | 13,411,182 | 12,811,182 | |
| 72 | SmartGrowth Implementation | Partner Contributions - WBOPDC/BOPRC | 302,047 | (1,373,787) | (1,373,787) | Revenue: Ahead due to carried forward unspent funds from prior year. Expenditure: Minor variance. | (5,306) | 1,373,568 | 1,373,568 |
| TOTAL STRATEGY AND GROWTH | | | 320,778 | (1,373,787) | (1,398,787) | 3,708,090 | 22,388,499 | 21,398,499 | |
| TOTAL | | | (1,007,071) | (61,373,683) | (57,377,263) | 5,349,948 | 279,774,467 | 301,514,410 | |

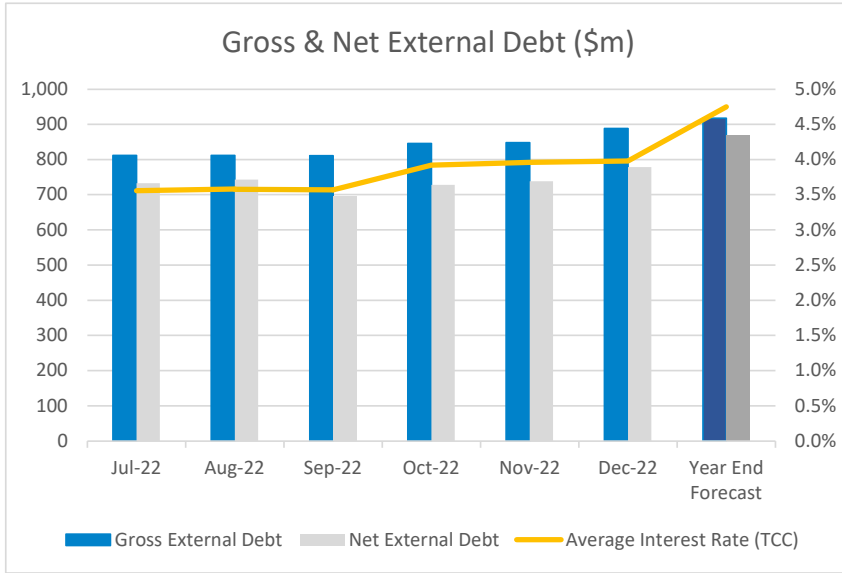
green font = favourable to budget
 red font = unfavourable to budget

| Subsidies & Grants Contributions | | | | | | |
|---|---------------|---------------|-----------------------------|--|--|---|
| Capital Subsidies | Act YTD \$000 | Bud YTD \$000 | YTD Var Fav / (Unfav) \$000 | YTD Variance Explanation | FY Forecast Variance Fav / (Unfav) \$000 | Forecast Variance Explanation |
| CIP - Cameron Rd Upgrade | 16,563 | 9,846 | 6,716 | Project is ahead of budget resulting in larger CIP claims. | 5,380 | Expecting to fully draw CIP funding by May 2023. |
| Waka Kotahi - Capex Subsidies | 8,570 | 13,549 | (4,979) | Tracking behind budget due to timing of renewals and LCLR programme delivery. The spend in these two areas is expected to increase in the second half of the FY. | (9,586) | Not currently claiming for PEI as funding is reliant on HIF approval (which we do not expect until later on in the FY). Full year forecast excludes any PEI claim until we have more certainty. |
| IFF for Tauranga System Plan | - | - | - | | 1,193 | First claim for \$24m submitted and expected to be paid end January, with a further \$4m expected to be claimed in April. |
| Ministry for the Environment - Reducing Landfill | - | 2,220 | (2,220) | Nothing yet claimed due to delays in finalising design and consenting of Te Maunga Transfer Station. | - | Project is expected to be back on track and claims made before year end. |
| Miscellaneous - Spaces & Places | 819 | 960 | (141) | YTD Skatepark funding tracking ahead of budget offset by Omanawa falls funding from Tourism Infrastructure Fund not yet received. | 727 | Higher than budgeted Skatepark funding anticipated before year end. |
| DIA - City Development (Better Off Funding) | - | 4,500 | (4,500) | Tracking behind budget due to timing of Better Off funding application. | (3,000) | \$1.2m expected in February (10% of approved initial tranche of \$12.1m). Detailed design work continuing but not expected to complete until Jan 2024. |
| DIA - Three Waters | 1,418 | - | 1,418 | Unbudgeted 3 Waters CIP funding (final 10% payment). | 1,418 | Unbudgeted 3 Waters CIP funding (final 10% payment). |
| | 27,370 | 31,075 | (3,705) | | (3,868) | |
| Waka Kotahi - Tauriko West (now classified as opex) | 3,730 | 7,794 | (4,064) | Tauriko West reclassified as an operational project. Tracking behind budget due to timing of land purchases. | (6,918) | 23FY budget includes land purchases which are progressing but now not expected to be completed this FY. |
| | 31,100 | 38,869 | (7,769) | | (10,786) | |
| Capex subsidies total | 27,370 | 38,869 | (11,499) | | (19,368) | |
| Operating Subsidies | Act YTD \$000 | Bud YTD \$000 | YTD Var Fav / (Unfav) \$000 | YTD Variance Explanation | FY Forecast Variance Fav / (Unfav) \$000 | Forecast Variance Explanation |
| Waka Kotahi Opex Subsidies - excl Tauriko West | 6,298 | 3,180 | 3,118 | As result of seasonal peak and contract expense variation due to the budget being prepared prior to the maintenance contracts being awarded | 861 | As result of contract expense variation per year to date. |
| Waka Kotahi Opex Subsidies - Tauriko West | 3,750 | 0 | 3,750 | Tauriko West annual plan budget is under Capex subsidies. | 8,670 | Initial budget included land purchases which are progressing but now not expected to be completed this financial year |
| Opex grants and subsidies central government | 599 | 642 | (43) | Waste levy allocation provided by Central Government based on population. Central government calculates and difficult to forecast. | (0) | Forecast to be on budget. |
| Fuel tax | 377 | 611 | (235) | Due to fuel tax reduction by 25 cents per lt. | (352) | Due to fuel tax reduction by 25 cents per litre |
| 3Waters (DIA) & Community Partnerships sponsorship | 1,743 | 174 | 1,569 | Unbudgeted 3Waters (DIA) & Community Partnerships sponsorship | 1,815 | Unbudgeted 3Waters (DIA) & Community Partnerships sponsorship |
| Operating subsidies total | 12,766 | 4,608 | 8,159 | | 10,994 | |

Treasury Policy Compliance Monthly Report to SFR As at 31 December 2022



Debt

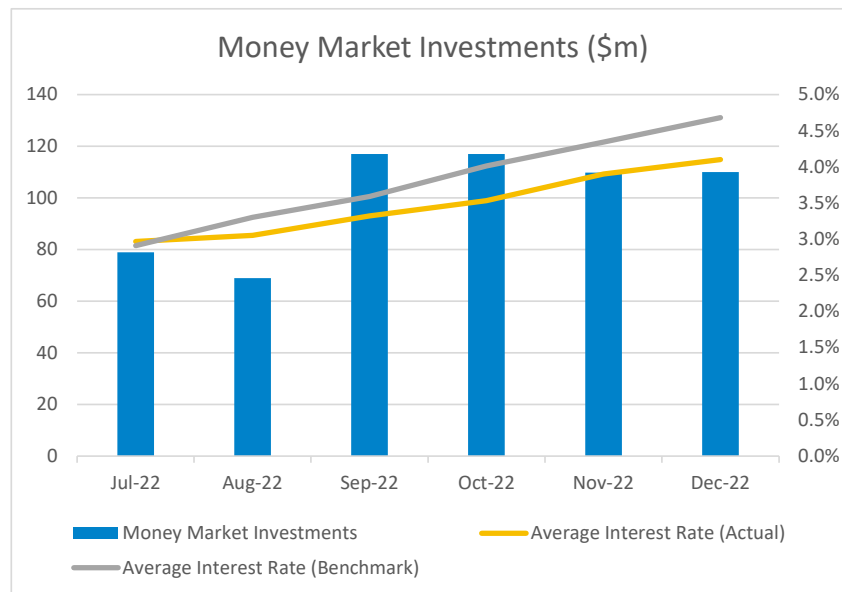


Current:
Gross debt as at 31 December 2022 was \$888.2m and net debt is \$778.2m. New long-term debt of \$115m has been issued since the beginning of the financial year, all with LGFA except \$5m HIF loan.

Forecast:
The overall capital expenditure is 42% of the full year revised budget. Planned net debt for 30 June 2023 is \$868m which is \$14.5m more than budget.

Borrowing Resolution:
Additional \$14.5m borrowing for the year as per update to the borrowing resolution via council report in Nov 2022. Treasury will continue to monitor and align with capital cashflows.

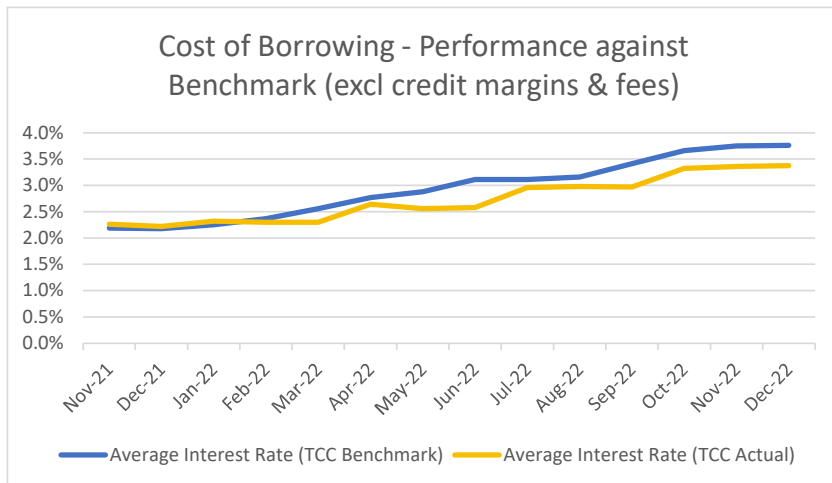
Money Market Investments



Money market investments and bank balances are at \$110m. The high balance on deposit reflects a significant portion of rates being paid in August which has been put on short term deposit. This will reduce in April 2023 when \$50m LGFA loan matures.

Average Interest Rate (investments) 4.10%

Interest



Both interest rate hedging and debt maturity levels are within recommended levels. \$536m of total debt (60%) is at fixed interest rates as at 31 December 2022.

The Official Cash Rate ("OCR") is currently 4.25% following a 75bp increase in November. There will be another announcement from RBNZ in February 2023.

Average Interest Rate (borrowing) 3.98%

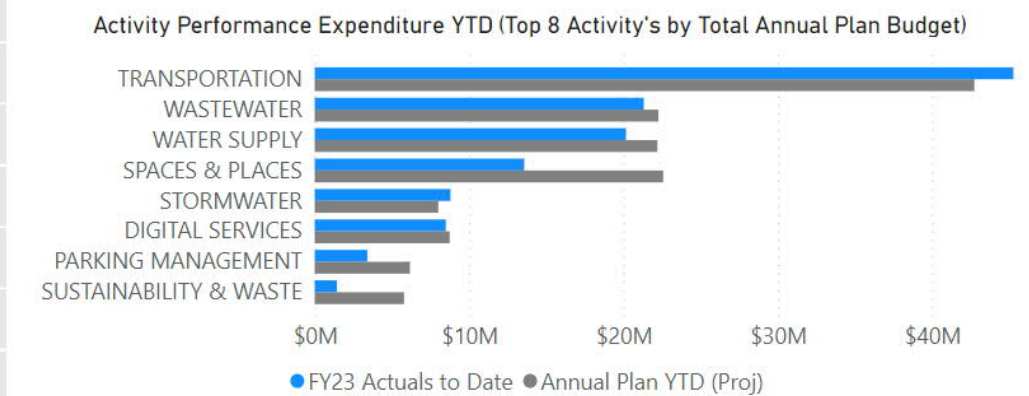
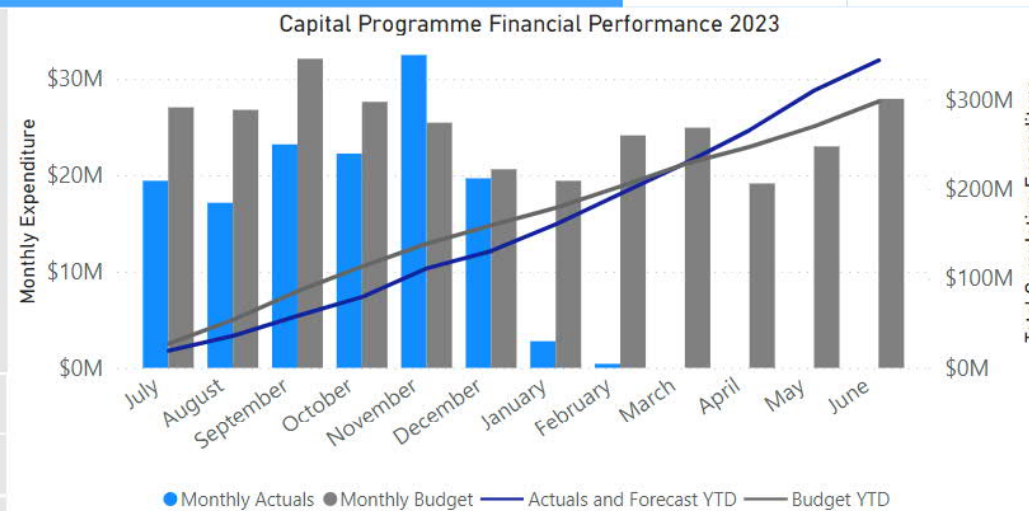
Capital Programme - 2023 Financial Year - December 2022

Month: December
Fiscal Year: 2023

The second quarter has seen increased monthly expenditure, and for the months of October through December, expenditure has matched budget. Actuals to date are still lower than expected with the largest variance due to the Spaces & Places activity caused by delays in the Civic & Waterfront programme, and within Sustainability and Waste due the slower than expected delivery of the Te Maunga Transfer Station Upgrades.

The total TCC delivered capital programme is currently forecasting to be over budget this year, but it is likely that this number will reduce throughout the year, particularly as recent and forecast weather impacts the peak construction period through summer.

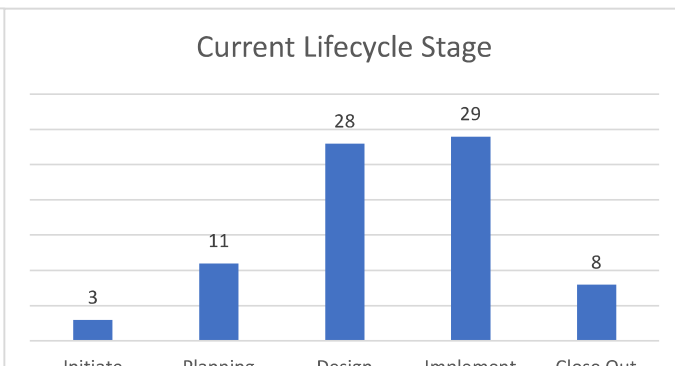
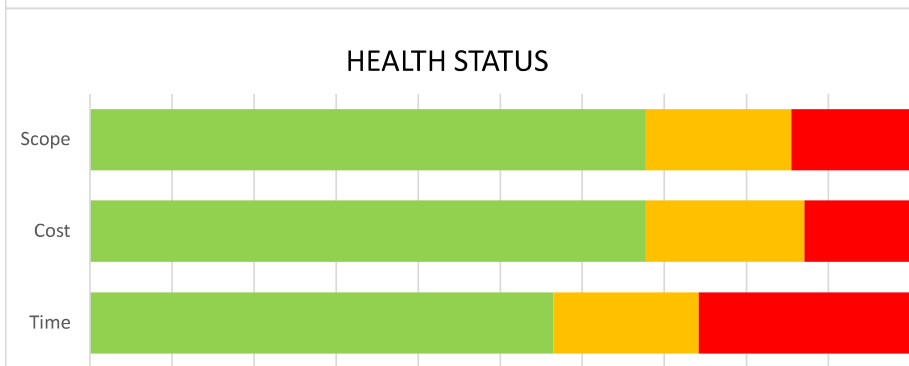
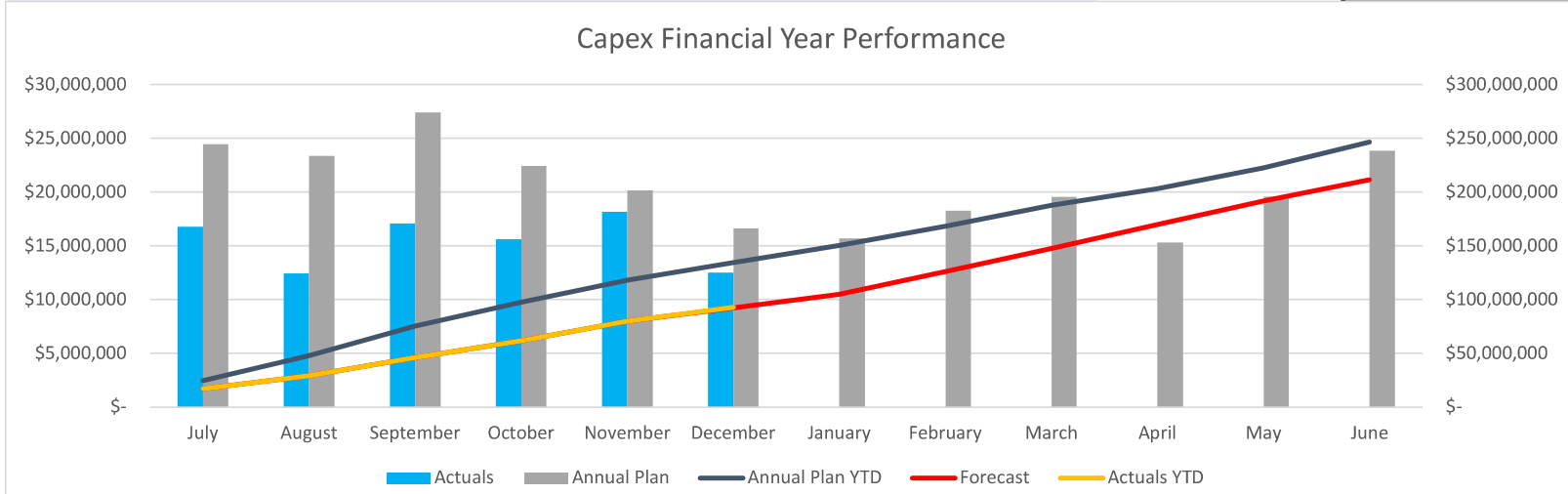
| | |
|-------------------------|----------|
| Actuals Current Month | \$19.7M |
| Budget Current Month | \$20.6M |
| Variance Current Month | -\$0.9M |
| FY23 Actuals to Date | \$134.2M |
| FY23 Budget to Date | \$159.6M |
| FY23 Variance to Date | -\$25.4M |
| FY23 Annual Plan Budget | \$298.2M |
| FY23 Forecast | \$344.1M |
| FY23 Variance | \$45.9M |



| Capital Programme - 2023 Financial Year - December 2022 | | | | Month | Fiscal Year |
|---|-------------|---------------|---------------|---|-------------|
| | | | | December | 2023 |
| Project Category | FY23 Budget | FY23 Forecast | FY23 Variance | Commentary | |
| High Strategic Impact Projects | \$239.6M | \$211.5M | -\$28.1M | See attached high strategic projects for more detail | |
| Balance of Growth Projects | \$30.1M | \$44.4M | \$14.3M | Expenditure is tracking close to budget with a forecast significantly higher than budget, this is primarily due to an increase in forecast for the purchase of strategic properties. | |
| Capital Delivery Adjustment Growth Projects | -\$45.0M | \$0.0M | \$45.0M | | |
| Balance of Level of Service Projects | \$48.7M | \$54.2M | \$5.6M | Level of service projects is forecasting over budget, however actual expenditure is tracking at 80% year to date, main areas of risk are within the Transport low cost low risk programme, however this is still expected to be delivered with the 3 year Waka Kotahi funding period. | |
| Capital Delivery Adjustment Level of Service Projects | -\$10.0M | \$0.6M | \$10.6M | | |
| Renewal Projects | \$34.8M | \$33.5M | -\$1.3M | Renewals programme is forecasting very close to budget at this stage, some minor variances across activities, but generally on track. | |
| Total Capital Programme | \$298.2M | \$344.1M | \$45.9M | Total Capital programme is currently forecasting to be over budget this year, but it is likely that this number will reduce over the year. The over expenditure at this stage is largely due to the addition of carryforwards of unspent budget from last financial year. | |
| Other Capital (Land Sales and capital delivered by third parties) | \$37.2M | -\$7.2M | -\$44.4M | Forecasting to be significantly under budget due to delays with the Waka Kotahi led delivery of the Tauriko West Network Connection Project, and timing of the realisation of the Elder Housing portfolio sale. | |
| Total Capital Programme and Other | \$335.4M | \$336.9M | \$1.5M | | |

High Strategic Impact Programmes December 2022

| | |
|-------------------|---------------|
| FY23 Budget | \$239,609,597 |
| Budget YTD | \$130,803,002 |
| Actuals YTD | \$90,471,884 |
| Forecast Year End | \$211,502,901 |



| High Strategic Impact Project | Overall Project Status | FY23 Budget | Actuals YTD | Forecast Year End | Variance Forecast against Budget |
|---|------------------------|---------------|---------------|-------------------|----------------------------------|
| Cameron Road Stage 1 | ● | \$ 31,391,955 | \$ 17,618,161 | \$ 39,434,551 | \$ 8,042,596 |
| Cameron Road Stage 2 | ● | \$ 2,930,607 | \$ 568,364 | \$ 1,517,992 | -\$ 1,412,615 |
| Te Manawataki o Te Papa (Civic Redevelopment) | ● | \$ 25,690,076 | \$ 4,291,788 | \$ 15,622,794 | -\$ 10,067,282 |
| Te Maunga Waste Water Treatment Plant | ● | \$ 20,763,078 | \$ 6,648,040 | \$ 22,799,151 | \$ 2,036,073 |
| Waiari Water Treatment Plant | ● | \$ 18,737,817 | \$ 15,585,355 | \$ 22,395,944 | \$ 3,658,127 |
| Papamoa East Interchange | ● | \$ 17,569,983 | \$ 7,216,986 | \$ 19,328,008 | \$ 1,758,025 |
| Digital Programme | ● | \$ 16,331,406 | \$ 8,505,918 | \$ 20,881,475 | \$ 4,550,069 |
| Local Road Rehabilitation and Resurfacing Area B (Otumoetai loop) | ● | \$ 15,238,914 | \$ 4,135,759 | \$ 14,754,281 | -\$ 484,633 |
| Totara Street Improvements | ● | \$ 3,665,899 | \$ 1,215,044 | \$ 2,041,628 | -\$ 1,624,271 |
| Dive Crescent & Strand Waterfront | ● | \$ 1,600,000 | \$ 3,419,619 | \$ 4,060,619 | \$ 2,460,619 |
| Te Maunga Transfer Station Redevelopment | ● | \$ 9,922,000 | \$ 1,148,298 | \$ 2,860,992 | -\$ 7,061,008 |
| Te Maunga Transfer Station Redevelopment | ● | \$ 8,992,200 | \$ 1,032,022 | \$ 2,232,022 | -\$ 6,760,178 |
| Carpark Seismic Strengthening | ● | \$ 6,762,000 | \$ 2,551,317 | \$ 6,561,317 | -\$ 200,683 |
| Transportation Safety Programme (LCLR) | ● | \$ 6,203,668 | \$ 427,664 | \$ 5,250,389 | -\$ 953,279 |
| Western Corridor Stage 1A (Waste Water) | ● | \$ 6,040,000 | \$ 1,983,764 | \$ 4,674,964 | -\$ 1,365,036 |
| Opal Drive Wastewater Programme | ● | \$ 5,989,825 | \$ 3,747,140 | \$ 1,516,765 | -\$ 4,473,060 |
| Maunganui Road Safety Improvements | ● | \$ 5,942,305 | \$ 4,572,998 | \$ 7,176,312 | \$ 1,234,007 |
| Marine Parade Boardwalk | ● | \$ 5,185,436 | \$ 509,206 | \$ 1,514,206 | -\$ 3,671,230 |
| Elizabeth St Streetscape | ● | \$ 1,250,000 | \$ 126,677 | \$ 171,677 | -\$ 1,078,323 |
| Strand Extension | ● | \$ 3,600,000 | \$ 195,827 | \$ 195,827 | -\$ 3,404,173 |
| Omanawa Falls | ● | \$ 4,713,227 | \$ 1,918,950 | \$ 5,468,950 | \$ 755,723 |
| Marine Precinct - Offloading Wharf | ● | \$ 3,181,000 | \$ 34,729 | \$ 2,062,395 | -\$ 1,118,605 |
| Arataki Safety Improvements | ● | \$ 2,326,990 | \$ 121,038 | \$ 565,672 | -\$ 1,761,318 |
| Memorial Park Aquatics Facility | ● | \$ 2,279,369 | \$ - | \$ 410,000 | -\$ 1,869,369 |
| Turret Rd & 15th Ave Corridor | ● | \$ 1,164,110 | \$ 630,730 | \$ 1,828,481 | \$ 664,371 |
| Skatepark Facility | ● | \$ 1,023,877 | \$ 101,877 | \$ 1,001,877 | -\$ 22,000 |
| Infrastructure Resilience | ● | \$ 680,000 | \$ 290,855 | \$ 681,855 | \$ 1,855 |
| Kopurererua Valley Development | ● | \$ 3,017,270 | \$ 1,077,703 | \$ 2,277,703 | -\$ 739,567 |
| Community Centre Development | ● | \$ 1,301,177 | \$ 140,947 | \$ 340,947 | -\$ 960,230 |
| Active Reserve Development Programme | ● | \$ 4,278,300 | \$ 482,493 | \$ 1,632,493 | -\$ 2,645,807 |
| Wairakei Stream Landscaping | ● | \$ 1,837,108 | \$ 172,615 | \$ 241,615 | -\$ 1,595,493 |

| High Strategic Impacts Programmes December 2022 | | |
|---|--------------------------|--|
| High Strategic Impact Programme | Overall Programme Status | Commentary |
| ACTIVE RESERVE DEVELOPMENT PROGRAMME | Amber | Work is underway on upgrade of fields at Links Ave and Moreland Fox Park. The programme is being reviewed in light of wet weather, meaning some work may have to be deferred to next summer to complete. |
| ARATAKI SAFETY IMPROVEMENTS | Amber | The business case is on hold while TCC work with the Arataki Community Liaison Group (ACLG) with regards to design options, and with BOPRC on future bus service requirements. |
| AREA B (OTUMOETA LOOP) | Green | The business case is about to enter the public consultation phase, planned for March this year. A concept design has been developed for the preferred cycle network route which was endorsed by commissioners in December 2022. |
| CAMERON ROAD STAGE 1 | Amber | Construction of Cameron Rd between Spring Street and Elizabeth Street is largely complete. Construction on the rest of the sections north towards 17th Ave are progressing behind schedule due to impacts of staff shortages, material supply, and COVID-19 disruptions. The contractor is increasing resources to enable the programme to get back on track. Construction is due to be completed by the end of 2023. Additional contingency funding may be required due to impacts of the programme delays, and high levels of cost escalation on construction costs over 2022, and forecast to continue for the remainder of the project. |
| CAMERON ROAD STAGE 2 | Amber | The business case is currently 6 months behind the original programme due to extensive consultation with local community groups and key stakeholders. Public consultation is now planned to start in late February 2023, where TCC will seek feedback on the shortlisted options for the upgrade of Cameron Rd between 17th Ave and Cheyne Rd. The business case is coordinating with other projects which have a high level of dependency, including 15th Ave/Turret Rd business case, Barks Corner and Maraawaewae |
| CARPARK SEISMIC STRENGTHENING | Amber | Seismic strengthening work on the Elizabeth Street carpark is now complete. The project was completed within budget and with only a minor change to the scheduled completion date. Works on the Spring Steet carpark commenced in the last quarter of 2022. Whilst the project is currently on budget, there is a possibility of price creep as a result of re-design work required to avoid reinforcement clashes. There is likely to be a delay to the scheduled completion date, which is now August 2023. |
| COMMUNITY CENTRE DEVELOPMENT | Green | Work on the concept designs for Gate Pa and Merivale is progressing well, with programming underway to confirm next steps in the project and confirm build costs. |
| DIGITAL PROGRAMME | Green | The Digital programme made good progress against plan. The build phase of the Customer data initiative ramped up (migration from legacy Ozone system to the new SAP platform), while the equivalent Property data initiative moved into planning. These Customer and Property data initiatives are key foundational steps to enable, service management, rating, revenue and collections processes to be transitioned to SAP in future phases. In Regulatory & Compliance, the pilot for a new Resource Consent application process in SAP continued. Project Financials and reporting, and Transportation Insights initiatives entered their discovery phases. TCC's HR Information System modernisation and implementation of a Property Leasing management solution initiative continued their build phases and remain on track. Other key focus areas continue to include Digital support for 90 Devonport road, Te Manawataki O Te Papa, Waterfront development, and the City Beautification initiatives. Initial engagement work with the 3 Waters National Transition Unity also started to gain in pace (Impact of Digital programme still remains uncertain). |
| DIVE CRESCENT & STRAND WATERFRONT | Green | Community engagement is currently taking place in relation to concept design of the redevelopment of Beacon Wharf. This will be followed by detailed design and construction over the summer of 2023/24. Works on the Cargo Shed are now complete, with Code of Compliance pending. The Dive Crescent Carpark works are now underway with an anticipated completion date of 31 March 2023. The construction programme is on track however, there may be some delays in the supply of lighting equipment. It is not expected that any such delays will impact the carpark becoming functional. The tender process for the Waterfront Playground will commence in February 2023 with an award of contract expected during March 2023. |
| ELIZABETH ST STREETScape | Amber | The project team are working with contractor to confirm the forward work programme on site, which is dependent on the removal of the scaffolding and crane. A date in late 2023 has been indicated by the contractor. |
| INFRASTRUCTURE RESILIENCE | Green | These projects are part of the central corridor study to facilitate intensification of the city. The feasibility study is underway and progressing well. |
| KOPURERERUA VALLEY DEVELOPMENT | Green | Work is progressing well on both the Northern and Southern alignments. The connection of the existing stream to the new southern alignment is due to occur in February. This is a significant milestone in the project delivery. |
| LOCAL ROAD REHABILITATION AND RESURFACING | Amber | Renewals work is progressing well despite some delays due to extensive wet weather. the resealing programme may have to be extended beyond March, asphalt can be constructed through to June. Some reprioritisation may be required due to the effects of weather on the network. |
| MARINE PARADE BOARDWALK | Green | The natural play area was installed before Christmas. The project team is currently working towards a date to commence construction of the boardwalk once the peak summer visitor period has ended. |
| MARINE PRECINCT - OFFLOADING WHARF | Amber | There is a continuing delay on this project while building consent is peer reviewed in relation to the design of the wharf piles. Once this has been closed out work can progress to tender |
| MAUNGANUI ROAD SAFETY IMPROVEMENTS | Amber | Current sections under construction are between Golf Rd and Tui Street, and Hinau St to Sutherland Ave. These sections of upgrade are behind original programme, due to accommodating key stakeholder considerations such as school terms and peak trading times over the summer period. Construction is planned to be complete in these areas by April 2023. Planning and design for the final stage of the Maunganui Road Safety Improvements, between Tui St and Hull Rd is getting underway with design consultants to be appointed shortly. The road upgrade will be designed in coordination with the proposed Destination Skate Park on the corner of Hull Rd. The remaining budget for the final stage of Maunganui Rd is expected to be a constraint. |
| MEMORIAL PARK AQUATICS FACILITY | Green | The procurement plan for the courts and aquatics has been confirmed and the development of the procurement documents for the Design team are underway. We expect to tender the design over the coming months and be underway with the design. Given the scale and complexity of the project, we will also seek to appoint a Contractor under an early contractor involvement agreement with a view that that contractor works with us during the design and continues on to construct the new pool and courts. |
| OMANAWA FALLS | Red | Cliff stabilisation of the first area is completed, surveying of the remaining two areas is being finalised. The carpark is expected to be completed in August 2023. A report will be presented in February on options for project scope and cost. |
| OPAL DRIVE WASTEWATER PROGRAMME | Green | The Opal Drive Rising main is nearing completion with the final section (boardwalk) progressing well. The Opal Drive Pump Station project is working through detailed design with the procurement process for the Contractor underway. |
| PAPAMOA EAST INTERCHANGE | Amber | Construction of enabling works is underway with some delays due to weather. The detailed design of the interchange structure is underway. Tender of these main works is expected to go to market in May/June. The tender and construction programme will be confirmed as design nears completion. |
| SKATEPARK FACILITY | Green | All external funding required to deliver the project was confirmed in December. The project team are currently finalising consent requirements and working towards commencing construction in March 23. |
| STRAND EXTENSION (ELIZABETH ST EAST / MAREANUI TUNKS RESERVE) | Green | 100% design has now been received for Elizabeth St East / Mareanui Tunks Reserve. We are awaiting a BOQ from the QS and, once received, will be going out to open tender for the works. |
| TAURIKO WEST NETWORK CONNECTIONS | Green | Detailed design for the Tauriko Early works, lead by Waka Kotahi, is complete and consents have been lodged. The works are expected to go to tender in mid-2023, with construction planned to commence at the start of the next earthworks season (September/October). |
| TE MANAWATAKI O TE PAPA (CIVIC REDEVELOPMENT) | Green | Consultants are commencing the developed and detailed design phase of the Library and Community Hub. Developed design will be completed in June 2023 and the detailed design in November 2023. Developed and detailed design of the Civic Whare, Exhibition and Museum is scheduled to be completed in August 2023 and March 2024 respectively. TCC continues to work with PowerCo in relation to the design of the new power infrastructure required for the Civic Precinct site. Design is nearing completion and the work programme is within scheduled project timelines. Physical works on the redevelopment of Masonic Park are scheduled to commence in July 2023 |

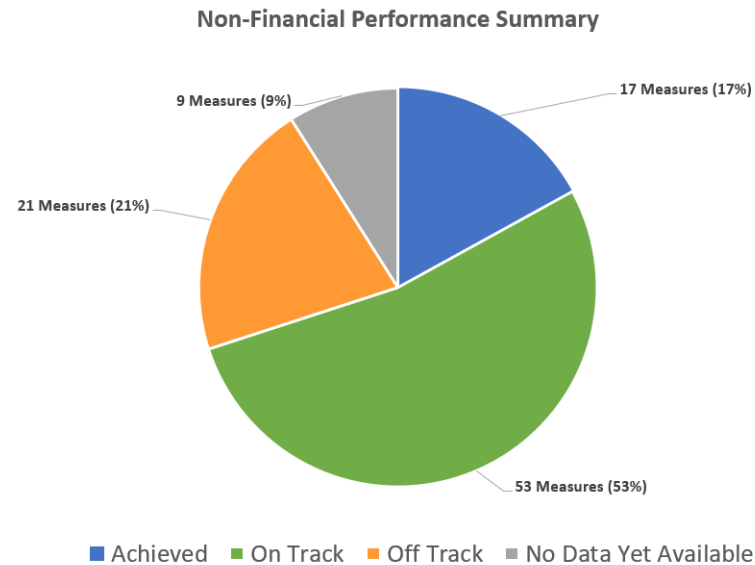
| | | |
|---|-------|---|
| | | Hydro works on the redevelopment of Maungataniwha are scheduled to commence in early 2023. |
| TE MAUNGA TRANSFER STATION REDEVELOPMENT | Amber | Some consenting delays have impacted the overall project timeline. This has the potential to delay the construction start date. Impacts have already pushed the start date to July 2023. Detailed design is due to be complete in February. An ROI for construction is underway currently. |
| TE MAUNGA WASTE WATER TREATMENT PLANT | Amber | Many work fronts are progressing in this programme. The Clarifier 3 works have been accelerated through the early purchase of steel pile casings whilst the detailed design is being completed. The Bioreactor 2 project has been delayed with difficulties in confirming the piling methodology. The recent trial has passed enabling the Contractor to move into production piling. The above ground precast concrete has been manufactured with the Contractor ready to commence as soon as piling is complete. The desludging of Pond 1 is underway with the Contractors recently moving to a dual shift and longer daily working time to accelerate the timeline. |
| TOTARA STREET IMPROVEMENTS | Amber | Completion of the shared path is expected mid-February, however the wastewater upgrade has been deferred to June/July to not impact cruise ship and kiwifruit export season. |
| TRANSPORTATION SAFETY PROGRAMME (LCLR) | Amber | The transport safety programme is on track to deliver on 90% of this years budget. Some projects planned to built over the recent school holidays were delayed due to shortages of contractor capacity and poor weather. The remaining budget will be carried into the next financial year. In 2023/2024 there is a planned increase in expenditure to deliver the increasing programme scale. This will be delivered through a new contractors panel which is currently out to market, which will give the local contractors certainty of forward workload and encourage investment in the local workforce and plant and equipment. |
| TURRET RD & 15TH AVE CORRIDOR | Amber | The Business case for improving the accessibility and safety along this key route into the city is under development. The scope of the project is still being defined which has taken longer than expected due to the complexity of the transport corridor. In particular there are engineering challenges associated with the Hairini causeway and bridge, where additional investigations will be required. Additional budget will be brought forward from future years to cover the additional costs associated with the business case. Consultation and construction timeframes cannot be determined until the business case, additional investigations and analysis have been progressed later this year. |
| WAIARI WATER TREATMENT PLANT | Green | The Waiari Water Treatment Plant is now operational. Some works remain to complete some remaining 'non-operational' works. |
| WAIRAKEI STREAM LANDSCAPING | Green | The land lease negotiation is in progress. Area 2 planting has been completed. Letters to adjacent landowners and the wider residential community in areas 4/5 were sent at the end of 2022. Planting of these areas is to begin in May 2023 and finish in the 2024 planting season. |
| WESTERN CORRIDOR STAGE 1 WEST (WATER SUP) | Green | Construction works are tracking well. |
| WESTERN CORRIDOR STAGE 1A (WASTE WATER) | Green | Construction works are tracking well. The developer lead portions are on track for handover, and the required land purchase has been negotiated. |

Non-financial performance measures monitoring report

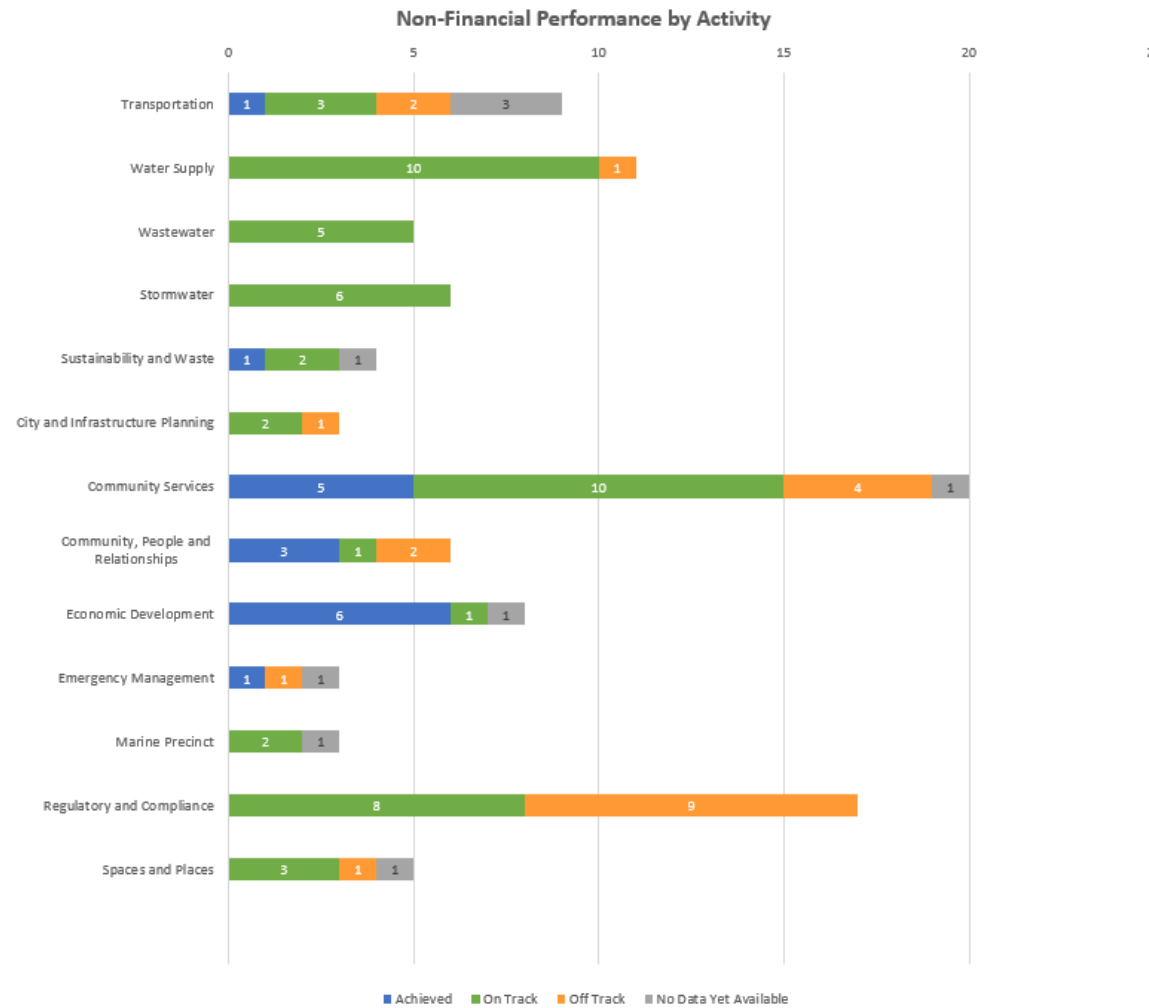
Quarter two | October – December 2022

Non-financial performance measures overview

- Performance measures help us report back on our service performance. Targets are set for the full financial year.
- See below an overview of how we're tracking on our performance measures across council for the first six months of the financial year 2022/23. The current reporting period is Q2 (01 October – 31 December 2022). Our performance is grouped by the number of measures we're on track to achieve, those already achieved, and measures where we're off track. In some cases, performance data is not available, due to the relevant information only being available on an annual basis or for other reasons.
- The term 'off track' represents measures that are behind target and need attention in order to be achieved by financial year-end, or at a minimum to bring them closer to target.



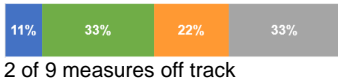
Non-financial performance graph by Group of Activities



Non-financial performance measures Q2 monitoring report (October – December 2022)

2

Off track measures report

| Groups of Activities | % Achievement of targets ■ Achieved ■ On Track ■ Off Track ■ No Data | KPI off track | | | Discussion and action taken to improve result | | | | | | | | | | | | | | | | | | | | | | |
|---|---|--|---|---------------|---|------------|----------|----------|----------|-------|---|-------|-------|-------|-------|-------|--------|-------|-------|--------|--------|--------|---------|-------|-------|--|--|
| Transportation  | | We will provide an efficient transport network, minimising all-day congestion Duration of peak across the transport network* (where traffic is travelling at 50% of freeflow speed of 59k/hr) <i>* Hewletts Road (between Aerodrome Road and Totara Street); Turret Road/15th Avenue (between Hairini Bridge and Fraser Street); Cameron Road (between 15th Avenue and Elizabeth Street); Totara Street (between Hull Road and Hewletts Road)</i> | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>345 mins</td> <td>444 mins</td> <td>444 mins</td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | 345 mins | 444 mins | 444 mins | | <ul style="list-style-type: none"> The duration of peak across the transport network* (where traffic is travelling at 50% of free flow speed of 59k/hr) was 445 min. | | | | | | | | | | | | | | | | |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | | | | | | | | | | | | | | |
| 345 mins | 444 mins | 444 mins | | | | | | | | | | | | | | | | | | | | | | | | | |
| We will provide opportunities for walking, cycling and bus travel, and encourage increasing awareness of sustainable transport initiatives, including school walking/cycling programmes Proportion of people who journey to work via: | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>1) 54%</td> <td>1) 63%</td> <td>1) 62%</td> </tr> <tr> <td>2) 2-3%</td> <td>2) 6%</td> <td>2) 4%</td> </tr> <tr> <td>3) 3%</td> <td>3) 0%</td> <td>3) 3%</td> </tr> <tr> <td>4) 8%</td> <td>4) 0%</td> <td>4) 0%</td> </tr> <tr> <td>5) 10%</td> <td>5) 2%</td> <td>5) 1%</td> </tr> <tr> <td>6) 23-</td> <td>6) 26%</td> <td>6) 24%</td> </tr> <tr> <td>7) 5-6%</td> <td>7) 3%</td> <td>7) 6%</td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | 1) 54% | 1) 63% | 1) 62% | 2) 2-3% | 2) 6% | 2) 4% | 3) 3% | 3) 0% | 3) 3% | 4) 8% | 4) 0% | 4) 0% | 5) 10% | 5) 2% | 5) 1% | 6) 23- | 6) 26% | 6) 24% | 7) 5-6% | 7) 3% | 7) 6% | | <ul style="list-style-type: none"> We take this data from our Annual Residents Survey: <ol style="list-style-type: none"> a vehicle as the driver – not achieved – with 8% more than the targeted proportion travelling to work as the driver a vehicle as a passenger – achieved – with 1% of those travelling to work as a vehicle passenger walking/jogging – achieved – with 3% of those getting to work, doing so on foot cycling – not achieved – the target of 8% was not met, with 0% cycling to work. bus – not achieved – the target of 10% was not met with 1% of individuals travelling to work by bus didn't go to work or not stated – 24% of individuals did not travel to work or did not state their mode of transport, which was 1% less than expected Worked from home – achieved – 6% of individuals worked from home, which was within the expected range. |
| Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1) 54% | 1) 63% | 1) 62% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2) 2-3% | 2) 6% | 2) 4% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3) 3% | 3) 0% | 3) 3% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4) 8% | 4) 0% | 4) 0% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5) 10% | 5) 2% | 5) 1% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6) 23- | 6) 26% | 6) 24% | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7) 5-6% | 7) 3% | 7) 6% | | | | | | | | | | | | | | | | | | | | | | | | | |

| Groups of Activities | % Achievement of targets | | KPI off track | | | Discussion and action taken to improve result | |
|-------------------------|---|--------------|--|---------------|-----------|---|--|
| | Achieved | On Track | Off Track | No Data | | | |
| Water Supply | <p>91% On Track, 9% Off Track</p> <p>1 of 11 measures off track</p> | | <p>We will manage the average consumption of drinkable water</p> <p>The percentage of real water loss from Council's networked reticulation system (includes real losses through leaks in the network, non-revenue water and apparent losses through metering inaccuracies or water theft) (DIA measure)</p> | Target Year 2 | Q2 Result | YTD Result | <ul style="list-style-type: none"> The water losses reported are 18.3% which is marginally higher than the target of 18% and a slight improvement from last year's 18.8%. Water loss detection surveys are ongoing and will continue during 2023 to maintain or improve the water losses in the network. |
| | ≤ 18% | 18% | | 18% | | | |
| City and Infrastructure | <p>67% On Track, 33% Off Track</p> <p>1 of 3 measures off track</p> | | <p>We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth</p> <p>Compliance with the National Policy Statement for Urban Development Capacity which require 3, 10 and 30 years of development capacity and infrastructure capacity to be provided/identified along with additional buffers</p> | Target Year 2 | Q2 Result | YTD Result | <ul style="list-style-type: none"> The 2021 Housing and Business Assessment (HBA) identified a short-term (next three years) housing shortfall for Tauranga City as at 30 June 2020 of 400 dwellings, rising to a 1,120 dwelling shortfall when the required NPS-UD competitiveness margin of (20%) was applied. In Q2, 161 dwellings were issued consents. From 1 July 2020 to 31 December 2022, around 160 more dwelling consents were issued than projected for this period (i.e., 3,151 dwelling consents issued vs 2,991 consents projected). This reduced the remaining forward development capacity faster than expected, though dwelling consents issued did fall in Q2 in comparison to Q1. As a result, short-term non-compliance over the next 3 years from 1 January 2023 will likely increase due to this reduced forward supply. The NPS-UD short-term compliance is a moving target. |
| | Short term compliance achieved | Not Achieved | | N/A | | | |

| Groups of Activities | % Achievement of targets | | | | KPI off track | Discussion and action taken to improve result | | | | | | | | |
|--|--------------------------|---------------|------------|--|---|---|---------------|------------|---|--|---------|---------|---|---|
| | Achieved | On Track | Off Track | No Data | | | | | | | | | | |
| Community Services <i>Activities Include:</i> Arts and Culture Community Partnerships Elder Housing Libraries Venues and Events | | | | | We will facilitate, support and advocate for the arts in Tauranga including management of relationships with Creative Bay of Plenty, Tauranga Art Gallery, and The Elms | | | | | | | | | |
| | | | | | <table border="1"> <thead> <tr> <th></th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Number of proposals received for the Creative Communities Scheme</td> <td>65</td> <td>18</td> <td>18</td> </tr> </tbody> </table> | | Target Year 2 | Q2 Result | YTD Result | Number of proposals received for the Creative Communities Scheme | 65 | 18 | 18 | <ul style="list-style-type: none"> The number of proposals received for the Creative Communities Scheme in Q2 is 18. This was lower than in previous rounds, with 11 projects successful in receiving funding, and 7 applications declined by the panel. An additional round of Creative Communities funding is scheduled to be held in Feb 2023, with additional funding workshops hosted to encourage more applications to the fund. |
| | | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | |
| Number of proposals received for the Creative Communities Scheme | 65 | 18 | 18 | | | | | | | | | | | |
| | | | | <table border="1"> <thead> <tr> <th></th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Visits to council libraries (all four combined)</td> <td>600,000</td> <td>139,327</td> <td>286,424</td> </tr> </tbody> </table> | | Target Year 2 | Q2 Result | YTD Result | Visits to council libraries (all four combined) | 600,000 | 139,327 | 286,424 | <ul style="list-style-type: none"> For the period 01 October 2022 to 31 December 2022, the number of visits to all libraries was 139,327. Measures being taken to increase results for this KPI are promotion of libraries and activities in the library spaces with a marketing campaign targeted at "busting myths" about libraries. | |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| Visits to council libraries (all four combined) | 600,000 | 139,327 | 286,424 | | | | | | | | | | | |
| | | | | <table border="1"> <thead> <tr> <th></th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Number of patrons attending ticketed events at Baycourt</td> <td>70,000</td> <td>20,522</td> <td>37,686</td> </tr> </tbody> </table> | | Target Year 2 | Q2 Result | YTD Result | Number of patrons attending ticketed events at Baycourt | 70,000 | 20,522 | 37,686 | <ul style="list-style-type: none"> Number of patrons attending ticketed events at Baycourt from 01 October 2022 to 31 December 2022 was 20,522. A strong quarter, outperforming Q1 by 3,358 tickets, demonstrating that market/audience confidence continues to return following two and a half years of COVID-19 impacts on the events industry. The results for the first half of the year are a significant improvement on the last three years. As a comparison, the results to date for this year show a 137% increase on the same period last year. Whilst we have reached the midpoint of the year and have achieved just over 50% of the target, it is unlikely that we will meet | |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| Number of patrons attending ticketed events at Baycourt | 70,000 | 20,522 | 37,686 | | | | | | | | | | | |

| Groups of Activities | % Achievement of targets | | | | KPI off track | Discussion and action taken to improve result | | | | | | | | |
|---|---------------------------------|--|--|---------------|--|--|-------------------------------------|-----------|------------|---|---|----|----|--|
| | Achieved | On Track | Off Track | No Data | | | | | | | | | | |
| | | | | | | <p>the 70,000 target by year end for the following reasons:</p> <ul style="list-style-type: none"> Q3 is traditionally the quietest time of the year, audiences and promoters opting for outdoor activities and concerts during the warmer months; and, Current programming (primarily the high ratio of pack in/rehearsal days vs. show days) means that a very high percentage of shows will need to 'sell out' in order to reach the target. Whilst not impossible it is highly unlikely that Q4 could deliver the results required to meet target. | | | | | | | | |
| | | | | | <table border="1"> <thead> <tr> <th>We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue</th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Occupancy rate of Historic Village hireable venue space</td> <td>25%</td> <td>4%</td> <td>7%</td> </tr> </tbody> </table> | We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue | Target Year 2 | Q2 Result | YTD Result | Occupancy rate of Historic Village hireable venue space | 25% | 4% | 7% | <ul style="list-style-type: none"> For the period 01 October 2022 to 31 December 2022, the occupancy rate of Historic Village hireable venue space was 4%. Decommissioning of The Balcony Room commenced in December, this room is now offline until August 2023. The schoolhouse is also offline until March 15 with renewals works. We have also had staff resourcing challenges and have had to implement a selective booking strategy to deliver effectively which concludes 1 March 2023. |
| We will provide a well maintained and managed Historic Village as a community facility, available for commercial and community tenancies and as a function and events venue | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| Occupancy rate of Historic Village hireable venue space | 25% | 4% | 7% | | | | | | | | | | | |
| <p>Community, People and Relationships</p> <p>Activities Include:</p> <p>Community Relations</p> | <p>2 of 6 measure off track</p> | <table border="1"> <thead> <tr> <th>We will provide a Land Information Memoranda service</th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>10 Day Statutory timeframes are met</td> <td>100%</td> <td>97%</td> <td>96%</td> </tr> </tbody> </table> | We will provide a Land Information Memoranda service | Target Year 2 | Q2 Result | YTD Result | 10 Day Statutory timeframes are met | 100% | 97% | 96% | <ul style="list-style-type: none"> 705 (97%) of 729 LIMS were issued within the 10-day statutory timeframe, this quarter. High staff turnover throughout the year and numerous new staff in training contributed to the reason for not meeting the required statutory timeframe. | | | |
| We will provide a Land Information Memoranda service | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| 10 Day Statutory timeframes are met | 100% | 97% | 96% | | | | | | | | | | | |

| Groups of Activities | % Achievement of targets | | KPI off track | | | Discussion and action taken to improve result | |
|--|---|----------|---------------|---------|--|--|---|
| | Achieved | On Track | Off Track | No Data | | | |
| Customer Service Democracy Services Te Pou Takawaenga Māori Unit | | | | | | <p>We provide opportunities for the community to participate in decision making.</p> <p>Percentage of residents who are satisfied or neutral with the way the Council involves the public in decision-making processes.</p> <p>60% 61% 56%</p> | <p>Target Year 2</p> <p>Q2 Result</p> <p>YTD Result</p> <ul style="list-style-type: none"> The 2022/23 result YTD from the Annual Residents Survey was 56% which is currently tracking higher than the full year result for 2021/22 which was 50%. Verbatim responses from those dissatisfied are largely attributed to governance as well as roading and infrastructure. Recent extensive engagement across a number of council projects is aimed at resulting in the community feeling involved and able to influence council decision-making. |
| Emergency Management | <p>33% 33% 33%</p> <p>1 of 3 measures off track</p> | | | | | <p>We will provide community education initiatives increase public awareness and preparedness</p> <p>Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency</p> <p>95% 76% 80%</p> | <p>Target Year 2</p> <p>Q2 Result</p> <p>YTD Result</p> <ul style="list-style-type: none"> The 2022/23 result YTD from the Annual Residents Survey was 80% which is currently tracking lower than the full year result for 2021/22 which was 81%. Planning in place to conduct quarterly 'Community Safety Expos' alongside emergency services partners and community groups. Ongoing community education activities aim to reach targeted audiences in the city to increase awareness and preparedness. Community Resilience Advisor continues to assist local groups form dedicated response groups. |

| Groups of Activities | % Achievement of targets | | | | KPI off track | Discussion and action taken to improve result | | | | | | | |
|--|--|------------|------------|---|--|---|---------------|------------|------------|------|-----|-----|--|
| | Achieved | On Track | Off Track | No Data | | | | | | | | | |
| Regulatory and Compliance Activities Include: Animal Services Building Services Environmental Health and Licensing Environmental Planning Regulation Monitoring | <p>47% On Track, 53% Off Track 9 of 17 measures off track</p> | | | | We will provide an effective dog registration process that supports a safe community | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>93%</td> <td>95%</td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | 100% | 93% | 95% | <ul style="list-style-type: none"> For the period 01 October 2022 to 31 December 2022, there were 14,393 dogs registered from a database of 15,411 known dogs. Of the 1,018 unregistered dogs, 287 infringements were issued, leaving 731 dogs for which there were no enforcement action. 93.4% of known dogs are registered and 28.2% of the unregistered dogs have received infringements. The remaining dogs are to be visited during the months of February and March 2023. For the period 01 October 2022 to 31 December 2022, 80% of all urgent requests were responded to within 60 minutes. Of 15 complaints that had potential ongoing risk(s), three (20%) were not responded to within the required timeframe. Further staff training has been implemented to maximise response times. |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | |
| | 100% | 93% | 95% | | | | | | | | | | |
| | All known dogs are registered, or appropriate enforcement action is taken. | | | | We will provide a prompt response time to animal behavioural issues | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>80%</td> <td>79%</td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | 100% | 80% | 79% | |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | |
| | 100% | 80% | 79% | | | | | | | | | | |
| All urgent animal requests are responded to within 60 minutes where there is an ongoing risk to safety | | | | We will provide technical advice and consent decisions within statutory timeframes | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>98%</td> <td>70%</td> <td>66%</td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | 98% | 70% | 66% | | |
| Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| 98% | 70% | 66% | | | | | | | | | | | |
| Percentage of building consent applications processed within legal timeframes | | | | Ensure Building warrant of fitness are current and compliant. | <table border="1"> <thead> <tr> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> | Target Year 2 | Q2 Result | YTD Result | | | | | |
| Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | For the period 01 October 2022 to 31 December 2022, 70% of building consent applications were processed within legal timeframes. This is a continuation of the significant improvements seen over the last nine months, up from 46% at the end of the last financial year. The backlog of consents remains effectively zero and the volume of consents received is down compared with previous years, which is allowing a reduction in contractor usage while continuing to improve statutory timeframes. | | | | | | | | | |
| | | | | 386 of the 442 (87.33%) building warrant of fitnesses due were renewed on time and were compliant for the period 01 October 2022 to 31 December 2022. Due to a change in Policy from Ministry of Business, Innovation and Employment (MBIE), | | | | | | | | | |

| Groups of Activities | % Achievement of targets | | | | KPI off track | Discussion and action taken to improve result |
|----------------------|--------------------------|----------|-----------|---------|---|--|
| | Achieved | On Track | Off Track | No Data | | |
| | | | | | Ensure Building warrant of fitness are renewed on time and are compliant with the building compliance schedule 94% 87% 87% | councils are no longer accepting warrants that have less than 12-months (short warrants). This, and the normal December lag in outstanding warrants, are the reasons for not achieving the Q2 target. |
| | | | | | We will undertake audits of all food premises registered with Tauranga City Council Percentage of TCC verified food premises that have been inspected and had appropriate enforcement action taken 100% 53% 51% | <ul style="list-style-type: none"> From 01 October 2022 to 31 December 2022, 88 of 163 food premises verifications were completed. In addition, Food Safety Officers conducted 5 investigations and 2 of these investigations resulted in enforcement action. Levels of service continue to be impacted by resourcing issues in Q2. A contractor is being engaged to clear the backlog. From 01 October 2022 to 31 December 2022, there were 44 renewals and new premises were inspected. Of those 44, 32 were renewals and 12 were new licensed premises. In total, 41% (82 out of 198 renewed and new licensed premises) were inspected. Of these none required enforcement action to be taken against them. Levels of service continue to be impacted by resourcing issues in Q2. Enquiries are being made with potential contractors to clear the backlog. |
| | | | | | Council will aim to reduce alcohol-related harm by annually inspecting alcohol licensed premises to ensure compliance with the Sale and Supply of Alcohol Act 2012 and licensing conditions in general. Percentage of new and renewed licensed premises inspected and appropriate enforcement action taken 100% 41% 30% | |

| Groups of Activities | % Achievement of targets | | | | KPI off track | Discussion and action taken to improve result | | | | | | | | | | | | |
|---|--------------------------|-----------|------------|---|--|---|---------------|------------|---|---|-----|-----|--|---|------|------|-----|--|
| | Achieved | On Track | Off Track | No Data | | | | | | | | | | | | | | |
| | | | | | <p>We will meet the community's expectations through making informed decisions, delivering fit for purpose vested infrastructure through robust engineering assessments and by taking an education first approach to compliance.</p> <table border="1"> <thead> <tr> <th></th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Percentage of new resource consent applications processed within statutory timeframes</td> <td>95%</td> <td>61%</td> <td>67%</td> </tr> <tr> <td>Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate.</td> <td>100%</td> <td>100%</td> <td>92%</td> </tr> </tbody> </table> | | Target Year 2 | Q2 Result | YTD Result | Percentage of new resource consent applications processed within statutory timeframes | 95% | 61% | 67% | Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate. | 100% | 100% | 92% | <ul style="list-style-type: none"> For the period 01 October 2022 to 31 December 2022, 61% of resource consents applications were processed within statutory timeframes, similar to the result of 60% achieved in the last financial year. Levels of service continue to be impacted by resourcing issues. However, recent success in recruiting new staff and increasing our contract pool will help to improve timeframes in the future. For the period 01 October 2022 to 31 December 2022, 433 building consents received have been assessed and development contribution notices issued where applicable. 150 resource consent applications have been assessed and development contribution advice notices issued within the required timeframes. Four Service connection applications were assessed for DCs with one triggering DCs. |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | | | | | |
| Percentage of new resource consent applications processed within statutory timeframes | 95% | 61% | 67% | | | | | | | | | | | | | | | |
| Percentage of building consent, resource consent and service connection applications are assessed for development contributions as well as invoiced and collected as appropriate. | 100% | 100% | 92% | | | | | | | | | | | | | | | |
| | | | | <p>We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or enforcement where appropriate.</p> <table border="1"> <thead> <tr> <th></th> <th>Target Year 2</th> <th>Q2 Result</th> <th>YTD Result</th> </tr> </thead> <tbody> <tr> <td>Respond to all parking complaints within 24 hours</td> <td>100%</td> <td>92%</td> <td>92%</td> </tr> </tbody> </table> | | Target Year 2 | Q2 Result | YTD Result | Respond to all parking complaints within 24 hours | 100% | 92% | 92% | <ul style="list-style-type: none"> Of the 539 parking complaints received, 495 (92%) were responded to within 24 hours. Levels of service continue to be impacted by vacancies in the team. Staff vacancies continue to be advertised despite little uptake, which has impacted the level of service able to be provided for on weekends. | | | | | |
| | Target Year 2 | Q2 Result | YTD Result | | | | | | | | | | | | | | | |
| Respond to all parking complaints within 24 hours | 100% | 92% | 92% | | | | | | | | | | | | | | | |

| Groups of Activities | % Achievement of targets | | | KPI off track | | | Discussion and action taken to improve result | |
|---|---|----------|-----------|--|---------------|-----------|---|------------|
| | Achieved | On Track | Off Track | No Data | Target Year 2 | Q2 Result | | YTD Result |
| Spaces and Places Activities Include: Cemeteries Mount Beachside Holiday Park Marine Facilities Spaces and Places | <p>60% 20% 20%</p> | | | We will provide high quality coastal and reserve land and structures, including | | | | |
| | 1 of 5 measure off track | | | Removal of 20 coastal encroachments from public land each year. | 20 | 1 | 3 | |
| | <ul style="list-style-type: none"> For the period 01 October 2022 to 31 December 2022, there was removal of one encroachment from public land. Encroachment was garden and patio build on reserve land which was removed by landowner. YTD three encroachments removed, 15% of target. | | | | | | | |

Annual Residents Survey

Wave two: 1 October 2022 to 29 December 2022



Introduction

The Annual Residents Survey measures the perceptions of residents regarding various aspects of services that Council provides. The results of this survey feed into the Tauranga City Council Long-term Plan reporting process and allow Council to assess the performance of the Council against a set of pre-determined actions and performance levels.

What does this report show?

This report summarises the responses received from the second wave of Tauranga City Council's 2022/23 annual residents survey. In this second wave, 152 people responded. Two further waves will be undertaken in 2022/23 with a goal of a minimum of receiving feedback from at least 600 responses.

This report gives a high-level view of the responses received to date and how they compared to previous years. It is important to note that as the full year survey has not yet been completed, these results are indicative but do not meet the threshold of statistical relevance to be reflective of the views of the whole city.

Research Objectives:

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

Methodology:

The 2022/23 annual study will target 600 responses from the residents in the Tauranga City Council area, with approximately 150 per wave.

Each wave's mail out quotas are applied according to age, gender, and ward, to ensure that a representative sample of Tauranga City's population is achieved.

The data is weighted to account for variances in the achieved quotas and to ensure that the sample reflects the population profile achieved.

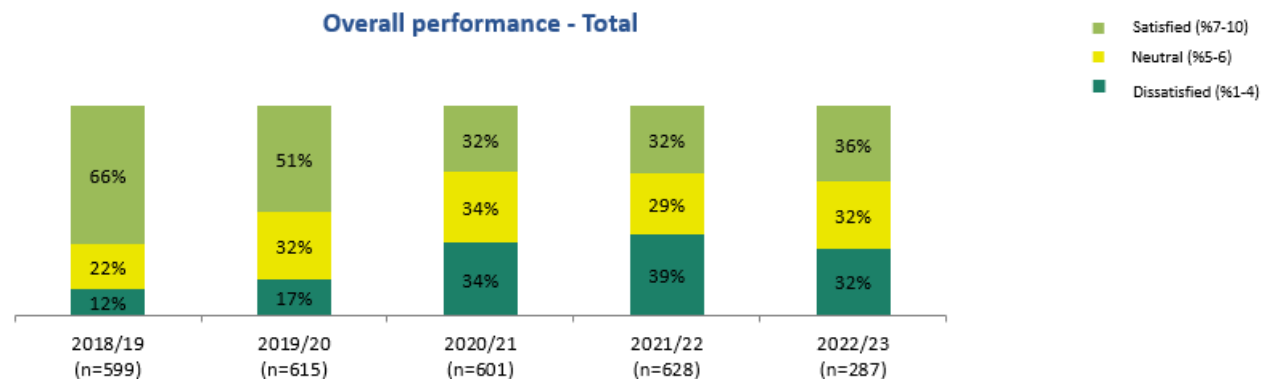
Data collection is taking place in four waves between September 2022 and May 2023 to align with the quarterly reporting of the non-financial performance targets.

The overall results have an anticipated margin of error of +/- 4.6% at the 95% confidence level.

▲ Overall Performance

Overall Performance – YTD 2022/23 = 36%

Results



Overall, the results both wave on wave and year on year are improving.

There are a few significant declines in YTD vs previous years result in these results:

- Overall roading (31% in YTD 22/23 compared with 44% in 21/22)
- Children’s activities at the libraries (55% in YTD 22/23 compared with 70% in 21/22) - this was down in W1 (most likely due to the closure/renovation), but it has bounced right back in W2 up to 68%, we will monitor going forward.
- Safety at night in the city centre (26% in YTD 22/23 compared with 33% in 21/22)

However, there has also been some good improvements:

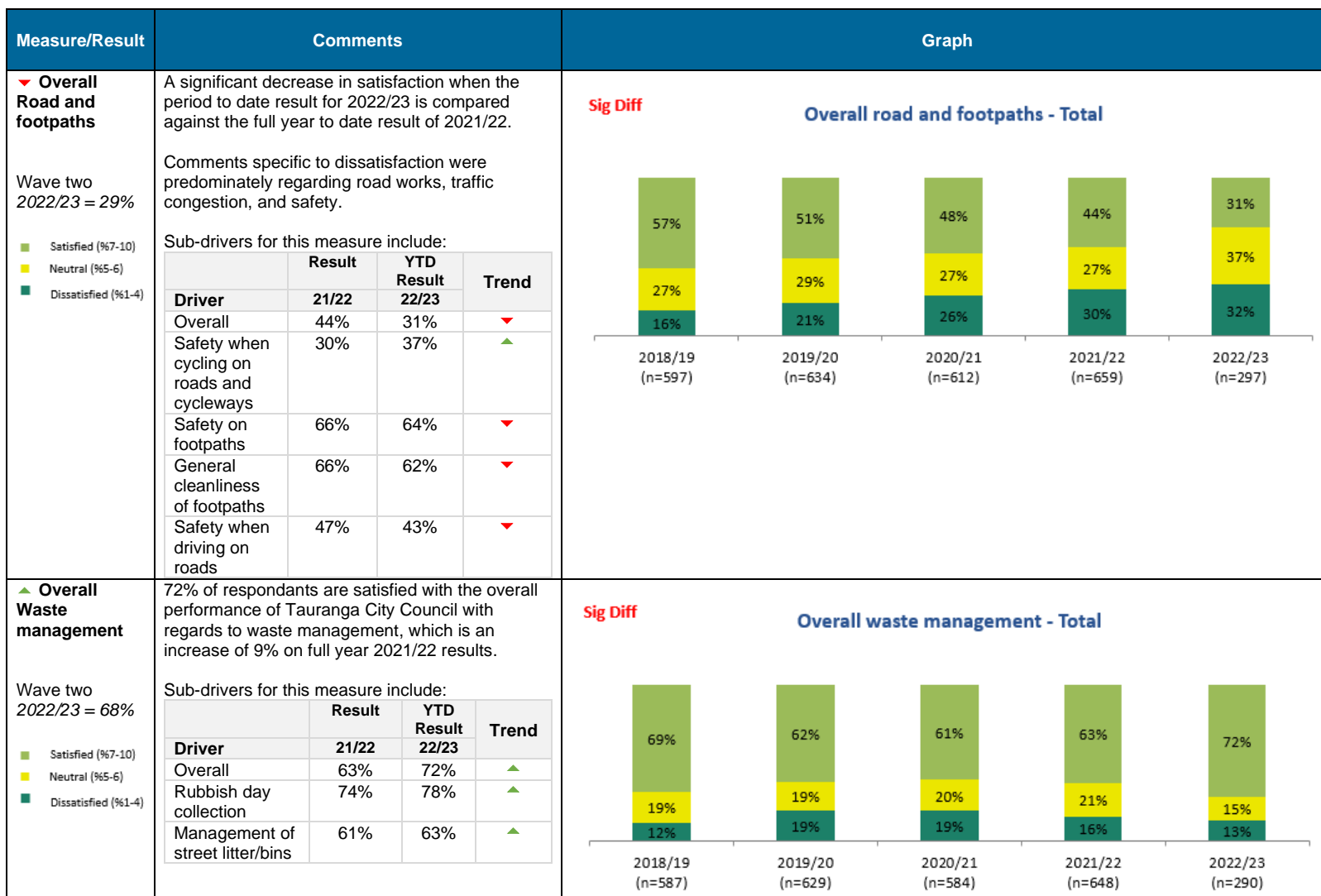
- Waste management (72% in YTD 22/23 compared with 63% in 21/22)
- Perception of community halls (69% in YTD 22/23 compared with 59% in 21/22)
- Perception of indoor sport facilities (72% in YTD 22/23 compared with 60% in 21/22)

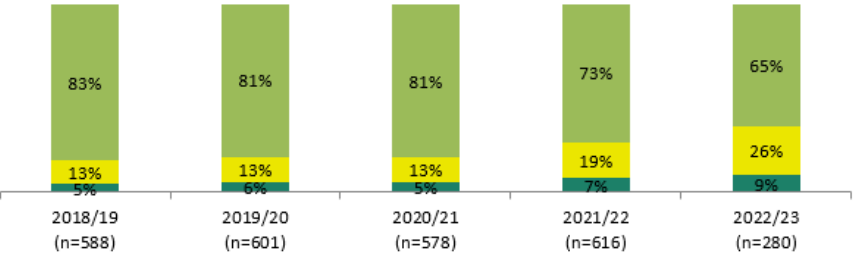
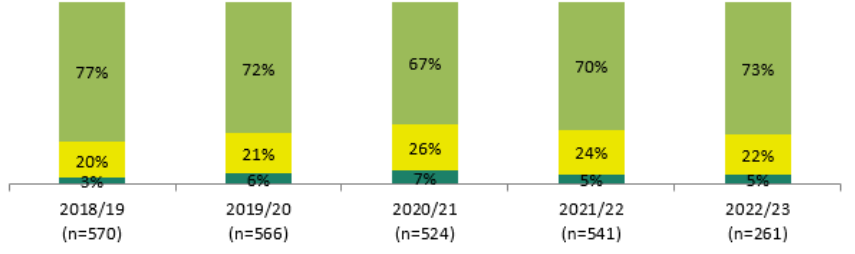
Summary of key measures

▼ Trending down ▲ Trending up = No Change

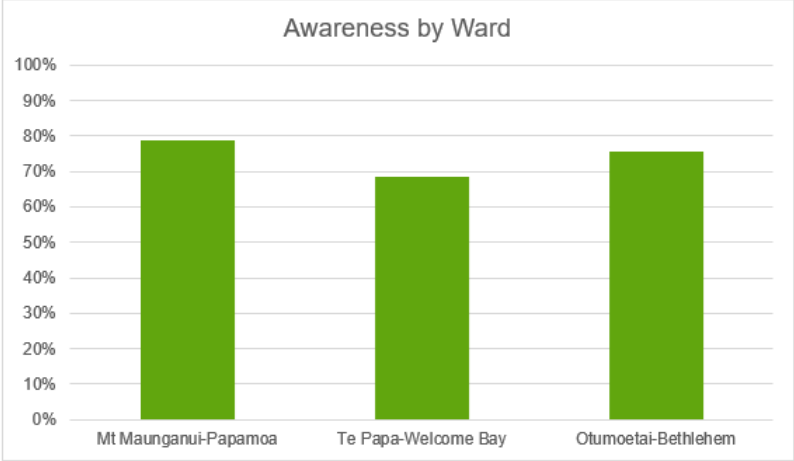
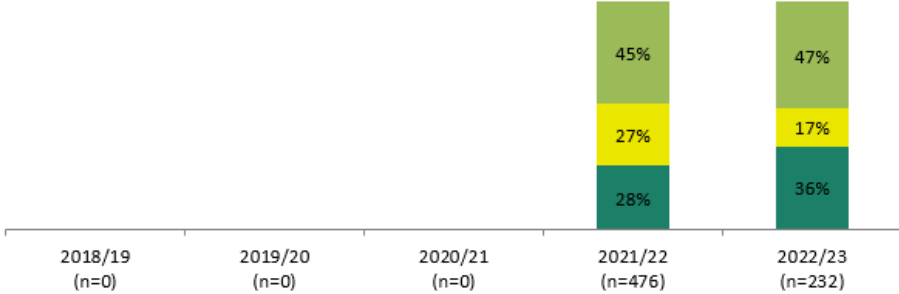
| Measure/Result | Comments | Graph | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--------------|--------------|------------|-------|---------------|--------------|--------------|--|---------|-----|-----|---|----------------------------------|-----|-----|---|---------------------------------|-----|-----|---|-----------------------------|-----|-----|---|--|-----|-----|---|---|------|-----------|---------|--------------|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|
| <p>▲ Overall image and reputation</p> <p>Wave two 2022/23 = 28%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>The YTD result shows an increase in the overall image and reputation of Council from full year result for 2021/22.</p> <p>Sub-drivers for this measure include:</p> <table border="1"> <thead> <tr> <th></th> <th>Result</th> <th>YTD Result</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>Driver</td> <td>21/22</td> <td>22/23</td> <td></td> </tr> <tr> <td>Overall</td> <td>23%</td> <td>29%</td> <td>▲</td> </tr> <tr> <td>Leadership</td> <td>29%</td> <td>31%</td> <td>▲</td> </tr> <tr> <td>Trust</td> <td>24%</td> <td>30%</td> <td>▲</td> </tr> <tr> <td>Financial Management</td> <td>19%</td> <td>23%</td> <td>▲</td> </tr> <tr> <td>Quality of services</td> <td>40%</td> <td>44%</td> <td>▲</td> </tr> </tbody> </table> | | Result | YTD Result | Trend | Driver | 21/22 | 22/23 | | Overall | 23% | 29% | ▲ | Leadership | 29% | 31% | ▲ | Trust | 24% | 30% | ▲ | Financial Management | 19% | 23% | ▲ | Quality of services | 40% | 44% | ▲ | <p style="text-align: center;">Overall image and reputation - Total</p> <table border="1"> <caption>Overall image and reputation - Total Data</caption> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=583)</td> <td>46%</td> <td>32%</td> <td>22%</td> </tr> <tr> <td>2019/20 (n=587)</td> <td>37%</td> <td>31%</td> <td>32%</td> </tr> <tr> <td>2020/21 (n=583)</td> <td>19%</td> <td>24%</td> <td>57%</td> </tr> <tr> <td>2021/22 (n=616)</td> <td>23%</td> <td>26%</td> <td>52%</td> </tr> <tr> <td>2022/23 (n=264)</td> <td>29%</td> <td>17%</td> <td>54%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=583) | 46% | 32% | 22% | 2019/20 (n=587) | 37% | 31% | 32% | 2020/21 (n=583) | 19% | 24% | 57% | 2021/22 (n=616) | 23% | 26% | 52% | 2022/23 (n=264) | 29% | 17% | 54% |
| | Result | YTD Result | Trend | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Driver | 21/22 | 22/23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall | 23% | 29% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Leadership | 29% | 31% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Trust | 24% | 30% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial Management | 19% | 23% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality of services | 40% | 44% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=583) | 46% | 32% | 22% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=587) | 37% | 31% | 32% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=583) | 19% | 24% | 57% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=616) | 23% | 26% | 52% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=264) | 29% | 17% | 54% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>▼ Overall value for money</p> <p>Wave two 2022/23 = 32%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>The YTD result shows a small decrease in the perception of Council providing value for money against full year result from last year.</p> <p>Sub-drivers for this measure include:</p> <table border="1"> <thead> <tr> <th></th> <th>Result</th> <th>YTD Result</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>Driver</td> <td>21/22</td> <td>22/23</td> <td></td> </tr> <tr> <td>Overall</td> <td>36%</td> <td>34%</td> <td>▼</td> </tr> <tr> <td>Annual rates fair and reasonable</td> <td>28%</td> <td>25%</td> <td>▼</td> </tr> <tr> <td>Water rates fair and reasonable</td> <td>41%</td> <td>38%</td> <td>▼</td> </tr> <tr> <td>Invoicing clear and correct</td> <td>73%</td> <td>72%</td> <td>▼</td> </tr> <tr> <td>Payment arrangements fair and reasonable</td> <td>72%</td> <td>75%</td> <td>▲</td> </tr> </tbody> </table> | | Result | YTD Result | Trend | Driver | 21/22 | 22/23 | | Overall | 36% | 34% | ▼ | Annual rates fair and reasonable | 28% | 25% | ▼ | Water rates fair and reasonable | 41% | 38% | ▼ | Invoicing clear and correct | 73% | 72% | ▼ | Payment arrangements fair and reasonable | 72% | 75% | ▲ | <p style="text-align: center;">Overall value for money - Total</p> <table border="1"> <caption>Overall value for money - Total Data</caption> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=497)</td> <td>50%</td> <td>30%</td> <td>20%</td> </tr> <tr> <td>2019/20 (n=567)</td> <td>43%</td> <td>29%</td> <td>28%</td> </tr> <tr> <td>2020/21 (n=559)</td> <td>35%</td> <td>29%</td> <td>36%</td> </tr> <tr> <td>2021/22 (n=589)</td> <td>36%</td> <td>26%</td> <td>38%</td> </tr> <tr> <td>2022/23 (n=257)</td> <td>34%</td> <td>20%</td> <td>46%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=497) | 50% | 30% | 20% | 2019/20 (n=567) | 43% | 29% | 28% | 2020/21 (n=559) | 35% | 29% | 36% | 2021/22 (n=589) | 36% | 26% | 38% | 2022/23 (n=257) | 34% | 20% | 46% |
| | Result | YTD Result | Trend | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Driver | 21/22 | 22/23 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall | 36% | 34% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Annual rates fair and reasonable | 28% | 25% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Water rates fair and reasonable | 41% | 38% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Invoicing clear and correct | 73% | 72% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Payment arrangements fair and reasonable | 72% | 75% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=497) | 50% | 30% | 20% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=567) | 43% | 29% | 28% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=559) | 35% | 29% | 36% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=589) | 36% | 26% | 38% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=257) | 34% | 20% | 46% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Measure/Result | Comments | Graph | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|--------------|------------------|---------|--------------|-----------------|-----|-----|--------------------------|-----------------|-----|-----|---------------------------|-----------------|-----|-----|---|-----------------|-----------|---------|--------------|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|-----------------|-----|-----|-----|
| <p>▲ Overall core service deliverables</p> <p>Wave two 2022/23 = 52%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>The YTD results for satisfaction and dissatisfaction remain consistent with only marginal changes when compared to results from 2021/22.</p> | <p style="text-align: center;">Core service deliverables - Total</p> <table border="1"> <caption>Core service deliverables - Total</caption> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=594)</td> <td>72%</td> <td>21%</td> <td>7%</td> </tr> <tr> <td>2019/20 (n=621)</td> <td>66%</td> <td>23%</td> <td>11%</td> </tr> <tr> <td>2020/21 (n=601)</td> <td>59%</td> <td>28%</td> <td>13%</td> </tr> <tr> <td>2021/22 (n=626)</td> <td>56%</td> <td>28%</td> <td>15%</td> </tr> <tr> <td>2022/23 (n=287)</td> <td>59%</td> <td>29%</td> <td>11%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=594) | 72% | 21% | 7% | 2019/20 (n=621) | 66% | 23% | 11% | 2020/21 (n=601) | 59% | 28% | 13% | 2021/22 (n=626) | 56% | 28% | 15% | 2022/23 (n=287) | 59% | 29% | 11% | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=594) | 72% | 21% | 7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=621) | 66% | 23% | 11% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=601) | 59% | 28% | 13% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=626) | 56% | 28% | 15% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=287) | 59% | 29% | 11% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>▲ Overall water management</p> <p>Wave two 2022/23 = 49%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>The YTD result shows a slight satisfaction decrease in the overall water management of Council from full year result for 2021/22. However, there has been a noticeable increase in results for dissatisfaction in the same period.</p> <p>Those that were dissatisfied mentioned water restrictions, water quality (taste), stormwater management and lack of infrastructure as primary reasons for dissatisfaction.</p> <p>Sub-drivers for this measure include:</p> <table border="1"> <thead> <tr> <th>Driver</th> <th>Result 21/22</th> <th>YTD Result 22/23</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>55%</td> <td>54%</td> <td style="text-align: center;">▼</td> </tr> <tr> <td>Protection from flooding</td> <td>71%</td> <td>65%</td> <td style="text-align: center;">▼</td> </tr> <tr> <td>Quality of drinking water</td> <td>74%</td> <td>70%</td> <td style="text-align: center;">▼</td> </tr> </tbody> </table> | Driver | Result 21/22 | YTD Result 22/23 | Trend | Overall | 55% | 54% | ▼ | Protection from flooding | 71% | 65% | ▼ | Quality of drinking water | 74% | 70% | ▼ | <p style="text-align: center;">Overall water management - Total</p> <table border="1"> <caption>Overall water management - Total</caption> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=566)</td> <td>69%</td> <td>23%</td> <td>8%</td> </tr> <tr> <td>2019/20 (n=560)</td> <td>70%</td> <td>21%</td> <td>10%</td> </tr> <tr> <td>2020/21 (n=550)</td> <td>61%</td> <td>23%</td> <td>16%</td> </tr> <tr> <td>2021/22 (n=581)</td> <td>55%</td> <td>29%</td> <td>17%</td> </tr> <tr> <td>2022/23 (n=266)</td> <td>54%</td> <td>23%</td> <td>23%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=566) | 69% | 23% | 8% | 2019/20 (n=560) | 70% | 21% | 10% | 2020/21 (n=550) | 61% | 23% | 16% | 2021/22 (n=581) | 55% | 29% | 17% | 2022/23 (n=266) | 54% | 23% | 23% |
| Driver | Result 21/22 | YTD Result 22/23 | Trend | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall | 55% | 54% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Protection from flooding | 71% | 65% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality of drinking water | 74% | 70% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=566) | 69% | 23% | 8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=560) | 70% | 21% | 10% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=550) | 61% | 23% | 16% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=581) | 55% | 29% | 17% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=266) | 54% | 23% | 23% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



| Measure/Result | Comments | Graph | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|--------------|------------------|---------|--------------|-----------------|-----|-----|------------------------------|-----------------|-----|-----|------------------------|-----------------|-----|-----|----------|-----------------|-----|-----|-----------------------------------|-----------------|-----|-----|--|------|-----------|---------|--------------|-----------------|-----|-----|----|-----------------|-----|-----|----|-----------------|-----|-----|----|-----------------|-----|-----|----|-----------------|-----|-----|----|
| <p>▼ Overall Outdoor spaces</p> <p>Wave two 2022/23 = 58%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>Another significant decrease in satisfaction when the period-to-date result for 2022/23 is compared against the full year to date result of 2021/22.</p> <p>Most of the commentary that ranked in the neutral and dissatisfied category was mainly about the level of maintenance of outdoor spaces particularly in regards to mowing and there were some comments around investing more in existing and new infrastructure.</p> <p>Sub-drivers for this measure include:</p> <table border="1" data-bbox="510 611 981 959"> <thead> <tr> <th>Driver</th> <th>Result 21/22</th> <th>YTD Result 22/23</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>73%</td> <td>65%</td> <td>▼</td> </tr> <tr> <td>Enough parks or green spaces</td> <td>67%</td> <td>71%</td> <td>▲</td> </tr> <tr> <td>Quality of playgrounds</td> <td>72%</td> <td>71%</td> <td>▼</td> </tr> <tr> <td>Cemetery</td> <td>79%</td> <td>86%</td> <td>▲</td> </tr> <tr> <td>Boat ramps and associated parking</td> <td>70%</td> <td>76%</td> <td>▲</td> </tr> </tbody> </table> | Driver | Result 21/22 | YTD Result 22/23 | Trend | Overall | 73% | 65% | ▼ | Enough parks or green spaces | 67% | 71% | ▲ | Quality of playgrounds | 72% | 71% | ▼ | Cemetery | 79% | 86% | ▲ | Boat ramps and associated parking | 70% | 76% | ▲ | <p>Sig Diff</p> <p>Overall outdoor spaces - Total</p>  <table border="1" data-bbox="1025 438 1877 694"> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=588)</td> <td>83%</td> <td>13%</td> <td>5%</td> </tr> <tr> <td>2019/20 (n=601)</td> <td>81%</td> <td>13%</td> <td>6%</td> </tr> <tr> <td>2020/21 (n=578)</td> <td>81%</td> <td>13%</td> <td>5%</td> </tr> <tr> <td>2021/22 (n=616)</td> <td>73%</td> <td>19%</td> <td>7%</td> </tr> <tr> <td>2022/23 (n=280)</td> <td>65%</td> <td>26%</td> <td>9%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=588) | 83% | 13% | 5% | 2019/20 (n=601) | 81% | 13% | 6% | 2020/21 (n=578) | 81% | 13% | 5% | 2021/22 (n=616) | 73% | 19% | 7% | 2022/23 (n=280) | 65% | 26% | 9% |
| Driver | Result 21/22 | YTD Result 22/23 | Trend | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Overall | 73% | 65% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Enough parks or green spaces | 67% | 71% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Quality of playgrounds | 72% | 71% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Cemetery | 79% | 86% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Boat ramps and associated parking | 70% | 76% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=588) | 83% | 13% | 5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=601) | 81% | 13% | 6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=578) | 81% | 13% | 5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=616) | 73% | 19% | 7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=280) | 65% | 26% | 9% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>▲ Overall Public facilities</p> <p>Wave two 2022/23 = 73%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>Satisfaction with the public facilities provided by the Council remains reasonably consistent.</p> <p>This measure is the highest evaluated area for Tauranga City Council in the current survey.</p> | <p>Overall public facilities - Total</p>  <table border="1" data-bbox="1025 1061 1877 1316"> <thead> <tr> <th>Year</th> <th>Satisfied</th> <th>Neutral</th> <th>Dissatisfied</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=570)</td> <td>77%</td> <td>20%</td> <td>3%</td> </tr> <tr> <td>2019/20 (n=566)</td> <td>72%</td> <td>21%</td> <td>6%</td> </tr> <tr> <td>2020/21 (n=524)</td> <td>67%</td> <td>26%</td> <td>7%</td> </tr> <tr> <td>2021/22 (n=541)</td> <td>70%</td> <td>24%</td> <td>5%</td> </tr> <tr> <td>2022/23 (n=261)</td> <td>73%</td> <td>22%</td> <td>5%</td> </tr> </tbody> </table> | Year | Satisfied | Neutral | Dissatisfied | 2018/19 (n=570) | 77% | 20% | 3% | 2019/20 (n=566) | 72% | 21% | 6% | 2020/21 (n=524) | 67% | 26% | 7% | 2021/22 (n=541) | 70% | 24% | 5% | 2022/23 (n=261) | 73% | 22% | 5% | | | | | | | | | | | | | | | | | | | | | | | | |
| Year | Satisfied | Neutral | Dissatisfied | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=570) | 77% | 20% | 3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=566) | 72% | 21% | 6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=524) | 67% | 26% | 7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=541) | 70% | 24% | 5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=261) | 73% | 22% | 5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Commissioner based questions

| Measure/Result | Comments | Graph | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|---------------|------------------|-------------|---------------|---------------|-----|---|----------|---------------|-----|---|----------|---------------|-----|---|----------|-----------------|-----|-----|----------|-----------------|-----|-----|------|-----|-----|---|--|------|---------------|----------------------|-----|---------------------|-----|---------------------|-----|
| <p>Were you aware that a Crown appointed Commission has taken over the governance responsibilities of Tauranga City Council until the next election in July 2024?</p> <p>YTD 2022/23 ▼ Aware 75% Unaware 25%</p> <p>YTD 2021/22 Aware 79% Unaware 21%</p> | <p>Te Papa-Welcome Bay ward has the lowest awareness that a commission had been appointed.</p> <p>Those 55 years and older have the highest awareness that a commission had been appointed.</p> <p>The wave results are shown in the table below:</p> <table border="1" data-bbox="517 608 947 839"> <thead> <tr> <th>Age</th> <th>Result 21/22</th> <th>YTD Result 22/23</th> <th>Trend</th> </tr> </thead> <tbody> <tr> <td>18 to 24</td> <td>53%</td> <td>35%</td> <td>▼</td> </tr> <tr> <td>25 to 34</td> <td>57%</td> <td>50%</td> <td>▼</td> </tr> <tr> <td>35 to 44</td> <td>75%</td> <td>83%</td> <td>▲</td> </tr> <tr> <td>45 to 54</td> <td>86%</td> <td>82%</td> <td>▼</td> </tr> <tr> <td>55 to 64</td> <td>95%</td> <td>84%</td> <td>▼</td> </tr> <tr> <td>65 +</td> <td>91%</td> <td>89%</td> <td>▼</td> </tr> </tbody> </table> | Age | Result 21/22 | YTD Result 22/23 | Trend | 18 to 24 | 53% | 35% | ▼ | 25 to 34 | 57% | 50% | ▼ | 35 to 44 | 75% | 83% | ▲ | 45 to 54 | 86% | 82% | ▼ | 55 to 64 | 95% | 84% | ▼ | 65 + | 91% | 89% | ▼ | <p style="text-align: center;">Graph</p> <p style="text-align: center;">Awareness by Ward</p>  <table border="1" data-bbox="1025 368 1816 831"> <caption>Awareness by Ward</caption> <thead> <tr> <th>Ward</th> <th>Awareness (%)</th> </tr> </thead> <tbody> <tr> <td>Mt Maunganui-Papamoa</td> <td>78%</td> </tr> <tr> <td>Te Papa-Welcome Bay</td> <td>68%</td> </tr> <tr> <td>Otumoetai-Bethlehem</td> <td>75%</td> </tr> </tbody> </table> | Ward | Awareness (%) | Mt Maunganui-Papamoa | 78% | Te Papa-Welcome Bay | 68% | Otumoetai-Bethlehem | 75% |
| Age | Result 21/22 | YTD Result 22/23 | Trend | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 to 24 | 53% | 35% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 to 34 | 57% | 50% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 35 to 44 | 75% | 83% | ▲ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 45 to 54 | 86% | 82% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 55 to 64 | 95% | 84% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 65 + | 91% | 89% | ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ward | Awareness (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mt Maunganui-Papamoa | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Te Papa-Welcome Bay | 68% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Otumoetai-Bethlehem | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>▲ Satisfaction with the leadership of the Commissioners</p> <p>Wave two 2022/23 = 41%</p> <ul style="list-style-type: none"> ■ Satisfied (%7-10) ■ Neutral (%5-6) ■ Dissatisfied (%1-4) | <p>Period-to-date results for 2022/23 have both shown increase in satisfaction and dissatisfaction results when compared to full year-to-date results of 2021/22.</p> | <p style="text-align: center;">Leadership of the Commissioners - Total</p>  <table border="1" data-bbox="969 999 1865 1294"> <caption>Leadership of the Commissioners - Total</caption> <thead> <tr> <th>Year</th> <th>Dissatisfied (%)</th> <th>Neutral (%)</th> <th>Satisfied (%)</th> </tr> </thead> <tbody> <tr> <td>2018/19 (n=0)</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>2019/20 (n=0)</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>2020/21 (n=0)</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>2021/22 (n=476)</td> <td>28%</td> <td>27%</td> <td>45%</td> </tr> <tr> <td>2022/23 (n=232)</td> <td>36%</td> <td>17%</td> <td>47%</td> </tr> </tbody> </table> | Year | Dissatisfied (%) | Neutral (%) | Satisfied (%) | 2018/19 (n=0) | - | - | - | 2019/20 (n=0) | - | - | - | 2020/21 (n=0) | - | - | - | 2021/22 (n=476) | 28% | 27% | 45% | 2022/23 (n=232) | 36% | 17% | 47% | | | | | | | | | | | | |
| Year | Dissatisfied (%) | Neutral (%) | Satisfied (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 (n=0) | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2019/20 (n=0) | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020/21 (n=0) | - | - | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021/22 (n=476) | 28% | 27% | 45% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022/23 (n=232) | 36% | 17% | 47% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Verbatim Summary

This section of the survey includes a free text field in which respondents could comment further on their satisfaction score.

In summary, some verbatim feedback themes included:

- Governance:
 - Comments about returning to democracy and engaging with ratepayers
 - Cost of rates-related concerns
 - Communication (succinct rather than complex) with community, and more involvement.
- Infrastructure:
 - Expediting projects and road works
 - Having safer footpaths/roads
 - More parking in the city
- Outdoor spaces:
 - Mowing of grass/berms
 - Maintenance of green spaces
- Safety:
 - Concerns about
 - homelessness
 - rough sleeping
 - stray dogs and cats
 - noise pollution from loud motorcycles

10 DISCUSSION OF LATE ITEMS

11 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 |
|---|---|--|
| <p>11.1 - Public Excluded Minutes of the Strategy, Finance and Risk Committee meeting held on 13 February 2023</p> | <p>s6(b) - The making available of the information would be likely to endanger the safety of any person</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)(i) - The withholding of the information is necessary to protect information where the making available of the information would disclose a trade secret</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)(d) - The withholding of the information is necessary to avoid prejudice to measures protecting the health or safety of members of the public</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>s7(2)(j) - The withholding of the information is necessary to prevent the disclosure or</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> |

| | | |
|--|---|--|
| | use of official information for improper gain or improper advantage | |
|--|---|--|

12 CLOSING KARAKIA