



# **ATTACHMENTS MINUTES**

**Ordinary Council meeting**

**Monday, 3 April 2023**



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## CITY CENTRE DEVELOPMENT INCENTIVE FUND FRAMEWORK



<b>Authorised by</b>	Council		
<b>First adopted</b>	4 October 2021	<b>Minute reference</b>	CO18/21/12
<b>Updated</b>	3 April 2023		

### 1. PURPOSE

- 1.1 The purpose of the City Centre Development Incentive Fund is to enable a broad range of initiatives that will support the ongoing growth and development of the city centre.
- 1.2 This framework enables identification of initiatives in the Tauranga city centre that would meaningfully contribute to the future prosperity of the city centre, and/or support businesses and the community while the city centre undergoes the current period of significant disruption.

### 2. SCOPE

- 2.1 The City Centre Development Incentive Fund only applies to initiatives in the city centre zone and the city living zone.
- 2.2 Opportunities that can be considered for funding include:
  - a) feasibility studies that investigate the viability and encourage the development of residential and student accommodation in the city centre;
  - b) short- to medium-term tactical parking interventions that will increase the availability of car parking in the city centre;
  - c) feasibility studies that investigate the viability and encourage the development of car parking buildings in the city centre;
  - d) initiatives that support city centre businesses who are severely impacted by the current period of construction disruption; and
  - e) initiatives that support increased activation, which leads to increased vibrancy in the city centre.

### 3. DEFINITIONS

Term	Definition
City centre zone	As defined in the Tauranga City Plan
City living zone	As defined in the Tauranga City Plan, including both city living (mixed use) and city living (residential) zones
Council	Refers to Tauranga City Council
Dwelling unit	As defined in the Tauranga City Plan
Student accommodation	Accommodation options for tertiary students who domicile within the city centre



#### 4. PRINCIPLES

- 4.1 Council encourages residential development in the city centre and city living zones in order to intensify development in areas with existing amenity and infrastructure.
- 4.2 Encouraging development in the city centre and city living zones supports Council to implement the Te Papa Spatial Plan and meet the objectives of the Urban Form and Transport Initiative and the National Policy Statement for Urban Development.
- 4.3 Encouraging development and initiatives in the city centre supports the vision and objectives of Te Rapunga Ora ki Te Papa – City Centre Action and Investment Plan 2022-32.
- 4.4 Council is required to be financially prudent and undertake commercial transactions with good business practice.
- 4.5 Council recognises its role in supporting transition to a low carbon and environmentally resilient future by encouraging sustainable development.

#### 5. POLICY STATEMENT

##### 5.1 Strategic outcomes for city centre student and/or residential accommodation

- 5.1.1 Council acknowledges the following as strategic outcomes for residential accommodation in the city centre;
  - a) delivery of high-quality urban design;
  - b) provision of universal access<sup>1</sup>;
  - c) increased public amenity; and
  - d) incorporation of sustainable design.

##### 5.2 Specific criteria for feasibility studies

- 5.2.1 To qualify for Council part-funding of a feasibility study, a potential development must be expected to provide more than 40 dwelling units upon completion.
- 5.2.2 Council will partner with developers on feasibility studies where the following criteria are met:
  - a) commitment to complete the feasibility work within six months of the study being commissioned;
  - b) willingness to work in a collaborative manner with Kāinga Ora and/or community housing providers, and/or the University of Waikato or other education providers; and
  - c) willingness to contribute financially to the feasibility studies.
- 5.2.3 The feasibility results are non-binding, but information will be shared with all partners and treated with confidence.

##### 5.3 Scope for feasibility studies

- 5.3.1 Council and those parties potentially involved in a development will agree the scope of each feasibility study prior to proceeding.
- 5.3.2 Council will look to incorporate assessment of the following in the scope of each feasibility study:
  - a) provision of housing at a range of price points; and
  - b) provision of diversity of housing typologies and/or dwelling sizes.

<sup>1</sup> Universal access, or universal design, “refers to buildings, products and environments that are inherently accessible to older people, people without disabilities and people with disabilities” (TCC Disability Strategy)

- 5.3.3 Consideration of the strategic outcomes listed in 5.1.1 may be incorporated into the scope of any feasibility study where practical.
- 5.4 Specific criteria for other incentives that encourage the development of student and/or residential accommodation
- 5.4.1 To qualify for other support, student and/or residential accommodation projects must demonstrate an ability to increase student and/or residential accommodation options in the city centre.
- 5.4.2 The developer must also demonstrate a willingness to sign a Housing Outcome Agreement for residential developments.
- 5.4.3 Funding will only be provided in instances where building consent has been issued and construction has commenced.
- 5.4.4 Funding for student-based accommodation initiatives will need a letter of support from the University of Waikato, or another relevant tertiary education provider.
- 5.5 Scope for residential and/or student accommodation
- 5.5.1 Subject to the specific criteria listed in 5.4, Council will consider any of the following to support developers and/or other organisations with initiatives that support the delivery of additional residential and/or student accommodation in the city centre:
  - a) development contributions deferrals or subsidies;
  - b) rates deferrals or subsidies;
  - c) building and/or resource consent support; and
  - d) short-term revenue shortfall to support student accommodation developments.
- 5.6 Specific criteria for short- to medium-term tactical parking interventions
- 5.6.1 Funding will be provided for short- (less than six months) or medium-term (less than two years) car parking initiatives.
- 5.6.2 Initiatives that deliver additional car parking spaces:
  - a) must result in the establishment of at least 10 additional car parking spaces; and
  - b) must result in all car parks being made available for public use (i.e. not leased or private).
- 5.6.3 Initiatives that don't deliver additional car parks will be considered, as long as they are assessed to be likely to increase the general public's awareness of car parking availability and/or affordability in the city centre.
- 5.6.4 Council will partner with developers on feasibility studies for new car park buildings where the following criteria are met:
  - a) commitment to complete the feasibility work within six months of the study being commissioned;
  - b) willingness to work in a collaborative manner with Council;
  - c) a commitment that at least 50% of the parking planned for delivery is made available for public use (i.e. not leased or private); and
  - d) willingness to contribute financially to the feasibility studies.
- 5.6.5 Parking interventions will align with the general vehicle access areas approach outlined in the City Centre Access and Movement Framework and seek to avoid areas of the city centre impacted by construction.
- 5.7 Scope for parking interventions
- 5.7.1 Council and those parties potentially involved in parking interventions, will agree the scope and deliverables of each intervention prior to proceeding.

- 5.7.2 Council will consider assessment of the following initiatives as part of the scope for tactical car parking interventions in the city centre:
- (a) investigation of vacant sites (private and council-owned) for possible short-term, at-grade car parking;
  - (b) maximising the availability and utilisation of current council parking assets;
  - (c) improve wayfinding and real-time digital occupancy signage on key transportation routes;
  - (d) development of a website/app with real-time parking info available for the public;
  - (e) roll out of apps that support ease of parking; and
  - (f) investigation of options to reduce the number of trade vehicles in the city centre;
- 5.7.3 Initiatives that deliver safe and secure e-bike and/or scooter parking for public use will also be considered, with or without end-of-trip facilities, including but not limited to toilets, showers and lockers.
- 5.8 Specific criteria for initiatives that support businesses that are severely impacted by construction disruption
- 5.8.1 Impacted businesses must be able to reasonably demonstrate the severe negative effect on their business from current construction in the city centre, over an extended period of time.
- 5.8.2 Initiatives will be considered that support the sustainability and growth of local businesses during a period of significant disruption, but direct cash support will not be provided to any disrupted business.
- 5.8.3 The fund cannot be used to apply for the perceived loss of earnings for businesses.
- 5.9 Scope for business interventions
- 5.9.1 Council will consider assessment of the following initiatives as part of the scope for supporting businesses in the city centre, including but not limited to:
- (a) increased signage to inform the public and create a heightened level of awareness that a business (or businesses) are still trading;
  - (b) in partnership with Downtown Tauranga, city centre specific marketing, promotion and/or advertising support;
  - (c) additional safety and security support, including enhanced lighting;
  - (d) Licence To Occupy support, and
  - (e) in extreme cases, support to relocate to another part of the city centre.
- 5.10 Specific criteria for support for increased activation and vibrancy
- 5.10.1 Initiatives must be temporary in nature i.e. a short-term activation, activity or event.
- 5.10.2 Initiatives must be different and not a continuation of an existing initiative or a business-as-usual activity.
- 5.10.3 As much as possible, initiatives should not compete with an existing city centre business.
- 5.10.4 Preference will be given to initiatives that are assessed to have the most significant impact and likelihood for an increase in vibrancy in the city centre.
- 5.11 Scope for increase activation and vibrancy
- 5.11.1 All kinds of activations, activities and initiatives will be considered if they are assessed to have a high likelihood of increasing vibrancy in the city centre, drawing people in and extending their city centre dwell time, and/or leaving a lasting positive impression of their city centre visit.

5.11.2 Initiatives may also be considered that take a place-based approach to activating a space and support increased vibrancy by taking a 'proof of concept' approach, informing the design for current and future city centre developments e.g. placemaking initiatives.

5.11.3 Funding will be available to support marketing, advertising and promotion of initiatives, activations and activities taking place in the city centre.

## **6. RELEVANT DELEGATIONS**

6.1 The Chief Executive has delegated authority to implement this framework, including negotiation and agreement on which potential opportunities are supported through feasibility studies.

6.2 The Chief Executive will provide regular updates to the Council on the fund and projects that have been supported and enabled through it.

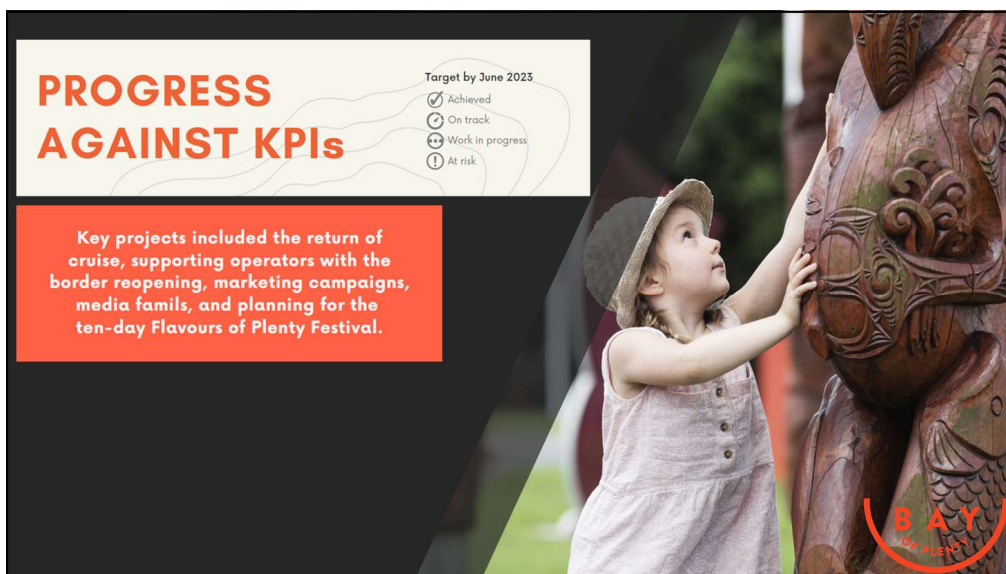
## **7. REFERENCES AND RELEVANT LEGISLATION**

7.1 National Policy Statement for Urban Development  
Urban Form and Transport Initiative  
Te Papa Spatial Plan  
City Centre Action and Investment Plan

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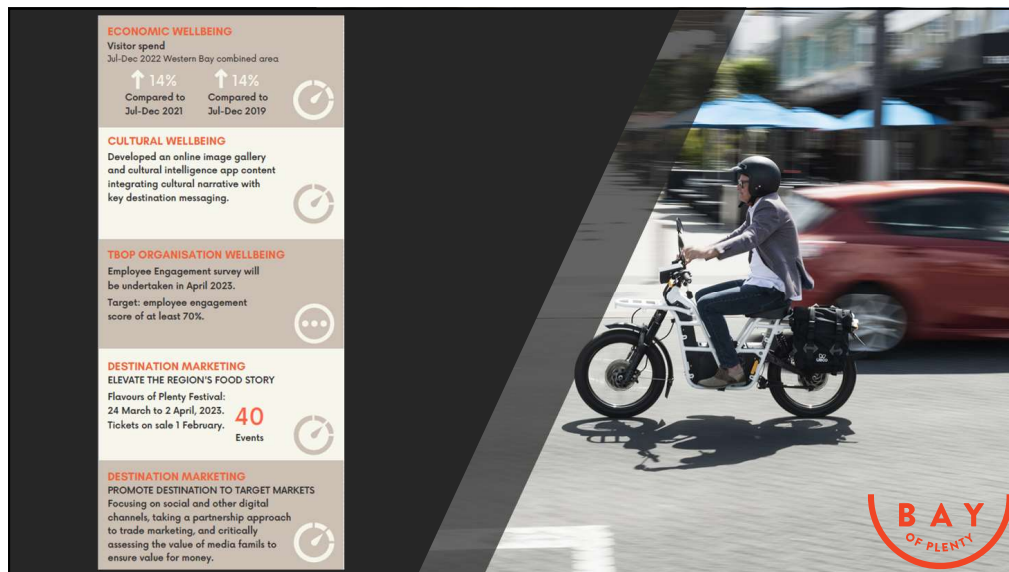
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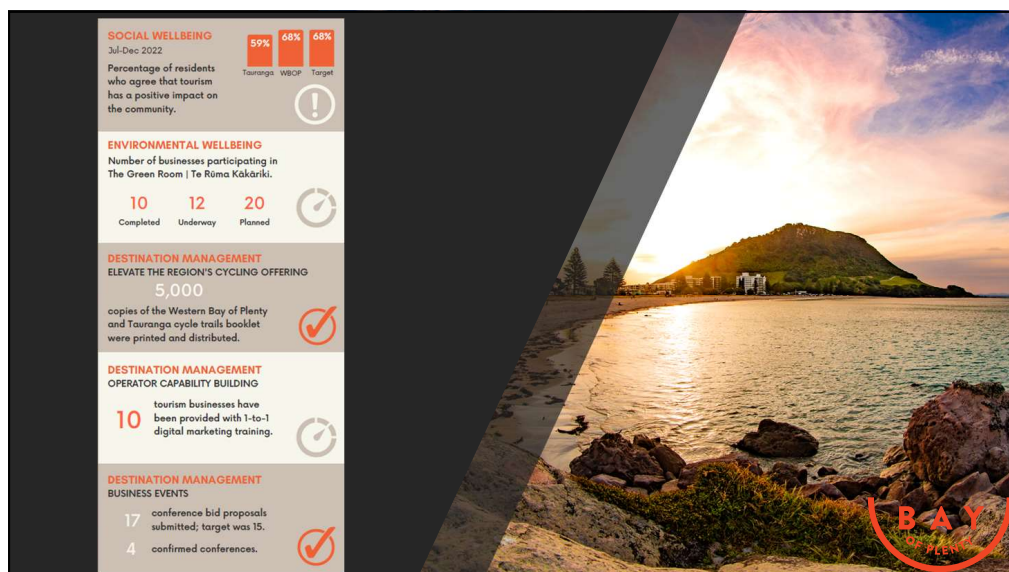
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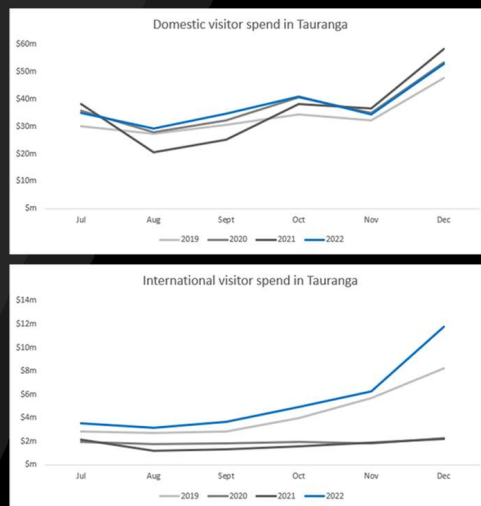
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## Visitor Spend

- Domestic visitor spend during 6-months Jul to Dec 2022
  - Up 5% compared to same period 2021
  - Up 12% on same period pre-COVID 2019
- For the 2 months of Nov and Dec 2022, visitor spend dropped below 2021 levels which is unfortunate, but not surprising given the appeal of overseas travel on one hand and rising inflation/living costs on the other.
- International visitor spend during 6-months Jul to Dec 2022
  - Up 27% compared to same period pre-COVID (2019)
  - Can clearly see the flat line during COVID
- The largest international markets for Tauranga remain Australia, North America and UK, consistent with Pre-COVID.
- Tourism Export Council NZ forecasts that by YE May 2023, annual arrival numbers will be at 50% of pre-COVID levels with the expectation of returning to 100% by YE May 2025.
- Forecasts have been revised down (despite initial optimism) based on mitigating factors such as NZ's continued COVID ISO stand-down, dramatic weather, Ukraine/Russian war, global inflation and cost of airfares.



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## FLAVOURS OF PLENTY

**PROFILING THE FOOD STORY**  
 Details: Media coverage and content creation to position the region as a food destination.  
 Areas covered: Tauranga, Western Bay of Plenty  
 Results: Feature articles in:

182k of AVE  
 Nine new foodie stories

**MATARIKI DISH CHALLENGE**  
 Details: Seven local eateries participated in the Bay of Plenty challenge, alongside Rotorua eateries.  
 Results: Increased awareness and understanding of Matariki among eatery staff and diners, and exposure for local eateries.  
 Areas covered: Tauranga, Mount Maunganui, Papamoa, and Paengaroa.

**LOCAL PRODUCT IN LOCAL EATERIES**  
 Details: Hosted a major food forum with 150 attendees to encourage networks and collaboration.  
 Result examples: Liberty Growers are now supplying produce to The Clarence. Te Puke Truffles and Tauranga Tasting Tours have developed a new event for Flavours of Plenty Festival.  
 Areas covered: Tauranga, Western Bay of Plenty




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## ELEVATION OF CULTURAL TOURISM PROPOSITION



**CULTURAL PRODUCT FOR CRUISE**  
**Details:** Supported eight Māori cultural tourism operators to offer cruise products and tours.  
**Results:**

- Cruise passengers can now access authentic local storytelling.
- Provides opportunities for new Māori tourism businesses.
- More local product benefits our region by encouraging visitors to stay local, and reduces travel and carbon emissions.


**Areas covered:** Tauranga, Western Bay of Plenty




**GLOBAL TOURISM NZ FAMIL**  
**Details:** Introduced global Tourism NZ staff to Māori cultural tourism product, partnering with NZ Māori Tourism.  
**Results:**

- NZMT and TNZ can knowledgeably share local offering with wider networks, including Inbound Tour Operators.
- Operators built connections with TNZ and now better understand trade space and how to refine product to fit.

**Areas covered:** Tauranga, Western Bay of Plenty




**DEVELOPING STORYTELLING APP**  
**Details:** Collaboration with TCC Māori Development Team to develop a storytelling and wayfinding app, focusing on CBD.  
**Results:** App content covers regional history, stories, key information, and significant sites. App under development and in the design process.  
**Areas covered:** Tauranga




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## CRUISE




**I-PORT OPERATING**  
**Details:** A pop-up I-SITE has been established on the port, with six desks manned by tour operators and I-SITE staff.  
**Result:** Direct promotion and selling of experiences to cruise passengers.  
**Areas covered:** Tauranga, Western Bay of Plenty




**OPERATORS ACHIEVE QUALMARK**  
**Details:** Supported operators to get them ready for the cruise market – Qualmark certifications, product refinement.  
**Result:** Total of 18 operators delivering a range of tours across the region.  
**Areas covered:** Tauranga, Western Bay of Plenty




**76% OF RESIDENTS SUPPORT CRUISE**  
**Details:** Surveyed residents to understand perceived concerns and advantages of cruise.  
**Result:** Positive media coverage to celebrate cruise return and express concerns, including TV news features.  
**Areas covered:** Tauranga







105 total ships



79 ship days



155,000 passengers



70,000 crew


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## VALUING OUR ENVIRONMENT





**SUPPORTING HARBOUR FERRY**  
**Details:** Supported the Tauranga Harbour Ferry with ticketing, promotion, and connection to cruise passengers.  
**Results:** Over 1200 tickets sold. Provides a transport option to city centre when larger (1,000+ pax) ships are in port.  
**Areas covered:** Tauranga




**CYCLE TRAILS BOOKLET**  
**Details:** Cycle trails booklet developed and 5,000 copies distributed via information centres, accommodation providers, bike shops, cycle groups, Tauranga Airport, etc.  
**Results:** Provides information about cycle trails and increases awareness of them to encourage use for leisure and travel.  
**Areas covered:** Tauranga, Western Bay of Plenty



**THE GREEN ROOM | TE RŪMA KĀKĀRIKI**  
**Details:** A programme to teach and encourage visitor sector organisations to become more sustainable - environmentally, socially, culturally and financially.  
**Results:** Carbon and waste measurement and reduction, reviewing business plans to build resilience, donating to and participating in community and environmental initiatives, etc.  
**Areas covered:** 11 Tauranga organisations and 17 Western Bay of Plenty organisations have completed the course.  
**Funded by:**



BAY  
OF PLENTY

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## 6-Month Financial Position

**Summary**

- The financial statements include the operations of TBOP and the Tauranga i-SITE.
- Shows an overall surplus of \$408,079 compared to the budget of \$204,795 being favourable by \$203,284. June 2023 result expected to be on budget.

**Income**


- \$2,625,247 compared to budget of \$2,542,043.
- This reflects an increase in revenue of \$83,204.
- Due to movements in payroll and cruise related activity.

**To Note:**

- Total income is down on last year by \$198,469 due to less funding received from MBIE in relation to COVID-19 sustainability programs.
- Western BOP District Council funding remained same as last year albeit phasing has changed to 50/50 instead of 30/30/20/20.

**Expenses**

- \$2,217,168 compared to budget of \$2,337,248.
- This reflects a reduction of \$120,080.
- Due to deferred timing of projects.



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## 6-Month Financial Position

**Balance Sheet**


- Equity showing an increase from July as a balance of \$1,022,282.
- This will return to base level of \$577,108 by June 2023.
- 6-months to December higher due to less spend in the first half of the year.
- Will balance in the second half of the financial year, as previous years.
- Increase in Revenue in Advance is due to MBIE funding not yet spent.

**To Note:**


- Cash on hand is due to MBIE funding not yet spent.
- Regional Events Fund will not be fully spent until 2025.
- As per the Statement of Intent 2023 - 2026, TBOP has maintained an equity ratio equal to or above 0.5:1.0 (actual .5).

**Forecast to June 2023**


- Results are expected to be on Budget by June 2023, with a net breakeven by the financial year end.



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Kia Ora



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5/04/2023



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## Highlights

- ☐ Huge Event Programme
- ☐ Summer Series – Return of Bay Dreams
- ☐ Greerton Aquatic & Leisure Centre Re-Opening
- ☐ Visitation Increasing
- ☐ Funky Funday Programme – NZ Recreation Association Award
- ☐ Business Stabilised

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5/04/2023



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Bay Venues Game Plan FY23					
Our Strategy	Our Stakeholders	Our Focus Areas	Our 3 Year Key Goals	Our Objectives This Year	
<p><b>Vision</b> The Best Venues for the Bay</p> <p><b>Mission</b> We are the Kaitiaki of Tauranga's Network of Community Facilities</p> <p><b>Purpose</b> Connecting our Community through Exceptional Experiences</p>	<p><b>Our People</b> Create an environment where our people can realise their potential and do great things</p> <p><b>Our Customers</b> Deliver a quality experience so customers keep coming back and tell others</p> <p><b>Our Partners</b> Work collaboratively with TCC, mana whenua and other stakeholders to deliver shared outcomes</p> <p><b>Our Community</b> Provide a range of facilities and services cost effectively that people are proud of</p> <p><b>Our Board/Commissioners</b> Provide quality reports and insights that enable good decision making</p>	<p><b>Core Focus - Activity</b> Maximise Activity &amp; Events in our Facilities</p> <p><b>Core Focus - Assets</b> Look after our Venues &amp; Assets Now and for the Future</p> <p><b>Leverage our Capability</b> Actively Pursue Revenue Opportunities</p> <p><b>Build Our Capability</b> Enable and Accelerate our Business</p>	<ol style="list-style-type: none"> <li>Proactively attract new activities</li> <li>Consistently deliver an exceptional customer experience</li> <li>Develop a strong health &amp; safety system and culture</li> <li>Develop and implement a venue strategy</li> <li>Deliver key venue projects</li> <li>Develop and implement a sustainability plan</li> <li>Actively progress new revenue opportunities</li> <li>Create a positive, high performing team culture</li> <li>Provide technology &amp; systems to support our people</li> <li>Strong relationships with key mana whenua</li> <li>Provide consistent reporting that supports decision making</li> </ol>	<ol style="list-style-type: none"> <li>Undertake Community Led Development initiatives</li> <li>Update and rollout a customer experience programme</li> <li>Undertake a H&amp;S Review</li> <li>Develop a Venue Strategy with TCC</li> <li>Complete the Baypark Masterplan</li> <li>Complete Toitu audit and develop a sustainability plan</li> <li>Update our Strategy and roll this out to the team</li> <li>Develop and implement a leadership development programme</li> <li>Develop and initiate a technology roadmap</li> <li>Sign MoU with two mana whenua</li> <li>Update our reporting framework</li> </ol>	<p>On track</p> <p>To start</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>On track</p> <p>Complete</p> <p>On track</p> <p>Complete</p> <p>Off track</p> <p>On track</p>
<b>Our Values</b>	Manaakitanga   Service	Whakawhānau   Relationships	Kaitiakitanga   Care	He Toi   Excellence	

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5/04/2023

## Key Challenges & Risks



- ☐ Road Network Disruption
- ☐ Aging Assets
- ☐ Recruitment & Resourcing
- ☐ Delivery of New Venues
- ☐ Extreme Weather Events
- ☐ Financial Outlook
- ☐ User Fees Review
- ☐ Health & Safety - ongoing

There's a positive energy within the business and we're ready to make great things happen.












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## Governance

- ☐ Board Working Constructively
- ☐ Strong Relationships
- ☐ With the Business Stablised now looking for Strategic Opportunities
- ☐ Board Review – TCC Led



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## Looking Forward






- ☐ Update Event Operating Model
- ☐ Investigate Social ROI Reporting
- ☐ Sustainability Action Plan
- ☐ Learning & Development Focus
- ☐ Key System Upgrades
- ☐ Review TCC funding approach


- ☐ LTP Coordination
- ☐ Key Capital Projects:
  - ☐ Baywave Maintenance Closure
  - ☐ Progress Memorial Park Project
  - ☐ Progress Baypark Master Plan
  - ☐ Complete Support Office









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## Questions





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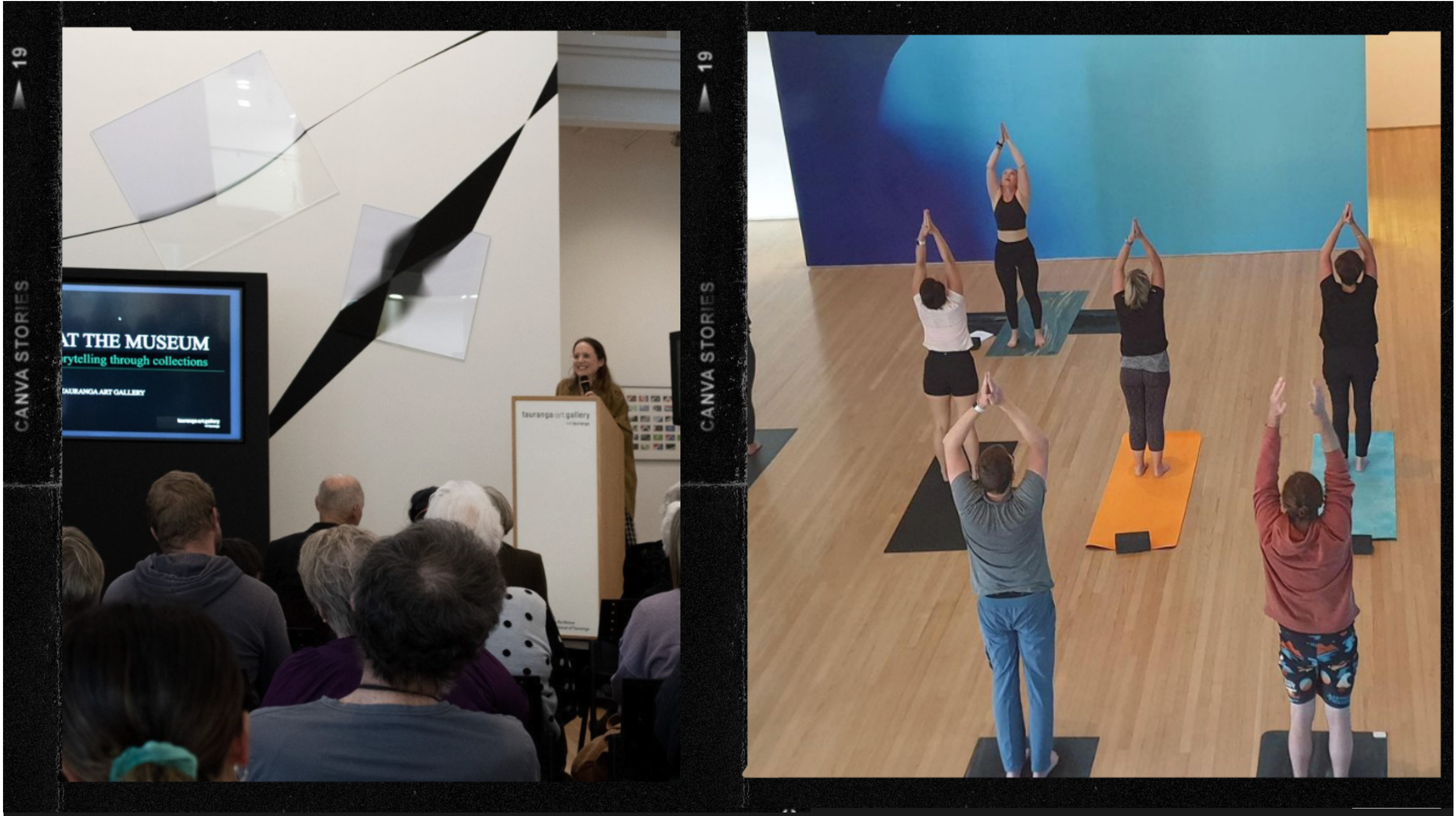




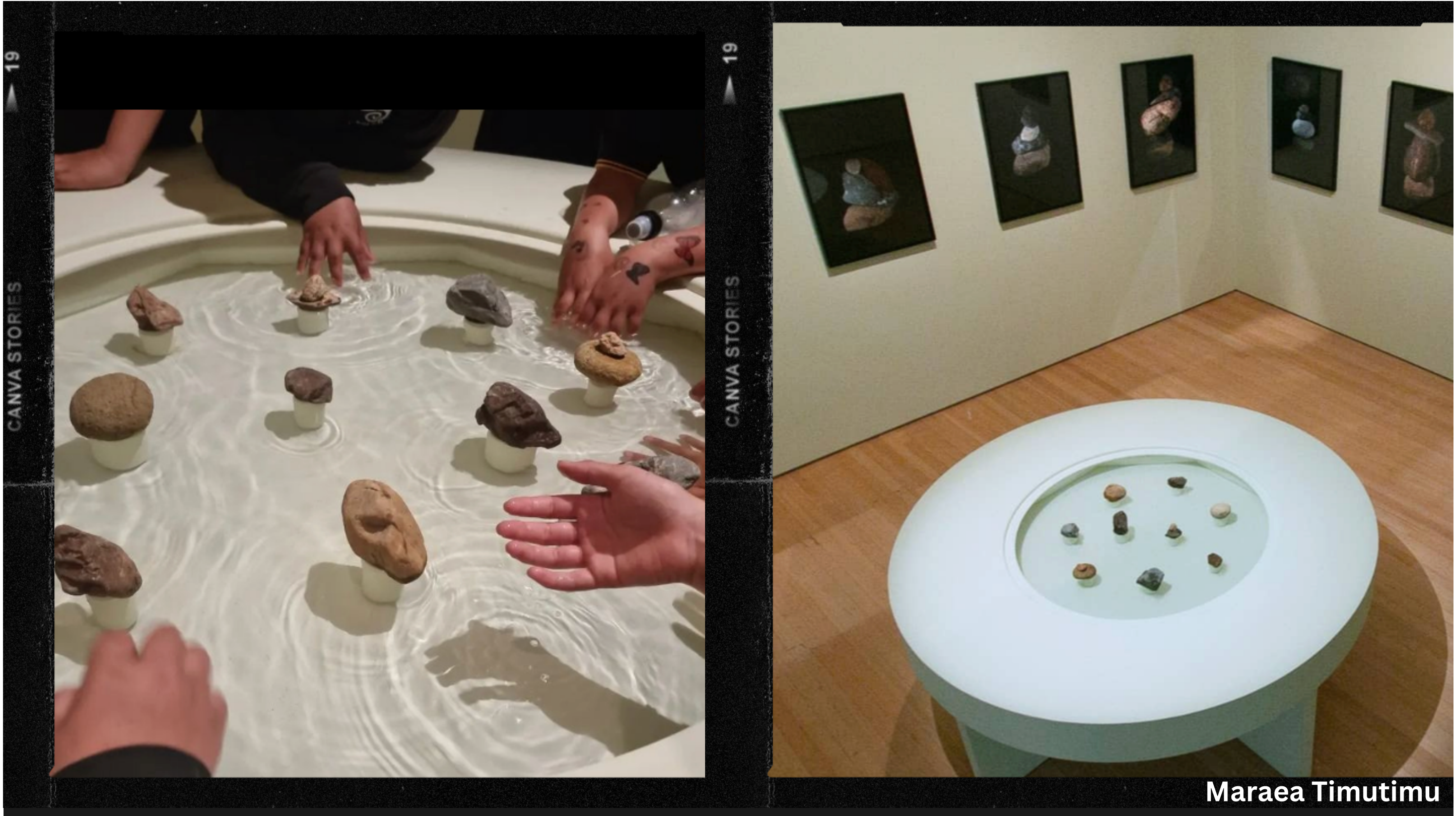
















Ayesha Green



Benjamin West



